For Information

Chief Executive Officer's Report – January 2019 Update

Date: January 24, 2019
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

The monthly, Chief Executive Officer's Report focuses primarily on performance and service standards. There are no financial impacts associated with the Board's receipt of this report.

Equity/Accessibility Matters

The TTC strives to deliver a reliable, safe, clean, and welcoming transit experience for all of its customers, and is committed to making its transit system barrier free and accessible to all. This is at the forefront of TTC's new Corporate Plan 2018-2022. The TTC strongly believes all customers should enjoy the freedom, independence, and flexibility to travel anywhere on its transit system. The TTC measures, for greater accountability, its progress towards achieving its desired outcomes for a more inclusive and accessible transit system that meets the needs of all its customers. This progress includes the TTC's Easier Access Program, which is on track to making all subway stations accessible by 2025. It also includes the launch of the Family of Services pilot and improved customer service through better on-time service delivery with improved shared rides, and same day bookings to accommodate Family of Service Trips. These initiatives will help TTC achieve its vision of a seamless, barrier free transit system that makes Toronto proud.

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, was transformed to be more closely aligned with the TTC's seven strategic objectives – safety, customer, people, assets, growth, financial sustainability, and reputation. In 2018, with the launch of the new Corporate Plan, this report has undergone progressive changes to align and reflect our reporting metrics to the TTC's continued transformation.

Issue Background

For each strategic objective, updates of current and emerging issues and multi-year 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

Lito Romano, Senior Community Liaison Officer, CEO's Office
416-397-8699
lito.romano@ttc.ca

Signature

Richard J. Leary
Chief Executive Officer

Attachments

Attachment 1 – Chief Executive Officer's Report – January 2019 Update

Toronto Transit Commission

CEO's Report

January 2019

Ongoing trend indicators: Favourable Mixed Unfavourable

*Represents four quarter average of actual results

Performance Scorecard

TTC Performance Scorecard – January 2019

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Ongoing Trend	Page
Safety and Security							
Lost-Time Injuries	Injuries per 100 Employees	Q3 2018	4.8	4.51*	✗	✗	14
Customer Injury Incidents	Injury Incidents per 1M Boardings	Q3 2018	1.04	1.02*	✗	✓	15
Offences against Customers	Offences per 1M Boardings	Q3 2018	0.69	1.00	✓	✓	16
Offences against Staff	Offences per 100 Employees	Q3 2018	3.54	3.80	✓	–	17
Fit for Duty	Cumulative total of random drug and alcohol test results	Q3 2018	NA	NA			18
Ridership							
Ridership	Monthly Ridership	Nov 2018	42M	43M	✗	–	19
Ridership	Year-to-Date Ridership	2018 YTD (to Nov)	483M	499M	✗	NA	19

Ongoing trend indicators: ✓ Favourable – Mixed ✗ Unfavourable

*Represents four quarter average of actual results

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Ongoing Trend	Page
PRESTO Ridership	Monthly Ridership	Nov 2018	17M	38M	✗	✓	21
PRESTO Ridership	Year-to-Date Ridership	2018 YTD (to Nov)	138M	202M	✗	NA	21
Wheel-Trans Ridership	Monthly Ridership	Nov 2018	434K	506K	–	✓	22
Wheel-Trans Ridership	Year-to-Date Ridership	2018 YTD (to Nov)	3,854K	4,404K	–	NA	22
Customer Experience							
Customer Satisfaction	Customer Satisfaction Score	Q3 2018	80%	80%	✓	✓	23
Subway Services							
1 On-Time Performance Line 1	Scheduled headway performance at end terminals	Nov 2018	87%	90%	✗	–	24
2 On-Time Performance Line 2	Scheduled headway performance at end terminals	Nov 2018	88%	90%	✗	–	25
3 On-Time Performance Line 3	Scheduled headway performance at end terminals	Data currently unavailable		90%			26

Ongoing trend indicators: ✓ Favourable – Mixed ✗ Unfavourable

*Represents four quarter average of actual results

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Ongoing Trend	Page
4 On-Time Performance Line 4	Scheduled headway performance at end terminals	Nov 2018	99%	90%	✓	✓	27
1 Capacity Line 1	Trains per hour during peak	Nov 2018	92.9%	96%	✗	–	28
1 Capacity - Bloor Station	Trains per hour – 8am to 9am	Nov 2018	95%	96%	✗	–	28
1 Capacity - St. George Station	Trains per hour – 8am to 9am	Nov 2018	99%	96%	✓	–	28
2 Capacity Line 2	Trains per hour during peak	Nov 2018	89%	96%	✗	–	29
3 Capacity Line 3	Trains per hour during peak	Nov 2018	99%	98%	✓	–	30
4 Capacity Line 4	Trains per hour during peak	Nov 2018	100%	98%	✓	✓	31
Amount of Service	Average Weekly Service Hours Delivered	Oct 2018	10.9K	11K	✗	✓	32
Vehicle Reliability-T1 Trains	Mean Distance Between Failures	Nov 2018	459,179 km	300,000 km	✓	✓	33
Vehicle Reliability-TR Trains	Mean Distance Between Failures	Nov 2018	1,019,902 km	600,000 km	✓	✓	34

Ongoing trend indicators: ✓ Favourable – Mixed ✗ Unfavourable

*Represents four quarter average of actual results

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Ongoing Trend	Page
Service Availability	Daily Average Service Delivered	Nov 2018	100%	100%	✓	✓	35
Subway Cleanliness	Audit Score	Q3 2018	93%	90%	✓	✓	36
Streetcar Services							
On-Time Performance	On-Time Departure from End Terminals	Nov 2018	57%	90%	✗	–	37
Short Turns	Monthly Total Short Turns	Nov 2018	2,879	1,272	✗	✗	38
Amount of Service	Average Weekly Service Hours	Oct 2018	18.4K	18.4K	✓	✓	39
Vehicle Reliability-LFLRV *(Low-Floor Light Rail Vehicle)*	Mean Distance Between Failures	Nov 2018	12,485 km	35,000 km	✗	–	40
Vehicle Reliability-CLRV *(Canadian Light Rail Vehicle)*	Mean Distance Between Failures	Nov 2018	3,310 km	6,000 km	✗	–	41
Vehicle Reliability-ALRV *(Articulated Light Rail Vehicle)*	Mean Distance Between Failures	Nov 2018	5,015 km	6,000 km	✗	✓	42
Road Calls and Change Offs	Average Daily Road Calls or Vehicle Change Offs	Nov 2018	12	2	✗	–	43

Ongoing trend indicators: ✓ Favourable – Mixed ✗ Unfavourable

*Represents four quarter average of actual results

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Ongoing Trend	Page
Service Availability	Daily number of vehicles available for service	Nov 2018	100%	100%	✓	✓	44
Streetcar Cleanliness	Audit Score	Q3 2018	94.8%	90%	✓	✓	45
Bus Services							
On-Time Performance	On-Time Departures from End Terminals	Nov 2018	71%	90%	✗	✓	46
Short Turns	Monthly Total Short Turns	Nov 2018	2,981	2,091	✗	✓	47
Amount of Service	Average Weekly Service Hours	Oct 2018	154K	150K	✓	–	48
Vehicle Reliability	Mean Distance Between Failures	Nov 2018	20,000 km	12,000 km	✓	✓	49
Road Calls and Change Offs	Average Daily Road Calls or Vehicle Change Offs	Nov 2018	27	24	✗	✓	50
Service Availability	Daily Average Service Delivered	Nov 2018	102.7%	100%	✓	✓	51
Bus Cleanliness	Audit Score	Q3 2018	94.7%	90%	✓	✓	52

Ongoing trend indicators: ✓ Favourable – Mixed ✗ Unfavourable

*Represents four quarter average of actual results

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Ongoing Trend	Page
Wheel-Trans Services							
On-Time Performance	% Within 20 Minutes of Schedule	Nov 2018	91.5%	90%	✓	✓	**53**
Vehicle Reliability	Mean Distance Between Failures	Nov 2018	18,993 km	12,000 km	✓	✓	**54**
Accommodation Rate	Percentage of Requested Trips Completed	Nov 2018	99.9%	99%	✓	✓	**55**
Station Services							
Station Cleanliness	Audit Score	Q3 2018	77.47%	75%	✓	✓	**56**
Elevator Availability	Percent Available	Nov 2018	98.2%	98%	✓	✓	**57**
Escalator Availability	Percent Available	Nov 2018	96.3%	97%	✗	✓	**58**
PRESTO Fare Gates	Percent Available	Sep 2018	97.7%	99%	✗	−	**59**
PRESTO Fare Card Reader	Percent Available	Nov 2018	98.9%	99.9%	✗	−	**60**

Ongoing trend indicators: ✓ Favourable − Mixed ✗ Unfavourable

*Represents four quarter average of actual results

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Ongoing Trend	Page
PRESTO Fare Vending Machine (FVM)	Percent Available	Nov 2018	92.72%	99.9%	✗	−	61
PRESTO Self-Serve Reload Machine (SSRM)	Percent Available	Nov 2018	99.4%	99.9%	✗	−	62
PRESTO Fares and Transfer Machines	Percent Available	Nov 2018	90.9%	99.9%	✗	−	63

Ongoing trend indicators: ✓ Favourable − Mixed ✗ Unfavourable

*Represents four quarter average of actual results

CEO's Commentary

I want to begin by officially welcoming new Commissioners Brad Bradford, Jim Karygiannis, Jennifer McKelvie and Chair Jaye Robinson, and welcoming back returning Commissioners Shelley Carroll, Denzil Minnan-Wong, Joanne DeLaurentiis, Alan Heisey and Ron Lalonde to the TTC Board. We have an ambitious agenda ahead of us, and I look forward to all that we can accomplish together.

At their first meeting of the 2018-2022 term on December 13, 2018, City Council discussed a report entitled "Engagement with the Province on Toronto's Transit System" about potential provincial uploading of the subway system. Council directed the City Manager to work in consultation with me to negotiate a joint Terms of Reference to guide a discussion and information exchange process between the Province and the City on the alignment of transit responsibilities. A joint Terms of Reference will need to have regard to an agreed-upon set of objectives, a process for evaluating options, risks and impacts, and inclusion of a public consultation process.

Council also authorized us, along with the Mayor, City Manager and other staff, to engage in discussions with the province, subject to the development of the joint Terms of Reference. Council directed the City Manager to retain a third party validator for the City to determine all asset values. The City Manager is to provide an update to Council in the first quarter of this year.

I am proud to share with you some service highlights from the past month. In early December, we completed the work necessary to have subway service on Line 1 between Vaughan Metropolitan Centre and Dupont stations run on our new automatic train control (ATC) signaling system. This milestone means improved reliability on 40% of Line 1. The positive benefit extends throughout the entirety of Line 1, even where ATC is currently not installed.

In December, ATC conventional signalling and track work was completed in Wilson Yard that optimizes all scheduled service run-outs. Work has already begun on the next segment of Line 1 from Dupont to St Patrick stations with anticipated revenue service in late spring. An update is planned for the April Board meeting.

On the mornings of December 10 and 19, we achieved a fantastic breakthrough when we moved 29 trains southbound through Bloor/Yonge station between the hours of 8 and 9 a.m., what we refer to as the peak of our morning service. For reference, we had often only put through 22 or 23 trains during this period. This means around 5,000 more people were able to get where they were going in that hour.

On December 4, St Patrick Station became the 45th accessible subway station. The process of making the station accessible was a partnership requiring the combined efforts and collaboration of TTC

staff and the owners of 480 University Avenue (Amexon) at the northwest corner of University Ave. and Dundas St. W. The TTC project provided an elevator from the TTC concourse to the subway platform level, and the private development at 480 University Avenue completed the accessible path by building an entrance with stairs and an elevator within their building that provides access from street level to concourse level. Installing elevators into an existing downtown subway station while keeping the station operational at all times is a monumental task. For their support and patience during construction, we are grateful to local Councillors Kristyn Wong-Tam (Ward 13) and Joe Cressy (Ward 10), local residents and businesses, and of course TTC customers. The TTC will be fully accessible by 2025, the date mandated by the *Accessibility for Ontarians with Disabilities Act, 2005.*

On the weekend of December 8, we achieved a significant milestone in the Wheel-Trans 10-Year Strategy and Transformation Program when we launched an updated state-of-the-art booking software and accompanying website that provides customers with a more flexible and responsive system. Initial technical challenges for some of our customers resulted in a surge of calls to our reservations call centre and customer service line, which are already working beyond capacity. We are presently working on a strategy to resolve the call centre volume issue and will report back at a future meeting.

Despite early challenges, subsequent customer feedback about the new website has been increasingly positive, with customers saying the site is more intuitive and faster, with better functionality, including a map function to supplement the normal typed-address booking function. The main system problems have been rectified and we have continued to communicate with our customers to help them through the transition.

On Sunday, January 6, Yorkdale and Lawrence West became the two newest TTC stations to close collector booths permanently and move to the new Customer Service Agent model. In place of booths, these stations now have Customer Service Agents and PRESTO and fare vending machines. The transition began with the opening of the Line 1 extension into Vaughan in December 2017 – all six new stations opened under this model, and Sheppard West and Wilson transitioned at that time. All TTC stations will eventually transition away from collector booths as part of the ongoing modernization and implementation of PRESTO across the system.

In December and early January, we employed a variety of communications tactics to inform our customers of the coming change, including public address announcements in stations, earned and social media, advertising and face-to-face communication, with Station Ambassadors in those two stations handing out information postcards and discussing the changes with customers.

After several weeks' hiatus from weekend closures, we are resuming closures in January to complete

necessary track work as well as work on the Eglinton Crosstown. Closures have already taken place for further work on the ATC signal system.

We are committed to fully communicating planned closures in advance so our customers can be prepared for longer commute times and try to plan alternate routes, if possible. We know that closures cause great inconvenience and we work with our stakeholders, including customers, local Councillors and BIAs to try to mitigate the impacts of closures.

By the end of 2018, 117 new low-floor streetcars were available for service at the TTC. Bombardier remains committed to their original contract target of 204 streetcars by the end of Q4 2019.

In December 2017, the TTC announced the modernization of its Wheel-Trans fleet through the purchase of 80 new Dodge ProMaster vehicles, funded through the Public Transit Infrastructure Fund (PTIF). We have now taken delivery of all 80 vehicles, allowing us to better meet the travel needs of Wheel-Trans customers in vehicles that are more environmentally friendly and cost-effective to operate and maintain than the diesel fleet.

In accordance with the Green Bus Technology Plan approved by the Board in November 2017, 365 new buses scheduled for delivery in 2018 were delivered on-time by Nova Bus. This represents the largest number of buses ever received by TTC in one year.

The arrival of the last clean diesel bus on December 17, 2018 marked a major milestone in TTC's transition to a zero-emissions bus fleet. Also by the end of December, we received all 55 hybrid electric buses expected in 2018. The hybrid electric buses are currently being tested and commissioned and are expected to enter service out of Arrow and Malvern garages by the end of January 2019. The hybrid electric bus is a key step in the natural progression to a fully electric battery bus and allows the TTC to start gaining early operating and maintenance experience with all the electrified on-board systems.

We are scheduled to receive the first of 60 battery electric buses in March 2019. The buses will come from three manufacturers, BYD, New Flyer Group Industries and Proterra. We are mobilizing construction at Arrow Road, Eglinton and Mt Dennis garages to ensure that infrastructure is in place to support the buses.

Infrastructure modifications present the largest challenge on the program and, while our business partners at Toronto Hydro and Panasonic Eco Solutions Canada are committed to successful completion prior to arrival of the buses, there is a contingency plan in place for temporary charging solutions at each garage in case of infrastructure delays.

The Green Procurement Plan currently projects a mix of hybrid electric and fully electric bus procurements for the years 2021-2024 as we transition to steady-state procurement of solely fossil fuel free/zero emissions buses in

2025 and beyond. These green buses will be deployed at garages across the city, resulting in an improvement in air quality and substantial reduction in greenhouse gas emissions.

Overcrowding

Starting with this report, the CEO Commentary will provide an update on overcrowding on all conventional transit modes once each quarter.

As outlined in the table below, crowding on streetcars and buses has decreased significantly year-over-year, but has remained consistent on subway.

We attribute the reduction in bus overcrowding directly to investments in capacity improvements made by the Board and Council in the fall of 2018. For streetcar services, the reduction is due in large part to the continued roll-out of new high-capacity, low-floor streetcars.

The TTC's action plan to address overcrowding focuses on matching capacity with demand and includes reallocating resources from routes with excess capacity to those that are overcrowded. In the first quarter of this year, we will directly address overcrowding on three routes in three periods of operation.

Mode	Q4 2017 - Overcrowding				Q4 2018 - Overcrowding			
	Routes	Peak Periods	Off-Peak Periods	Total	Routes	Peak Periods	Off-Peak Periods	Total
Bus	54	27	90	**117**	38	3	65	**68**
Streetcar	8	5	25	**30**	6	5	20	**25**
Subway	2	3	2	**5**	3	2	3	**5**
Total	**64**	**35**	**117**	**152**	**47**	**10**	**88**	**98**

Note: In peak periods (weekday mornings and afternoons), the TTC's crowding standard for all modes is set to accommodate seated and standing customers. In off-peak periods, the crowding standard is set to accommodate seated customers for bus and streetcar services and seated and standing customers (to a lesser degree than in the peak periods) for subway.

Safety

In November 2018, a Working Group was formed at the request of the Safety, Security, and Environment Executive (SX) Committee to analyze the increase in reports of occupational injuries due to acute emotional events over the last two years.

Two legislative changes introduced in January 2018 by the Workplace Safety and Insurance Board (WSIB) are contributing to the increase in reporting:

1. The new policy on Chronic Mental Stress allows for compensation due to work-related stressors like bullying, harassment and other substantial stressors deemed as the predominate cause of the worker's medical condition; and
2. The revisions to the policy on Traumatic Mental Stress changed the definition to broaden the spectrum of psychological claims that can now be approved by the WSIB.

Greater social awareness of the importance of mental health and a reduced stigma around mental health challenges may also be contributing towards the increase in reporting.

The data analysis reveals the leading cause of lost-time injuries due to acute emotional events is involvement or witness to a fatality within the workplace, including suicide. As these types of events occur primarily within subway, the Subway Transportation Department accounts for the greatest number of lost-time injuries in this category. A Corporate Suicide Prevention Program was approved in November 2018 and the Suicide Prevention Working Group is actively exploring a number of initiatives based on industry best practices.

With respect to no lost-time injuries, the leading cause due to acute emotional events is exposure to inappropriate customer behaviour or conduct, including verbal abuse.

Since there is greater exposure to these situations on surface vehicles, Streetcar, Bus and Wheel-Trans Departments accounted for the greatest number of no lost-time injuries in this category. The Transit Enforcement Unit currently uses video reviews to provide incident summaries to Bus and Streetcar Transportation for coaching and counselling purposes.

Consideration will be given to the review of existing training content regarding de-escalation techniques and dealing with difficult customers, as well as incorporating mental health and resiliency elements.

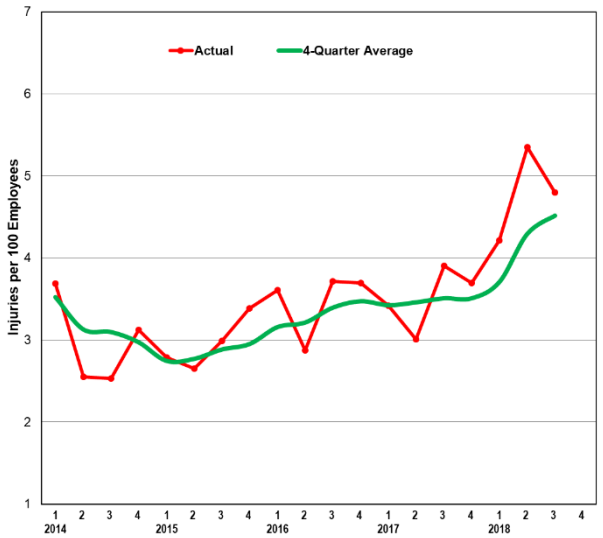
Other improvements include expansion of the Peer Support Program and access to additional mental health resources under the Benefits Program. In addition, consideration will be given to enhance the services provided by the Employee Family Assistance Program and pre-placement medical program.

The Working Group will continue to meet on a regular basis to assess trends in occupational injuries and provide recommendations for improvement to the SX Committee.

Richard J. Leary
Chief Executive Officer

Safety and Security

Lost-Time Injuries Rate (LTIR)



Definition
Number of lost-time injuries reported per 100 employees.

Contact
John O'Grady,
Chief Safety Officer

Results

The LTIR for the third quarter of 2018 was 4.80 injuries per 100 employees.

Analysis

The 4-quarter average LTIR to the end of Q3 2018 was 4.51 injuries per 100 employees. The LTIR for the current quarter was 6% higher than the 4-quarter average LTIR. This increase was mainly attributed to an increase in Acute Emotional Event (AEE) injuries in this quarter.

The 4-quarter average line shows there has been an upward trend in LTIRs since 2015.

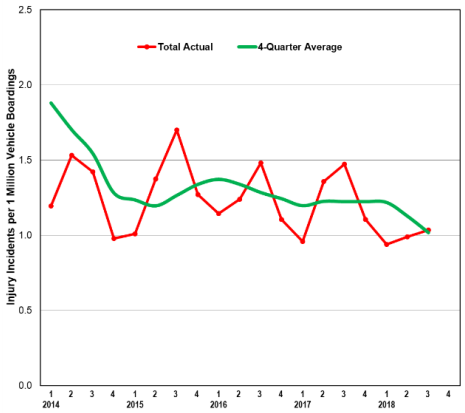
Action Plan

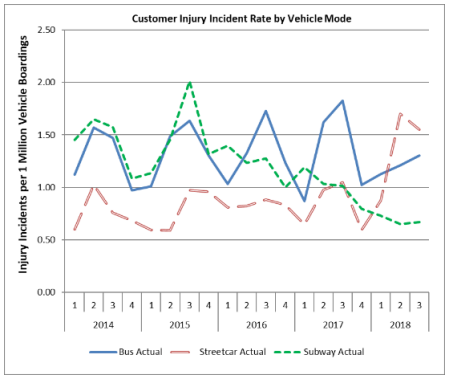
AEE injuries caused by sudden and unexpected traumatic events continue to represent the second highest injury type and account for 16% of all lost-time injuries since 2014. In January 2018, under the Workplace Safety and Insurance Board Act, the Province expanded its definition for emotional trauma claims to include chronic stress in the workplace. Staff anticipate that this change may continue to increase the prevalence of claims for emotional trauma.

Musculoskeletal/ ergonomic type injuries (i.e. overexertion, reach/bend/twist, repetition) account for 23% of all lost-time injuries and continue to represent the highest injury event type since 2014. The Ergonomic Musculoskeletal Disorder Prevention Program, currently being implemented, focuses on preventing such injuries and resolving ergonomic concerns. The program is expected to be fully in place by the end of 2019.

Note: Q4 2018 data will be available in the March 2019 CEO Report.

Customer Injury Incidents Rate (CIIR)





Definition
Number of customer injuries per one million boardings.

Contact
John O'Grady,
Chief Safety Officer

Results

The CIIR (includes bus, streetcar and subway customer injury incident rates) for the third quarter of 2018 was 1.04 injury incidents per one million vehicle boardings.

Analysis

The 4-quarter average CIIR to the end of the third quarter of 2018 was 1.02 injury incidents per one million vehicle boardings. The CIIR for the current quarter was 2% higher than the 4-Quarter Average rate.

The 4-Quarter Average line shows there has been an overall continued downward trend in CIIRs since 2014. This decrease is mainly attributed to a reduction in customer injury incident rates in the subway.

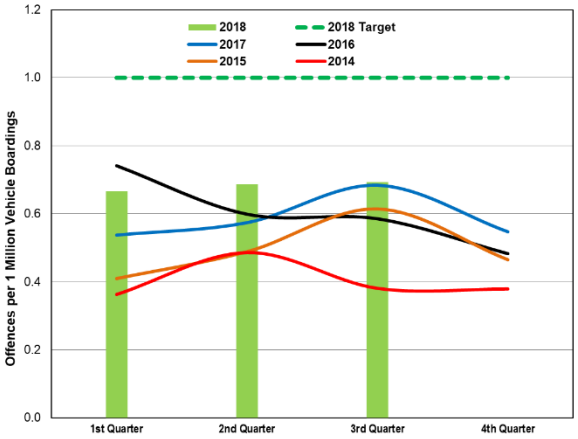
Action Plan

The continuous reduction in station-related subway injuries since 2015 is partly attributed to a reduction in elevator/escalator injury incidents compared to previous years. Since March 2018, elevator and escalator safety videos play hourly on most TTC platform video screens and station information screens.

In addition, the reduction in station related subway injuries over the years is partly attributed to the reduction in slip/trip injury incidents due to the application of slip resistant coating on selected station floor areas.

Note: Q4 2018 data will be available in the March 2019 CEO Report.

Offences Against Customers



Definition
Number of offences against customers per one million vehicle boardings.

Contact
Collie Greenwood,
Chief Service Officer

Results

The rate of crimes against customers stayed at 0.69 offences per one million vehicle boardings for Q2 and Q3. The rate of offences against customers for Q3 2018 was 0.69, which is 1.5% higher than the corresponding Q3 2017 rate of 0.68.

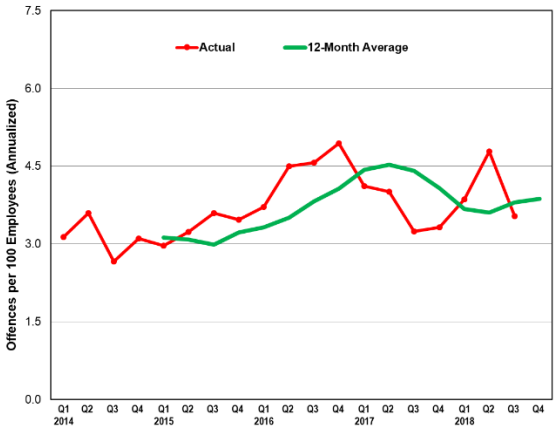
Analysis

The third quarter of 2018 saw a decrease in sexual assaults and an increase in thefts. There was no significant change in robbery rate.

Action Plan

Transit Enforcement Special Constables will continue to engage with the public to provide a visible presence across the system with a greater focus on high-risk areas.

Offences Against Staff



Definition
Number of offences per 100 employees.

Contact
Collie Greenwood,
Chief Service Officer

Results

The rate of offences against staff per 100 employees decreased from 4.78 in Q2 of 2018 to 3.54 in Q3, a reduction of 26%. The current rate of offences against staff is 9% higher in comparison to the rate in Q3 2017 which was 3.24.

Analysis

Q3 saw a decline of 17 incidents of threats and 20 incidents of assaults from the previous quarter. While the 12-Month Average line shows a steady increase in offences against staff between 2015 and 2017, the overall trend of offences since that time has been decreasing.

Action Plan

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

Fitness for Duty

Total number of employees who were non-compliant or refused to test under the random program: 67

Date range: May 8, 2017 – September 30, 2018

Random Testing Summary				
	2018 (Q1-Q3)	2017	Total *	%
Compliant Tests	1954	1627	3581	98.2%
Unionized Employee Non-Compliant Test Results (Drug, alcohol, refusal)	35	29	64	1.8%
Staff Employee (non-unioninzed) Non-Compliant Test Results (Drug, alcohol, refusal)	0	3	3	0.1%
Total	1989	1659	3648	100.0%

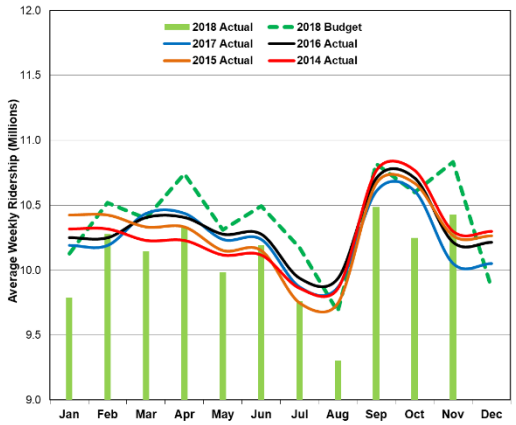
*Currently 13 drug results have yet to be reported as they are still at the lab undergoing analysis.

Non-Compliance Breakdown				
Category	2018	2017	Total	Percentage
Drug	33	24	57	85.1%
Alcohol	1	5	6	9.0%
Refusals	1	3	4	6.0%
Total	35	32	67	100.0%

The data shows the number of random tests conducted on designated TTC employees (safety sensitive, specified management, and designated executive) in the specified period of time. *(Data is provided by DriverCheck Inc., the TTC's 3rd party provider)*

Ridership

TTC Ridership



Definition

Average number of journeys per week including paid and free journeys (e.g. two-hour transfers and children under the age of 12). A journey with transfers is counted as one journey. The total is derived from cash, tickets and token counts, Metropass and Presto data, diary studies and ridership analytics.

Contact

Dan Wright,
Chief Financial Officer

Results

Ridership in Period 11 (November) was at 41.7 million, representing 10.4 million passengers per week. November ridership was 1.6 million (3.8%) below the budget of 43.3 million rides and 1.3 million (3%) below the same period in 2017.

The year-to-date ridership at the end of November was 483.0 million which was 16.2 million (3.3%) below budget and 10.6 million (2.1%) below the comparable period in 2017.

Analysis

Although improvements have been recognized by stakeholders, ridership has flatlined since 2014. This is due to various factors, including congestion, customer mobility and growth in digital ride-hailing services. As indicated in the most recent Ridership Growth Strategy, over the past decade, major shifts in demographics, travel behaviour and technology have changed how people travel in cities. For example, in Toronto as in other major cities, a multitude of mobility options including cycling, walking, bike and car sharing are growing rapidly and becoming more and more tailored to the individual and to trip style.

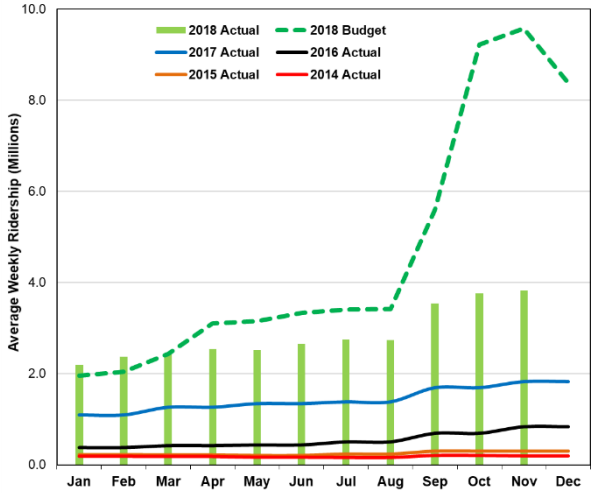
More recently, another important factor that has adversely impacted measured ridership is the ongoing decrease in Metropass sales, which currently generate approximately 33% of total ridership. November 2018 Metropass sales were 259,000, down 48,000 from November 2017 Metropass sales of 307,000. Some of these lost sales, however, have been offset by an increase in PRESTO e-purse transactions, resulting in a higher average fare with total revenue almost unchanged.

Action Plan

To re-establish sustained ridership growth, a new Ridership Growth Strategy, an extension of the 2018-2022 TTC Corporate Plan, is being implemented with three main objectives: (1) Retain current

customers; (2) Increase transit riders per current customer; and (3) Attract new customers to the system. To meet the Ridership Growth Strategy's objectives, the TTC will focus on the following three Corporate Plan Critical Paths: (1) Move more customers, more reliably; (2) Make taking public transit seamless; and (3) Innovate for the long term.

PRESTO Ridership



Definition
Average number of journeys per week using PRESTO fare media, including PRESTO taps and PRESTO pass rides.

Note: PRESTO ridership is included in TTC ridership totals.

Contact
Dan Wright,
Chief Financial Officer

Results

There were 17.5 million customer journeys using the PRESTO Farecard in Period 11 (November), which was 20.8 million (54%) below budget but up 9.9 million (131%) compared to the same period in 2017. Year-to-date ridership at the end of November was 138.1 million, 64.2 million (32%) below budget but up 71.9 million (108%) compared to the same period in 2017.

Analysis

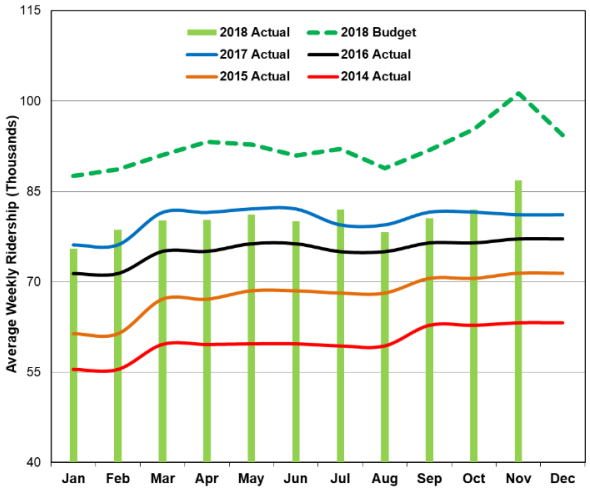
Substantial progress has been made over last year with numerous fare products now available on PRESTO, PRESTO fare readers installed on all buses and streetcars and PRESTO fare gates and fare vending machines installed at all subway entrances. As a result, ridership using PRESTO continues to grow and was 17.5 million for Period 11 (November), representing an average 4.4 million passengers per week, which was 2.5 million (131%) higher than the comparable period in 2017. While substantial progress has been made on PRESTO adoption, the increase in adoption rates that was expected in the fall did not fully materialize as the original target for retiring legacy pass products in 2018 was not met.

That said, there was an increase of 77,000 unique PRESTO cards using the system in November, and more than 64% of these customers used e-purse (compared to period pass), possibly to take advantage of the two-hour transfer for “Hop On Hop Off” trip program that was introduced in August.

Action Plan

PRESTO adoption will continue to increase with the phasing out of legacy fare media, more fare options made available under PRESTO and a number of marketing and communication initiatives which will encourage PRESTO adoption. Legacy Metropasses will be discontinued as of January 1, 2019 and the PRESTO adoption rate is expected to increase significantly at that time and throughout 2019, reaching approximately 95% once legacy fare media is no longer sold and accepted.

Wheel-Trans Ridership



Definition
Average number of journeys per week using both Wheel-Trans dedicated services and contracted services.

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

Contact
Dan Wright,
Chief Financial Officer

Results

Ridership in November 2018 was 434,000 (or 86,900 passengers per week). This figure was 14% lower than the budgeted 101,000 customers per week. In terms of year-over-year growth, the November weekly ridership of 86,900 is relatively flat compared to prior year.

Year-to-date to the end of November 2018, ridership was 550,000 (12.5%) below budget but 58,000 (1.5%) above the comparable period in 2017.

Analysis

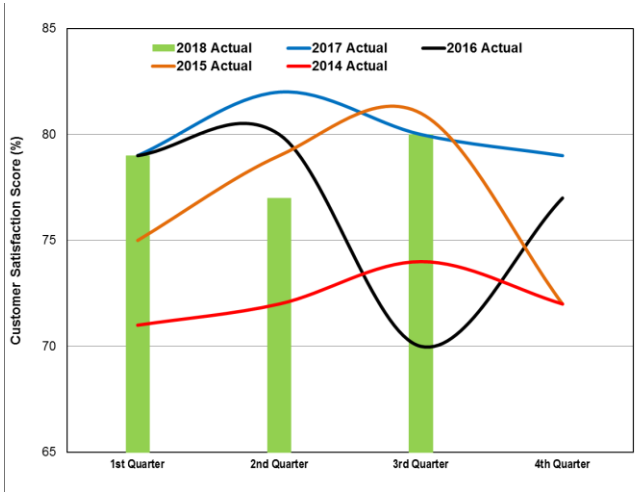
Wheel-Trans ridership continues to trend relatively flat in comparison to 2017. Surveys and analysis on the customer behaviour patterns indicates that customers are fully diverting trips to conventional services where possible, indicating early success of the Family of Services initiative. The 2018 ridership projection has been revised to 0% growth over 2017. The customer base has been increasing at a rate of more than 1,000 per month, with slightly over half, classified as conditional customers. These new conditional customers are taking fewer Wheel-Trans door-to-door trips, with data supporting that they are diverting trips to conventional services.

Action Plan

The new Scheduling and Dispatching software upgrade that will allow customers to book online Family of Services trips will enable Wheel-Trans to provide shorter trips and achieve the goals established by the 10-Year Strategy, while also offering customers better service to match their abilities for travel. The TTC will monitor customer trips and volume of trips booked, both through reservations and online, to better understand new travel trends and better forecast demand. A follow-up survey will be completed in early 2019 regarding diverted trips by customers in order to incorporate this information into the ridership trend analysis.

Customer Experience

Customer Satisfaction Score



Definition
Overall satisfaction: How satisfied were you overall with the quality of the TTC's service on the last TTC trip you took?

Contact
Kathleen Llewellyn-Thomas, Chief Customer Officer

Results

Eight in ten customers expressed high overall satisfaction (80%) with the quality of TTC service in Q3 2018. This is in line with last quarter (77%) and last year's overall satisfaction scores of 80%.

Analysis

Pride in the TTC and what it means for Toronto is steady and has increased from last quarter (77%) with over three-quarters of customers agreeing they are proud of the TTC. Value for money has returned to a higher score this quarter, consistent with the scores experienced in Q2 2018 (57%).

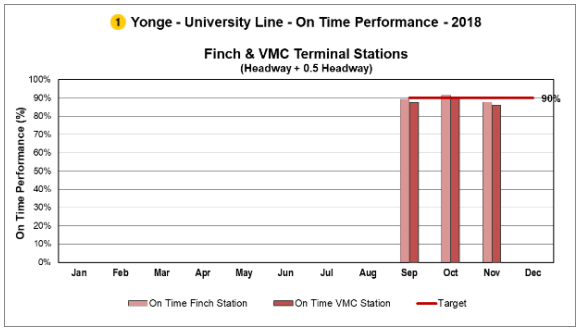
Customer satisfaction with levels of crowding remains consistent and higher than average for subway and bus customers this quarter, while streetcar customers experienced a decrease in levels of satisfaction with levels of crowding compared to last quarter and last year.

Action Plan

Rising customer satisfaction with levels of crowding on subways and buses signals that various capacity improvements made this year are having a real impact on customer perceptions of TTC service. Improvements include, for example, adding more trains to Line 1 in the a.m. peak and expanding the network of Express buses. This positive trend is expected to continue as these initiatives continue to be rolled out for bus and subway service. Decreasing customer satisfaction with levels of crowding for streetcar service will be monitored as various service improvements are made, including a service increase for the 505 Dundas streetcar.

Subway Services

Subway: Line 1 On-Time Performance (OTP) – Finch and Vaughan Metropolitan Centre (VMC) Terminal Station



Definition
On-Time Performance (OTP) measures the headway adherence of all service trains at end terminals. Data represents Monday to Friday service between the 6 a.m. and 2 a.m. To be on time a train must be within 1.5 times of its scheduled headway.

Contact
James Ross,
Chief Operating Officer

Results

In November 2018, Line 1 OTP decreased to 87.8% from 91.3% at Finch and to 86.1% from 90.1% at VMC.

Analysis

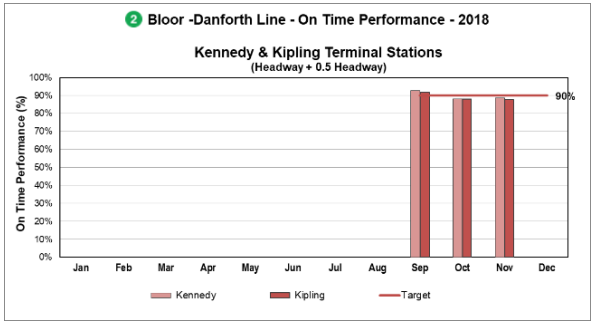
In November 2018, there was an increase in delay incident and delay minutes of 6.9% from October. These increases delayed trains from getting to the end terminals in a timely manner which in turn delayed their departures. Subway infrastructure equipment experienced a 70% increase in delay minutes.

Some of these issues were related to seasonal changes. Winter weather, including snow and freezing temperatures impacted certain equipment. Issues forcing trains to run in manual mode in the Automatic Train Control (ATC) section also contributed to the lower performance of this metric.

Action Plan

After a signal failure earlier this year that resulted in a delay at Davisville, the root cause analysis determined that more checks on weather-stripping must be conducted. A full review was completed and this will be added to future requirements. The implementation of ATC will greatly reduce many common subway infrastructure incidents. For example, there were over 300 incidents between these areas from September to November, 2018. These incidents will not occur in sections where ATC is operational.

Subway Line 2 On-Time Performance (OTP) – Kennedy and Kipling Terminal Stations



Definition

On-Time Performance (OTP) measures the headway adherence of all service trains at end terminals. Data represents Monday to Friday service between 6 a.m. and 2 a.m. To be on time a train must be within 1.5 times of its scheduled headway.

Contact

James Ross,
Chief Operating Officer

Results

In November 2018, Line 2 OTP increased to 88.7% from 88.2% at Kennedy and dropped from 87.9% to 87.6% at Kipling.

Analysis

The improvement was due to a 37% decrease in both customer-caused delay minutes and Speed Control System (SCS) incidents. The SCS was related to an engineering change that was put in place in order to prevent wheel flats from developing on the T1 train fleet. The improvement was partially offset by the restricted speeds required in the open cut sections, which slowed arrival and departure times.

Action Plan

Future changes to the SCS will be considered for upcoming software changes in 2019, which could further reduce the likelihood of these incidents from occurring.

Subway Line 3 On-Time Performance (OTP) – Kennedy and McCowan Terminal Stations

Current data not available. To be updated in the February CEO Report.

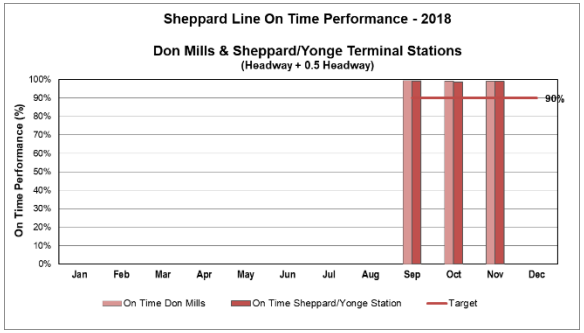
Definition

On-Time Performance (OTP) measures the headway adherence of all service trains at end terminals. Data represents Monday to Friday service between the 6 a.m. and 2 a.m. To be on time a train must be within 1.5 times of its scheduled headway.

Contact

James Ross,
Chief Operating Officer

Subway Line 4 On-Time Performance (OTP) – Don Mills and Sheppard Terminal Station



Definition

On Time Performance (OTP) measures the headway adherence of all service trains at end terminals. Data represents Monday to Friday service between the 6:00am and 2:00am. To be on time a train must be within 1.5 times of its scheduled headway.

Contact

James Ross,
Chief Operating Officer

Results

In November 2018, Line 4 OTP increased to 99.2% from 99.0% at Don Mills and to 98.9% from 98.8% at Sheppard-Yonge Station**.**

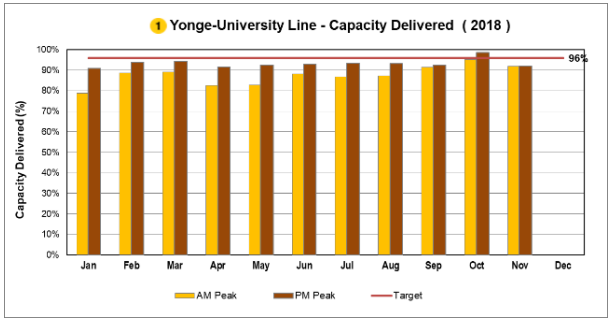
Analysis

The number of delay incidents and minutes decreased in November. Delays in all categories remain low. There were 21 days in November in which there were no delay minutes acquired on Line 4. This enabled high-end terminal departure performance.

Action Plan

Line 4 will continue to be managed effectively and monitored for issues that may cause delays from the end-terminals.

Subway Capacity – Line 1



Definition
Total number of trains that travelled through 12 key sampling points during a.m. and p.m. peak as a percentage of trains scheduled. Data is based on Monday to Friday service.
Peak periods: 6:00 a.m. to 9:00 a.m. and 3:00 p.m. to 7:00 p.m.

Contact
James Ross,
Chief Operating Officer

Results

The average peak capacity for Line 1 in November 2018 for both a.m. and p.m. peak times was 93%, falling short of the 96% target.

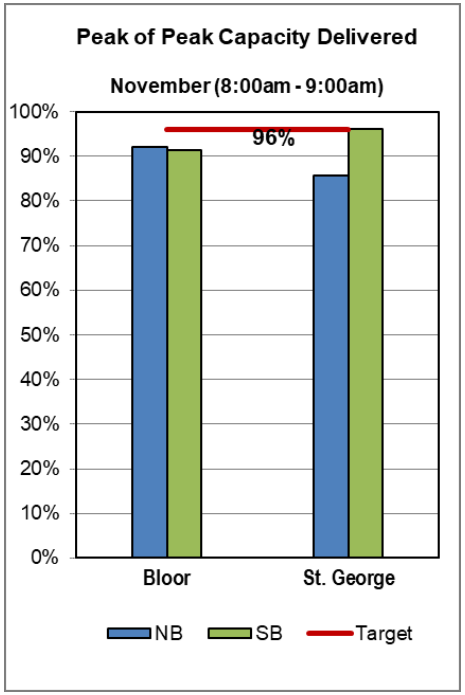
Analysis

While we continued to exceed scheduled capacity during many a.m. peaks in November, we also continue to see increased levels of delay incidents that are customer related, negatively impacting the overall average capacity delivered for the month. In these cases, the use of Run-As-Directed (RAD) trains can often help mitigate the delay and keep our customers moving.

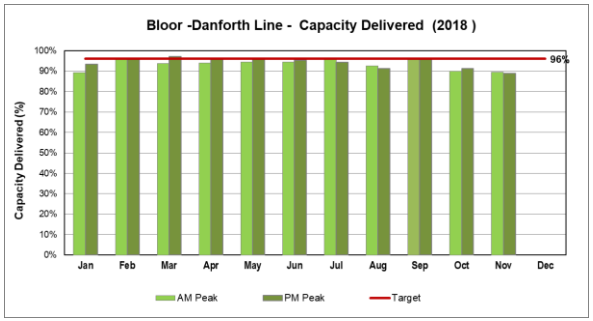
During the last weeks of November, there was a restricted speed zone (RSZ) from Glencairn Station to Lawrence West Station due to track issues. The speed through this area was reduced to 10 km/h for the balance of the month, also affecting scheduled train delivery. It was later increased to 20 km/h.

Action Plan

A fourth RAD train was added to the schedule in the a.m. peak during the third week of November. A RAD train was also added to the afternoon service. In January 2019, a second RAD will be added to the p.m. service. The addition of RAD trains is expected to help increase Line 1 resiliency during peak times.



Subway Capacity – Line 2



Definition

Total number of trains that travelled through 10 key sampling points during a.m. and p.m. peak as a percentage of trains scheduled. Data based on Monday to Friday service. Peak periods: 6:00 a.m. to 9:00 a.m. and 3:00 p.m. to 7:00 p.m.

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

Contact

James Ross,
Chief Operating Officer

Results

The average capacity achieved in November 2018 was 89%, falling short of the 96% target.

Analysis

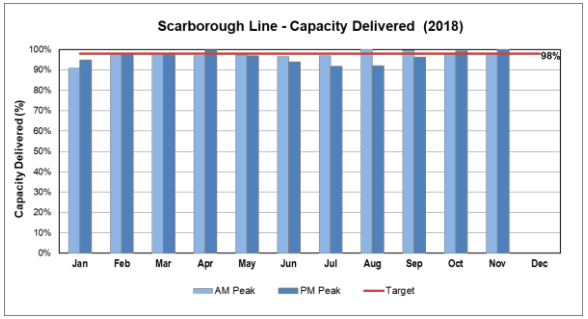
The issue of wheel flats, previously reported in the October 2018 results, continue to be an issue on Line 2. A speed restriction in open cut areas was implemented at 35 km/h. The slower speed reduced the number of emergency brake incidents due to wheel spin/slide, preventing additional wheel flats, but also negatively impacted the quality of service provided.

Action Plan

Wheel flats are a known occurrence in the rail transportation industry, although the problem this season has been dramatically worse than previous years, reducing capacity delivered during peak times. In 2019, additional trains will be added to the Line 2 schedule and are expected to increase peak capacity.

Staff have also taken proactive measures to keep tracks clear of leaves by regular cleaning and tree pruning in open areas. In the fall, we will also be exploring new rail lubricators and power washing rails in an effort to limit wheel-spin and slide which are common causes for wheel flats and subsequent maintenance.

Subway Capacity – Line 3



Definition
Total number of trains that travelled through two key measure points during a.m. and p.m. peak as a percentage of trains scheduled. Data is based on Monday to Friday service.
Peak periods: 6:00 a.m. to 9:00 a.m. and 3:00 p.m. to 7:00 p.m.

Contact
James Ross,
Chief Operating Officer

Results

The peak capacity delivered on Line 3 was 99.2% which exceeded the target 98%. This is the highest percentage achieved since November 2017.

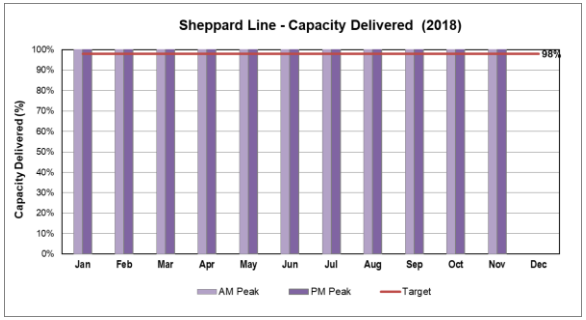
Analysis

There was only one morning where the number of trains delivered per hour dropped below 10. This was due to an 86-minute delay related to a system communication issue.

Action Plan

The TTC will work to maintain these high levels of peak capacity on Line 3 by ensuring that controllable delays are prevented.

Subway Capacity – Line 4



Definition
Total number of trains that travelled through two key measure points during a.m. and p.m. peak as a percentage of trains scheduled. Data is based on Monday to Friday service.
Peak periods: 6:00 a.m. to 9:00 a.m. and 3:00 p.m. to 7:00 p.m.

Contact
James Ross,
Chief Operating Officer

Results

The capacity on Line 4 exceeded the target and achieved 100% capacity for the 11th consecutive month.

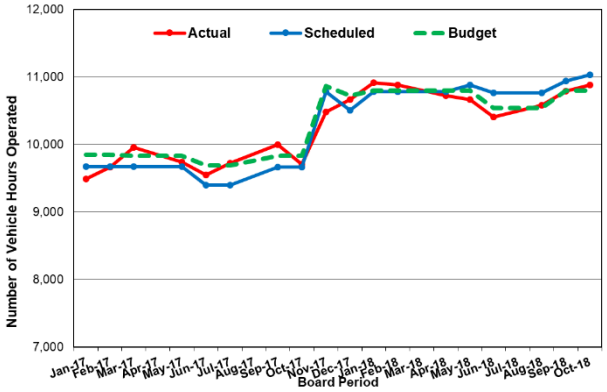
Analysis

There were no lengthy delays on Line 4 during the a.m. or p.m. service in the month of November.

Action Plan

This line continues to run as scheduled. Proactive maintenance continues to be an important tool in delivering service.

Subway: Weekly Service Hours



Definition
Calculated duration of time that all revenue trains are in service.

Contact
Kathleen Llewellyn-Thomas,
Chief Customer Officer

Results

In the October 2018 Board Period, 10,800 subway weekly hours were budgeted for service while 11,029 subway weekly hours were scheduled to operate, representing a variance of 2.12%.

Of the 11,029 subway weekly hours scheduled to operate, 10,879 weekly hours were actually delivered representing a variance of -1.36%.

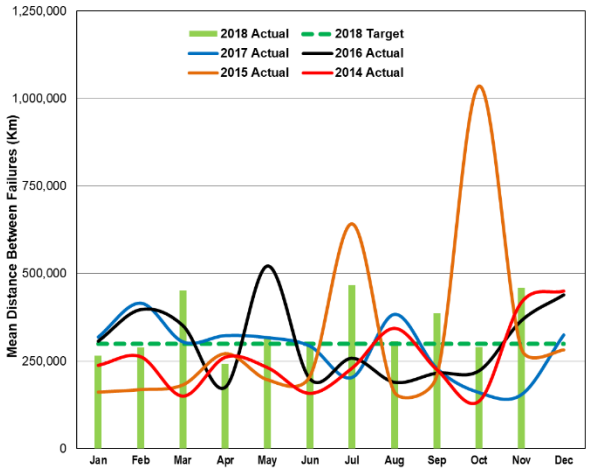
Analysis

The variance from scheduled to budget is the result of an in-year Board-approved service enhancement to modify the Line 1 schedule.

Action Plan

No action required at this time.

Vehicle Reliability – Subway T1 Train Mean Distance Between Failures (MDBF)



Definition

Total kilometres travelled in month compared to the number of rolling stock equipment incidents resulting in delays of five minutes or more. Includes all seven days of service.

Contact

Rich Wong,
Chief Vehicle Officer

Results

The MDBF in November was 459,179 kilometres which exceeded the target of 300,000 kilometres.

Analysis

In November, there were eight delay incidents. The top offending system was passenger doors with six delay incidents greater than or equal to five minutes. This was followed by the coupler and truck systems with one delay incident each.

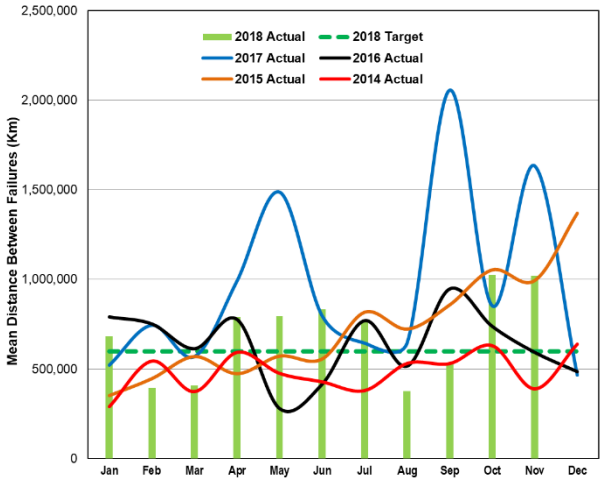
Action Plan

The six passenger door system failures were a result of three faulty door control relay panels, one faulty door lock assembly, one door-open magnetic valve and an out-of-aligned door guide strip. All passenger-related door issues have since been rectified and tested positively. A program implemented in 2018 to install remanufactured door lock assemblies, which include upgraded door close switches will restore reliability to the passenger door system. The T1 door pocket guides overhaul program was completed in 2017, resulting in a reduction in passenger door-related incidents due to this failure mode.

The coupler-related issue was due to dirty coupler pins. Coupler pins have since been cleaned and tested positively.

The truck-related delay incident was a result of a defective levelling valve rod. This has since been replaced and train tested positively.

Vehicle Reliability – Subway TR Train: Mean Distance Between Failures (MDBF)



Definition
Total kilometres travelled in month compared to the number of rolling stock equipment incidents resulting in delays of 5 minutes or more.
Includes all seven days of service.

Contact
Rich Wong,
Chief Vehicle Officer

Results

The MDBF in November was 1,019,902 kilometres which exceeded (favourable) the target of 600,000 kilometres.

Analysis

In November there were five delay incidents. However, TR trains achieved greater than five million service kilometres in one month for the first time. TR trains also achieved consecutive months of greater than one million kilometres.

The top offending system was passenger doors with three delay incidents greater than or equal to five minutes. In addition, cab door and truck systems each resulted in one delay incident.

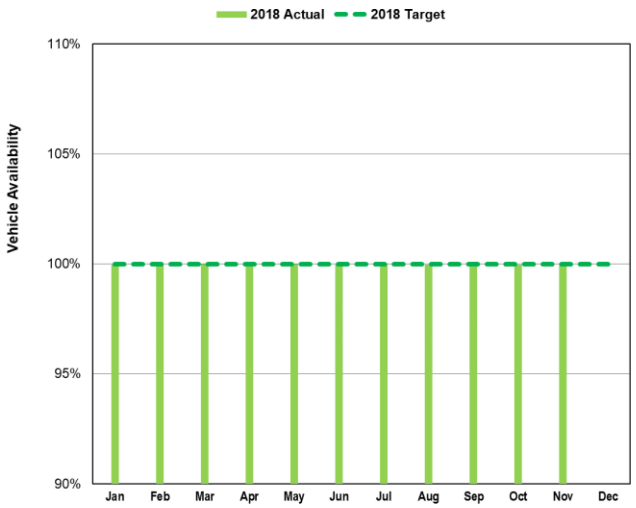
Action Plan

The three passenger door-related incidents were due to a sticking door lock mechanism, a broken S2 switch and a loose door lock mechanism clip. The sticking door lock mechanism was cleaned and tested positively. The S2 door switch was replaced, and the loose door lock mechanism clip was secured. Both incidents were tested positively.

The cab door incident was due to a faulty proximity sensor, and the truck system incident was due to a collector shoe making contact to wayside. The proximity sensor on the cab door was replaced, as well as some door switches and all tested positively. The collector shoe was replaced, and adjusted accordingly.

The Passenger Door system has received numerous modifications to the control units, and fleet retrofits of the new modifications are in progress. Carhouse and Reliability, Availability, Maintainability and Safety (RAMS) technical staff are closely monitoring door failures while the 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).

Service Availability – Subway



Definition
Daily average number of trains put into service (including RADs) compared to the number of trains scheduled for the a.m. peak period. Data represents Monday to Friday only. Holidays excluded.

Contact
Rich Wong,
Chief Vehicle Officer

Results

The Vehicle Availability percentage for the month of November was 100%.

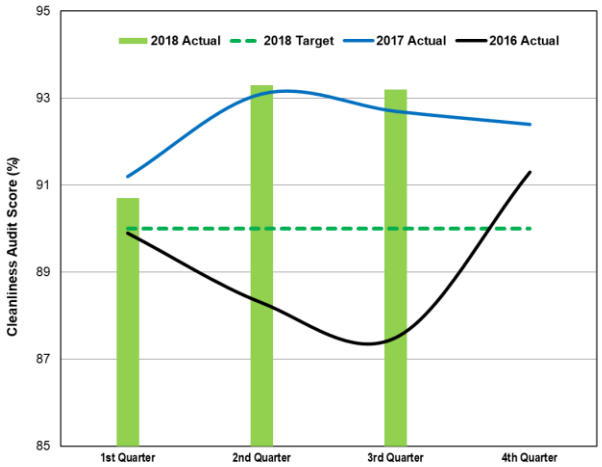
Analysis

With two additional service trains added to both Lines 1 and 2, Rail Cars and Shops met the increased service requirements resulting in the 100% vehicle availability achievement.

Action Plan

Continue with the delivery of reliable vehicles to service on all four subway lines.

Vehicle Cleanliness – Subway



Definition
Average results of third party audit conducted each quarter. Average of "prior" "mid-day" and "end of service" results. Audits conducted weekdays only, excluding holidays.

Contact
Rich Wong,
Chief Vehicle Officer

Results

The average rating of 93.2% in Q3 2018 is above the target of 90.0%. The department has recorded a score of greater than 90% in eight consecutive quarters.

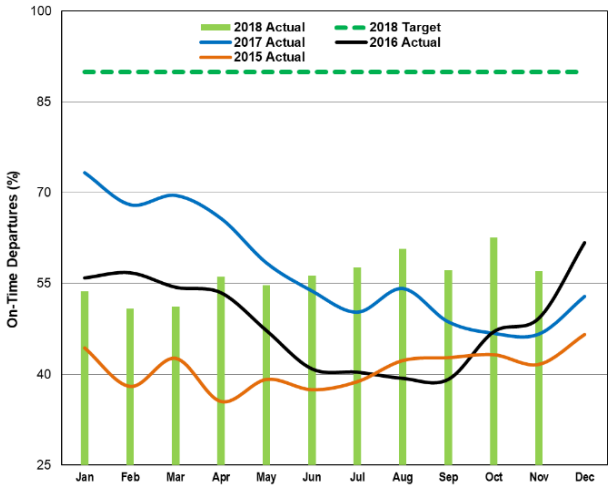
Analysis

Areas of strength in vehicle cleanliness across all fleets and lines were the ceilings, mandatory decals, and walls. Floors and exterior cleanliness appeared as an area where further improvement can be made. The recent introduction of an exterior wash program will help in this area.

Action Plan

On Line 1, an exterior-focused cleaning program to manually power wash the exterior of the entire fleet has been instituted. This manual, interim practice was implemented while construction improvements are underway at the Wilson Carhouse. This power wash program has now also been introduced for the Line 2 fleet. Currently, the floors are cleaned every 14 days during the floor wash cycle.

Streetcar – On-Time Performance (OTP)



Definition

On Time Performance measures vehicle departures from end terminals. Vehicles are considered on time if they depart within 59 seconds early or five minutes later than their scheduled departure time. Includes all seven days of service. Night routes are excluded.

Contact

Collie Greenwood,
Chief Service Officer

Results

On-Time Performance (OTP) decreased over October but was above the November 2017 figures. This was the best-performing November in several years.

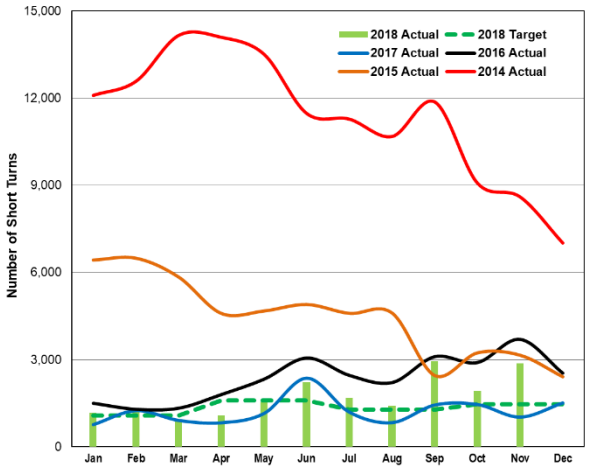
Analysis

Performance on the streetcar network was negatively impacted by several events through the November period including: emergency infrastructure repairs on Cherry Street (several days at the beginning of the period); 512 overhead upgrades (weekend of November 10-11); and the Santa Clause Parade (November 18). Further, the 505 Dundas route was negatively impacted throughout November due to ongoing infrastructure repair work between Bathurst Street and University Avenue. On the 512 route, returning service back through St Clair West Station also negatively impacted performance relative to October due to the extra required run time. Lastly, a power outage at Leslie Barns on the morning of November 16 negatively impacted the service day.

Action Plan

OTP results underscore the value of network schedules and route management on a day-to-day basis in order to achieve the target of 90% On-Time Departures. Staff will develop improved streetcar schedules through 2019. The 512 St Clair schedule will see additional run time added in February 2019 as a result of the lessons learned from the October to November periods.

Streetcar – Short Turns



Definition
Total short turns per month. Includes all seven days of service, excluding night routes.

Contact
Collie Greenwood,
Chief Service Officer

Results

Short turns for November increased compared to October 2018 and were higher than November 2017.

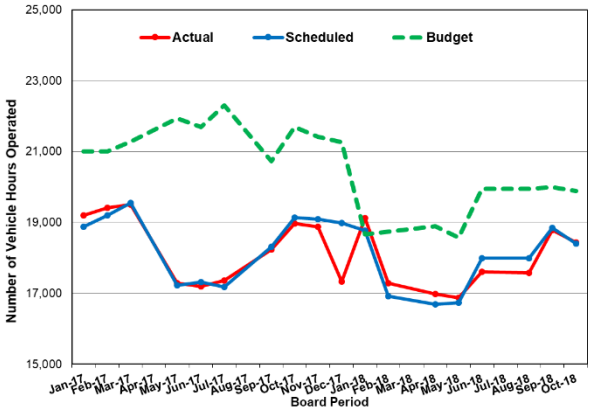
Analysis

Short Turns continue to remain high for the 501, 504, and 505 routes. Events such as the Santa Claus Parade negatively impacted the figures. Disruptions to overhead power supply in late November, negatively impacted short turns.

Action Plan

A plan for improving streetcar schedules and run times for 2019 has been developed. A new process for determining run time, generally allowing for additional run time, will be applied to all routes in 2019. This, along with revitalized oversight of the service, will increase reliability and decrease the need to short turn streetcars.

Streetcar - Weekly Service Hours



Definition

Service hours are calculated from the time a streetcar leaves the yard to when it returns to the yard. Measured daily.

Contact

Kathleen Llewellyn-Thomas, Chief Customer Officer

Results

In the October Board Period, 19,891 streetcar weekly hours were budgeted for service while 18,399 streetcar weekly hours were scheduled to operate, which represents a -7.5% variance.

Of the 18,399 streetcar weekly hours scheduled to operate, 18,439 streetcar weekly hours were actually delivered, which represents a variance of 0.22%.

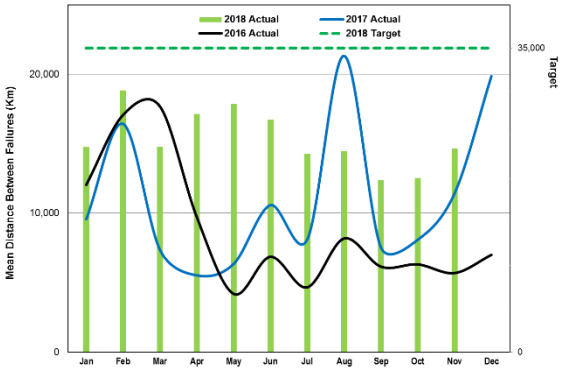
Analysis

The variances are a result of the streetcar fleet shortage. Streetcars have been removed from the 505 Dundas and 511 Bathurst routes and replaced with bus service. At the end of 2018, 117 new low-floor streetcars were available for service.

Action Plan

Staff continue to monitor the Bombardier delivery schedule. Bombardier's 2018 year-end totals, include 126 cars shipped to TTC and 117 cars commissioned and approved for service.

Vehicle Reliability - LFLRV Streetcar Mean Distance Between Failures (MDBF)



Definition

Total kilometres travelled by the Low-Floor Light Rail Vehicle (LFLRV) compared to the number of mechanical incidents resulting in delays of five minutes or more. Includes all seven days of service. A threshold of 35,000 km was established to reflect the manufacturer's obligations for reliability.

Contact

Rich Wong,
Chief Vehicle Officer

Results

The MDBF for the LFLRV fleet in November was 12,485 kilometres. This is an increase of 1,052 kilometres compared to November 2017 and a decrease of 56 kilometres compared to the previous month of October 2018. The overall LFLRV MDBF, however, remains below the 35,000-kilometre target.

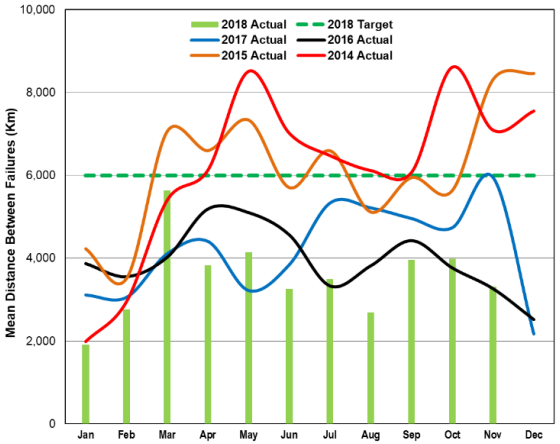
Analysis

There was a reduction in the number of communication system failures, which were resolved be a vehicle software update. This was offset by an increase in the number of coupler and Train Control Monitoring Systems failures in the month of November and has kept month to month reliability similar. Door failures continue to affect the LFLRV fleet the most, however, the ongoing modifications to the door system, have kept the number of door failures consistent.

Action Plan

Continuation of door system modifications by Bombardier will improve system reliability. The coupler failures are an identified concern and the supplier is working to resolve the technical issue. TTC staff will also continue to work with Bombardier to resolve TCMS failures.

Vehicle Reliability – CLRV Streetcar Mean Distance Between Failures (MDBF)



Definition

Total kilometres travelled by the Canadian Light Rail Vehicle (CLRV) compared to the number of mechanical incidents resulting in delays of five minutes or more. Includes all seven days of service.

Contact

Rich Wong,
Chief Vehicle Officer

Results

The MDBF for the CLRV fleet for November was 3,310 kilometres. This was a decrease of 2,642 kilometres from the same period last year (November 2017) and a decrease of 674 kilometres from the prior month of October 2018. The MDBF continues to remain below the target of 6,000 kilometres.

Analysis

An increase in the number of Sander, Compressed Air and Body related failures due to the change in weather decreased CLRV reliability numbers in November. The humid and cold weather conditions caused the sanders to become clogged, while also affecting the compressed air system. Due to the age of the CLRV fleet, body integrity and deteriorating sealing allow moisture to enter the car during periods of high precipitation.

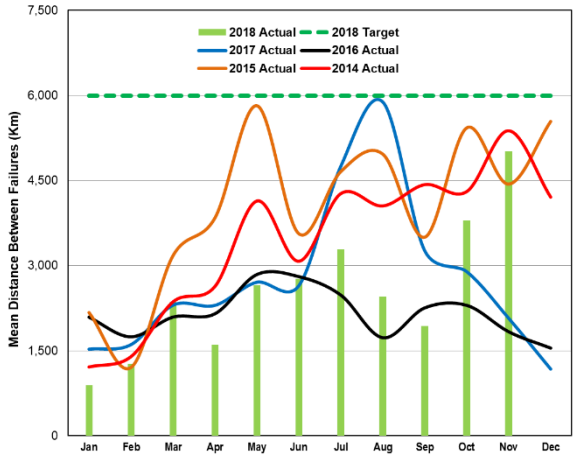
Action Plan

Streetcar Maintenance has switched over to a larger-grained sand for winter, which will reduce clogging. In addition, staff will conduct further inspections of vehicle sanding systems before service to prevent delays. Winter maintenance, which includes testing and cycling of the compressed air system, will reduce failures. Continuation of the state of good repair programs and decommissioning of unreliable vehicles will improve overall reliability.

Streetcar Decommissioning Schedule

Year	CLRV	ALRV	Total
2015	7	0	7
2016	16	5	21
2017	30	0	30
2018	*28*	*31*	*59*
2019	*113*	*15*	*128*
Total	194	51	245

Vehicle Reliability- ALRV Streetcar
Mean Distance Between Failures (MDBF)



Definition
Total kilometres travelled by Articulated Light Rail Vehicles (ALRVs) compared to the number of mechanical incidents resulting in delays of five minutes or more. Data includes all seven days of service.

Contact
Rich Wong,
Chief Vehicle Officer

Results

The MDBF of the ALRV fleet for November was 5,015 kilometres. Reliability increased by 2,942 kilometres from November 2017, and 1,218 kilometres when compared to the previous period of October 2018.

The MDBF still remains below the target of 6,000 kilometres.

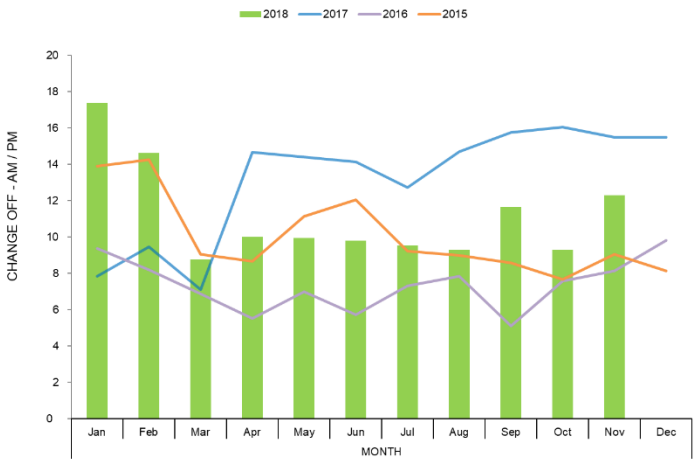
Analysis

ALRV service has been limited to operating a reduced number of the most reliable vehicles. In addition, a more thorough analysis and repair of these vehicles and decreased backlog work during the repair process has attributed to the increased reliability of the fleet for vehicles in service. In addition, Maintenance staff is concentrating efforts on best performing vehicles whose service life can be extended. Compressed air and propulsion equipment continue to be the systems that affect reliability numbers the most.

Action Plan

Additional preventative maintenance measures continue to be assessed by staff during analysis of repairs to further increase reliability.

Streetcar: Road Calls and Change Offs (RCCOs)



Definition
Average daily number of vehicle-equipment failures requiring a Road Call for service repair or a Change Off to a repair facility for a replacement vehicle. Includes Monday to Friday only.

Contact
Rich Wong,
Chief Vehicle Officer

Results

The target for the maximum number of RCCOs is 1.5% of peak daily service. In November, 7.5 % (or 12 of 160 vehicles) in the peak daily service resulted in a RCCO. This was an increase of 1.9% from the previous month.

Analysis

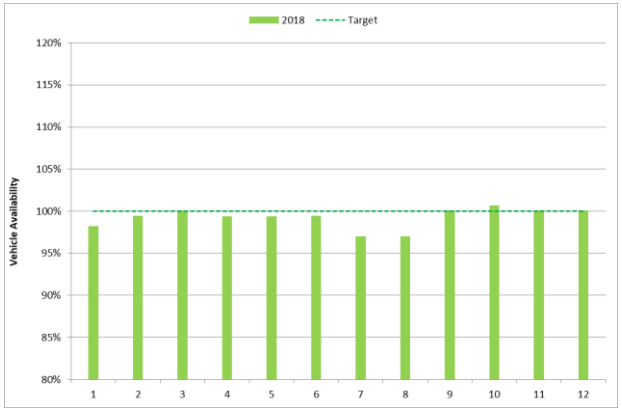
The number of failures resulting in delays of five minutes or less, increased in November. These included high voltage failures due to Overhead equipment and damaged trolley pole equipment on all three fleets. In addition, there was an increase in failures of the wiper system and leaks into the passenger compartment.

The legacy fleet also had an increase of failures in door-related and passenger stop request equipment that all contributed to the increased number of RCCOs in November.

Action Plan

Staff has addressed the high-voltage-related concerns by working with the Overhead Section to identify and rectify locations of concern with Overhead equipment. Staff is investigating increased incidents and focusing maintenance plans to address the wiper, passenger stop request and door operation failures and implementing additional quality checks on work performed.

Service Availability – Streetcars



Definition
Daily Average number of streetcars put into service (including RADs) compared to the number of streetcars scheduled for the a.m. peak period. Data represents Monday to Friday only. Holidays excluded.

Contact
Rich Wong,
Chief Vehicle Officer

Results

The target for Streetcar availability is 100% of peak daily service. In November, the target requirements were met with an average of 160 vehicles available for service.

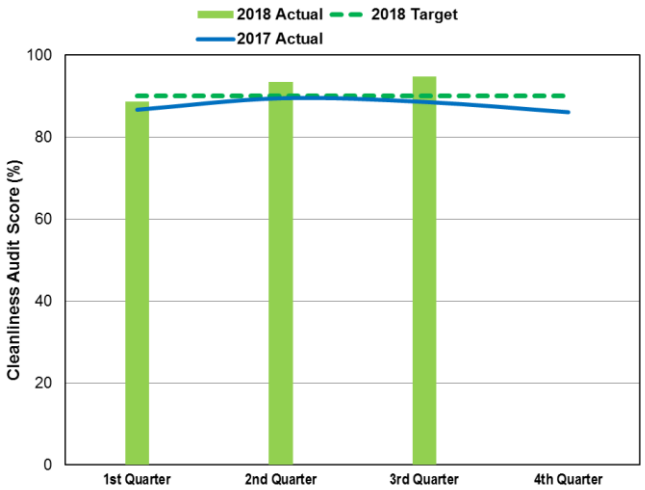
Analysis

With the increasing number of LFLRV vehicles and the decommissioning of unreliable legacy fleet vehicles, targeted availability numbers can continue to be achieved.

Action Plan

Streetcar Maintenance will continue to commission LFLRV vehicles in order to replace the legacy fleet.

Cleanliness – Streetcar



Definition
Average results of third-party audit conducted each quarter. Average of "prior", "mid-day" and "end of service" results. Audits conducted weekdays only, excluding holidays.

Contact
Rich Wong,
Chief Vehicle Officer

Results

The audit score for streetcar cleanliness for Q3 2018 was 94.8%. This score is an increase from both Q1 2018 and Q2 2018, and is above the target of 90%.

Analysis

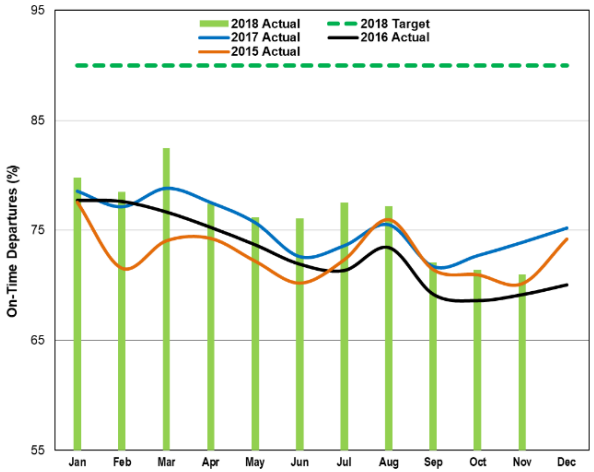
Similar to Q2, favourable weather helped to increase the overall cleanliness in Q3.

Action Plan

Scheduled cleaning activities will continue. Staff is investigating opportunities to further improve cleanliness scores and customer experience.

Bus Services

Bus – On-Time Performance (OTP)



Definition

On-Time Performance measures vehicle departures from end terminals. Vehicles are considered on time if they depart within 59 seconds early or up to five minutes later than their scheduled departure time. Includes all seven days of service. Night routes are excluded.

Contact

Collie Greenwood,
Chief Service Officer

Results

There has been year-over-year improvement in OTP for Bus Transportation since 2015. However, we have not yet met the targeted OTP of 90%. The November OTP rate was 71% It should be noted that legacy CIS and new VISION data are not being reconciled at the same rate, and therefore vehicles operating on VISION (35% of the fleet) are not yet reporting KPIs accurately. November results will be revised in the February 2019 CEO's Report.

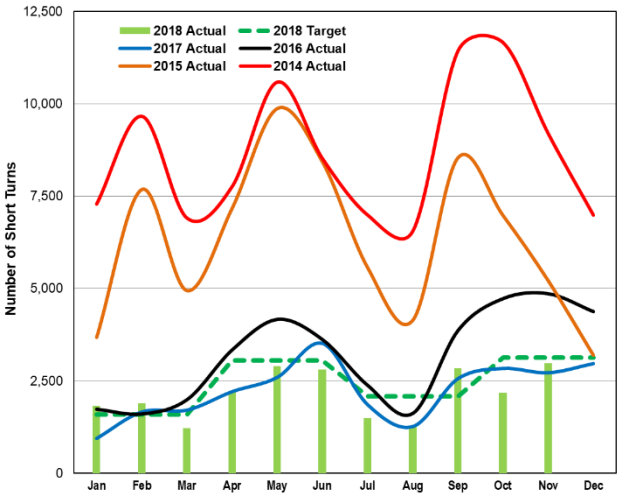
Analysis

Route performance continues to be closely monitored to assess delays related to Crosstown construction along Eglinton Avenue and the impact of road construction projects on city streets. The following schedule changes were implemented in the November Board Period (effective November 17):
Service Reliability Improvements: 7 Bathurst and 81 Thorncliffe Park.

Action Plan

Further schedule improvements will occur throughout the year and operating performance will be closely monitored to maximize the effectiveness of schedule improvements. Since March 2017, 1,884 (including 291 in November) Employee interviews have been conducted for schedule adherence irregularities. Occurrences continue to decrease as a result of this initiative.

Bus – Short Turns



Definition
Total short turns per month. Includes all seven days of service. Night routes are excluded.

Contact
Collie Greenwood,
Chief Service Officer

Results

Short turns for this period remain below target (favourable) despite a minor increase in turns as compared to the same period last year.

Analysis

The number of short turns in November increased to 2,981 as compared to 2,726 in the same period last year, and remained within the threshold.

Top five routes for short turns: 32 Eglinton West (9.5%), 35 Jane (4.9%), 45 Kipling (4.6%), 95 York Mills (4.3%) and the 60 Steeles West (4.0%).

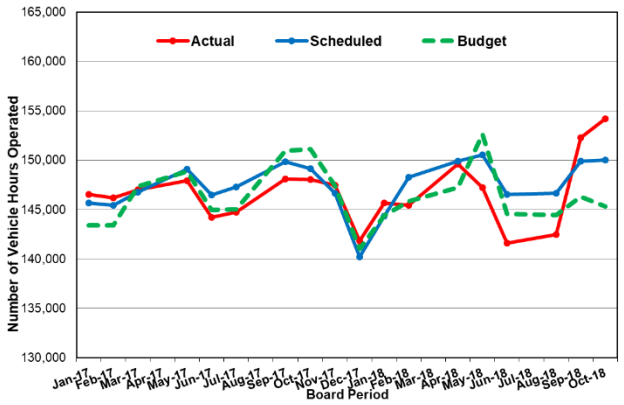
Short turns were mainly driven by traffic congestion (55.5%), construction (15.1%) and passenger volumes (13.0%).

Action Plan

Review and implement schedule changes to target high incident routes, where increased traffic congestion, has resulted in unreliable service and schedules that no longer reflect actual operating conditions.

In addition, implement schedule changes to better reflect operating conditions on routes with a high number of short turns, and the use of construction extras (additional buses) on routes impacted by Metrolinx, City of Toronto and TTC construction.

Bus: Weekly Service Hours



Definition

Service hours are calculated from the time a bus leaves a garage to the time it returns to the garage. Measured daily. Board Period total calculated using a weekly average.

Contact

Kathleen Llewellyn-Thomas, Chief Customer Officer

Results

In the October Board Period, 145,330 bus weekly hours were budgeted for service while 150,013 bus weekly hours were scheduled to operate, which represents a 3.33% variance.

Of the 150,013 bus weekly hours scheduled to operate, 154,171 weekly hours were actually delivered, which represents a variance of 2.77%.

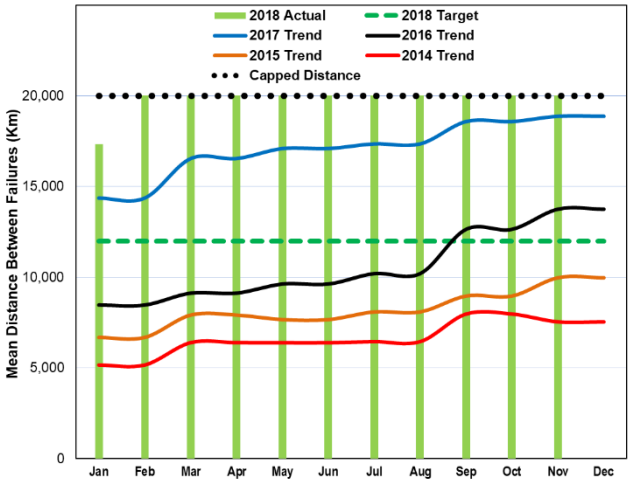
Analysis

The variance between budgeted and scheduled is a result of buses operating on streetcar routes and Board-approved service initiatives to address overcrowding (i.e. Express bus routes).

Action Plan

No action required at this time.

Vehicle Reliability – Bus Mean Distance Between Failures (MDBF)



Definition

Total mileage (km) accumulated over the entire fleet compared to the total number of chargeable mechanical road calls. Data included for all seven days of service.

Contact

Rich Wong,
Chief Vehicle Officer

Results

The November 2018 MDBF of 20,000 kilometres exceeded the target of 12,000 kilometres. Significant improvements can be seen over the five-year period since 2014.

Analysis

470 of the 482 Orion VII 7400 to 7882 series diesel bus fleet has been removed from service. The remaining 12 buses will be removed by the end of 2018. In 2018, 237 new Nova buses have entered revenue service. Cooling systems account for 17% of all RCCO's. The Nova (latest order) coolant leak defect is under investigation by TTC and the Nova bus manufacturer.

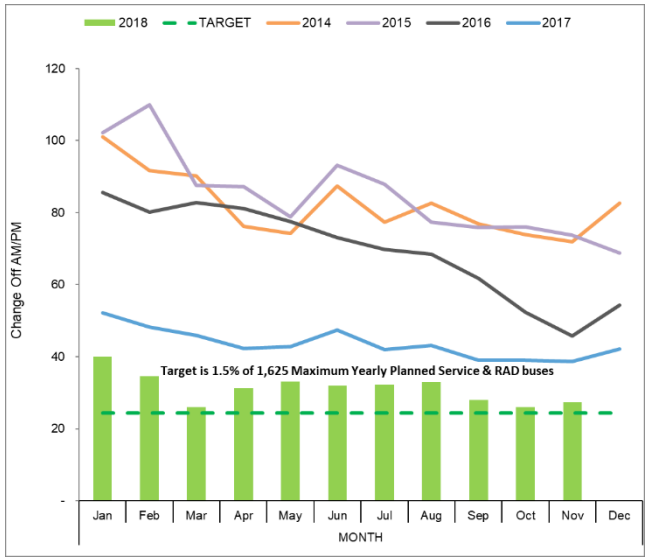
Action Plan

Ongoing 2018 Scheduled Maintenance Programs include:

1) Heating Systems – On hold due to material issues.
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. All 464 buses scheduled in 2018 are completed.
4) Cooling Systems – Now underway for the 8400 to 8617 Nova LFS40 fleet at Arrow and Birchmount Garages. 81 of 213 buses completed.
5) Fall Seasonal Checks – All buses completed.

Engine intake and exhaust soot cleaning products are in a qualification phase and on track to be deployed in Q1 2019. The products design is to clean the systems to alleviate in-service related intake and exhaust system failures.

Bus: Road Calls & Change Offs (RCCOs)



Definition
Average daily number of vehicle-equipment failures requiring a Road Call for service repair or a Change Off to a repair facility for a replacement vehicle.
Monday to Friday data only.

Contact
Rich Wong,
Chief Vehicle Officer

Results

The average number of change offs in November 2018 was 27 per day, representing a slight increase from October 2018 where the average number of change offs per day was 26 and is well below the year-to-date average of 31. Incremental improvement can be seen over the period 2014 to 2018, resulting in a higher level of equipment availability.

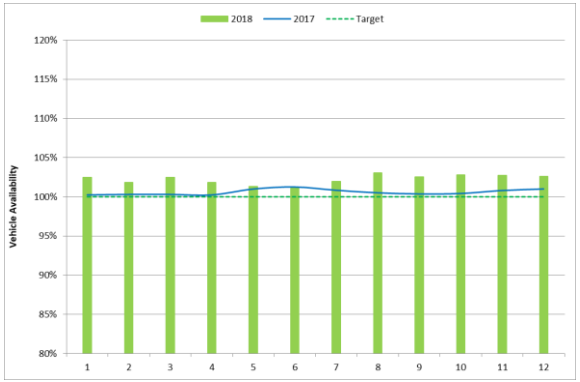
Analysis

Peak revenue service was 1,631 buses per day, including Run-As-Directed buses (RADs) in November 2018. The average number of change offs per day equates to 1.65% of service. Body exterior issues continue to be the leading cause of RCCO's.

Action Plan

The Nova LFS40 coolant Scheduled Maintenance Program is now underway at Arrow Road and Birchmount Garages. A root cause investigation is underway for body interior/exterior issues to help identify any maintenance related failures.

Service Availability – Bus



Definition
Daily Average number of buses put into service (including RADs) compared to the number of buses scheduled for the a.m. peak period. Data represents Monday to Friday only. Holidays excluded.

Contact
Rich Wong,
Chief Vehicle Officer

Results

The average number of buses provided for peak service in November was 1631 per day or 103% of planned service which is well above the target of 1588 buses.

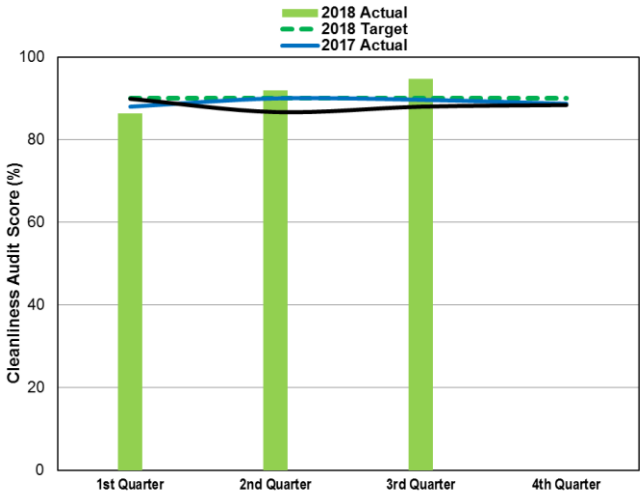
Analysis

The significant number of new bus procurements from years 2016-2018 has boosted the fleet performance and permitted a lower than projected spare ratio. The lower spare ratio supports additional buses available for service.

Action Plan

Continue to monitor and control all aspects of maintenance that support continuous improvement initiatives. The purchase of 1810 Markham Road adjacent to Malvern Garage (+40 buses) and extending the outdoor parking at Arrow Road Garage (+47 buses) provided additional outdoor parking allocated for buses. These initiatives allowed the bus fleet to increase from 1921 buses in 2017 to 2,008 buses by the end of Q2 2018.

Cleanliness – Bus



Definition
Average results of third party audit conducted each quarter. Average of "prior", "mid-day" and "end of service" results. Audits conducted weekdays only, excluding holidays.

Contact
Rich Wong,
Chief Vehicle Officer

Results

The bus cleanliness audit score in Q3 2018 was 94.7%, which is above the target of 90%. Q3 2018 results are higher than Q2 2018 and represent the highest score achieved to date.

Analysis

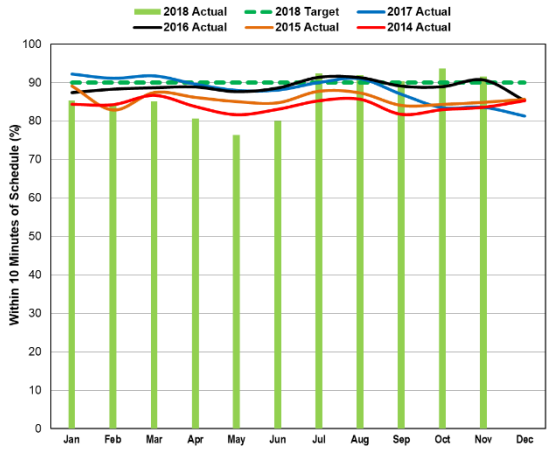
The performance scores take into account pre-service, in-service and post-service audit results. Q3 2018 saw the implementation of a new mid-day cleaning initiative to improve in service audit scores. This initiative focuses on spot cleaning problematic areas such as glass, floor stains, seat stains and the Operator area, and will help improve the customer experience. Q4 2018 results are expected to remain favourable.

Action Plan

New cleaning measures implemented will continue to be monitored to determine effectiveness. Staff will work to identify areas for continued improvement.

Wheel-Trans Services

Wheel-Trans On-Time Performance (OTP)



Definition

Measures on-time performance of all trips conducted by Wheel-Trans buses. Seven days a week, all time periods included. To be on time, and trip must arrive within 20 minutes of its scheduled arrival.

Contact

Collie Greenwood,
Chief Service Officer

Results

OTP for Wheel-Trans services in November was 91.5%, above the target of 91%. OTP decreased by 2.1% from October 2018.

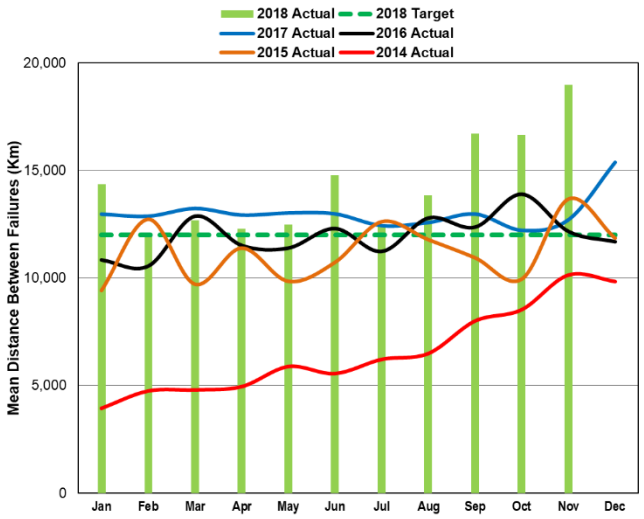
Analysis

Wheel-Trans continues to monitor our approach to improve efficiency and effectively schedule passenger trips. This has resulted in Wheel-Trans continuing to operate above our target OTP of 90% in November, while working with an increased ridership. We continue to focus on various operational methods to increase our passengers per hour rate.

Action Plan

We continue to focus on filling vacancies in the Dispatch Centre, proactively monitoring late vehicles, and efficiently managing incidents to reduce delay times. The monitoring of newer Operators will continue to be a focus, as will adjusting Operator schedules to maintain a higher OTP.

Vehicle Reliability – Wheel-Trans Mean Distance Between Failures (MDBF)



Definition

Total mileage (in kilometres) accumulated over the entire fleet compared to the total number of chargeable mechanical road calls. Data included for all seven days of service.

Contact

Rich Wong,
Chief Vehicle Officer

Results

The November 2018 MDBF of 18,993 kilometres exceeded (favourable) the target of 12,000 kilometres, and is well above the November 2017 average of 12,704 kilometres.

Analysis

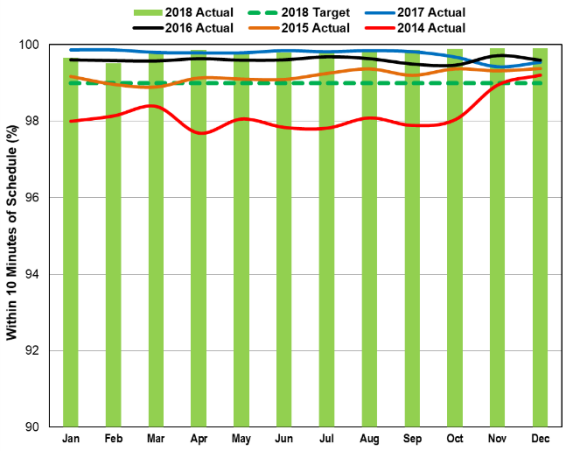
The ProMaster bus procurement order is now complete. All 80 buses have been received. 62 buses are in service and the remaining 18 buses are awaiting pre-service equipment installations. Apparent diesel exhaust fumes sensed by Operators account for the most RCCO's affecting the Friendly fleet.

Action Plan

Discussions are underway with Transportation to help mitigate fume issues caused by the diesel exhaust system on the Friendly bus fleet. Fume issues occur when the exhaust regeneration (cleaning) cycle is interrupted and the filter is not cleaned. Operators are being requested to adjust their driving behaviours and follow manufacturers recommended procedures to allow for a full cleaning cycle to take place.

The increased demand for service in 2018 resulted in a delay in decommissioning of the Friendly bus fleet. A body and paint overhaul program was initiated to extend the life of the Friendly fleet. 29 of the 30 buses scheduled for overhaul in 2018 are now completed.

Wheel-Trans Accommodated Service



Definition

Accommodated rate is the percentage of passengers requesting Wheel-Trans services that are actually provided trips by either a Wheel-Trans bus, Accessible Taxi or Sedan Taxi.

Contact

Collie Greenwood,
Chief Service Officer

Results

The Wheel-Trans accommodated rate in November was 99.9%. This is 0.9% higher than the Wheel-Trans target, and 0.5% over the same period in 2017.

Analysis

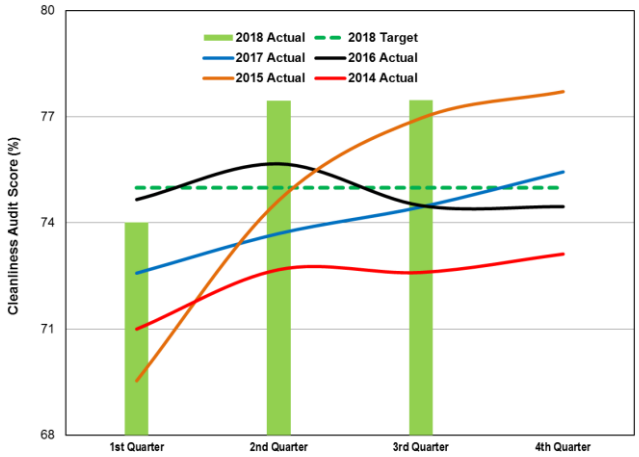
The Accommodated rate has consistently been above the 99% target, indicating that virtually all customers receive the trip(s) they are requesting.

Action Plan

Wheel-Trans will continue to monitor trip requests and trip scheduling to ensure that we are consistently above the 99% targeted rate and that all customers receive the trips they require.

Station Services

Cleanliness - Station



Definition

Average results of a third party audit conducted each quarter of all 75 subway stations. Audits are conducted weekdays only, excluding holidays.

Contact

James Ross,
Chief Operating Officer

Results

The average cleanliness station score exceeded target at 77.47%. The average score remained essentially the same from Q2 2018 (77.45%).

Analysis

Station Services continues to schedule extra cleaning projects during weekend closures where possible to ensure that stations are in top condition when reopened following the closure work.

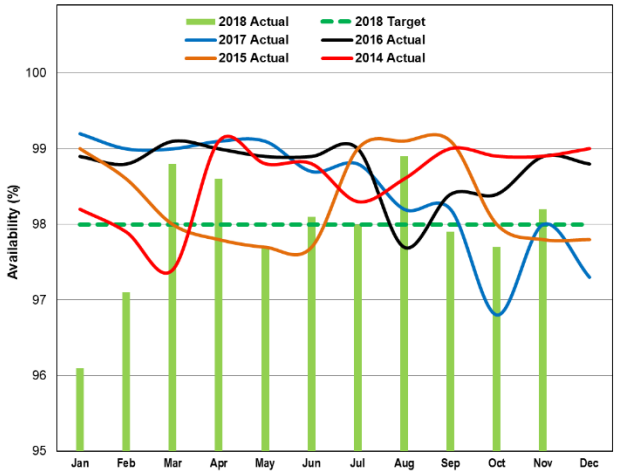
Regular cleaning projects (Accelerated Relamping, Luxalon Cleaning, Station Enhancement/ Blitz) continue to have a positive influence on audit scores.

While audit scores have exceeded the 75% target for the last two quarters in 2018, these scores have been influenced by the inclusion of the scores from the Toronto-York Spadina Subway Extension (TYSSE) stations. The six new stations (in their first year of operation) have averaged a 94.80% cleanliness score. The average score for the other 69 stations was 75.87% in Q2 and 76.04% in Q3, demonstrating an improvement across the system, and an achievement of the target even without inclusion of the TYSSE scores.

Action Plan

Regular programs will continue. The Q4 audit will be conducted in December 2018, with the results available in early 2019.

Equipment Availability – Elevators



Definition
Percentage of total available subway elevator service hours during subway revenue service in a given month.

Contact
Fort Monaco,
Chief Infrastructure and Engineering Officer

Results

Elevator availability was above target of 98%for November 2018, and performance increased to 98.2% from October's 97.7%.

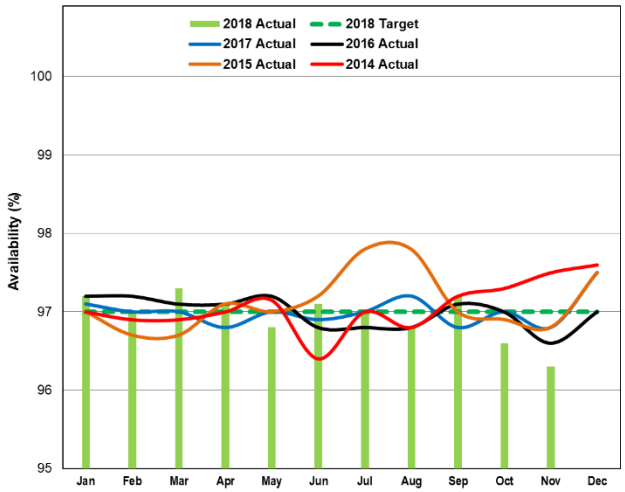
Analysis

Completion of construction deficiency repairs to an elevator at Pioneer Village Station in October contributed to marginal increase in performance for November.

Action Plan

Continue performing preventative maintenance to meet reliability and availability targets.

Equipment Availability – Escalators



Definition

Percentage of total available escalator service hours during subway revenue service in a given month.

Contact

Fort Monaco,
Chief Infrastructure and Engineering Officer

Results

Escalator availability was under target of 98% for November, and performance slightly decreased to 96.3% from October's 96.6%.

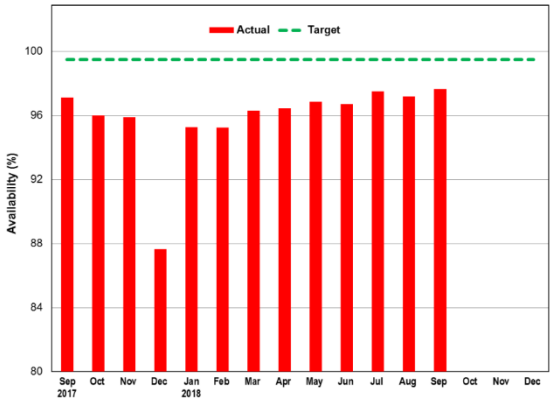
Analysis

Ongoing corrective work to escalators along the Line 1 extension to address deficiencies, and continuation of the life extension work on Line 3 escalators negatively affected performance in November.

Action Plan

Corrective work on Line 1 extension escalators is expected to continue into 2019. Life extension work on Line 3 escalators was completed on November 30, 2018.

Equipment Availability - Fare Gates Equipped with PRESTO



Definition

Percentage of time fare gates are available for use. Availability data provided by manufacturer for 24 hours a day, seven days a week.

Contact

James Ross,
Chief Operating Officer

Results

Fare gate availability increased by 0.49% to 97.66% in September 2018, remaining below the target of 99.5%.

Analysis

This increase reflects the continued ongoing efforts by both the TTC and the fare gate supplier Scheidt and Bachmann (S&B) to address issues with the fare gates. With the current hardware and software modification programs, we expect performance to continue to improve.

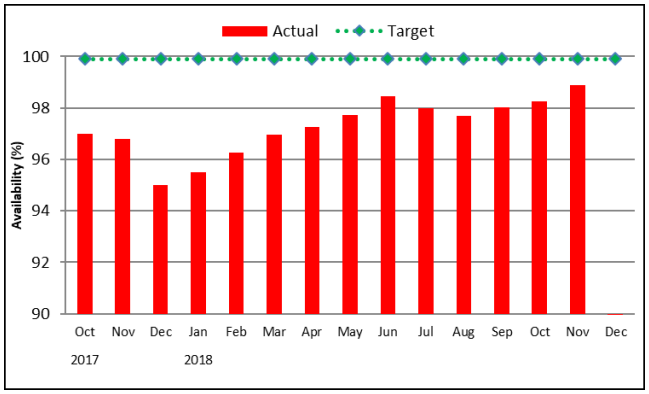
Action Plan

We continue to work with S&B to address ongoing hardware and software issues. A number of plans have been developed and are being implemented. These include:

- The program to replace the computers in the fare gates, which is 1/3 complete and scheduled for full completion in early 2019;
- New software, which was deployed in late September;
- Replacement of fare gate motors with a modified version.

These plans address the following issues: ghost flapping, tap/no entry, breakthroughs and motor failures. We have additional software updates scheduled, which will add functionality and provide further fixes to known problems and will improve gate availability.

PRESTO Fare Card Readers



Definition

Total percentage of all PRESTO card readers that are in working order in and available for customer use. Readers are assumed available if the remote monitoring system detects the reader online/available OR offline, but the previous status showed reader was online and accepting payment in the previous eight hours. Remote monitoring system poles readers every 15 minutes. Daily availability is the average of availability 6 a.m.-10 p.m., seven days a week.

Contact

Kirsten Watson,
Deputy CEO - Operations

Results

PRESTO card reader availability increased by 0.6% in November, but remained below the target of 99.9%. The trend remains positive for 2018.

Analysis

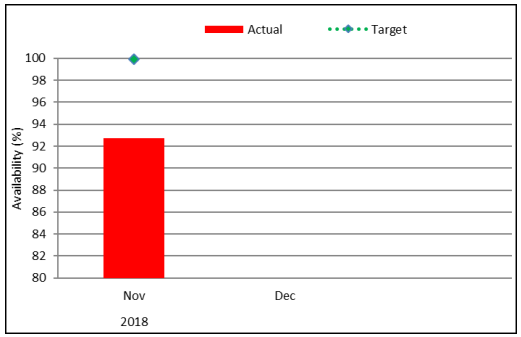
The increased availability of PRESTO card reader devices in subways stations and onboard buses and streetcars is a result of a number of equipment enhancements, changes to the maintenance process and improved repair response times.

A consistent increase in availability has occurred since August and an overall increase since January 2018.

Action Plan

A number of hardware and software improvements are planned for rollout commencing in Q1 2019.

PRESTO Fare Vending Machine (FVM)



Definition

The average percent of availability based on the duration of incidents during the reporting period. FVM are assumed available if there are no incidents reported. Monthly availability is calculated as an average of the percentage of total number of hours in a month that an incident was opened.

PRESTO FVMs allow customers to load funds onto their PRESTO cards via credit or debit payment, purchase new PRESTO cards, view balance and card history, and activate any products purchased online. The FVMs are installed at subway station entrances.

Contact

Kirsten Watson,
Deputy CEO - Operations

Results

PRESTO FVMs availability averaged 92.7% during November, which was below the target of 99.9%.

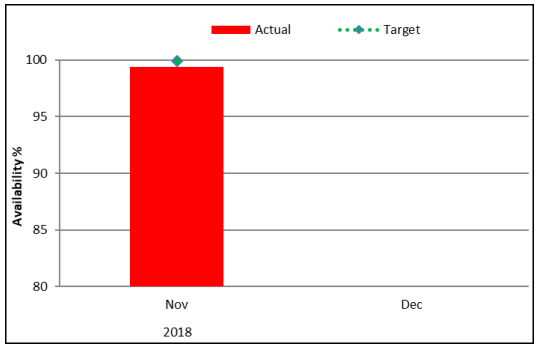
Analysis

The FVMs located in all subway stations continue to experience problems accepting certain banknotes for payment. There have also been problems with maintaining the inventory levels for PRESTO cards in the machines. These issues have negatively impacted the customer experience and reduced the availability of FVMs and PRESTO cards for customer use.

Action Plan

Metrolinx has started replacing a hardware component in the machines to address the problems with acceptance of banknotes. Metrolinx has also adjusted the schedule for servicing the machines to ensure the inventory of PRESTO cards is maintained at sufficient levels.

PRESTO Self-Serve Reload Machine (SSRM)



Definition

The average percentage of availability based on the duration of incidents during the reporting period. SSRMs are assumed available if there are no incidents reported. Monthly availability is calculated as an average of the percentage of total number of hours in a month that an incident was opened.

PRESTO SSRMs allow customers to load funds onto their PRESTO cards via credit or debit payment. The devices also allow customers to view their balance, card history, and activate any products purchased online. The SSRMs are installed at subway station entrances.

Contact
Kirsten Watson,
Deputy CEO - Operations

Results

PRESTO SSRMs* availability averaged 99.4% during November, which is below the target of 99.9%.

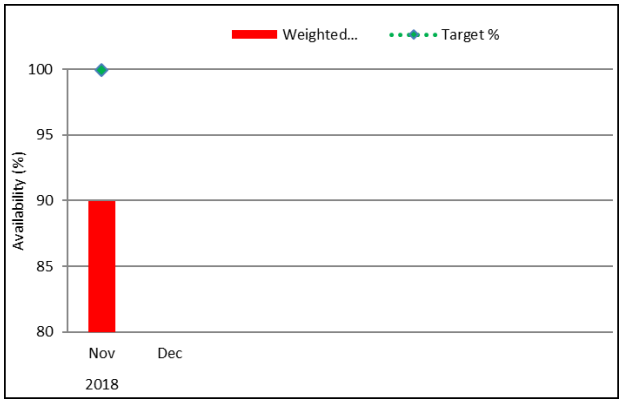
Analysis

The availability of SSRMs located at all subway stations has been negatively impacted by shortages of paper stock to print sales transaction receipts. These incidents cause the machines to go into the out-of-service state and not be available for customer use.

Action Plan

Metrolinx has adjusted the schedule for servicing the machines to ensure the paper stock is maintained at sufficient levels.

PRESTO Fares and Transfer Machines (FTMs)



Definition
The weighted percentage of all Fare and Transfer Machines: SRVM onboard, SRVM off-board and PSRVM that are in working order and available for use.

PRESTO FTMs allow customers to pay a fare onboard and offboard on the LFLRVs

Contact
Kirsten Watson,
Deputy CEO - Operations

Results

PRESTO FTMs availability averaged 90% during November, which is below the target of 99.9%.

Analysis

Metrolinx has indicated the current debit and credit lack of functionality for all FTMs located onboard the streetcars and at streetcars stops is a primary cause of the current lack of availability levels. Metrolinx completed a pilot involving the removal of the debit and credit payment feature on a small number of machines. The pilot results demonstrated improved availability once the debit and credit payment feature is removed.

Action Plan

Metrolinx removed the debit and credit payment feature from all machines in December 2018. The overall results and impact on availability will be assessed once the work is completed on all machines. The priority and timing for making further hardware and software changes will be confirmed following the assessment.

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