MEETING DATE: July 14, 2010

SUBJECT: SUBWAY STATION APPEARANCE IMPROVEMENT UPDATE

INFORMATION ITEM

RECOMMENDATION

It is recommended that the Commission receive this presentation for information.

BACKGROUND

At its meeting of December 16, 2009, the Commission was presented with an update on the Cleanliness Audit Results and Action Plans.

DISCUSSION

The Commission will be presented with the May 2010 Cleanliness Audit results and an update on the Subway Station 2010 Appearance Improvement Plans.

June 18, 2010
6-75-91
Attachment: Presentation
Subway Station Appearance Improvement Update

Commission Meeting – July 14, 2010
Subway Station Appearance Improvement Update

• May 2010 Cleanliness Audit Results
• Cleanliness Improvement – 2010 Approved Operating Budget
• Cleanliness Improvement – 2010 Cleaning Blitz
• Cleanliness Improvement – 2011/2013 Plan
• Station Ceiling Improvement Plan
• Floor & Wall Finish Renewal Plan
• Track Level Wall Cleaning Pilot Project
• Next Update
Cleanliness Audit Process
Initiated February 2008

- Objective
- Measurable
- Cleanliness Target
- 3rd Party Audit
Cleanliness Audit Process
Industry Standard Guidelines

- Facility Managers of Education
- International Sanitation Services Association
- Ontario Healthcare Facilities Organization
- Companies Utilizing Standards
  - Cadillac Fairview
  - Brookfield Properties
  - Oxford Properties
Cleanliness Audit Process
Station Components Audited

• Subway Platform
• Escalators
• Elevators
• Stairs
• Floors
• Coves
• Walls
• Glass
• Ceilings

• Metals
• Lighting
• Public Washrooms
• Concessions
• Fare Line Equipment
• Collector Booths
• Station Entrance
• Bus Bays/Customer Pick Up
Cleanliness Audit Process
Rating System General Definitions

Level 5  →  100%  Orderly Spotlessness
Level 4  →  80%   Ordinary Tidiness
Level 3  →  60%   Casual Inattentiveness
Level 2  →  40%   Moderate Dinginess
Level 1  →  20%   Unkempt Neglect
Cleanliness Audit Process
Example of Rating System

• Component - WALLS

5 – Wall Cleaning is at the highest level. They are bright and clean with little sign of dirt.

4 – Walls show some sign of dust. General spot cleaning will raise the level.

3 – Walls have slight build up of dirt and are slightly under acceptable levels.
Cleanliness Audit Process
Example of Rating System (Cont’d)

• Component – WALLS

2 – Walls show a lot of dirt and look like they have not been cleaned for some time.

1 – Walls are unacceptable and will require a major cleaning to bring up to an acceptable level. The build up has been over a long period of time.
Cleanliness Audit Process
Target 80%

• Floors clean with a shine present
• Platform edge tiles, coves, and walls free of dust and soil
• Public Pay Phones clean and free of posters/graffiti
• Public Washrooms clean, fixtures polished, stocked
• Trash/Recycle Containers not full
• General Daily Cleaning Complete except high access areas
Cleanliness Audit Results

February 2008 59%
February 2009 62%
May 2010 (Target 68%) 67%

• No Workforce Increase
• Revised Work Scheduling and Supervision
Cleanliness Audit Results

- 94% of Stations Over 60%
- 30% of Stations Over 70%
- Continuing Towards a Higher and Consistent Cleanliness Level for all Stations

<table>
<thead>
<tr>
<th>Average Rating</th>
<th>February 2008</th>
<th>February 2009</th>
<th>May 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Stations &lt; 50%</td>
<td>6</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td># of Stations 50% to 60%</td>
<td>28</td>
<td>13</td>
<td>4</td>
</tr>
<tr>
<td># of Stations 60% to 70%</td>
<td>29</td>
<td>47</td>
<td>45</td>
</tr>
<tr>
<td># of Stations 70% to 80%</td>
<td>7</td>
<td>10</td>
<td>21</td>
</tr>
<tr>
<td># of Stations 80% to 100%</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
### Cleanliness Improvement
#### 2010 Approved Budget

<table>
<thead>
<tr>
<th>Program</th>
<th>2010 Budget Request</th>
<th>Status</th>
</tr>
</thead>
</table>
| Escalator Cleaning Crew                      | • 8 Positions  
• $180,000 Equipment/Supplies               | • Approved  
• Program implementation underway            |
| Cleaning Crews for Waste/Recycle Handling, General Cleaning, Stain and Gum Removal and Station Exterior Cleaning | • 23 Positions  
• $30,000 Cleaning Supplies                  | • Not Approved                              |
| Capital Construction Cleaning Crew           | • 3 Positions                                  | • Approved, Positions filled and Program Implemented |

- **2010 Cleanliness Target Revised: 72% to 69%**
Cleanliness Improvement

2010 Cleaning Blitz

• All 69 Subway/SRT Stations
• Complete by year end 2010
• Over and above existing scheduled cleaning programs
• 32 Temporary Positions August-December
• Window Cleaning Contract for High Reach Areas ($30,000)
• Rental of Cleaning Equipment and Vehicles ($40,000)
• Cleaning Supplies ($25,000)
## Cleanliness Improvement 2011-2013 Plan

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>Revised/New Cleaning Program</th>
<th>Workforce Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>72%</td>
<td>• General Cleaning, Waste/Recycle Handling, Station and Gum Removal, Station Exterior</td>
<td>• 23 Positions (carried over from 2010 submission)</td>
</tr>
<tr>
<td>2012</td>
<td>76%</td>
<td>• General Cleaning, Waste/Recycling and Public Washrooms</td>
<td>• 31 Positions</td>
</tr>
<tr>
<td>2013</td>
<td>80%</td>
<td>• General Cleaning, Stainless Steel Surfaces, Cove Cleaning • Quality Assurance Officer</td>
<td>• 24 Positions</td>
</tr>
</tbody>
</table>
Station Ceiling Improvement Plan

January 1 - April 30, 2010

- Ceilings Removed 48 Projects
- Ceilings Reinstalled 33 Projects
- Ceilings Out for 114 Projects

Improvement Plan

• Capital Budget Foreperson Position Filled June 1, 2010 to Manage Ceiling Program
• Ceiling Slats Installed Clean
• Damaged and Stained Slats Disposed and Replaced with New
• Moratorium on Ceiling Removal June-August
• Maintain Just In Time Removal/Immediate Reinstallation
• New Style Ceiling System
Station Ceiling Improvement Plan
New Style Ceiling System
# Floor and Wall Finish Renewal Plan

<table>
<thead>
<tr>
<th>Year</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>• Condition Assessment</td>
</tr>
</tbody>
</table>
| 2009 | • Pilot Project St. George Station  
      | • 12 Positions  
      | • Lessons Learned |
| 2010 | • 6 Year Floor and Wall Finish Renewal Program  
      | • Program Implementation Underway |
# Floor and Wall Finish Renewal Plan Status

<table>
<thead>
<tr>
<th>Station</th>
<th>Status</th>
</tr>
</thead>
</table>
| St. George Station           | • Public Areas Complete  
                              | • Track Level Wall Repair Underway (November Completion)              |
| King Station                 | • Wall Grout Replacement and Wall Repair 80% Complete  
                              | • Structural Repairs Underway                                        |
| Spadina Station              | • Wall Grout Replacement Complete  
                              | • Structural Repairs Underway                                        |
|                              | • Wall Repair 2011                                                      |
| Chester Station              | • Wall Grout Replacement Underway                                       |
| Yonge Station, Bay Station   | • Replacement Block on Order                                            |
Track Level Wall Cleaning Pilot

Existing Process

• Power Wash, Hand Scrub From Track Level
• Low Priority for Track Level Access

Pilot Test Underway

• St. George Station
• Power Wash and Soap from Subway Platform Level on a monthly basis
• Test scheduled for July 2010
Subway Station Appearance Improvement

Next Update

- Cleanliness Audit : September 2010
- Cleanliness Blitz
- Station Ceiling Improvement
- Floor and Wall Finish Renewal
- Track Level Wall Cleaning Pilot
- Commission Meeting : January 2011