



Chief Executive Officer's Report – July 2019 Update

Date: July 10, 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 Deputy City 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

Ciaran Ryan, Manager – Research & Insights (Acting)
647-465-8659
ciaran.ryan@ttc.ca

Signature



Richard J. Leary
Chief Executive Officer

Attachments



Attachment 1 – Chief Executive Officer's Report – July 2019

Toronto Transit Commission CEO's Report

July 2019



Performance scorecard	2
CEO's commentary	9
Performance updates:	
Safety and security	14
Ridership	20
Customer experience	24

Ongoing trend indicators:  Favourable  Mixed  Unfavourable

*Represents four-quarter average of actual results

Performance scorecard

TTC performance scorecard – July 2019

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Safety and security							
Lost-time injuries	Injuries per 100 employees	Q1 2019	5.47	4.97*	✘	✘	14
Customer injury incidents	Injury incidents per 1M boardings	Q1 2019	1.0	1.06*	✔	✔	16
Offences against customers	Offences per 1M boardings	Q1 2019	0.70	1.00	✔	✔	17
Offences against staff	Offences per 100 employees	Q1 2019	4.22	4.07	✘	–	18
Fitness for duty	% of employees that tested non-compliant	May 2019	0.8%	1.7%	✔	✔	19
Ridership							
Ridership	Monthly ridership	May 2019	40.0M	40.4M	–	✘	20
Ridership	Year-to-date ridership	2019 YTD (to May)	216.6M	220.6M	–	NA	20

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	May 2019	32.4M	31.4M	⊖	✓	22
PRESTO ridership	Year-to-date ridership	2019 YTD (to May)	173.2M	172.2M	⊖	NA	22
Wheel-Trans ridership	Monthly ridership	May 2019	327K	338K	⊖	✓	23
Wheel-Trans ridership	Year-to-date ridership	2019 YTD (to May)	1,688K	1,743K	⊖	NA	23

Customer experience

Customer satisfaction	Customer satisfaction score	Q1 2019	78%	80%	✗	✓	24
-----------------------	-----------------------------	---------	-----	-----	---	---	----



Subway services

1	On-time performance Line 1	Scheduled headway performance at end terminals	May 2019	91.6%	90%	✓	⊖	25
2	On-time performance Line 2	Scheduled headway performance at end terminals	May 2019	93.3%	90%	✓	⊖	26
3	On-time performance Line 3	Scheduled headway performance at end terminals	May 2019	96.8%	90%	✓	⊖	27


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	May 2019	99.2%	90%	✓	✓	28
1 Capacity Line 1	Trains per hour during peak	May 2019	97.2%	96%	✓	✓	29
1 Capacity Bloor Station	Trains per hour – 8am to 9am	May 2019	96.9%	96%	✓	NA	29
1 Capacity St George Station	Trains per hour – 8am to 9am	May 2019	100%	96%	✓	NA	29
2 Capacity Line 2	Trains per hour during peak	May 2019	97.2%	96%	✓	✗	30
3 Capacity Line 3	Trains per hour during peak	May 2019	99.4%	98%	✓	✓	31
4 Capacity Line 4	Trains per hour during peak	May 2019	100%	98%	✓	✓	32
Amount of service	Average weekly service hours delivered	Mar 2019	11.1K	11.1K	✓	✓	33
Vehicle reliability T1 trains	Mean distance between failures	May 2019	480,240 km	300,000 km	✓	✓	34
Vehicle reliability TR trains	Mean distance between failures	May 2019	1M km	600,000 km	✓	✓	35


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	May 2019	100%	100%	✓	✓	36
Subway cleanliness	Audit score	Q1 2019	91.1%	90%	✓	✓	37
 Streetcar services							
On-time performance	On-time departures from end terminals	May 2019	57.8%	90%	✗	⊖	38
Short turns	Monthly total short turns	May 2019	67	1,592	✓	✓	39
Amount of service	Average weekly service hours	Mar 2019	18.6K	18.3K	✓	✓	40
Vehicle reliability LFLRV <i>(Low-Floor Light Rail Vehicle)</i>	Mean distance between failures	May 2019	27,936 km	35,000 km	✗	✓	41
Vehicle reliability CLRV <i>(Canadian Light Rail Vehicle)</i>	Mean distance between failures	May 2019	5,315 km	6,000 km	✗	✓	42
Vehicle reliability ALRV <i>(Articulated Light Rail Vehicle)</i>	Mean distance between failures	May 2019	926 km	6,000 km	✗	✗	43
Road calls and change offs	Average daily road calls or vehicle change offs	May 2019	7	2.4	✗	✓	44



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	May 2019	100%	100%	✓	✓	45
Streetcar cleanliness	Audit score	Q1 2019	86.0%	90%	✗	✓	46
 Bus services							
On-time performance	On-time departures from end terminals	May 2019	75.7%	90%	✗	⊖	47
Short turns	Monthly total short turns	May 2019	1,404	2,897	✓	✓	48
Amount of service	Average weekly service hours	Mar 2019	154K	151K	✓	⊖	49
Vehicle reliability	Mean distance between failures	May 2019	20,000 km	12,000 km	✓	✓	50
Road calls and change offs	Average daily road calls or vehicle change offs	May 2019	24	24	✓	✓	51
Service availability	Daily average service delivered	May 2019	102.5%	100%	✓	✓	52
Bus cleanliness	Audit score	Q1 2019	90.7%	90%	✓	✓	53






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	May 2019	92.1%	90%	✓	✓	54
Vehicle reliability	Mean distance between failures	May 2019	14,171 km	12,000 km	✓	✓	55
Accommodation rate	Percentage of requested trips completed	May 2019	99.9%	99%	✓	✓	56
Average wait time	Average amount of time a customer waits before call is answered	May 2019	22.9 min	15 min	✗	✗	57
 Station services							
Station cleanliness	Audit score	Q1 2019	73.4%	75%	✗	✓	59
Elevator availability	Per cent available	May 2019	99.2%	98%	✓	✓	60
Escalator availability	Per cent available	May 2019	97.4%	97%	✓	✓	61
Fare gates equipped with PRESTO	Per cent available	April 2019	98.15%	99.5%	✗	○	62

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 Card Reader	Per cent available	May 2019	98.73%	99.9%			64
PRESTO Fare Vending Machine	Per cent available	May 2019	95.37%	99.9%		NA	65
PRESTO Self-serve Reload Machine	Per cent available	May 2019	99.04%	99.9%		NA	66
PRESTO Fares and Transfer Machines	Per cent available	May 2019	99.43%	99.9%		NA	67

Ongoing trend indicators:  Favourable  Mixed  Unfavourable

*Represents four-quarter average of actual results

CEO's commentary

As host of the 2019 American Public Transportation Association's (APTA) International Rail Rodeo and Conference, the TTC was delighted to welcome 1500 transit delegates to Toronto last month.

It was a great privilege and opportunity to exchange experiences and best practices with some of our industry's finest representatives – and to showcase our region's – indeed our country's – best public transit system to the world.

Toronto Mayor John Tory and TTC Chair Jaye Robinson brought greetings on behalf of the City and the TTC Board. We also heard from former Michigan Governor Jennifer Granholm about the importance of public mobility and the changes and challenges facing public transit today.

While the TTC teams performed brilliantly in the APTA International

Rail Rodeo, I would like to congratulate San Francisco's Bay Area Rapid Transit (BART) and the Utah Transit Authority from Salt Lake City for finishing with top honours in the maintenance and operating categories, respectively. BART's team took home the overall championship.

With delegates and participants visiting between June 20 and 26, the economic benefit to the city was calculated at roughly \$4.6 million.

And the timing of the conference couldn't have been better as it gave us the opportunity to remind delegates that Toronto is an NBA Championship city!

With upwards of one million spectators attending the Championship Parade for the Toronto Raptors on June 17, and 100,000 people in Nathan Phillips Square, we proved that Toronto has

the best NBA fans and the best transit riders in the world.

The final ridership estimate for parade day was 2.154 million rides, reflecting a 35 per cent increase from a normal Monday. The number of customers carried broke our all-time, single-day ridership record of two million set during 2002's World Youth Day Papal Mass at Downsview Air Base (July 26, 2002). The TTC carries 1.7 million rides on a typical weekday.



Downtown Toronto was a crush of people, and although we were required to close a few stations in the core as a result of overcrowding, from all accounts our staff did extraordinary work under

extremely challenging circumstances. Working in partnership with the City, Toronto Police and Maple Leafs Sports and Entertainment, the TTC delivered people where they needed to go, and we did it safely.

We were also proud participants in the festivities. Our supervisory Honour Guard marched in the parade and our vintage GM bus, carrying special guests and their family members, received many waves and cheers along the parade route.



The TTC is proud that we will once again participate in the Underground Freedom Train Ride. For the seventh consecutive year, a

midnight train ride, hosted by A Different Booklist bookstore on Bathurst Street, will be held on July 31 to welcome Emancipation Day on August 1. Celebrations include singing, poetry readings and drum playing. The midnight subway ride symbolizes the important role the Underground Railroad played in Canada's history. The event is open to the public.

The TTC continues to participate with the City of Toronto in ongoing discussions with the Province on the realignment of transit responsibilities between the parties.

As reported to the Board last month through the report "*Status Update – Toronto-Ontario Transit Responsibilities Realignment Review*", the Province has introduced legislation to upload subway expansion projects from the City and TTC.

Bill 107, *Getting Ontario Moving Act, 2019* passed into law by the Ontario Legislature on June 6,

2019. As a result, the Province has the ability to prescribe a rapid transit project as the sole responsibility of Metrolinx. In addition, the Province has the authority to transfer assets, liabilities, rights and obligations related to the project from the City and TTC to Metrolinx, through an Order in Council.

In May 2019, a draft regulation that deems the Ontario Line (formerly the Relief Line South and Relief Line North), Line 2 East Extension and Line 1 North Extension as 'sole responsibility' projects of Metrolinx was posted to the Ontario Regulatory Registry for consultation. The draft regulation once approved by the Lieutenant Governor through an Order in Council, will come into force once filed. Filing of the regulation is pending.

In discussions with the Province to date, I have reinforced the need to provide clarity to TTC employees and vendors who may be impacted

as a result of the legislation. I will be engaging the Province over the next several weeks in order to identify potential implications and opportunities for TTC employees and vendors on the impacted project teams should the regulation take effect.

The role of the TTC in supporting the three subway expansion projects is still under discussion. Options that could be considered include a Service Agreement or other contractual arrangement with the Province, in order to leverage the unique skills, knowledge and experience of the TTC in the delivery of subway infrastructure. Ongoing and future TTC organizational resource requirements are also being assessed by the TTC Executive Team.

I will report to the Board with further information and advice once available. A town hall meeting has been organized for TTC staff who may be impacted, in order to share

available information and address questions and concerns.

As previously reported, the TTC has been advised by the Province that they intend to undertake an asset condition assessment of TTC subway infrastructure as part of a third-party open book financial and technical valuation. The Province and its consultant are currently in the process of reviewing TTC documentation, in advance of undertaking on-site asset condition inspection. The on-site inspection is expected to occur over the summer months.

On June 18, 2019, the TTC and the City of Toronto received a letter from Metrolinx concerning the Discounted Double Fare (DDF) Agreement. Executed in 2017 by the TTC, the City and Metrolinx, the three-year Agreement provides discounted fares for customers transferring between GO/UP and the TTC. Under the Agreement, the revenue loss to Metrolinx and the TTC from the reduced fares is fully

subsidized by the Province up to a cap of \$18.4M per year.

The purpose of the Agreement is twofold:

- To increase the use of GO/UP services within Toronto.
- To enable seamless customer journeys between the TTC and GO/UP systems, allowing for a transition period while making progress towards broader GTHA fare integration.

Metrolinx advises it now estimates that the program will exceed this financial year's provincial funding cap by up to \$10M and that funding may be exhausted as early as October 2019, well ahead of the Agreement's expiration date of March 31, 2020. Phil Verster, President and CEO at Metrolinx, is proposing a "sustainable strategy for the continuation of this fare integration initiative, one that does not use a subsidy from the provincial government." He proposes GO Transit and TTC

continue to offer the DDF reduced fare without Provincial subsidy starting in October 2019.

If the TTC continues with the program, there could be unanticipated budget pressures for the remainder of 2019 and all of 2020 due to the loss of the provincial subsidy. TTC staff is in discussion with the City and Metrolinx, and will be conducting a detailed cost-benefit analysis. Staff will report to the Board in September with our analysis and seek direction on the future of the program.

In late June, the majority of the 501 Queen streetcar service, the stretch between Humber Loop and Neville Park Loop, became accessible. We are scheduled to have the full route (to Long Branch Loop in the west end) served with accessible streetcars by this fall.

Streetcars returned to the 511 Bathurst route in time for the busy

summer season. When available, low-floor streetcar service will supplement our legacy streetcars on this route during the CNE, which gets underway on August 16.

As a result of our continuous monitoring of operating conditions across the network, starting on August 4, the TTC will be introducing service reliability improvements on the following routes: Line 2, 11 Bayview, 15 Evans, 24 Victoria Park, 39 Finch East, 48 Rathburn, 61 Avenue Rd North, 62 Mortimer, 63 Ossington, 64 Main, 73 Royal York, 76 Royal York South, 83 Jones, 88 South Leaside, 120 Calvington, 924 Victoria Park Express, 506 Carlton and 512 St Clair.

At last month's Council meeting, Toronto Mayor John Tory thanked the TTC's Transit Enforcement Unit and other first responders for their exemplary service and dedication to duty during last year's Yonge Street and Danforth tragedies. We are

grateful to our Special Constables for demonstrating courage and compassion in extreme circumstances. They were among the many first responders on scene who rushed to assist paramedics and police officers, and provided first aid to the injured.

We recently congratulated our latest group of Rewards and Recognition winners, representing Rail Cars and Shops, Stations, ATC, Plant Maintenance, Wheel-Trans, Transit Control, Subway Infrastructure, and our Bus, Streetcar and Subway transportation departments.

I'm proud to extend a personal thank you to our recipients for outstanding achievements in the categories of Leadership, Customer Service, Safety and Teamwork: Nelson Cabral, Herminio Constantino, Brendan Dean, Weldena Deflorimonte, Jamaal Dickson, Matthew Do Couto, David Freitas, Teresa Gale, Dimaz Ladak,

Petronella Lock, Nickesha Luke, Elise McAdam, Tara Mercorillo, Marciano Pascucci, Jacob Passmore, Galen Roberts, Thomas Rotscholl, Trevor Stonehouse and Shari Wills.

I'd also like to publicly welcome and congratulate three new interns to our Graduate Development Intern Leadership Program. This unique program develops the next generation of TTC leaders. Merisha Arulthas is interning in the Customer Management and Service Delivery Program. Joseph Dominicis is interning in the Engineering and Operations Program. And Umair Haider is interning in the Financial Management Program.

The TTC launched the graduate development program in early 2017. The first three interns were introduced to the Board that year. I'm pleased to advise Commissioners that all three did exceptional work and were hired by

the TTC. Victor Tang works in Audit, Risk and Compliance. Swasini Sudarsan joined Streetcar Maintenance and Infrastructure Department. And Anastassia Chouryguina is a member of the Customer Development team. We wish them much success in their TTC careers.

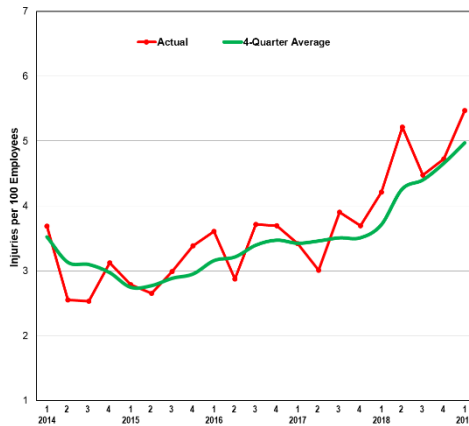
The next scheduled TTC Board meeting takes place on September 24. Have a wonderful and safe summer.



Richard J. Leary
Chief Executive Officer
July 2019

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 Q1 2019 was 5.47 injuries per 100 employees.

Analysis

The LTIR for Q1 was 10% higher than the four-quarter average of 4.97 injuries per 100 employees.

This increase is mainly attributed to the rise in slip/trip, ergonomic-related and acute emotional event (AEE) injuries in this quarter. The increase in slip/trip injuries is mainly due to adverse weather conditions in Q1.

There has been an upward trend in the LTIR since 2015.

Action plan

Last year we rolled out a slip, trip and fall prevention campaign for employees and customers. Messaging about slips, trips and

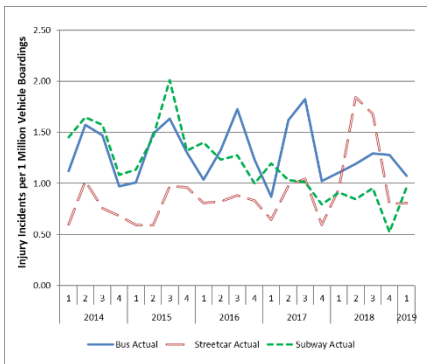
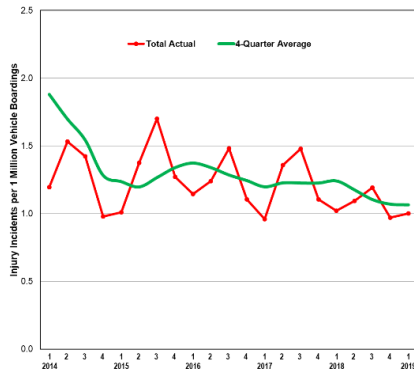
falls safety was provided to employees through various communications channels, such as TTC-TV and posters on safety boards. Ongoing initiatives aimed at reducing such injuries include regular mopping of stairways, installations of intermediate handrails and changes to station design to ensure entrances are closed to the elements.

Musculoskeletal/ergonomic type injuries (e.g. 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. A new e-learning module has been developed for all supervisory staff to provide an overview of the tools available to address ergonomic concerns, both proactively and reactively.

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 introduced two legislative changes: 1) The new policy on Chronic Mental Stress allows for compensation due to work-related stressors like bullying or harassment; 2) The policy on Traumatic Mental Stress is revised to broaden the spectrum of psychological claims. These changes have created an opportunity for an increase in the reporting of claims related to emotional trauma injuries.

Note: Q2 2019 data will be available in the September 2019 CEO's 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 for Q1 2019 was 1.0 injury incidents per one million vehicle boardings.

Analysis

The CIIR for Q1 was 6% lower than the four-quarter average rate of 1.06 injury incidents per one million vehicle boardings.

The four-quarter average line shows there has been a continued downward trend in the CIIR since 2014.

Action plan

In Q1 of 2019, the streetcar CIIR of 0.81 injury incidents per one million vehicle boardings was 37% lower than its four-quarter average rate of 1.28. This can be partly attributed to the following streetcar initiatives:

1) Frequent Rules Compliance audits to ensure proper door closing procedures are followed to

reduce customer injuries from contact with doors;

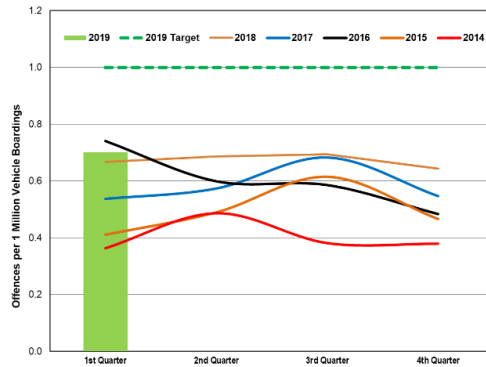
2) Increased face-to-face interactions between supervisors and operators to discuss safety-related topics;

3) Safety campaign with Toronto Police Services to provide tips to customers for a safer commute;

4) Safety reminders to operators on slowing down around corners to reduce vehicle tail-swing and the injuries that might result from customers falling off of seats.

Note: Q2 2019 data will be available in the September 2019 CEO's Report.

Offences against customers



Definition

Number of offences against customers per one million vehicle boardings.

Contact

Kirsten Watson
Deputy Chief Executive Officer –
Operations

Results

The total number of offences against customers increased in Q1 to 0.7 per one million vehicle boardings. The current rate is 9% higher than the previous quarter (0.64) and 4% higher than the same time last year (0.67).

Analysis

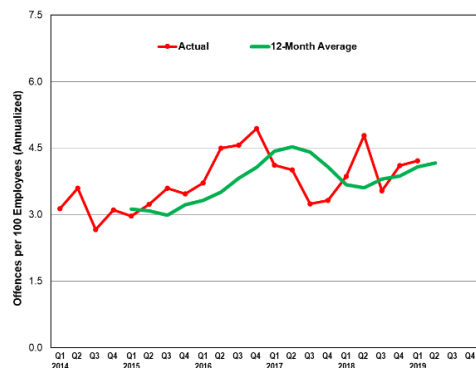
Although the number of *Assaults* remained consistent with last quarter, there was an increase in the number *Sexual assaults* and *Thefts*.

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.

Note: Q2 2019 data will be available in the August 2019 CEO's Report.

Offences against staff



Definition

Number of offences per 100 employees.

Contact

Kirsten Watson
Deputy Chief Executive Officer –
Operations

Results

The total number of offences against staff increased in Q1 to 4.22 per 100 employees. The current rate is 2.7% higher than last quarter (4.11) and 9% higher than the same time last year (3.86).

Analysis

Q1 had an increase in *Assaults* and *Threats* compared to the previous quarter. Other offences, including *Mischief*, *Harassment*, *Indecent exposure*, *Sexual assault* and *Robbery*, decreased this quarter.

Action plan

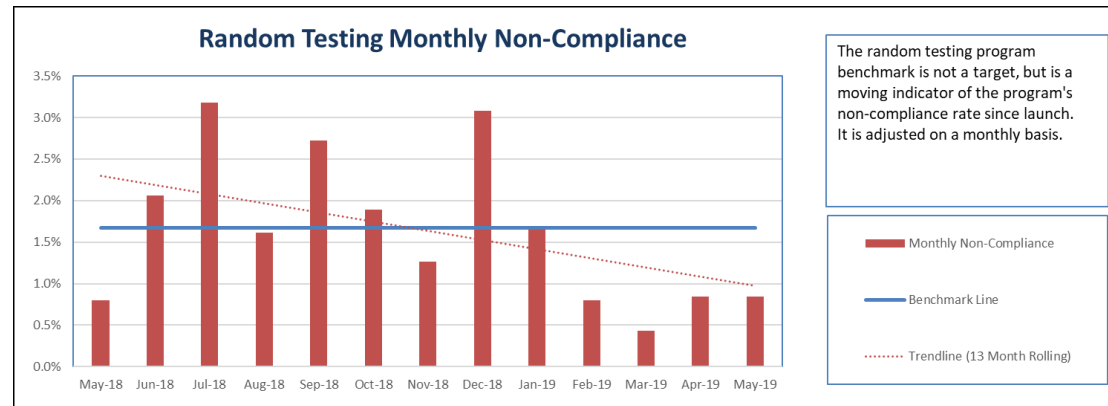
Transit Enforcement Special Constables will continue to provide support to surface personnel via the BUS STOP (Bringing Uniform Support to Surface Operating Personnel) initiative, and conduct special details and initiatives to assist with ongoing and emerging issues

identified by staff across the system.

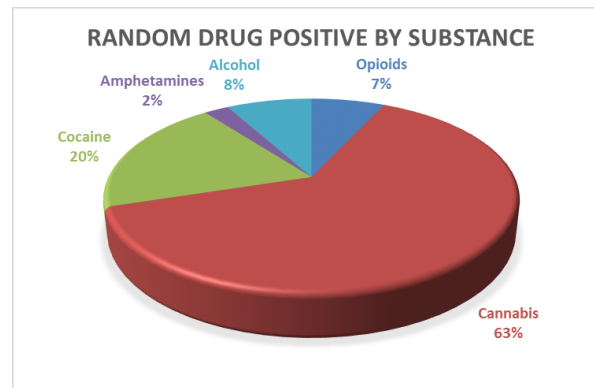
Note: Q2 2019 data will be available in the August 2019 CEO's Report.

Fitness for duty

The data shows the percentage of employees that tested non-compliant (drug, alcohol, refusal) under the TTC’s Random Program on a monthly basis and how each of those months compares to the overall program non-compliance rate (benchmark). This data includes tests performed on unionized and non-unionized employees.



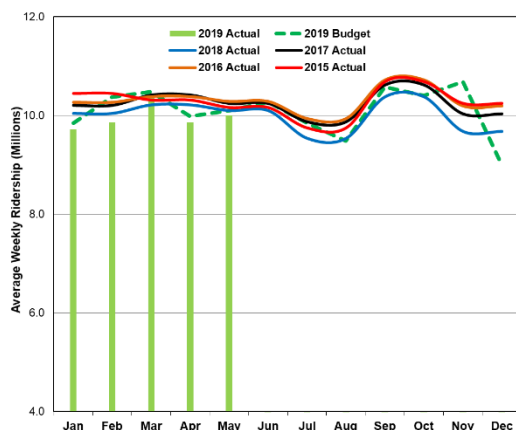
The chart showing “Drug Positive by Substance” is updated on a quarterly basis. The information is up to March 31, 2019. The next update will be in the August 2019 CEO’s Report. Some results are returned as positive for more than one substance.



Contact
 Sean Milloy,
 Director – Employee Relations
 Human Resources

Ridership

Ridership



Definition

Average number of journeys per week, including paid and free journeys (e.g. two-hour transfers and children 12 and under). 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

Stephen Conforti,
Head of Finance & Treasurer

Results

Period 5 (May 5 to June 1, 2019) revenue ridership was 40.0 million or 10.0 million passengers per week. This was approximately 0.4 million (1.0%) below the budget of 40.4 million rides but 0.05 million (0.1%) above the same period in 2018.

Year-to-date (YTD) ridership at the end of period 5 was 216.6 million, 4.0 million (1.8%) below budget and 2.7 million (1.2%) below the comparable period in 2018.

Analysis

Ridership during the first two periods of 2019 appears to have been affected by two factors compared to early 2018: severe weather and higher PRESTO adoption.

Ridership is affected by heavy snow and severe cold. Our customers experienced more of both this winter. In particular, for the first two periods of the year, there were five severe snow storms compared to none

during the comparable period last year.

Ridership remained relatively flat compared to last year for period 5 (May), similar to the experience in period 3 (March). A decrease was experienced for period 4 (April) compared to both the prior year and budget. This decrease was predominantly driven by reduced weekend ridership that was down 6.5% compared to 2018, largely attributed to the timing of the 2019 Easter holiday weekend.

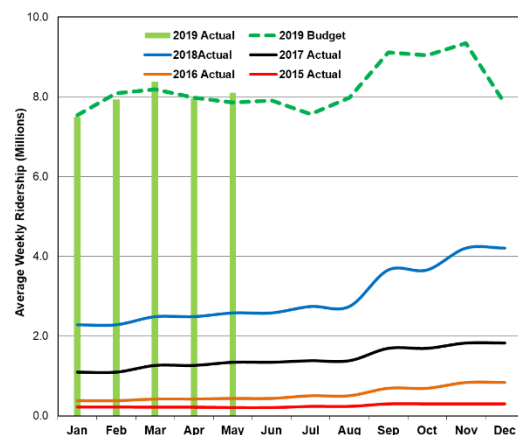
Higher PRESTO adoption appears to have affected measured ridership in two ways. First, we now have more precise ridership data compared to counting tokens and weighing paper tickets. Second, about 80,000 or 28% of our former monthly pass customers have converted to PRESTO pay-as-you-go e-purse each month in 2019, likely to take advantage of the two-hour transfer and for some, the TTC/GO discounted co-fare. This would affect measured ridership to the extent that

these customers may ride less often than the monthly average of 71 rides per adult monthly pass.

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 rides per current customer; and (3) Attract new customers to the system.

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

Stephen Conforti,
Head of Finance & Treasurer

Results

Period 5 (May 5 to June 1, 2019) PRESTO ridership was 32.4 million or 8.1 million passengers per week. This was approximately 1.0 million (3.2%) above the budget and 22.3 million (222%) higher than May 2018 ridership of 10.1 million.

Year-to-date ridership at the end of period 5 was 173.2 million, 1.0 million (0.6%) above budget and up 120.6 million (229%) above the comparable period in 2018.

Analysis

Substantial progress has been made over last year with numerous fare products now available on PRESTO. Fare card readers have been installed on all buses and streetcars and PRESTO fare gates and fare vending machines at all subway entrances.

The introduction of PRESTO tickets at two stations in early April and an additional eight stations in early May helped move PRESTO ridership approximately 1 million above the budget for period 5. Furthermore, the

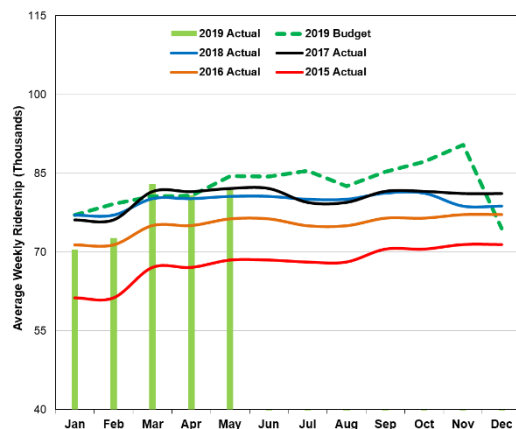
retirement of the Metropass on December 31, 2018 encouraged a significant move of customers to PRESTO in 2019, driving an increase of over 290,000 unique cards using the system in the first five months of 2019, resulting in an increase in adoption from 45.5% in December 2018 to 81.8% in May.

We are in discussions with Metrolinx about adoption rate calculation given measurement uncertainties related in particular to two-hour transfer and PRESTO monthly pass ridership. PRESTO adoption has increased over the past year, from about one-quarter of ridership in February 2018 to about three-quarters currently.

Action plan

PRESTO adoption is expected to increase over time as legacy media is phased out, more PRESTO fare options are made available and marketing initiatives encourage further PRESTO adoption. The PRESTO adoption rate is expected to continue to increase significantly during 2019, reaching approximately 95% once legacy fare media are no longer sold.

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

Stephen Conforti,
Head of Finance & Treasurer

Results

Ridership in Period 5 (May 5 to June 1, 2019) was 327,267 (or 81,817 passengers per week). This figure was 3.1% lower than the budgeted 84,429 customers per week. In terms of year-over-year growth, the May ridership was 0.8% higher compared to the same period in 2018.

Analysis

Year-to-date Wheel-Trans ridership is similar to 2018 levels and has experienced positive growth for the last three periods versus the same time last year. The overall growth rate has not reached the budgeted targets for 2019. Customers are encouraged, through the trip booking process, to choose a Family of Services trip. Wheel-Trans customers diverting their full trips to conventional services continues to grow at a rate higher than anticipated.

Action plan

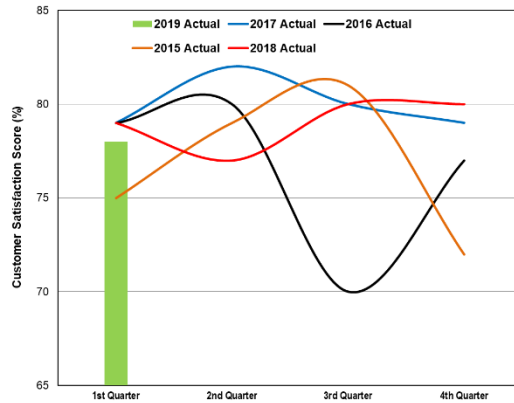
Customer surveys will continue in order to obtain an accurate predictor of full trip diversions. We will also continue to monitor customer

satisfaction with the trip booking process through the self-booking website and through calling a reservationist.

A new mobile app is being developed with an anticipated launch in September. This will give customers another option for booking Wheel-Trans and Family of Services trips.

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

About four-in-five (78%) customers reported high levels of overall satisfaction in Q1 2019, which is consistent with last quarter (80%) and the same time last year (79%).

Analysis

Overall satisfaction for streetcar customers fell to 73%, down significantly from the same time last year (82%). Levels of satisfaction for these customers on key drivers, such as trip duration and wait time, match this trend.

The perceived helpfulness of staff on Line 2 jumped to 91%, up significantly compared to the same time last year (81%).

Action plan

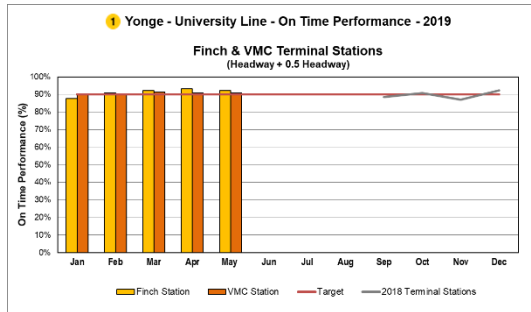
Frontline staff continue to play an increasingly important role in shaping customer perceptions of overall satisfaction. Last year, helpfulness of

staff/operators became one of our most influential drivers of satisfaction, alongside the perennial top drivers: trip duration and wait time (overall reliability), comfort of ride, and level of crowding inside vehicle. This shift coincided with rollout of the Customer Service Agent role and the overall increased presence of staff in our system.

Note: Q2 2019 data will be available in the August 2019 CEO's Report.

Subway services

Line 1 (Finch and Vaughan Metropolitan Centre terminal stations): On-time performance (OTP)



Definition

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

This measure has remained relatively stable over the past three months. In May, performance decreased slightly to 91.6% from 91.9% in April. Our 90% target was met.

Analysis

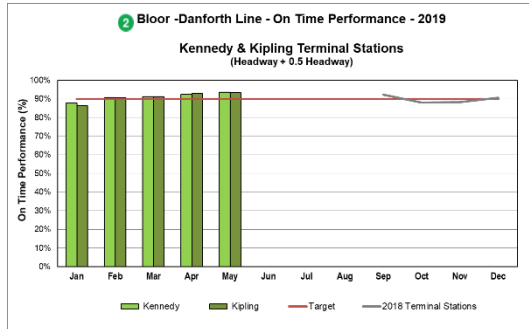
Although the number of delay incidents increased in May by 12.7% compared to April, total delay minutes decreased by 4.9%, leaving the results relatively stable. Improvements were noted in delay minutes caused by ill customers (down 47.8%) and customer disturbances (down 33.8%).

Additional staff resources deployed at our terminals in peak periods are having a positive impact on dwell times, which can lead to increased travel times for customers headed northbound towards the terminals. This initiative will be expanded to off-peak periods as well.

Action plan

We will continue to deploy additional staff resources at our end terminals to improve dwell times. We expect to see a positive effect on northbound travel times, especially during the p.m. peak.

Line 2 (Kennedy and Kipling terminal stations): On-time performance (OTP)



Definition

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

Results were slightly improved for this measure at both terminals, with an overall average of 93.3%, up from the 92.6% we achieved in April.

Our 90% target for this measure was met.

Analysis

This metric improved slightly compared to April even though there were 320 additional delay minutes in May (1394 to 1714).

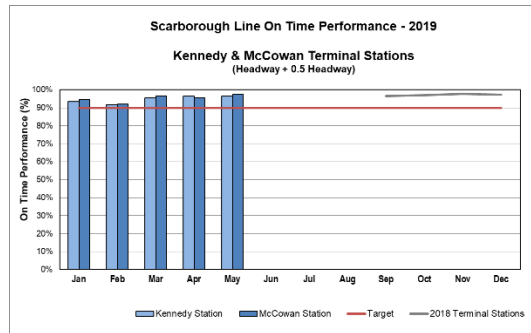
The additional unscheduled Run-As-Directed (RAD) trains we had out for peak periods in May provided Transit Control with a delay mitigation resource that they did not have on this line before. The RAD trains allow Transit Control to maintain good service levels when delays occur, and increased capacity when they don't.

Action plan

RAD trains have been scheduled beginning June 24, and Transit

Control is looking for additional opportunities where we can take further advantage of their benefits.

Line 3 (Kennedy and McCowan terminal stations): On-time performance (OTP)



Definition

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 May, performance increased slightly to 96.8% from 96.0% in April. Our 90% target was met.

Analysis

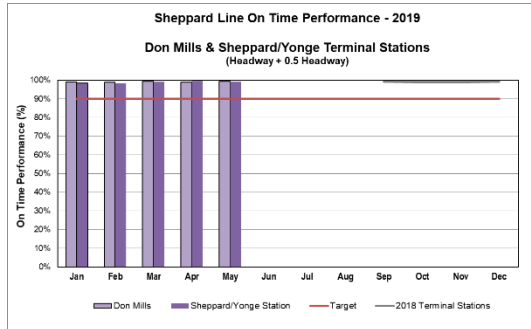
There was an increase in both delay incidents and delay minutes attributed to rolling stock in May. Our Line 3 fleet is continuing to be overhauled to extend the life of the cars and improve reliability.

Action plan

As summer approaches, we may see slight impacts on this measure until cooler weather returns in the fall.

In order to protect our equipment, we have a hot weather protocol to reduce our maximum speed and braking efforts, increasing round-trip times beyond what is scheduled.

Line 4 (Don Mills and Sheppard terminal stations): On-time performance (OTP)



Definition

OTP measures the headway adherence of all service trains at end terminals. Data represents Monday-to-Friday service between 6:00 a.m. and 2:00 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

Results for May were unchanged from the 99.2% we achieved in April. Our 90% target was met.

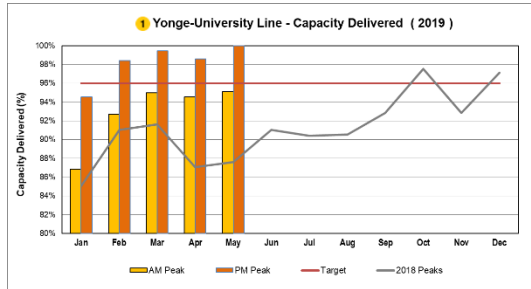
Analysis

With relatively low delay incidents, a consistent service throughout the day, and a shorter distance per round trip, this line continually performs well.

Action plan

Line 4 will continue to be managed in the same, effective manner providing consistent, reliable service to our customers.

Line 1: Capacity



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 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

Contact

James Ross,
Chief Operating Officer

Results

Improvements were realized during both the a.m. and p.m. peaks, with an overall average of 97.2%. This is higher than the 96.2% average we achieved in April, and a year-over-year improvement from the 87.6% we achieved in May 2018. The p.m. peak capacity delivered was 100% for the first time in 17 months.

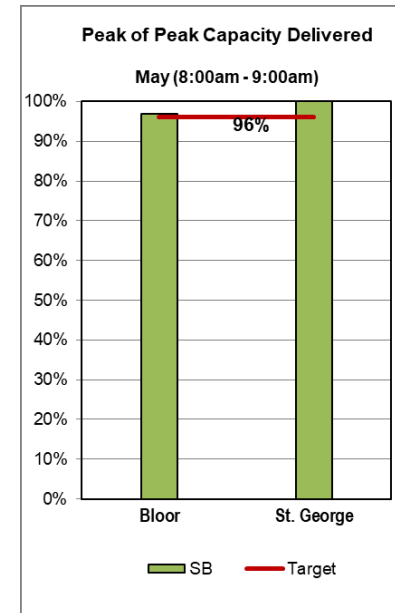
Our target of 96% was met.

Analysis

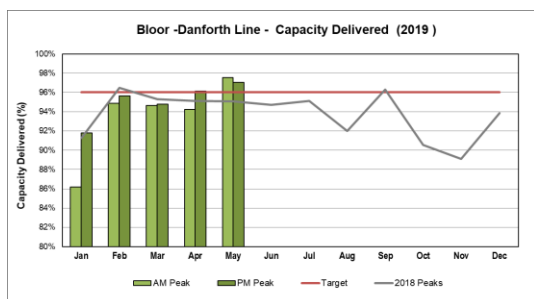
One factor contributing to this improvement was a 4.9% decrease in total delay minutes on the line, including a 15% decrease in customer-related delay minutes.

Action plan

The benefits of our Automatic Train Control (ATC) system are continuing to be seen all along the line, not only in ATC territory. The Run-As-Directed trains that were added in 2018 provide relief along the line when delays do occur.



Line 2: Capacity



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 a.m. to 9 a.m. and 3 p.m. to 7 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

Improvements were realized during both the a.m. and p.m. peaks, with an overall average of 97.2%. This is higher than the 95.2% average we achieved in April, and a year-over-year improvement from the 95.1% we achieved in May 2018.

The a.m. peak capacity delivered (97.5%) was the highest we've achieved in 17 months.

Our 96% target for this measure was met.

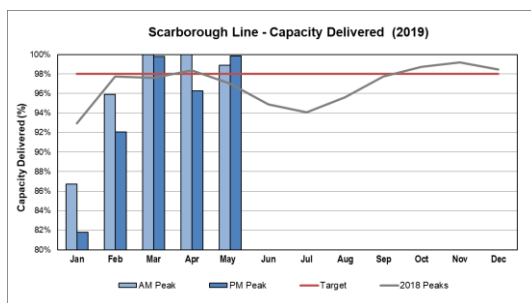
Analysis

Run-As-Directed (RAD) trains were added as unscheduled extra trains beginning in May, and will be permanently added to the schedule on June 24. These trains, one a.m. and one p.m., allow us to fill extended headways when delays occur, and are inserted into the peak direction to increase capacity when there are no delays.

Action plan

As noted, the RADs for the a.m. and p.m. peaks are being added permanently to our schedule for Line 2 beginning June 24. This will improve the resiliency of the service and help us achieve increased capacity.

Line 3: Capacity



Definition

Total number of trains that travelled through two 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 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

Contact

James Ross,
Chief Operating Officer

Results

Results were mixed for this measure in May, as the a.m. peak slipped from 100% to 98.9%, while the p.m. peak improved from 96.3% to 99.9%. Our overall average improved from 98.2% in April to 99.4% in May. Year-over-year we improved from the 97% achieved in May 2018.

Our target for this measure is 98% and was met.

Analysis

The main reason the a.m. peak performance dropped was due to a vehicle fire on May 27 that resulted in 229 out-of-service minutes after the incident train was removed from service.

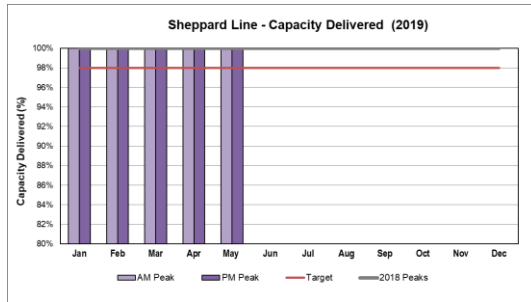
Conversely, delay incidents during the p.m. peak decreased in May, resulting in the improved performance.

Action plan

Peak period supervision has been added to the line for the a.m. peak,

and will be added to the p.m. peak in June. This will provide another resource to clear delays quickly should they occur.

Line 4: Capacity



Definition

Total number of trains that travelled through two 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 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

Contact

James Ross,
Chief Operating Officer

Results

This measure remained at 100%, where it has been for 17 consecutive months. Our 98% target for this measure was met.

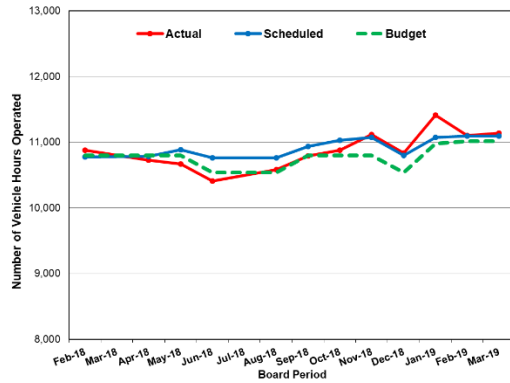
Analysis

Delay incidents and minutes continue to remain relatively stable, and are much lower than on other routes.

Action plan

Line 4 continues to run as scheduled and consistently delivers at or near 100% capacity.

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 March 2019 Board Period, 11,018 subway weekly hours were budgeted for service, while 11,094 subway weekly hours were scheduled to operate. This represents a variance of 0.69%.

Of the 11,094 subway weekly hours scheduled to operate, 11,101 weekly hours were actually delivered, which represents a variance of 0.07%.

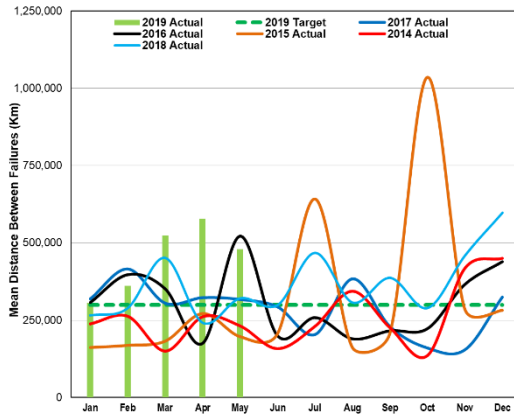
Analysis

Actual service hours are matched with scheduled service hours.

Action Plan

No action required at this time.

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 May was 480,240 kilometres, exceeding the target of 300,000 kilometres.

Analysis

In May, there were six delay incidents greater than or equal to five minutes. The worst performing system was the passenger door system with five delay incidents greater than or equal to five minutes. This was followed by the brake, with one delay incident greater than or equal to five minutes.

Action plan

The five passenger doors system related failures were a result of a bent staff open switch leaf, an out of adjustment door pocket guide and lock pin, a defective door control panel, and loose car body insulation preventing the doors from opening.

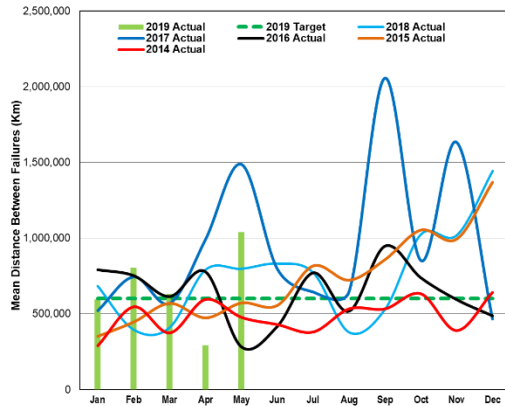
The bent staff open switch leaf was straightened, and the out of adjustment pocket guide and lock pin were readjusted to specifications and

tested to be working. All door sets were tested to be working after repairs.

The defective door control panel was replaced, and the loose insulation secured to the car body. Both sets of doors were tested multiple times with no further issues.

The brake-related incident was due to a faulty power supply on the friction brake electronic control unit. The faulty power supply was replaced and brakes have been tested to be working.

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 five minutes or more. Includes all seven days of service.

Contact

Rich Wong,
Chief Vehicle Officer

Results

The MDBF in May was 1,040,332 kilometres, exceeding the target of 600,000 kilometres.

Analysis

In May, there were four delay incidents greater than or equal to five minutes. The worst performing system was the passenger door system with two delay incidents. This was followed by the body and the trainline system each with one delay incident greater than or equal to five minutes.

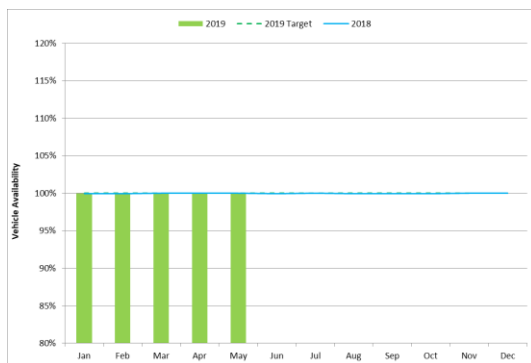
Action plan

The two passenger door-related incidents were due to a delaminated door roller and a defective door electronic control unit (DECU). The door rollers were replaced with new rollers, while the defective DECU was rebooted. All affected door sets were tested with positive results after the repairs. We will continue to investigate the increased number of passenger door-related incidents.

The body-related delay incident was due to a broken air hose on the operator cab seat. The cab seat was replaced and tested to be working.

The trainline related incident was due to a network communication error. The network issue is still currently under investigation by TTC technical staff in coordination with the car manufacturer.

Subway: Service availability



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 in May was 100%.

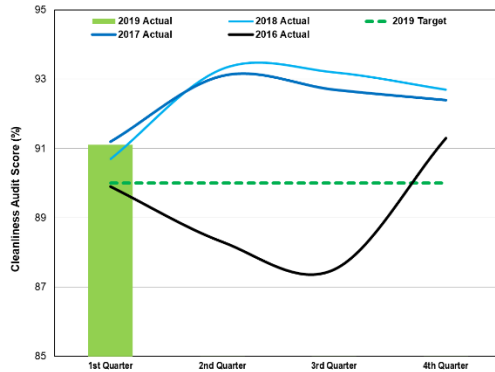
Analysis

We continue to meet the service requirements, meeting the target of 100% vehicle availability. All vehicles were available for service when required.

Action plan

We will continue to deliver safe, reliable and clean vehicles to service on all subway lines.

Subway: Vehicle cleanliness



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 91.1% in Q1 2019 is above the target of 90.0%. We have recorded a score of greater than 90% since Q4 2016.

Analysis

Areas of strength in vehicle cleanliness across all fleets and lines were the ceilings, mandatory decals, etching/scratchitti and graffiti/stickers.

Major factors affecting the quarter-on-quarter overall cleanliness scores in Q1 2019 were the exterior, floors and windows. These scores were lower than previous quarters due to colder inclement weather conditions where exterior washes are limited. In addition to the inclement weather, there was increased use of salt and sand on the ground. The floors are addressed every 14 days during the floor wash cycle.

Action plan

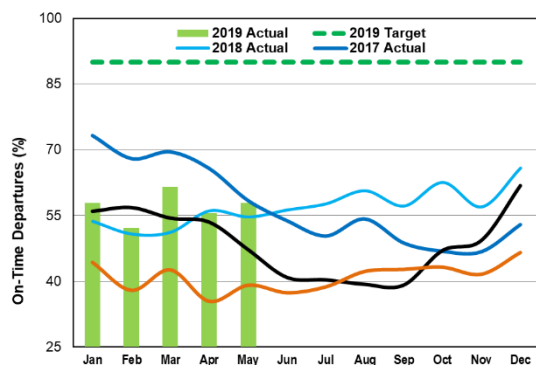
Exterior vehicle washes were limited due to weather conditions in Q1

2019. Focused exterior programs will be picked up in the spring and summer months of 2019.

Note: Q2 2019 data will be available in the August 2019 CEO’s Report.

Streetcar services

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 earlier or five minutes later than their scheduled departure time. Includes all seven days of service. Night routes are excluded.

Contact

*James Ross,
Chief Operating Officer*

Results

OTP in May was 57.8%, a modest increase compared to last month (55.6%) and an improvement compared to the same time last year (54.7%). Our 90% target was not met.

Analysis

The OTP results for May were lower than expected, with the first week of the period significantly lowering the entire month's average. Due to a combination of infrastructure work on King Street and special events impacting most streetcar routes, the OTP results for the first week were 47%, while the next three weeks were an average of 61%.

The 505 Dundas route continues to be our worst performing route, with ongoing construction activity impacting the middle of the route, from Bay Street to Spadina Avenue.

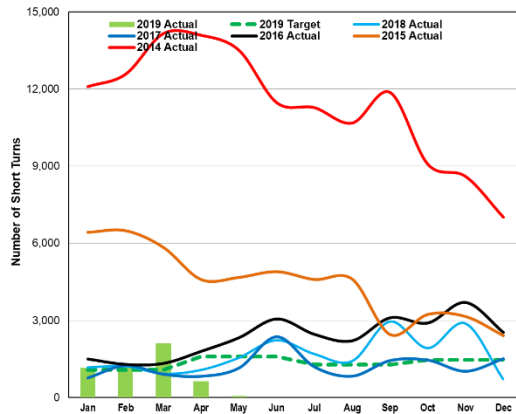
As noted in last month's report, the 504 King route has begun to show a significant performance improvement since the implementation of a new service schedule on May 12. With

this new schedule, which more closely matches the scheduled trip time with the actual trip time, the route's OTP results improved to 81%.

Action plan

Effective June 24, the 501 Queen route (from Neville Park to Humber) will be running on an improved schedule, following the same methodology as the 512 Queen and 504 King routes. We anticipate similar positive results for OTP on that route once the change is made.

Streetcar: Short turns



Definition

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

Contact

James Ross,
Chief Operating Officer

Results

There was a total of 67 short turns in May across the entire streetcar network. This is the lowest number of short turns in any month since 2014, and is a significant decrease from 632 short turns in April, and a 96% year-over-year decrease from May 2018 when we had 1546 short turns.

Analysis

Streetcar short turns continue to trend well, due to a number of factors.

First, Run-As-Directed vehicles continue to play a significant role in route management, along with the increased use of operator changeovers, both of which reduce the need to short turn streetcars.

Second, new schedules, first introduced on the 512 St Clair route and in May, on 504 King, are providing resiliency in the schedule and further reducing the need for short turns.

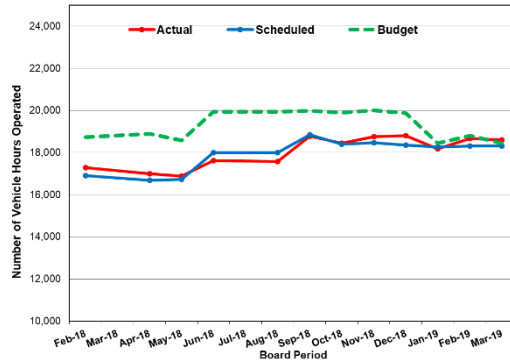
Finally, changes to the Transit Control Centre have increased

support for our streetcar supervisors, improving route management and even further reducing a past reliance on short turns.

Action plan

501 Queen, typically the route in the network with the highest number of short turns, will be the next route to benefit from an improved schedule, on June 24. As already seen on 512 St Clair and 504 King, this is expected to improve on time performance and reduce short turns even further.

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 March 2019 Board Period, 18,448 streetcar weekly hours were budgeted for service, while 18,318 streetcar weekly hours were scheduled to operate. This represents a variance of -0.7%.

Of the 18,318 streetcar weekly hours scheduled to operate, 18,604 streetcar weekly hours were actually delivered, which represents a variance of 1.56%.

Analysis

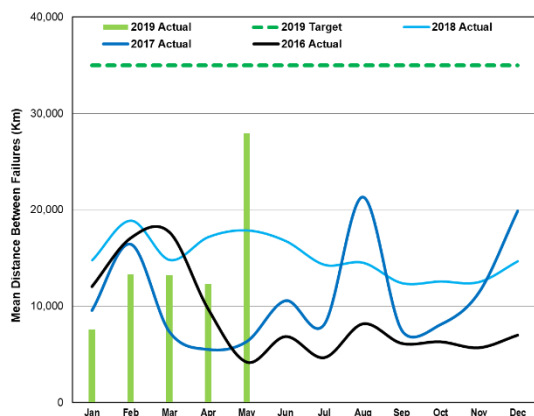
The variance between budgeted hours and scheduled hours is a result of the streetcar fleet shortage. Streetcars have been removed from 505 Dundas and 511 Bathurst and replaced with bus service.

Actual service hours are matched with scheduled service hours.

Action plan

Staff continue to monitor the Bombardier delivery schedule.

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 May was 27,936 kilometers. This is an increase of 10,098 kilometers compared to the same time last year and an increase of 15,616 kilometers compared to last month.

The overall LFLRV MDBF remains below the 35,000-kilometre target.

Analysis

In May there were 23 delay incidents. The number of delays attributed to the braking equipment, which was the worst-performing system, decreased by 50% with the implementation of additional pre-service inspection scope.

The number of delays attributed to the other poor-performing systems (doors, train control management, communication systems, pantograph) have remained steady.

Action plan

We continue to work closely with Bombardier and have developed

various vehicle modification programs to help improve the reliability of the vehicles.

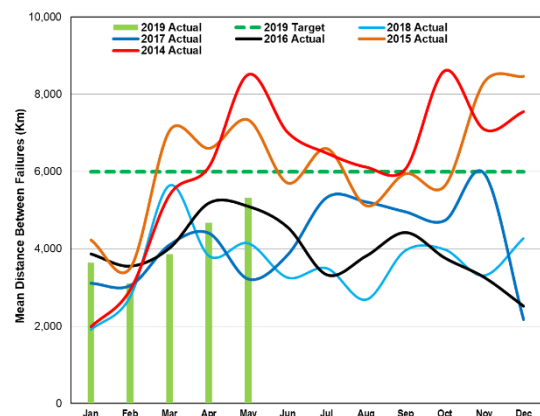
Door system: Design and component improvements (e.g. installation setup, guide channels, and end-stops) have been implemented on the fleet and a wire chain retrofit is underway.

Brake system: Quality control containment and improvements have been implemented at supplier sites. Component improvements (e.g. seals, guidance shaft and locking pins) are in validation and planning stages with implementation targeted for Q4 2019.

Pantograph: Technical staff are closely monitoring pantograph-related failures as engineering investigations continue with Bombardier.

These reliability improvement programs continue to be refined as more operational data becomes available with the increased use of the vehicles and an increasing fleet size.

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 of the CLRV fleet for May was 5,315 kilometres. This was an increase of 1,170 kilometres from the same time last year and 634 kilometres from the previous month.

The MDBF continues to remain below the target of 6,000 kilometres.

Analysis

The MDBF of the CLRV fleet increased in May due to a reduction in the number of disc brake and windshield system-related failures, which contributed to the most delays the previous month. The reductions were achieved through continued pre-service maintenance and increased maintenance scope during preventative maintenance inspections. Continued decommissioning of unreliable vehicles and improved weather conditions also contributed to providing fewer failures in May.

Action plan

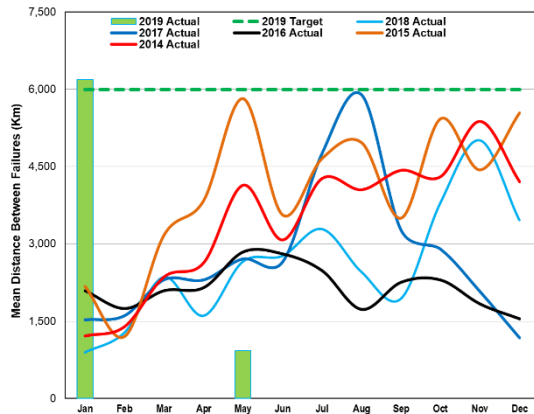
Pre-service inspection and preventative maintenance programs, along with the decommissioning of CLRV vehicles will decrease the number of equipment failures and improve reliability. All CLRV vehicles will be decommissioned by the end of 2019.

Streetcar decommissioning schedule

Year	CLRV	ALRV	Total
2015	7	4	11
2016	16	4	20
2017	30	0	30
2018	28	33	61
2019*	113	10	123
Total	194	51	245

*Projected

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 in May was 926 kilometres.

This was a decrease of 1,730 kilometres from the same period last year. ALRV vehicles were not placed in service during February, March and April.

The MDBF was below the target of 6,000 kilometres.

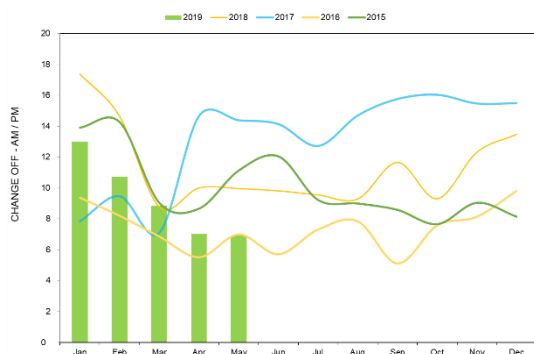
Analysis

The ALRV fleet was placed into limited service in May, running for 926 kilometres and having one recorded failure on the compressed air system. The vehicles remain available for supplemental service if required.

Action plan

Preventative maintenance and pre-service inspections will be performed on ALRVs before they are placed into service. The ALRV fleet will be decommissioned by the end of 2019.

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 May, 4.2% (or seven of 165 vehicles) of the peak daily service, including Run-As-Directed vehicles, resulted in a RCCO. This was a decrease of 0.1% from the previous month.

Analysis

The daily average number of RCCOs remained the same in May compared to April, but there was an increase of three daily vehicles available for service.

A reduction in failures of high voltage, communication and sander system equipment-related failures on the CLRV fleet aided in the improvement. There was also a reduction of failures to windshield equipment and disc brake systems on the LFLRV fleet compared to the previous month.

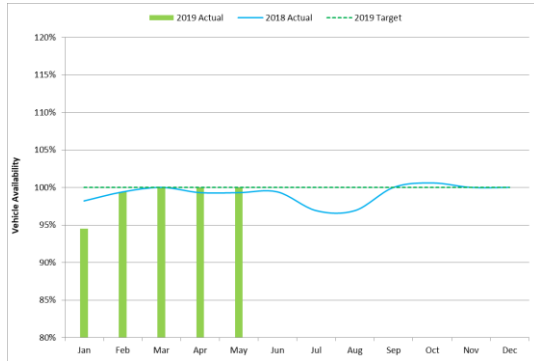
An increase in propulsion equipment failures on the CLRV fleet and carbody issues on the LFLRV fleet, offset the reduced failures, producing

a similar average number of daily RCCOs as the previous month.

Action plan

Staff will continue monitor and improve inspection and preventative maintenance performance to reduce failures. Bombardier is aware of the issues related to LFLRV reliability and is implementing and refining modification programs to address the issues in order to reduce RCCOs. Decommissioning of legacy vehicles will continue.

Streetcar: Service availability



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, including Run-As-Directed vehicles. In May, the target requirements were met with an average of 165 vehicles available for service.

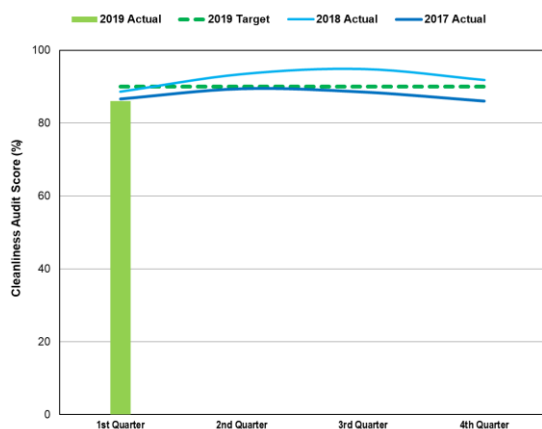
Analysis

With the increasing number of LFLRV vehicles being commissioned and the continued decommissioning of unreliable legacy fleet vehicles, target availability numbers are being met.

Action plan

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

Streetcar: Cleanliness



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 Q1 2019 was 86.0%. This is a decrease from both Q1 2018 (88.6%), and Q4 2018 (91.8%). Overall performance on streetcar cleanliness was below the target of 90%.

Analysis

Poor weather conditions in January impacted Q1 quarterly cleanliness. Cold temperatures below -10 degrees Celsius and significant snow prevented regular exterior washes from being completed. Although floors were washed regularly, accumulation of salt and sand deposits contributed to a decrease in overall cleanliness.

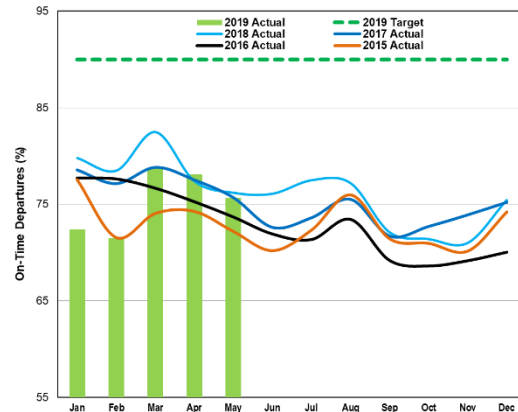
Action plan

We continue to investigate and identify further improvements, including additional equipment to make cleaning more efficient.

Note: Q2 2019 data will be available in the August 2019 CEO’s Report.

Bus services

Bus: On-time performance (OTP)



Definition

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

Contact

James Ross,
Chief Operating Officer

Results

OTP in May declined slightly to 75.7% as compared to last month (78.1%) and to the same period last year (76.2%).

Analysis

Metrolinx construction activities on the above surface section of the Crosstown have resulted in increased delays to routes operating on and intersecting Eglinton Avenue. These disruptions in the east end of the city are expected to continue until the end of the project, with major intersection closures expected during the summer months.

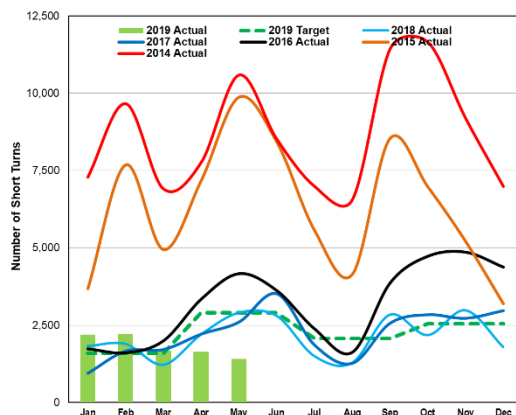
The implementation of the new VISION dispatch system continues across the system. As part of the roll out process, we have identified a number of data quality issues that we are currently working with the vendor to resolve. These issues may result in the over reporting of missed trips and of vehicles departing terminals ahead of schedule. Updated results will be provided as they become available.

Action plan

The following service reliability improvements were implemented in the May Board Period: 9 Bellamy, 37 Islington, 66 Prince Edward, 72 Pape, 104 Faywood, 111 The East Mall, 127 Davenport, 168 Symington and 937 Islington Express.

These routes have all seen improved service quality as a result of these changes, notably the 168 Symington route, that improved from 72% in March to 92% OTP in May. As more and more routes receive new schedules, we expect this measure to continue improving.

Bus: Short turns



Definition

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

Contact

James Ross,
Chief Operating Officer

Results

There were 1,404 short turns in May, well below the 2,897 target. These results are an improvement from last month (1,644) and the same time last year (2,901).

Analysis

The significant reduction in short turns in May was driven by increased management oversight, focusing on alternate route management techniques to minimize customer impact. On routes where schedules did not reflect actual operating conditions, vehicles were allowed to operate late with a reduced emphasis on schedule adherence and allowing full trips to be completed, reducing the impact to customers. Short turns continued to be mainly driven by increased traffic congestion around Metrolinx construction zones on Eglinton Avenue.

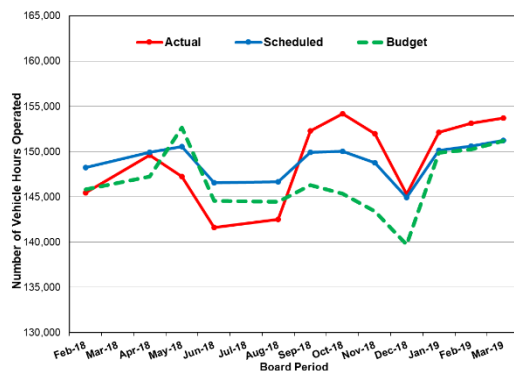
The top five routes for short turns were: 63 Ossington (8%), 35 Jane (8%), 41 Keele (7%), 75 Sherbourne (5%) and 935 Jane Express (5%), representing one third of all short turns.

Action plan

We will 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.

A new schedule for the 63 Ossington route will be implemented in the August 2019 Board Period. The 41 Keele and 75 Sherbourne routes will have new schedules implemented in the fall of 2019. The 35 Jane and 935 Jane Express routes will have new schedules in Q1 2020 after the construction at Jane Station is completed.

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 March 2019 Board Period, 151,192 bus weekly hours were budgeted for service, while 151,254 bus weekly hours were scheduled to operate. This represents a variance of 0.04 %.

Of the 151,254 bus weekly hours scheduled to operate, 153,711 weekly hours were actually delivered, representing a variance of 1.62%.

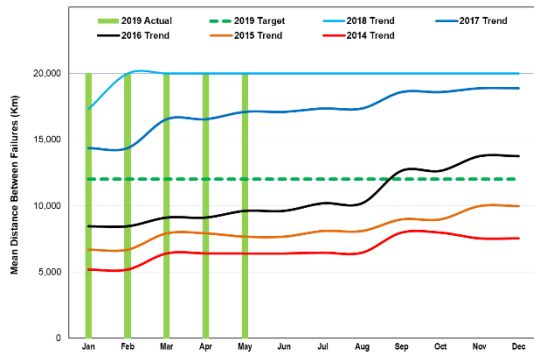
Analysis

Actual service hours are matched with scheduled service hours.

Action plan

No action required at this time.

Bus: Mean distance between failures (MDBF)



Definition

Total 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 MDBF in May was 20,000 kilometres, exceeding the target of 12,000 kilometers.

Analysis

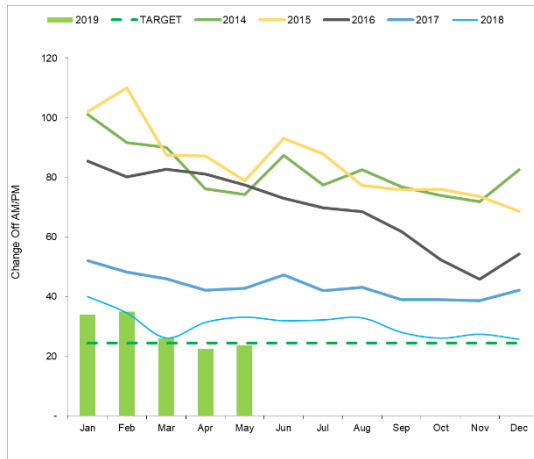
MDBF for the bus fleet continues to remain high and above the target. New vehicles entering the fleet, such as the 143 new Nova hybrids received to date in 2019 and the 387 diesel buses commissioned in 2018 contribute to this reliability. Despite this high reliability, we continue to deal with coolant leak failures.

Action plan

Several alternate design options are being evaluated to alleviate the temperature and age dependent torque requirements on Nova bus coolant hose clamps. This failure mode is affecting all transit agencies in regions that have high seasonal temperature swings like Ontario.

We have begun the enforcement of recently released Coolant System state of good repair (SOGR) packages. We will monitor compliance of repairs to the SOGR technical package.

Bus: 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. Monday to Friday data only.

Contact

Rich Wong,
Chief Vehicle Officer

Results

The average number of RCCOs in May was 24 per day.

Analysis

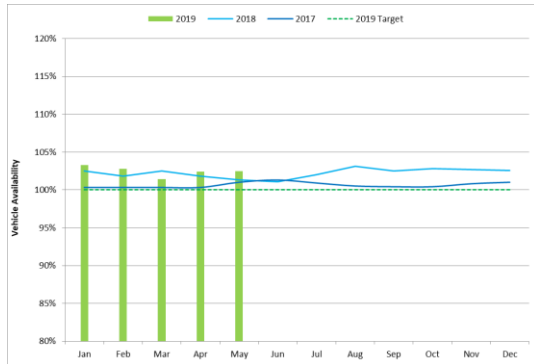
Total average daily RCCOs this period was less than a point above last period, which was the lowest achieved to date. Bus change-offs are trending in a favourable direction due to ongoing maintenance programs and new bus procurements.

Peak revenue service was 1,653 buses per day, including Run-As-Directed buses in this period. The average number of RCCOs per day equates to 1.45% of service, below the target of 1.5%.

Action plan

We will continue with improvement initiatives and monitor and control accordingly.

Bus: Service availability



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 a.m. peak service in period 5 was 1,653 per day or 102.5% of planned service, well above the target of 1,613 buses.

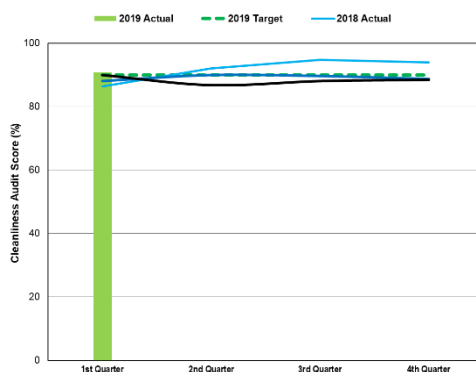
Analysis

The significant number of new bus procurements from 2016 to 2018 (870 buses) has boosted fleet performance and permitted a higher than projected spare ratio. The higher spare ratio supports additional buses available for service.

Action plan

We will continue to monitor and control all aspects of maintenance that support continuous improvement initiatives.

Bus: Cleanliness



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 Q1 2019 was 90.7%, which is slightly above the target of 90% and well above the Q1 2018 result of 86.4%.

Analysis

The performance score takes into account pre-service, in-service and post-service audit results. Scores are impacted by changes of in-service operating conditions. Q1 2019 results are likely to have a negative variance due to inclement weather conditions. Birchmount and Mount Dennis garages scored the lowest of the seven garages in the Contractor Cleanliness Performance section.

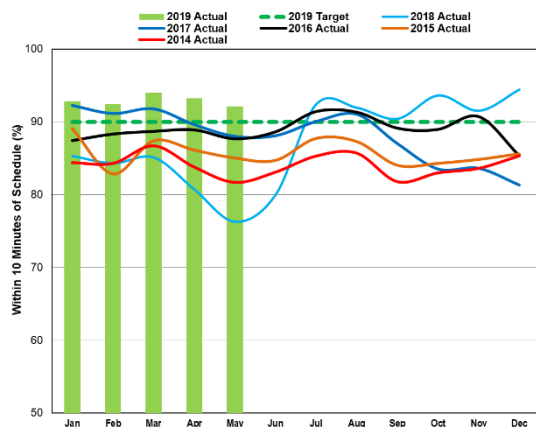
Action plan

Continue to monitor contractor performance. Meet with the contractor to review specific scores at Birchmount and Mount Dennis garages that negatively impacted performance.

Note: Q2 2019 data will be available in the August 2019 CEO’s Report.

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, the trip must arrive within 20 minutes of its scheduled arrival.

Contact

Kirsten Watson,
Chief Executive Officer – Operations

Results

OTP in May decreased by 1.1% from the previous period to 92.1%, and is 15.8% above the same period last year.

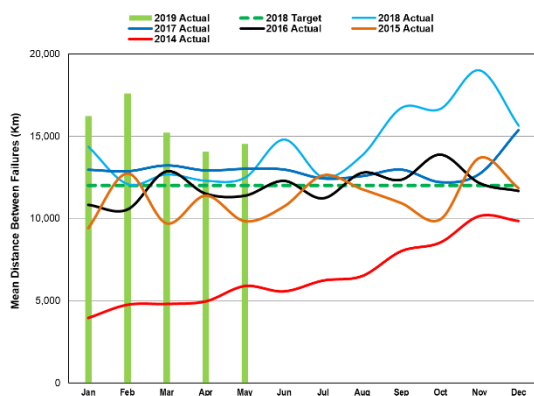
Analysis

OTP remains above target as the focus of our dispatch centre is to manage delays in a timely fashion in order to minimize the impact to our customers. Since the implementation of ICS (Integrated Communication System) on May 5, 2019, the management of incidents and workflow of the dispatch room has improved on efficient delay monitoring and documentation.

Action plan

As we become more proficient with the ICS system, it will be an invaluable tool for time management and Family of Services monitoring regarding elevator/escalator, service disruptions, road closures and diversions.

Wheel-Trans: Mean distance between failures (MDBF)



Definition

Total 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 May MDBF of 14,171 kilometres exceeded the target of 12,000 kilometres, and is above the previous period average of 14,051 kilometres.

Analysis

The addition of the ProMaster bus continues to be the driving force behind an above target MDBF. Wheel-Trans continues to trend in a positive direction due to the various maintenance programs that have been implemented.

Diesel exhaust fumes detected by operators continue to account for the most road calls and change-offs for the Friendly bus fleet. Lakeshore garage maintenance manually engages the exhaust regeneration on property during servicing, to minimize the impact to our customers.

Action plan

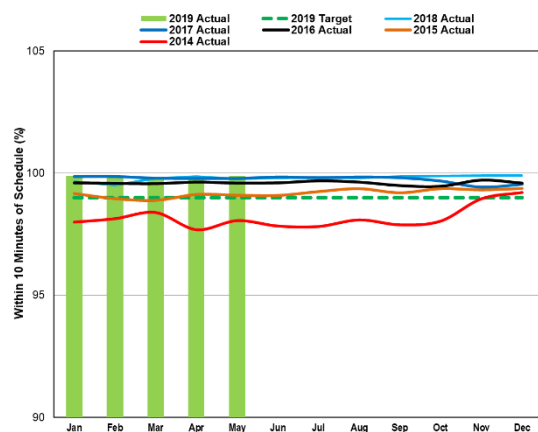
To help mitigate exhaust system issues on the Friendly bus fleet, Wheel-Trans continues to perform

maintenance checks on all Friendly buses, following each major repair.

We have begun to take delivery on the 2019 procurement of ProMasters with six being delivered to the garage in May and seven more expected to arrive in June.

Decommissioning of problematic first generation Friendly buses began in May as the new fleet was delivered.

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

Kirsten Watson,
Chief Executive Officer – Operations

Results

The accommodated rate in May was 99.9%. This is 0.9% higher than the target, and consistent with the same period last year.

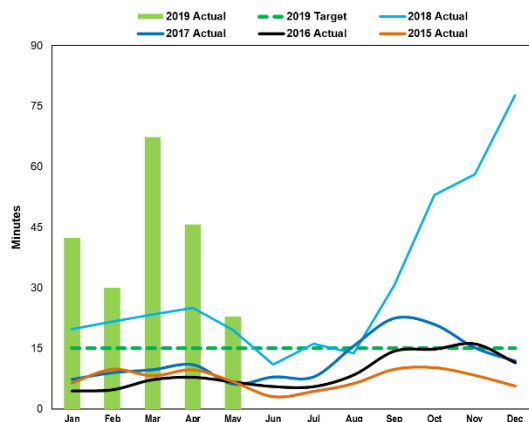
Analysis

Ensuring our customer trip requests are accommodated is a target that Wheel-Trans is consistently delivering month after month. We recognize that ensuring our customers are able to travel to any destination in Toronto is important to their health and quality of life.

Action plan

We continue to evaluate efficient ways of providing trips to our customers. Using optimization software to group passengers travelling to the same general area onto one vehicle and higher passenger per hour rates on buses help to achieve these efficiencies.

Wheel-Trans Contact Centre: Average wait time



Definition

The average amount of time a customer waits in the queue before their call is answered.

Contact

*Kirsten Watson,
Chief Executive Officer – Operations*

Results

The average wait time in May was 22.9 minutes. This is 7.9 minutes higher than our target of 15 minutes.

Analysis

This is the first time our average wait time KPI has been reported in the CEO's report. Historically, our target for this KPI has been 15 minutes, however, as part of the Wheel-Trans Transformation Program, the entire contact centre operation is under review including the average wait time target.

We are working with a consultant who will be gathering information from our industry partners in the GTHA to redefine this target. Looking back to last summer, we started to notice a spike in the average wait time, which was related to increasing our queue capacity.

In the fall of 2018, we experienced some issues with the telephone software and specifically the call back feature, which was not functioning as anticipated, adding to

the long wait times. We also introduced at this time a number of new customer facing policies of an enhanced customer experience. We now have a total of 14 customer facing policies that include our Late Cancellation and No Show policies that are aimed at reducing the amount of late cancellations and no shows to increase our on-time performance which has steadily been above 90% for several periods in a row.

Wait times reached their highest level in five years in December 2018 and staff have been working on ways to reduce wait times to address this concern. The queue capacity has been reduced back to pre-summer 2018 numbers, a workable solution has been achieved with the call back feature and the issues related to the new website launch in December have been addressed. The average wait time for the contact centre has decreased for the last two periods as a result of these initiatives combined with our recruitment efforts in the reservations department.

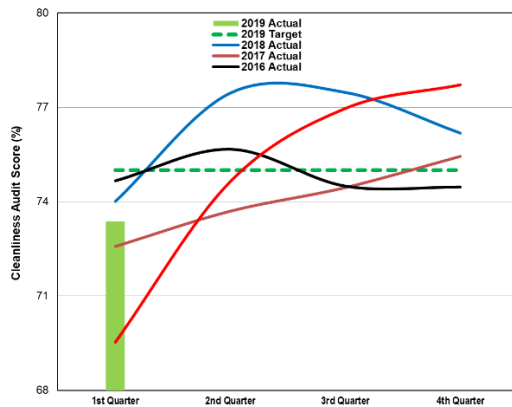
Action plan

A key component of the Wheel-Trans Transformation program is our contact centre review, which started in Q4 2018. As part of that review and in response to the long wait times, our staff engaged the 311 Toronto staff to explore the opportunity of assisting us with our overflow calls. Unfortunately, after some data sharing and analysis, it was determined that they were not in a position to assist given their volume.

Staff continue to review other options to achieve overflow call assistance for our contact centre. In the short term, we have commenced a recruiting process to hire an additional 15 reservationists along with recruiting up to seven summer students to help during the summer months. Seven of the 15 reservationists were hired at the end of April with another four expected to join at the end of June. The balance of the recruits will come on board by early July and we anticipate continued improvements to the average wait time.

Station services

Station cleanliness



Definition

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

Contact

James Ross,
Chief Operating Officer

Results

The average station cleanliness score for Q1 2019 was 73.4%, which is a decrease of 2.8% from last quarter (76.2%) and 1.6% below our target of 75%.

Analysis

The Q1 audits were conducted from March 13, 2019 to March 21, 2019, which came on the heels of three of the worst storms that we experienced this past winter.

The lowest scoring stations were Main Street Station (64.1%), Woodbine Station (63.5%) and Runnymede Station (63.3%). Floors, stairs, escalators and waste units were the lowest scoring components at these locations.

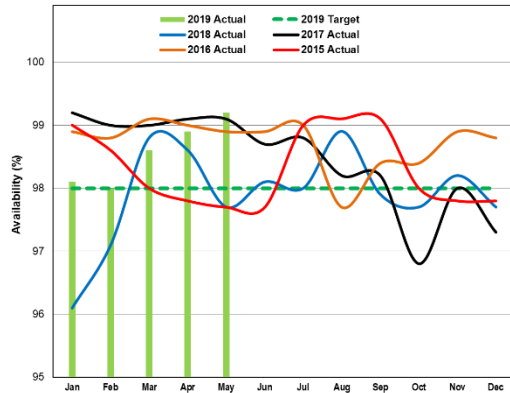
In addition to weather impacts, there has been an ongoing concrete chipping project in the tunnels near Woodbine Station that prevented

usual overnight cleaning activity at Main Street and Woodbine stations.

Action plan

The improvement plan for Q2 will include summer students who will help augment staff and increase cleaning activity across the system.

Elevator availability



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 the target of 98% in May. Performance increased to 99.2% compared to 98.9% in April.

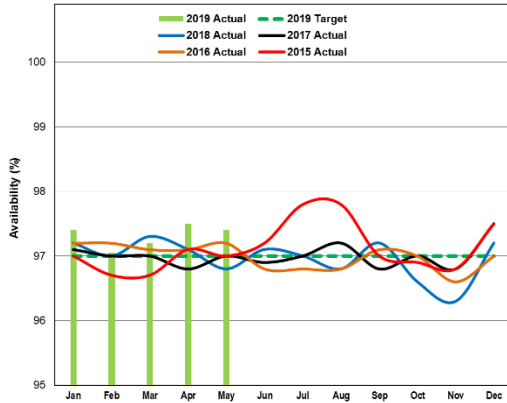
Analysis

Elevator maintenance was completed as planned and scheduled.

Action plan

We will continue performing preventative maintenance to meet reliability and availability targets.

Escalator availability



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 above the target of 97% in May. Performance slightly decreased to 97.4% compared to 97.5% in April.

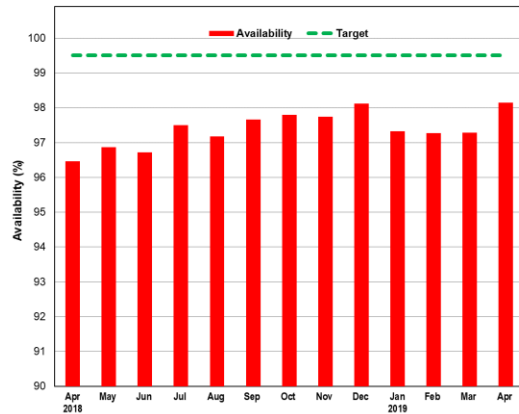
Analysis

Escalator maintenance was completed as planned and scheduled.

Action plan

We will continue performing preventative maintenance to meet reliability and availability targets.

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 averaged 98.15% in April, which represents a 0.86% increase from last month and an increase of 1.69% over the same time last year. Our 99.5% target was not met.

Analysis

The increase in reliability reflects the continued efforts by both the TTC and Scheidt & Bachmann (S&B) to address hardware and software issues with the fare gates. With the current modification program in place, we expect performance to continue to improve throughout 2019.

Action plan

A number of reliability improvement initiatives developed with S&B are currently being implemented. These include:

- A program to replace the industrial computers in the fare gates. S&B has a second generation industrial computer

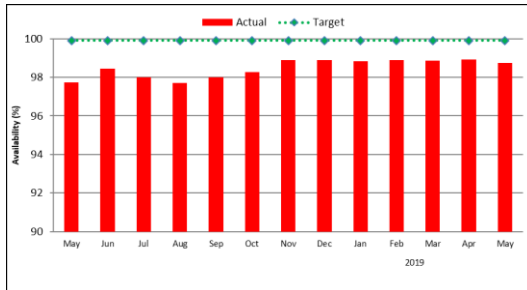
with a new Solid State Drive that will provide a number of improvements including: Increasing the hard drive capacity by 400%, improve and protect the HD sectors, increase the hard drive speed (faster read/write – start-up time will be improved), extending the data logging by six times, and help address USB disconnect issue we are currently having with the fare gates. This program is ongoing and will require both hardware and software testing to be implemented;

- New software deployments. The next software update will: improve passage detection leading to a more reliable interface for customers, provide an upgrade to the motor control interface improving reliability of the motors, and resolve one of the major issues we experience with the card reader. This upgrade is currently in testing and will be available for deployment in Q3;
- The S&B development teams completed an in-depth field review due to ongoing issues with the current fare gate motors. The

team is currently reviewing the information obtained and developing recommendations for next steps. The report is expected to be completed by the end of June. Once their recommendations are reviewed an action plan will be developed.

These plans will help to address the following issues: screen freezing, tap/no entry, card reader failures, motor and heater failures. We have additional software updates scheduled, which will add functionality and provide further fixes to known problems, improving the gate availability for customers.

PRESTO fare card readers



Definition

The total percentage of all PRESTO card readers that are in working order and available for customer use.

PRESTO card readers are devices that are installed onboard TTC surface vehicles (buses and streetcars) and allow customers to pay their fare by tapping on the device.

Contact

Kirsten Watson,
Deputy Chief Executive Officer –
Operations

Results

PRESTO fare card reader availability averaged 98.73% during May, which represents a decrease of 0.02% from last month and an increase of 1.01% from the same time last year. Availability was below the target of 99.9%.

Analysis

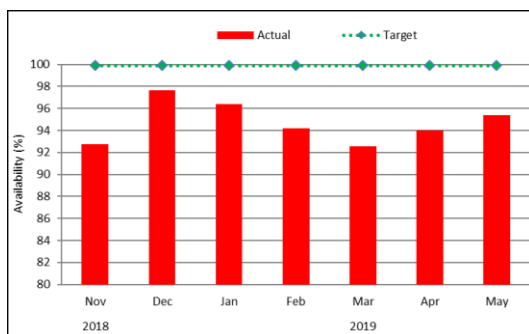
The decreased availability is partially attributed to a 7% increase in the number of offline devices requiring an onsite visit to repair. There has also been an increase in the number of card readers experiencing intermittent out-of-service issues, while vehicles are in revenue service.

Action plan

We are working with Metrolinx to improve availability by first investigating the underlying cause of devices intermittently going out of service or becoming non-responsive, while vehicles are in revenue operations.

Note: Availability data from Metrolinx may be subject to inaccuracies. We are carrying out analysis and will provide an update in the August 2019 CEO's Report.

PRESTO Fare Vending Machine (FVM)



Definition

The average percentage of daily availability of PRESTO FVMs based on duration of incidents from open to resolution.

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 station entrances

Contact

Kirsten Watson,
Deputy Chief Executive Officer –
Operations

Results

PRESTO FVM availability averaged 95.37% during May, which represents an increase of 1.35% from last month. Availability was below the target of 99.9%.

Analysis

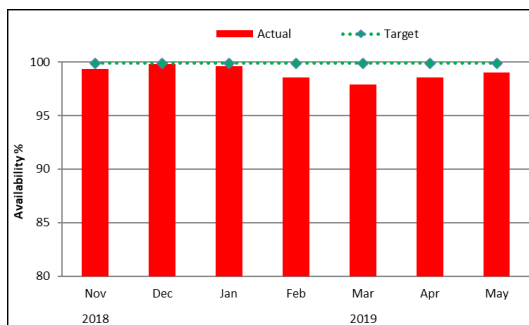
The increase in FVM availability is a result of improved monitoring, cash collection procedures and incident response times.

Action plan

We will continue to resource maintenance activities according to demand and improve device monitoring.

Note: Availability data from Metrolinx may be subject to inaccuracies. We are carrying out analysis and will provide an update in the August 2019 CEO's Report.

PRESTO Self-Serve Reload Machine (SSRM)



Definition

The average percentage of daily PRESTO SSRM availability based on duration of incidents from open to resolution.

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

Contact

*Kirsten Watson,
Deputy Chief Executive Officer –
Operations*

Results

PRESTO SSRM availability averaged 99.04% during May, which represents an increase of 0.5% from last month. Availability was below the target of 99.9%.

Analysis

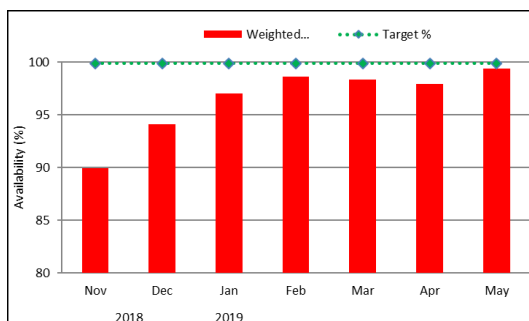
The increased availability is a result of improved device monitoring and response times.

Action plan

We will continue to improve device monitoring and incident response times.

Note: *Availability data from Metrolinx may be subject to inaccuracies. We are carrying out analysis and will provide an update in the August 2019 CEO's Report.*

PRESTO Fares and Transfer Machine (FTM)



Definition

The weighted percentage of all FTMs onboard and off board that are in working order and available for customer use.

The FTMs are Single Ride Vending Machines (SRVMs), installed on the new TTC streetcars and at selected streetcar stops. These allow customers to purchase Proof of Payment tickets.

Contact

Kirsten Watson,
Deputy Chief Executive Officer –
Operations

Results

PRESTO FTM availability averaged 99.43% during May, which represents an increase of 1.48% from last month. Availability was below the target of 99.9%.

Analysis

The increase in availability is a result of the following:

- A decrease in the average time to repair defects by approximately two days.
- The number of Parkeon devices experiencing power supply failure decreased by 70%.

Action plan

Metrolinx continues to maintain the current FTMs and replace with new equipment as per schedule. The new devices have demonstrated improved availability.

Metrolinx continues to replace the batteries of the impacted Parkeon SRVMs.

Note: Availability data from Metrolinx may be subject to inaccuracies. We are carrying out analysis and will provide an update in the August 2019 CEO's Report.

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

