

Toronto Transit Commission CEO's Report

July 2018



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TTC performance scorecard

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Ongoing Trend	Page
Safety and Security							
Lost Time Injuries	Injuries per 100 Employees	May 2018	5.38	4.30*			18
Customer Injury Incidents	Injury Incidents per 1M Boardings	May 2018	1.09	1.12*			19
Offences against Customers	Offences per 1M Boardings	May 2018	0.64	1.00			20
Offences against Staff	Offences per 100 Employees	May 2018	4.70	3.74*			21
Customer: Ridership							
	TTC Ridership	May 2018	39.9M	41.2M			22
	TTC Ridership	2018 y-t-d to May	220.7M	227.5M		NA	22
	PRESTO Ridership	May 2018	10.1M	12.6M			23
	PRESTO Ridership	2018 y-t-d to May	52.6M	55.0M		NA	23
	Wheel-Trans Ridership	May 2018	325K	371K			24
	Wheel-Trans Ridership	2018 y-t-d to May	1,728K	1,980K		NA	24

Ongoing trend indicators: Favourable Mixed Unfavourable

* Represents current 12-month average of actual results























Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Ongoing Trend	Page
Customer: Environment							
Station Cleanliness	Audit Score	Q1 2018	74%	75%	✘	✔	25
Streetcar Cleanliness	Audit Score	Q1 2018	88.6%	90%	✘	●	26
Bus Cleanliness	Audit Score	Q1 2018	86.4%	90%	✘	✔	27
Subway Cleanliness	Audit Score	Q1 2018	90.7%	90%	✔	✔	28
Customer: Service Performance							
Subway							
Line 1 Yonge-University	Delay Incidents	May 2018	811	448	✘	✘	29
	Delay Minutes	May 2018	1,796	913	✘	✘	30
	Capacity Delivered in Peak	May 2018	87.6%	96%	✘	✘	31
Line 2 Bloor-Danforth	Delay Incidents	May 2018	722	399	✘	✘	32
	Delay Minutes	May 2018	1,421	835	✘	✘	33
	Capacity Delivered in Peak	May 2018	95.1%	96%	✘	—	34
Line 3 Scarborough	Delay Incidents	May 2018	72	39	✘	✘	35
	Delay Minutes	May 2018	424	232	✘	—	36
	Capacity Delivered in Peak	May 2018	97%	98%	✘	✘	37

Ongoing trend indicators: ● Favourable — Mixed ✘ Unfavourable

* Represents current 12-month average of actual results

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Ongoing Trend	Page
Line 4 Sheppard	Delay Incidents	May 2018	54	32	✘	✘	38
	Delay Minutes	May 2018	222	78	✘	✘	39
	Capacity Delivered in Peak	May 2018	100%	98%	✔	✔	40
Streetcar	On-Time Departure	May 2018	54.7%	90%	✘	●	41
	Short Turns	May 2018	1,546	1,592	✔	●	42
Bus	On-Time Departure	May 2018	75.9%	90%	✘	✔	43
	Short Turns	May 2018	2,901	3,057	✔	✔	44
Wheel-Trans	% Within 10 Minutes of Schedule	May 2018	76.3%	90%	✘	●	45
Customer: Amount of Service							
Streetcar	Weekly Service Hours	Apr 2018	16.6K	16.7K	✘	✔	46
Bus	Weekly Service Hours	Apr 2018	147.5K	149.9K	✘	●	47
Subway	Weekly Service Hours	Apr 2018	10.7K	10.8K	✘	●	48
Operator Efficiency	Crewing Efficiency	May 2018	86.87%	87.15%	✘	✘	49
People							
Employee Absence	Absenteeism Rate	May 2018	6.74%	7.42%*	●	✘	50

Ongoing trend indicators: ● Favourable ● Mixed ✘ Unfavourable * Represents current 12-month average of actual results

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Ongoing Trend	Page
Assets: Vehicle Reliability							
Subway							
T1	Mean Distance Between Failures	May 2018	321,057 km	300,000 km			54
TR	Mean Distance Between Failures	May 2018	797,412 km	600,000 km			55
Streetcar							
CLRV	Mean Distance Between Failures	May 2018	4,145 km	6,000 km			56
ALRV	Mean Distance Between Failures	May 2018	2,656 km	6,000 km			57
LFLRV	Mean Distance Between Failures	May 2018	17,838 km	35,000 km			58
Bus	Mean Distance Between Failures	May 2018	20,000 km	12,000 km			60
Wheel-Trans	Mean Distance Between Failures	May 2018	12,476 km	12,000 km			62
Assets: Equipment Availability							
Elevators	Percent Available	May 2018	97.7%	98%			63
Escalators	Percent Available	May 2018	96.8%	97%			64
Fare Gates	Percent Available	May 2018	96.9%	99.5%			65
Fare Card Reader	Percent Available	May 2018	97.7%	99.9%			66

Ongoing trend indicators:  Favourable  Mixed  Unfavourable * Represents current 12-month average of actual results

CEO's commentary and current issues

In June, the TTC experienced an awful sequence of events. Tragically, a man was pushed in front of an eastbound subway train at Yonge Station on Monday, June 18 at 10:15 a.m. Though TTC staff and first responders worked to free the victim from under the train, he died of his injuries after being transported to hospital. This was the first subway-related homicide on the TTC since 1997.

Around the same time, a man intentionally descended to track level at College Station in an attempt to die by suicide. Two days earlier, a woman died by suicide at Pape Station. Two deaths and one attempted suicide within 48 hours is unheard of and renewed questions about platform edge doors.

The TTC has been examining the subject of platform edge doors for some time. Staff intend to bring a feasibility study to the Board in 2020 to help inform decisions around

design, engineering and, ultimately, cost. We know that, on average, about two people a month attempt to die by suicide on the subway. This Board and City Council have asked us to do the initial work on platform edge doors with a view to improving operational efficiencies and preventing loss of life.

Last month, Senate passed Bill C-45, which will make cannabis legal in Canada as of October 17, 2018. The TTC is prepared for the legalization of marijuana and its impact on workplaces and has, in fact, been a leader on this issue. We have had a Fitness for Duty policy in place since 2010, and introduced random drug and alcohol testing in 2017. More than 3,000 employees have been randomly tested since then, and in that time, 48 have either refused the test or tested positive for drugs or alcohol. Marijuana accounts for 57.4% of all positive tests. We will continue with this program to help ensure the safety

of our employees, customers and other road users.

As of June 25, the TTC has 80 Bombardier low-floor streetcars available for service. Unfortunately, we have learned that frame imperfections were found on assembled sections of the 67 vehicles manufactured before 2017 at Bombardier's facility in Mexico. It is important to note that these welding deficiencies pose no safety threat. Bombardier has agreed to make the required repairs by removing cars from service and sending them to the Bombardier Welding Center of Excellence in La Pocatière, Quebec for repair.

We are working with Bombardier on a repair schedule that will have minimal to no impact on our service to customers. All vehicles will be repaired by the end of 2022.

As the TTC continues modernizing, we are becoming increasingly

data-driven, using data analytics to improve customer service. Two excellent examples of our use of data come from our Customer Service team and our Streetcar Maintenance team. Our Customer Relationship Management (CRM) database is used to log and track the hundreds of daily inquiries we receive through our customer service communications channels. In 2017, we received more than 69,000 inquiries, including complaints, compliments and suggestions. We review and analyze the data to identify growing trends in more than 80 categories, allowing us to identify and address problems before they become critical issues that significantly impact customer service.

Our Streetcar Maintenance and Infrastructure Department has partnered with the Information Technology and Materials and Procurement departments to introduce MAXIMO to Streetcar as, a new enterprise asset management system that will break down silos and connect various departments, with real time information, including around parts availability. This will reduce vehicle downtime and will enable us to easily collect, sort and analyze data, providing us with

more accurate and meaningful descriptions of vehicle diagnosis and repairs made. This will lead to improved analysis of life cycle trends and fine tuning of long-term preventative maintenance programs. Ultimately, MAXIMO will be a critical tool for helping to improve vehicle availability and reliability.

As part of our commitment to project management maturity, by early 2019 the capital portfolio will be base-lined against the TTC's project management framework. This will indicate where we are in the project delivery life cycle. The baseline exercise drives, amongst other things, a better understanding on current state and outlook to completion, and allows staff to look at interdependencies and risks from a portfolio perspective.

In June, the TTC achieved a legal victory after a 12-day jury trial when a jury found that a claimant did not prove his assertion that he was injured in a fall at or near an escalator at Bloor-Yonge Station in April 2006. The case was handled by our in-house legal team, who worked tirelessly to ensure that this baseless claim was dismissed. The TTC has been awarded costs

of \$114,000.

Initial ridership figures are in for the Line 1 subway extension into Vaughan, which opened last December. Data collected by counting actual boardings on subway platforms at each of the six stations shows that daily ridership is approximately 57,000, or around 74% of the 78,000 daily trips projected for once ridership matures in three years. Please note that ridership figures might be impacted as the count took place during the strike at York University.

Finally, as this is the last meeting of this Board, I would like to extend thanks to Chair Colle, Vice-Chair Heisey and the rest of the Board for their excellent leadership and governance over the past four years.



Richard J. Leary
Chief Executive Officer (Acting)
Toronto Transit Commission

Critical Paths

Critical Path 1: Financial Sustainability

In support of the City of Toronto's ongoing focus on transformation, the TTC committed in the 2018-2022 Corporate Plan to undertake a comprehensive service review. In addition to assessing efficiency and effectiveness, the study will evaluate how best to provide services mindful of reliability, safety and system integration. Actioning this commitment will help inform deliberations of the newly-appointed Board in 2019. In tandem, as noted last month, we are also preparing an updated and comprehensive long-term Capital Plan that will provide full clarity on the TTC's long-term capital requirements mindful of legislation, reliability, safety and service standards. The plan will be prepared over the course of 2018 and presented as part of the

2019 Budget process.

The SAP program continues to make progress albeit at a slower pace than was originally contemplated in 2015. Some Finance and Human Resource functions are already live and delivering value. We are currently focused on the successful launch of numerous additional key functions later this year. To support work on future functionality, we are planning to reallocate up to \$5 million in funds this year from the Information Technology budget to the SAP program. We will provide an update on progress and future work as part of the 2019 Budget process.

TTC has hired an expert advisor to conduct a review of the ATC re-signaling project for Line 1. They will look at all of the factors

required to deliver maximum capacity on that line, including traction power distribution, tunnel ventilation, and the demands on our fleet. In addition, they will review TTC's current schedule for this important project and follow up with a report in Q4 2018.

Work is underway on the TTC's 2019 operating and base capital budgets. As always we are determined to maintain our service and quality commitments despite revenue and cost pressures.

Critical Path 2: People

The TTC has negotiated and ratified new four-year collective agreements, with both CUPE Local 5089 and IAMAW Lodge 235. These agreements reflect the changing business needs of the TTC, while also providing fair and affordable compensation

and benefit improvements for employees.

The TTC and CUPE Local 2 negotiated a tentative collective agreement which unfortunately was not ratified by the union membership. The parties will engage in mandatory conciliation in early July with a view to reaching an agreement with the assistance of a third-party. If an agreement cannot be reached, the parties will proceed to interest arbitration.

After conciliation by a Ministry of Labour-appointed conciliator, the TTC and the Amalgamated Transit Union Local 113 will also be proceeding to interest arbitration, pursuant to Bill 150, *Toronto Transit Commission Labour Disputes Resolution Act, 2011*. The Ministry of Labour has appointed a mediator/arbitrator and the parties are in the process of scheduling dates.

As the TTC was declared an essential service in 2011, employees cannot legally strike and the TTC cannot lockout employees.

Cumulative No. of New Streetcars Entered into Service
(Actual vs Original Schedule and Actual vs Latest Schedule)

	2013	2014	2015	2016	2017	2018	2019
Actual	0	3	14	30	57	80*	TBA
vs 2012 Original Schedule	7	37	73	109	148	184	204
					Actual	80*	TBA
					vs 2018 Latest Schedule	121	204

	Q1	Q2	Q3	Q4	Total
Actual	10	13*	TBA	TBA	18*
vs 2018 Latest Schedule	12	16	15	21	64

*As of June 26, 2018

Critical Path 3: Growth and Assets

New Streetcars

The target for Q2 2018 is 16 new streetcars in service. As of June 26, 2018, 14 streetcars have been shipped to the TTC and 13 have entered service. With four days remaining in Q2, it is expected that two additional cars will be shipped and two will enter service. Of the 204 streetcars ordered, 87

streetcars have been shipped and 80 have entered service.

Recent Progress

Bombardier has provided greater visibility of its manufacturing disciplines. Presented in a heat-map, the status of supply chain management, production and quality assurance shows improvement from the last period. This information is supporting project management

decision-making for both parties in terms of understanding the critical areas and focus of attention.

Bombardier’s increased effort on reducing repeat problems and ensuring production quality feedback loops are in place to correct the issues at the source. Early evidence is showing that these efforts are also improving the production rate, as there is less time required for rework. This approach is initially being driven within the Thunder Bay plant, but will also be used for Bombardier’s other plants in Kingston, Ontario, La Pocatière, Quebec and Sahagun, Mexico.

Immediate Next Steps

- Bombardier will provide an update on preparations for production out of its Kingston plant with the first car due in October. Achieving this objective will help restore confidence that Bombardier will be able to meet its original commitment of 204 new streetcars by the end 2019.
- TTC staff have received direction for the final position

on negotiation for liquidated damages and will work with Bombardier over the coming weeks to complete this negotiation.

- At the June Board meeting, the TTC gave direction for further work to be undertaken in relation to the supply of additional streetcars. A follow-up is being provided at this month’s Board meeting.

Wheel-Trans Procurements

The additional 69 vehicles scheduled for 2018 will bring the fleet of ProMasters up to 80.

Recent Progress

As of June 21, 2018 a total of 23 of the 31 ProMasters have been delivered. It’s expected that Creative Carriage will miss its Q2 target by five vehicles. However,

2018 Wheel-Trans Vehicle Procurement

	Q1	Q2	Q3	Q4
Cumlulative Actual	9	23*		
vs Cumlulative Schedule	9	31	50	69

**As of June 21, 2018*

production has increased and it is anticipated that the end-of-year target remains achievable.

Immediate Next Steps

- Discussions are ongoing with Metrolinx to extend the existing contract into 2019 to allow the procurement of 48 additional ProMasters.

Bus Procurements

In accordance with the Green Bus Technology plan approved by the Board in November 2017, 625 new buses are scheduled for delivery in 2018 and 2019.

Recent Progress

Clean Diesels

As of June 26, 2018, Nova Bus delivered a total of 90 buses of the 118 buses scheduled for Q2, 2018.

2018 - 2020 Bus Procurements

		2018				2019			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Clean Diesel Bus	Actual	40*	50*						
	vs Scheduled	40	78	104	88				
	Cumulative Actual	40	90*						
	vs Cumulative Scheduled	40	118	222	310	310	310	310	310
Hybrid Electric Bus	Actual								
	vs Scheduled			1	54	115			85
	Cumulative Actual								
	vs Cumulative Scheduled			1	55	170	170	170	255
Battery Electric Bus (eBus)	Actual								
	vs Scheduled				10***	10		10	30**
	Cumulative Actual								
	vs Cumulative Scheduled				10***	20		30	60**
Total		40	118	223	365	500	500	510	625

*As of June 26, 2018

**Additional 30 eBus procurement was approved at June 2018 Board Meeting

***BYD's preliminary schedule had their buses delivered in Q4 2018; however, they have now advised that a delay is likely. This chart will be updated once confirmed.

Production started off slowly, but has been ramping up in recent weeks. It is expected that deliveries will be on target in Q3.

Hybrids

In accordance with the Board decision on June 12, 2018, the TTC will be procuring 200 hybrid electric buses for delivery in 2019. A contract with Nova Bus for the procurement of these buses has been issued. Along with the recently approved changes (55 hybrid electric buses for delivery in 2018), this brings the total number of hybrid electric buses up to 255. The first of these latest-generation hybrid-electric buses is scheduled for delivery in September 2018.

Electric Buses

After several months of technical and commercial negotiations with our new business partners at BYD, New Flyer, and Proterra, we have now issued the TTC's first orders for long range all-electric buses. Orders with both BYD and New Flyer were signed on May 19 by the TTC CEO under delegated authority of the Board. Official Notice of Award (NoA) was issued

to New Flyer on June 6 and the NoA for BYD is imminent. It is expected that negotiations with Proterra will also be successful and an order should be issued in the coming weeks.

As of June 15, 2018, the TTC has completed pre-production technical review meetings with both New Flyer and BYD. Unfortunately, BYD has indicated that the delivery of the first bus will likely slip to beyond Q4 2018. BYD is still working out strategies to reduce the delay, and will provide an updated delivery schedule in the coming weeks. At the June 12, 2018 Board meeting, an additional 30 eBuses were approved along with the infrastructure required to begin modification of the first all-zero-emissions bus garage. This has been communicated to the bus Original Equipment Manufacturers (OEMs), all of whom have been requested to secure production timeslots for Q4 2019 delivery of the additional buses. Vendor performance and bus performance will determine if they receive an order for an additional 10 buses.

Infrastructure

The TTC has been working closely with Toronto Hydro to implement the required charging infrastructure. Toronto Hydro released a Request for Proposal (RFP) for the final design and infrastructure works in June. The civil and electrical work is not substantial in scale, but it is an entirely new architecture that must be retrofitted successfully without interrupting garage operations. The infrastructure needs to be complete prior to receiving the buses and so eBus deliveries have been staggered to allow for completion of work at each of the three home garages.

Immediate Next Steps

TTC staff will begin post-award weekly meetings with New Flyer and BYD with the aim to finalize designs of bus elements with longer lead items. Staff will also continue to work towards finalizing the contract with Proterra. For infrastructure works, TTC staff supported a mandatory garage walk-through by bidders during the week of June 25. The RFP was

released the week of June 18, 2018 and will close by August 17, 2018.

Scarborough Subway Extension

Since the last report, the following scope requirements have been introduced into the design work for the project to support city building and operational objectives of the project (e.g. the introduction of a Bridging Plaza; redesign of the intersection between Progress Avenue and Corporate Drive; bus bay requirements). The introduction of these elements into the design work will have an impact on the completion of the 30% design submission on the Scarborough Centre Station, including a 10 week delay on the consultant's report.

Work continues to progress on all other aspects of the design towards Stage Gate 3. At this time, the project will provide initial cost inputs from the TTC team, including detailed costs for the Scarborough Centre Station, tunnelling work, Kennedy Station, systems, property requirements and utilities. The Chief Project

Manager is continuing his work with key stakeholders within TTC and the City to define the activities, approval process and timelines to arrive at the final Class 3 Cost Estimate, Level 3 Project Schedule and associated risk analysis. As requested by City Council, a report is still anticipated to be presented to the Executive Committee, the TTC Board and City Council, which is targeted to be in Q1 2019.

VISION Program

In accordance with the Board's decision on February 25, 2016, the TTC has been working with Clever Devices to replace the current TTC legacy CAD/AVL system (CIS) with the new VISION system. The rollout of the VISION system to our streetcar and bus fleets started in June 2018 and be completed in Q4 2019.

Recent Progress

The VISION system was installed on 17 buses out of Mount Dennis bus division and in the new Operations Control Centre to support Mini-fleet testing. Mini-fleet testing was conducted from May

14, 2018 through May 25, 2018.

All but two garages have been consolidated at the Gunn Building, the remaining two will be completed by August 19, 2018 bringing the total number of garages and streetcar houses to 10.

Immediate Next Steps

The rollout of the VISION system to the remaining 1,502 buses has begun and will be completed in 2019. Mini-fleet testing on streetcars is scheduled to begin on July 16, 2018.

Critical Path 4: Make Taking Public Transit Seamless

Easier Access Phase III (Accessibility)

Design and construction continues at the remaining stations to meet our commitment to make all stations accessible by 2025. Construction is ongoing at St Patrick, Royal York, Dupont, Yorkdale, Chester and Wellesley stations. Preparation of Issued for Bid documents for Runnymede and Wilson stations are in the final

stages. Both are planned to be issued for bid in late July. Contract document preparation for Bay, Keele, Sherbourne and Lansdowne stations continue, and are planned to be issued for bid and awarded in the latter half of 2018.

Warden and Islington stations require redevelopment of the bus terminals to make the stations accessible (similar to Victoria Park Station completed 2011). TTC Property, Planning and Development recently met with City Real Estate and CreateTO staff to discuss status of development opportunities in parallel to making the stations accessible by 2025. The proposed 2019-2028 Capital Budget submission will include funding for Warden and Islington redevelopment as part of the overall Easier Access Phase III project.

PRESTO

- Fare gate construction is complete at all but two entrances. The Commerce Court entrance at King Station and the main entrance at Yorkdale Station will both be completed in 2019

Easier Access - Design/Construction Schedule

■ Design ■ Construction

		2018	2019	2020	2021	2022	2023	2024	2025
Station	In Service Date								
St. Patrick	2018	Construction							
Dupont	2019	Construction	Construction						
Royal York	2019	Construction	Construction						
Wellesley	2020	Construction	Construction	Construction					
Yorkdale	2020	Construction	Construction	Construction					
Chester	2020	Design	Construction	Construction					
Wilson	2020	Design	Construction	Construction					
Runnymede	2020	Design	Construction	Construction					
Bay	2020	Design	Construction	Construction					
Keele	2021	Design	Construction	Construction	Construction				
Lansdowne	2021	Design	Construction	Construction	Construction				
Sherbourne	2021	Design	Construction	Construction	Construction				
King	2021	Design	Construction	Construction	Construction				
College	2022	Design	Design	Construction	Construction	Construction			
Spadina	2022	Design	Design	Construction	Construction	Construction			
Donlands	2022	Design	Design	Construction	Construction	Construction			
Lawrence	2023	Design	Design	Design	Construction	Construction	Construction		
Castle Frank	2023	Design	Design	Design	Construction	Construction	Construction		
Christie	2023	Design	Design	Design	Construction	Construction	Construction		
High Park	2023	Design	Design	Design	Construction	Construction	Construction		
Greenwood	2023	Design	Design	Design	Construction	Construction	Construction		
Summerhill	2023	Design	Design	Design	Construction	Construction	Construction		
Museum	2024	Design	Design	Design	Design	Construction	Construction	Construction	
Rosedale	2024	Design	Design	Design	Design	Construction	Construction	Construction	
Old Mill	2024	Design	Design	Design	Design	Construction	Construction	Construction	
Glencairn	2025	Design	Design	Design	Design	Design	Construction	Construction	Construction
Warden	2025	Design	Design	Design	Design	Construction	Construction	Construction	Construction
Islington	2025	Design	Design	Design	Design	Construction	Construction	Construction	Construction
Stations in Design		14	9	11	6	1			
Stations Construction		8	12	13	13	14	12	6	3

as part of the Easier Access Program. PRESTO card readers are available at those entrances.

- Software upgrades continue to be pushed out to enhance the performance of PRESTO card readers and fare gates. The TTC continues to track the key performance indicators for fare gates in revenue service.
- Fare gate average availability in May was 96.86%. June numbers will be available in mid-July.
- Installation of more PRESTO Fare Vending Machines and Self-Serve Reload Machines is underway. One entrance at every station has at least one PRESTO Fare Vending Machine and Self-Serve Reload Machine. Every subway station entrance will be equipped with both machines by the end of October.
- More fare payment options will be available on PRESTO later this summer including a two-hour time-based transfer, Youth Monthly Pass, Youth and Senior 12 Month Pass and Post-Secondary Monthly Pass.
- As per the PRESTO/TTC schedule, presented at the June

TTC Board meeting, Metropasses will be discontinued as of December 31, 2018. Tickets and tokens will be available for sale until August 3, 2019 and for use until December 31, 2019.

Queens Quay Review

As expressed by Board members, there are concerns with vehicle and pedestrian incursions onto the streetcar right of way on Queens Quay. The TTC, City and Waterfront Toronto continue to partner to address concerns with enhanced signal design, signage, railings and road markings. A gate mechanism is still on schedule for installation in Q3 2018. To inform decisions for future streetcar right-of-way expansion, the TTC will contract with a third party for an independent review to compare the side-of-the-road right of way design to the centre-of-the-road design with a specific focus on the Queens Quay design. The review will be done in consultation with the City, Waterfront Toronto and various TTC staff, including Streetcar Operators.

First Mile, Last Mile – Bike Share

Working in partnership with Bike Share Toronto, the TTC provides access to bicycles at many of its stations, with more to come. The Bike Share program is designed to operate as an extension of Toronto’s public transit network. The concept is very customer friendly allowing a customer to pick up and return a bike at any Bike Share station. Customers can purchase a pass for 24 hours for \$7 or 72 hours for \$15 or an annual membership for \$90. All passes allow unlimited 30-minute rides. After 30 minutes, a charge is applied. Passes are available at station kiosks, CycleFinder and Transit app, or online.

Bike Share stations can be found at or near the following TTC subway stations:

- Bathurst
- Bay
- Castle Frank
- Chester
- Christie
- Coxwell
- Donlands
- Dufferin
- Dundas
- Dundas West
- Greenwood
- High Park
- Keele
- Lansdowne

- Main
- Osgoode
- Pape
- Queen’s Park
- St Andrew
- St Patrick
- Union
- Wellesley
- Museum
- Ossington
- Queen
- Spadina
- St George
- Summerhill
- Victoria Park
- Woodbine

Bike Share stations at Davisville, Broadview and Main Street will be installed shortly. Additional locations currently under review for installation include:

- Donlands
- Eglinton
- Jane
- Rosedale
- St Clair
- St George
- Dupont
- Greenwood
- Keele
- Runnymede
- St Clair West

Critical Path 5: Partnerships

The City of Toronto has been selected to enter into an agreement with Transport Canada for federal funding for a study and pilot of an automated shuttle. The study will be conducted with the TTC and Metrolinx as contributing partners and the University of Toronto and Ryerson University as evaluating partners. The TTC will participate in a request for information to

be issued by the City later this year or early next year. The decision-making criteria to review potential locations will be established in mid-2019. The TTC will report to the Board as the project progresses with more specific information and detail.

As leaders in transit, it’s not only important to deliver reliable and affordable service to customers but it’s also equally important to support the communities we serve. Each year, the TTC partners with various non-profit organizations to help promote their causes. Recently, the TTC provided a bus and an Operator to MADD Canada as part of its campaign to discourage impaired driving. The bus, parked at Yonge-Dundas Square, and staffed by MADD representatives, helped to send a message that transit is an alternative to driving if impaired.

The TTC is also a proud supporter of the North York Harvest Food Bank. For the past two years, the TTC has partnered with this organization in its “Fill the Bus” campaign to help put an end to

hunger. The bus is parked at a local Real Canadian Superstore where shoppers are encouraged to donate food items. Donations are loaded on the bus and transported to the North York Harvest Food Bank depot for sorting and distribution.

The TTC also partners with other not-for-profit organizations to help promote transit. Look for our vehicles at other events across the city, including the Easter Parade, St. Patrick’s Day Parade, People in Motion show and the recent, Toronto Police “Show and Tell” Open House that took place in June.

Creating these partnerships helps to build stronger, transit friendly communities.

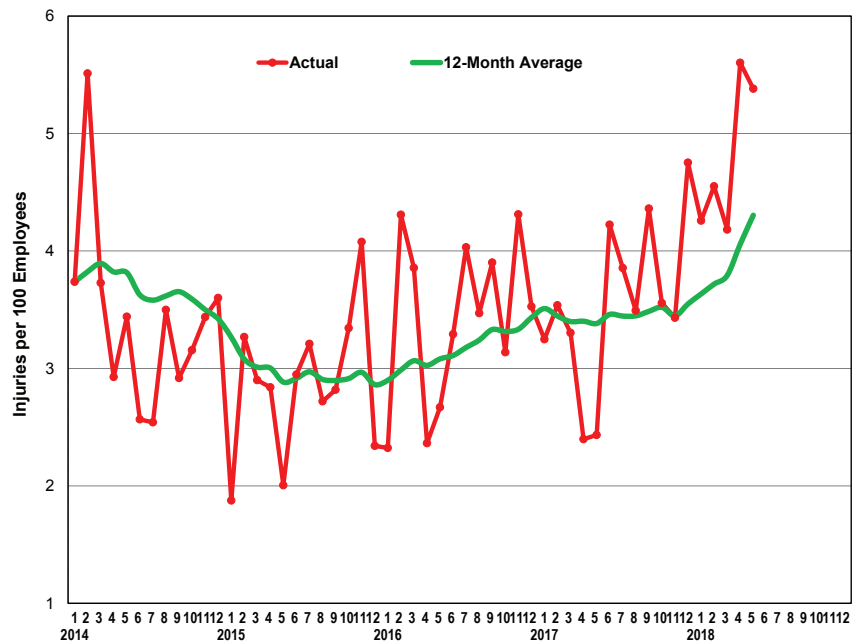
Cornerstone: Safety

On Wednesday, June 6, 2018, staff at Queensway Division became aware of a diesel fuel leak. The leak was traced back to an underground storage tank, which was isolated and repaired. The TTC immediately notified the Ontario Ministry of Environment

and Climate Change, all other relevant regulatory agencies, elected officials and union officials of the incident. The fuel entered the Toronto storm sewer. Toronto Water responded by inspecting and cleaning the impacted storm sewer. The TTC also cleaned and flushed the storm drain system on the site within 24 hours. A remediation plan for the remainder of the TTC site was developed and is currently underway. This underground fuel tank is one of the last remaining on TTC property and was already scheduled to be removed and replaced with an above ground tank this fall.

Safety and Security

Lost-time Injuries Rate (LTIR)



Results

The LTIR for May 2018 was 5.38 injuries per 100 employees.

Analysis

The 12-month average LTIR to the end of May 2018 was 4.30 injuries per 100 employees. The LTIR for the current period was 25% higher than the 12-month average LTIR. This increase was mainly attributed to the increase in “Reach/Bend/Twist and Contact With” injuries in this period.

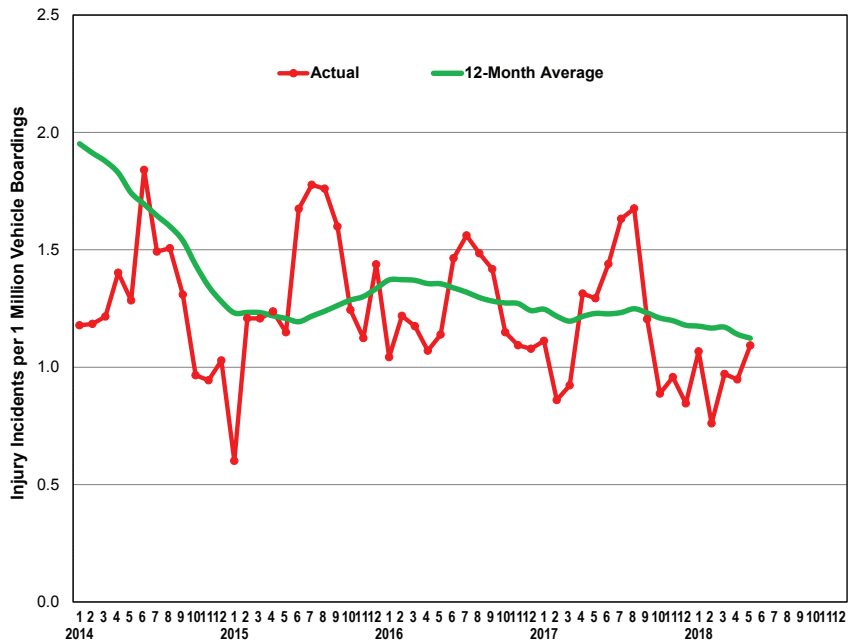
The 12-month average line shows the movement of the LTIR from 2014 to 2018. An upward movement can be observed since December 2015.

Action Plan

Musculoskeletal/ergonomic type injuries (i.e. overexertion, reach/bend/twist, repetition) continue to represent the highest injury event type and account for 24% of all lost-time injuries.

The Ergonomic Musculoskeletal Disorder Prevention Program focused on preventing such injuries and resolving ergonomic concerns is currently being implemented, with anticipated completion by the end of 2019. Implementation of the program includes communication, training and Musculoskeletal Disorder hazard assessments.

Customer Injury Incidents



Results

The customer injury incident rate for May 2018 was 1.09 injury incidents per one million vehicle boardings.

Analysis

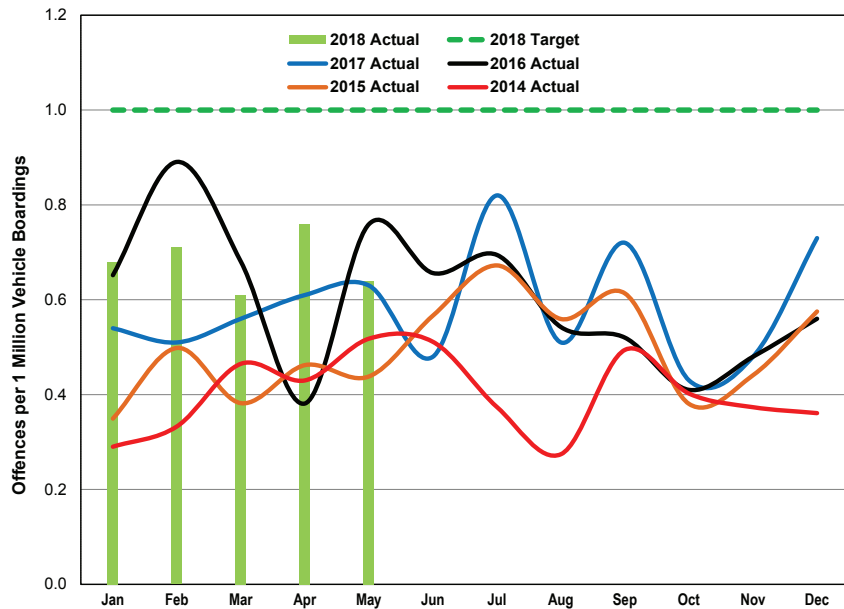
The 12-month average customer injury incident rate to the end of May 2018 was 1.12 injury incidents per one million vehicle boardings. The customer injury incident rate for the current period was 3% lower than the 12-month average rate.

Action Plan

The 12-month average line shows the movement of the customer

injury incident rate from 2014 to 2018. The observed reduction in the moving average customer injury incident rate can partly be attributed to the introduction of the Station Management Model with an increased focus on ensuring a safe, clean and secure system for customers, as well as the ongoing actions taken as part of the Safe Service Action Plan, initiated in 2015, to reinforce good safety behaviours and improve safety performance. Incidents by mode are currently being assessed to more effectively focus resources into continually reducing future incidents.

Offences Against Customers



Results

Total offences against customers decreased in May to 0.64 offences per one million vehicle boardings. The moving annual rate of offences against customers to May 2018 was 0.63, which was 12.5% higher than the corresponding moving annual rate of 0.56 to May 2017.

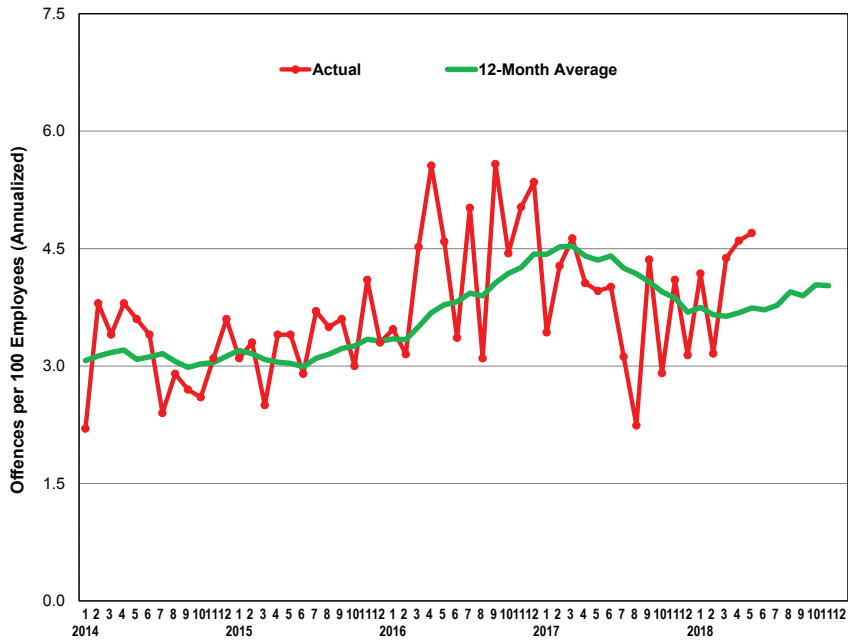
Analysis

Decreases were observed in most crime types as compared to the previous month and year over year. There was a slight increase in thefts as compared to May 2017, but there does not appear to be a pattern in reported incidents.

Action Plan

Transit Enforcement Special Constables will continue to engage with the public as a visible presence across all modes of travel.

Offences Against Staff



Results

Total offences against staff increased in May to 4.70 offences per 100 employees. The current rate is 19% higher than the corresponding rate of 3.96 for May 2017. The moving annual rate of offences against staff to May 2018 was 3.71, which was 15% lower than the corresponding moving annual rate of 4.35 to May 2017.

Analysis

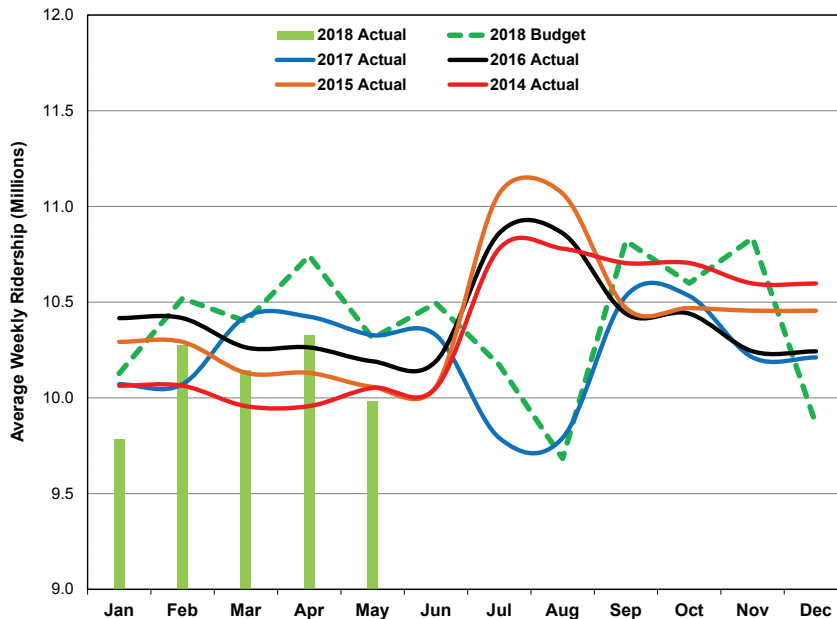
Month-over-month and year-over-year increases were driven in part by greater than average incidents of mischief and theft.

Action Plan

Transit Enforcement Special Constables will continue to provide support to surface personnel via the BUS STOP initiative and will conduct special details and initiatives to assist with ongoing and emerging issues identified by TTC personnel across the system.

Customer: Ridership

TTC Ridership



Results

Ridership in May was 39.9 million, which is 1.3 million (3.2%) below the budget of 41.2 million. In terms of year-over-year growth, May's ridership was 0.9 million (2.3%) below the comparable period in 2017.

Year-to-date ridership was 6.9 million (3.0%) below budget and 4.2 million (1.8%) below the comparable period in 2017.

Analysis

Ridership has flat-lined since 2014 due to various factors, including city growth and congestion, changes in customer mobility, and the growth of digital ride-hailing services.

Another important factor that has adversely impacted ridership is the ongoing decrease in Metropass

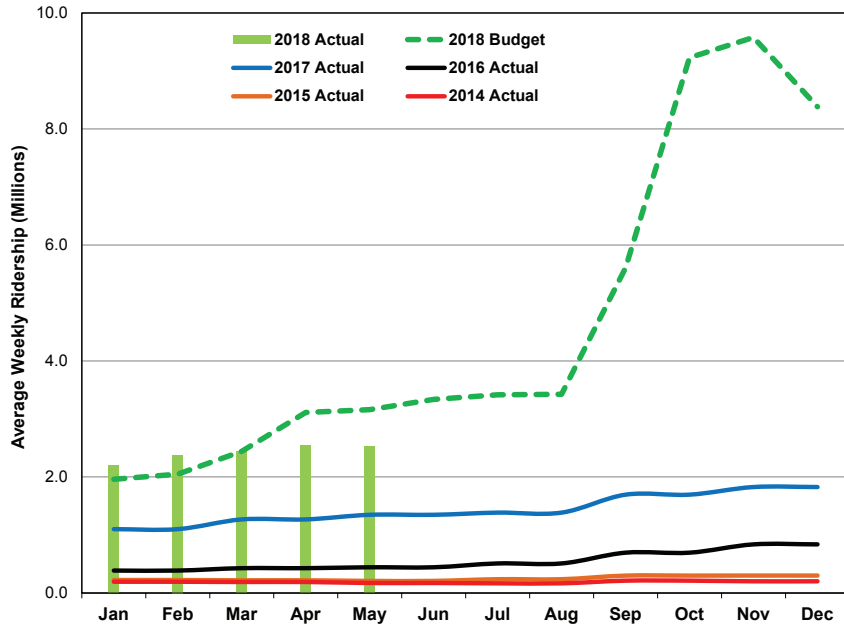
sales, which currently generate approximately 45% of total ridership. Specifically, there were 96,000 (-6%) fewer passes sold between January and May 2018, compared with the corresponding months in 2017. Although some of these lost sales have likely been offset by an increase in PRESTO e-purse transactions, the declining Metropass sales continue to have a significant impact on overall ridership trends.

Action Plan

To re-establish sustained ridership growth, a new Ridership Growth Strategy is being implemented.

Research is also underway to analyze the changes in monthly Metropass sales and corresponding ridership impact. Results of this analysis will inform future action plans.

PRESTO Ridership



Results

There were 10.1 million customer journeys using the PRESTO fare card (i.e. e-purse, period pass) in May, which was 2.5 million below the budget, but up 5.0 million (98%), compared to the same time period last year.

Looking at the year-to-date result, ridership was 2.4 million (4.4%) below budget, but up 27.2 million (107%), compared to the same time period last year.

Analysis

The PRESTO component of total TTC ridership continues to grow and the adoption rate is now at 25.2%.

The 2018 PRESTO ridership budget was calendarized in late 2017 with the sharp increase in 2017 with the sharp increase in September 2018 arising from the anticipated discontinuation of the sale of legacy monthly passes, tokens and tickets.

Action Plan

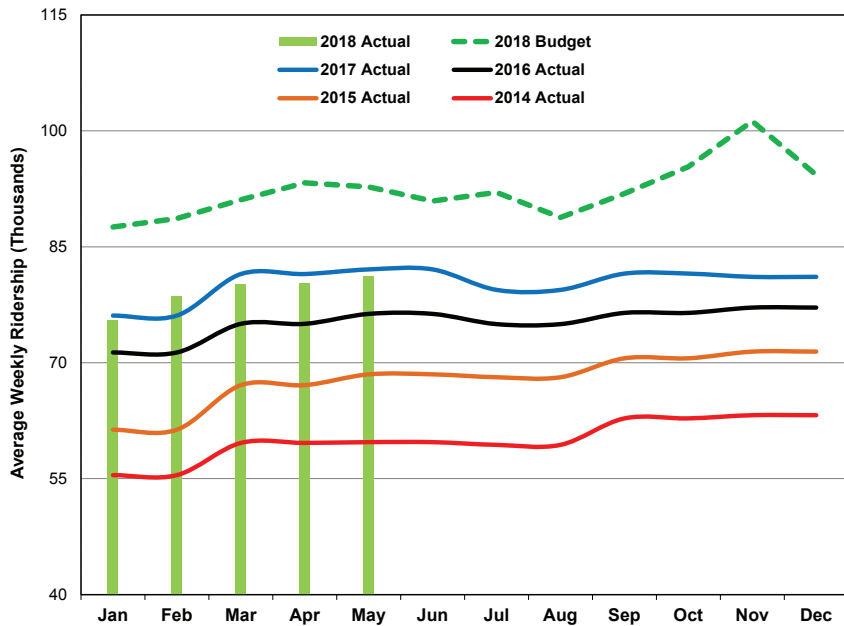
The PRESTO adoption rate is expected to accelerate throughout 2018 in conjunction with the phasing-out of legacy fare media and the commensurate uptake of PRESTO-based fare media.

The TTC will continue to work with PRESTO staff on enabling functionality to support the elimination of legacy fare media.

Note:

PRESTO ridership is included in TTC ridership totals.

Wheel-Trans Ridership



Results

Wheel-Trans ridership in May 2018 was 325,000, which was 46,000 (12%) below the budget of 371,000. In terms of year-over-year growth, May's ridership of 325,000 was almost identical (-0.2%) to the ridership in the comparable period in 2017.

Year-to-date to the end of May 2018, ridership was 252,000 (13%) below budget, but 60,000 (4%) above the comparable period in 2017.

Analysis

For the third month in a row, Wheel-Trans average weekly ridership is lower than at the same time period last year; a trend that has not appeared in the last four years.

Wheel-Trans ridership continues to experience slowing growth, compared to ridership in 2017. We anticipate several factors are contributing to this adjustment in demand, and are comfortable attributing much of this to the continued communication of the alternatives to door-to-door specialized transit travel, namely the accessible fixed-route options of bus, subway and streetcar. In addition, the change of the service delivery model to create greater efficiencies with each trip has resulted in a change to how and

when Wheel-Trans communicates and confirms scheduled trip time. While we still ensure each customer receives a trip, they may not receive their confirmed pick up time until the night before. This change has encouraged customers to seek alternative travel options when they need early advance notice of a trip time.

Action Plan

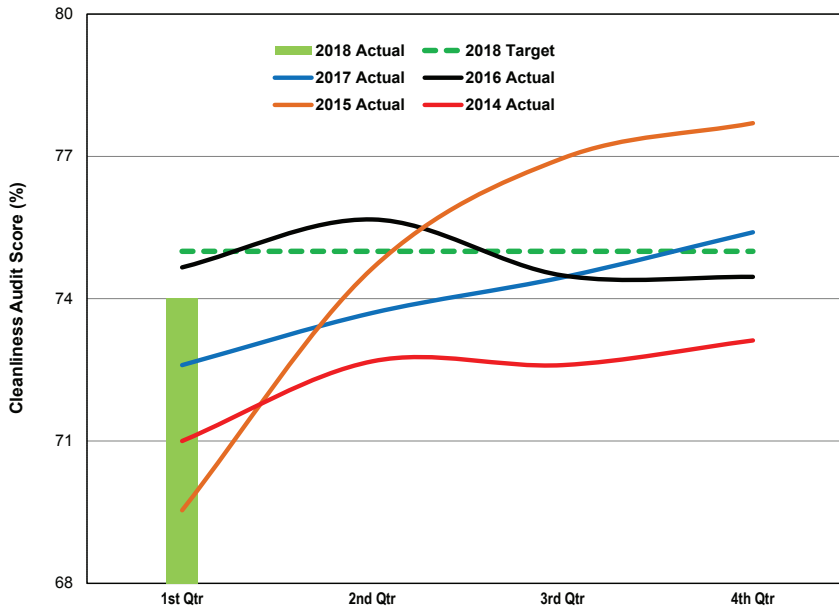
The purpose of the Wheel-Trans 10-Year Strategy was specifically to support customers in choosing the best mode of travel for their trips and communicate the options available to them. We continue to support this switch through offering customers Travel Training on the conventional system, through the launching of a new telephony system to simplify accessing the Reservations Contact Centre as well as the implementation of new scheduling software in Q4 2018.

Note:

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

Customer: Environment

Station Cleanliness



Results

The Q1 Station Cleanliness Audit delivered an average station score of 74.01%. While the results are slightly down from Q4 2017, they came in higher than what is traditionally seen in the first quarter. Line 1 extension stations were in this Q1 audit due to ongoing construction deficiency work being completed through the EC&E TYSSE Project. Q2 2018 audit was completed in June 2018 and results will be published July 2018. This audit will include the Line 1 extension stations.

Analysis

Audit results highlighted significant improvements in the Bloor-Danforth East Zone and Central Zone (Q1 2017 vs Q1 2018). Overall, we were impacted by inclement winter weather. This had a direct impact on the ability of crews to complete detailed oriented work in stations, such as cleaning metals and

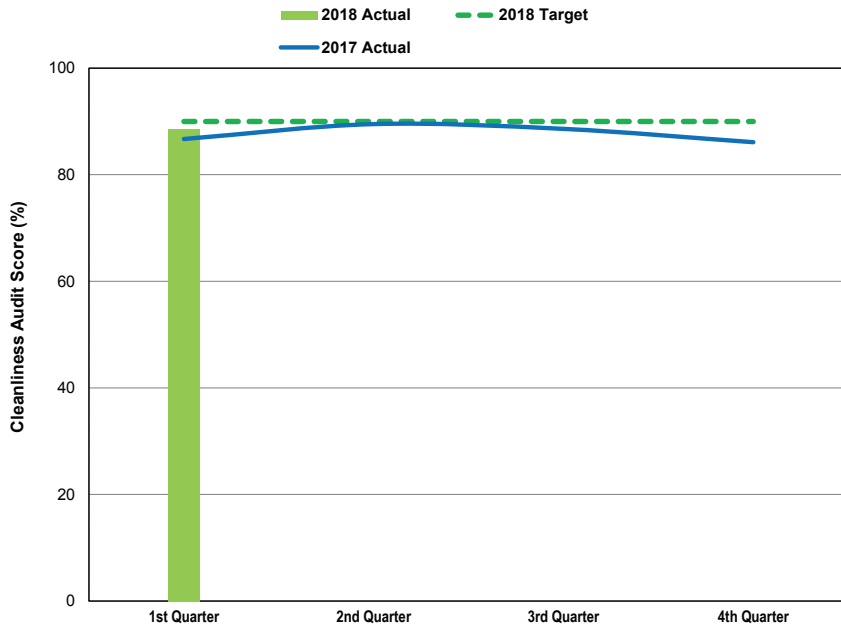
glass. With the start-up of summer annual projects, the audit scores are expected to rise throughout the remainder of 2018.

Action Plan

New administrative reviews were completed in Q2 2018, which involved a complete transfer of all Janitor administrative responsibilities from the Stations Desk in the Operations Control Centre to Lawrence Station office. The changes include monthly safety talks that now include Day/Afternoon Janitors and Serviceperson teams and complete financial oversight of both the labour and non-labour budget.

A full review of all Day and Afternoon Janitor schedules are underway to move all public-facing tasks to our peak service hours. This change will improve station cleanliness during peak, high customer volume hours.

Vehicle Cleanliness - Streetcar



Results

The audit score for streetcar cleanliness for Q1 2018 was 88.6%. This score is an increase from Q1 2017 and Q4 2018. However, it remains below the target of 90%.

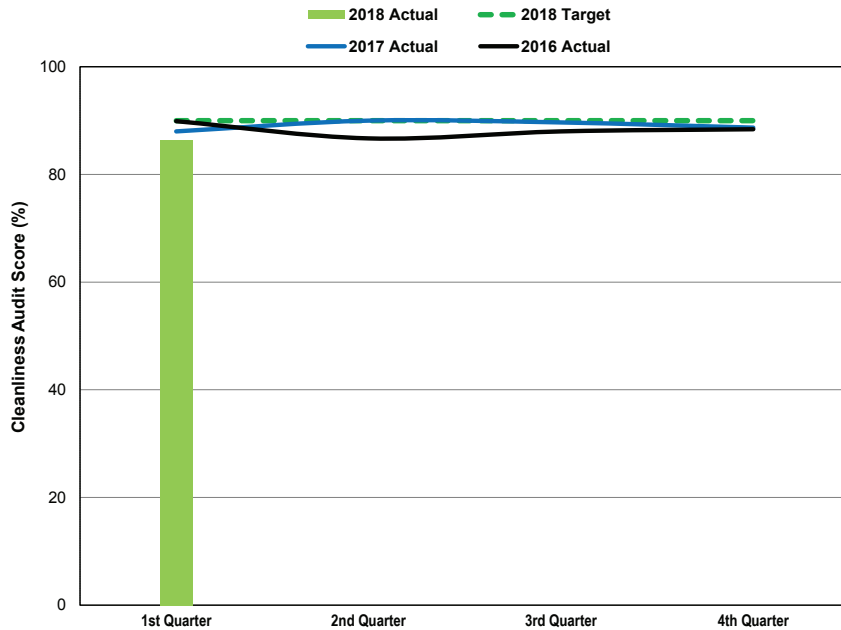
Analysis

Poor weather conditions in January impacted the overall Q1 quarterly cleanliness. Exterior washes were not completed regularly since they were not performed in temperatures below -10 C. Although the floors were washed regularly, accumulation of salt and sand deposits contributed to overall rating.

Action Plan

In addition to investigating methods to wash vehicles in all weather conditions, staff will investigate additional procedures to remove deposits that have accumulated on the flooring. The warmer weather and absence of salt and sand on the roads will also contribute to improve cleanliness scores.

Vehicle Cleanliness - Bus



Results

The bus cleanliness audit score in Q1 2018 was 86.4%, which is below the target of 90%. Q1 2018 results were slightly lower than Q4 2017. Extreme cold temperatures and precipitation (snow) during winter months impacts the cleanliness of the exterior and interior of vehicles.

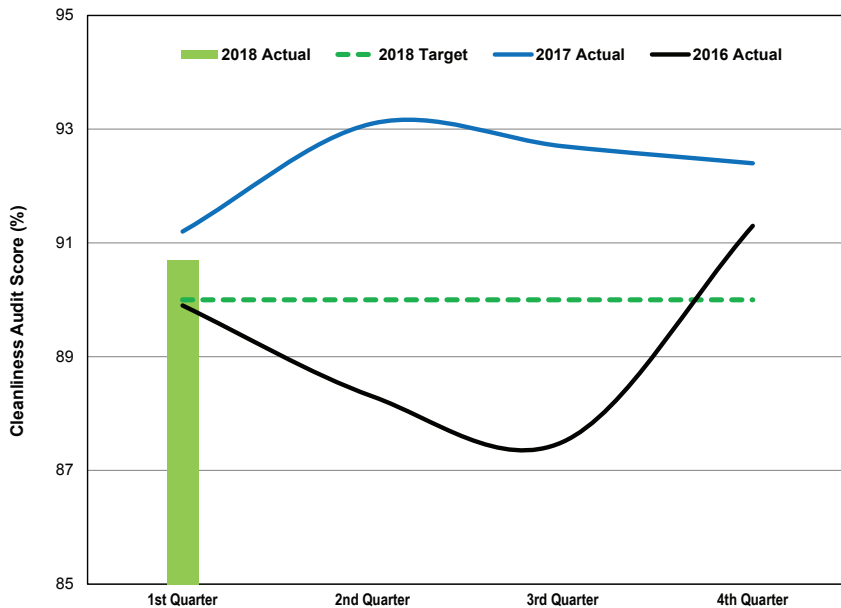
Analysis

The performance scores take into account pre-service, in-service and post-service audit results. As a result, the scores are impacted by changes in in-service operating conditions. Fifty per cent of the audits were conducted in -11 C and no exterior washing or floor washing took place. This resulted in lower scores. Pre-service audit scores were 96.4% for temperatures above -10 C. Q2 results are expected to be favourable as temperatures rise.

Action Plan

Manually cleaning the front and back exteriors was stepped up in Q1 and will continue throughout 2018. Opportunities are being reviewed to clean the interior of buses at end terminals and buses returning to the garages to further enhance the customer experience.

Vehicle Cleanliness - Subway



Results

The average rating of 90.7% in Q1 2018 is above the target of 90.0%. The department has recorded a score of greater than 90% in six consecutive quarters.

Analysis

Areas of strength in the vehicle cleanliness across all fleets and lines were the ceilings and lightings. In Q4 2017, floors and the exterior cleanliness of our vehicles recorded the lowest scores due to the colder winter weather conditions. Floors and exterior cleanliness again appeared as an area where further improvement can be made in Q1 2018 where the inclement weather conditions prohibited the exterior wash program.

Action Plan

On Line 1, exterior washes were affected due to facility constraints at Wilson and construction at Davisville. Currently, the floors are addressed every 14 days during the floor wash cycle. Exterior vehicle cleanliness is an area where further improvements can be made on all lines when weather conditions are more favourable.

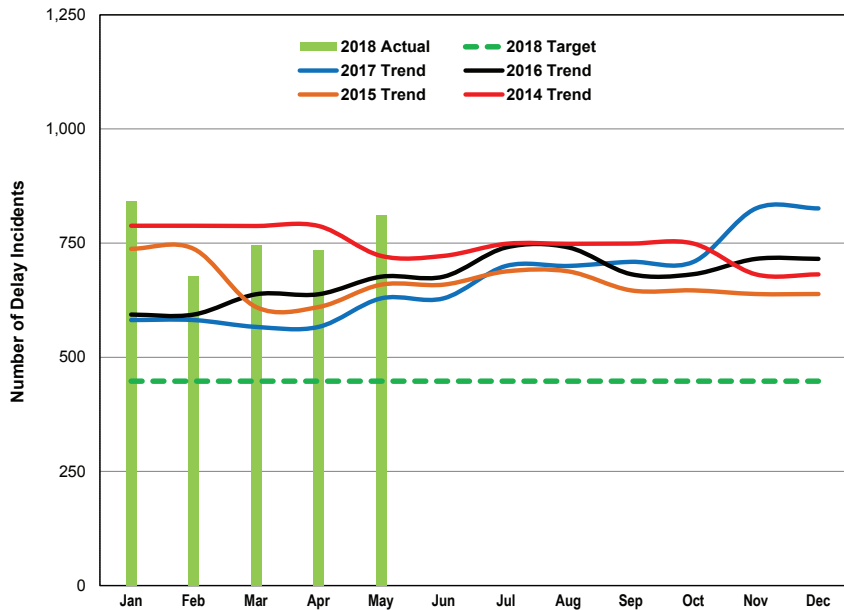
Note:

The target for this measure has been changed to 90% in Q4 2017, a target more reflective of the ongoing level of performance and consistent with the targets for bus and streetcar.

Customer: Service performance

Subway

Line 1: Delay Incidents



Results

In May, the number of delay incidents increased by 10% from the previous month.

Analysis

Incident numbers continue to trend above target. There were more delay incidents recorded this month than in any other month of May in the past four years. Passenger-related incidents account for 43% of the overall total.

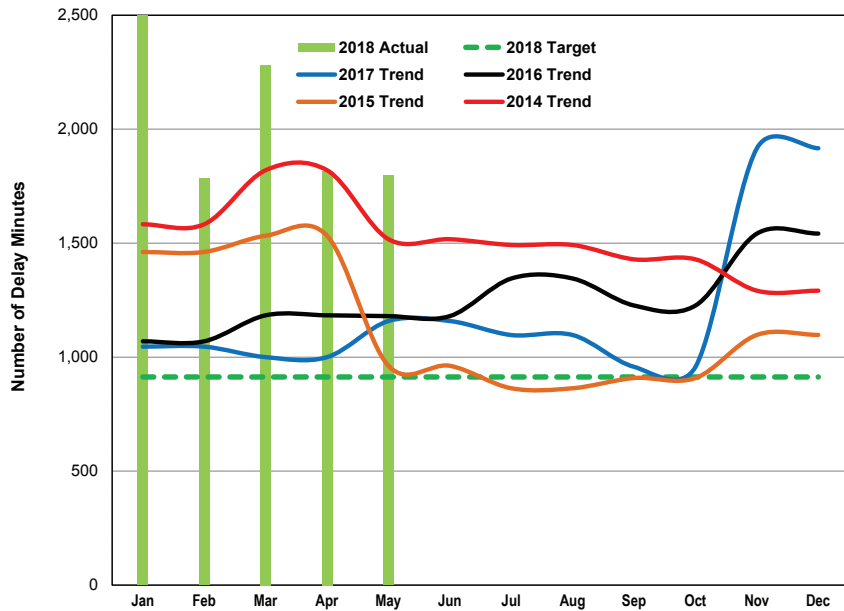
Action Plan

While passenger-related delay incidents are difficult to prevent, station staffing has increased as part of the Mayor's 10-point Action Plan. As a result, we are now able to respond to and resolve more incidents, more quickly.

Note:

The 2018 target is based on a 40% or more reduction in delay incidents from the 2014 monthly average baseline.

Line 1: Delay Minutes



Results

In May, the number of delay minutes decreased by 1.1% from the previous month.

Analysis

There were a number of incidents in May that required over 20 minutes each to resolve, including a personal injury at track level, a serious assault and maintenance issues.

Passenger-related delay minutes decreased to 863 from 1,003 in April, but remain the highest contributing factor at 48% of all delay minutes.

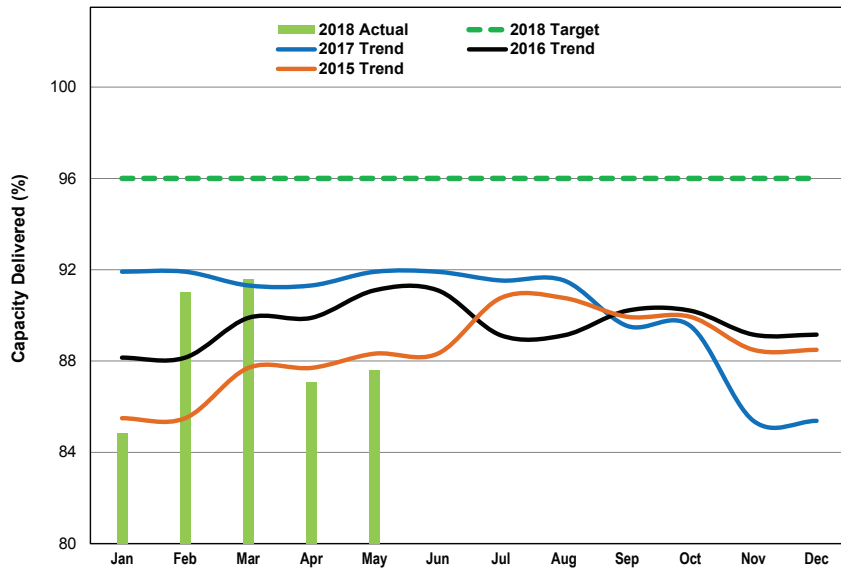
Action Plan

Although controllable delays continue to be reduced, in May there was one significant delay in track maintenance that was related to a disabled work car at Islington Station. A study is being conducted to review all work cars, including their maintenance plans and failure rates. Going forward, this data will be available to aid in planning work car maintenance to prevent breakdowns that can impact service start up.

Note:

The 2018 target is based on a 40% or more reduction in delay minutes from the 2014 monthly average baseline.

Line 1: Capacity Delivered In Peak



Results

The peak capacity delivered was slightly higher than the previous period, but did not meet the target of 96%, coming in at 87.6%.

Analysis

Many of the significant events that occurred in this period were during the peak service hours, skewing the overall average.

For example, on May 10 and June 1, separate signal issues caused the trains per hour that were delivered, to be as low as 12.7 as compared to the goal of 25.5.

Action Plan

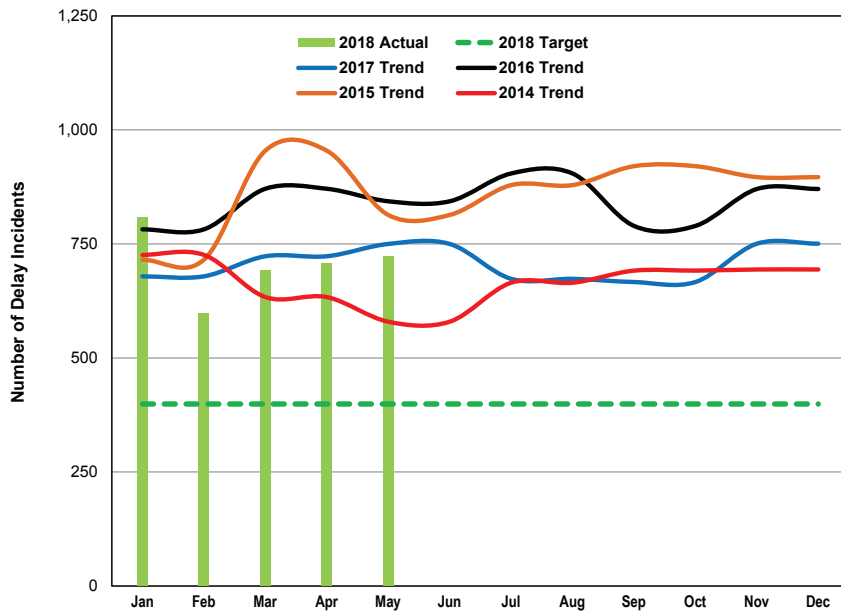
Reviews of recent subway infrastructure delays have been completed and a strong plan has been developed to prevent the events that impacted peak service during this period. Closer communication with contractors and increased personnel have resulted in improved response.

Schedule modifications have been made and will continue to be implemented in the coming months.

Note:

Capacity delivered is the actual train count divided by the scheduled train count for each hour at sampled locations. Data are based on weekday service from Monday to Friday.

Line 2: Delay Incidents



Results

The number of delay incidents remained nearly the same, with a 2.1% increase in May over the previous month.

Analysis

Staff incidents increased 18.2% overall among the three groups that are measured. The change to the policy that was in place between the Amalgamated Transit Union (ATU) Local 113 and the TTC regarding Employment Standards Act (ESA) hours caused some initial challenges to service.

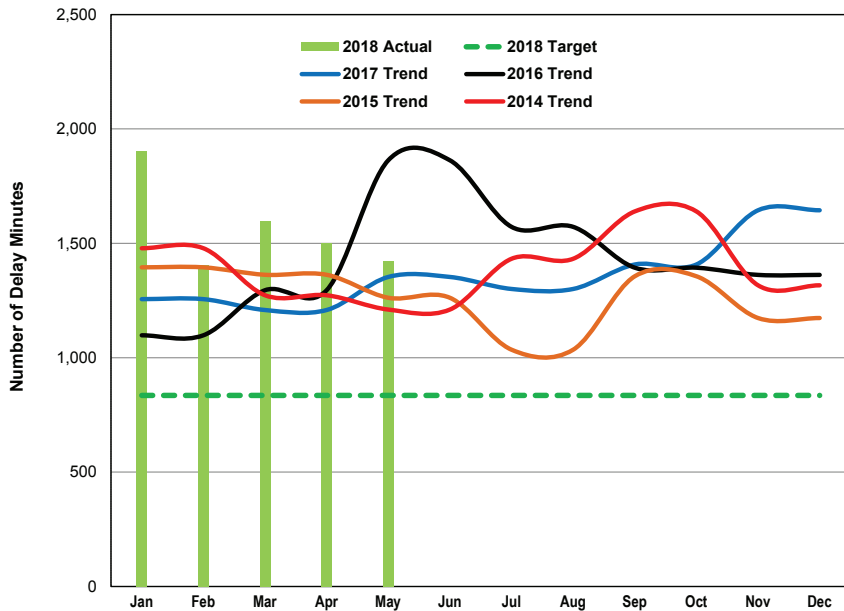
Action Plan

Continue to work with employees and Local 113. Schedule changes to increase staffing levels and available schedules will reduce delays associated with Operators not being available.

Note:

The 2018 target is based on a 40% or more reduction in delay incidents from the 2014 monthly average baseline.

Line 2: Delay Minutes



Results

The number of delay minutes decreased in May to 1,421 or 5.4%.

Analysis

Although Line 2 performed well this period, it was impacted by some longer incidents, including a late clearing work zone that resulted in a 69-minute delay on May 23.

A smoke/fire event on May 7 caused a 41-minute delay to service. Nevertheless, this category of delays improved by 57% compared to the previous month.

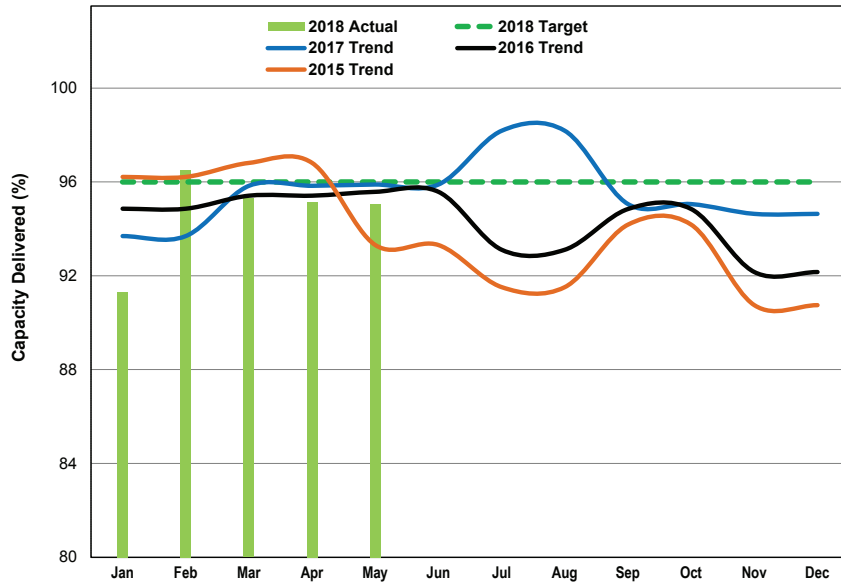
Action Plan

Subway Operations continues to address controllable delays related to infrastructure. New methods are being reviewed to improve inspection timing. A new track inspection vehicle is also being piloted, which will help to identify small issues before they impact operations.

Note:

The 2018 target is based on a 40% or more reduction in delay minutes from the 2014 monthly average baseline.

Line 2: Capacity Delivered In Peak



Results

The peak capacity delivered on Line 2 continues to be close to the target. For a second consecutive period, the peak capacity was 95.1%.

Analysis

There were fewer issues that occurred during peak service on Line 2. In addition, when there are unplanned events on Line 1, different train management techniques are utilized that help to keep service regulated on this line.

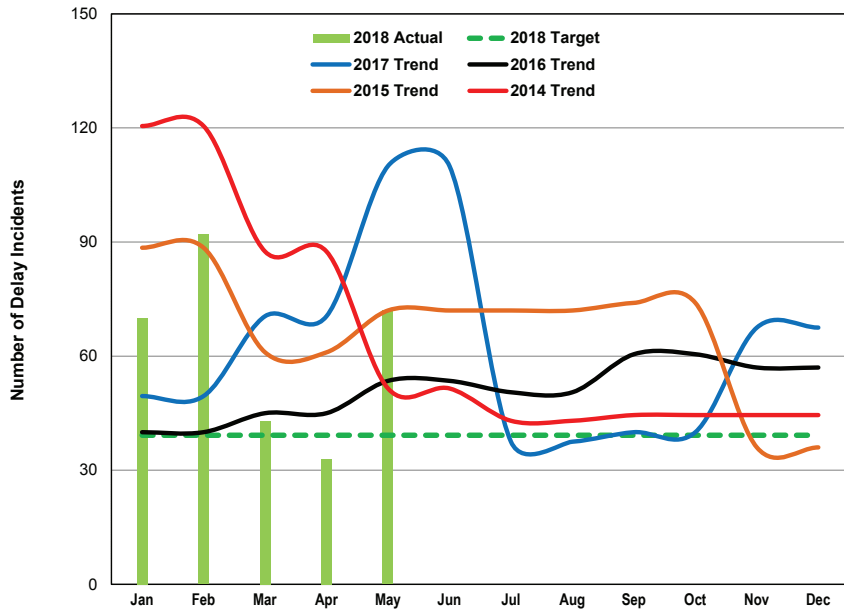
Action Plan

Per usual, train service will be reduced for the summer on Line 2. At the same time, Greenwood Yard is undergoing some repairs and will not be available for normal use. Subway Transportation will have these two changes top of mind and will manage the line accordingly.

Note:

Capacity delivered is the actual train count divided by the scheduled train count for each hour at sampled locations. Data are based on weekday service from Monday to Friday.

Line 3: Delay Incidents



Results

The number of delay incidents increased to 72 in May from 33 in April, moving above the threshold of 39.

Analysis

The increase in incidents was due in large part to a 108% increase in vehicle issues. Passenger-related delays almost tripled, from eight in April to 23 in May.

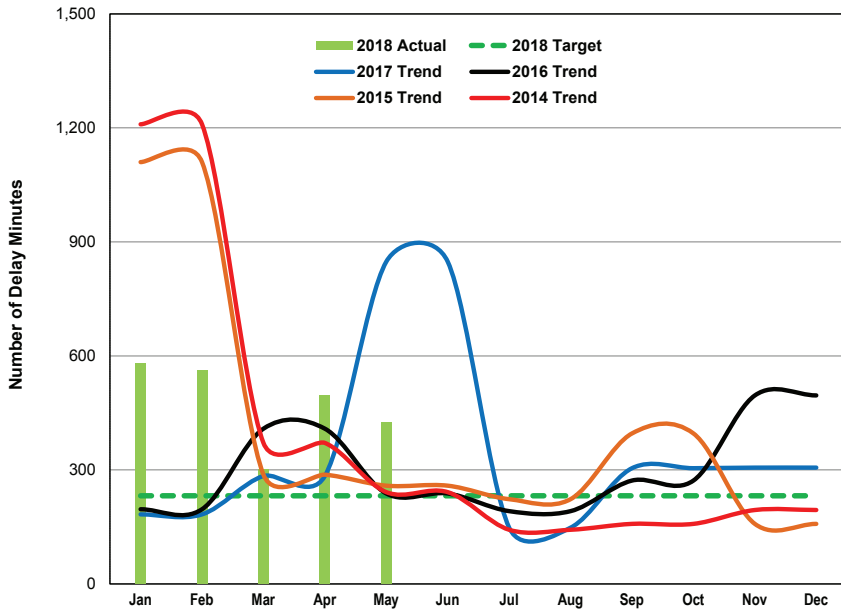
Action Plan

The ongoing vehicle life-extension overhaul program and a number of State of Good Repair initiatives will decrease the overall delay incidents resulting from fleet and infrastructure issues.

Note:

The 2018 target is based on a 40% or more reduction in delay incidents from the 2014 monthly average baseline.

Line 3: Delay Minutes



Results

The number of delay minutes decreased to 424 in May from 496 in April.

Analysis

The 14.5% decrease in delay minutes was largely a result of improved weather conditions.

Action Plan

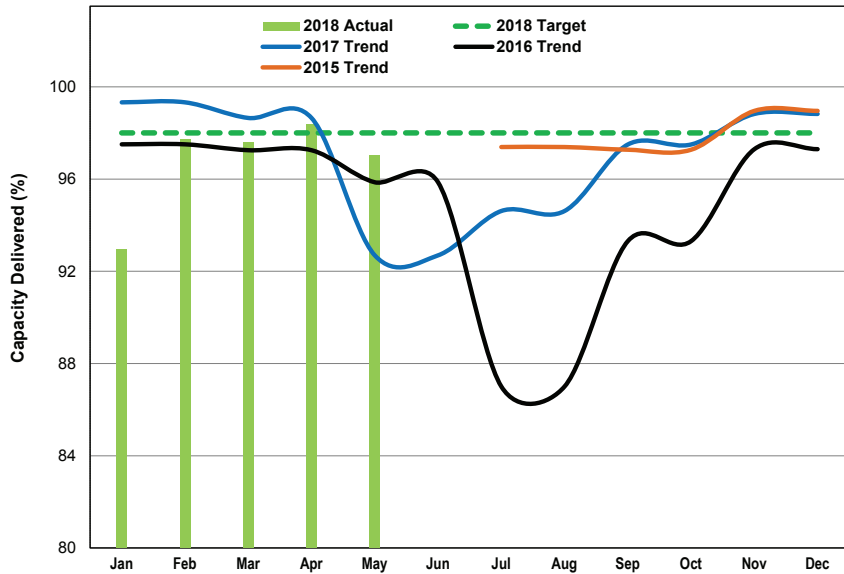
The Rail Cars and Shops Department is working on the vehicle life-extension overhaul program, and delays caused

by mechanical breakdowns are expected to decrease. In parallel to this program, upcoming single-day closures will provide infrastructure crews the opportunity to make progress on State of Good Repair initiatives that cannot be addressed in the typical nightly maintenance window.

Note:

The 2018 target is based on a 40% or more reduction in delay minutes from the 2014 monthly average baseline.

Line 3: Capacity Delivered In Peak



Results

The peak capacity delivered declined to 97%, falling below the 98% target.

Analysis

The decrease can mainly be attributed to a mechanical train issue that occurred on May 15. A delay of 59 minutes resulted in 6.6 trains per hour, pushing down the overall average for the period.

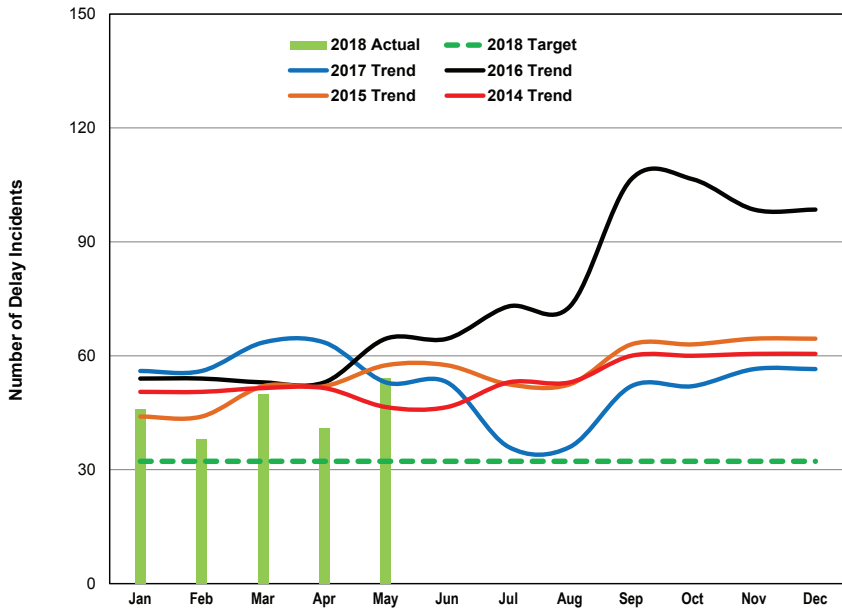
Action Plan

Ongoing vehicle overhaul and infrastructure (State of Good Repair) programs will continue, and reliability should remain high as a result. As we move into summer, performance may be impacted by higher temperatures as trains will operate at reduced speeds.

Note:

Capacity delivered is the actual train count divided by the scheduled train count for each hour at sampled locations. Data are based on weekday service from Monday to Friday.

Line 4: Delay Incidents



Results

The number of delay incidents increased from 41 in April to 54 in May 2018.

Analysis

Passenger-related issues continue to account for a large proportion of delay incidents on Line 4. This period they accounted for 25% of all incidents, a slight decrease from the previous period.

There were 10 infrastructure issues on Line 4 in May compared to three in April. The majority of the issues were related to signals.

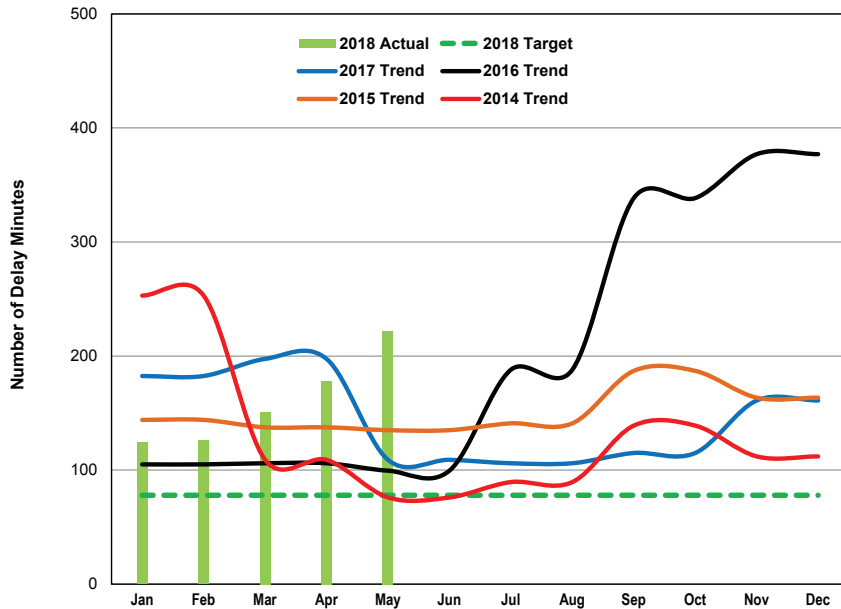
Action Plan

Each of the infrastructure incidents were investigated and remedied by staff, with subsequent followup where necessary. Overall, delay incidents on Line 4 are relatively low.

Note:

The 2018 target is based on a 40% or more reduction in delay incidents from the 2014 monthly average baseline.

Line 4: Delay Minutes



Results

The number of delay minutes increased in May to 222 from 178 in April. Delay minutes have increased every month this year and this is the highest number of delay minutes recorded in May since 2014.

Analysis

110 minutes, or 50% of all delay minutes that occurred in May were related to infrastructure, with 59 minutes in signal delays and 61 minutes in track delays. This is unusual for this line, where infrastructure delays are typically low.

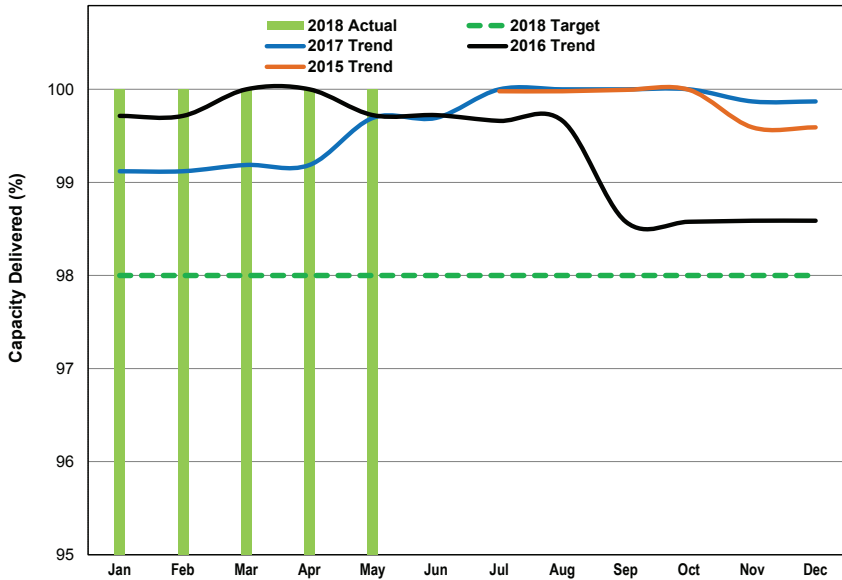
Action Plan

Each incident was investigated and remedied, with subsequent follow-up by departmental management. While not directly a result of these incidents, Subway Infrastructure is in the process of a third-party review of track maintenance practices, and further improvements are expected when the report is received in July.

Note:

The 2018 target is based on a 40% or more reduction in delay minutes from the 2014 monthly average baseline.

Line 4: Capacity Delivered In Peak



Results

The peak capacity delivered was 100%.

Analysis

Despite being off target for incidents and minutes, peak capacity delivered remained strong.

Action Plan

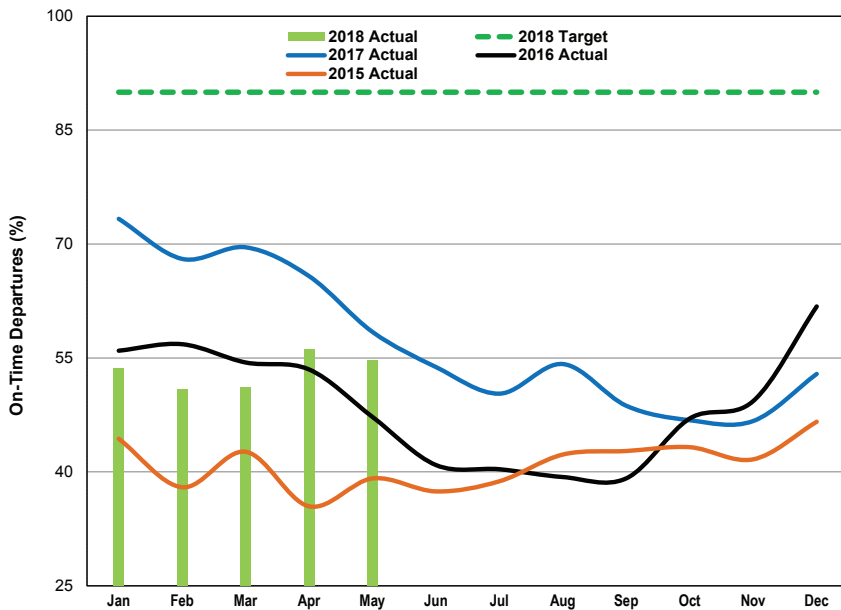
Continue working towards delay reduction, and maintain good service levels when delays occur.

Note:

Capacity delivered is actual train count divided by the scheduled train count for each hour at sampled locations. Data are based on weekday service from Monday to Friday.

Streetcar

On-Time Performance (OTP)



Results

OTP decreased slightly from May, and remained below the previous year's level.

Analysis

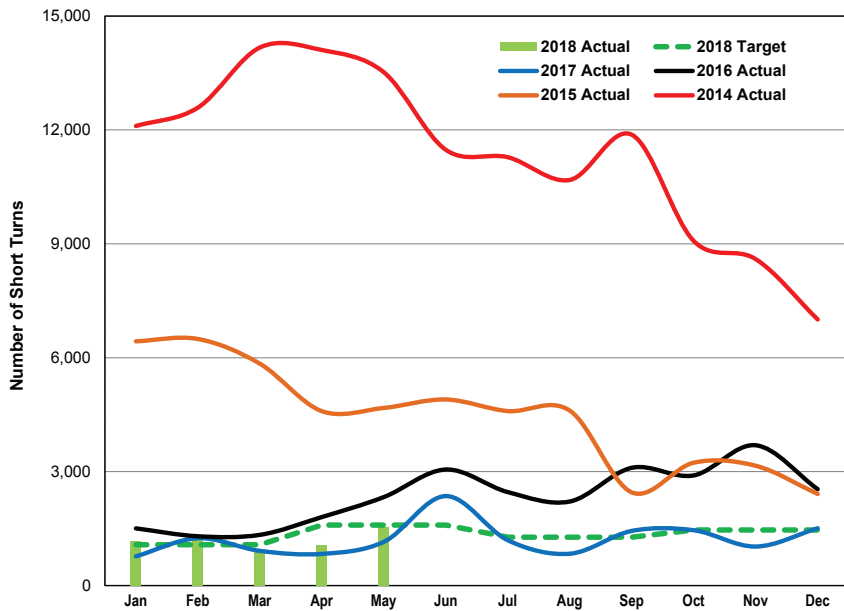
The current period remains below 2017 OTP levels. This is primarily related to the limited supply of streetcars in the fleet, which continues to cause constraints at times to providing full service. Several days in May also saw delays with morning run-outs from the carhouse. Despite this, the typical seasonal drop that is felt into the summer was not as pronounced compared to the previous two years.

Action Plan

A work plan has been presented to TTC Executives and upcoming schedule changes to numerous routes leading up to the September Board Period. Further, a bus and streetcar Performance Management Group (PMG) has been established and will focus on improving and sustaining high on-time performance.

For the summer service period and City/TTC construction projects, King service will be seeing significant changes to the routing structure. Our customers will see the same service levels through the pilot area, bus bridge service on the Broadview Avenue portion and a 504 Branch Service extending as far east as Kingston Road.

Streetcar - Short Turns



Results

Short turns for this period increased compared to last period and were slightly higher than the same period last year.

Analysis

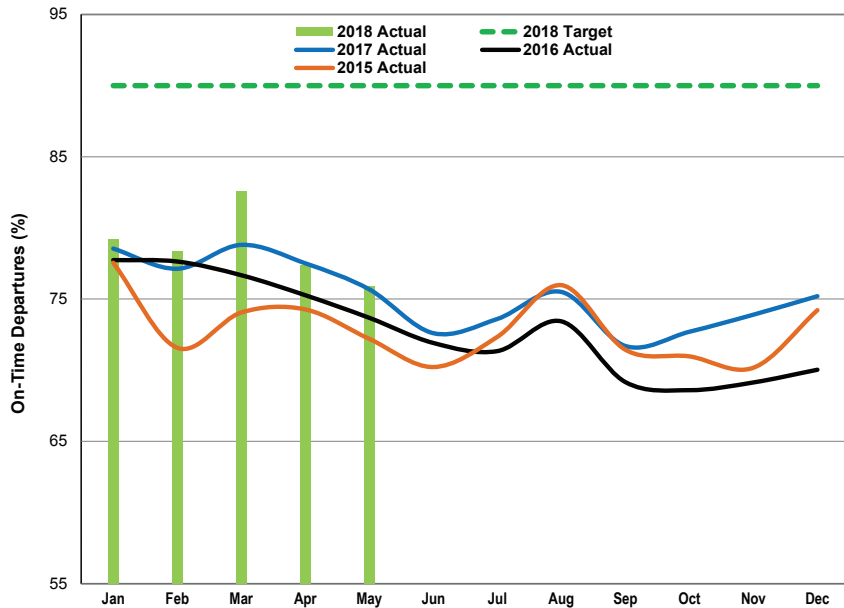
Short turns are below target levels for May. This was achieved despite challenges related to downtown traffic congestion at times related to numerous downtown events. These events, as well as various temporary and short-term construction-related incidents, negatively impacted route performance in terms of short turns.

Action Plan

It is expected that with the upcoming focus on schedule improvements and the PMG efforts, the short turn figures will remain below our target.

Bus

On-Time Performance (OTP)



Results

There has been year-over-year improvement in on-time performance since 2015. Performance in May was consistent with the same period last year however did not achieve target.

Analysis

Route performance continues to be closely monitored to assess delays related to Crosstown construction along Eglinton Avenue and the start of construction season.

The following schedule changes were implemented in the May Board Period (effective May 13 to June 23):

Metrolinx Construction:
25 Don Mills and 185 Don Mills Rocket

Service Reliability Improvements:
6 Bay, 96 Wilson, 165 Weston Road North, 195 Jane Rocket and 199 Finch Rocket

Action Plan

The program for continuous monitoring and schedule improvements to better match observed operating conditions resulted in schedule changes for seven routes.

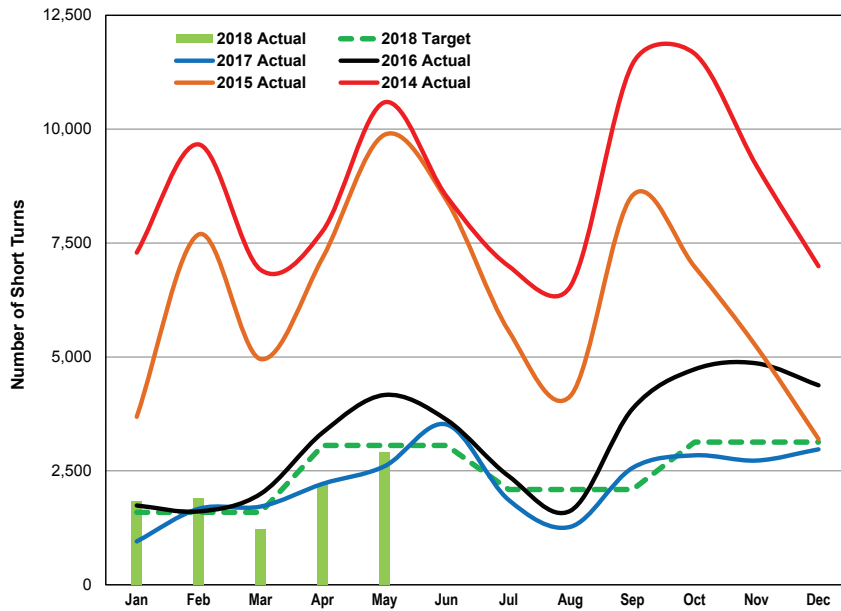
Operator performance continued to be closely monitored to maximize the effectiveness of schedule improvements.

Since March 2017, 1,436 (including 84 in May) Operator interviews have been conducted over schedule adherence irregularities, and occurrences of early departures continue to decrease as a result of this initiative.

Note:

This KPI measures adherence to scheduled (59 seconds early to five minutes late) departure times from end terminals.

Bus - Short Turns



Results

Short turns for this period remain below target (favourable) and consistent with the same period last year.

Analysis

The number of short turns in May increased to 2,895 as compared to 2,603 in the same period last year, but remained below the quarterly target of 3,057.

32 Eglinton West (9.4%), 52 Lawrence West (8.4%), 34 Eglinton Ave East (6.9%), 35 Jane (5.4%) and 89 Weston (5.1%) were the top five routes for short turns. Short turns were mainly driven by traffic congestion (54.8%), construction (24.3%) and passenger volumes (8.9%).

Action Plan

There is an ongoing review to target high incident routes where increased traffic congestion has resulted in unreliable service and schedules no longer reflect actual operating conditions.

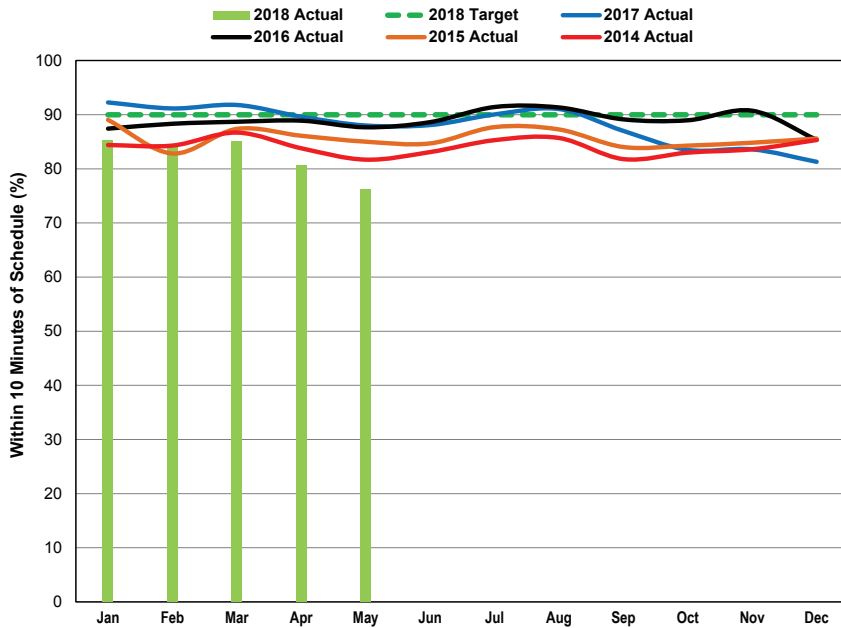
Run-as-Directed (RAD) buses are being deployed on routes impacted by Metrolinx, City of Toronto and TTC construction.

Note:

Data is based on all seven days of service from Sunday to Saturday.

Wheel-Trans

On-Time Performance (OTP)



Results

OTP in May decreased by 4.4% from the previous period to 76.3%. OTP performance is lower by 11.7% compared to the same period in 2017.

Analysis

As we continue to improve the efficiency on the Wheel-Trans bus mode of transportation, as shown through an increasing passengers per hour rate, these efforts are having a direct impact on the OTP metric. We are currently working to mitigate these impacts.

Minor factors that are contributing to the lower OTP include increased processing time for customers with vehicle restrictions, higher Operator absence rates and a large number of new Operators and Dispatchers.

Action Plan

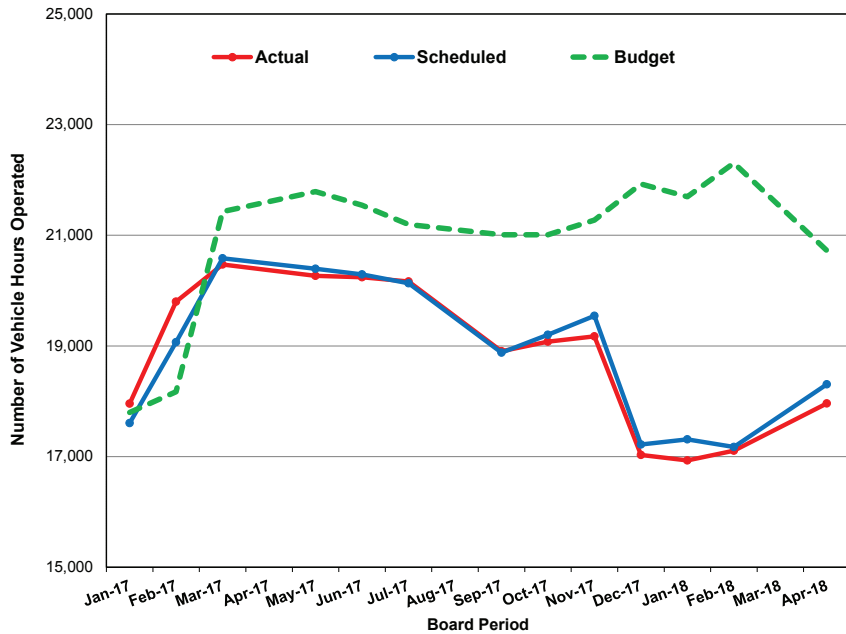
We will be adding additional resources in Dispatch to focus on on-time performance. We will also monitor the late vehicles specifically related to newer Operators and adjust schedules in an attempt to maintain higher on-time performance.

This KPI is stricter compared to other paratransit providers and was reviewed in consultation with Advisory Committee on Accessible Transit (ACAT) and the TTC Executive in May.

As of July 1, we will be recording this KPI in accordance with the industry standard of plus or minus 20 minutes of schedule.

Customer: Amount of service

Streetcar - Weekly Service Hours



Results

In the April 2018 Board Period, 18,898 streetcar weekly hours were budgeted for service while 16,684 streetcar weekly hours were scheduled to operate which represents a -11.72% variance.

Of the 16,684 streetcar weekly hours scheduled to operate, 16,646 streetcar weekly hours were actually delivered which represents a variance of 0.23%.

Analysis

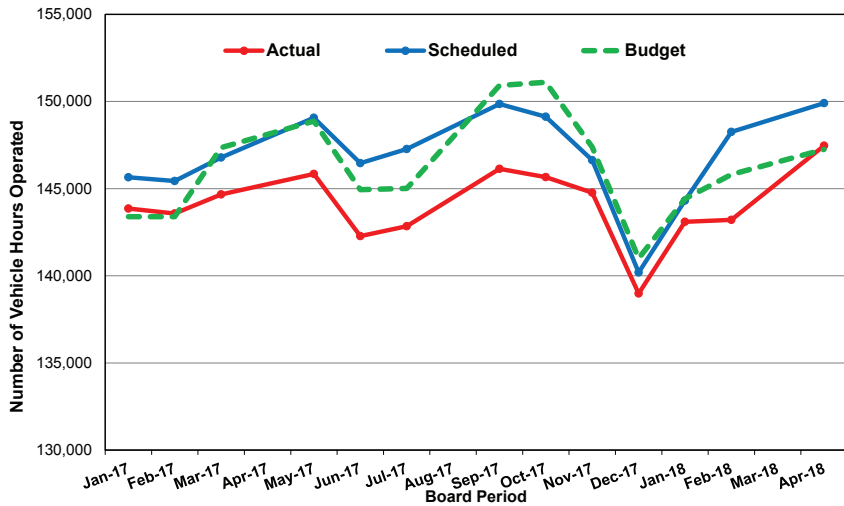
The variances are a result of the streetcar fleet shortage. Streetcars have been removed from 505 Dundas and 506 Carlton and replaced with bus service.

Action Plan

Staff continues to monitor the Bombardier delivery schedule. Bombardier met its Q1 target.

Data for May unavailable at time of printing

Bus - Weekly Service Hours



Results

In the April 2018 Board Period, 147,252 bus weekly hours were budgeted for service while 149,901 bus weekly hours were scheduled to operate which represents a 1.8% variance.

Of the 149,901 bus weekly hours scheduled to operate, 147,465 weekly hours were actually delivered which represents a variance of -1.63%.

Analysis

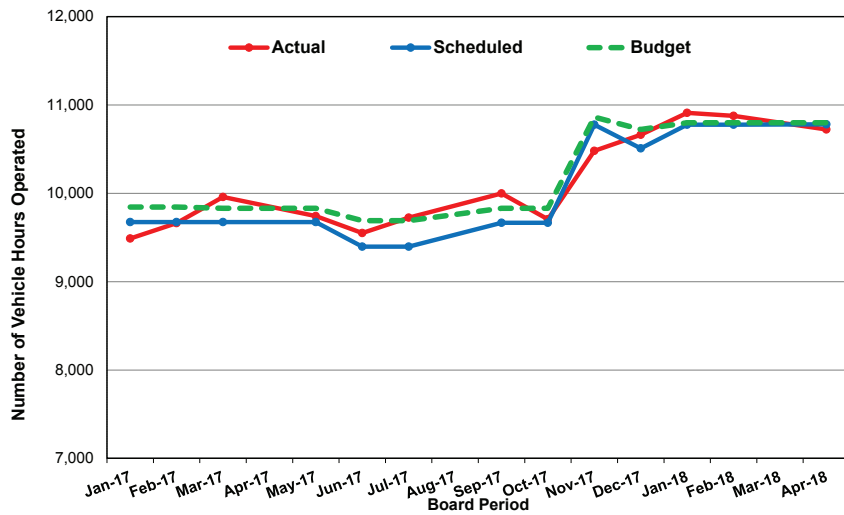
This is a result of the streetcar fleet shortage. Buses are replacing streetcars on 505 Dundas and 506 Carlton.

Action Plan

Staff continues to monitor the Bombardier delivery schedule. As more streetcars are delivered, it is anticipated that buses will be removed from streetcars routes.

Data for May unavailable at time of printing

Subway - Weekly Service Hours



Results

In the April 2018 Board Period, 10,800 subway weekly hours were budgeted for service while 10,781 subway weekly hours were scheduled to operate, which represents a -0.17% variance.

Of the 10,781 subway weekly hours scheduled to operate, 10,723 weekly hours were actually delivered which represents a variance of 0.54%.

Analysis

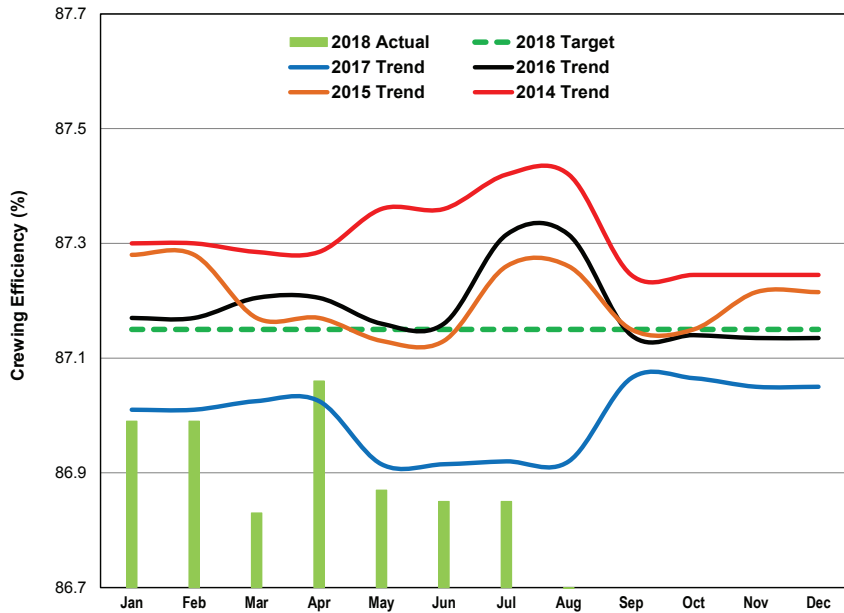
The scheduled and delivered subway weekly hours for April remain on budget.

Action Plan

Maintain current strategy.

Data for May unavailable at time of printing

Operator Crewing Efficiency



Results

Operator crewing efficiency remained relatively unchanged in June at 86.85%; performance remained below target.

Analysis

Crewing efficiency has been below target due to the continuation of bus replacement for streetcars. Also contributing to the drop in efficiency is the closure of Roncesvalles Division for track replacement. This closure required longer travel times for streetcars to reach their designated routes.

Action Plan

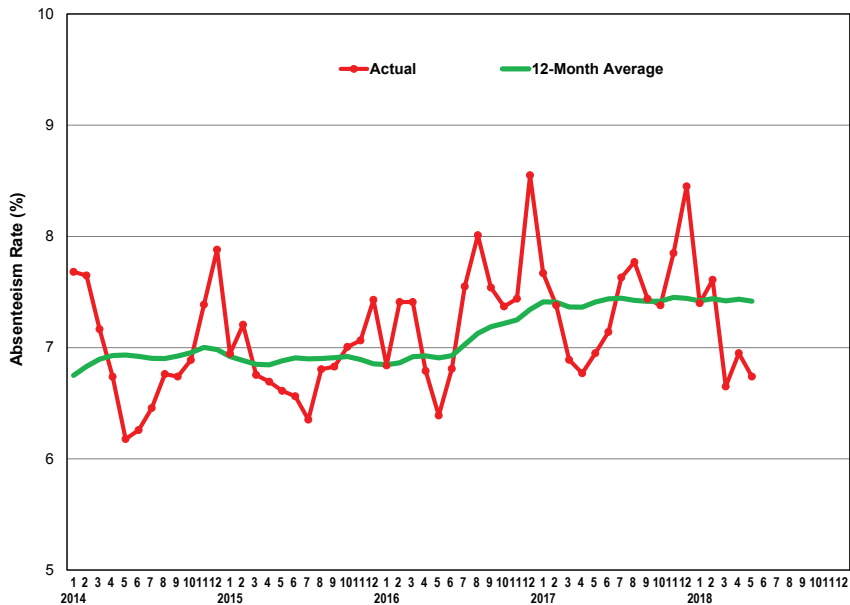
Staff are investigating service levels and the dispatching of buses from divisions that are closer to streetcar routes. We anticipate that efficiencies will not reach targets until additional streetcars are delivered and put into service.

Note:

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

People

Employee Absence



Results

The absenteeism rate in May 2018 decreased to 6.74% from 6.95% in April.

Analysis

The absenteeism rate for May decreased 0.68% from the 12-month average, to 6.74% from 7.42%. Although the ongoing trend is unfavourable, efforts are in place to reduce these levels further.

Action Plan

Staff continue to manage absence with a focus on reducing the number of complex absence cases and the duration of these

absences. Through data analytics, focus will be placed on determining the root cause of absence and the increasing absence rate for the TTC. Opportunities to continue efforts in management of absences will be sought through ongoing collective bargaining, and staff is monitoring the anticipated impacts of Bill 148 on the organization's attendance levels.

At the group level, in the Service Delivery Group, an attendance management project team was established in 2017 to focus on employees with concerning absence levels.

Fitness For Duty Update

Total number of employees who were non-compliant or refused to test under the random program: 44
Data are from May 8, 2017 to May 22, 2018.

Random Testing Summary – All Employees				
Test Category	2018	2017	Total *	%
Compliant Tests	1378	1651	3029	98.4%
Non-Compliant (drug, alcohol, refusal)	16	32	48	1.6%
Total	1394	1683	3077	100.0%

Random Testing Summary – Unionized Employees				
Test Category	2018	2017	Total*	%
Compliant tests	1179	1381	2560	98.3%
Non-Compliant (drug, alcohol, refusal)	16	29	45	1.7%
Total	1195	1410	2605	100.0%

* Currently 20 drug results have yet to be reported as they are still at the lab undergoing analysis or have been cancelled.

Random Testing Summary – Staff (non-unionized) Employees				
Test Category	2018	2017	Total*	%
Compliant	199	270	469	99.4%
Non-Compliant (drug, alcohol, refusal)	0	3	3	0.6%
Total	199	273	472	100.0%

* Currently 7 drug results have yet to be reported and are either at the lab undergoing analysis or have been cancelled.

Non-Compliance by Substance				
Substance Type	2018	2017	Total	Percentage
Oxycodone	0	1	1	2.1%
Opiates	0	2	2	4.3%
Marijuana	12	15	27	57.4%
Cocaine	4	6	10	21.3%
Amphetamines	0	1	1	2.1%
Alcohol	1	5	6	12.8%
Total*	17	30	47	100.0%

This chart is updated quarterly. This information is up to date as of April, 2018. Next update will be July, 2018.

* 3 Drug results have come back positive for two substances.

Non-Compliance Breakdown				
Category	2018	2017	Total	Percentage
Drug	14	24	38	79.2%
Alcohol	1	5	6	12.5%
Refusals	1	3	4	8.3%
Total	16	32	48	100.0%

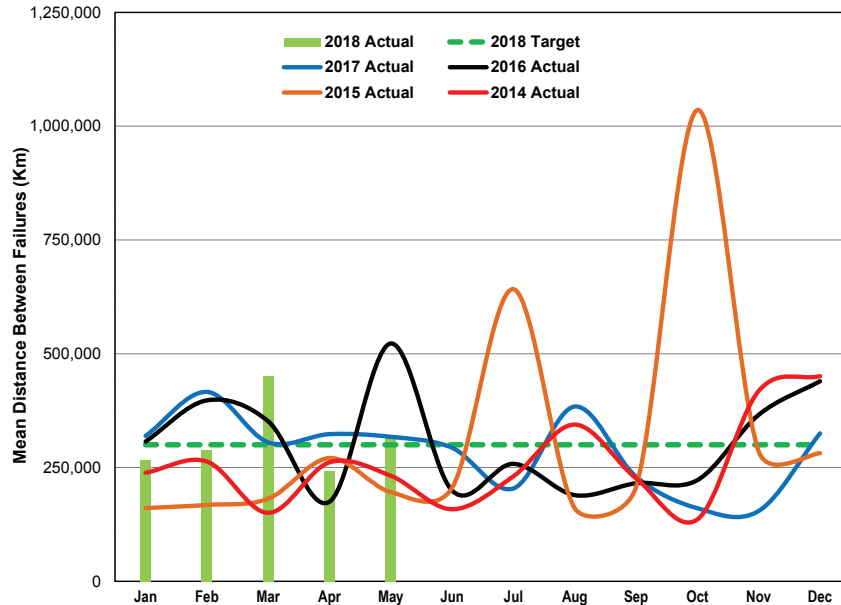
Other Policy Violations			
Category	2018	2017	Total
Alcohol non-compliant for 0.02 - 0.039	1	2	3
Safety sensitive flags	0	3	3
Total	1	5	6

Assets

Assets: Vehicle reliability

Subway

T1 Train: Mean Distance Between Failures (MDBF)



Results

The MDBF in May was 321,057 kilometres.

Analysis

In May, there were nine delay incidents. The top offending system was the Brake system with three delay incidents greater than or equal to five minutes. This was followed by the HVAC and Passenger Doors system, each with two incidents. The Body and Trainline systems each had one delay incident.

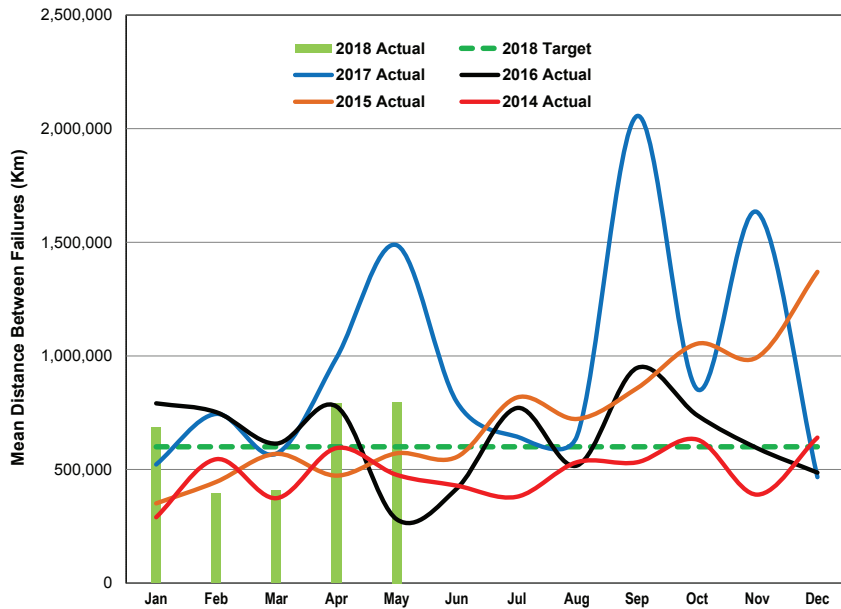
Action Plan

The three Brake system-related failures were a result of faulty Master Controllers. All Master Controllers have been replaced and train tested successfully. The last Master Controller related delay incident was back in February of 2018. A program implemented in 2018 to install remanufactured door lock assemblies, which include upgraded door close switches, is intended to restore reliability to the Passenger Door System. The two

door-related delays were a result of a door control relay panel and an out of adjusted bottom door guide. Both issues have since been rectified. The T1 Door pocket guides overhaul program was completed in 2017, which has resulted in a reduction in Passenger Door related-incidents due to this failure mode. The HVAC-related incidents were due to faulty Temperature Control Units, which have been replaced and tested.

In addition to this, Master Controller Brake upgrades were completed in Q1 2017. Benefits from both the Door Pocket guides and Master Controller overhauls have been observed and performance will be monitored in the following periods. The Rail Vehicle Engineering group has developed a solution to increase the reliability of the Friction Brake Electronic Control Units and is in the implementation phase.

TR Train: Mean Distance Between Failures (MDBF)



Results

The MDBF in May was 797,412 kilometres.

Analysis

In May, there were five delay incidents. The top offending system was the Body system with two delay incidents each greater than or equal to five minutes. This was followed by the Cab Door, Passenger Door and Train Line systems, each with one delay incident.

The two Body-related incidents were a result of faulty Operator cab seats, one with a faulty swivel valve and the other with a faulty air hose. Both faults have since been repaired and tested. The Passenger Door-related incident was a result of an out of adjustment S3 switch, which has since been adjusted. The Cab Door related-incident was rectified by replacing the cab window latch and the Trainline incident was due to a faulty Train Information Monitoring System, which has since been resolved.

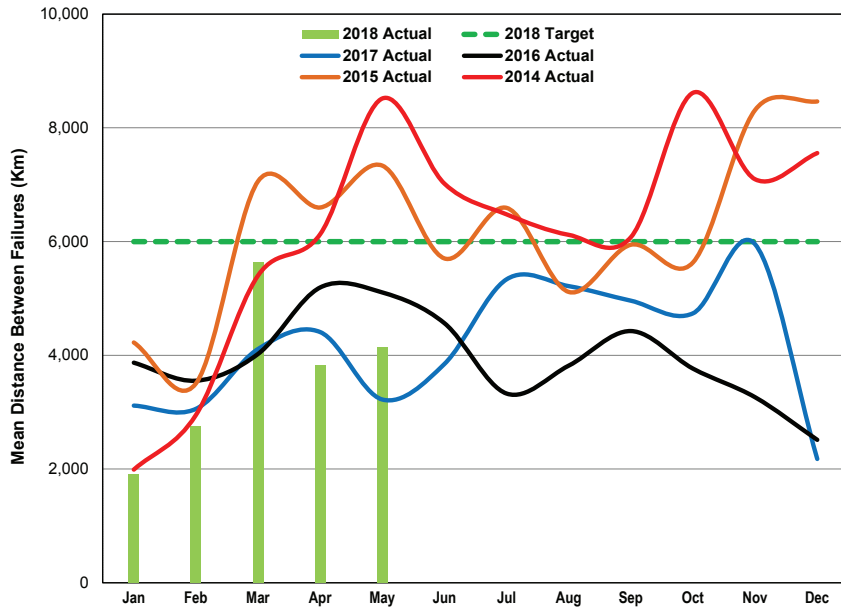
Action Plan

Monitoring and corrective actions for failure modes are in process. In addition to this, the Passenger Door system has received numerous modifications to the control units; fleet retrofits of the new modifications are in progress. The Carhouse and Reliability Availability Maintainability Safety Group technical staff are closely monitoring door failures while Equipment Control Desk and Transit Control are working towards ensuring that the incident recovery times are returned to average levels (below the five-minute threshold).

The Brake system continues to receive numerous modifications/improvements to the electronic controls; fleet retrofits of the new modifications and validation testing of the proposed upgrades are in progress, with anticipated improvements in future periods.

Streetcar

CLRV Streetcar: Mean Distance Between Failures (MDBF)



Results

The MDBF of the CLRV fleet for May was 4,145 kilometres.

Although still below target, this was an increase of 923 kilometres compared to the same period last year and from April 2018, by 323 kilometres. The MDBF, however, continues to remain below the target of 6,000 kilometres.

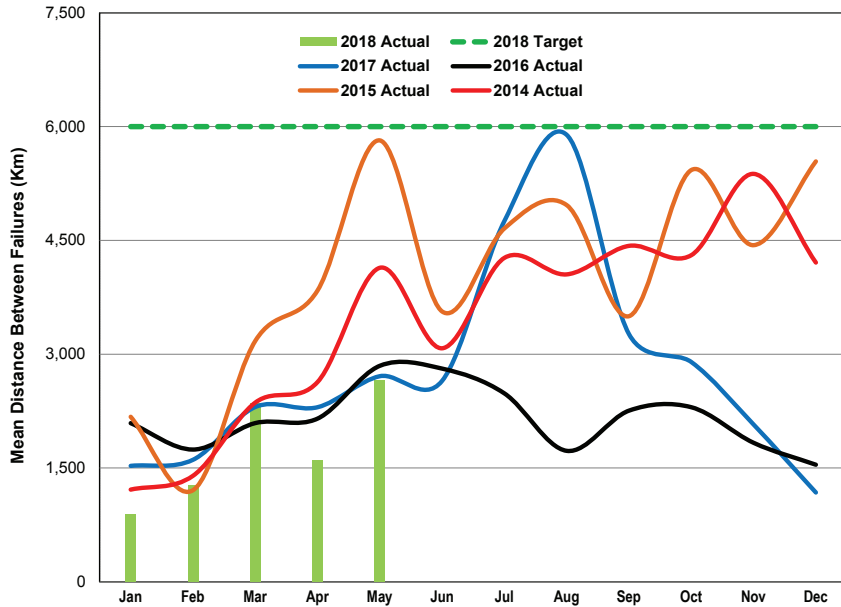
Analysis

Improvement in May's vehicle reliability can be attributed to a number of factors. These include better weather conditions (less rainfall and warmer temperature), continued focus on State of Good Repair programs and continued decommissioning of the worst performers in the fleet.

Action Plan

Existing maintenance and fleet management plans will continue. As of June 2018, 71 of the original 196 CLRVs have been decommissioned from service.

ALRV Streetcar: Mean Distance Between Failures (MDBF)



Results

The MDBF of the ALRV fleet for May was 2,656 kilometres.

This was a decrease of 54 kilometres compared to the same period last year and an increase of 1,054 kilometres compared to April. The MDBF still remains below the target of 6,000 kilometres.

Analysis

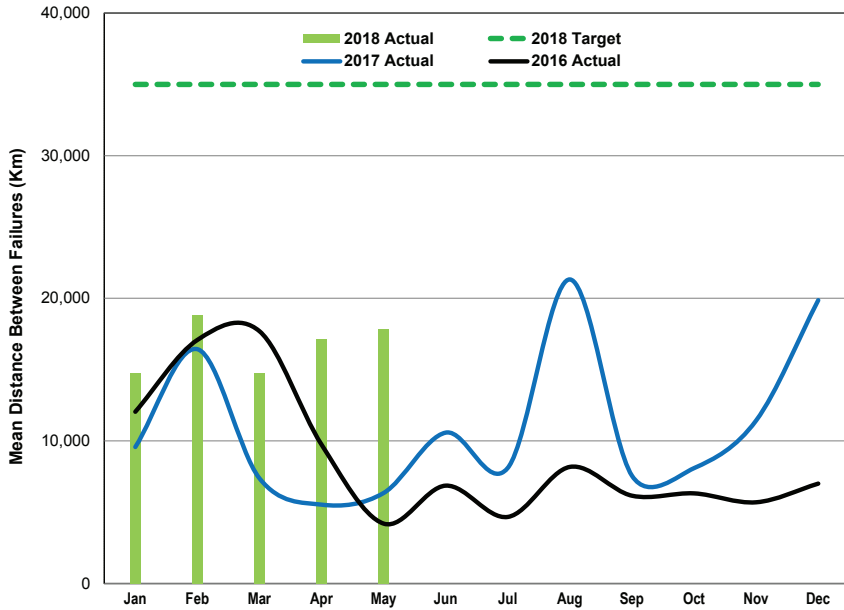
Improved weather conditions contributed to the increase in vehicle reliability from April to May 2018. Inherent electrical problems and age of the fleet, however, continue to result in the poor overall reliability of this fleet.

As of June 2018, 239 the original 52 ALRVs have been decommissioned from service.

Action Plan

Staff will continue to focus on State of Good Repair programs to ensure the reliability of the fleet.

LFLRV Streetcar: Mean Distance Between Failures (MDBF)



Results

The MDBF for the LFLRV fleet in May was 17,838 kilometres. This is an increase of 11,489 kilometres when compared to May 2017 and 689 kilometres to the previous month.

Although the overall LFLRV MDBF remains below the 35,000-kilometre target, the 12-month moving annual trend continues to be positive.

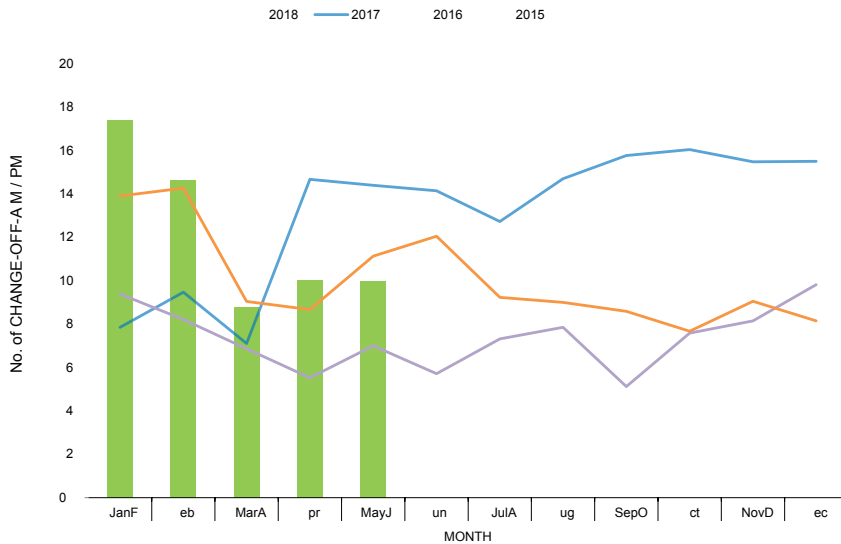
Analysis

Door failures continue to affect the reliability on the new LFLRV fleet; however, staff have made progress towards resolving some of the technical issues on this system.

Action Plan

Staff continues to work with Bombardier and its suppliers to resolve technical and design issues on the vehicles.

Streetcar: Road Calls and Change Offs (RCCO)



Results

The target for the maximum number of RCCOs is 1.5% of peak daily service. In May, 5.5% (or 8.7 vehicles) of the peak daily service resulted in a RCCO. This was a decrease of 1% (or 1.3 vehicles) from the previous month.

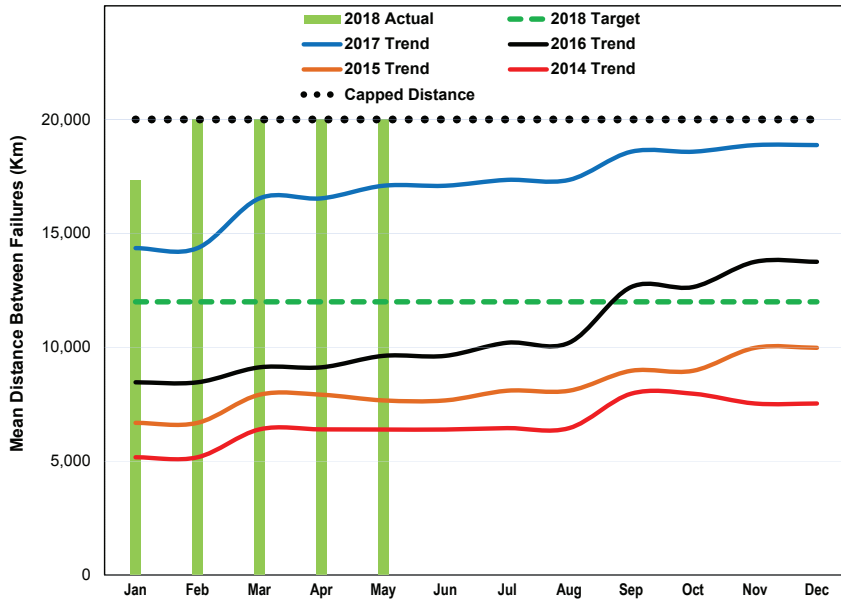
Analysis

The decrease in streetcar change offs in May was a result of various maintenance and fleet management initiatives, which include the State of Good Repair maintenance programs, the continued decommissioning of worst performers in the ALRV and CLRV fleets and the addition of new LFLRV.

Action Plan

Staff will continue to carry out existing maintenance and fleet management plans to improve overall fleet reliability. In turn, this will help to reduce the number of RCCOs that impact customer journeys.

Bus: Mean Distance Between Failures (MDBF)



Results

The May 2018 MDBF of 20,000 kilometres exceeded the target of 12,000 kilometres and is well above the May 2017 average of 16,676 kilometres.

Analysis

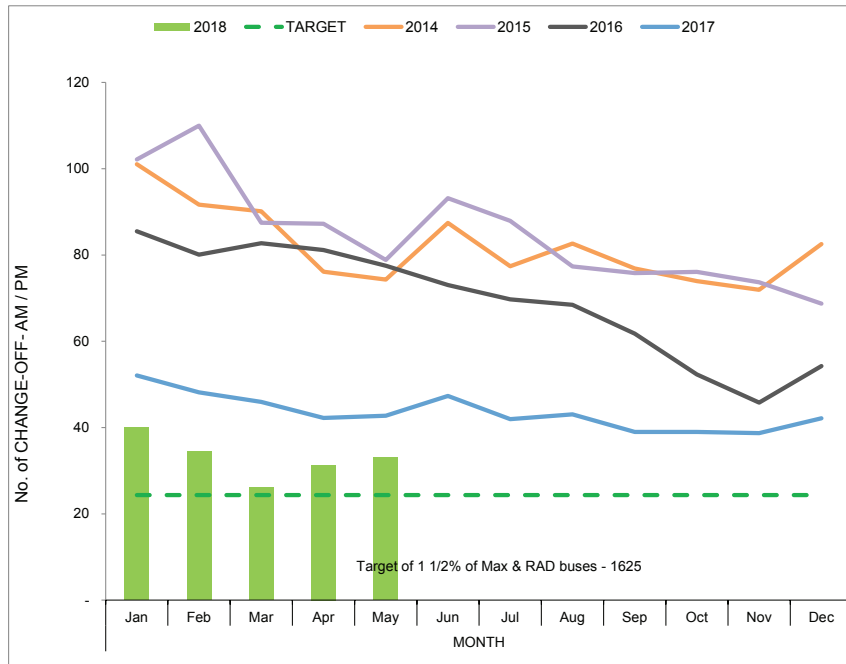
Bus Maintenance continues to decommission the older 1201 Series Orion VII Detroit Diesel 7400-7882 buses, which have contributed to emission issues with the Ontario Ministry of Climate Change. 375 of the 482 bus fleet have been removed from service. The remaining 107 buses will be removed by the end of 2018. A favourable MDBF score is expected to remain throughout 2018.

Action Plan

Ongoing 2018 Scheduled Maintenance programs:

- 1) Heating systems – Orion VII 1274CD at Queensway Garage followed by Mount Dennis Garage to correct high level of no heat conditions.
- 2) State of Good Repair – ongoing at all locations.
- 3) Roof Repair – all Orion VII buses to address water egress caused by environmental/sun damage to roof and antenna seals.
- 4) Spring Checks (Air Conditioning systems) – completed.
- 5) Coolant system – Arrow Road Garage starting July 2018 on the Nova LFS40 bus series.

Bus: Road Calls and Change Offs (RCCO)



Results

The average number of change offs in May 2018 was 33 per day, which is an increase compared to April (31). Incremental improvement can be seen over the period 2014 to 2018, resulting in a higher level of equipment availability.

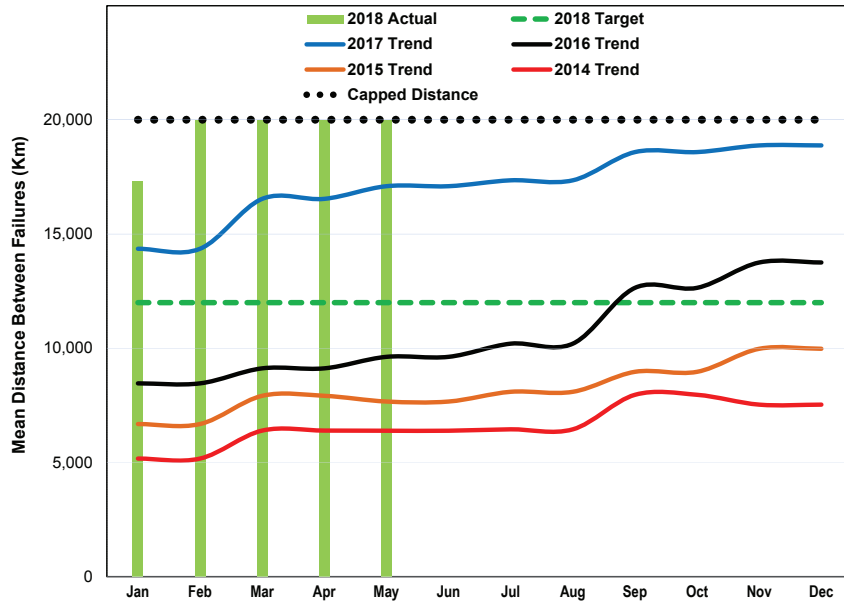
Analysis

With peak revenue service at 1,625 buses per day, including Run-as-Directed (RAD) buses in May 2018. The average number of change offs per day equates to 2% of service. Coolant leaks on the Nova LFS40 fleet have contributed to the highest number of RCCOs in May.

Action Plan

Bus Maintenance continues to analyze all RCCOs to address fleet-specific issues. The Nova LFS40 Coolant Scheduled Maintenance Program (SMP) is expected to start in July 2018 at Arrow Road Garage to address the spike in coolant leaks.

Wheel-Trans: Mean Distance Between Failures (MDBF)



Results

The May 2018 MDBF of 12,476 kilometres is marginally above target and above April 2018 results.

Analysis

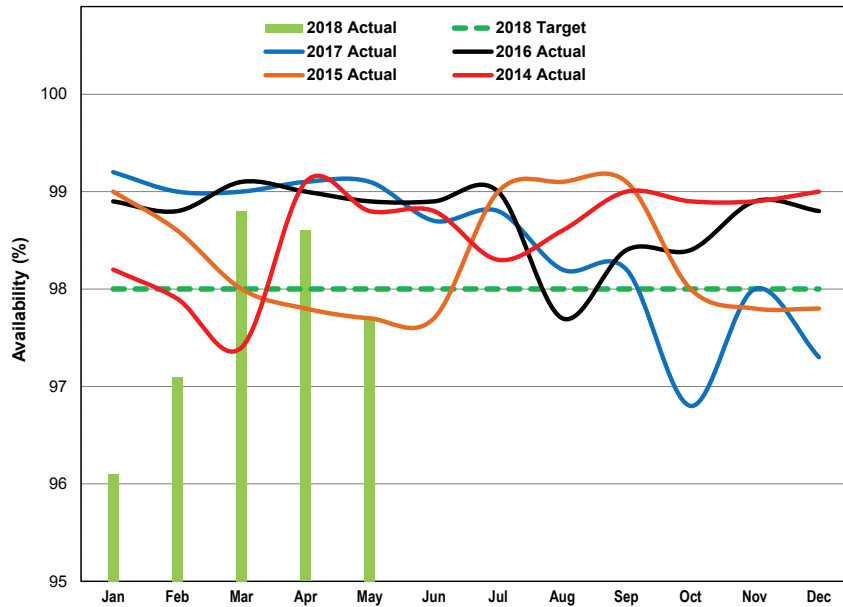
26 new RAM ProMaster buses have been delivered as of the end of May 2018. We currently have minimal stock for the ProMaster INIT (AVL) system but have minimized delays, therefore of the eight buses delivered in May, six are in service. Additional service requests are affecting the garage's ability to hold buses to complete SOGRs. Maintaining above target results for MDBF is expected throughout 2018.

Action Plan

Newly engineered ramp handles have been installed, but two handles have since failed. The contractor has discovered an error in the manufacturing process, efforts are ongoing to resolve. Spring checks and air conditioning service was completed on schedule, prior to the end of May. The additional service request in 2018 has delayed the decommissioning of the Friendly bus fleet. A body and paint overhaul program was initiated to extend the life of the Friendly fleet and seven of the 30 buses scheduled for overhaul in 2018 are completed. The body overhaul program paint scheme will include the new bus livery.

Assets: Equipment availability

Elevators



Results

Performance in May was below target, decreasing to 97.7%.

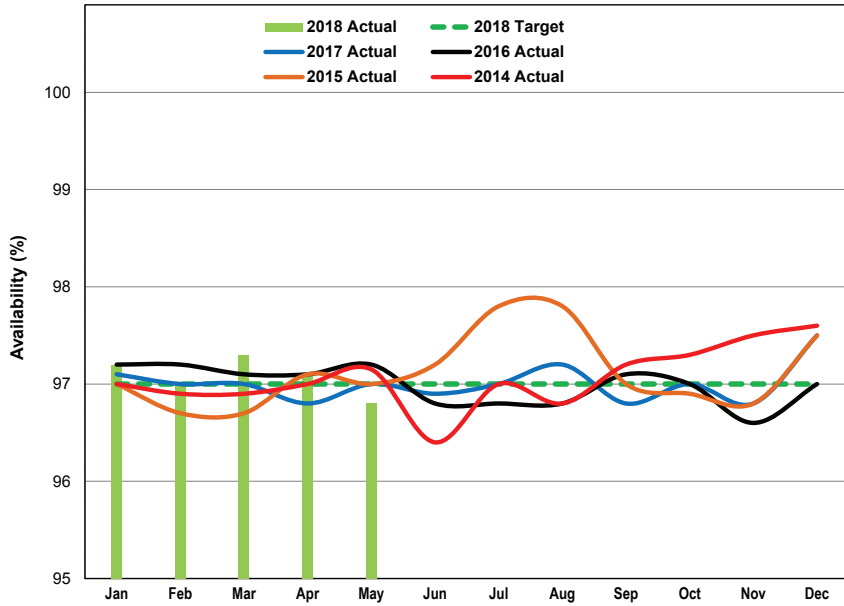
Analysis

An elevator entrapment rescue operation at Victoria Park Station resulted in extensive damage to the elevator entrance doors, affecting the performance in May.

Action Plan

Replacement elevator entrance doors have been ordered. Due to long lead time for delivery, elevator is not scheduled to be back in service until July 20, 2018.

Escalators



Results

Performance in May was below target, decreasing to 96.8%.

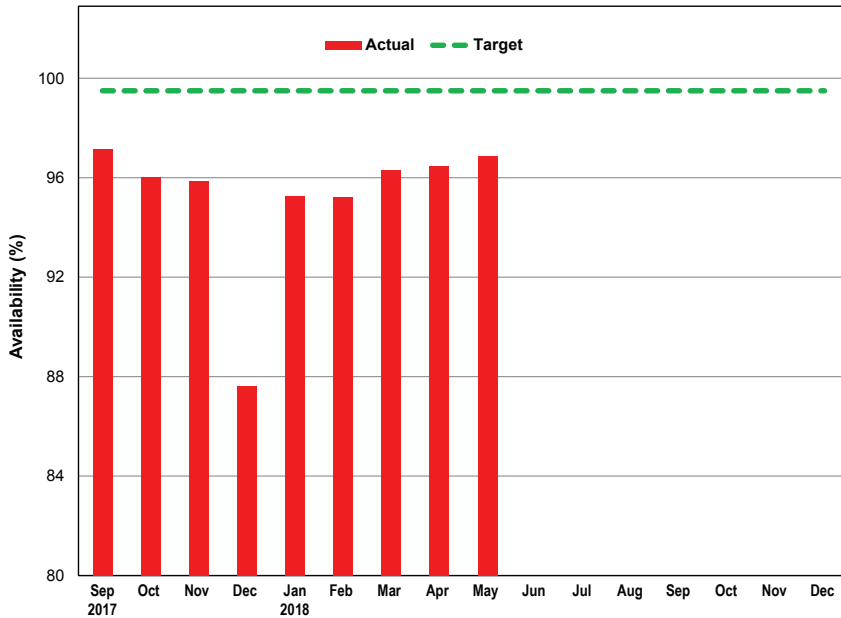
Analysis

A large water main break off TTC property on May 3 in the Yonge/King area flooded three escalators at King Station.

Action Plan

All three affected escalators were repaired and are back in service.

Fare Gate Availability



Results

Fare gate availability increased by approximately 0.4% to 96.86% in May 2018, remaining below target of 99.5%

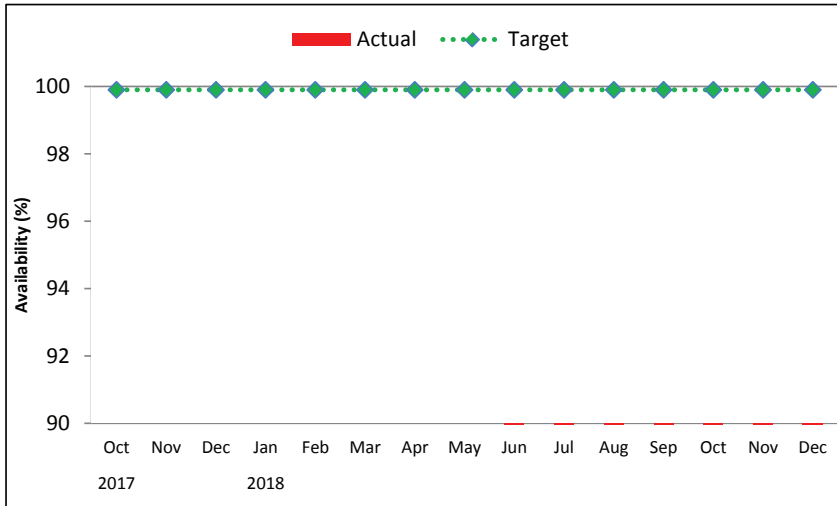
Analysis

This increase reflects the continued efforts of a number of groups ensuring issues are addressed in a timely manner and our work with Scheidt and Bachmann (S&B) to address gates with habitual problems. With the current hardware and software modification programs, we expect performance to improve through 2018.

Action Plan

We continue to work with S&B to address ongoing hardware and software issues. A number of plans have been developed and are currently being implemented, including replacing the computers inside the gates, the continued replacement of gate motors with a modified version and software patches. These plans address issues, including “ghosting”, tap/no entry, breakthroughs and motor failures. We have additional software updates scheduled in 2018 that will add functionality and provide fixes to known problems, improving gate availability.

PRESTO Card Reader Availability



Results

PRESTO card reader availability averaged 97.7% during May – a slight improvement of 0.4% compared to April.

Analysis

A software enhancement was applied to PRESTO card readers on May 11 to improve availability. The impact of the enhancement is under review. Any outstanding deficiencies will be addressed with PRESTO.

Action Plan

Assess the full impact of the recent enhancement to determine next steps. PRESTO staff have also increased the level of maintenance support for card readers in the offline state.

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

