



Auditor General's Report: TTC Revenue Operations

February 26, 2019

Presentation Outline

1. Auditor General recommendations
2. Revenue control initiatives underway
3. Enhanced revenue control initiatives:
 - a. Short term – within 6 months
 - b. Intermediate term – 6 months to 1 year
 - c. Long term – greater than 1 year
4. Next steps



Auditor General Recommendations

Planned initiatives
to respond in full to
all 27 Auditor
General
Recommendations

- **Initiatives currently underway**
 - ✓ Child PRESTO cards
 - ✓ Fare inspection program
 - ✓ Data analysis
- **Short term initiatives**
 - ✓ Customer awareness
 - ✓ Fare gates
 - ✓ Staff Training
 - ✓ PRESTO device functionality
- **Intermediate term initiatives**
 - ✓ Fare evasion rates - targets, accurate measurements and reporting
- **Long term initiatives**
 - ✓ Ticket appeal process and enhanced use of fareline monitors



Revenue Control Initiatives Underway

- Fare Inspection Program
 - Workforce increase proposed in 2019 budget
 - 70 added positions
 - ✓ 45 Fare Inspectors
 - ✓ 22 Transit Enforcement Officer
 - ✓ 3 admin and supervisory support
 - Review of inspection data
 - TTC By-law update
- Revenue Control Team
 - Leverage data to support revenue control initiatives



Revenue Control Initiatives Underway

- Fare Gate Functionality and Data
 - Hardware and software releases
 - Improved functionality
 - Fare gate event data
- Child PRESTO Cards
 - Withheld distribution of promotional cards
 - Updated PRESTO communication materials



Enhanced Revenue Control (Short Term)

- Customer Awareness
 - How to pay your fare
 - Importance of paying your fare
 - Consequences of fare evasion
- Fare Inspection Program
 - Increased fare inspections
 - Subway and bus routes
- Crash Gates
 - Audit of crash gates left open and unattended
 - Staff accountability for non-compliance



Enhanced Revenue Control (Short Term)

- Fare Dispute Key
 - Enhanced training and use
 - “Push the button” campaign
- Fare Gate Data
 - Improved fare gate event data reporting
 - Software release expected Spring 2019

Data Analysis

- Support data driven Fare Inspector deployment:
 - Fare gate event data
 - Fare dispute key data
 - PRESTO ridership data



Enhanced Revenue Control (Short Term)

- Collaboration with Metrolinx
 - Speed and functionality of PRESTO devices
 - Collection of lost revenue from equipment failure
 - Child PRESTO cards:
 - Establishing appropriate controls (visual / audible distinctions)
 - Fraudulent sale and use
 - ✓ Possibility of seizing cards
 - ✓ Procedures to confirm deactivations of cards
 - Assess overall need of Child PRESTO cards



Enhanced Revenue Control (Intermediate Term)

- Fare Evasion Targets and Reporting
 - Fare evasion targets by mode
 - Fare evasion reporting
- Subway Entrances
 - Review of high risk entrances
 - High gates – cost-benefit analysis
 - Review staffing options
 - Improve security video monitoring



| Enhanced Revenue Control (Intermediate Term)

- Fare Inspection Program
 - Review Fare Inspector level of authority, tools and uniform
 - Off-boarding inspection process
 - Previous offenders database
 - Optimal mix of Enforcement Officers and Inspectors
 - Finalize transit fare inspection policies and procedures
 - Automate inspection recording process



| Enhanced Revenue Control (Long Term)

- Internal Ticket Appeal Process
 - Feasibility of an internal fare evasion ticket appeal process
- Cameras and Monitors
 - Continued installation at automated entrances
 - Provides fareline monitors
 - Real time display of any fare evasion
 - Encourages fare compliance



Next Steps

- Council approval of 2019 Budget
 - 70 added positions
- Act on AG recommendations (short and intermediate term)
 - Seek Board authority as required
- Fare Compliance Action Report
 - September 2019 Board meeting
 - Strategies and actions to address fare evasion
 - Detail trade offs between service, customer experience, equitable system access to the 95% of customers that pay their fares; and
 - Enhanced revenue control





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