STAFF REPORT
INFORMATION ONLY

Chief Executive Officer's Report – February 2017 Update

Date:	February 21, 2017
To:	TTC Board
From:	Chief Executive Officer

Summary

The Chief Executive Officer's Report is submitted each month to the TTC Board, for information. Copies of the report are also forwarded to each City of Toronto Councillor, the City Deputy Manager, and the City Chief Financial Officer, for information. The report is also available on the TTC's website.

Financial Summary

There are no financial impacts associated with this report.

Accessibility/Equity Matters

There are no accessibility or equity issues associated with this report.

Decision History

The Chief Executive Officer's Report, which was created in 2012 to better reflect the Chief Executive Officer's goal to completely modernize the TTC from top to bottom, has been transformed to be more closely aligned with the TTC's seven strategic objectives – safety, customer, people, assets, growth, financial sustainability, and reputation.

Issue Background

For each strategic objective, updates of current and emerging issues and performance are now provided, along with a refreshed performance dashboard that reports on the customer experience. This information is intended to keep the reader completely up-to-date on the various initiatives underway at the TTC that, taken together, will help the TTC achieve its vision of a transit system that makes Toronto proud.
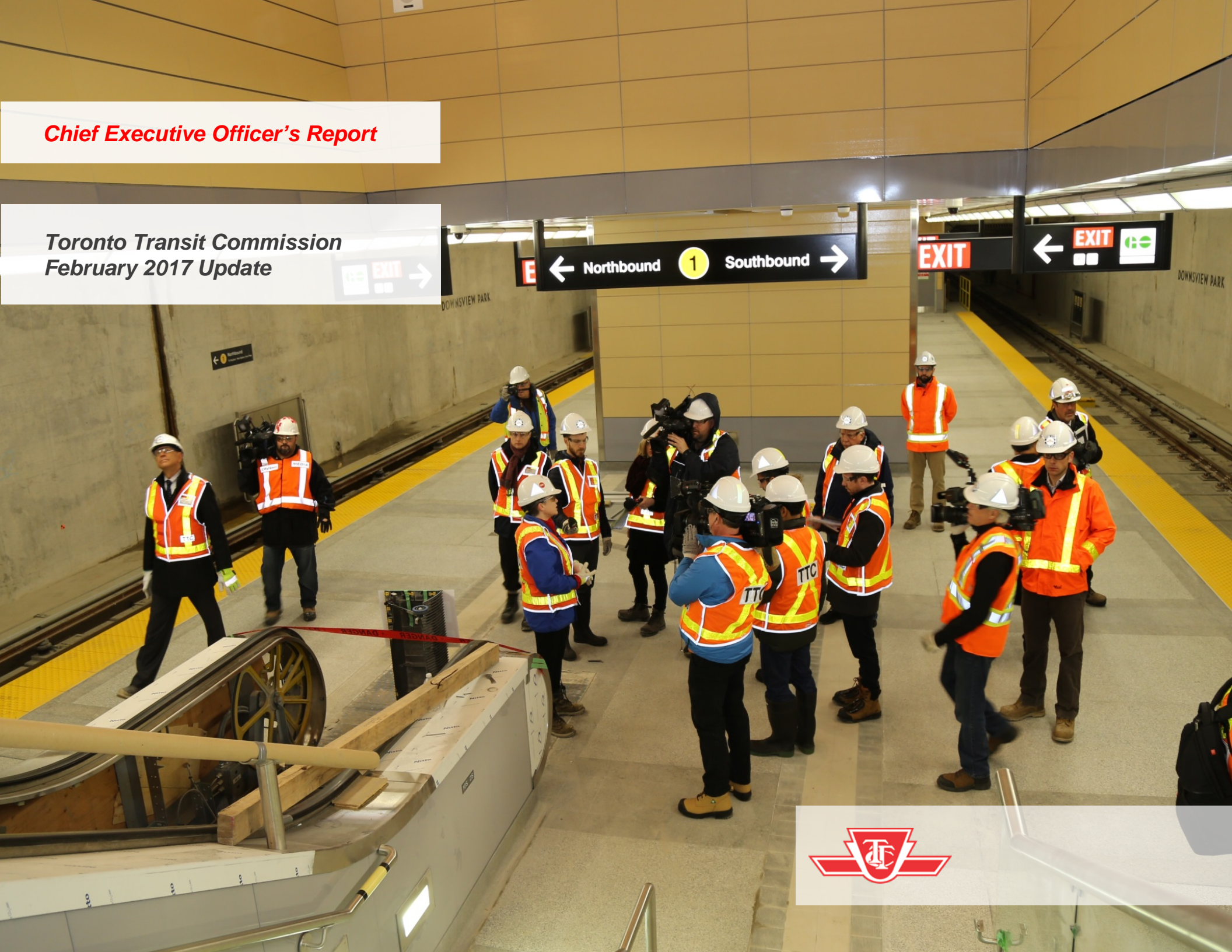
Contact

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Attachments

Chief Executive Officer's Report – February 2017 Update

Chief Executive Officer's Report

**Toronto Transit Commission
February 2017 Update**

Introduction

The Chief Executive Officer's Report, which was created in 2012 to better reflect our work to completely modernize the TTC from top to bottom, has been transformed to be more closely aligned with the TTC's seven strategic objectives – safety, customer, people, assets, growth, financial sustainability, and reputation. For each of these objectives, updates of current and emerging issues and performance are now provided, along with a refreshed performance dashboard that reports on the customer experience. This information is intended to keep you completely up-to-date on the various initiatives underway at the TTC. It is a work in progress that will continue to evolve over the coming months and will help us achieve our vision of a transit system that makes Toronto proud.

One of our seven strategic objectives, Reputation, involves creating an organization that is transparent and accountable, well-regarded by stakeholders and peers, and in which employees are proud to play a part. Through my monthly commentary, I will keep you up-to-date on the key activities that I and my management team are involved in as we work to transform the TTC.

Andy Byford
Chief Executive Officer
Toronto Transit Commission

Our Vision: A transit system that makes Toronto proud.

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About the cover:

Progress on Toronto-York Spadina Subway Extension is proceeding well, as seen here at the future Downsview Park Station.

1. TTC Performance Scorecard

TTC Performance Scorecard

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
Safety and Security							
Lost Time Injuries	Injuries per 100 Employees	Dec 2016	3.88	**2.25**	❌		16
Customer Injury Incidents	Injury Incidents per 1M Boardings	Dec 2016	1.03	**1.42**	✅		16
Offences against Customers	Offences per 1M Boardings	Dec 2016	0.56	**0.58**	✅		17
Offences against Staff	Offences per 100 Employees	Dec 2016	0.50	**0.28**	❌		17
Customer: Journeys	TTC Customer Trips	Dec 2016	49.0M	50.6M	❌		20
	TTC Customer Trips	2016 y-t-d to Dec	538.1M	553.0M	❌	NA	20
	PRESTO Customer Trips	Dec 2016	4.15M	**1.29M**	✅		21
	Wheel-Trans Customer Trips	Dec 2016	367K	308K	✅		21
	Wheel-Trans Customer Trips	2016 y-t-d to Dec	3.93M	3.69M	✅	NA	21
Customer: Satisfaction	Customer Satisfaction Score	Q4 2016	77%	**72%**	✅		22
Customer: Environment							
Station Cleanliness	Audit Score	Q4 2016	74.5%	75%	❌		28

✅ On Target   ➖ Target at risk at current trend   ❌ Off Target

Bolded target values indicate the KPI target is under development. Interim target is based on the comparable prior period.

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
Bus Cleanliness	Audit Score	Q4 2016	88.4%	90%	❌		29
Subway Cleanliness	Audit Score	Q4 2016	91.3%	75%	✅		29
Streetcar Cleanliness	Audit Score	Data will be available Q1 2017					

Customer: Service Performance

🚇 Subway

①　Yonge-University	Delay Incidents	Q4 2016	2,112	1,791	❌		30
	Delay Minutes	Q4 2016	4,516	3,653	❌		30
	Trains per Hour in AM Peak	Dec 2016	23.1	25.5	❌		31
②　Bloor-Danforth	Delay Incidents	Q4 2016	2,513	1,596	❌		32
	Delay Minutes	Q4 2016	4,138	3,340	❌		32
	Trains per Hour in AM Peak	Dec 2016	22.3	25.2	❌		33
③　Scarborough	Delay Incidents	Q4 2016	166	156	❌		34
	Delay Minutes	Q4 2016	1,216	927	❌		34
	Trains per Hour in AM Peak	Dec 2016	11.8	12.0	❌		35

✅ On Target　　➖ Target at risk at current trend　　❌ Off Target　　Bolded target values indicate the KPI target is under development. Interim target is based on the comparable prior period.

Key Performance Indicator		Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
4 Sheppard		Delay Incidents	Q4 2016	324	129	❌		36
		Delay Minutes	Q4 2016	1,126	311	❌		36
		Trains per Hour in AM Peak	Dec 2016	10.7	10.9	❌		37
	Streetcar	On-Time Departure	Dec 2016	63.5%	90%	❌		38
		Short Turns	Dec 2016	2,538	50% less than 2015	❌		38
	Bus	On-Time Departure	Dec 2016	71.5%	90%	❌		39
		Short Turns	Dec 2016	4,378	50% less than 2015	❌		39
	Wheel-Trans	% Within 10 Minutes of Schedule	Dec 2016	85.4%	90%	❌		40

People
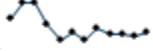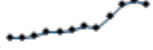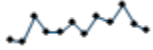
Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
Employee Absence	Absenteeism Rate	Jan 2017	7.67%	6.50%	❌		42

Assets: Vehicle Reliability

Key Performance Indicator		Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
	Subway							
	T1	Mean Distance Between Failures	Dec 2016	439,628 km	300,000 km	✅		44
	TR	Mean Distance Between Failures	Dec 2016	486,419 km	772,485 km	❌		44

✅ On Target   ➖ Target at risk at current trend   ❌ Off Target   Bolded target values indicate the KPI target is under development. Interim target is based on the comparable prior period.

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
🚋 Streetcar							
CLRV	Mean Distance Between Failures	Dec 2016	2,513 km	4,500 km	❌		45
ALRV	Mean Distance Between Failures	Dec 2016	1,543 km	3,500 km	❌		45
New Streetcar	Mean Distance Between Failures	Dec 2016	7,005 km	35,000 km	❌		46
🚌 Bus	Mean Distance Between Failures	Dec 2016	13,361 km	12,000 km	✅		47
♿ Wheel-Trans	Mean Distance Between Failures	Dec 2016	11,684 km	12,000 km	❌		47
Assets: Equipment Availability							
Elevators	Percent Available	Dec 2016	98.8%	98%	✅		48
Escalators	Percent Available	Dec 2016	97%	97%	✅		48
Financials							
TTC Revenue	Actual vs. Budget	2016 y-t-d to Nov	$1,090M	$1,129M	❌	Section 3.5	
TTC Operating Expenditure	Actual vs. Budget	2016 y-t-d to Nov	$1,543M	$1,591M	✅	Section 3.5	
Wheel-Trans Revenue	Actual vs. Budget	2016 y-t-d to Nov	$6.5M	$6.4M	✅	Section 3.5	
W-T Operating Expenditure	Actual vs. Budget	2016 y-t-d to Nov	$115.0M	$113.8M	❌	Section 3.5	

✅ On Target   ➖ Target at risk at current trend   ❌ Off Target

Bolded target values indicate the KPI target is under development. Interim target is based on the comparable prior period.

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
Capital Expenditure – Base	Actual vs. Budget	2016 y-t-d to Nov	$696M	$986M	❌	Section 3.5	
Capital Expenditure – TYSSE	Actual vs. Budget	2016 y-t-d to Nov	$343M	$690M	❌	Section 3.5	
Capital Expenditure – SSE	Actual vs. Budget	2016 y-t-d to Nov	$21M	$117M	❌	Section 3.5	
Operator Efficiency	Crewing Efficiency	Dec 2016	87.14%	87.15%	❌	⟋⟍	52

✅ On Target   ➖ Target at risk at current trend   ❌ Off Target   Bolded target values indicate the KPI target is under development. Interim target is based on the comparable prior period.

2. CEO Commentary

The TTC's Meet the Managers series gives our customers the opportunity to speak with TTC managers face to face.

CEO Commentary and Current Issues

General Overview

This month's report includes data to the end of December 2016.

At the time of writing, we have now entered the final year of our inaugural five year plan.

While the scorecard once again reflects disappointing operational performance, I must stress that I do not believe this reflects the amount of effort being put into driving up performance of an aging system that is carrying record numbers of customers.

My team and I met in early January to map out a recovery strategy to address areas of under-performance. My Chief Officers are tasked with now executing the identified actions and will be able to talk to these at the Board. None of these are radical; rather they reflect the greater than ever need to focus on the basics of running transit, namely identification and control of the root causes of delay.

Project performance shows sustained progress across our mega projects.

TTC staff developed and launched the 2017 Customer Charter, containing a further 37 time-bound commitments. Meanwhile, customer satisfaction rebounded from the low of quarter 3 to resume its upward trend as our improvement activity bears fruit.

Safety & Security

We continue to work closely with law enforcement agencies to monitor the prevailing global security situation.

The initiative to reduce instances of staff assault on surface routes has been extended following initial success. As a reminder, TTC Special Constables are boarding bus routes on a trial basis to offer visible presence to reassure customers and staff.

Customer: System Performance

Line 1 saw a reduction in delay incidents but an increase in delay minutes, 51% of which were defined as passenger related. Track trespass incidents cause lengthy delays while miscreants are removed from the track and we are pressing the Toronto Police Service to apply greater penalties against offenders.

Line 2 delay minutes and incidents both decreased but performance was adversely affected by a number of essential speed restrictions while long-standing defects were rectified. One involved correction of a service-impacting defect in the Castle Frank area that has caused countless speed restrictions to be imposed over recent years. That it has now been fixed is an example of the "unsexy" work we are doing to address issues that should have been tackled years ago – thereby creating foundations for improved performance in the future.

Line 4 performance reflects a bedding-in period for one person operation. This was expected and service is now settling down.

Surface performance showed mixed results, not helped by the ever-increasing challenge of keeping 30 year old streetcars in service.

Financials

On the financial side, the preparation of year-end results for 2016 is in progress. Final results will be included in the Chief Executive Officer's Report for March 2017.

Ridership for 2016 was 538 million, which was 4 million (1%) above the 2015 ridership of 534 million (excludes Pan Am / Parapan Am Games free rides) but 15 million (3%) below the 2016 budget of 553 million. The corresponding passenger revenue budget shortfall was approximately $46 million. The negative ridership results mirror the sluggish performance throughout 2016 at various transit agencies in the Greater Toronto Area, Canada, and the U.S.

Delivery of Major Projects

- TYSSE

  A milestone was reached on February 13th when Downsview Park became the first station to achieve "Substantial Performance". Only a few weeks earlier a media tour showed reporters the virtually complete facility and I can report very good progress on the other five stations.

  The project remains on target for the key milestone to energize tracks by the end of March. This will enable the testing and commissioning and trial operations phases to commence.

  Senior Management discussions and issue resolutions continue with our General Contractors to progress commercial matters.

  Finally, the TYSSE team were proud to receive what I am confident will be the first of many awards. The Professional Engineers of Ontario (York Chapter) made the TYSSE their Project of the Year, an award that Project Director Keith Sibley and his team thoroughly deserve.

- PRESTO

  With all vehicles and at least one entrance per subway station now PRESTO enabled, the next key milestones are to complete the remaining station entrances, to retrofit the initial 26 stations with new faregates and to progressively migrate customers onto PRESTO. This will be achieved by the installation of self-service machines in stations and in sales outlets, by migrating existing TTC products such as Metropass onto PRESTO.

  System reliability is improving and continues to be very closely tracked with our partners at Metrolinx.

- Automatic Train Control

  I was very pleased to witness the first slow speed on-site trials of the new ATC software during a recent planned closure of Line 1. Two trains were locked into the test area and invaluable data was gathered to enable the next phase of testing to be planned. No show-stoppers were identified and the project continues on schedule and on budget, both for phase 1 (Dupont to Wilson this Fall) and Phase 2 (TYSSE opening this December).

- New Streetcar Deployment

  At the time of writing, 31 new vehicles are on property and available for service. Below is the latest delivery schedule from Bombardier and confirms their commitment to have 40 additional new vehicles in service by the end of 2017 for a cumulative total of 70. The schedule ramps up from the middle of the year as the additional production line comes on-stream at Thunder Bay.

  Deliveries per Month Summary

Yr\Month	1	2	3	4	5	6	7	8	9	10	11	12	Total
2017	0	2	1	1	3	2	3	2	4	7	8	7	40
2018	3	7	7	6	8	7	7	3	6	7	8	7	76
2019	5	7	6	8	7	6	8	3	7	1			58

- Culture Change

  At the time of writing, high level results of the 2016 Employee Engagement Survey have been received. These will be analysed and converted into location-specific action plans to further tackle issues that matter to our employees.

- Accessibility Matters

  Work continues to progress well on our current Easier Access projects. A recent event celebrated the on-time and on-budget completion of easier access work at Ossington Station, the 35th station to be completed.

Andy Byford
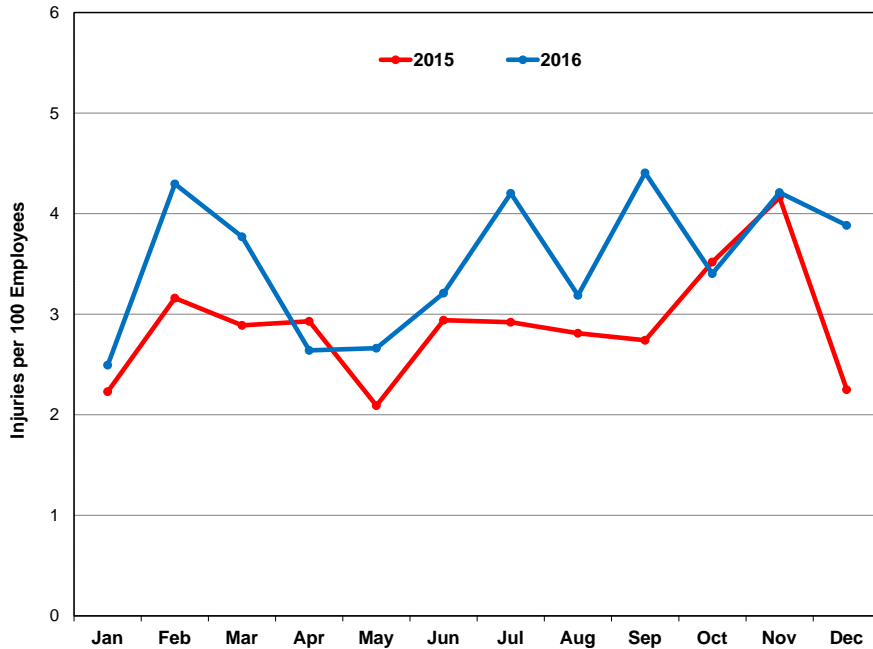Chief Executive Officer, Toronto Transit Commission

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Safety and Security

Lost-Time Injuries

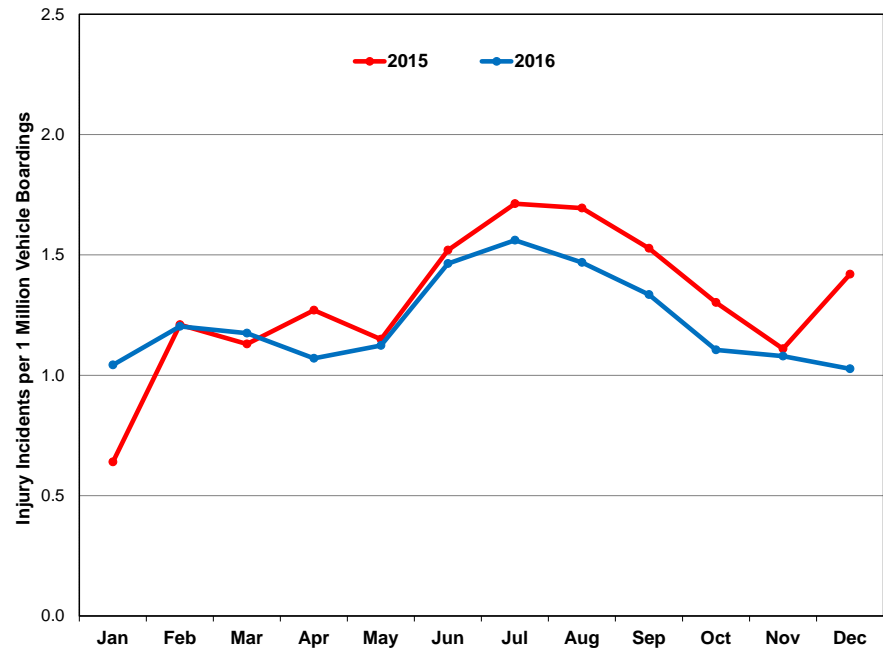### Customer Injury Incidents

The lost-time injury rate (LTIR) decreased in December. However, the rate of 3.88 injuries per 100 employees was 72% higher than the corresponding rate of 2.25 for December 2015. This is mainly attributed to the number of weather-related Slip/Trip injuries in December 2016, which were five times higher than the corresponding number in 2015. The weather in December 2015 was exceptionally milder, compared to the current period.

The moving annual LTIR to the end of December 2016 was 3.53, which was 22% higher than the corresponding rate of 2.89 to the end of December 2015. There is enough evidence to support a statistically significant upward trend over the two year period (January 2015 to December 2016).

The observed changes in the trend are partly due to the inherent variability in the data from month to month.

The customer injury incident rate decreased in December. The rate of 1.03 injury incidents per 1 million vehicle boardings was 27% lower than the corresponding rate of 1.42 for December 2015.

The moving annual customer injury incident rate to the end of December 2016 was 1.22, which was 7% lower than the corresponding moving annual rate of 1.31 to the end of December 2015.

The observed changes in the trend are partly due to the inherent variability in the data from month to month.

Offences Against Customers

Offences Against Staff
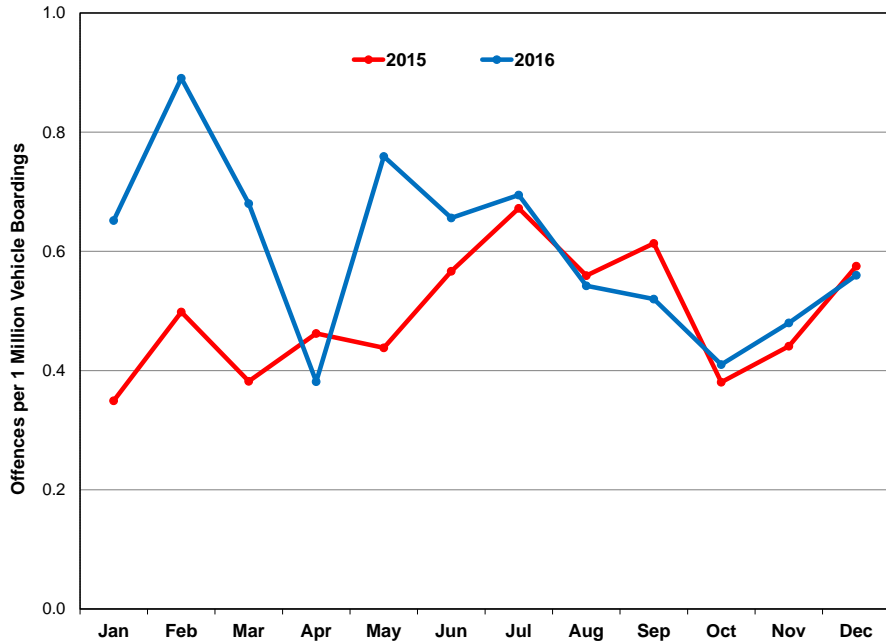
Total offences against customers increased in December to 0.56 offences per 1 million vehicle boardings, which was 3% lower than the corresponding rate of 0.58 for December 2015.

Patrol Actions are generated monthly to direct Transit Enforcement Officers to specific locations at specific times, based on recent data, in an effort to deter violent offences against customers.
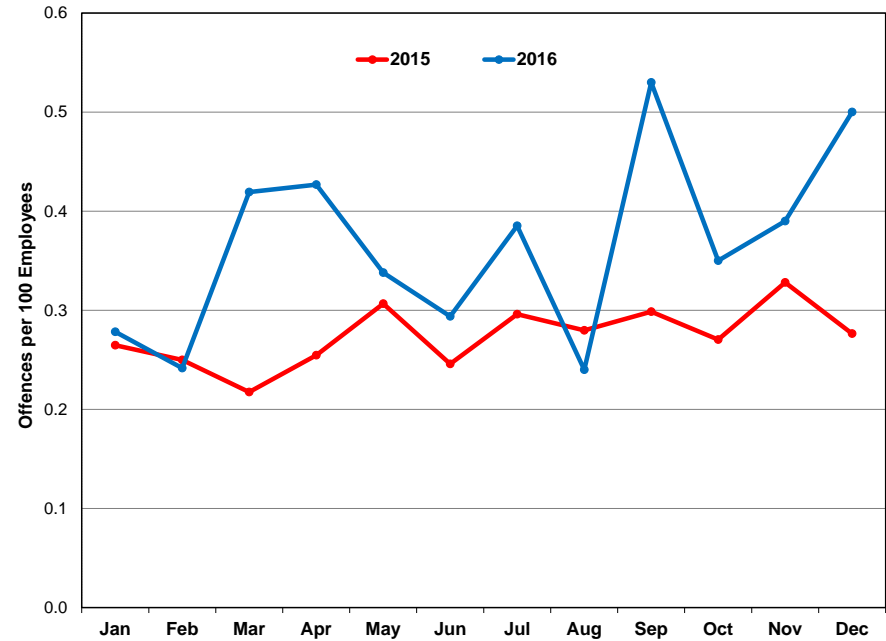
Total offences against staff increased in December to 0.50 offences per 100 employees, which was 79% higher than the corresponding rate of 0.28 for December 2015.

Operators were the victims of nearly three-quarters of all assaults on employees in 2016. Those assaults were primarily motivated by fare disputes. In the month of December, the Transit Enforcement Unit began targeted deployment on surface routes, as the first phase of its data-driven initiative to support operating personnel.

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3.2 Customer

Customer: Journeys

TTC: 2016 Actual vs. 2015 Actual
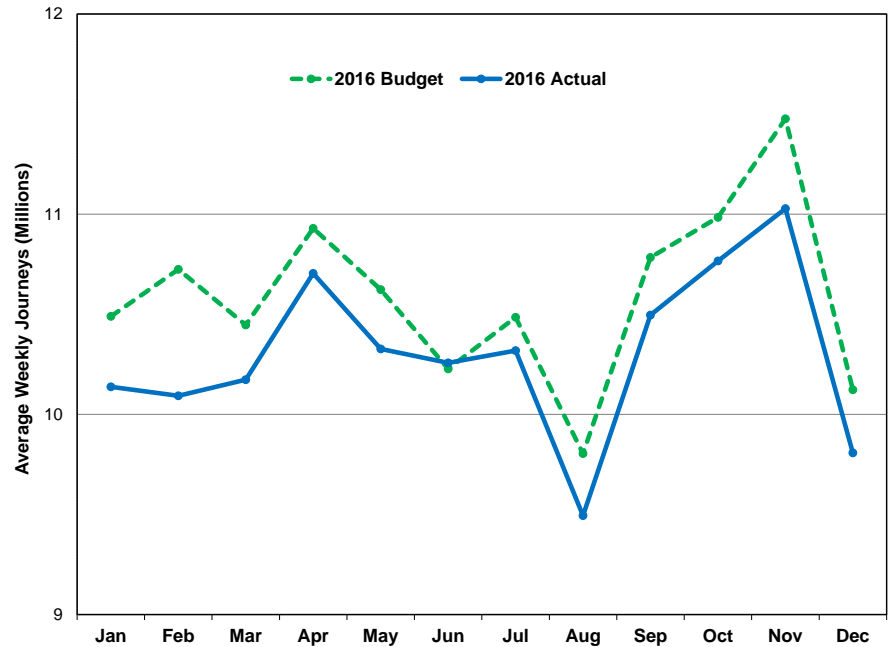

TTC: 2016 Actual vs. 2016 Budget
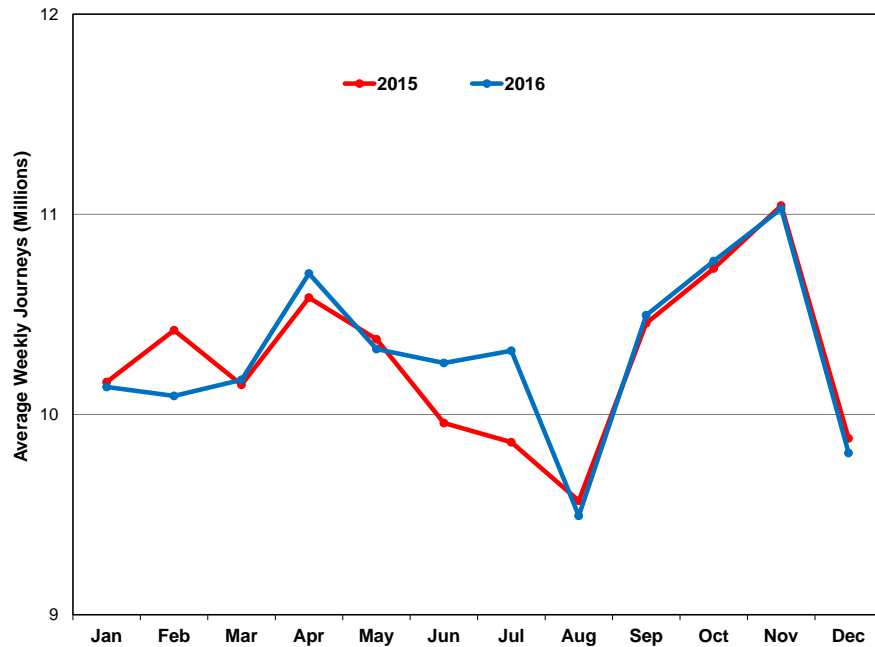
There were 49.0M customer journeys (ridership) taken during December, which was 0.4M (0.8%) less than the 49.4M journeys taken during December 2015.

The number of customer journeys taken in 2016 was 538.1M, which was 4.1M (0.8%) more than the 534 million journeys (excludes Pan Am / Parapan Am Games free rides) taken in 2016.

Average weekly ridership in December 2016 was below the prior year comparable for the sixth time this year.
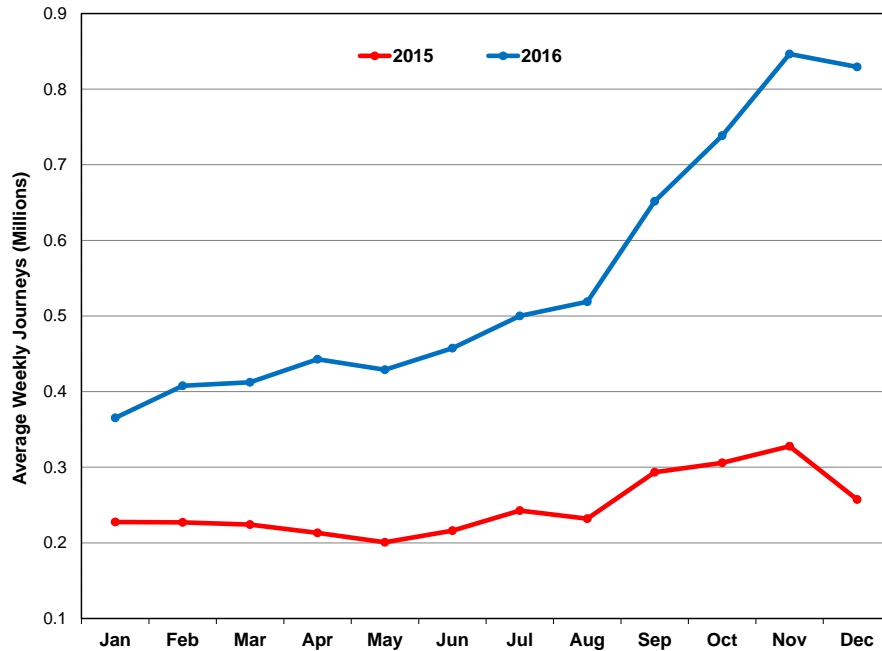
There were 49.0M customer journeys taken during December, which was 1.6M (3.2%) less than the budget of 50.6M journeys.

The number of customer journeys taken year-to-date to the end of December was 538.1M, which was 14.9M (2.7%) less than the budget of 553.0M journeys.

Average weekly ridership has been below budget for 21 of the past 22 months.

Customer: Journeys

PRESTO: 2016 Actual vs. 2015 Actual

### Wheel-Trans: 2016 Actual vs. 2016 Budget

There were 4.15M customer journeys (ridership) taken using the PRESTO Farecard in December, which was 2.86M (222%) more than the 1.29M journeys taken during December 2015.

The number of customer journeys taken in 2016 was 28.85M, which was 15.92M (123%) more than the 12.93M journeys taken in 2015.

Note:
PRESTO ridership is included in TTC ridership totals.
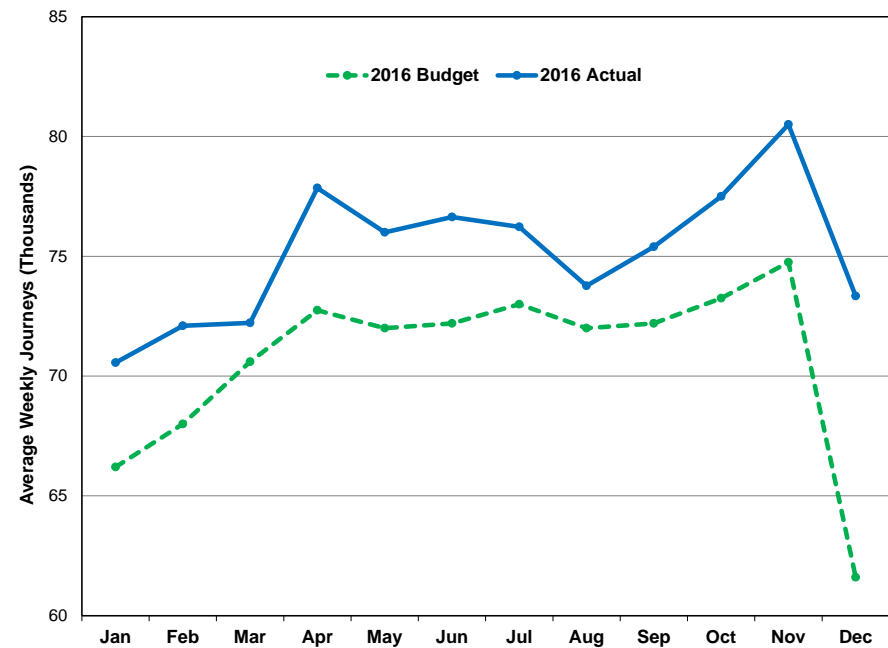
There were 367K customer journeys taken during December, which was 59K (19.2%) more than the budget of 308K journeys.
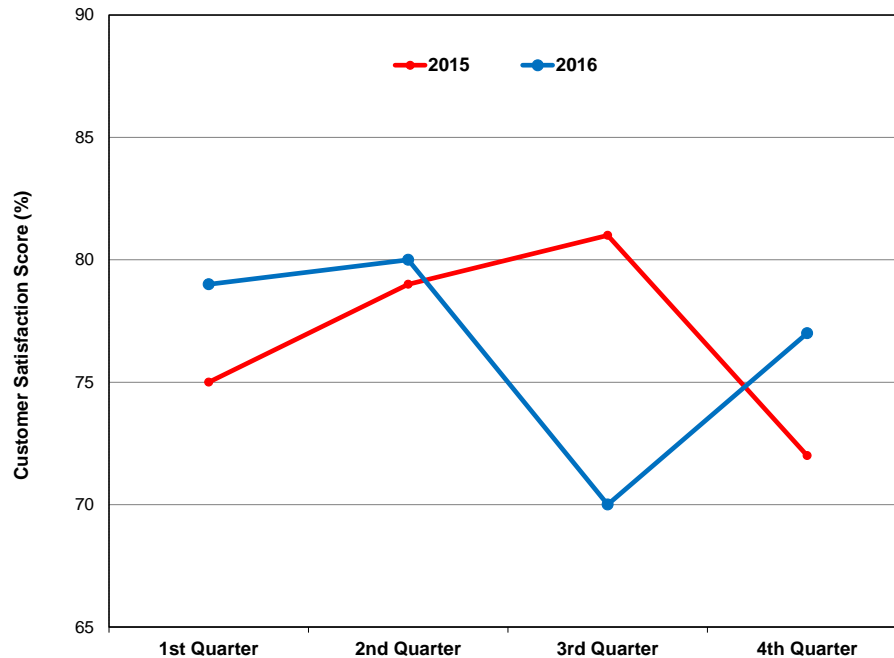
The number of customer journeys taken year-to-date to the end of December was 3.927M, which was 237K (6.4%) more than the budget of 3.690M journeys.

Average weekly ridership has been above budget for 28 consecutive months.

Note:
Wheel-Trans ridership is not included in TTC ridership totals.

Customer: Satisfaction

Customer Satisfaction Score

At the start of 2016, perceptions of overall customer satisfaction with the TTC (bus, streetcar and subway) remained high, with eight in ten customers being satisfied (Q1 2016: 79%; Q2 2016: 80%). Despite the decline in scores in Q3 2016, when a less comfortable ride (hot subway cars) had a negative effect on perceptions of trip duration and wait time, which ultimately led to lower overall satisfaction scores (70%), customer perceptions improved significantly in Q4 2016, with 77% of customers being satisfied with their most recent trip on the TTC. Closing out 2016 with an overall average satisfaction score of 77% is in line with the average satisfaction score in 2015 (77%). The average for the last two years has been significantly higher than the previous years' annual average of 74%.

This return to high perceptions of overall customer satisfaction in Q4'16 is witnessed across all modes of ridership: subway riders' overall satisfaction increased significantly from 69% in Q3'16 to 78% in Q4'16; bus riders' satisfaction scores increased significantly from 68% in Q3'16 to 77% in Q4'16; and, while not statistically significant, we also see streetcar riders' satisfaction scores moving from 69% in Q3'16 to 72% in Q4'16.

Perceptions of overall customer satisfaction are driven by numerous service attributes that are measured across all three modes: bus, streetcar and subway. The top three key drivers across all three modes are the same: wait time, comfort of the ride and trip duration.

The areas of highest customer satisfaction in Q4 (≥80%) include:

- Helpfulness of maps and signs at station (subway)
- Cleanliness of station (subway)
- Ease of getting to train platform (subway)
- Ease of using or paying for fare (subway, bus, streetcar)
- Personal safety during trip (subway, bus, streetcar)
- Maps and information inside the vehicle (subway)
- Quality of stop announcements (subway, bus, streetcar)
- Ease of hearing announcements (bus, streetcar)
- Helpfulness of announcements (bus, streetcar)
- Helpfulness and appearance of operator (bus, streetcar)

Pride in the TTC remains consistent wave-to-wave and year-over-year, with 71% of customers agreeing they are proud of the TTC and what it means to Toronto. We also see perceptions of value for money remaining consistent wave-to wave, with nine in ten customers indicating they received average or better value for money on their last trip (Q4 2016 & Q3 2016: 91%; Q4 2015: 92%).

Customer satisfaction with Wheel-Trans services continued to be very high in 2016 (88%; a significant increase from a high score of 85% in 2015 and 2014) and is consistent across all vehicle types (Wheel-Trans bus, accessible minivan and sedan taxi). Pride in the TTC and what it means to Toronto also remain very high with the majority of Wheel-Trans customers (89%).

Customer: Charter

The Customer Charter is designed to track promises and improvements that benefit customers, while holding TTC's management to account if they're not met. The progress against these commitments is reported to the TTC Board quarterly and posted on ttc.ca.

2016 Customer Charter

The 2016 Customer Charter included 35 time-bound commitments. In 2016, 26 of 35 Charter commitments were met, with highlights including:

a) Started Sunday subway service one hour earlier, at 8:00 am.
b) Offered Apple Pay at collectors booths in subways.
c) Reduced streetcar short turns by a further 20% from 2015.
d) Introduced five new express services to reduce crowding.
e) Installed 20 additional bike repair shops at subway stations following a successful pilot.
f) Made the entire TTC system enabled to accept PRESTO fare payments.
g) Improved customer information by installing information screens at Dufferin, York Mills and Lawrence stations.
h) Installed more informative stop markers at over 3000 transit stops.
i) Installed two new elevators at Ossington station, making it accessible.
j) Widened 25 bus stops to make them accessible.
k) Added train service to Line 1 to decrease delays.
l) Improved schedules on 32 bus and streetcar routes to improve reliability and travel times.
m) Added service during peak periods to 25 busy bus routes to reduce crowding and improve travel time. Although this service was added in January/February 2016, it was reduced in November 2016 and January of 2017 on 21 routes, due to vehicle shortages. In 2017, this service is planned to be added back when there are more buses to do so.

Commitments that were not achieved include:

a) Making Wi-Fi available at 22 new stations in Q2 and installing Wi-Fi at 10 additional stations in Q4; Wi-Fi was installed at 30 of the 32 stations planned in 2016 and installation at the remaining stations will be completed by Q4 2017.

b) Converting the 509 Harbourfront and 511 Bathurst routes to the new fully accessible streetcars, due to the slow delivery of new vehicles from Bombardier.

c) Installing external route announcement system on all vehicles. Installation on all buses and streetcars was completed, excluding the articulated streetcars (CLRV) that will be decommissioned. Installation on subway trains started in 2016 and it is planned to be completed in the remaining subway trains by Q4 2017.

d) Installing customer information screens in the mezzanine and platform levels at Union station. Engineering review was completed and installation will be completed in Q1 of 2017.

e) Installing time-saving signal priority technology at 15 intersections to speed up bus travel times. This target will be achieved by Q2 of 2017.

f) Starting construction on a bus priority lane to improve travel time. Construction will begin in Q3 of 2017.

g) Reducing delays by 10% on the subway compared to 2015 on Line 1, Line 2 and Line 4, due to infrastructure, technical incidents and Operator familiarity. This target was met on Line 3 and improvements are expected in 2017.

h) Consulting with customers and other stakeholders to revise service in three neighborhoods (Routes: 116 Morningside, 54 Lawrence East, 40 Junction), background research has started and consultation will begin in 2017.

i) Installing dedicated boards at key locations in 12 busy stations to inform customers about planned/unplanned closures. Delivery was late but they were all installed in 2016.

<u>2017 Customer Charter</u>

The 2017 Charter includes 37 time-bound commitments which include:

a) Promises around Wheel-Trans and introducing new No-Show and Late Cancellation policies.
b) Launch an Anti-Harassment campaign and a Safety and Security app.
c) Open the Line 1 Toronto-York Spadina Subway Extension with six new fully accessible modern stations including: two new TTC bus Terminals, three new TTC commuter parking lots with 2800 spaces, and direct transit connections with GO Rail, GO Bus, York Region Transit buses including Viva. The stations will feature modern architecture with sustainable design features including: LED lighting, bird-friendly glass, green and cool roofs and landscaping designed to manage water run-off. Other station amenities will include Wi-Fi, covered bicycle storage, new Presto fare gates and new self-service Presto machines in service. The bus network along the corridors will be redesigned to serve the new stations.
d) Continue with the PRESTO rollout by having PRESTO-enabled fare gates at all entrances at 43 subway stations.
e) Start phasing out legacy fare media as the PRESTO rollout nears completion. This milestone leads one step closer to the full adoption of PRESTO.
f) Complete Wi-Fi for 100% of our stations.
g) Open a new second exit/entrance at Woodbine station and open two new elevators as part of the Easier Access program, making the station accessible.
h) Open three new elevators at St. Clair West station and two elevators at Coxwell station, making the stations accessible.
i) 300+ new buses in service to replace aging buses.
j) Work with Bike Share Toronto to incorporate docking stations at a minimum of five TTC stations. This will offer our customers a great solution for the first and last mile of their journey.
k) Work with the Bombardier to have a minimum of 40 additional new low-floor, accessible streetcars on property.

For further details on the TTC customer charter, visit ttc.ca.

Customer: Engagement

Meet the Managers

Meet the Managers sessions enable customers and managers to interact on a personal level. This allows managers to gain additional insight into the challenges and opportunities experienced by customers while travelling on the TTC.

The Meet the Managers sessions for 2017 are at the following stations:
January 19 – Kennedy; February 16 – Ossington; March 23 – Yorkdale; April 27 – Spadina; May 25 – Eglinton; June 22 - Bloor-Yonge; July 13 - Scarborough Centre; August 10 - St. Clair West; September 21 – Kipling; October 19 – Dufferin; November 16 – Woodbine; December 14 – Coxwell

Customer: Fares

PRESTO

The PRESTO rollout continues across the TTC. The priority for 2017 will be to:

- Complete the remaining subway station entrances that do not have PRESTO yet.
- Replace the turnstiles at the initial 26 stations that had PRESTO installed in 2015 with our new modern paddle-style fare gates.
- Introduce TTC pass products and daily and weekly loyalty for e-purse customers
- Add more locations to buy and load a PRESTO card, including a PRESTO third party retail network and new PRESTO self-serve machines at every subway station entrance.
- Open the Toronto-York Spadina Subway Extension as the first fully PRESTO-ready group of stations.

Low-income Fair Pass Program

On December 20, 2016, the TTC Board endorsed the City of Toronto's proposed 'Transit Fare Equity: Fair Pass Program' as part of the 'TO Prosperity – Toronto Poverty Reduction Strategy'. This was approved by City Council on December 14, granting an addition of a low-income concession administered by the City of Toronto. The Fair Pass Program includes a discount on PRESTO adult single fares and PRESTO adult monthly passes. The TTC will work in partnership with the City of Toronto to implement each phase of the Fair Pass Program.
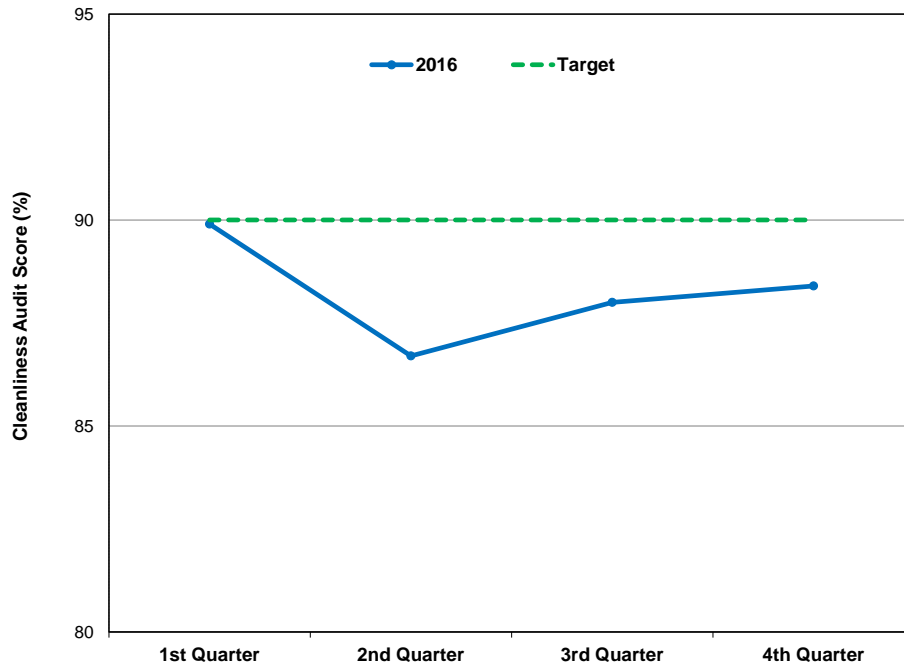
Customer: Environment

Station Cleanliness
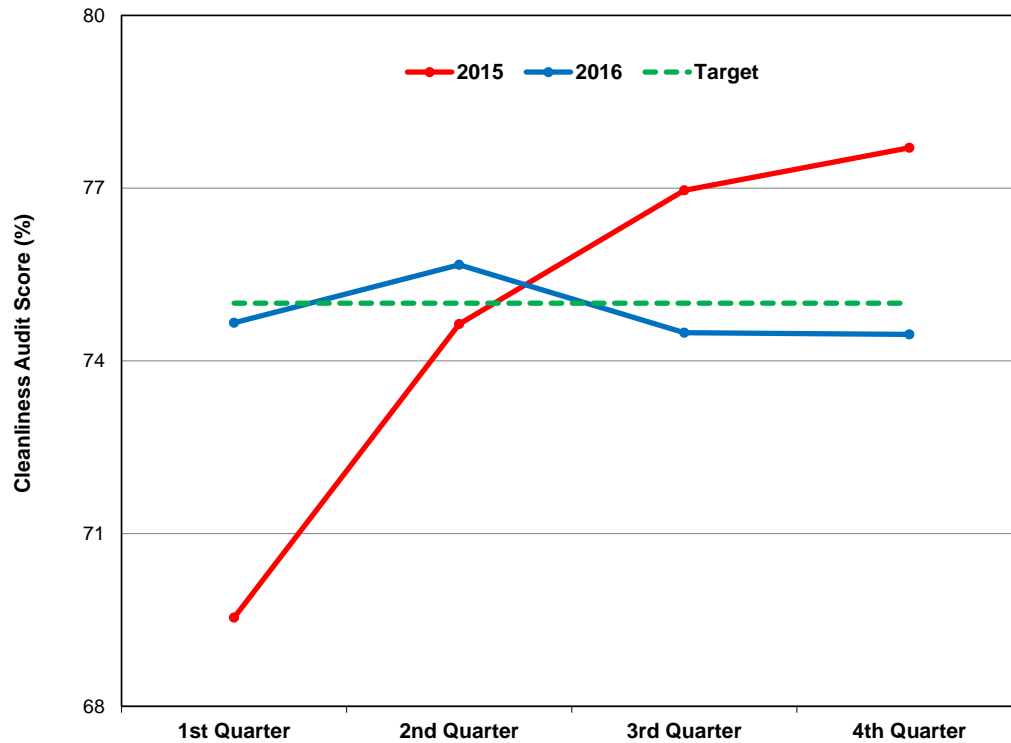
Performance in Q4 2016 stayed at 74.5%, which was slightly below target and below the performance in Q4 2015. Stations improvements and fare lines under construction to facilitate installation of the new faregates negatively impacted the cleanliness score.

Customer: Environment

Vehicle Cleanliness – Bus

The bus cleanliness audit score increased in Q4 to 88.4% but remained below target.

Improvement in the window cleanliness was attributable to the agreement that the auditor would report any suspect cases of window mold to be addressed. It was also agreed that only interior window cleanliness would be evaluated, while exterior window cleanliness would be captured in the bus exterior cleanliness assessments. Areas for improvement in Q4 include the bus exterior body and wheel cleanliness. Inoperable wash racks and road salt usage due to weather conditions have prevented Q4 cleanliness scores from further surpassing Q3 results. As an interim measure, the cleaning contractors are hand-washing bus exteriors.

Note:
Prior year comparative data will be available effective Q1 2017.

Vehicle Cleanliness – Subway
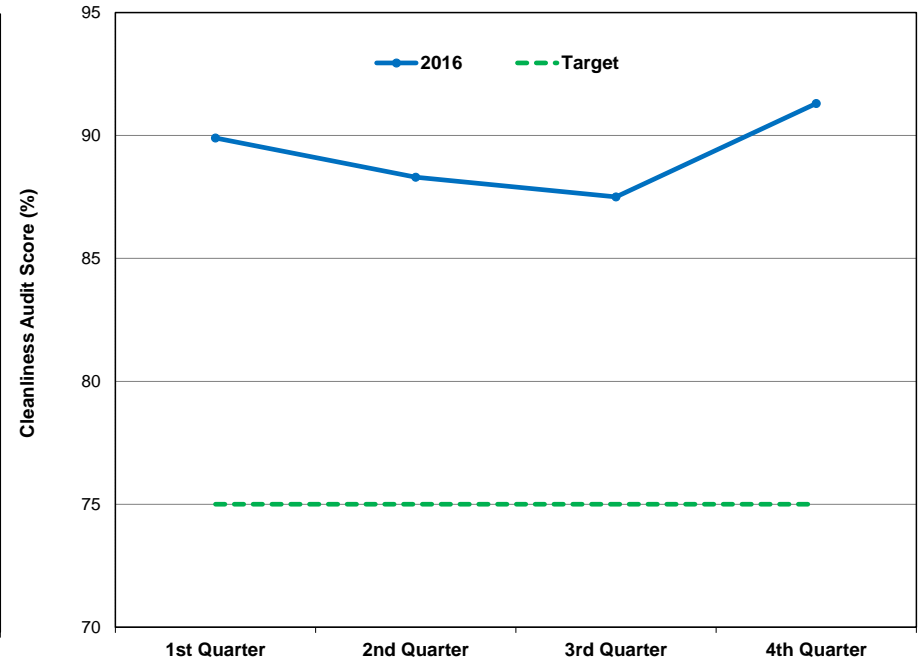
The subway cleanliness audit score increased in Q4 to 91.3%. Performance achieved target for the fourth consecutive quarter and it was the highest result throughout 2016.

Both areas of improvement, walls and ceilings, were addressed in Q4. Other areas of improvement in the future include windows and floors. Currently, windows are addressed during the Major Clean cycle (every 1-2 months depending on fleet size) and floors are addressed every 14 days during the Floor Wash cycle.
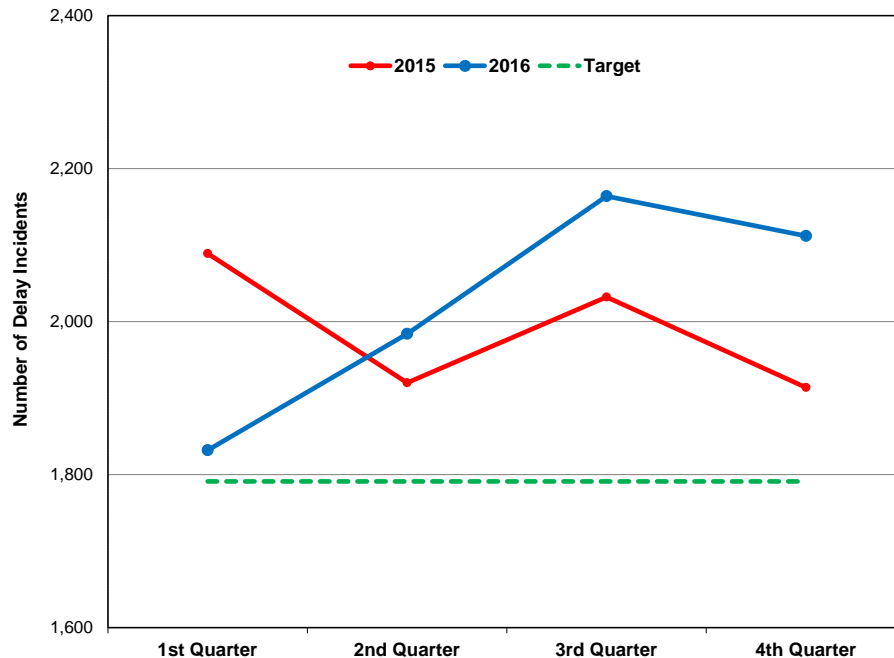
Note:
Prior year comparative data will be available effective Q1 2017.

Customer: Service Performance

Subway

Line 1: Delay Incidents

The number of delay incidents decreased in Q4 to 2,112; however, performance was still above target by 18%. It has stayed above target for the fourth consecutive quarter.

Speed control-related incidents accounted for 28% of all incidents; staff is continuing to work with the vendor to reduce these incidents and improvement is expected in early 2017, after software modifications to the system. With increases in track level trespassing and continued high levels of emergency alarms, passenger-related incidents accounted for 41% of all incidents.

Note:
The 2016 target is based on a 20% or more reduction in delay incidents from the 2014 quarterly average baseline.

Line 1: Delay Minutes
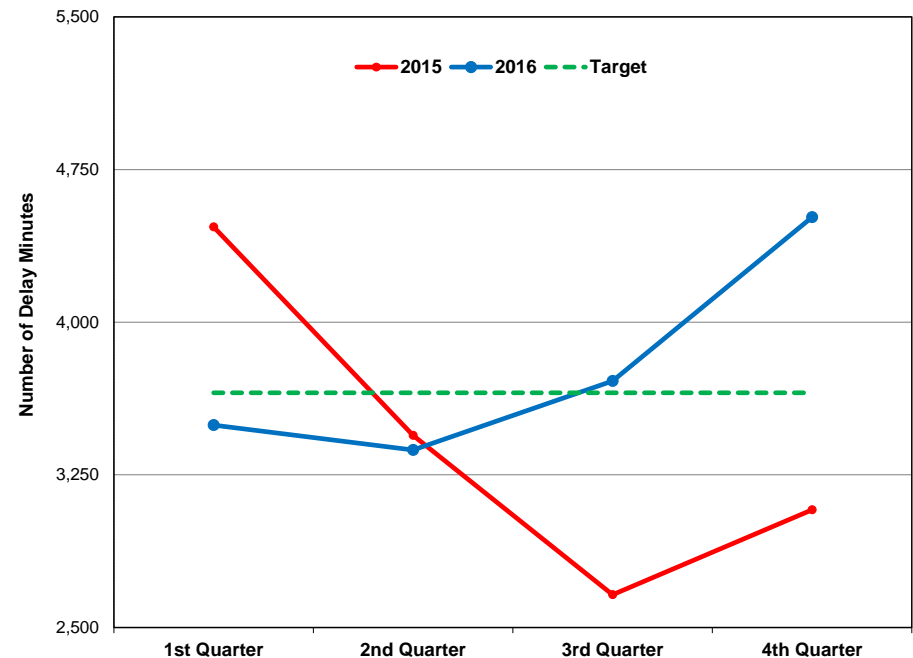
The number of delay minutes increased in Q4 to 4,516. Performance did not achieve target for the second consecutive quarter.

Speed control-related incidents accounted for 28% of all incidents but only 1% of the total delay minutes, since they were resolved quickly. Passenger related delay minutes, however, accounted for 51% of the total delay minutes in Q4, with significant increase in disorderly customers, track level trespassers and unsanitary cars.

Note:
The 2016 target is based on a 20% or more reduction in delay minutes from the 2014 quarterly average baseline.

Line 1: Trains per Hour in Morning Peak
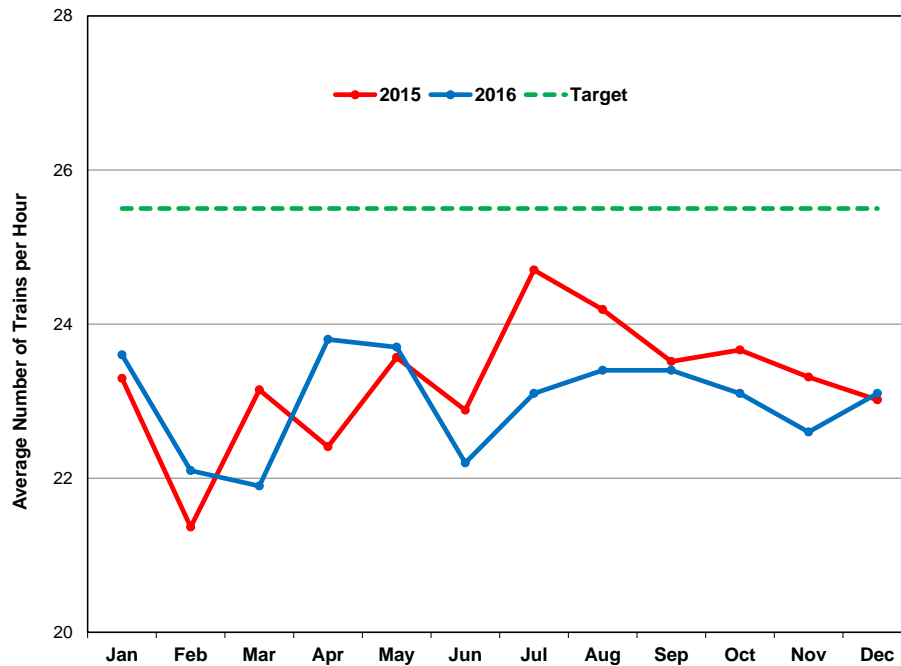
The daily average number of trains per hour (TPH) in the morning peak service period increased in December to 23.1, or 91% of what was scheduled. Overall monthly performance continued to remain below target.

This measure has exceeded 94% of what was scheduled only twice in the last two years; there has been difficulty in consistently maintaining a strong performance in the level of delay incidents in the morning peak period. A number of initiatives have been undertaken to address this and greater consistency is anticipated in 2017.

Note:
Data are based on weekday service from Monday to Friday.

## Line 2: Delay Incidents
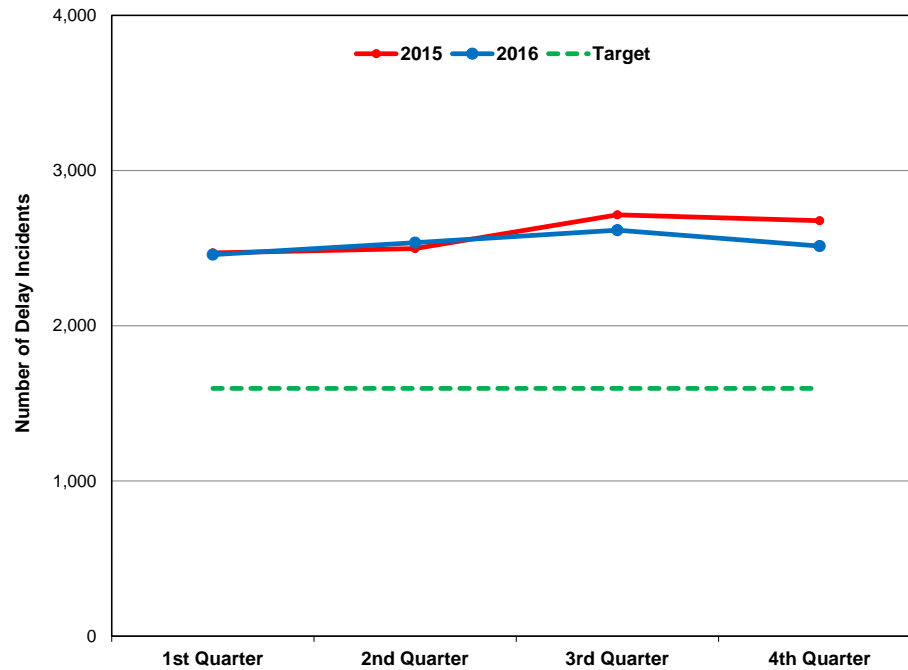
The number of delay incidents decreased in Q4 to 2,513 but performance continued to remain above target.

Speed control-related incidents accounted for 46% of all delay incidents; as in Line 1, staff is continuing to work with the vendor to reduce these incidents and improvement is expected in early 2017, after software modifications to the system. Reductions in the Fire/Smoke (Plan B) incidents were offset by an increase in passenger-related incidents.

Note:
The 2016 target is based on a 20% or more reduction in delay incidents from the 2014 quarterly average baseline.

Line 2: Delay Minutes
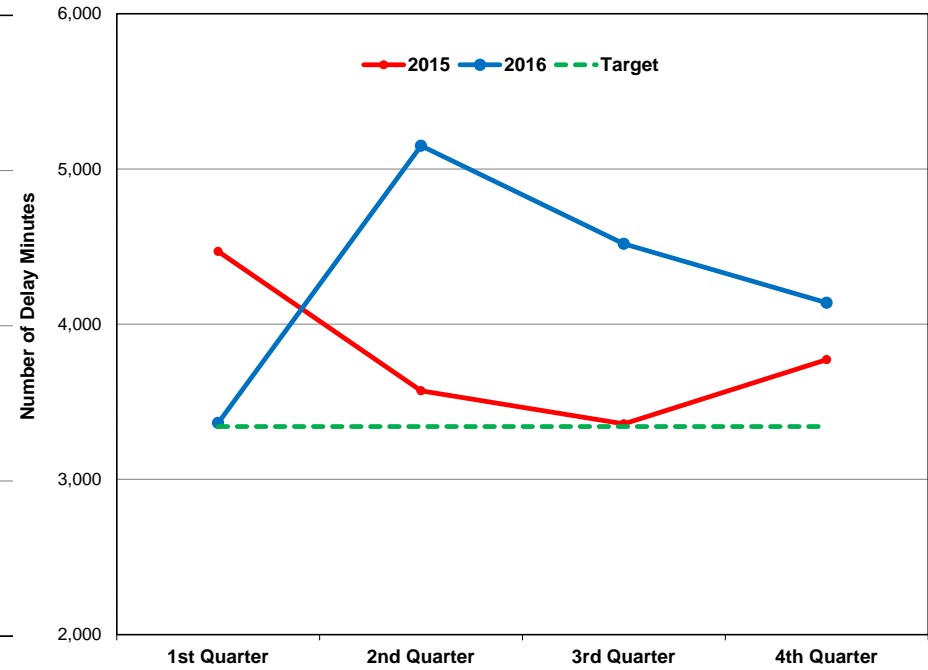
The number of delay minutes decreased in Q4 to 4,138 but performance continued to remain above target.

Although there was a significant increase in the number of delay minutes resulting from passenger-related incidents (17.3% year-over-year), delay minutes resulting from Fire/Smoke (Plan B) incidents decreased significantly, as the approach to this issue continued to show positive results.

Note:
The 2016 target is based on a 20% or more reduction in delay minutes from the 2014 quarterly average baseline.

Line 2: Trains per Hour in Morning Peak
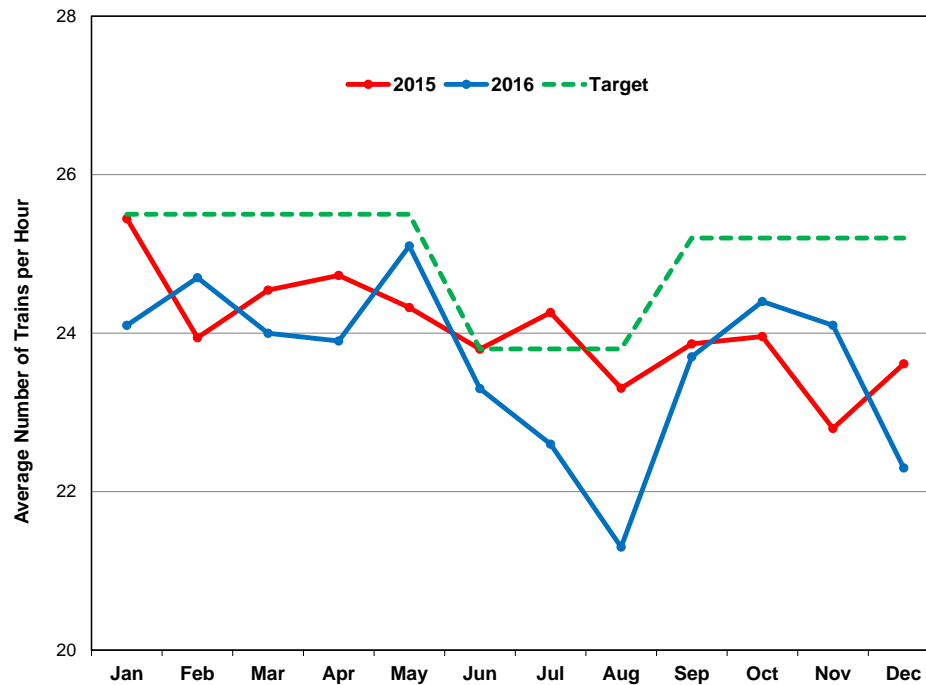
The daily average number of trains per hour (TPH) in the morning peak service period decreased in December to 22.3, which was 88% of what was scheduled. Performance continued to remain below target.

Service levels were impacted by restricted speed zones that were in place on Line 2 for the majority of the period, significantly restricting throughput. The restrictions were necessary to accomplish important work that will result in long term benefits and delay reductions.

This measure is expected to return to stronger performance levels in 2017.

Note:
Data are based on weekday service from Monday to Friday.

Line 3: Delay Incidents
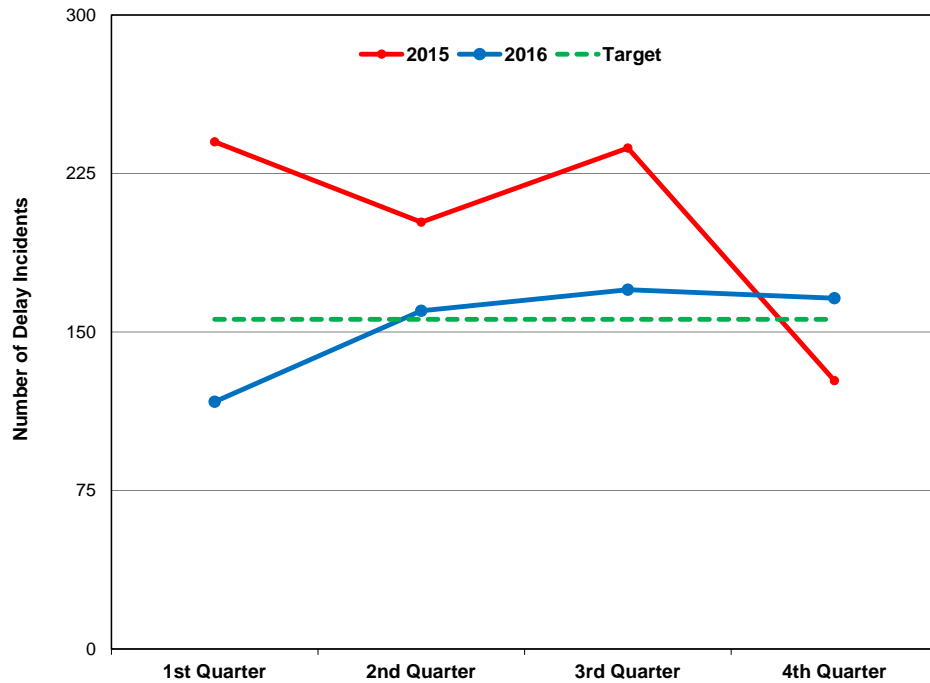
The number of delay incidents decreased in Q4 to 166; however, performance was above target for the third consecutive quarter.

Incidents related to rolling stock and VOBC time-out have consistently comprised the largest proportion of delay incidents and this remained unchanged in Q4. Passenger-related incidents, however, have reduced in Q4.

Note:
The 2016 target is based on a 20% or more reduction in delay incidents from the 2014 quarterly average baseline.

Line 3: Delay Minutes
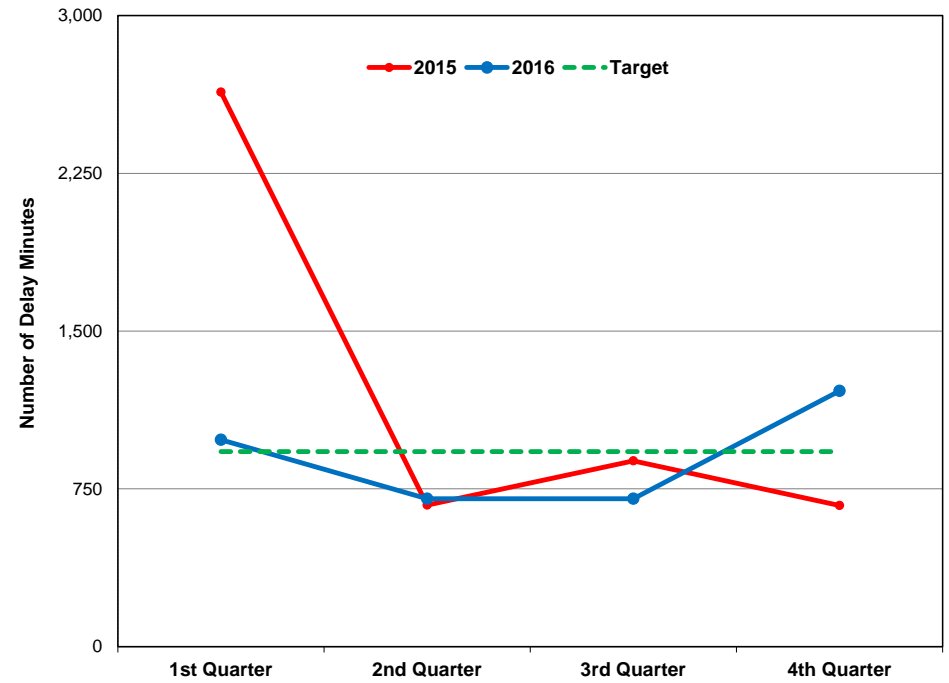
The number of delay minutes increased in Q4 to 1,216. Performance did not achieve target for the first time in three quarters.

The increase was largely due to rolling stock- and infrastructure-related incidents, as the corresponding delay minutes have more than doubled year-over-year. Of note is that if one incident involving a broken power rail, which accounted for 27% of the total delay minutes, was excluded, the target would have been achieved in Q4.

Note:
The 2016 target is based on a 20% or more reduction in delay minutes from the 2014 quarterly average baseline.

Line 3: Trains per Hour in Morning Peak
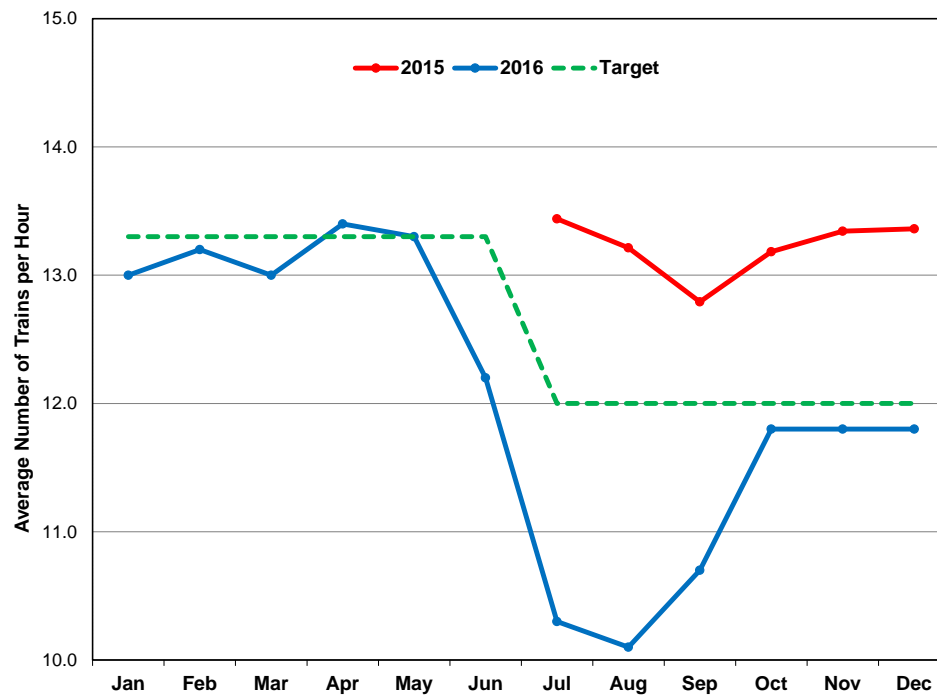
The daily average number of trains per hour (TPH) in the morning peak service period remained unchanged in December at 11.8, or 98% of what was scheduled. Overall performance continued to remain below target.

When combined with a headway performance of 96.8%, this represents a very reliable level of service.

Note:
Data are based on weekday service from Monday to Friday.

Line 4: Delay Incidents
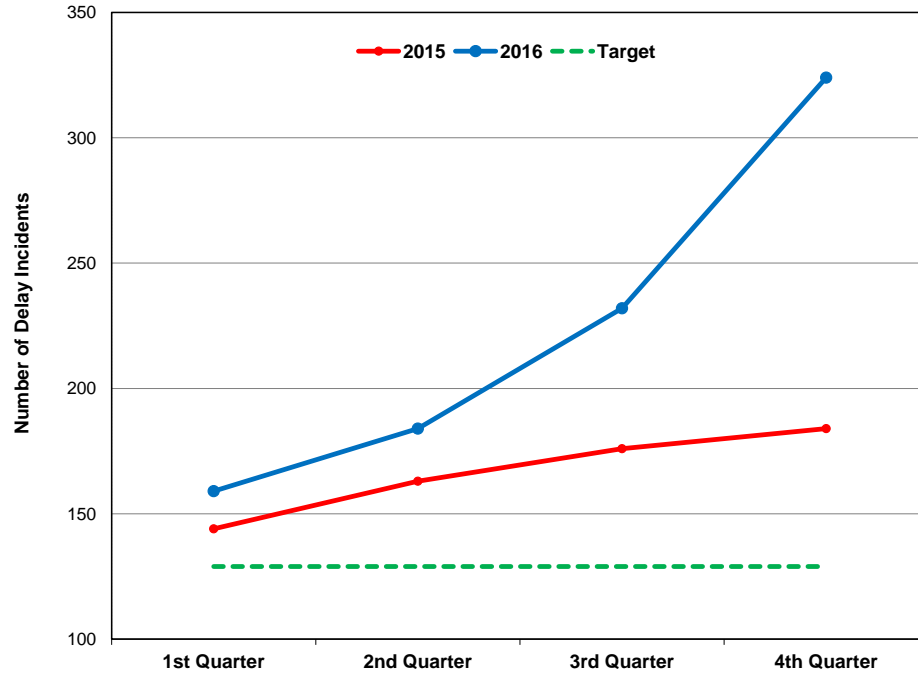
The number of delay incidents increased for the third consecutive quarter in Q4 to 324. Performance continued to remain above target.

The majority of the delay incidents were related to the introduction of One-Person Train Operation. It must be noted that this increase in delay incidents was not unexpected without compromising safety standards. The bulk of those delay incidents were in the first ten weeks of the program launch and delay incidents have already begun to return to normal levels. This measure is anticipated to decrease in 2017.

Note:
The 2016 target is based on a 20% or more reduction in delay incidents from the 2014 quarterly average baseline.

Line 4: Delay Minutes
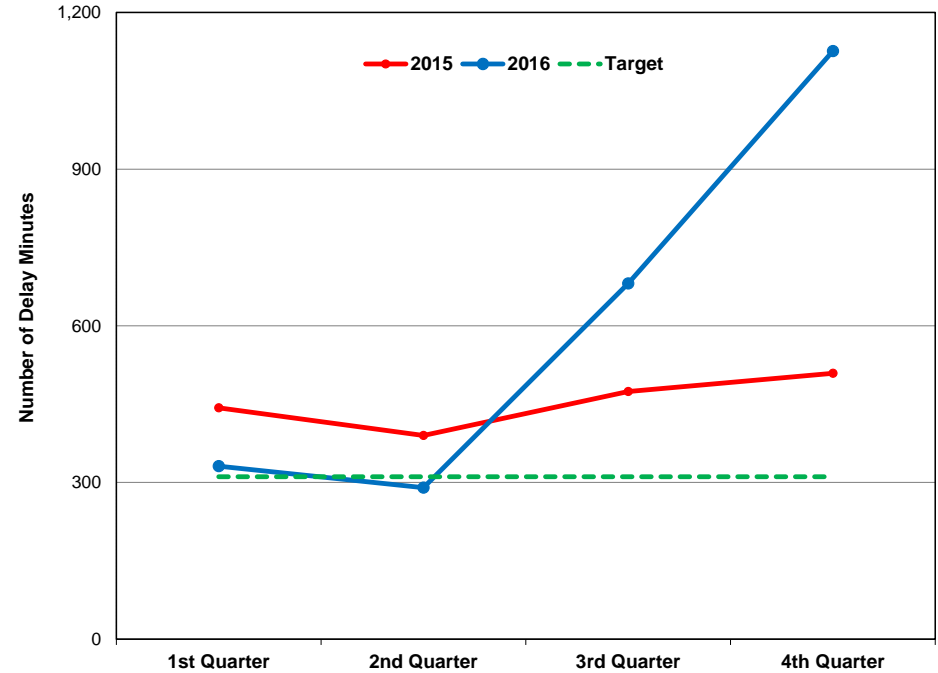
The number of delay minutes increased substantially above target in Q4 to 1,126, primarily due to One-Person Train Operation.

Delay minutes due to One-Person Train Operation were a short-term issue, with most of the delays occurring in the first ten weeks of One-Person Train Operation program; significant improvements have been already made since then. Longer term issues, such as delays from Fire/Smoke (Plan B) incidents, have continued to improve, especially in Q4.

Note:
The 2016 target is based on a 20% or more reduction in delay minutes from the 2014 quarterly average baseline.

Line 4: Trains per Hour in Morning Peak
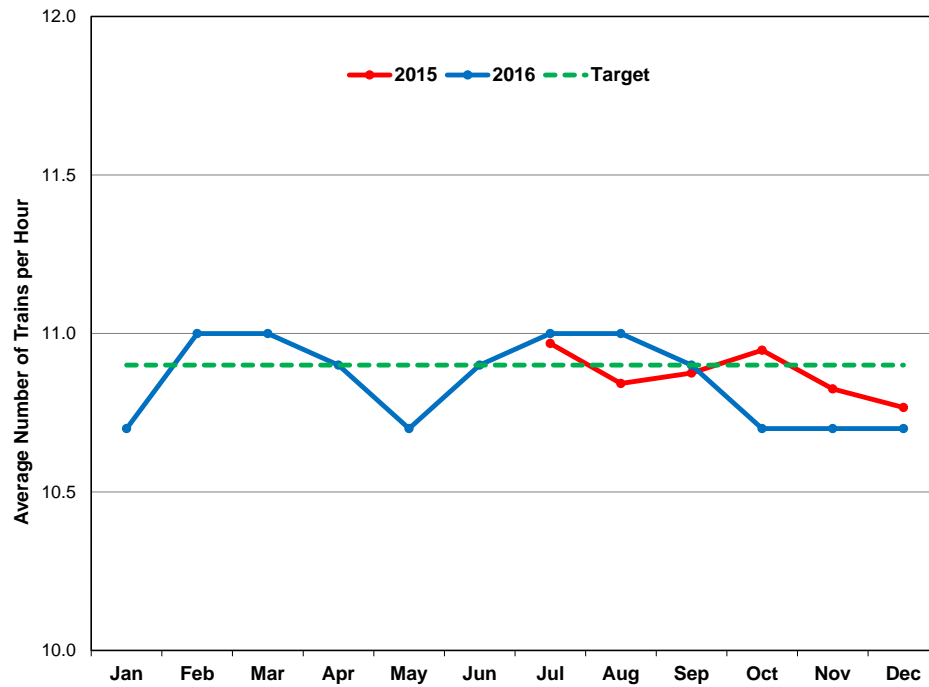
The daily average number of trains per hour (TPH) in the morning peak service period remained unchanged in December at 10.7, or 98% of what was scheduled. Overall performance did not achieve target.

The initial increase in delay incidents related to the implementation of the One-Person Train Operation has abated and service is expected to return to target in the coming periods.

With a relatively low number of delay incidents, it is anticipated that morning peak trains per hour will remain relatively high. Along with good headway adherence, overall service quality remains consistently strong.

Note:
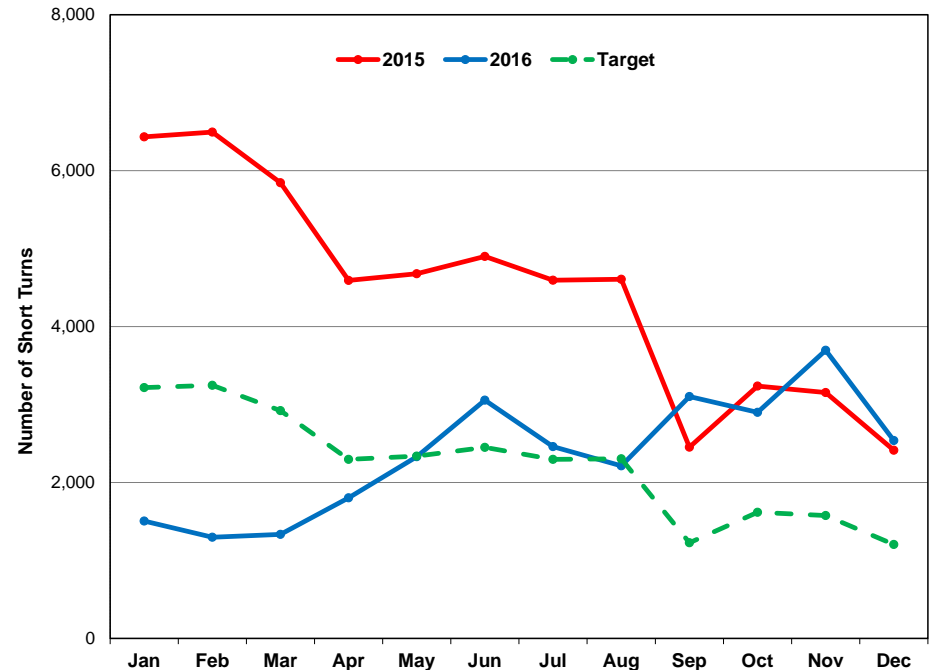Data are based on weekday service from Monday to Friday.

Streetcar

On-Time Performance

Short Turns
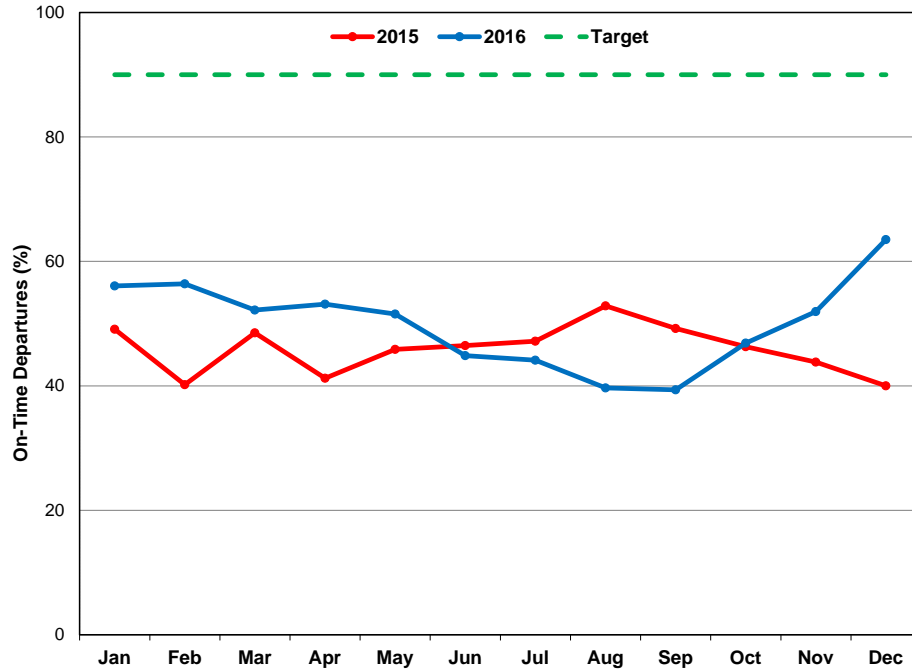
Performance in December increased for the third consecutive month to 63.5%, but continued to be below target. Performance in December demonstrates a continuous upward trend in improvement.

Note:
This KPI measures adherence to scheduled (-1 to +5 minutes) departure times from end terminals.

The number of short turns decreased in December to 2,538; however, performance was above target (unfavourable) for the fourth consecutive month.
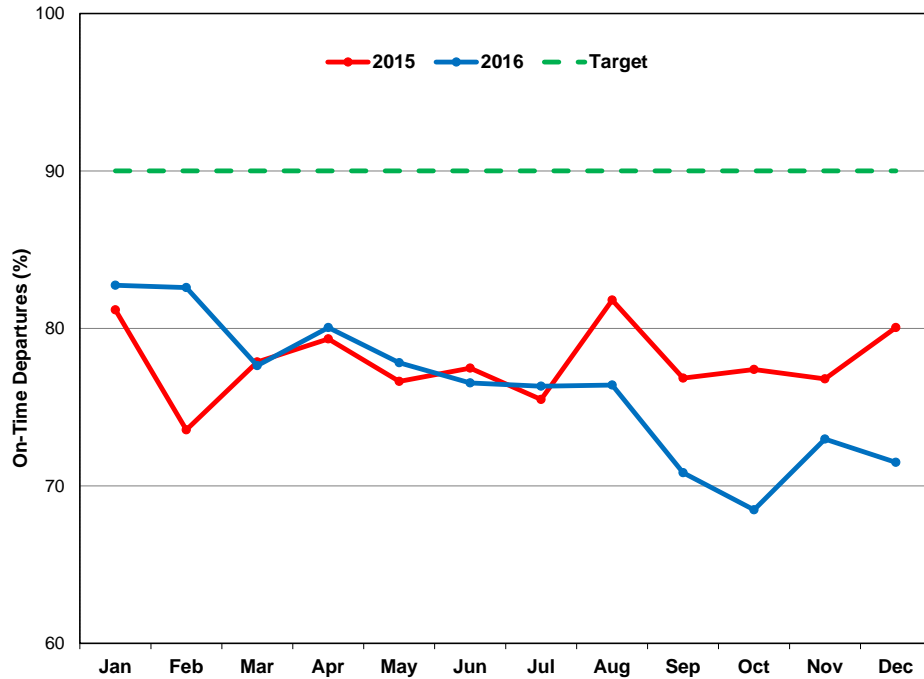
Note:
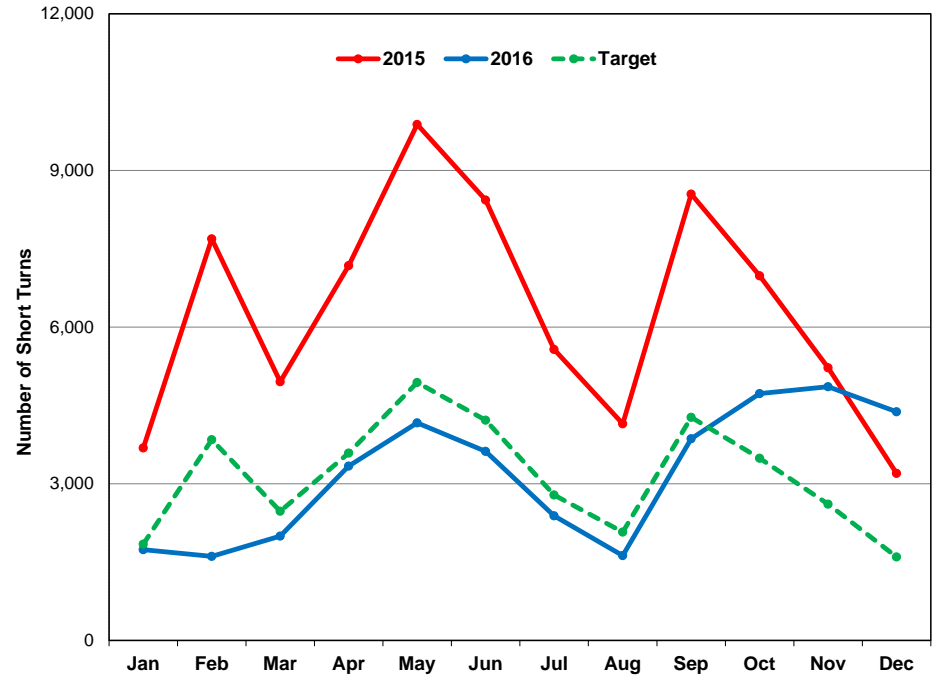Data are based on all seven days of service from Sunday to Saturday.

Bus

On-Time Performance

Performance in December decreased to 71.5% and continued to be below target.

Note:
This KPI measures adherence to scheduled (-1 to +5 minutes) departure times from end terminals.

Short Turns

The number of short turns in December decreased to 4,378. Performance was above target (unfavourable) for the third consecutive month.

Note:
Data are based on all seven days of service from Sunday to Saturday.

![Wheel-Trans icon] **Wheel-Trans**
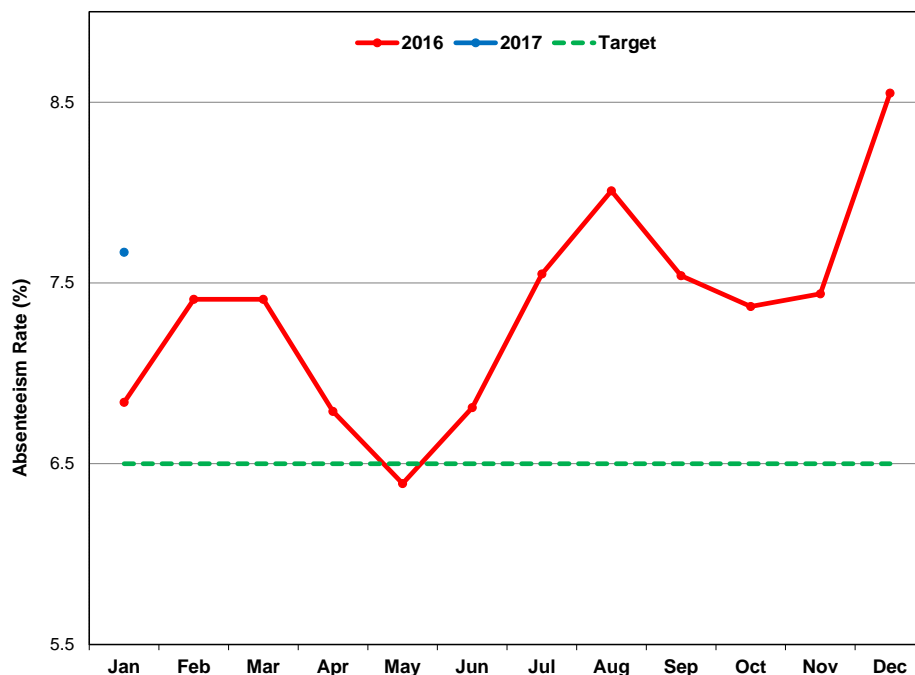
Punctuality
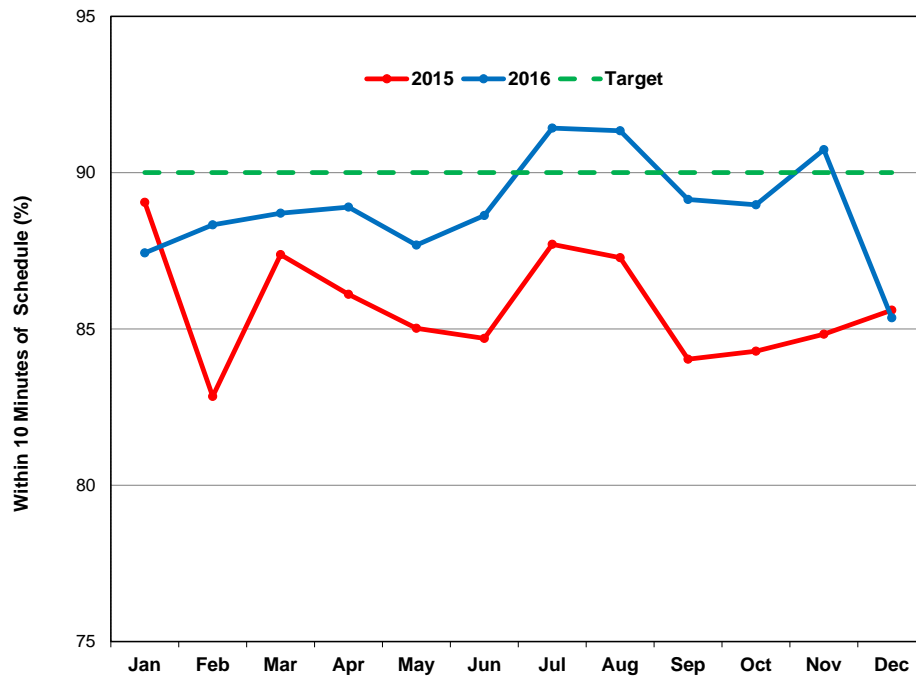
Performance in December decreased to 85.4% due to poor performance in Week 52 (average performance of 59%). Overall performance was below target for the ninth time in 2016.

3.3 People

Employee Absence

The absenteeism rate for January 2017 was 7.67%, which is a significant decrease from the rate of 8.59% for December 2016.

The TTC executive team met last month with representatives from Employee Relations and Occupational Health to discuss the increase and challenges with managing employee absenteeism. The meeting focused on both short- and long-term strategies to curb the absenteeism rate. The CEO directed a renewed focus on absenteeism during performance evaluations with staff, clarification of roles and responsibilities in attendance management, and direction to front-line managers about their rights and obligations when managing an employee's absenteeism.

The TTC is exploring long-term options for improvements by reviewing our current attendance management practices, redeploying managerial resources, and analyzing the KPI data for areas of improvement.
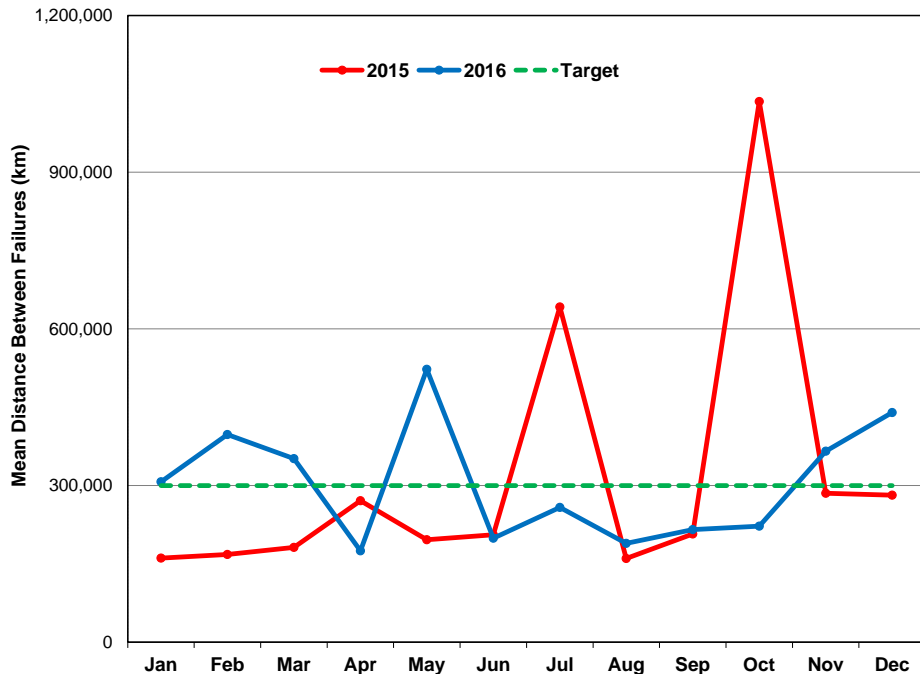
3.4 Assets

📱 **Subway**

T1 Train: Mean Distance Between Failures (MDBF)

### TR Train: Mean Distance Between Failures (MDBF)

The MBDF increased in December to 439,628 kilometres and was above target for the second consecutive month.

The T1 Accelerated Door Overhaul program was completed in 2015. Door pocket guides are being overhauled, with an estimated completion at the end of 2016. Master controller upgrades are estimated to be completed in Q4 2016. The T1 fleet is undergoing a refreshing of the HVAC system. Although this particular equipment issue does not directly cause delay incidents, it remains a substantial performance issue.

Maintenance and engineering staff is collaborating to ensure that the standard inspection and door set-up programs are robust. Long-term design solutions include a PLC Door Control System, a Door Interlock Rebuild Program, and a new cab seat prototype design.
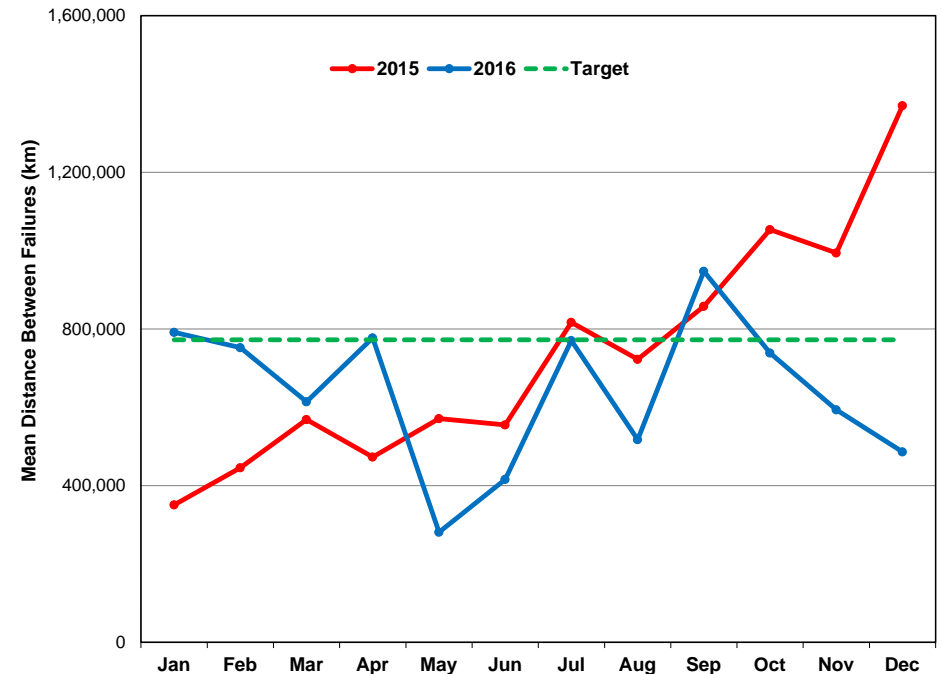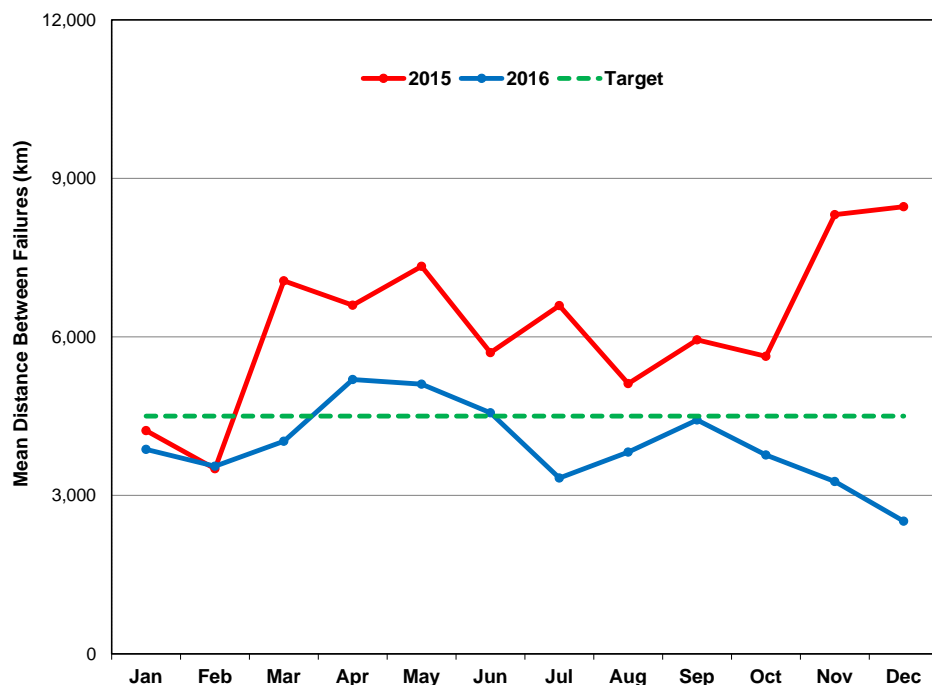
The MDBF decreased in December to 486,419 kilometres and was below target for the third consecutive month.

The cab door is undergoing Revision E cab door retrofit from Bombardier. The brake system continues to receive numerous improvements to associated software; fleet retrofits of the new modifications and validation testing of the proposed upgrades are in progress, with anticipated improvements in future months. There are also ongoing joint investigations with the car builder and maintenance staff focused on validating potential seasonal effects of higher ambient temperatures on the air (friction) braking system performance. The performance of the passenger door systems is closely monitored to ensure that the recovery times are returned to average levels (below the 5 minute threshold).

Streetcar

CLRV Streetcar: Mean Distance Between Failures (MDBF)

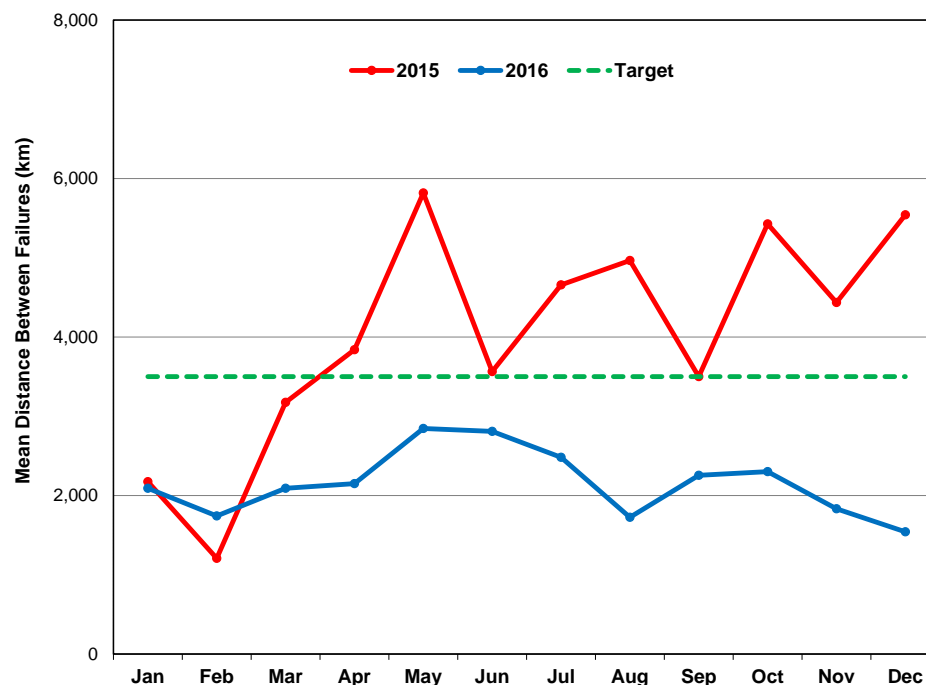## ALRV Streetcar: Mean Distance Between Failures (MDBF)

The MDBF decreased in December to 2,513 kilometres. Overall performance was below target for the sixth consecutive month due to continued aging and deterioration of the 37-year old fleet.

The three areas of most frequent failures (traction controls, sanders plugging up in service and the air system) reflect seasonal impacts on equipment. Shortage of parts (purchased or rebuilt) has improved.

It is anticipated that performance will improve in conjunction with the TTC Board's approval of a funding request to maintain the non-overhauled CLRVs in a state of good repair.

The MDBF decreased in December to 1,543 kilometres. Performance was below target throughout 2016, partly due to continued aging of the 32-year old equipment and out-of-sync maintenance in anticipation of retirement starting in 2015.

The three areas of most frequent failures (traction controls, sanders plugging up in service and the air system) reflect seasonal impacts on equipment. Shortage of parts (purchased or rebuilt) has improved.

It is anticipated that performance will improve in conjunction with the TTC Board's approval of a funding request to maintain the non-overhauled ALRVs in a state of good repair.
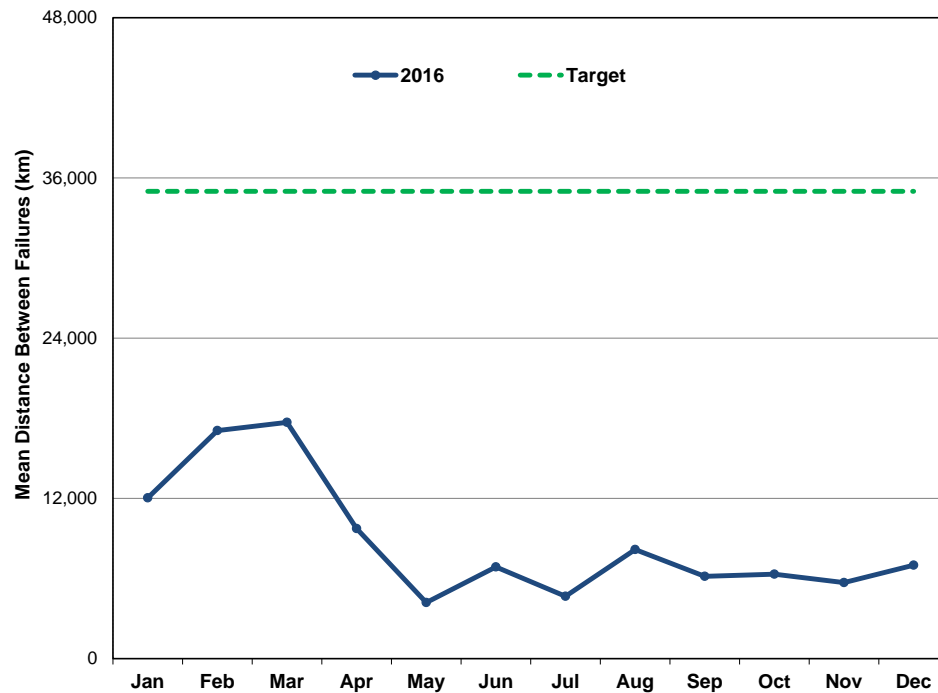
New Streetcar: Mean Distance Between Failures (MDBF)

The MDBF increased in December to 7,005 kilometres.

As the TTC awaits the delivery of more new low-floor streetcars from Bombardier, this key performance indicator will become increasingly relevant. With so few of the new streetcars in service today, the performance indicator does not yet truly reflect just how well the new streetcars are performing. Even a low number of defects can have a significant impact on the mean distance between failures.
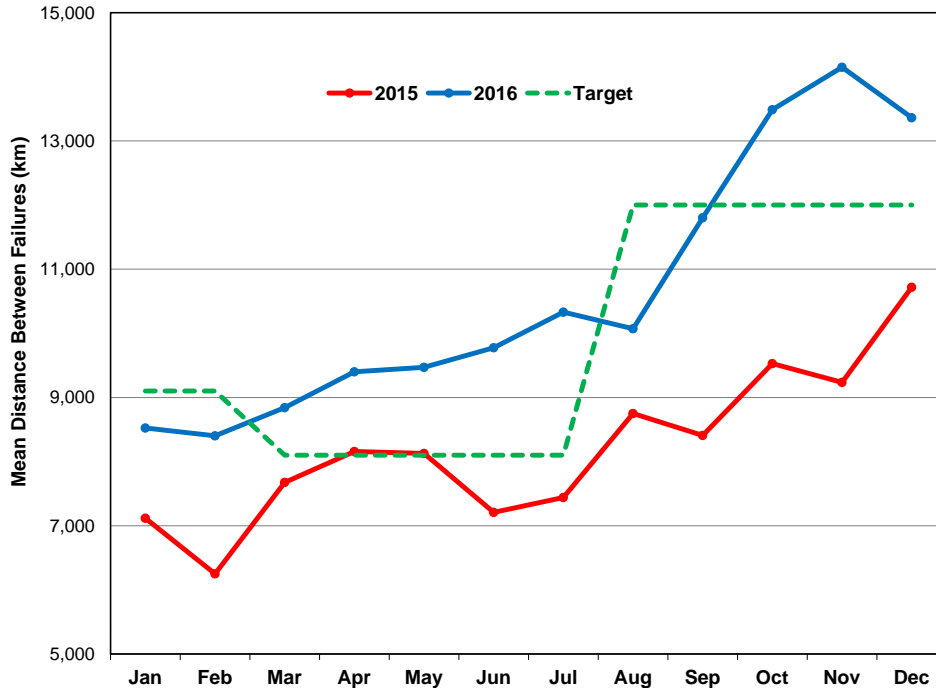
The target of 35,000 mean kilometres between failures is expected to be attained on a regular basis as the sixtieth new streetcar is received.

Bus

Wheel-Trans

Bus: Mean Distance Between Failures (MDBF)

Wheel-Trans: Mean Distance Between Failures (MDBF)

The MDBF decreased in December to 13,361 kilometres. However, performance still achieved target and it was 25% higher than the performance in December 2015.
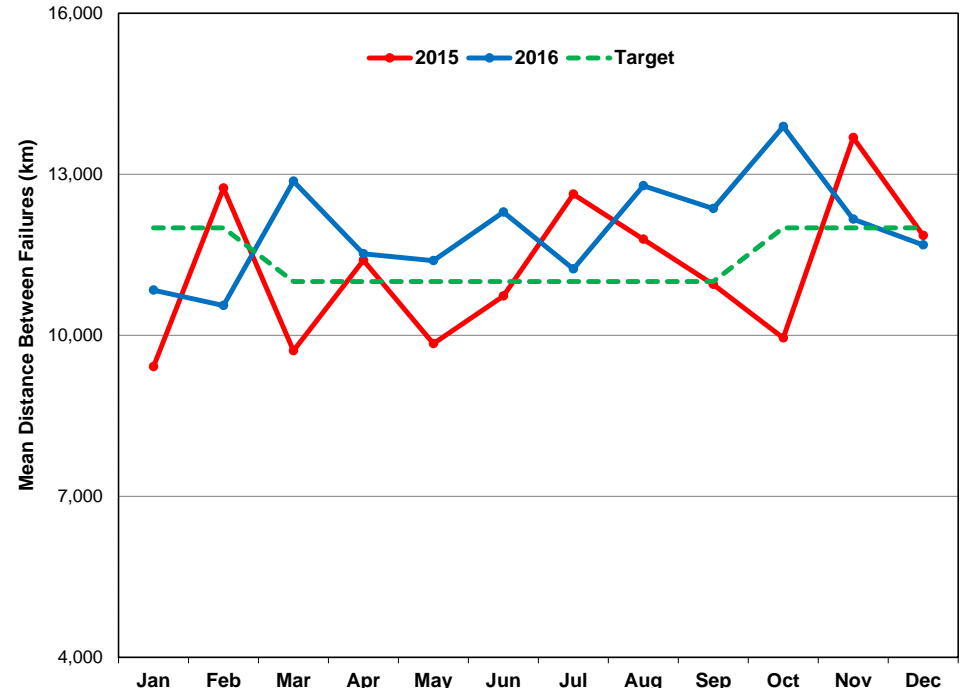
Garage technical staff will continue to focus on quality repairs and analysis of repeaters as well as heating and cooling systems. Maintenance facilities staff will continue to focus efforts on the quality of repairs.

Note:
Target adjusted to reflect industry standard of 12,000 kilometres.

The MDBF decreased in December to 11,684 kilometres. Overall performance did not achieve target and it was 1.5% lower than the performance in December 2015. Inclement weather in December resulted in increased driveline, brakes and heating system issues.

TTC staff are monitoring seven suspect vehicles and inputting mileage manually until the root-cause is identified. A meeting was held with Ford to discuss poor workmanship on rebuilt engines and TTC is awaiting a response. A Differential/Axle RCM program is ongoing to improve mileage between failures.

Note:
Target adjusted to reflect industry standard of 12,000 kilometres.
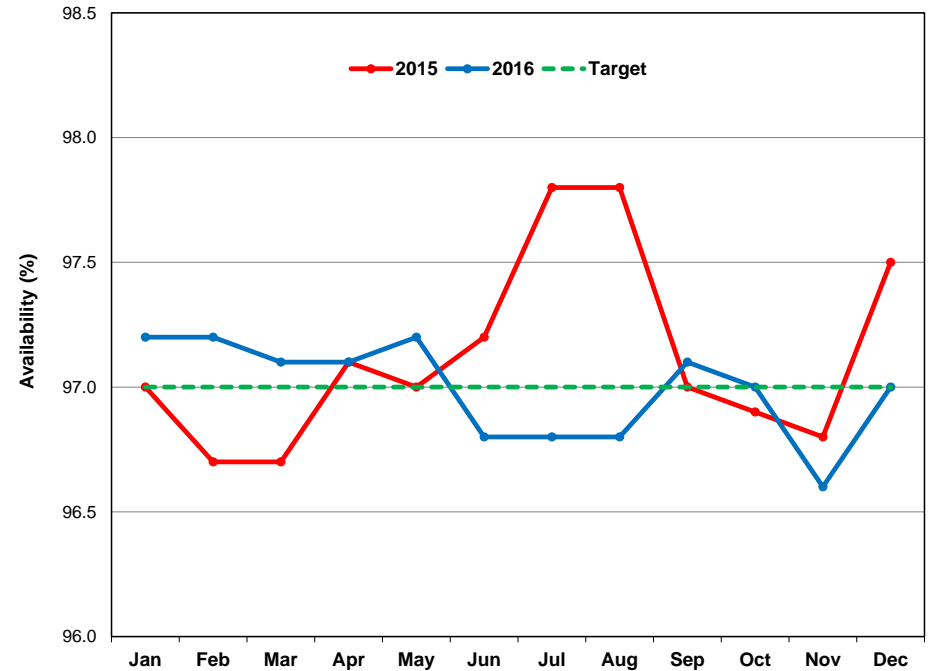
Assets: Equipment Availability

Elevators
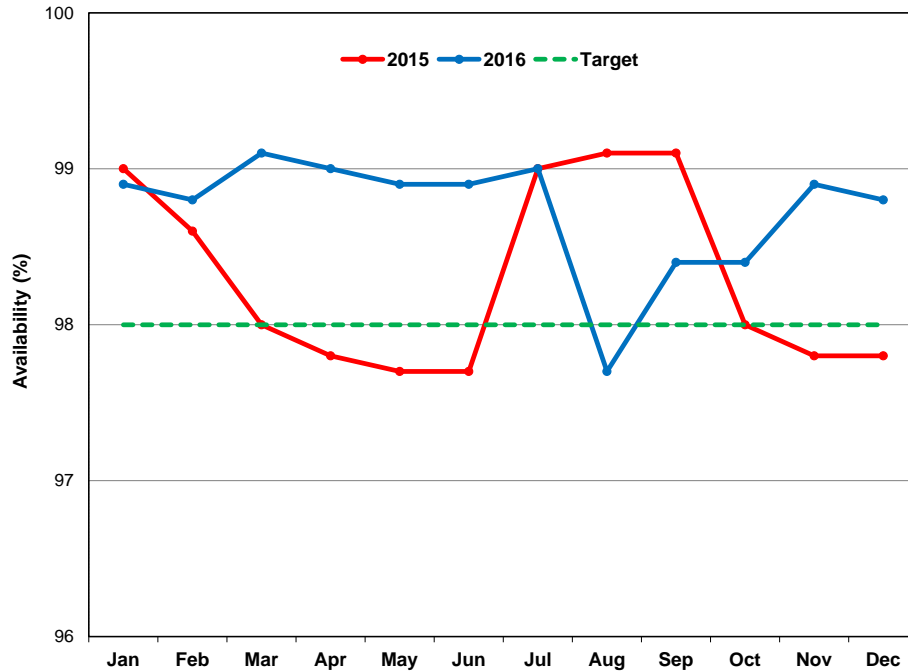
Escalators

Performance in December decreased to 98.8% but continued to remain above target.

Maintenance activities were completed as planned and scheduled.

Performance in December increased to 97% and achieved target.

Maintenance activities were completed as planned and scheduled.

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3.5 Financials

Financials

This section provides detailed information about the TTC and Wheel-Trans Operating Budgets. In addition, progress on the Commission's Capital Program and specific information about selected capital projects is also provided.

2016 Year-End Results

The preparation of year-end results for the TTC Operating, Wheel-Trans Operating, and TTC Capital Budgets is in progress. Final results will be included in the Chief Executive Officer's Report for March 2017.

2016 TTC Ridership

Ridership for 2016 was 538 million, which was 4 million (1%) above the 2015 ridership of 534 million (excludes Pan Am / Parapan Am games free rides) but 15 million (3%) below the 2016 budget of 553 million. The corresponding passenger revenue budget shortfall was approximately $46 million.

The 2016 ridership results were below expectations. A softening ridership trend was identified early in 2016. This was first reported to the TTC Board in March 2016 and at various times throughout the remainder of the year. The negative results mirror the sluggish performance at various transit agencies in the Greater Toronto Area, Canada, and the U.S. The TTC's current ridership trends are seen as mainly attributable to slower-than-anticipated employment growth, declining Metropass sales, and delayed achievement of new ridership from service enhancements.

Operator Crewing Efficiency
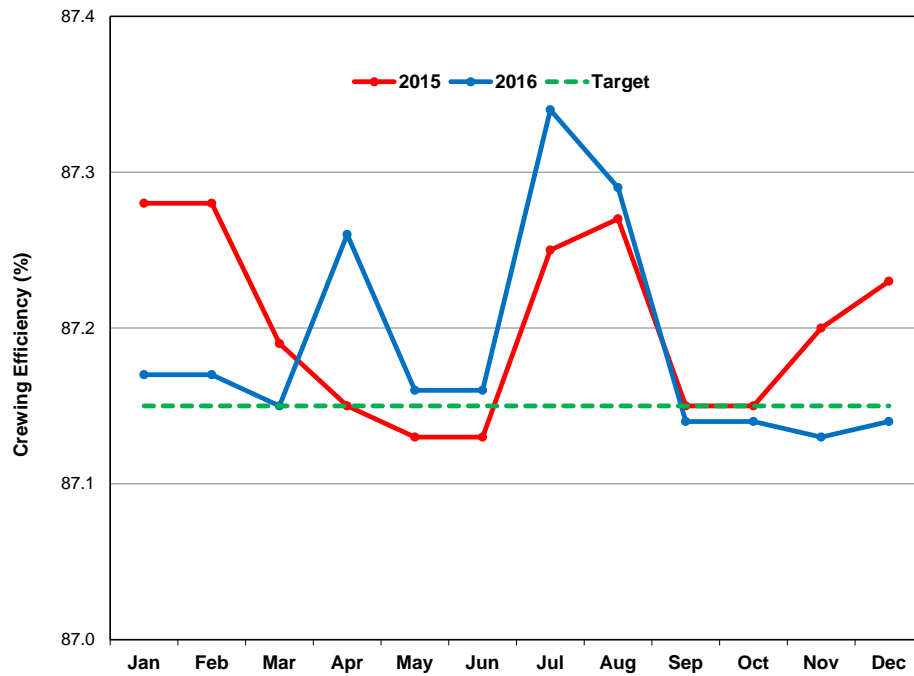
Operator crewing efficiency increased in December to 87.14%; however performance remained below target. Crewing efficiency has been below target due to the large numbers of buses replacing streetcars. This is due both to vehicle size and longer distance to streetcar routes from bus divisions.

Note:
Crewing efficiency is defined as the ratio of scheduled hours to pay hours.

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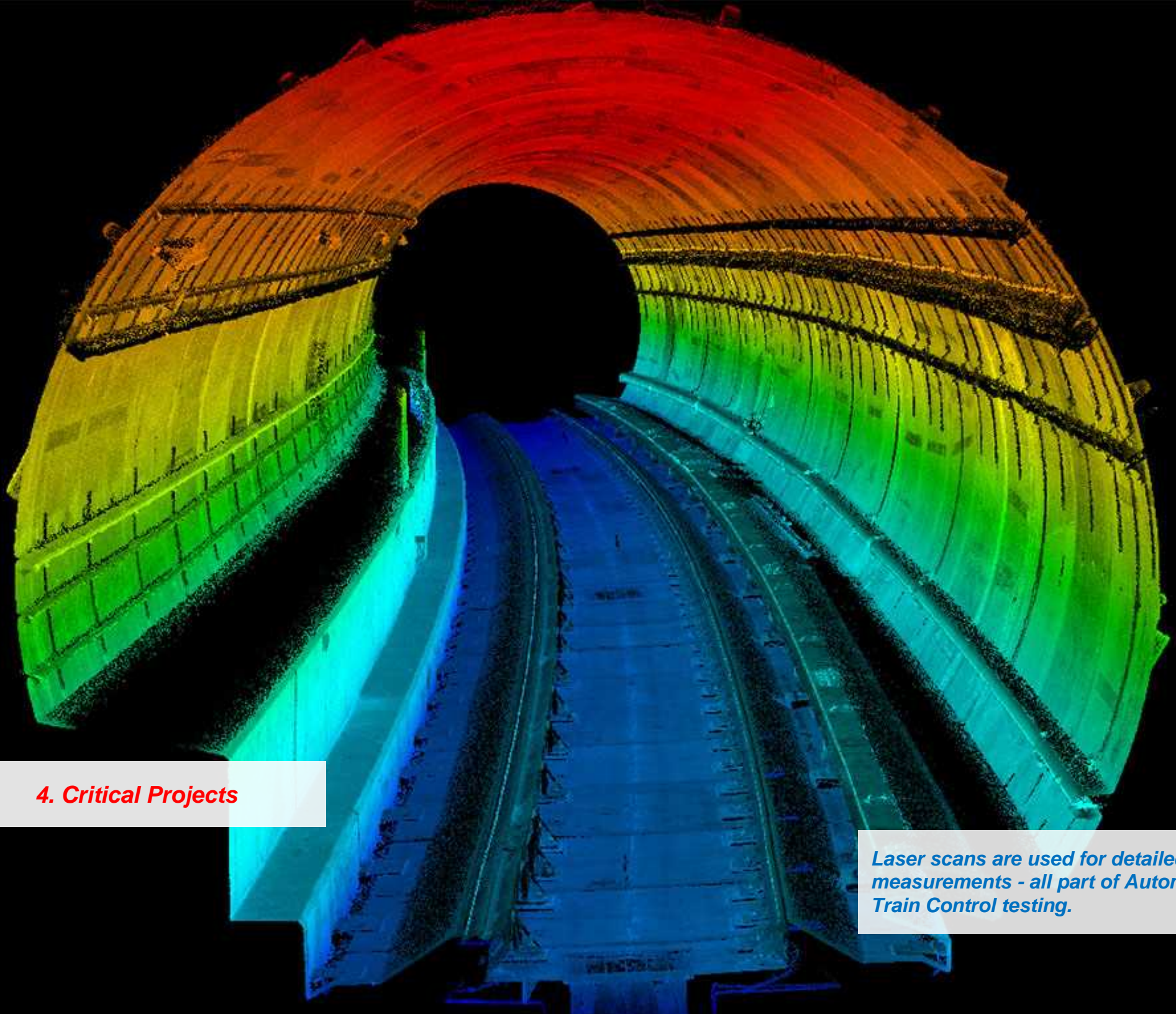
4. Critical Projects

Laser scans are used for detailed measurements - all part of Automatic Train Control testing.

The dashboard below provides a quarterly snapshot in time of the health status for major programs and projects that comprise the TTC project portfolio. The programs and projects, referred to hereafter as 'projects', have been included in the dashboard due to their magnitude and/or strategic significance. Collectively, the dashboard comprises 52% of the base capital program and 100% of the fully funded expansion projects.

Dashboard data will be refreshed quarterly. The CEO Reports for March, May, August, and November will include a dashboard update as well as one-page project performance updates for each of the projects listed in the dashboard.

Project	Strategic Objective	Cost (millions)					Schedule			Outlook to Completion			
		Budget	Actual		Projected		Start Date	End Date		Schedule	Cost	Scope	Risk
			LTD	%	Cost	%		Approved	Revised				
Bus Fleet & Facilities													
Vehicles: Purchase of Buses *	Assets	$466	$223	48%	$460	99%	Ongoing	Q4 2019		G	G	G	G
Facilities: McNicoll Bus Garage	Growth	$181	$9	5%	$181	100%	Q4 2012	Q4 2019	Q2 2020	G	G	G	G
Management Systems: VISION (CAD/AVL)	Customer	$115	$5	5%	$115	100%	Q1 2014	Q4 2020	Q1 2020	G	G	G	G
Streetcar Fleet & Facilities													
Vehicles: Purchase of New Streetcars	Assets	$1,187	$533	45%	$1,187	100%	Q2 2009	Q4 2019		G	G	G	Y
Facilities: Leslie Barns	Growth	$516	$478	93%	$523	101%	2008	Q4 2015	Q4 2016	G	G	G	G
Track: Surface Track *	Assets	$580	$292	50%	$587	101%	Ongoing	Q4 2018	Q4 2019	G	G	G	G
Subway Fleet & Infrastructure													
Vehicles: Purchase of Subway Cars	Assets	$1,167	$1,112	95%	$1,167	100%	Q2 2011	Q4 2016	Q1 2017	G	G	G	G
Stations: Easier Access III	Assets	$655	$251	38%	$774	118%	2006	Q4 2025		Y	Y	G	Y
Facilities: TR / T1 Rail Yard Accomodation **	Assets	$985	$146	15%	$986	100%	2010	Post 2025		G	G	G	G
Track & Tunnels: Subway Track *	Assets	$505	$141	28%	$497	98%	Ongoing	Q2 2018	Q1 2017	Y	G	G	G
Signals: Automatic Train Control (ATC Line 1-YUS)	Assets	$563	$266	47%	$563	100%	Q2 2009	Q4 2019		G	G	G	G
Expansion													
Toronto-York Spadina Subway Extension (TYSSE)	Growth	$3,184	$2,505	79%	$3,184	100%	Q2 2008	Q4 2017		G	Y	G	Y
Scarborough Subway Extension	Growth	$3,305	$24	1%	$3,305	100%	Q4 2013	Q4 2023	Q4 2025	R	G	R	R
Management Systems													
PRESTO	Customer	$47	$25	54%	$47	100%	Q4 2012	Q4 2017		R	G	G	Y
SAP	Financial Sustainability	$63	$16	25%	$63	100%	Q1 2014	Q3 2019		Y	Y	G	Y

*These projects are ongoing in nature. The performance data presented reflects the 10-year funding envelope only.

**A portion of required scope for this project is currently not in the approved budget. The projected cost and the end date reflect the total scope.

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For further information on TTC performance, projects, and service, please see www.ttc.ca

Andy Byford
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Toronto Transit Commission