

In his seven years, Mayor Miller accomplished much in the way of positive change for the City of Toronto and its residents:

Crime was down, faith in our government and optimism in our poorest neighbourhoods went up. Property tax rates were kept the lowest in the GTA, business taxes were cut, public transit services were improved and Toronto has become a world-leader on the environment and in terms of liveability.

Attached is a compiled record of some of those accomplishments.

### **PLANNING AND URBAN RENEWAL:**

*In order to make Toronto a clean, modern and liveable city, Mayor Miller and City Council approved many measures.*

- Clean + Beautiful City

Community Projects (160 completed or underway in 2010)

-engaging communities in the transformation of underutilized places

There was a C+B project identified + started or completed in every ward of the city in 2008

-Boulevard Transformation project (we remove asphalt, replace with grass/plants if adjacent owners commit to maintaining).

-Special projects ie:

Don Valley Expressway bulb planting

Lower Yonge Pedestrian Reconstruction (under the Gardiner)

St Clair West TTC Station landscaping

- Postering by-law

Council approved, will be implemented once postering pillars installed across the City by 2011

- Revitalization of Union Station

Successfully engaged the public and private sectors to:

- integrate the public realm – make the station more porous
- modernize the facility
- revitalize underused space
- maintain the station as a transportation hub

-partnered with GO for them to renovate, occupy + purchase unused West Wing

-GO will also pay for creation of 2 new expanded concourses

-improvements for VIA passengers and trains

-qualified private partner proponent engaged to do construction and operation of new station retail space

-heritage structural improvements will be made

-\$4m repairs to the Front Street pedestrian bridges nearing completion

-PATH expansion to the North West

-Renewable energy deep water cooling system by Enwave

-Doming of the train shed

-south station access to the new Union Square Plaza

-\$640 million dollar project, completion in 2015

- Nathan Phillips Square Revitalization

- revitalization of the city's premier civic space designed and contracts issued

- new green roof completed, now the largest accessible green roof in the country

- construction started April 2010 to be completed in 2012

- included improvements: new state-of-the-art permanent theatre stage, a relocated and enhanced Peace Garden, a new two-level restaurant, a new Visitor Information Kiosk, and a new skate pavilion.

- the Square's overhead walkways will be improved with new furniture and connections to the second levels of the new restaurant and skate pavilion

- 311

- renovation of Metro Hall Council Chambers to call centre

- RFP for technology solution issued and awarded

- launched Sept 24, '09

- 7/24 one contact centre, seamless service requests

- Partnership Office

- Created a Partnership Office that links ideas with actions, and donors with projects.

- it connects divisions and communities to make improvements to the public realm (parks, orphan spaces, murals, installations, plantings, clean ups etc.)

- 299 partnerships over \$5000 established in 2009, 1,169 partnerships under \$5,000

- \$35.8M worth of sponsorships, donations, joint ventures + community partnering:

- examples: NHLPA: \$40,000 for Wellesley Community Centre and Dufferin Grove Park

- \$60,000 for 2 Secord Avenue residents

- Canada Blooms: donation of thousands of plants and flowers to homes for the aged after event

- partnering with YabuPushelburg to renovate and redesign the City Hall Wedding Chapel

- Street Furniture

- started placing furniture in June 2009

- less advertising in the public realm, more and better furniture, postering pillars

- 26,000 new pieces of street furniture:

- 5,000 transit shelters,

- 12,500 litter receptacles,

- 2,000 benches,

- 500 multi-box newspaper structures,

- 2,000 newspaper fences,

- 120 info pillars, 500 postering pillars,

- 2,000 board/pole postering pieces,

- 1,000 bike rings,

- 20 public washrooms

- no cost to the City on street furniture

- the city anticipates revenue of \$428M from street furniture advertising over the 20 yr term.

- The furniture, maintenance and infrastructure will be provided by Astral Media

- funded creation of the Public Realm Office

- Mayor's Tower Renewal
  - launched in September 08
  - 4 pilot sites chosen in each CC
  - Leaders table established
  - Office established, pilots up.
  - All investments made by building owners with logistic and advisory support from the City at minimal cost.

- Planning Initiatives

Mayor Miller's words: "Good enough is no longer good enough. We must signal that beauty and design is a priority."

From large-scale projects to the small details of the placement of objects on our sidewalks, how we design our city determines whether it will be one that is easy and engaging to live in, pleasant to look at and exciting to visit.

i) Mid-rise strategy

-this city-wide study is to expedite and encourage the development of more and better designed mid-rise buildings on Toronto's Avenues. The study developed a set of Performance Standards for Mid-Rise Buildings to inform how planning buildings should behave towards their context and enhance the public realm.

ii) Tall Building Guidelines

-internal staff team created to do the consultation on where tall buildings should be located and how they should behave as well as how they should enhance the public realm and fit well within their existing and planned context, Council approved Design Criteria for Review of Tall Building Proposals

iii) Harmonized Sign By Law

-creation of a single sign bylaw to regulate permanent signs across the city  
 -signs that will be regulated under the bylaw include roof signs, fascia (wall) signs, free-standing (ground) signs and billboards  
 -it will enable the city to move more effectively to enforce the by-law through the creation of a dedicated sign unit that assumes all responsibility for sign regulation  
 -it will provide the capacity to track all third party sign installations  
 -it will provide a source of revenue for City priorities (including art) from the tax on third party sign installations

iv) Bird Friendly Development Guidelines A comprehensive list of voluntary options to help developers, building owners, managers, tenants, architects, planners, urban designers and residents reduce bird collisions in Toronto.

v) Cultural Institutions in the Public Realm

Completed a thorough study of the major institutions in the city and how the city can take advantage of opportunities to connect them to each other and their surrounding streets.

vi) Design Review Panel

– in its 2<sup>nd</sup> year of work reviewing public and private development within the pilot areas, has now been made permanent

-comprised of volunteer design professionals, including architects, landscape architects, urban designers and engineers  
-provide professional, objective advice aimed at improving matters of design that affect the public realm, which includes the design of streets, parks, open spaces and public and private buildings

vii) Green Development Standard

-provides an integrated set of performance targets, principles, and practices to encourage sustainable development of buildings and sites within the Toronto context.

viii) Green Roof Guidelines

-policies established and passed by Council to encourage the construction of green roofs in all new development in the City

ix) An updated Streetscape Manual

-The on-line Manual emphasizes design quality and amenity in the pedestrian realm and serves as a reference tool to guide the design, construction and maintenance of streetscape improvements across the city.

x) A neighbourhood beautification program that has resulted in dozens of murals, plantings, and improvements of formerly neglected public spaces

xi) Harmonized the Zoning By Law

-created one comprehensive zoning bylaw with one format, one set of definitions and one set of zone standards

- Multi-Res Apartment Building Audit and Inspection program

- provides inspection and enforcement action on apartment buildings
- audited 176 buildings in 2009, up from 14 in 2008
- Orders issued on over 8,000 deficiencies, up from 200 in 2008
- dedicated team of 15 staff created through reallocation of resources in MLS
- collaborative effort by MLS, Public Health, Fire, Police and Social Services

- Froze development charges

- St. Lawrence Market north building

- winning building design concept announced June 2010.
- rejuvenation of the north market, new city courts and underground parking

- Housing Opportunities Toronto plan, 10 year housing plan for the city

- 6200 people housed through Housing First or Streets to Homes
- over \$300m allocated to state of good repair
- 4,355 new affordable housing units delivered since 2006.

## **ECONOMIC DEVELOPMENT**

*Toronto's place as a world-leading business destination increased tremendously in the past seven years because of deliberate policies to attract and retain business, jobs and new investment.*

- Established the "Governing Toronto Advisory Panel" to provide recommendations to improve the City's governance. In November 2005 the Panel released its recommendations in a report titled "The City We Want – The Government We Need" which was adopted by City Council.
- Established Mayor's Economic Competitiveness Advisory Committee to give their best advice to the City on improving the quality of life and stimulating economic growth. Consisting of 25 leaders from business, labour, academia and community organizations the Committee developed a new economic competitiveness strategy for the City. City Council unanimously adopted the Advisory Committee's recommendations in a report entitled "*Toronto Ontario Canada - Agenda for Prosperity*" in January 2008.
- Established Independent Fiscal Review Panel to review and report on the City's fiscal operations. The independent panel released its report "*Blue Print for Fiscal Sustainability and Economic Activity – A Call to Action*" in February 2008.
- Established a new Standing Committee of Council to focus on Economic Development and City's Competitiveness issues.
- Negotiated a new City of Toronto Act with the Province which provided new legislative powers and increased flexibility for the City of Toronto to chart its own course..
- Led the adoption of 'Enhancing Toronto's Business Climate: It's Everybody's Business' starting in 2006, which included the long term objective to reduce the municipal tax ratios for industrial and commercial properties to 2.5-times the residential tax rate by 2020 (a 15-year plan). For small businesses the new policy provided an accelerated reduction to 2.5-times the residential tax rate by 2015 (a 10-year plan).
- Established the "Interdivisional Economic Growth Team" comprised of senior staff from most City Divisions. The staff team was mandated to improve the City's competitiveness by reducing "red tape" and improve city's services to the business community.
- Established two new arm's length corporations: Invest Toronto – mandated to engage the private sector in marketing and promotion activities to increase business investment and create desirable jobs in Toronto: and, Build Toronto – mandated to unlock the value in under-utilized lands and use the available City and ABC (agencies, boards and commissions) land base to attract targeted industries, stimulate the creation of desirable employment, and regenerate neighbourhoods.
- The Toronto Partnership Office was established in July 2007 with a mandate to engage external organizations in mutually beneficial initiatives and to leverage private

investment in public programs and infrastructure. The Office has implemented a number of strategic approaches to facilitate and support partnership development. This includes the establishment and administration of the Unsolicited Proposal Policy and Procedure, the development of a Revised Donations Policy, the preparation of a Naming Rights Policy and the creation, in conjunction with the City Treasurer, of a Public Interest Partnership Framework.

- Concierge Program, now Gold Star, established to expedite municipal approval for industrial / commercial developments and investment projects that create jobs and increase the City's revenue base.
- Development Application Review Project (DARP) - Established interdivisional group to oversee process improvements, ensure a consistent approach to service delivery, collaboration amongst staff and consultation with the development industry on an ongoing basis
- In February 2009 the City initiated an enhanced case management approach for strategic industrial and office development. Industrial, office and institutional development projects will be assigned to a district review team which will be led by a Planning Director and Economic Development Officer.
- Partnered with the Provincial and Federal governments to work with the Organization for Economic Co-operation and Development (OECD) to complete a Metropolitan Review – which focused on the economic competitiveness of the Toronto region.
- Participated in the "Big Cities Mayor's Conference" to advance urban economic development issues with the Federal Government.
- Negotiated a Memorandum of Understanding with the Federal and Provincial governments in relation to the Canada-Ontario Immigration Agreement to establish "a seat at the table" for the City of Toronto in discussion on immigration policies and programs. .
- "Imagination, Manufacturing, Innovation and Technology Incentives Program" approved unanimously by City Council to create Toronto's first incentives package to assist companies to grow locally and enhance the City's capacity to compete on the world stage for new investment.
- City Council approved providing \$120 million in tax incentives for the first phase of the Woodbine Live development which will include a 450 room hotel, 6,000 seat performance space, retail space and a canal that transforms into a winter skating rink. The project will create an estimated 5,400 jobs. In exchange for the tax incentives the Developer has committed to a local hiring program.
- Exempted new industrial / office buildings and expansions to existing buildings from paying municipal development charges.
- The City of Toronto entered into a new agreement with the Province of Ontario and the Association of Municipalities of Ontario (AMO) to fund social assistance benefit

programs and improve services for the people of Ontario. The agreement is detailed in the Report of the Provincial-Municipal Fiscal and Service Delivery Review, Facing the Future Together. The report presents a new vision of the provincial-municipal relationship. It completes the work of the Review - a unique opportunity for municipal and provincial representatives to discuss new and better ways to fund and deliver services to the people of Ontario.

- City Council unanimously approved a Long-Term Fiscal Plan at its meeting on April 12, 2005, as recommended by the Ad Hoc Committee to Develop a Long-Term Fiscal Plan. City Council has taken many steps to implement the recommendations of the Plan, while working with other orders of government to improve the funding of capital programs such as transit, and provincial cost-shared programs. An update to the Long Term Fiscal Plan was made at Budget Committee on March 12, 2010.
- City Council established a new high-level Infrastructure Office responsible for improving capital projects co-ordination among divisions and major ABCCs, particular for priority transit and transportation initiatives.
- Mayor Miller led Toronto Team China - 15 business leaders from Toronto and China to visit Shanghai, Beijing and Chongqing in April 2008.
- Organized Internationalization Dialogue in May 2008 to bring together a diversity of interests and sectors to discuss opportunities to leverage Toronto's diversity and international connections.
- Council approved a new permissive City of Toronto Major International Event Policy that builds mixture of international sporting, cultural, business and societal events that will focus attention on Toronto and its key economic sectors; accelerate development of physical infrastructure; and better connect Toronto to the global citizenry.
- The Toronto region was awarded the 2015 Pan and Para Pan American Games. The Games are expected to attract 250,000 spectators and 33,000 event participants, volunteers and officials.
- The development of Pinewood Toronto Studios on the Waterfront is one of Canada's largest film and television production complex. The complex consists of 250,000sq.ft. – 8 stages, including North America's largest purpose-built soundstage, localized support facilities and office space. Pinewood studios can accommodate productions of any size. This new facility enhances the city's competitiveness in the film and media industry, attracts new investment, and higher value employment.
- The City implemented an Industrial Water Rate as part of a new water rate structure to support the growth of existing businesses using water for processing purposes and encourage water conservation.
- In February, 2009 City Council approved \$49.5 million to create an infrastructure legacy for Torontonians for new and revitalized athletic facilities and services in priority neighbourhoods as part of the City's 2015 Pan Am games bid. The City's

investment would leverage \$198 million from the Provincial and Federal governments to complete the necessary work required at the six City owned games athletic facilities.

- Mayor led several international trade missions including missions to: several China (, Los Angeles, New York, Chicago, Madrid, London (U.K.), Frankfurt and Milan.
- Development and adoption of a new Green Economic Development Strategy.
- In May 2009 the first ever Great Lakes Summit was held in Toronto. At the conference the Government of Ontario and Mayor's of cities around the Great Lakes strengthened their commitment to coordinate efforts to restore, protect and promote the Great Lakes.
- In May 2009 Toronto and the City of Soul signed a MOU that commits both cities to share information, experience and best practices in matters related to the fight against climate change.

### **INTER-GOVERNMENTAL:**

*To advance and foster relations between Toronto and other municipalities and orders of government, Mayor Miller embarked on an aggressive strategy that yielded significant results.*

#### **Initiatives and Accomplishments:**

- Immigration and Settlement MOU
- Federal Gas Tax Fund Agreement – Canada/Toronto/Ontario/AMO
- City of Toronto Act negotiation/development and implementation
- T-OCCA negotiation/implementation
- Uploaded cost agreement and implementation
- Revenues that grow with the economy
- National transit strategy
- Strong alliances with other cities and associations, e.g. FCM / BCMC; Great Lakes & St. Lawrence Cities Initiative

#### **Other Recent examples:**

- The City is administering ~\$1.9 B in economic stimulus investments; leveraging ~\$680 m in federal and provincial funding
  - Canada-Toronto agreement of approximately \$190 m in federal funding for infrastructure stimulus projects

- \$21 m federal and \$21 m provincial contribution towards recreational infrastructure
- \$416 m provincial investment for LRVs
- ~354 m for social and affordable housing
- \$162.9 m for current year under the Federal Gas Tax Program and an extension of the agreement to 2014
- Local immigration Partnership Agreement
- Multi-party agreements and approach to guide Toronto's role in the G20 summit
- Multi-party agreements to guide Toronto's role in the Pan Am games
- Hosted the 2010 FCM conference
- Working through FCM program to increase women's participation in municipal government through the Toronto Regional Champion Campaign mentoring program
- National climate change strategy (Mayor's report to BCMC & subsequent FCM resolution)

## **ENVIRONMENT AND SUSTAINIBILITY**

*Mayor Miller gave priority to initiatives that meet strong environmental goals but deliver on economic development and community improvement at the same time.*

- Led Council's approval of new greenhouse gas reduction targets and related programs to reduce carbon emissions by 30 % by 2030 and 80% by 2050 city-wide and greatly reduce energy costs for the City government and for residents.
- replaced all traffic lights with LED technology ( 80% energy savings and \$2 million/yr reduced costs)
- Capturing methane in closed landfill to produce energy and generate revenue - \$1-2 million/yr; on-going
- 2004 – Green Toronto Awards – recognizing environment leadership and innovation in the community; on-going
- 2005 – Energy Retrofit Fund - \$40 million revolving fund for supporting energy and cost saving retrofits in city-owned buildings including offices buildings, arenas, firehalls; fund repaid through energy savings.

- 2006 first in-depth city-wide inventory of greenhouse gas emissions and air pollutants (baseline information for tracking progress)
- 2007 Climate Change, Clean Air and Sustainable Energy Action Plan – adopted unanimously, nearly fully implemented, superseded by 2009 The Power to Live Green: Toronto’s Sustainable Energy Action Plan
- 2007 Toronto Green Development Standard for new buildings
- Award-winning GreenRoof and Eco-Roof Strategy
- 2008 – Ahead of the Storm: comprehensive action plan to adapt to climate changes already underway; adopted unanimously, includes accelerated timeline for green infrastructure
- 2008 – Green Economic Development Strategy –attract and retain green businesses and talent, strengthen partnerships for sustainable energy and environmental goals, link local to international business opportunities.
- 2008 – Toronto Solar Neighbourhood initiative – installing solar water heaters in over 150 homes in Riverdale
- 2008 Renewable Energy By-law ( a North American first) permitting renewable energy ( of a non-industrial scale) on private property
- 2007-2009 – Maximized use of Deep Lake Water Cooling capacity including connecting City Hall and Metro Hall to emission-free cooling.
- Green Fleet Transition Plan (2004-2007); Green Fleet Plan 2008-2011- reducing emissions from city-owned vehicles, partnerships with other fleets and across the GTA, electric vehicle group purchasing, selecting least polluting vehicle for any job
- Tower Renewal - launched late 2008– detailed implementation strategy for reducing environmental impacts of over 1000 high-rise residential buildings in all parts of the city while creating jobs ( over 30,000 projected), implementing efficient and clean community energy planning, and revitalizing neighbourhoods. Seven pilot buildings now underway. Supported by many private and public sector partnerships
- \$65 million Sustainable Energy Fund – a revolving fund that provides loans for large building energy retrofits and renewable energy installations, fund paid back through money saved from energy efficiency
- Energy savings program at Toronto Community Housing Corporation – energy retrofits in buildings reducing heating requirements by 40 %. Appliance replacement with more efficient energy efficiency models saving over \$5.7million so far. On-going
- 2008 – Environmental Disclosure, Reporting and Innovation (a North American first) requires businesses and City operations to publicly report their use and release of 25 hazardous chemicals that are in Toronto's environment at levels of health concern. Phased in over four years, provides new supports for businesses to track and report chemicals and to adopt measures to prevent pollution and reduce chemicals

- Live Green Toronto Investment and Community Engagement program - community workers to support neighbourhoods/ individuals and leverage grants and incentives.
- 2009 The Power to Live Green: Toronto's Sustainable Energy Action Plan
- 2009 – Lower Don Lands, Toronto Waterfront, chosen by Clinton Climate Initiative as one of 15 low-carbon Climate Positive projects globally
- 2008- 2010 Mayor of Toronto chosen as Chair of the C40 Cities Climate Leadership Group – a group of large cities around the world committed to fighting climate change. Increased City of Toronto's profile internationally as a green city; led negotiations for cities to be recipients of international climate financing, strengthened partnership and sharing of latest technical know-how among senior officials in cities on five continents.

## **OTHER ACCOMPLISHMENTS:**

### **Sustainable waste and roads policy and program changes**

- 2006 acquisition and purchase of Greenlane Landfill in southwestern Ontario to accept waste from Toronto and GTA municipalities. In addition to generate revenue, the purchase also fulfill the City's commitment to stop waste export to Michigan landfill by the end of 2010
- Removal of waste collection and disposal portion of property tax to shift towards "reward to recycle" pay-as-you-throw utility rate system
- New legislation to make it compulsory for utility companies to reimburse the City on cutting up city roads through the pavement degradation fee

### **Restoring accountability at City Hall**

- Hired an integrity commissioner, the only municipality in Canada
- Conducted an administrative review that made City Hall more flexible and accountable
- Election finance reform for greater transparency and accountability
- Through the City of Toronto Act, instituted the power to institute a lobbyist registry at City Hall
- Reopened City Hall observation deck and walkways with majestic green roof around Nathan Phillips Square. A small but symbolic gesture of opening up City hall.

### **Sustainable urban development initiatives**

- Pesticide bylaw fully implemented in 2007, MOE followed suit
- Tree bylaw to increase urban tree canopy on streets and in parks by 50% by 2020
- \$20M retrofit of city buildings for energy efficiency
- Increased funding to cycling initiatives such as additional 1,500 km of dedicated bike lanes and BIXI bike share program implementation
- Citywide green bin rollout + organics collection/diversion pilots for multi-residential apartment buildings - 50% of the one million households ... Toronto is the first in North America to provide such service to apartments
- Hundreds of new recycling bins, including organics waste receptacles in parks

- Increase in range of reuse/recyclables – plastic bags 5 cents recovery for grocery retail waste reduction
- Green Fleet strategy that all new replacement vehicles to be fuel efficient or hybrid
- Energy efficient signal lights fully implemented

#### **Accessible waterfront and clean urban beaches**

- Creation of downtown beaches such as HtO Wave Deck at Harbourfront and Sugar Beach in the east waterfront
- Year-round cleaning/plowing of Martin Goodman Trail for bikes to access to downtown
- 8 out of 11 city beaches receives International Blue Flags awards for the 6<sup>th</sup> year and remains open all summer for urban dwellers

#### **Emergency Planning and Management**

- Reorganize the City's Emergency Planning Committee and reform it bylaw - City, public agencies and boards e.g. Police, TTC and Union reps in addition to private partners such as BOMA, CAER to partner even more cooperatively
- Mayor is the first to Chair TEMPC (Toronto Emergency Management Planning Committee), handling emergencies such as August 2008 propane explosion at Keele/Hwy 401
- Partner with Province and Federal EMO.

### **PUBLIC TRANSIT**

#### **Fare Initiatives**

- Adult Transferable Pass
- Weekly Pass
- PSE student Metropass
- Various Service Increases
  - In 2008, a total of 180 service increases were made on 46 TTC bus and streetcar routes in response to continuing growth in ridership. These increases resulted in approximately 4500 additional hours of service and reduced overcrowding and waiting times for approximately 3.5 million customer trips.
- York U Bus Way
  - The York University Busway opened for operation in 2009. It is a six kilometre reserved right of way for buses running between Downsview Station and York University. The Busway provides faster and more reliable service for the 22,000 daily customer trips on the 196 York University Rocket. It is an interim solution until the Spadina Subway Extension is completed in 2015.

- Plans for Waterfront Streetcar
  - In 2008, an environmental assessment was completed and supports the provision of streetcar service between Union Station and Dufferin Street. This also sets the stage for the longer term objective of providing a high speed/high capacity transit service between Union Station and south Etobicoke.
- Spadina subway extension
  - Construction of the Toronto-York Spadina Subway Extension began in 2010. The 8.6 kilometre extension will have six stations (Sheppard West, Finch West, York University, Steeles West, Highway 407, and Vaughan Corporate Centre) and cross into the City of Vaughan. The opening of the extension is planned for 2015.
- Studies for Yonge and Downtown Relief Line
  - In 2009, a study was completed on an extension of the Yonge Subway line. This study examined changes to Yonge-Bloor Station, expansion of the subway fleet, the need for second entrances to stations south of Bloor, the possible need for a downtown relief line from Pape to downtown, subway yard costs, and the possible need for the Sheppard subway to extend west to Downsview.
- Station Modernisations, Pape, Dufferin
  - The Station Modernization Program was created in 2008 to begin renovating aging stations along the Bloor-Danforth line. The scope of the program includes both indoor and outdoor public spaces at the stations and aims to ensure that they are brought up to a state of good repair, kept safe, easily maintainable, easily navigated, visually modern, and more identifiable as a TTC transit facility. The highest priority upgrade is to install washrooms, elevators and escalators in stations that currently have none.
- Station Renaissance – Museum
  - In 2008, the TTC unveiled the results of the Museum Station renovations and makeover. The platform treatment was developed by capturing the cultural influences of the Royal Ontario Museum and the Gardiner Museum of Ceramic Art located above the station. The station's most dramatic features are the five sets of paired columns representing First Nations Canada, Ancient Egypt, Mexico's Toltec Culture, China's traditional culture and the Parthenon of Ancient Greece.
- Mt Dennis Bus garage
  - In 2004 the Commission approved the concept of an indoor storage facility for the Mount Dennis Bus garage. Officially opened in 2008, Mount Dennis is 23,575 square metres in size, and is designed to service and store more than 250 buses serving 30 bus routes.

- All new fleet, 1500 Buses, new streetcars etc...
  - During 2008, 352 new diesel-electric low floor hybrid buses were purchased from Daimler Bus North America to address the need to retire a large number of aging conventional buses from the fleet, and to provide additional service for increasing ridership in the city. The new buses are being operated from Wilson, Arrow Road, Malvern, and Mount Dennis divisions.
- Sheppard LRT
  - This route will operate between Don Mills subway station and Meadowvale Road in northeast Scarborough and will intersect with the Sheppard subway line, GO Transit Stouffville line, Don Mills LRT and the Scarborough Malvern LRT.
  - Length of project: 14km
  - Number of stops: 30
  - Start of construction: 2009
  - Scheduled start of service: 2013
- Eglinton LRT
  - This route will link Kennedy subway station in the east with Pearson Airport and the Mississauga Transitway and will operate underground for an approximate distance of 10km from Laird Drive in the east to Keele Street in the west. Customers will be able to connect with the Bloor-Danforth subway, Yonge-University-Spadina subway and both the Don Mills LRT and Jane LRT.
    - Length of project: 33km
    - Number of Stops: 42
    - Start of construction: 2010
    - Scheduled start of service: three phases, 2016, 2018, 2020
- Sheppard LRV Yard
  - In May 2010 after three formal public consultation meetings, the Commission recommended that the Sheppard Maintenance and storage facility be housed at 8304 Sheppard Avenue East. This building which will adhere to Toronto Green Standards is anticipated to employ approximately 350 employees over three shifts.
- Ashbridges Carhouse
  - In 2009, TTC procured 204 new light rail vehicles to replace the current fleet of streetcars. The TTC Streetcar Maintenance and Storage Facility Master Plan recommends the construction of a new LRV Maintenance and Storage Facility with a maintenance capacity of 210 vehicles and a storage capacity of 100 replacement fleet LRV vehicles while maintaining the existing Russell and

Roncesvalles Carhouses for storage and daily maintenance. The site at Leslie Street and Lake Shore Boulevard East was chosen and is scheduled to be completed in 2012.

- New Head office
  - This year, the Commission authorized TTC staff to begin work on a framework for a long-term lease of office space in a building owned by Build Toronto at 4050 Yonge St. TTC head office is currently located at 1900 Yonge St. The building was built in 1956 and requires a capital investment in the next five years of \$30 million. In addition, the TTC leases office space in seven separate facilities across the city at an annual cost of about \$8.6 million. Construction would begin in 2011, with occupancy in 2014. The office at 1900 Yonge St would then be turned over to Build Toronto for future development opportunities.
  
- Massive Investments in SOGR
  - Since 1996 the TTC has adopted a principle of investing in State of Good Repair, which stipulates that all assets should be kept in a safe and reliable state. Over the last seven years, upwards of \$4 billion have been invested to keep the tunnels, stations, and vehicles in good working order, including leak repairs and signal upgrades.
  
- Transit City
  - Transit City is an initiative to build eight new Light Rail Transit (LRT) lines to neighbourhoods and areas currently not served by rapid public transit. These routes will reinforce the public transit focus of the City of Toronto's Official Plan. Electrically-powered Light Rail Vehicles (LRVs) will travel in reserved lanes providing a smooth, fast and comfortable transit experience. Transit City routes will be accessible to customers with all levels of mobility and provide transit users with a high level of comfort and customer service.
  
- Transit City Bus Plan
  - The "Transit City Bus Plan" is a long-term plan, with implementation over the next five years and beyond, adding an additional 8 million trips per year. The plan calls for capital investment with the City of \$77 million between 2010 and 2014, as well as an increase in operational expenses of \$52 million by 2015 to ensure TTC customers have reliable transit service, regardless of where they live in Toronto.

## **Service**

- All service 6-1am
  - In 2003, a Ridership Growth Strategy was proposed that included the provision

of 19 hours of service each day for all routes in the system. This proposal was implemented in 2008, providing riders with service on all routes from at least 6:00 am to 1:00 am.

- Peak and off peak loads
  - TTC reduced its loading standards by 10% across the board. In addition, more off-peak service was added so that most people commuting outside of rush hours should be able to get a seat.
- Superior Supervision (on street)
  - Effective supervision is fundamental to the provision of good service. Route supervisors undertake a number of very important tasks, such as: co-ordinate emergency responses, monitor and adjust service while on routes, they are also key to a higher standard of customer service as they often are able to talk to riders on the front line. Between 2009 and 2013, it is planned that an additional 65 Route Supervisors will be provided for on-street duties.
- More cleaners
  - Cleanliness audits in 2007, 2008 and 2009 show a steady increase in the year end rate of cleanliness in our stations. TTC's cleanliness ratings have increased from 59% in 2007, 64% in 2008, to 68% in 2009. In order to maintain this upward curve of improvement the TTC would need to add 31 new positions for maintenance staff. These positions include: escalator cleaning (8), general cleaning, waste and recycling handling (10), stain and gum removal crews (4), station exterior heavy cleaning crews (4), spareboard crew for vacation and sick leave (4) and a foreperson (1).
- EMS
  - The TTC and Emergency Medical Services (EMS) commenced a pilot project in 2008 to assist with medical emergencies on the subway lines during the morning and evening peak periods to reduce wait times for customers and reduce delay time associated with medical emergencies. The medic team was able to attend to 80% of all medical emergencies, and the project was implemented full time in 2009.
- Separate crowd control at Bloor and Yonge
  - In November 2009 the TTC experimented with crowd control measures at Yonge and Bloor station. This pilot project reduced the dwell time of the train in the station, increased train throughput and also increased "on time" performance. The pilot project was made permanent in December 2009.
- Expanded Night Bus Service
  - In 2005, a number of new services were proposed to provide access to overnight transit service to areas which are currently beyond a 15-minute walk

of overnight service. \$1 million of service was added to the blue night network to expand it to main streets outside of downtown.

## **Other**

- Record Ridership
  - In 2009 the TTC recorded 471,233,000 passenger trips. This number is up by 4,433,000 from 2008. Ridership continues to climb every year.
- Cycling initiatives
  - The TTC has started a number of new bicycle initiatives over the past three years. In 2007, bicycle racks began to be installed on new buses which are now all fully equipped. The TTC is currently ahead of schedule in retrofitting 985 older buses with the bicycle racks. The TTC has also started a secure bicycle parking program which would offer a fully sheltered more secure option to the usual post and ring parking provided. Proposed locations for such secure locks have been Victoria Park Station as part of the station renovation project.
- New TTC By-Law
  - At the beginning of 2009 the TTC amended TTC by-law number one, which had previously not been changed since 1990. One key change to the by-law is: it is clearly stated that improper use of a transfer is an offence, section 2.14 has been amended to restrict the sale of fare media to TTC property.
- Fitness for Duty policy
  - In 2008 TTC created a Fitness for Duty policy that includes assistance programs, prevention measures, and investigation tools, including alcohol and drug testing to deter employees from coming to work while impaired.
- Security Cameras
  - In 2006 the TTC accepted the proposal submitted by Hart-Well Electrical Co. Ltd. To install CCTV infrastructure in various stations. The work included the supply and installation of camera housings, conduit and fibre optic cable.
- Tours, Doors Open, Nuit Blanche, TTC volunteers, TTC Ambassadors
  - In 2007 the TTC held several special events at Bay Lower facility including Doors Open Toronto, Nuit Blanche art installation, and a Toronto International Film Festival Party hosted by the Italian Trade Commission. Due to the increasing number of requests for event space at Bay Lower the TTC established guidelines to assist in the selection and implementation of special event requests to be held at the facility.
- Pride & Caribana participation
  - The TTC is committed to the communities it serves; this includes being active participants in community events. For several years now the TTC has participated in the annual Pride Day Parade with a decorated bus that acts as the

TTC's float for the event. The float is accompanied by TTC workers who march alongside family and friends. In 2009, the TTC also set up a booth at the event which will be attended by Transit Ambassadors.

- The TTC is a strong supporter of the Caribana festival. In 2008 the TTC produced a special Caribana commemorative pass that was valid for two days. Discussions are under way for such a pass to be produced for the 2010 Caribana festival. This event is also attended by Transit Ambassadors, found in the TTC's booth. Both of these events are included in the See It Your Way promotional brochure put out by the TTC.
- New Customer Service
  - In 2010, TTC introduced a number of new customer service initiatives to improve its relationships with customers and restore public confidence. The Commission approved the creation of a customer service advisory panel, communication of expectations to employees, and a number of electronic initiatives.
- Diversity Plan
  - In 2008, the Commission approved a diversity plan for the TTC. This plan included a number of goals and objectives, including having the employee demographics reflect the diversity of Toronto in 10 years, recruitment and outreach of individuals from diverse backgrounds, creating a Diversity Task Force, and training and development of current employees.
- Hydro energy efficiencies and solar panels
  - Prototype 40W solar panels supplying electrical energy to the TTC's remote Communication Information System (CIS) microwave transmitters have been installed in 18 locations throughout the City as of 2007. In 2009 Commission Chair Giambrone moved at the commission meeting of January 21, for Pape station modernization to be reopened for the inclusion of rooftop solar panels in the station's design.
- Green Plan
  - The TTC's green initiatives include, but are not limited to: petroleum conservation; the use of alternative fuels and renewable energy; energy efficiency; hazardous materials reduction; environmentally responsible procurement; pollution prevention, waste reduction and recycling; and building and facility performance. The TTC has a Corporate Environmental Policy in which it commits to reduce the environmental impact from its facility and vehicle operations and commits to comply with all legal and applicable requirements.
- Green Energy Procurement

- Today the TTC is using a bio-diesel blend in all of its buses. The fuel is 95% Ultra Low Sulphur Diesel and 5% vegetable oil. This fuel is used in other vehicles and equipment also, when fuelled on property.
- Green Procurement Plan
  - The TTC is supporting a growing movement within business and society towards more sustainable forms of production and consumption. Through the approval of its Green Procurement Policy in July of 2008, the TTC committed itself to purchasing environmentally preferable products and services in all of its operations where appropriate.
- Station Masters
- Metropass Affinity Plan
  - The Metropass Affinity Plan began in 2009. It offers discounts to Metropass purchasers from a number of participating local attractions, including Ontario Place, Toronto Zoo, CN Tower, Ontario Science Centre, and Casa Loma.

### **New E-Initiatives**

- E-alerts
  - With the e-Alert subscription service, TTC customers will receive subway/rtr service disruption notifications by email.
- Next Train
  - The TTC's Next Train Arrival Notification pilot was launched in September 2008. With this system, customers can find out how many minutes until the next subway train arrives at the station.
- Next Vehicle Arrival System
  - The Next Vehicle Arrival System began in 2008 to develop and implement a system to provide TTC riders with vehicle location, vehicle arrival time, and other transit related information.
- Online trip planner
  - The TTC's Internet Trip planner allows customers to enter destination information in "from" and "to" fields. Using the TTC's schedules, the trip planner calculates the length of time the trip will take and suggests the quickest route to get there. Designed for accessibility, which included testing with volunteers and members of the Advisory Committee on Accessible Transportation, TTC riders can select all modes of transit, or just a combination, such as subway, bus and/or streetcar, as well as routes that use accessible buses and subway stations with elevators. Filters for trips also include routes where bike racks are available on buses. The trip planner also features walking-only trips under 2 km and trip plans to over 1,500 points of

interest.

- New webpage
  - In 2007, the TTC issued an RFP for its website to be redesigned. The website had been virtually unchanged since its initial launch in 1998. The new website incorporated features suggested from public consultations, including more information, and a functionally intuitive and more user friendly design.
- Stop announcements
  - In 2003, the Commission approved a 2 million program to have computerized stop announcements on trains. The system was fully implemented on the entire TTC fleet of streetcars, buses and subways at the end of 2007.
- Open Data
  - Schedules real time info and interactivity with Google Transit.
- Cell Service in Subways
  - In 2008, TTC issued a Request for Expression of Interest (REOI) to determine the interest of cellular phone carriers in providing cellular coverage in subway stations at their expense, and to estimate the potential revenue stream for the TTC. It is expected that TTC will be reaching a deal with the cell phone carriers for this service, and implementation will begin in late 2010.
- New Customer service screens
  - In 2005 the TTC partnered with OneStop to install Platform Video Screens as a replacement for the aging Metron signs. In 2008, OneStop's contract with the TTC was extended to 2018 and included the installation of 149 LCD screens for subway stations.