For Information

Chief Executive Officer's Report – December 2020 Update

Date: December 15, 2020
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

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Signature

Richard J. Leary
Chief Executive Officer

Attachments

Attachment 1 – Chief Executive Officer's Report – December 2020

Toronto Transit Commission

CEO's Report

December 2020

Performance scorecard

TTC performance scorecard – December 2020

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Safety and security							
Lost-time injuries	Injuries per 100 employees	Q3 2020	5.4	4.6*	✗	✗	**20**
Customer injury incidents	Injury incidents per 1M boardings	Q3 2020	2.4	2.0*	✗	✗	**22**
Offences against customers	Offences per 1M boardings	Q3 2020	1.75	1.00	✗	–	**24**
Offences against staff	Offences per 100 employees	Q3 2020	5.83	4.18	✗	✗	**26**
Ridership							
Ridership	Monthly ridership	Oct 2020	14.8M	42.2M	✗	✗	**27**
Ridership	Year-to-date ridership	2020 YTD (to Oct)	196.7M	444.2M	✗	✗	**27**

Ongoing trend indicators: ✓ Favourable – Mixed ✗ Unfavourable ● Not applicable

*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
PRESTO ridership	Monthly ridership	Oct 2020	13.3M	39.6M	✗	✗	29
PRESTO ridership	Year-to-date ridership	2020 YTD (to Oct)	178.3M	403.4M	✗	✗	29
Wheel-Trans ridership	Monthly ridership	Oct 2020	109,832	341,611	●	●	31
Wheel-Trans ridership	Year-to-date ridership	2020 YTD (to Oct)	1.5M	3.5M	●	●	31
Customer experience							
Customer satisfaction	Customer satisfaction score	Q2 2020	81%	80%	✓	✓	33
Subway services							
1 On-time performance Line 1	Scheduled headway performance at end terminals	Oct 2020	93.7%	90.0%	✓	✓	35
2 On-time performance Line 2	Scheduled headway performance at end terminals	Oct 2020	95.4%	90.0%	✓	✓	37
3 On-time performance Line 3	Scheduled headway performance at end terminals	Oct 2020	87.2%	90.0%	✗	–	38

Ongoing trend indicators: ✓ Favourable – Mixed ✗ Unfavourable ● Not applicable

*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	Oct 2020	99.0%	90.0%	✓	✓	39
1 Capacity Line 1	Trains-per-hour during peak	Oct 2020	100.0%	96.0%	✓	✓	40
1 Capacity Bloor-Yonge Station	Trains-per-hour (8 a.m. to 9 a.m.)	Oct 2020	100.0%	96.0%	✓	✓	40
1 Capacity St George Station	Trains-per-hour (8 a.m. to 9 a.m.)	Oct 2020	100.0%	96.0%	✓	✓	40
2 Capacity Line 2	Trains-per-hour during peak	Oct 2020	100.0%	96.0%	✓	✓	42
3 Capacity Line 3	Trains-per-hour during peak	Oct 2020	74.5%	98.0%	✗	✗	43
4 Capacity Line 4	Trains-per-hour during peak	Oct 2020	100%	98.0%	✓	✓	44
Amount of service	Average weekly service hours delivered	Oct 2020	9,198 h	9,414 h	✗	-	45
Vehicle reliability T1 trains	Mean distance between failures	Oct 2020	400,000 km	300,000 km	✓	✓	46
Vehicle reliability TR trains	Mean distance between failures	Oct 2020	523,719 km	600,000 km	✗	✓	48

Ongoing trend indicators: ✓ Favourable - Mixed ✗ Unfavourable ● Not applicable

*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	Oct 2020	100%	100%	✓	✓	50
Subway cleanliness	Audit score	Q3 2020	90.1%	90.0%	✓	✓	51
Streetcar services							
On-time performance	On-time departures from end terminals	Oct 2020	84.2%	90.0%	✗	✓	53
Short turns	Monthly total short turns	Oct 2020	0	105	✓	✓	55
Amount of service	Average weekly service hours	Oct 2020	16,764 h	15,646 h	✓	–	56
Vehicle reliability: *Contractual*	Mean distance between failures	Oct 2020	50,000 km	35,000 km	✓	✗	57
Vehicle reliability: *Operational*	Mean distance between failures	Oct 2020	38,748 km	35,000 km	✓	–	57
Road calls and change offs	Average daily road calls or vehicle change offs	Oct 2020	3	2.4	✗	–	60
Service availability	Daily number of vehicles available for service	Oct 2020	100%	100%	✓	✓	61

Ongoing trend indicators: ✓ Favourable – Mixed ✗ Unfavourable ● Not applicable

*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Streetcar cleanliness: Pre-service	Audit score	Q3 2020	85.2%	90.0%	✗	–	62
Streetcar cleanliness: In-service & post-service	Audit score	Q3 2020	79.0%	90.0%	✗	✓	63
Bus services							
On-time performance	On-time departures from end terminals	Oct 2020	85.6%	90.0%	✗	✓	65
Short turns	Monthly total short turns	Oct 2020	0	384	✓	✓	67
Amount of service	Average weekly service hours	Oct 2020	149,068 h	143,210 h	✓	–	68
Vehicle reliability: eBus	Mean distance between failures	Oct 2020	17,829 km	24,000 km	✗	–	69
Vehicle reliability: Hybrid	Mean distance between failures	Oct 2020	30,000 km	24,000 km	✓	✓	71
Vehicle reliability: Clean Diesel	Mean distance between failures	Oct 2020	20,000 km	12,000 km	✓	✓	73
Road calls and change offs	Average daily road calls or vehicle change offs	Oct 2020	17	24	✓	✓	75

Ongoing trend indicators: ✓ Favourable – Mixed ✗ Unfavourable ● Not applicable

*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	Oct 2019	124.3%	100%	✓	✓	76
Bus cleanliness: Pre-service	Audit score	Q3 2020	99.2%	90.0%	✓	✓	77
Bus cleanliness: In-service & post-service	Audit score	Q3 2020	99.3%	90.0%	✓	✓	78
Wheel-Trans services							
On-time performance	% within 20 minutes of schedule	Oct 2020	97.1%	90.0%	✓	✓	79
Vehicle reliability	Mean distance between failures	Oct 2020	20,000 km	12,000 km	✓	✓	80
Accommodation rate	Percentage of requested trips completed	Oct 2020	99.9%	99.0%	✓	✓	82
Average wait time	Average amount of time a customer waits before call is answered	Oct 2020	7.5 min	15 min	✓	✗	83
Station services							
Station cleanliness	Audit score	Q3 2020	76.1%	75.0%	✓	✓	85

Ongoing trend indicators: ✓ Favourable – Mixed ✗ Unfavourable ● Not applicable

*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Elevator availability	Per cent available	Oct 2020	96.9%	98.0%	✗	✗	87
Escalator availability	Per cent available	Oct 2020	96.5%	97.0%	✗	✓	88
Fare gates	Per cent available	Oct 2020	99.62%	99.50%	✓	✓	89
PRESTO fare card readers	Per cent available	Oct 2020	99.10%	99.99%	✗	–	91
PRESTO Fare Vending Machines	Per cent available	Oct 2020	99.52%	95.00%	✓	✓	92
PRESTO Self-Serve Reload Machines	Per cent available	Oct 2020	99.94%	95.00%	✓	✓	93
PRESTO Fares and Transfer Machines	Per cent available	Oct 2020	99.74%	95.00%	✓	✓	94

Ongoing trend indicators: ✓ Favourable – Mixed ✗ Unfavourable ● Not applicable

*Represents four-quarter average of actual results

CEO's commentary

I would like to begin this month's commentary by expressing my appreciation and thanks to the members of the Advisory Committee on Accessible Transit (ACAT) who are completing their terms at the end of the year. My thanks to: Anita Dressler, Jessica Geboers, Marian McDonell, Bobbi Moore and Chair Mazin Aribi.

All have provided invaluable insights on the challenges faced by seniors and people with disabilities, as well as recommendations for eliminating barriers to accessible public transit.

I am pleased to welcome ACAT's new members who will start their three-year terms on January 1. They are: Gwyneth Danzell, Jonathan Marriott, Craig Nicol, Laurie Sue Robertson and Janice Shachter.

2021 Service Plan

TTC Board members will have a full agenda at their next meeting in December. Among the action items for approval is the 2021 Annual Service Plan.

The 2021 Plan outlines our transit service vision and priorities for the upcoming year. Our goal is to continue to respond to customers' dynamic and evolving demand for public transit service by:

- Sustaining demand-responsive service to continue providing flexibility and protection against a resurgence of COVID-19;
- Improving regular scheduled service to optimize capacity, improve reliability and address customer travel patterns; and
- Advancing key strategic initiatives, including surface transit priority measures, service integration with neighbouring transit agencies and piloting an automated shuttle service.

We are confident that the Plan will continue addressing customer demand while pushing forward with improvements that provide both immediate and long-term benefits for our customers, city and region.

The global pandemic has impacted the lives of all residents in Toronto and beyond. And while demand for public transit has decreased significantly, we recognize that safe, accessible and reliable public transit service is critical to the recovery and prosperity of our great city, and an absolute necessity to people who depend on transit for their essential trips to work, school or medical appointments.

Diversity and inclusion

As CEO, it's my job to ensure the TTC is attracting talent and skill from all corners of the region. This includes people from groups that have, for far too long, been underrepresented in public transit in Toronto.

This is essential to ensure we are promoting a culture of respect, equity and fairness within the organization.

On November 24, the TTC's Talent Management team hosted a virtual information session focused on women interested in the role of Operator, and career advancement at the TTC.

I was proud to be on the guest speaker's list with several women colleagues from within the company. We shared our career experiences and the TTC's plans for attracting and developing a diverse and qualified workforce.

The event was widely advertised, and with the help of numerous community partners, 3,000 people pre-registered for the session with a hundreds of people being added to a waitlist. It was a tremendous turnout. So much so that a second information session will be held on December 10. While this second virtual session will also be geared to increasing women in our workforce, everyone is once again welcome to register for the event, which is promoted at ttc.ca/join.

Subway infrastructure

The modernization of our subway signalling system hit a big milestone in November.

With the completion of the fourth phase of installation, Automatic Train Control (ATC) signalling is now fully activated from Vaughan Metropolitan Centre Station, around the downtown "U" and all the way up to Rosedale Station. ATC now covers about 75 per cent of Line 1.

Signalling system upgrades will allow the TTC to improve existing service and customer flow, resulting in tangible benefits to our riders. In addition to reducing signal-related delays, ATC increases the safety of the subway and improves travel times. The ATC project team did an incredible job co-ordinating and executing this extension, while Safety and the Operations Training Centre were highly involved in preparation activities leading up to the cutover weekend.

Taking ATC through the Yonge side of the downtown "U" is a major stepping stone for this project and for customers travelling in this area. Along with the improved reliability that modernization brings, we will also be able to take advantage of an additional track turn-back location near College Station, which provides more flexibility in the event of an operational issue on the line.

I'm also grateful for the safe and tremendous work by staff and crews in the Infrastructure and Engineering Group — and the collaboration from numerous departments and teams in Operations and Vehicles — on completing this phase of ATC construction, as scheduled.

This is a huge piece of work and it's hard to capture and thank all the groups that made this happen — from Transit Control, Vehicles, Subway Operations, Closures and Diversions, Communications and Strategy & Customer Experience — the list is long. I'd like to thank all employees for their skill and commitment to advancing this project and our service.

And speaking of advancing projects, in December we began an extended subway closure on Line 1 starting at approximately 11 p.m. on Friday, December 4 and running through until 4 a.m. on Monday, December 14. The closure extends from Finch to Sheppard-Yonge stations to perform large-scale asbestos removal and advance ATC resignalling work.

The closure is taking place in two phases:

- The first phase will run for seven days between Finch and Sheppard-Yonge stations, ending on Friday, December 11 at the end of service.
- The second phase will see the closure extend from Finch Station to St Clair Station on the weekend of December 12-13.

Regular service will resume across the system by 6 a.m. on Monday, December 14, 2020.

The TTC is using the opportunity of reduced ridership during the COVID-19 pandemic to carry out this much-needed work, saving more than two years of early nightly closure shifts. During the closure, crews will be performing vital state-of-good-repair work, including tunnel lining repairs, track remediation, asbestos removal and station cleaning, as well as ATC signal upgrades.

Best wishes for the holidays

As a result of the pandemic, this year, for the first time in many years, the TTC will not be providing free rides on New Year's Eve. We hope to bring back this popular tradition with the support of our fine friends and sponsor at Corby Spirit and Wine next year.

And finally, as we approach the holiday season, I would like to thank all of our employees for their steadfast commitment and dedication to the TTC, and for ensuring the ever-important job of safety, service and courtesy to our customers. I am incredibly proud of this organization and all the people who work tirelessly for the citizens of Toronto — morning, noon and night.

I would also like to extend thanks from the TTC's Executive Team and senior management to Chair Robinson and Vice-Chair De Laurentiis and Commissioners for their support throughout this most difficult year.

The next scheduled Board meeting takes place on Tuesday, December 15. The final Board meeting of the year will be a Special meeting on Monday, December 21 when staff present the TTC's budgets for 2021.

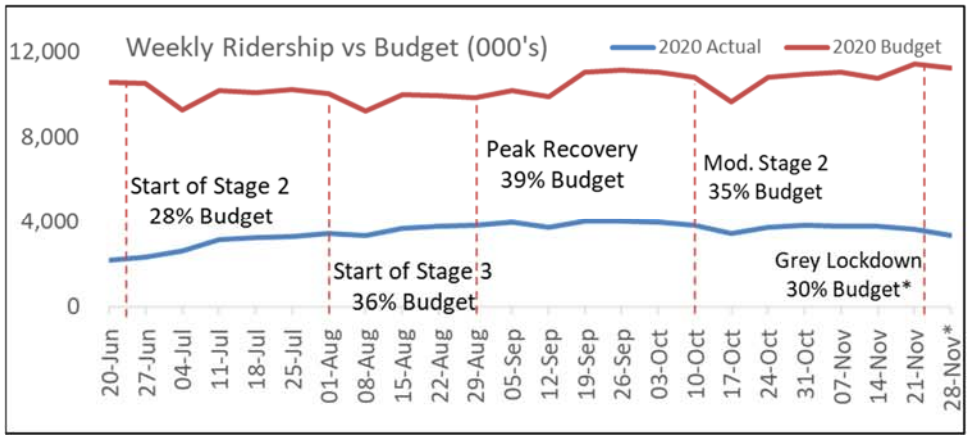
Season's Greetings to everyone and I hope that time spent with loved ones in your household is cherished and filled with joy and good health.

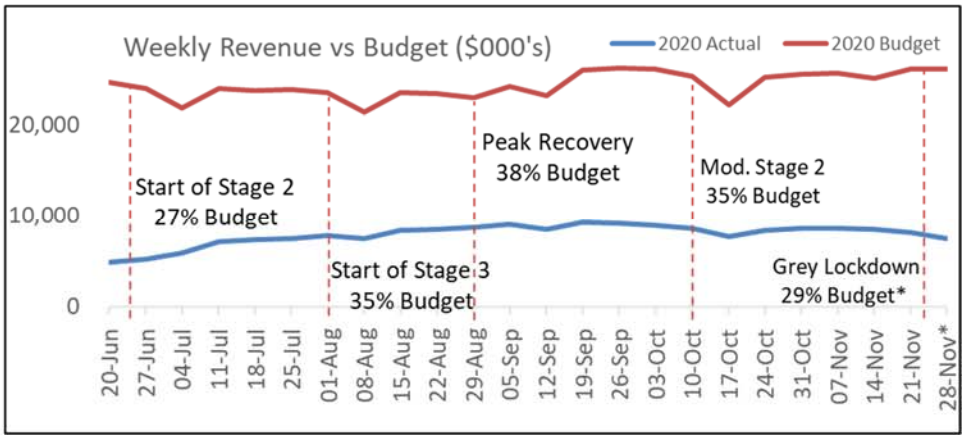
Happy holidays and a safe new year to all!

Richard J. Leary
Chief Executive Officer
December 2020

COVID-19 dashboard

2020 YTD ridership and revenue

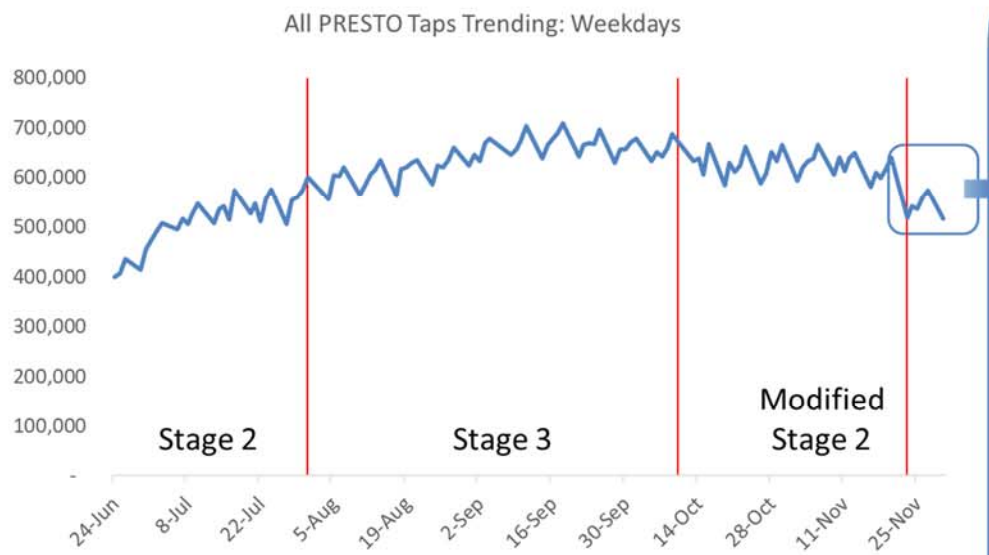




KEY OBSERVATIONS:

- The highest full week of revenue rides post the COVID-19 lowest week of #16 (April 12 - 18 - including period pass adjustment) was week #38 (September 13 - 19) with 4.038 million.
- October weekly average ridership decreased by -6.2% and weekly average revenue decreased by -7.1% over September due to a modified Stage 2 order for the city of Toronto.
- Ridership was slowly recovering, but with the Grey Lockdown effective November 23, ridership is currently at 70.2 % below budget, with a corresponding decrease in revenue, currently at 71.4% below budget.

PRESTO taps
November 30, 2020



Report Day
Monday, November 30, 2020

516,014

Pre Nov. 23 Lockdown
Monday, November 16, 2020

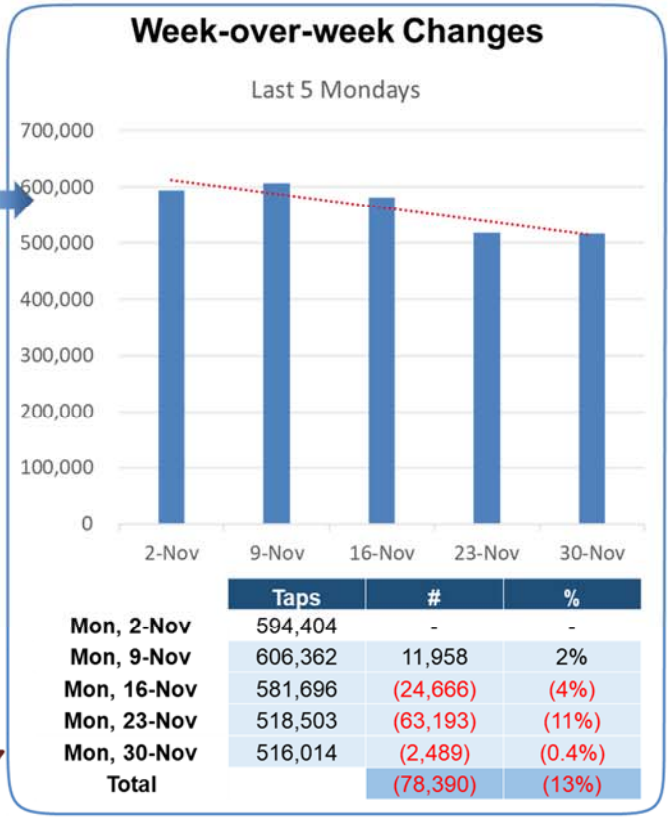
581,696

(11%)

PreCOVID-19
Monday, March 2, 2020

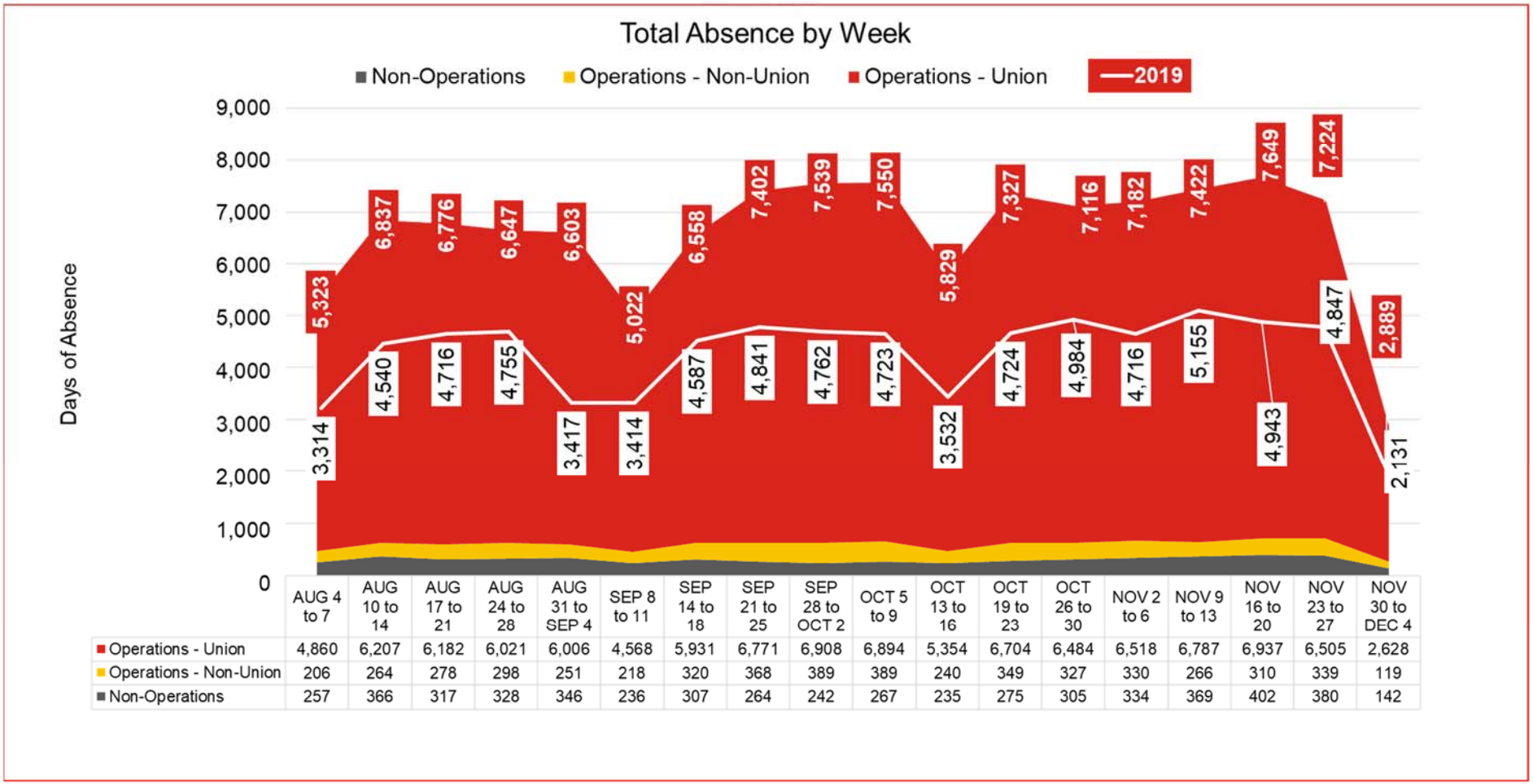
1,717,443

(70%)



	Taps	#	%
Mon, 2-Nov	594,404	-	-
Mon, 9-Nov	606,362	11,958	2%
Mon, 16-Nov	581,696	(24,666)	(4%)
Mon, 23-Nov	518,503	(63,193)	(11%)
Mon, 30-Nov	516,014	(2,489)	(0.4%)
Total		(78,390)	(13%)

Employee absences



	AUG 4 to 7	AUG 10 to 14	AUG 17 to 21	AUG 24 to 28	AUG 31 to SEP 4	SEP 8 to 11	SEP 14 to 18	SEP 21 to 25	SEP 28 to OCT 2	OCT 5 to 9	OCT 13 to 16	OCT 19 to 23	OCT 26 to 30	NOV 2 to 6	NOV 9 to 13	NOV 16 to 20	NOV 23 to 27	NOV 30 to DEC 4
Operations - Union	4,860	6,207	6,182	6,021	6,006	4,568	5,931	6,771	6,908	6,894	5,354	6,704	6,484	6,518	6,787	6,937	6,505	2,628
Operations - Non-Union	206	264	278	298	251	218	320	368	389	389	240	349	327	330	266	310	339	119
Non-Operations	257	366	317	328	346	236	307	264	242	267	235	275	305	334	369	402	380	142

Note: Absences include sickness, AWOL, absences related to occupational injuries, approved and unapproved unpaid leaves, and paid leaves. Year over year comparison is done on the same categories and excludes paid leaves such as bereavement, jury duty, etc. Weeks 4, 10 and 16 lower due to statutory holiday (only 4 days reported). 2019 data aligned by weekday (begins at March 25, 2019). 2019 weeks 5,10 and 16 are lower due to statutory holiday.

Transit services
December 1, 2020

	Subway Service	Streetcar Service	Bus Service	Wheel-Trans
Service Output (per Planned Service)	Line 1 100% Service Line 2 100% Service	105.43% Service	97.34% Service	Service Reduced
Mitigating steps to meet operational needs	Meeting 100% of service at a reduced capacity. [1]	Meeting 100% of service at a reduced capacity. [1]	Meeting 100% of service at a reduced capacity. [1] Extra buses added to key routes for front line workers	Service Reduction due to decrease in weekly Ridership (down 72% versus 2020 budget estimates)
Operator COVID-19 Related Absences	1	7	41	2
COVID-19 Absence Rate	0.1%	1.2%	0.9%	0.4%
OT hours (hh:mm)	0:00[2]	0:00[2]	112:43[2]	9:00

[1] *Reduced Capacity is defined in the Ridership Response Service Plan: 77% or greater than that of the pre-COVID-19 service levels, this has been in effect since May 10, 2020*

[2] *Excludes capital overtime*

Mask distribution for customers

Campaign objectives: To raise awareness and to promote compliance of the TTC Board approved decision making wearing face coverings mandatory on the TTC as a public health measure in response to COVID-19.

Campaign Audience	Distributor	Distribution Campaigns	Distribution Locations	# of Disposable Non-Medical Masks Distributed as of Nov 30
TTC Customers	TTC Employees	• Wave 1	• Rotating distribution at high activity bus intersections with a focus on NIAs • Rotating distribution at Stations, Station Hubs • Rotating distribution at high activity streetcar stops • TTC Customer Service Office	524K
		• Back to School	• Stations identified to have high student traffic, Station Hubs • High traffic stations to capture people returning to the workplace as students returned to schools • Schools through outreach by Transit Special Constables and Revenue Protection • TTC Customer Service Office	
		• Wave 2	• Rotating distribution at the 25 Busiest Bus Stops based on boardings including along Bathurst, Dufferin, Jane, Lawrence and Finch in the northwest of the City, and Markham Road in the east • Rotating distribution in stations, Station Hubs • TTC Customer Service Office	
Wheel Trans Customers	Wheel Trans Operators	• Wave 1 • Back to School • Wave 2	• Offered on pickup where a customer is observed not wearing a mask	6K*
Vulnerable Customers in the Community	City of Toronto Poverty Reduction Office in partnership with Community Agencies	• Wave 1	• Community Agencies	500K

Mask compliance

- We are currently surveying customers both who are wearing a mask and those wearing a mask **correctly** (i.e. covers mouth, nose and chin)
- Compliance (this slide) = Wearing mask correctly
- Surveys are completed during day time
- About 91% of customers are complying with mask rules
- There is variation observed between modes
- Awareness campaign for Mask Compliance to be rolled out on Bus

Location	Date	Total Observations	Correct Usage %	Incorrect Usage %	Mode
Kennedy Bus Terminal	23-Nov-20	4,184	88%	12%	Bus
Kipling Bus Terminal	25-Nov-20	3,516	86%	14%	Bus
Bloor-Yonge Subway Platform	26-Nov-20	8,725	95%	5%	Subway
Finch Bus Terminal	27-Nov-20	3,625	87%	13%	Bus
Total		**20,050**	**91%**	**9%**	

Period	Total Observations	Correct Usage %	Incorrect Usage %
AM (6-9am)	6,135	86%	14%
Midday (9am-3pm)	7,912	90%	10%
PM (3-7pm)	6,003	96%	4%
Early Evening (7-10pm)			

Mode	Total Observations	Correct Usage %	Incorrect Usage %
Subway	8,725	95%	5%
Bus	11,325	87%	13%

Mask adoption

- Adoption (this slide) = Wearing mask (correctly or not correctly)
- **98%** of customers are wearing a mask
- Surveys are completed during day time
- There is little variation between locations, time of day and mode

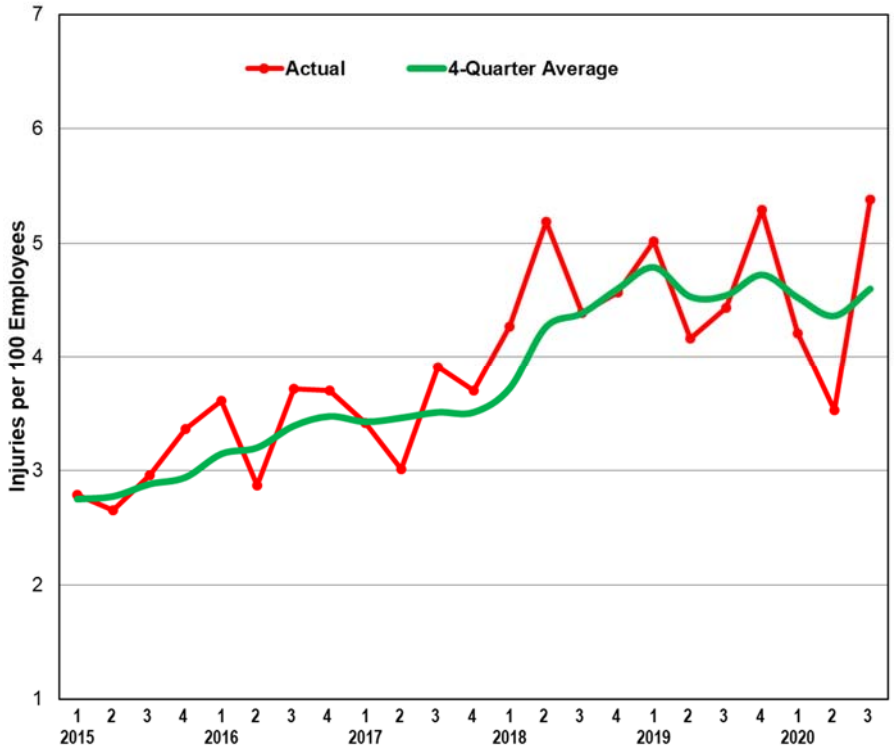
Location	Date	Total Observations	Mask %	No Mask %	Mode
Kennedy Bus Terminal	23-Nov-20	4,184	99%	1%	Bus
Kipling Bus Terminal	25-Nov-20	3,516	97%	3%	Bus
Bloor-Yonge Subway Platform	26-Nov-20	8,725	99%	1%	Subway
Finch Bus Terminal	27-Nov-20	3,625	97%	3%	Bus
Total		**20,050**	**98%**	**2%**	

Period	Total Observations	Mask %	No Mask %
AM (6-9am)	6,135	97%	3%
Midday (9am-3pm)	7,912	98%	2%
PM (3-7pm)	6,003	99%	1%
Early Evening (7-10pm)			

Mode	Total Observations	Mask %	No Mask %
Subway	8,725	99%	1%
Bus	11,325	98%	2%

Safety and security

Lost-time injuries rate (LTIR)



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

Contact
Betty Hasserjian,
Chief Safety Officer (Acting)

Results

The LTIR in Q3 2020 was 5.4 injuries per 100 employees — an increase from Q2 (3.5) and the same time last year (4.4).

Analysis

The LTIR in Q3 was 17% higher than the four-quarter average. There has been an upward trend in the LTIR since 2015.

Action plan

Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition) continue to account for 23% of all lost-time injuries, representing the highest injury event type since 2014. The Ergonomic Musculoskeletal Disorder Prevention Program, currently being implemented, focuses on

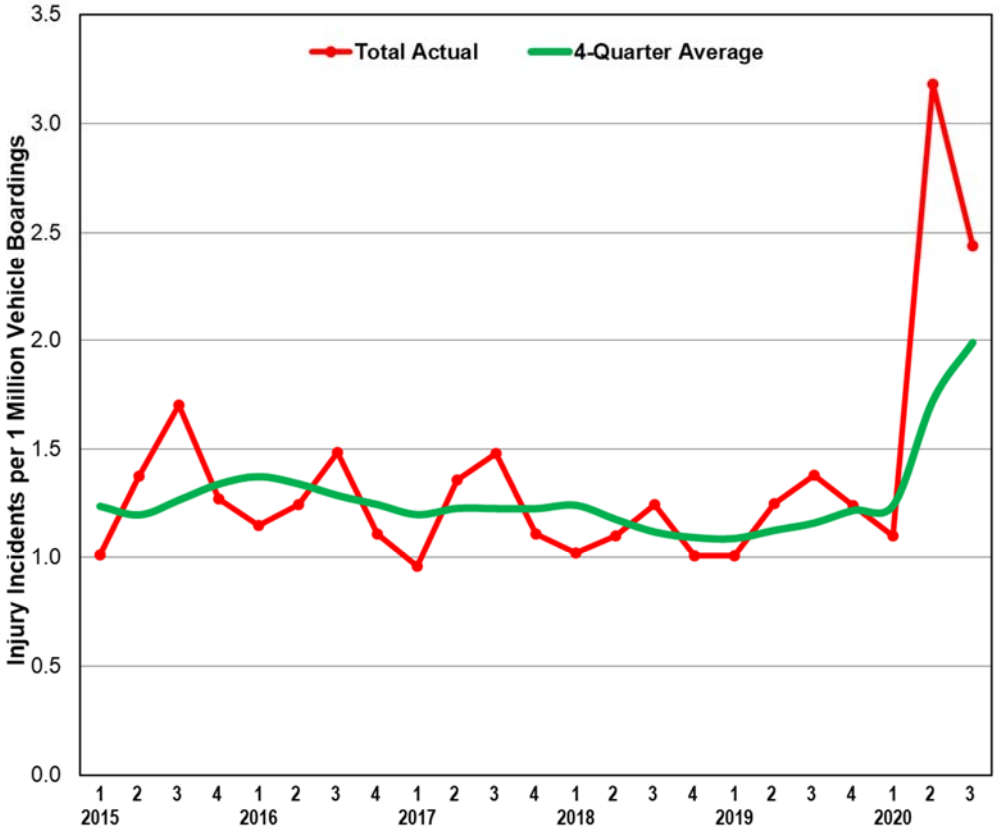
preventing such injuries and resolving ergonomic concerns. Specific training modules for high risk groups (e.g. Elevating Devices, Wheel-Trans Operators, and Track Maintenance) have been developed. The train-the-trainer sessions have been deferred to winter 2021 due to the ongoing global pandemic.

Acute Emotional Event injuries account for 17% of all lost-time injuries and represent the second highest injury event type.

Note: *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: *Q4 2020 data will be available in the March 2021 CEO's Report.*

Customer injury incidents rate (CIIR)



Definition
Number of customer injuries per one million boardings.

Contact
Betty Hasserjian,
Chief Safety Officer (Acting)

Results

The CIIR in Q3 2020 was 2.44 injury incidents per one million vehicle boardings — a decrease from Q2 (3.2) and an increase from the same time last year (1.4).

Analysis

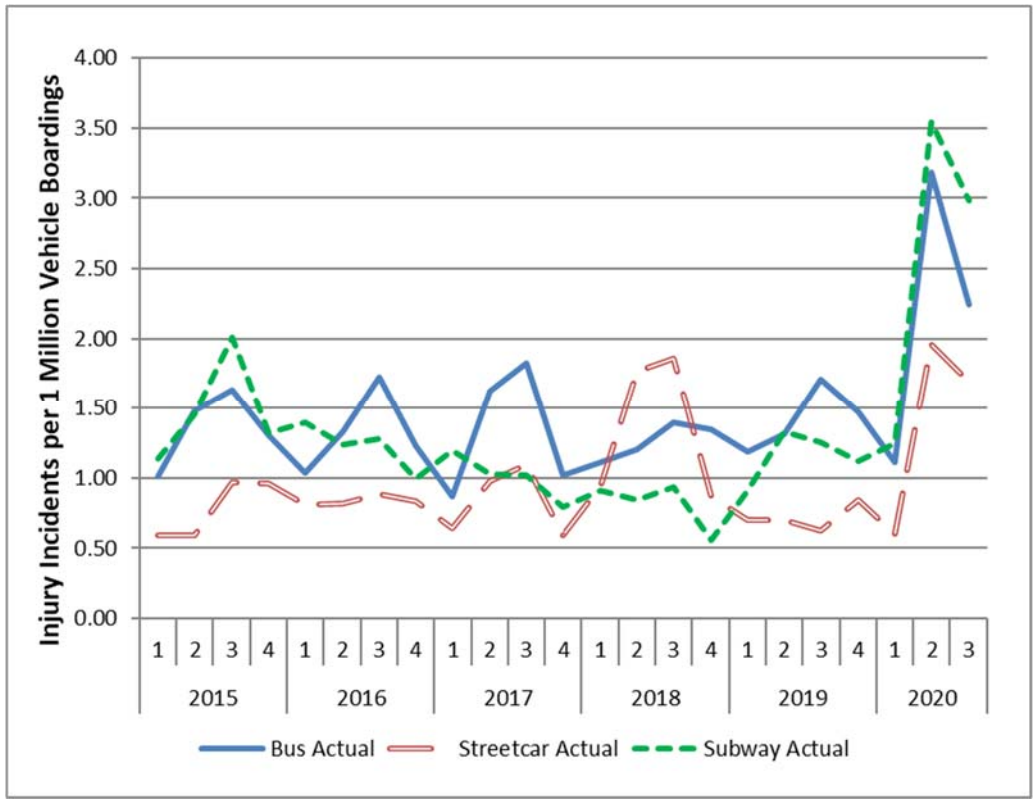
The CIIR in Q3 was 23% higher than the four-quarter average. The four-quarter average line shows a statistically significant upward trend in the CIIR. The overall increase in the CIIR in 2020 was mainly due to the significant decrease in the overall TTC ridership as a result of the COVID-19 pandemic and state-of-emergency declaration.

The decrease in the CIIR in Q3 compared to Q2, was partly due to the small increase in ridership in the summer compared to spring 2020.

Action plan

We will continue to monitor the CIIR and existing customer safety initiatives.

Note: *Q4 2020 data will be available in the March 2021 CEO's Report.*



Regulatory compliance

At the May 29, 2019 Audit and Risk Management Committee meeting, a commitment was made to report to the Board on compliance to Safety, Health and Environment regulatory orders and to provide assurance that Commissioners have discharged their legal responsibilities. The table entitled *Order compliance* summarizes the number of regulatory orders issued from January 1 to October 3, 2020 and their status.

Contact
Betty Hasserjian,
Chief Safety Officer (Acting)

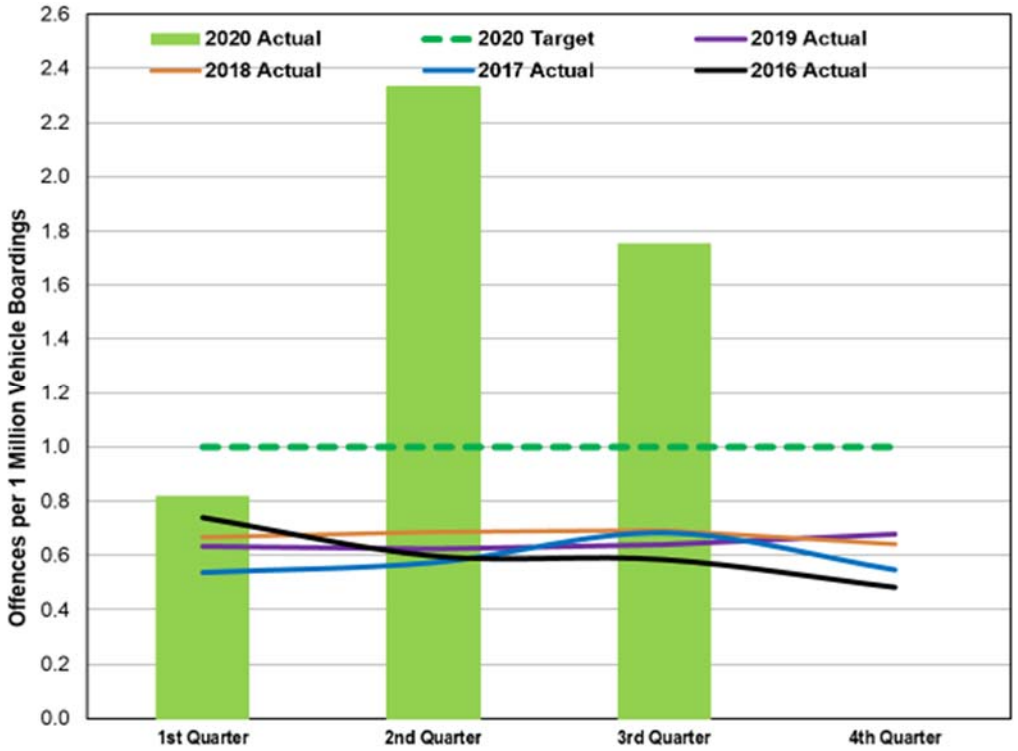
Order compliance

Type	Number of Orders Issued		Status
	Requirement Orders[1]	Non-compliance Orders[2]	
Ministry of Labour Orders	4	7	Compliance Achieved
Ministry of the Environment, Conservation and Parks Orders	0	0	Not Applicable
Technical Standards and Safety Authority Orders	0	0	Not Applicable
City of Toronto - Notice of Violation	0	0	Not Applicable
Toronto Fire Services Code Violations	17	92	Compliance Achieved

[1] Orders issued to provide documentation/information.

[2] Orders issued to remedy contraventions of the Occupational Health and Safety Act or regulations, Environmental Protection Act, City of Toronto Sewers By-Law and Ontario Fire Code.

Offences against customers



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

Contact
Kathleen Llewellyn-Thomas, Chief Strategy & Customer Officer

Results

In Q3, the number of offences against customers per one million vehicle boardings was 1.75. This is a 25% decrease from last quarter and a 174% increase from the same time last year.

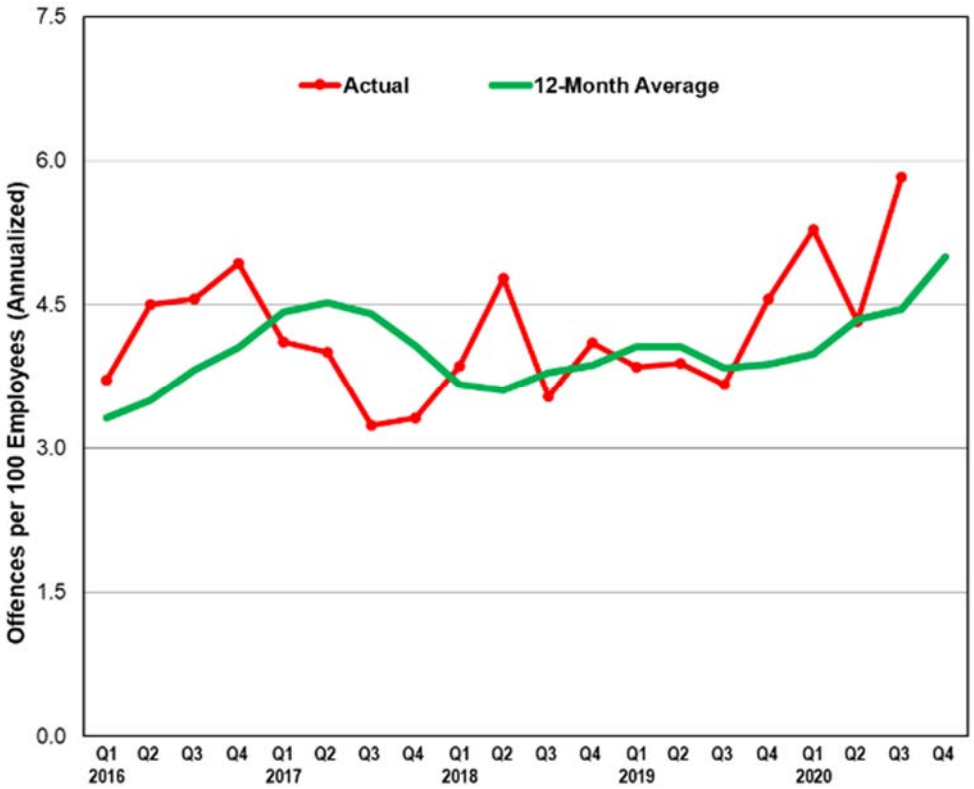
Analysis

The decrease in this rate is due to increased ridership in Q3, compared to the pandemic low point of ridership in Q2. Overall, there was an increase in the number of offences compared to the previous quarter — 156 and 107 offences, respectively. There was an increase in the number of assaults and sexual assaults, along with an increase in the other offences, such as threats, harassment, indecent exposure and potential sexual offenders.

Action plan

We continue to regularly monitor offences and allocate Transit Special Constables across the network to provide support in the way of special details and initiatives that assist with ongoing and emerging issues. Additionally, a new class of Special Constables that began training in August 2020 were deployed with their coach officers on October 25. The next class of 20 Special Constables started training in October.

Offences against staff



Definition
Number of offences per 100 employees.

Contact
Kathleen Llewellyn-Thomas,
Chief Strategy & Customer Officer

Results

In Q3, the number of offences against staff increased to 5.83 offences per 100 employees. This is a 35% increase from last quarter and a 59% increase from the same time last year.

Analysis

There was an overall increase in offences against staff in Q3 compared to Q2 — 210 offences and 166 offences, respectively. This increase was partially driven by employee assaults on buses, likely due to increased ridership numbers as COVID-19 restrictions were lifted.

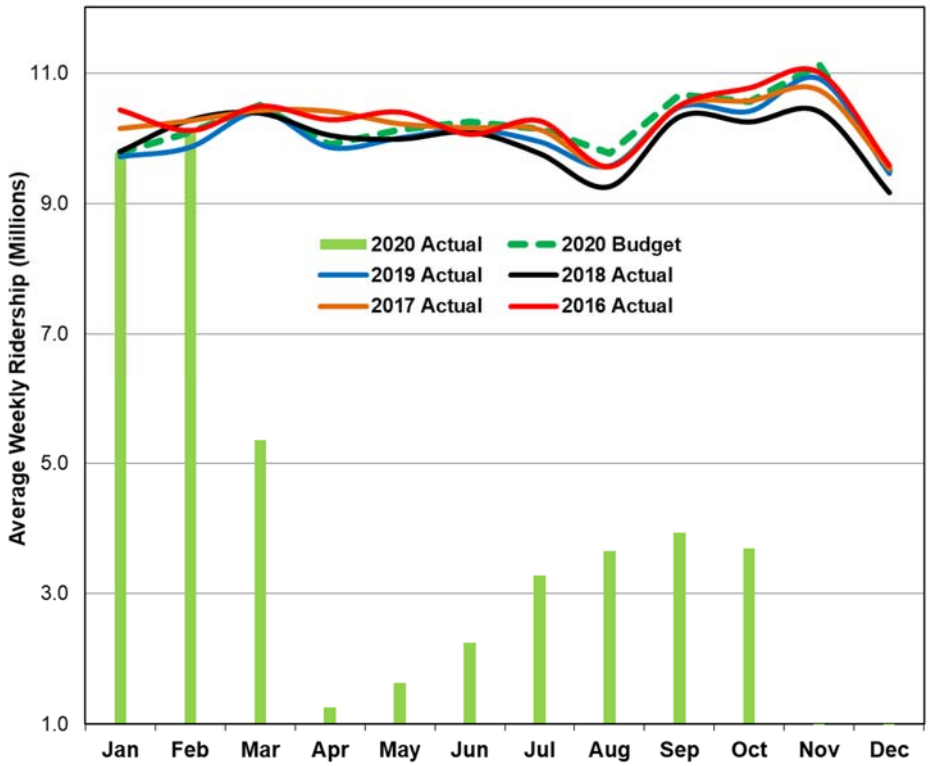
Action plan

We continue to regularly monitor offences and allocate Transit Special Constables across the network to provide support in the way of special details and initiatives that assist with ongoing and emerging issues.

Additionally, a new class of Special Constables that began training in August 2020 were deployed with their coach officers on October 25. The next class of 20 Special Constables started training in October.

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, PRESTO data, diary studies and ridership analytics.

Contact
Josie La Vita,
Chief Financial Officer

Results

Period 10 (October 4 to October 31, 2020) revenue ridership totalled 14.75 million or 3.688 million passengers per week. This represents a 6.2% decrease from period 9 (3.932 million passengers per week). Ridership was 27.468 million or 65.1% below budget and 26.875 or 64.6% million below the comparable period in 2019.

Year-to-date (periods 1-10) revenue ridership totalled 196.745 million, which was 247.427 million or 55.7% below budget and 241.1 million or

55.1% below the comparable period in 2019.

Year-to-date ridership now includes adjustments for 5.758 million rides lost in March and 1.311 million in April due to reduced monthly pass travel.

Analysis

Toronto entered Stage 3 of the Province's reopening on July 31 and subsequently reverted back to modified Stage 2 on October 10. Weekly ridership peaked at 4.04 million in week 38 (September 14 - 19) and dropped to 3.8 million in week 44 (October 25 – 31, end of period 10). Weekly ridership is expected to retract further in November as the city of Toronto experiences a further resurgence is COVID-19 cases and possible restrictions.

Period 10 ridership is 64.6% below 2019 results. This represents a 2.1% declined over period 9, which was 62.4% below 2019 ridership levels. The decline is partially due to the increasing number of COVID-19 cases resulting in lower than normal seasonal increases in ridership. Ridership is not expected to rise as the city remains in a state of emergency. Even after the emergency measures are lifted, it is expected that ridership will take time to recover to its pre-COVID-19 levels.

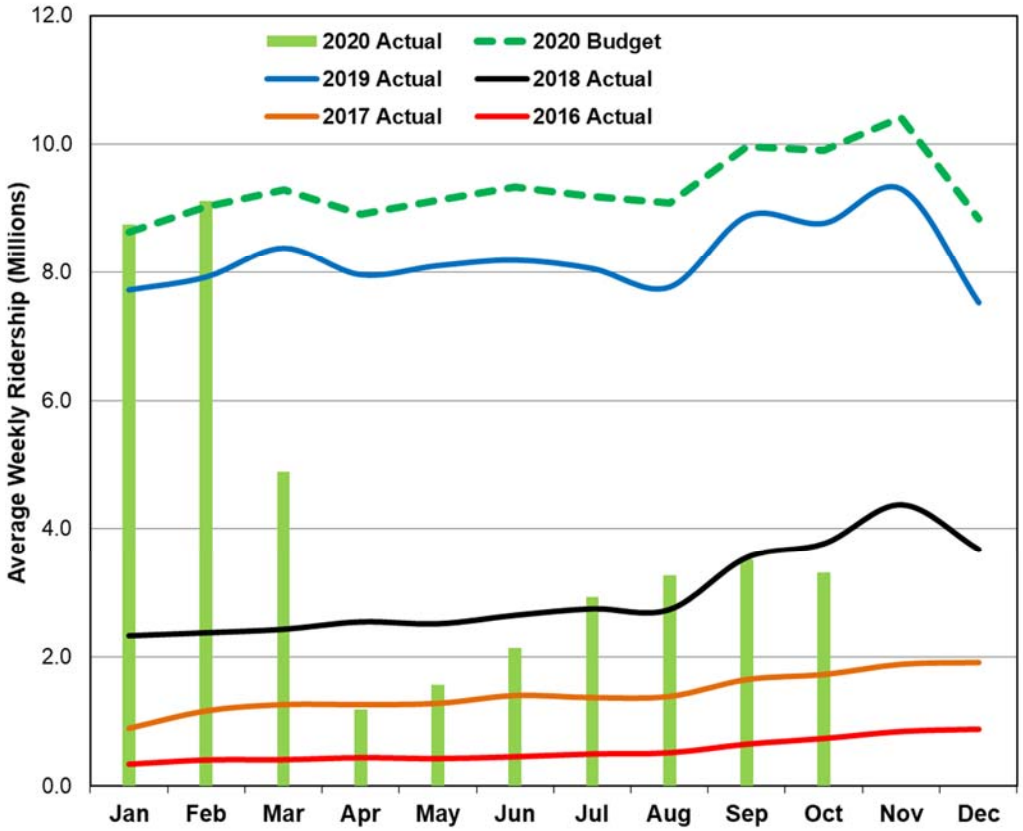
Action plan

Ridership continues to be less than 50% of normal.

The TTC will continue to operate the demand-responsive service plan for the remainder of 2020 and into 2021 with modifications to account for ridership trends.

Between September 8 and November 1, the TTC has recalled all 461 unionized employees from layoff, including 364 bus operators who are providing additional capacity on the busiest bus corridors in the city.

PRESTO ridership



Definition
Average number of journeys per week using PRESTO fare media, including PRESTO taps and PRESTO pass rides. PRESTO ridership is included in TTC ridership totals.

Contact
Josie La Vita,
Chief Financial Officer

Results

Period 10 (October 4 to October 31, 2020) PRESTO ridership totalled 13.262 million or 3.316 million passengers per week. This represents a 5.7% decrease from period 9 (3.515 million passengers per week). PRESTO ridership was 26.333 million or 66.5% below budget and 21.829 million or 62.2% below the comparable period in 2019.

Year-to-date (periods 1-10) PRESTO ridership totalled 178.298 million. This is 225.074 million or 55.8% below budget and 178.709 million or 50.1% below the comparable period in 2019.

Year-to-date ridership now includes adjustments for 5.293 million rides lost in March and 1.311 million in April due to reduced monthly pass travel.

Analysis

The PRESTO adoption rate for period 10 increased slightly to 89.9% from 89.4% in Period 9. The rate is expected to stay at the current level

as outstanding tickets and tokens continue to be used.

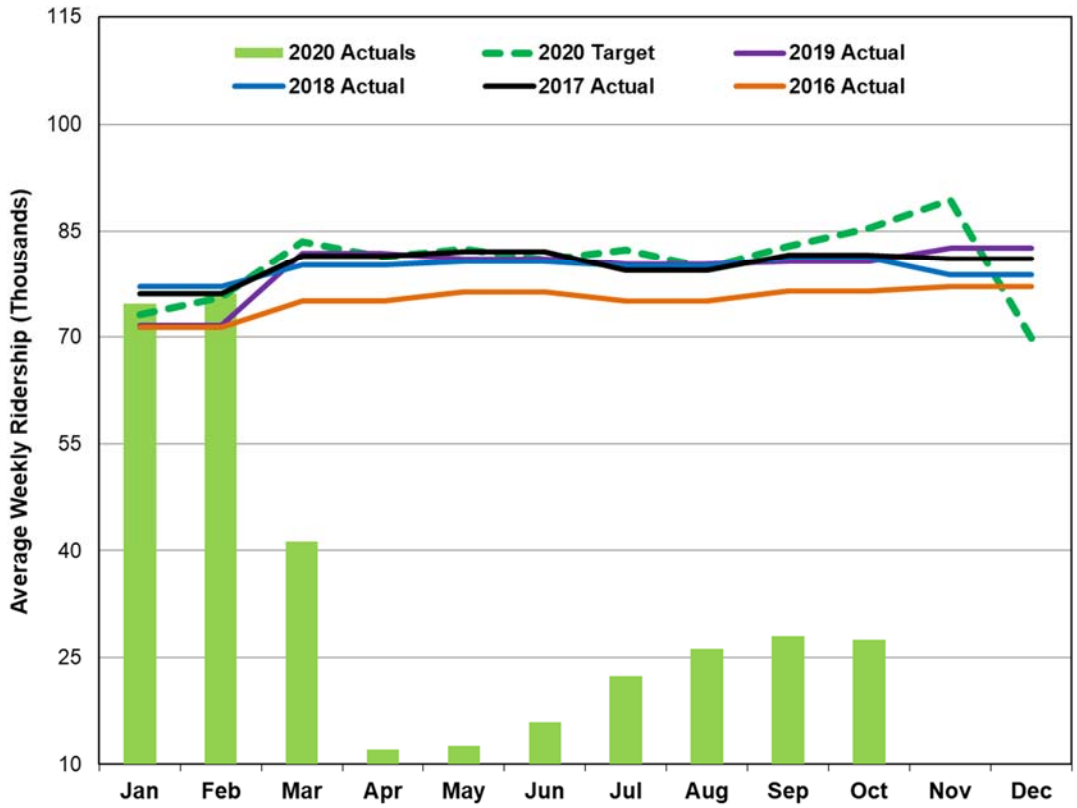
58,284 monthly passes were sold for November, a decrease of 2,576 over October. The largest decrease was in the adult and post-secondary group (2,382), followed by seniors (102) and youth (92).

As COVID-19 cases continue to rise, period pass sales are not expected to increase for the balance of the year as uncertainty of travel restriction increases.

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.

Wheel-Trans ridership



Definition

Average number of journeys per week using both Wheel-Trans dedicated services and contracted services. Wheel-Trans ridership is not included in the TTC ridership totals.

Contact

James Ross,
Chief Operating Officer

Results

Ridership in Period 10 (October 3 to October 31, 2020) was 109,832 (or 27,458 passengers per week). This figure was 67.8% lower than the budgeted 85,400 customers per week.

In terms of year-over-year growth, the Period 10 year-to-date (YTD) ridership is 57.4% lower compared to the same period in 2019, and is currently 58.1% (2.04 million) under the YTD 2020 budget.

Analysis

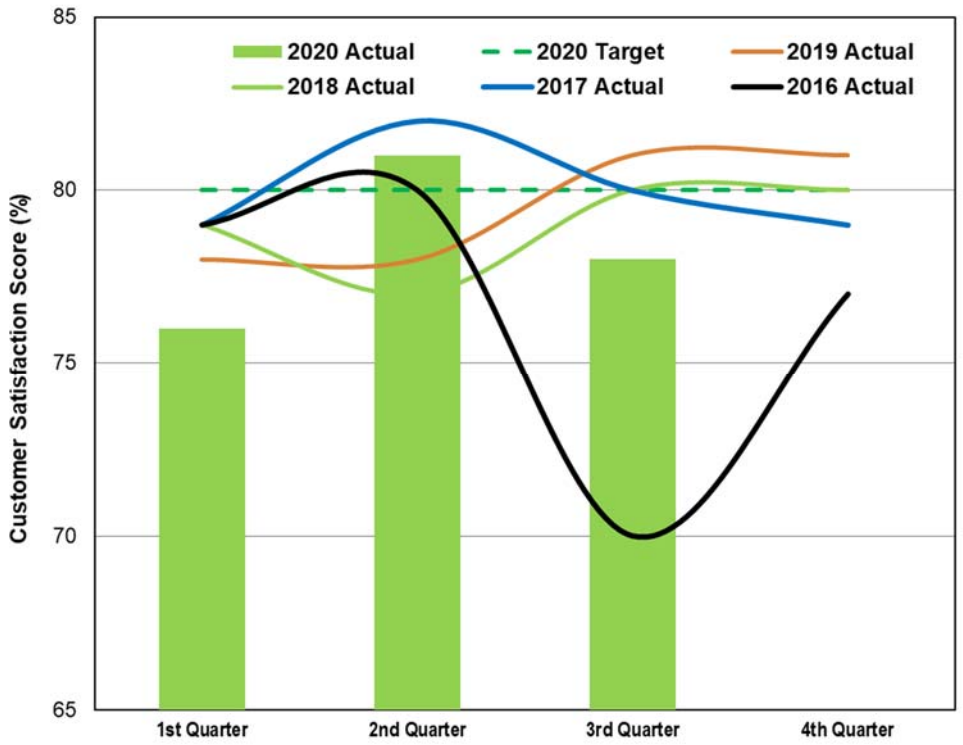
Due to the second wave of the pandemic and restrictions implemented by the City, ridership for Period 10 has shown a decline when compared to the previous period. It does remain higher when compared to previous time frames during the pandemic. Customers are using service for essential trips with medical, grocery and pharmacy trips being the majority of the destinations.

Action plan

We will remain focused on the safety of customers and staff with solo rides and other pandemic safety measures continuing. With record high levels of COVID-19 cases in the city, ridership is expected to continue to be impacted. It is anticipated that as more restrictions are placed on residents, trip requests will remain low.

Customer experience

Customer satisfaction



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 Strategy & Customer Officer

Results

In Q3 2020, 78% of customers reported high levels of satisfaction with TTC services. This represents a decrease from last quarter (81%) and the same time last year (81%).

Analysis

Overall satisfaction peaked in August (84%) and dropped significantly in September (74%), diverging from 2019 scores. The decrease was largely driven by bus riders, who reported lower satisfaction with trip duration, the helpfulness of staff and levels of crowding.

Perceptions of safety on the TTC also fell significantly in September compared to previous months, particularly in customer confidence in their ability to physically distance on vehicles and in stations.

Action plan

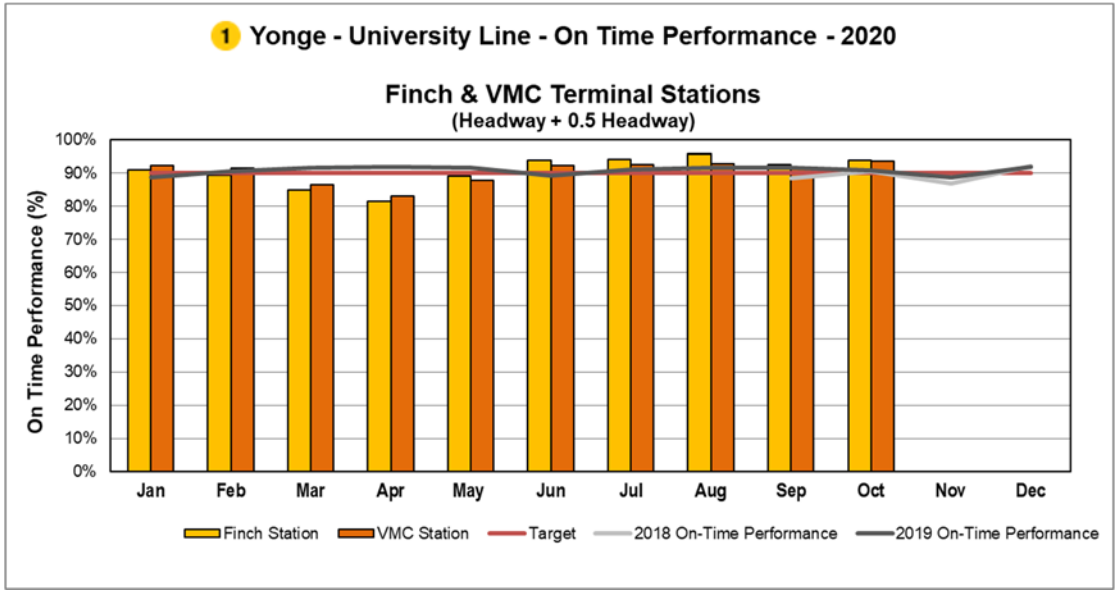
We continue to monitor higher volume routes, particularly at rush hour, and direct additional buses where they are needed most. We are also conducting regular audits of mask use as physical distancing has become more challenging. As of November 20, 99% of customers were observed to be wearing a mask.

Since late March, we have been conducting customer surveys focused specifically on the pandemic. Results have helped inform safety measures, communication efforts and ridership forecasting.

Note: *Q4 2020 data will be available in the March 2021 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

Line 1 has met all targets over the past five months with improved performance in October.

OTP in October was 93.7%, up from the 92.1% we achieved in September.

Analysis

Comparing 2020 year-to-date (YTD) to 2019 YTD, there has been a 4.1% increase in delay minutes, mainly due to staffing issues that increased significantly at the beginning of the pandemic. Total equipment-related delays have improved by 39.7%, and customer-related issues have improved by 12.1%.

Action plan

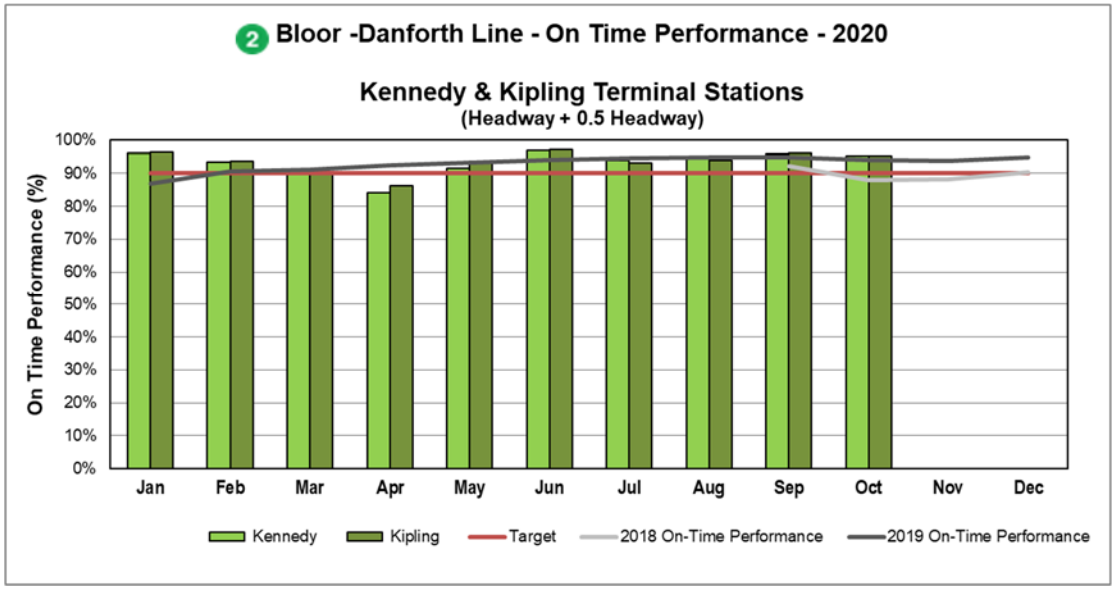
There are no planned schedule changes for this line, and service is expected to remain stable.

End terminal departures continue to be impacted by the suspension of step-backs. However, no change is

planned to return to that operating practice.

A step-back occurs when an operator enters a train behind the one they arrived on to decrease terminal dwell time and improve throughput.

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

Line 2 continues to perform well with a marginal drop to 95.4% from the 96.1% we recorded in September.

Our target of 90% was met.

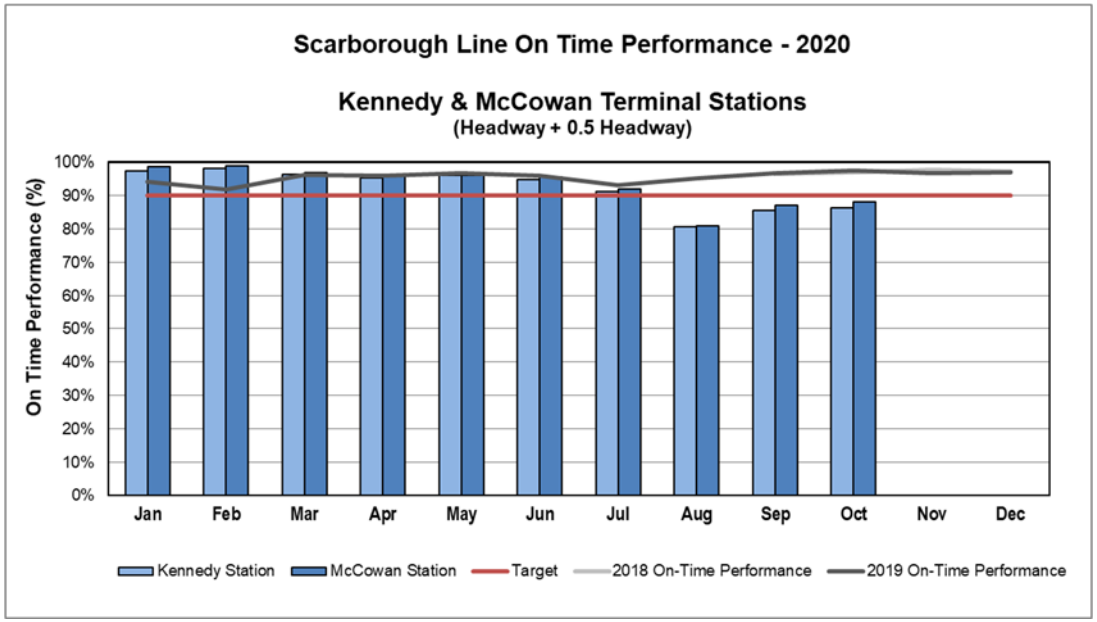
Analysis

Comparing 2020 year-to-date (YTD) to 2019 YTD, there has been a 5.7% decrease in delay minutes. While many of the delay categories have improved, operator availability was impacted by the pandemic in March and April. Availability has since stabilized and returned to normal levels.

Action plan

There are no planned schedule changes for this line, and service is expected to remain stable.

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 October, this metric improved slightly to 87.2%, up from the 86.4% we achieved in September.

Our target of 98% was not met.

Analysis

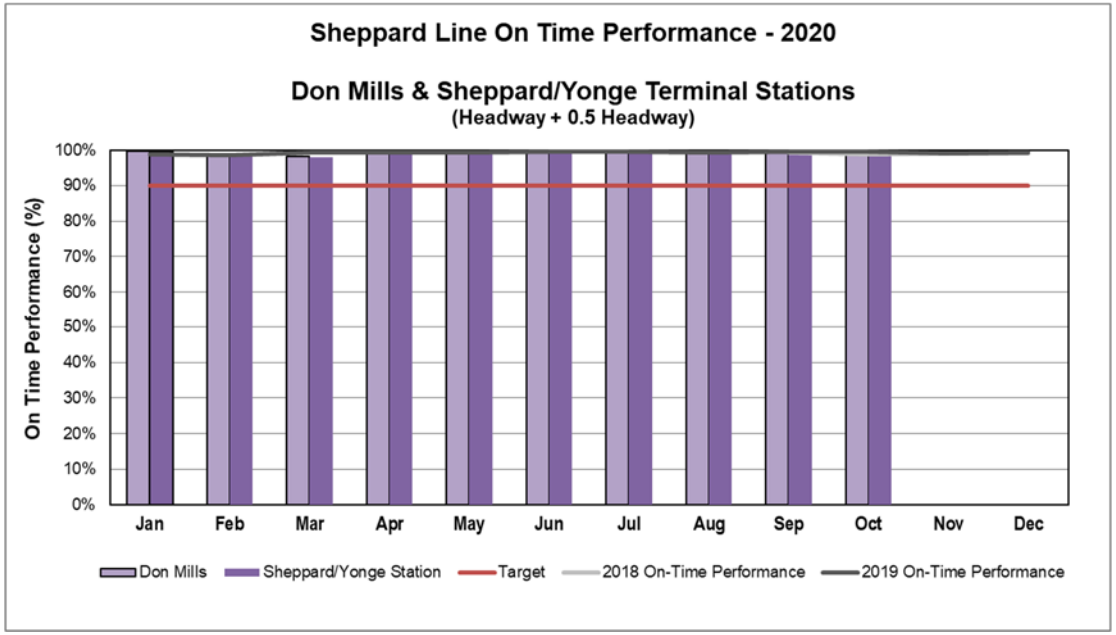
Mechanical issues with our rolling stock continue to impact train availability. We are operating four of the five scheduled trains during most peak periods.

The anticipated return to full service in October was delayed.

Action plan

As we have not yet been able to return to five trains in peak periods, a review of our schedule is being initiated to align schedule expectations with what can be delivered.

Line 4 (Don Mills and Sheppard-Yonge 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

OTP remained stable in October at 99%, down slightly from September (99.4%).

Our target of 90% was met.

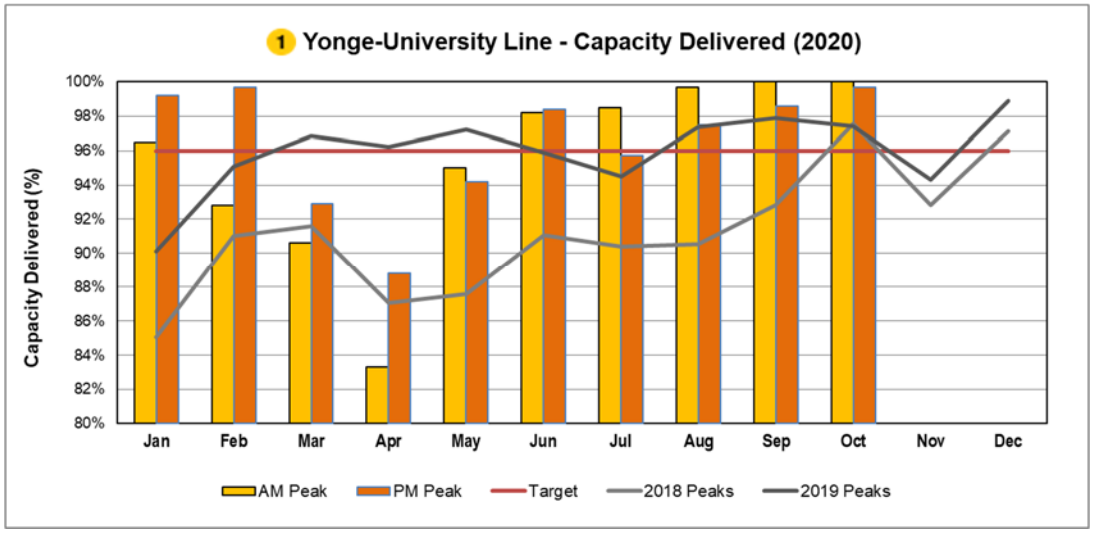
Analysis

Line 4 ran as scheduled without the challenges we observed on our other lines.

Action plan

There are no anticipated changes for this line.

Line 1: Capacity

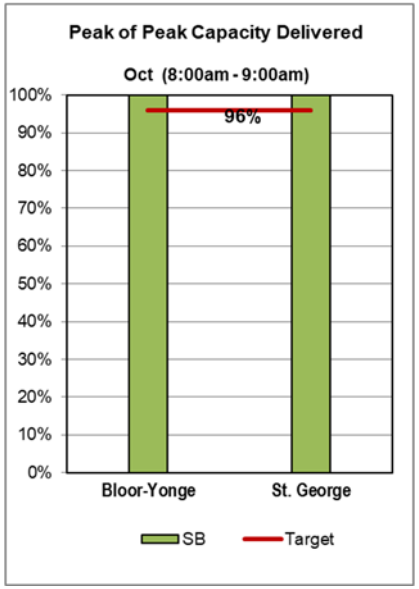


Definition

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

Line 1 achieved an overall average of 100% in October, up from the 99.7% we recorded in September. Our target of 96% was met.

Analysis

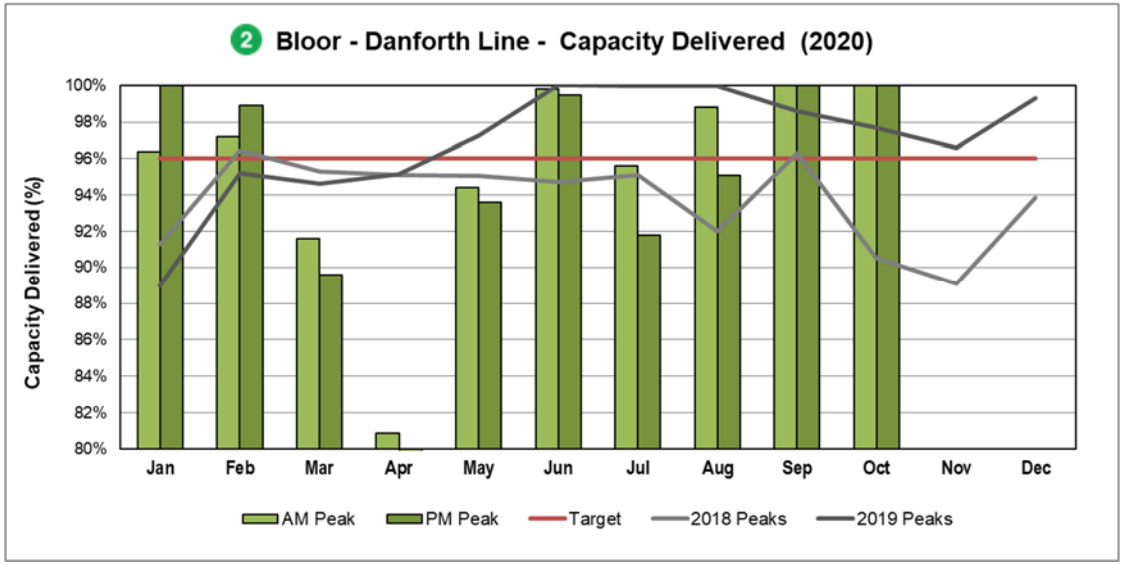
There were no significant changes to service on this line during October. This is reflected in the relatively stable performance of the capacity measure. The trip time from Finch Station to Vaughan Metropolitan Centre (VMC) Station decreased on average by 95 seconds, mainly due to the removal of a restricted speed zone from Highway 407 Station to VMC Station for eight days in September. The restricted speed zone from St Clair Station to Eglinton Station increased the monthly average trip time by 15 seconds.

Peak of the peak capacity continues to meet or exceed target on average. There was only one day in October that fell below the target of 17 trains-per-hour (TPH). This was more than offset with five days over 20 TPH.

Action plan

We do not anticipate any significant changes moving forward, but we are constantly monitoring ridership and service levels. We will make adjustments where necessary to ensure punctual service levels are delivered.

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

Line 2 achieved an overall average of 100% in October, matching the performance we recorded in September.

Our target of 96% was met.

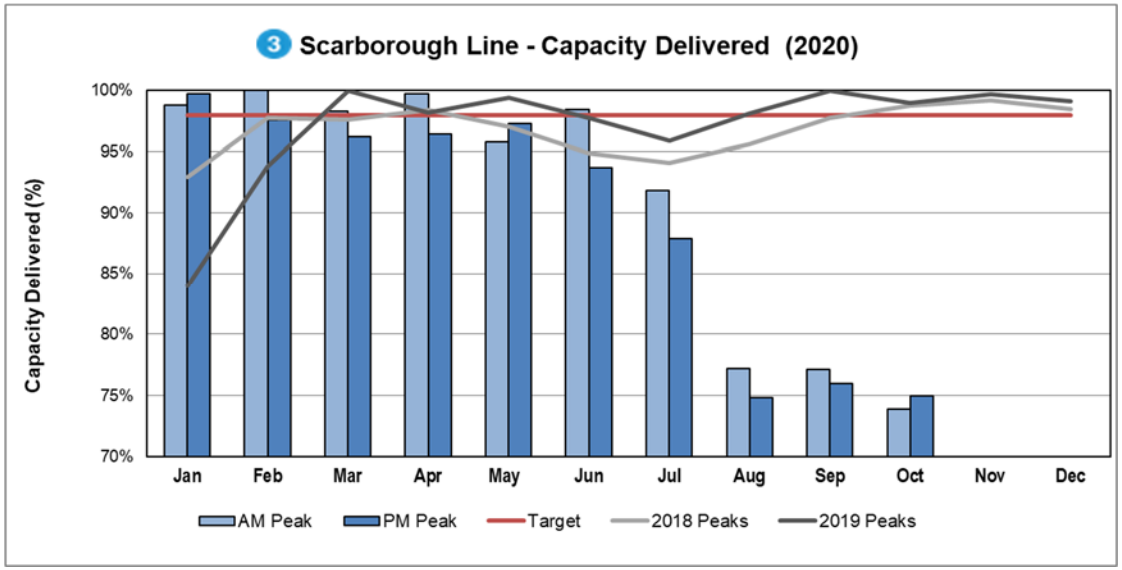
Analysis

Total delay minutes decreased by 23.2% with fewer equipment-related and customer-related delays, resulting in a high level of reliability.

Action plan

We do not anticipate any significant changes moving forward, but we are constantly monitoring ridership and service levels. We will make adjustments where necessary to ensure punctual service levels are delivered.

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

In October, this metric moved slightly to 74.5%, down from the 76.5% we achieved in September.

Our target of 98% was not met.

Analysis

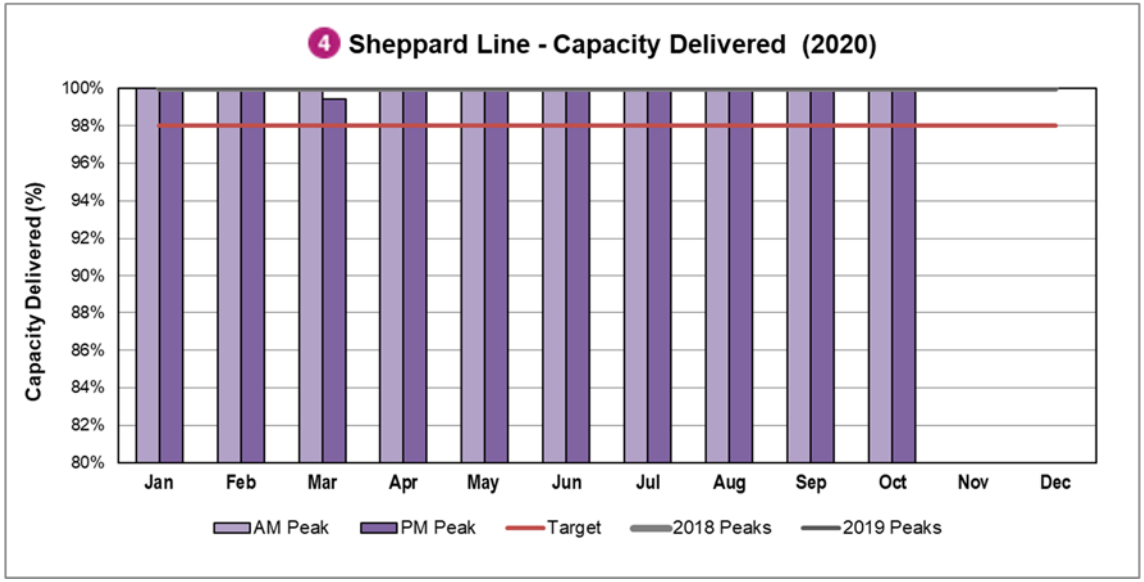
Mechanical issues with our rolling stock continue to impact train availability. We are operating four of the five scheduled trains during most peak periods.

The anticipated return to full service in October was delayed.

Action plan

As we have not yet been able to return to five trains in peak periods, a review of our schedule is being initiated to align schedule expectations with what can be delivered.

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

Line 4 has remained at 100% capacity delivered since April.

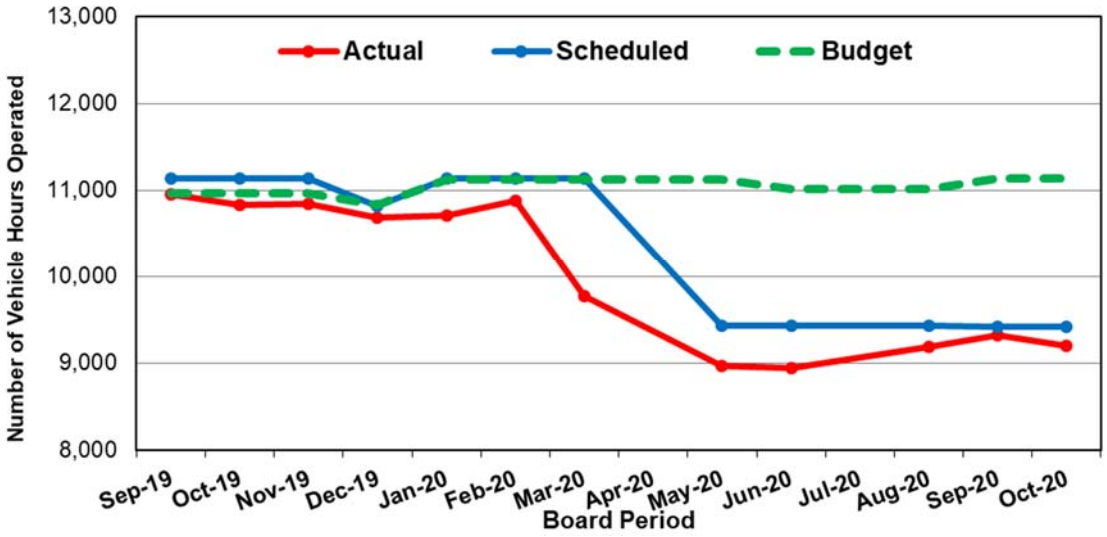
Analysis

This line has not been affected by many of the issues impacting other lines.

Action plan

There are no anticipated changes planned for this line.

Subway: Weekly service hours



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

Contact
Kathleen Llewellyn-Thomas,
Chief Strategy & Customer Officer

Results

In the October 2020 Board Period (October 11 – November 21), the TTC planned 86% of regular subway service compared to pre-pandemic service.

The TTC budgeted 11,133 weekly service hours while 9,414 weekly service hours were scheduled to operate which represents a variance of -15%.

Of the 9,414 weekly service hours scheduled to operate, 9,198 weekly service hours were actually delivered which represents a variance of -2%.

Analysis

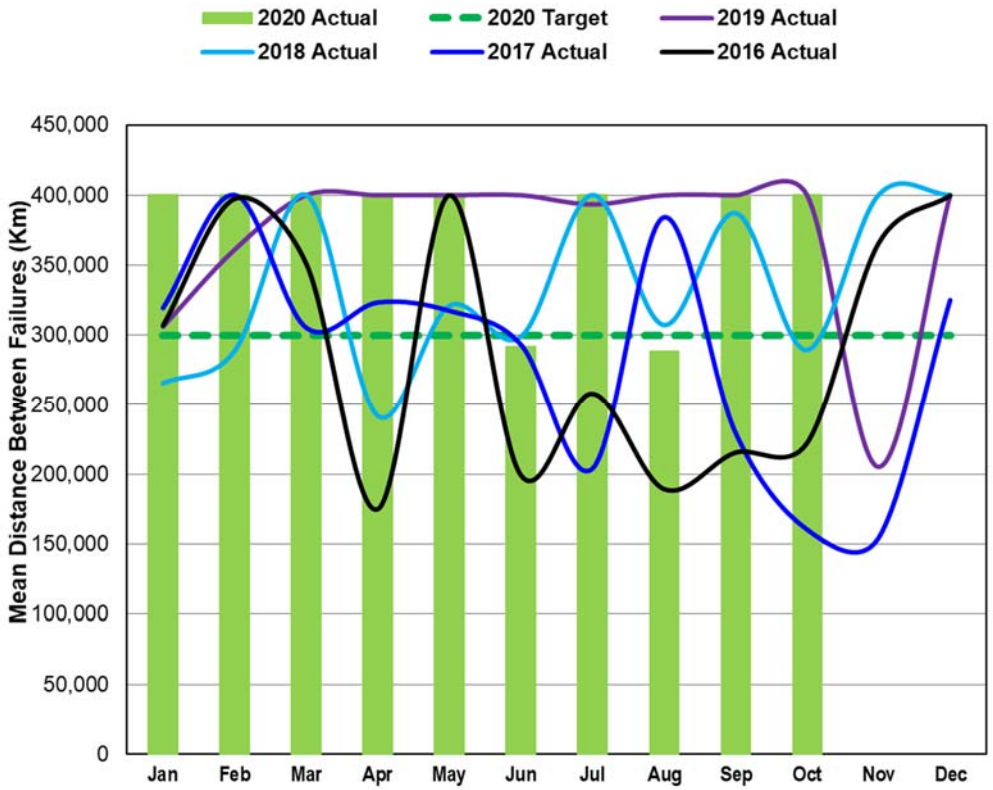
Scheduled service hours are lower than budgeted as a result of the demand-responsive service plan which takes into account lower ridership demand due to COVID-19.

Actual service hours are below the scheduled service hours as a result of the ongoing state of good repair program for subway infrastructure resulting in early access and weekend closures.

Action plan

We will continue to monitor service hours during the pandemic.

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. T1 trains operate on Line 2.

Contact

Rich Wong,
Chief Vehicles Officer

Results

The T1 fleet achieved a MDBF greater than 400,000 kilometres in October, which is above the target of 300,000 kilometres.

Analysis

In October, there were five delay incidents greater than or equal to five minutes. The passenger door system had two delay incidents, followed by the compressed air, trainline and truck system each with one delay incident.

The two passenger door incidents were due to a faulty door lock assembly (DLA) and misaligned door shim. The root causes of both door delay incidents are still to be determined while the incidents are under investigation. The faulty DLA was in service for 611 days with no issues. The component has since been replaced and door systems were cycle tested. The misaligned door shim was realigned back to specifications, and adjusted for

cushion and door speed. The subject door set was cycled tested. Both trains returned back into revenue service with no further issues reported.

The compressed air incident is due to a design issue with a new compressor contactor. Cars equipped with impacted contactors have been removed from revenue service and placed in storage while a solution is developed.

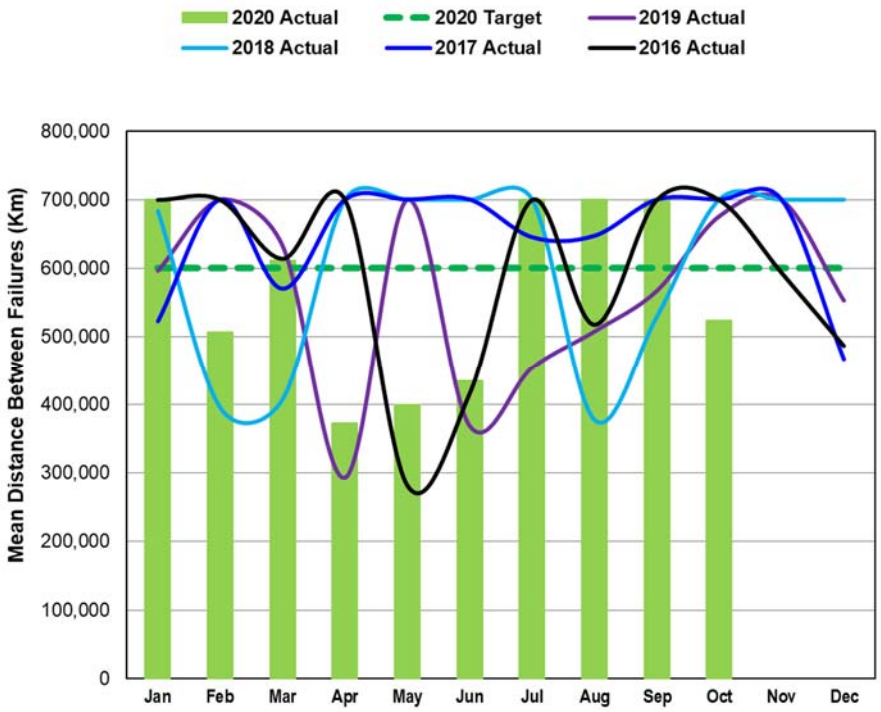
The trainline incident was due to a defective multifunction PCB. The root cause of the incident is still to be determined. The faulty multifunction PCB was in revenue service for 5,769 days (16 years) with no issues. The expected component life span is 30 years — the design life of the fleet. The multifunction PCB was replaced and the train returned back into revenue service with no further issues reported.

The truck incident is due to a faulty gearbox #2 on truck #1. A failure analysis report has been initiated to investigate the faulty gearbox.

Action plan

The 20-year state-of-good-repair (SOGR) program is ongoing, and includes air compressor and truck overhauls. A 20-year passenger doors SOGR program was accelerated and has since been completed. It included door lock assembly replacement and shim adjustment. A new 25-year SOGR scope is currently in development to begin in 2022.

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.TR trains operate on Line 1 and Line 4.

Contact

Rich Wong,
Chief Vehicles Officer

Results

The TR fleet achieved a MDBF of 523,719 kilometres in October, which is below the target of 600,000 kilometres.

Analysis

In October, there were seven delay incidents greater than or equal to five minutes. The passenger door system had six incidents, followed by the speed control system with one delay incident.

The six passenger door-related incidents were a result of four faulty door electronic control units (DECU), damaged door rollers, and a faulty door master switch panel (DMSP). Three of the faulty DECUs were replaced and were in revenue service for 677, 1,136 and 362 days. The fourth DECU was reset and the issue cleared. The root causes for all four DECU failures are still under investigation. The faulty DMSP was in revenue service for 1,654 days with no issues. The DMSP has since been replaced and the door system cycled tested. The damaged door rollers were replaced and root cause has determined that the rollers are at the end of component life cycle.

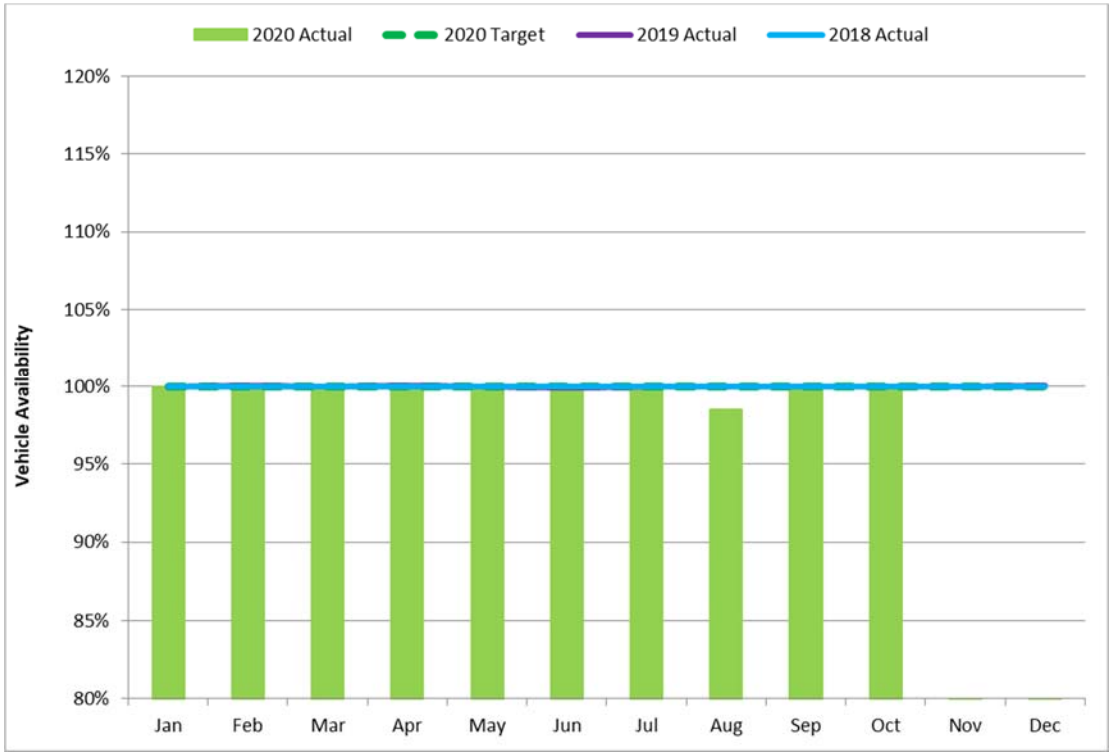
The speed control-related incident was related to brakes being unable to release due to speed control. The speed control system was bypassed with no corrective action required. Root cause of incident is still to be determined by technical staff.

Action plan

All incidents have been resolved. All trains returned back into revenue service with no further issues. DECU failures are still under investigation for root cause failure. Maintenance programs will be adjusted based on any recommendations arising from the investigation.

A TR door roller replacement program started September 2020 and is in early start-up stage with completion targeted for 2022. The DMSP is in scope for replacement in an upcoming passenger door state-of-good-repair (SOGR) program commencing in 2022. The DECU is in scope for replacement in a subsequent SOGR program commencing in 2026.

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 Vehicles Officer

Results

Vehicle availability in October was 100%.

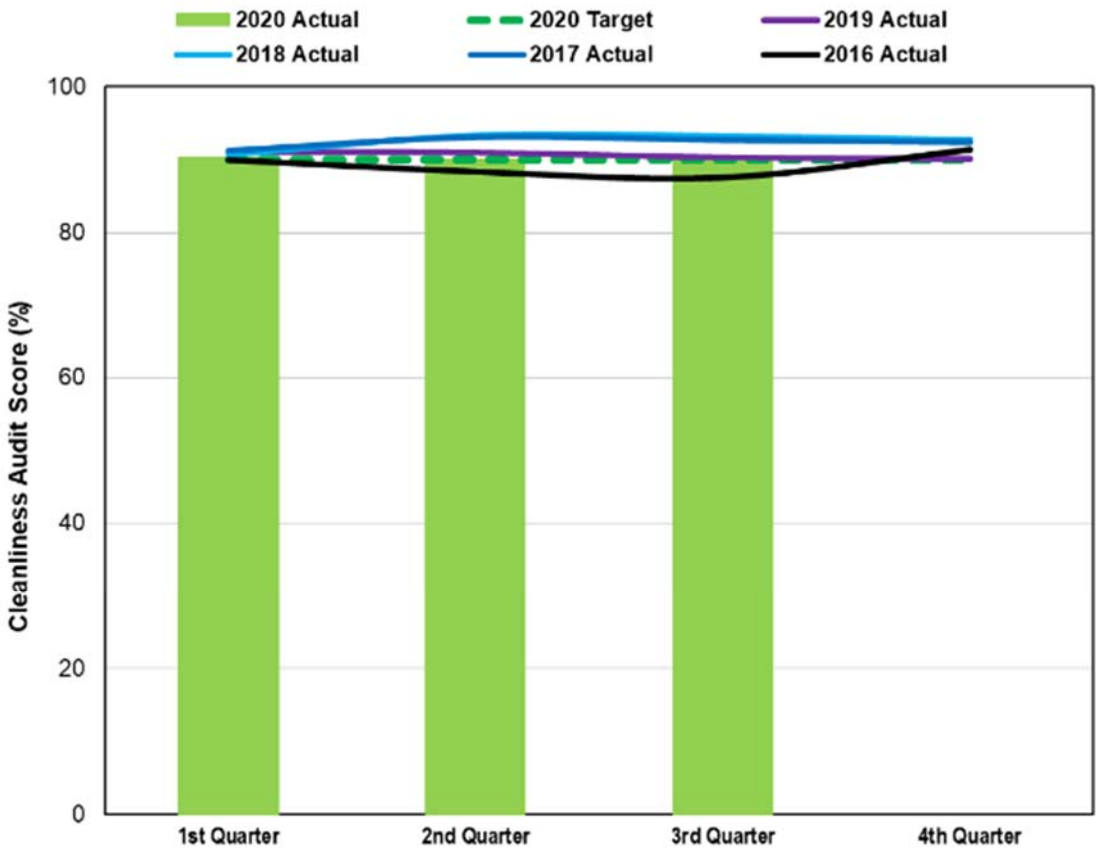
Analysis

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

Action plan

We will continue with the delivery of safe, reliable and clean vehicles to service on all 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 Vehicles Officer

Results

The average cleanliness rating of 90.1% in Q3 2020 is above the target of 90.0%. We have recorded a score of greater than or equal to 90.0% since Q4 2016.

Analysis

Areas of strength in vehicle cleanliness across all fleets and lines were the ceilings, etching/scratchitti, graffiti/stickers and mandatory decals. Factors impacting overall cleanliness scores in Q3 2020 were the overall door cleanliness, windows and exterior. Some trash and debris were documented in the mid-day and end-of-day audits at different stations across all lines.

Action plan

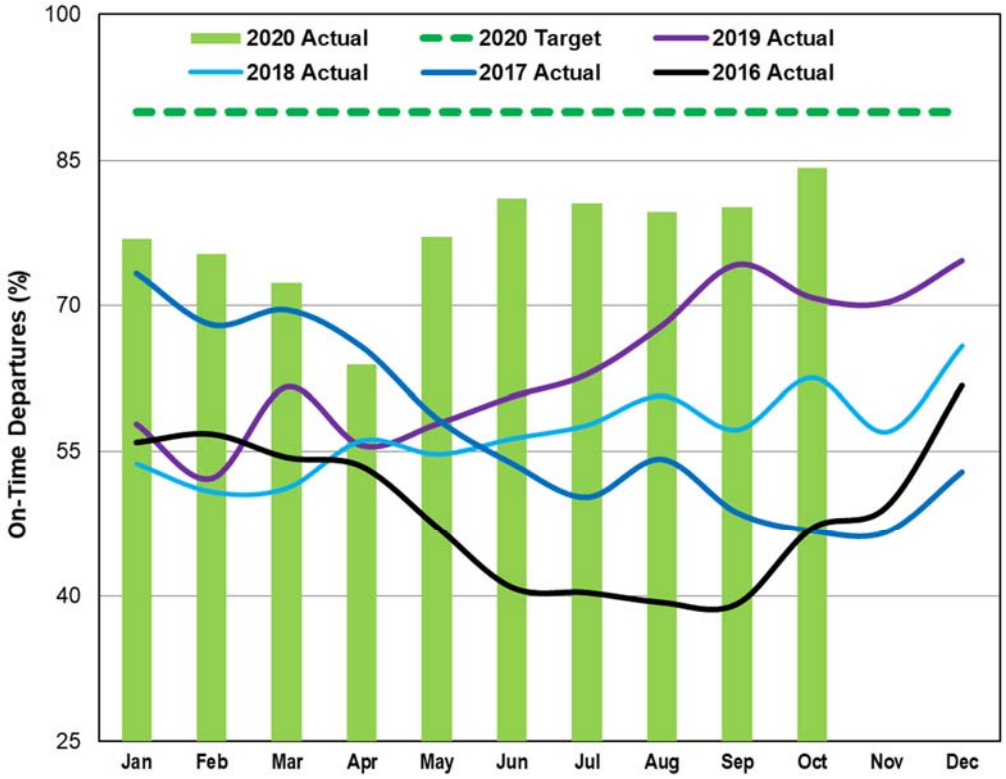
Exterior vehicle washes are being performed on all vehicle fleets. A focused power wash program on the T1 fleet commenced in September. The program will start for the TR fleet in 2021. The floor wash cycle

continues to be addressed once every 14 days.

In response to the COVID-19 pandemic, end terminal cleaning staff have been performing additional disinfection of all high touch points (poles and stanchions) twice a day after rush hour on all revenue vehicles.

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 October was 84.2%, an increase compared to September (80.2%) and a significant increase over the same period last year (70.8%). Our target of 90% was not met.

Analysis

The streetcar OTP for October increased week-over-week throughout the period, from 82.6% in week 41 to 85.1% in week 44. Missed departures decreased to 4.4% for the period (compared to 6.2% in September), with more than half of these occurring on the 506 Carlton and 510 Spadina.

Early departures for the period dropped to 6.5% (compared to 7.8% during the previous period), with the 509 Harbourfront experiencing the

highest rate in October. Late departures also improved to 5% for the period (compared to 5.8% the previous period).

Network performance was negatively impacted by rail repair work on the 501 Queen between October 10-13, with the route experiencing diversions and turn backs in the east end of the city during that time.

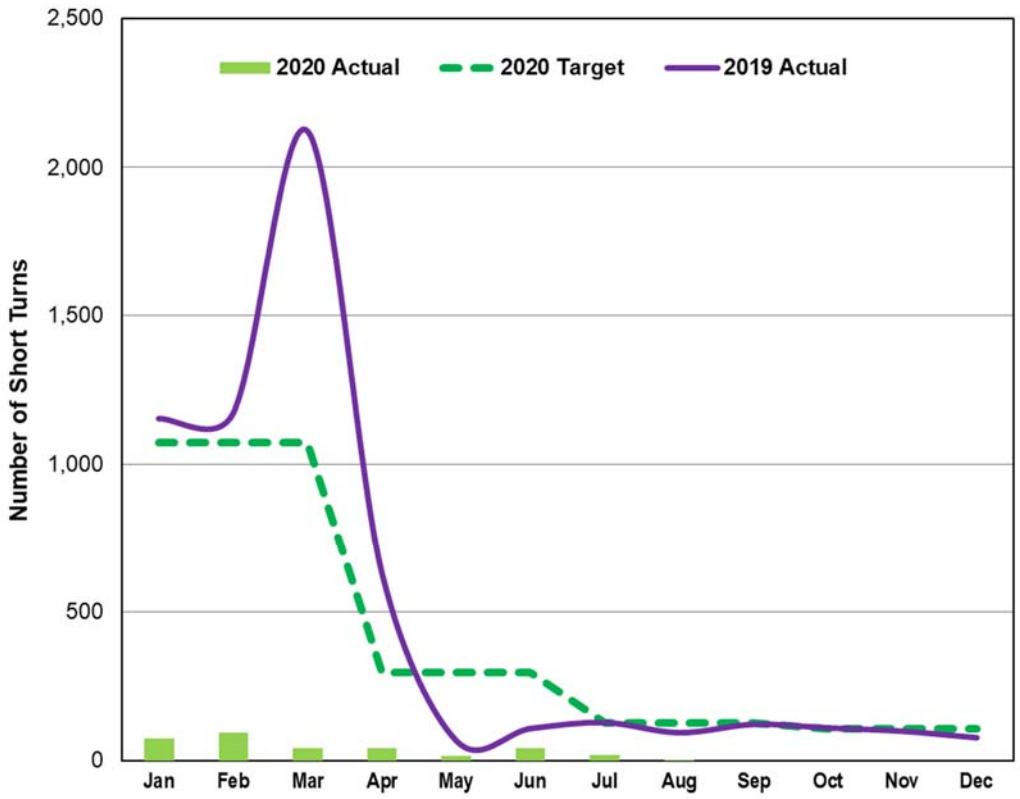
OTP for the period was also negatively impacted during the week of October 19-23 due to infrastructure repair work at Dufferin Gate Loop. During this time, 504B King service was diverted to Sunnyside Loop as an alternative, resulting in a high number of missed departures from the scheduled end terminal at Dufferin Gate Loop that week.

Lastly, 506 Carlton service continued to divert via Lansdowne Avenue and Bloor Street West during the period. This posed challenges for the route's performance due to construction and traffic-related delays along this routing.

Action plan

Efforts to reduce the number of early departures on the 509 Harbourfront will continue. The high percentage of missed departures is also under assessment. Planning efforts at this time are focused on the January Board Period and the following winter periods.

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 were zero short turns in October. This is consistent with September (0) and a decrease from the same period last year (110).

Analysis

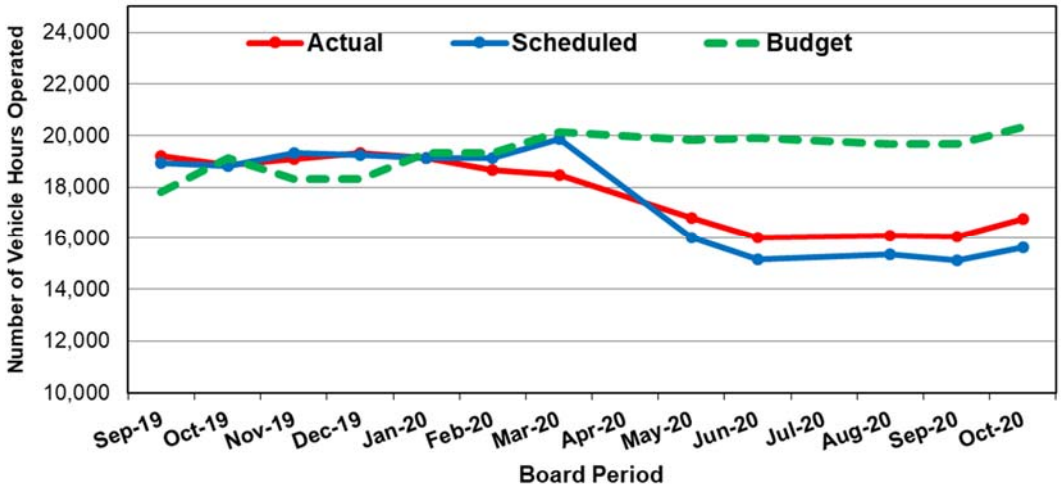
The October period continues the ongoing trend of significantly reduced short turn figures throughout the streetcar network.

Action plan

We will continue to closely monitor streetcar short turns with the goal of minimizing these instances as much as possible.

Note: As short turn figures have remained consistently low since 2019, the December 2020 CEO's Report will be the last time this KPI is reported on with regular frequency. We will continue to monitor this metric and provide updates if significant changes occur.

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 Strategy & Customer Officer

Results

In the October 2020 Board Period (October 11 – November 21), the TTC planned 86% of regular streetcar service compared to pre-pandemic service.

When accounting for both regular and construction related service, the TTC budgeted 20,329 weekly service hours while 15,646 weekly service hours were scheduled to operate. Of the 15,646 weekly service hours scheduled to operate, 16,764 weekly service hours were actually delivered which represents a variance of 7%.

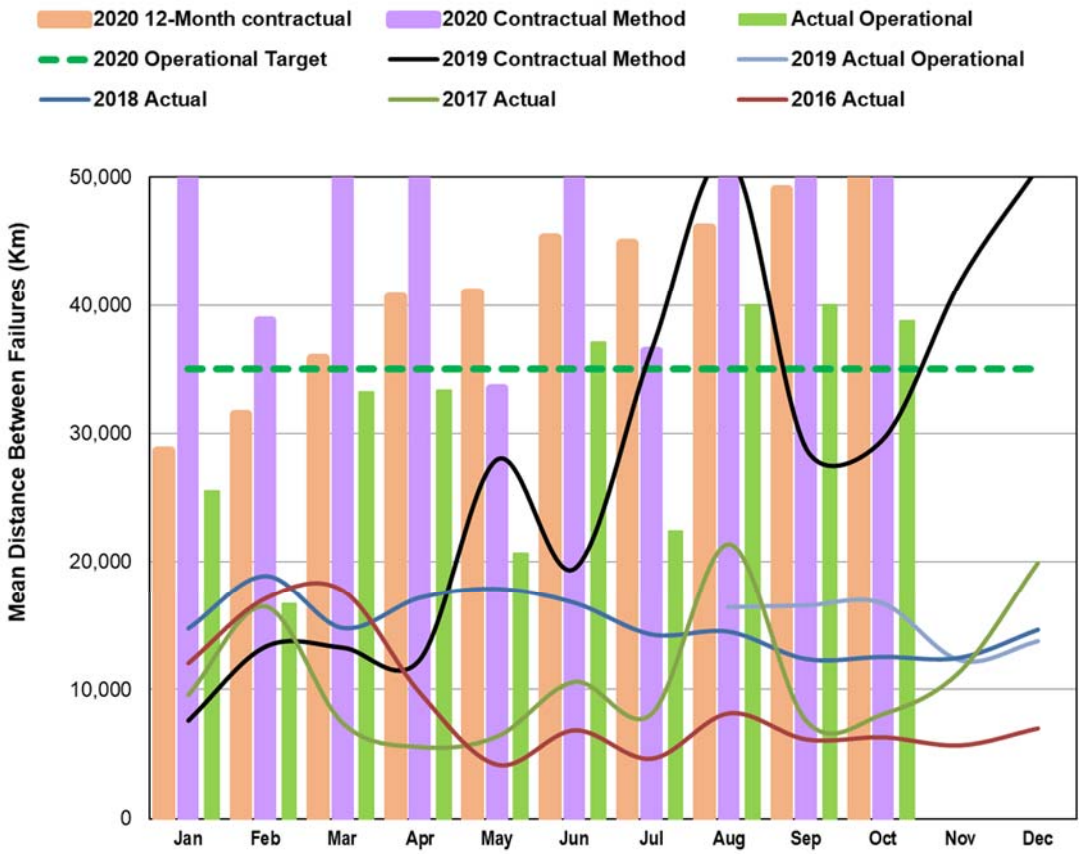
Analysis

Scheduled streetcar hours are lower than budgeted as a result of the demand-responsive service plan, which takes into account lower ridership demand due to COVID-19.

Action plan

We will continue to monitor service hours during the pandemic.

Streetcar: Mean distance between failures (MDBF)



Definition

Total kilometres travelled by the Low-Floor Light Rail Vehicle (LFLRV) fleet compared to the number of incidents (defined contractually) 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. The operational MDBF includes incidents defined contractually, as well as delay incidents that are caused by failures of equipment from other vendors and delays caused by TTC operations.

Contact

Rich Wong, Chief Vehicles Officer

Results

The streetcar fleet achieved a contractual MDBF greater than 50,000 kilometres in October.

The contractual target of 35,000 kilometres was met in October.

The operational MDBF for October was 38,748 kilometres. This is a decrease of 1,252 kilometres from the previous period.

Analysis

In October, there were a total of 15 relevant failures under the contractual reliability method. The top contributors were the train and cab controls system with four, train control management system with

four, and the Auxiliary Power Unit with two.

With respect to the operational method, there were a total of 22 delays. The top contributors to these failures, in addition to the contractual reliability failures, include the passenger door and disc brake systems with three failures each and the ramp system with one failure.

The passenger door system failures in October were from an unintentional activation of an audible door alarm, a door safety loop fault and a single door malfunction. Investigation shows that the audible door alarm activation failure was identified as a loose wiring not secured to specification. The door safety loop fault was due to defective auxiliary contactors on a door relay. There have not been other failures of the contactors to date. The malfunction of a single passenger door was due to a defective Electronic Door Control Unit (EDCU), which had reached end-of-life and failed in service.

The disc brake system failures were due to defective Hydraulic Power Units (HPU) and a burst hydraulic hose connected to the HPU in one of the modules. Investigation into the cause of the failures indicate component quality of the HPU, which had reached end-of-life and improper installation of the hose.

The ramp system failure was due to bent side guard assembly that had prevented the ramp from retracting. The functionality of the ramp system is inspected before the vehicle is put into service.

All of these failures are being reviewed and corrected by staff. Compared to September, contractual failures have increased by five and operational failures by eight. Although service mileage increased compared to the previous month, higher operational failures contributed to decrease in operational reliability for October.

Action plan

Vehicle modification programs designed to address the root cause(s) of failures are at various stages of development and implementation. These reliability improvement programs continue to be refined as in-service mileage increases and more in-service data becomes available.

Train and cab control system: We continue to work with Bombardier to review master controller failure modes and determine corrective actions that will be implemented in a future fleet modification. Additionally, an engineering investigation of other electrical failures is underway. This includes improving workmanship during maintenance activities.

Train control management system: We are working with Bombardier to review the vehicle control unit failure modes and determine corrective actions. Additionally, data logger failures are under engineering investigation.

Auxiliary power unit: An engineering investigation of failures is ongoing.

Brake system: Quality control containment and improvements have been implemented at supplier sites. In addition, component improvements (e.g. seals, guidance

shaft and locking pins) are in validation and planning stages with implementation targeted for Q1 2021.

Door system: We are continuously working to improve the reliability on different door components. This includes an ongoing fleet inspection on the door seal for a potential catching issue. This failure mode is under engineering investigation and supplier root cause analysis.

Communication system: A camera modification program that addresses known issues with image quality and stability has faced ongoing delays due to the impact of the pandemic on the supplier. Passenger information system failures are under engineering investigation.

High voltage power system: Multiple modifications aimed to improve various sub-systems are being implemented on the fleet. This includes adjusting the limit switch on the main switch, and replacement of some trolley pole and pantograph components with more robust ones (e.g. bracket and chain).

In addition to the contractual programs, operational reliability improvements being made to improve MDBF include:

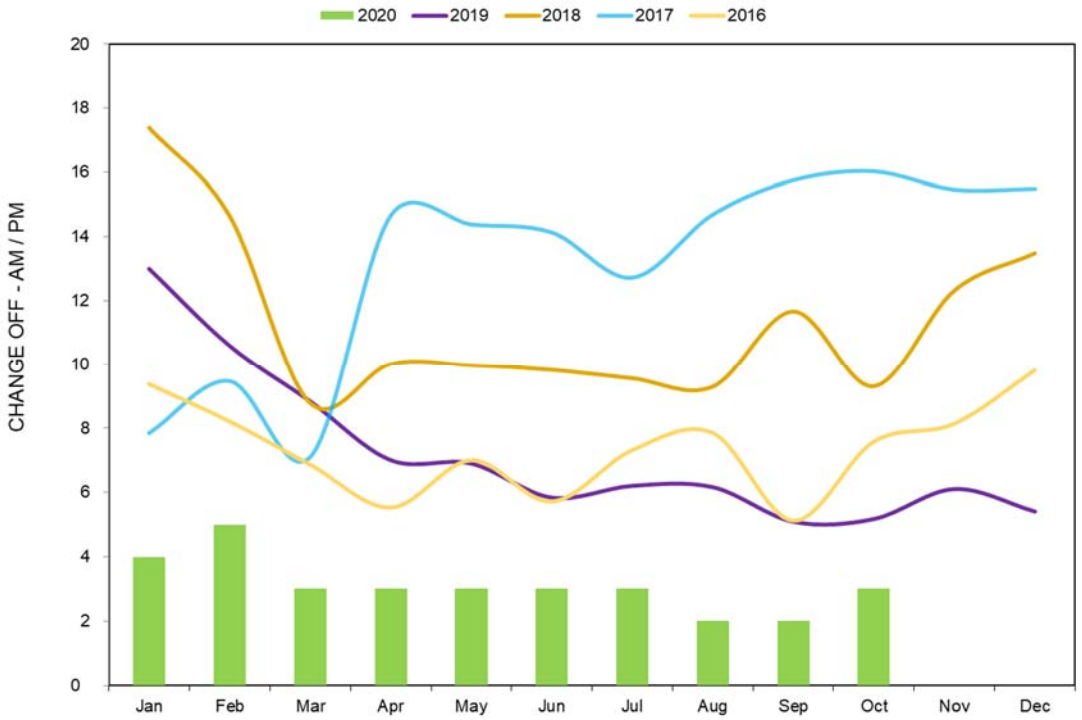
Passenger door system: Improve operational efficiency in addressing passenger door failures requiring isolation to reduce delays.

Disc brake system: We are working with Bombardier to improve overall system reliability. TTC maintenance staff will improve response to in-service single disc brake faults to prevent failures from affecting service.

Ramp system: We will continue the maintenance program, which includes updated processes to reduce debris-related failures and bent side guards. We are investigating a modified design to prevent bending of side guards.

Continued improvement of inspection and pre-service maintenance plans, together with more effective application of operational procedures will help increase the operational MDBF.

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 Vehicles Officer

Results

The target for the maximum number of RCCOs is 1.5% of peak daily service. In October, 2.2% (or three of 134 vehicles) of the peak daily service, including Run-As-Directed vehicles, resulted in a RCCO.

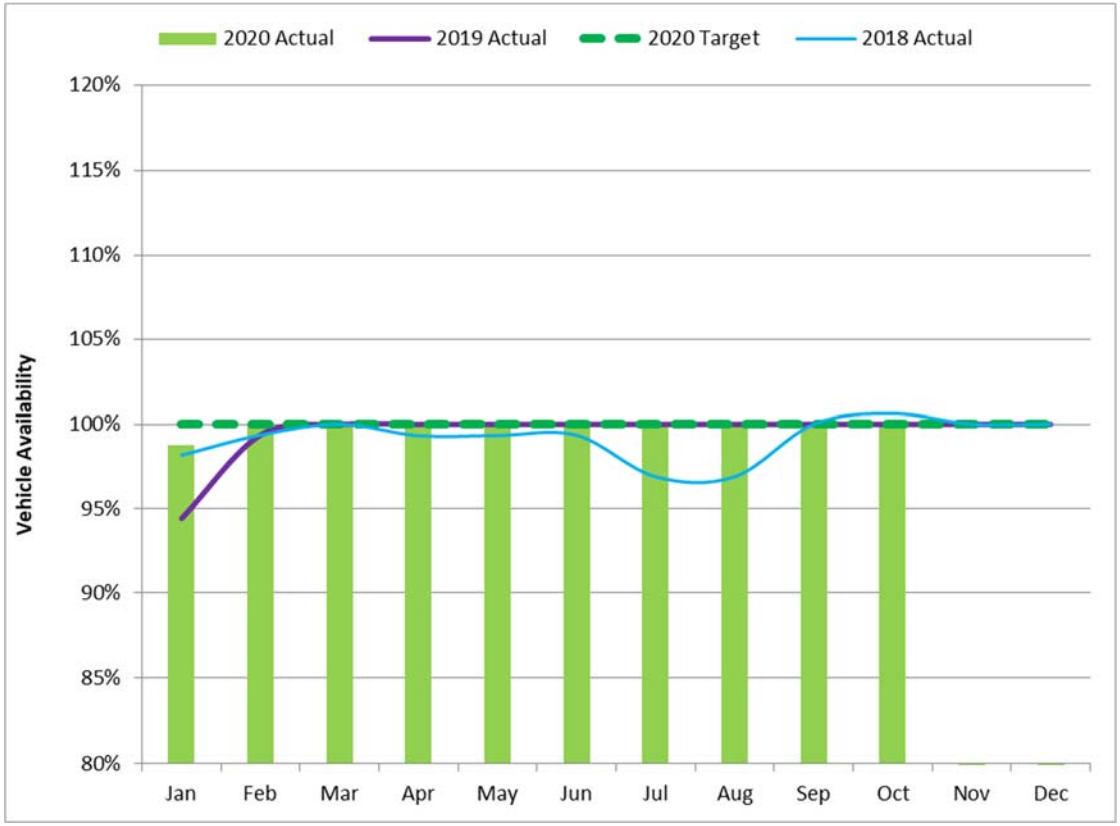
Analysis

The daily average number of RCCOs for October increased by one compared to the previous month. There was a decline in failures of the security equipment system, which was offset by an increase in failures of the ramp system (bent side guards), car body system (loose panels) and passenger door system (door safety loop-related faults).

Action plan

Bombardier and TTC staff are aware of the component reliability issues related to the LFLRV and continue to investigate the problems to determine a resolution. There is currently an ongoing review of the ramp side guard design to prevent further occurrences. In addition, staff will continue to monitor and improve inspection and preventative maintenance performance to further reduce failures.

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 Vehicles Officer

Results

The target for streetcar availability is 100% of peak daily service, including Run-As-Directed (RAD) vehicles. In October, the target requirements were met with an average of 134 vehicles available for service.

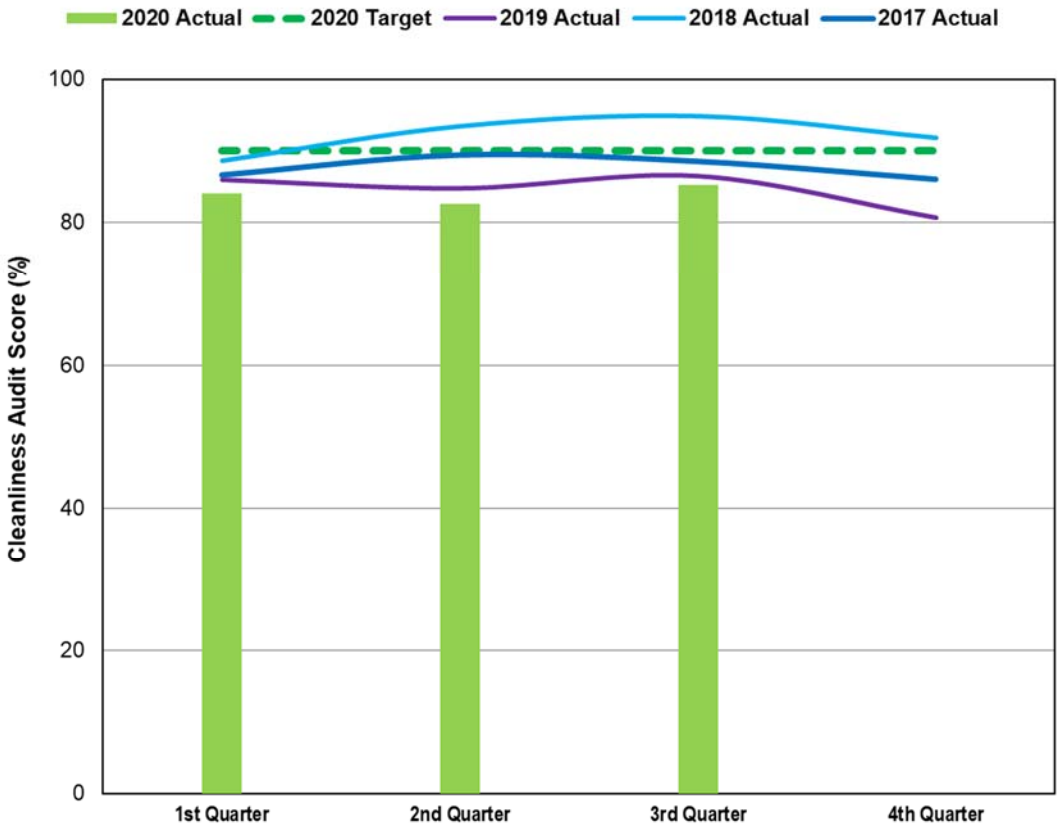
Analysis

Availability numbers continue to be met. Reduced service levels due to the COVID-19 pandemic, provides opportunity for increased vehicle maintenance.

Action plan

The availability target will be achieved with continued pre-service and preventative maintenance practices.

Streetcar: Cleanliness (pre-service)



Definition
Results of third-party audit conducted each quarter. "In-service" and "post-service" cleanliness results. Audits conducted weekdays only, excluding holidays.

Contact
Rich Wong,
Chief Vehicles Officer

Results

The audit score for streetcar pre-service cleanliness in Q3 2020 was 85.2%. This is an increase from Q2 (82.6%) and a decrease from Q3 2019 (86.5%). Overall performance was below the target of 90%.

Analysis

We have implemented two initiatives:

- Application of barrier film on the rear roof of the vehicle, which has improved exterior cleanliness
- A passenger seat replacement program, which has replaced 2,208 seats year-to-date as an initiative to refresh the fleet, has improved results in that area.

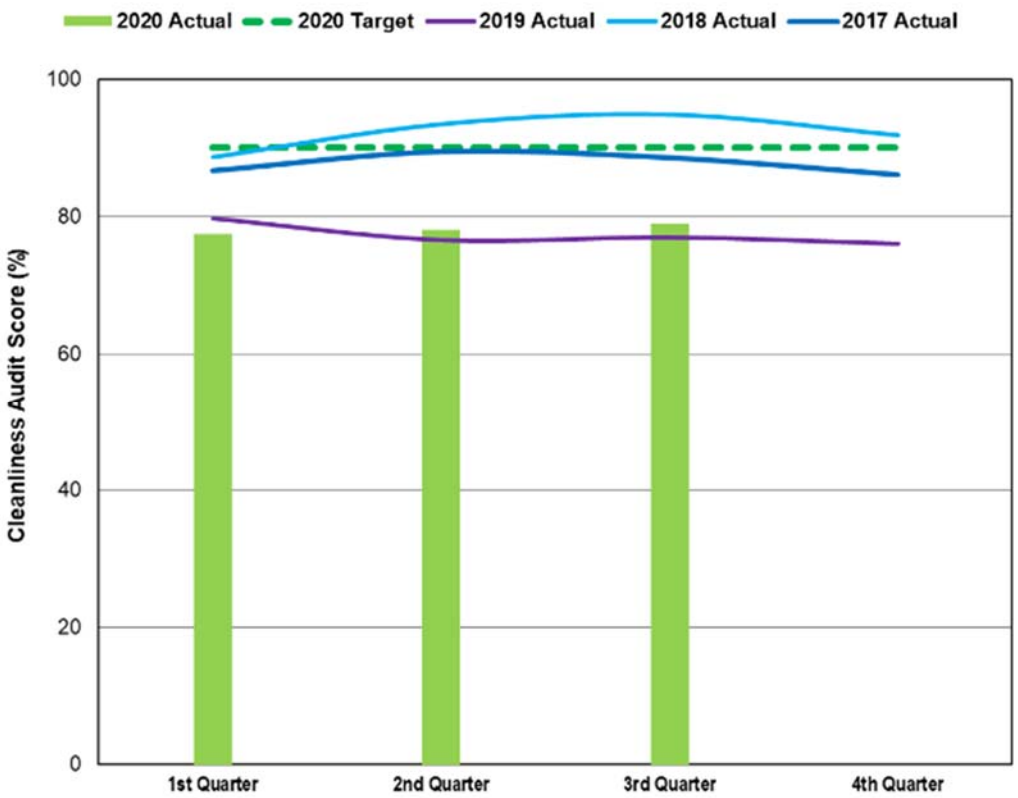
Accumulation of dirt and sand deposits on the floors impacted floor cleanliness for Q3 2020. This, in addition to windows, has been identified as an area most negatively affecting the overall results.

Action plan

The exterior carwash system is undergoing upgrades so that washing can be improved.

We will continue to improve vehicle cleaning through proper scheduling of programs and replacement of passenger seats.

Streetcar: Cleanliness (in-service and post-service)



Definition

Results of third-party audit conducted each quarter. "In-service" and "post-service" cleanliness results. Audits conducted weekdays only, excluding holidays.

Contact

Rich Wong,
Chief Vehicles Officer

Results

The audit score for streetcar in-service and post-service cleanliness in Q3 2020 was 79.0%. This is an increase from both Q2 (78.1) and Q3 2019 (77.0%). Overall performance was below the target of 90%.

Analysis

Cleanliness improvements can be attributed to the reduced passenger ridership levels due to the COVID-19 pandemic, in addition to improved pre-service cleaning procedures.

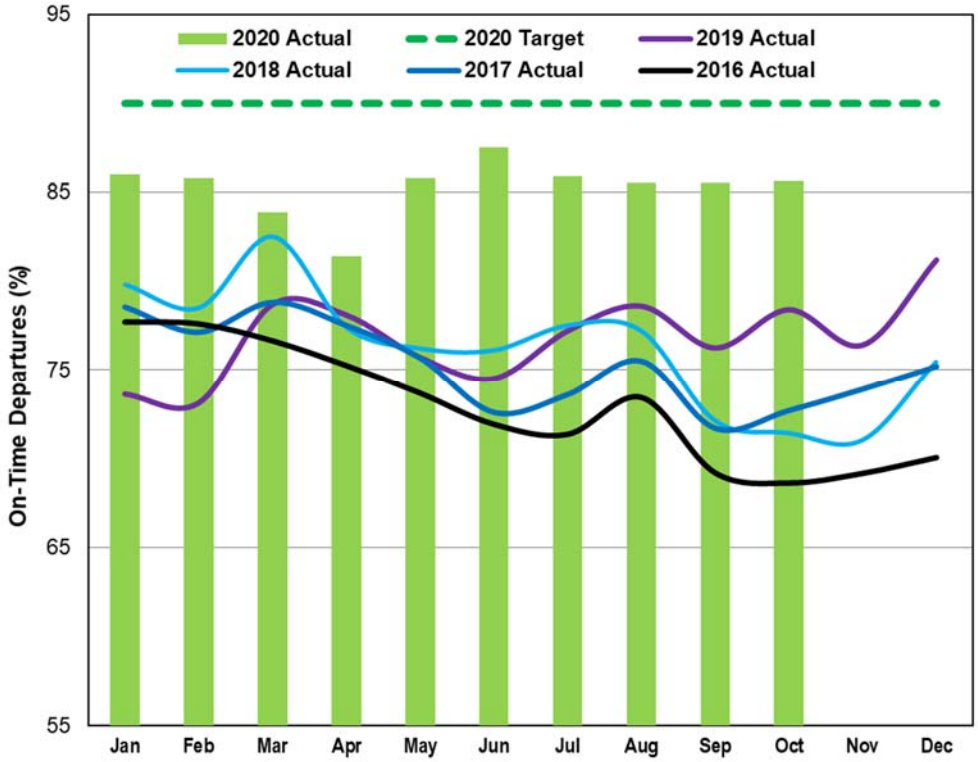
Accumulation of dirt and sand deposits on the floors, negatively impacted in-service and post service cleanliness results for Q3 2020. Floors and vehicle exteriors have been identified as areas requiring improvement.

Action plan

We are currently reviewing additional cleaning processes to target interior cleanliness. We are also actively undertaking mid-day disinfecting of vehicles in response to the COVID-19 pandemic. Staff will continue to monitor and investigate opportunities to improve overall cleanliness.

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 October was 85.6%, a small increase compared to September (85.5%) and an increase over the same period last year (78.4%). Our target of 90% was not met.

Analysis

Bus performance for October was consistent throughout the period and reached a weekly high of 87.1% in Week 43. The percentage of early (3.7%), late (7%), and missed (3.6%) trips in October remained relatively stable over the previous period, with a minor decrease in the percentage of late departures (from 7.7%) and a minor increase in the percentage of missed departures (from 3%).

The Eglinton East priority bus lanes were implemented with the start of the October Board Period in week

42. The major routes operating on this corridor include the following (performance scores for the last three weeks of the period compared to the October period last year): 86 Scarborough (72.2%, down from 81.4%), 116 Morningside (81.6%, up from 80.3%), 905 Eglinton East Express (88.3%, up slightly from 88.1%), and the 986 Scarborough Express (86.5%, up from 74.1%). We are investigating performance on 86 Scarborough and will provide further updates in future reports.

Two major station projects impacting bus services at Keele and Eglinton West stations continued through October. The three local services impacted by the Keele Station work (30 High Park, 80 Queensway and 89 Weston) combined for a performance score of 80.4% for the period, an increase from 76.7% in September.

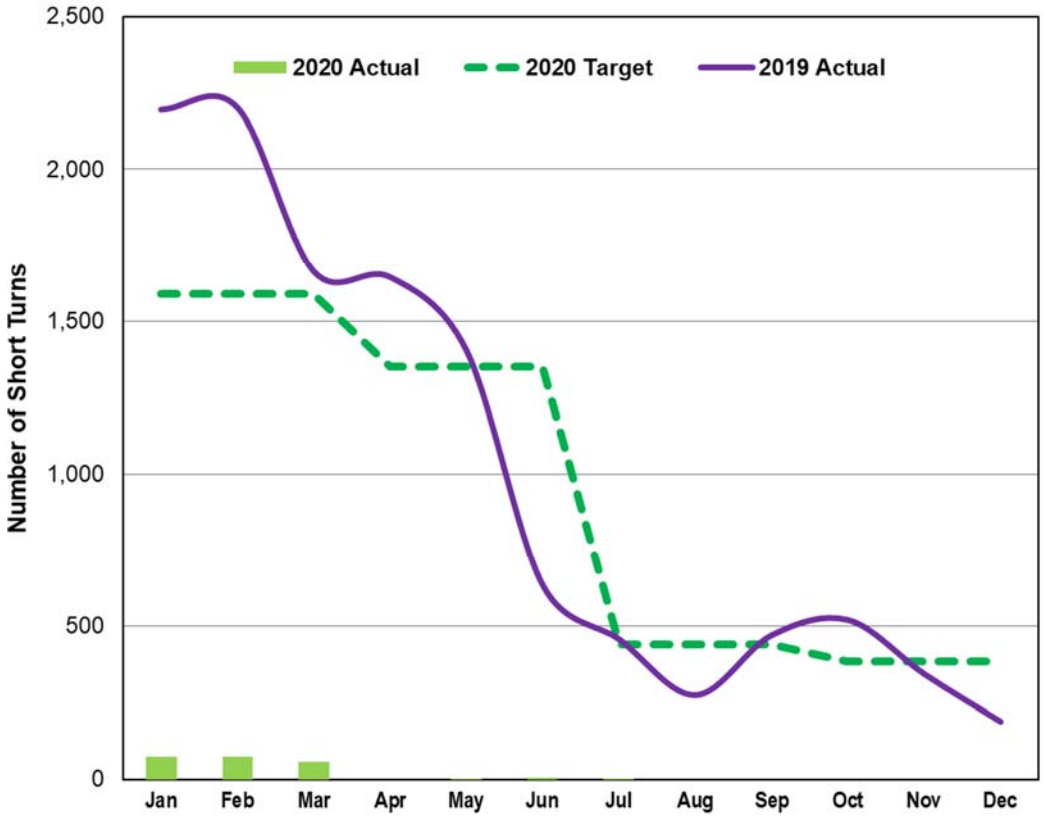
For the four local routes that service Eglinton West Station (32 Eglinton West, 63 Ossington, 109 Ranee and 163 Oakwood), their combined performance was 86.3% for the period, a small increase over the September period (85.6%).

Finally, bus performance met or exceeded the 90% target three times during the period. One day in particular is worth highlighting (Monday, October 12), as it is the highest score (92.6%) achieved since the inception of the current OTP key performance indicator.

Action plan

Bus performance improvement work includes efforts on many fronts, including review of travel times, end terminals and operator behaviour. Work will continue through the winter periods in these areas.

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 zero short turns in October, holding steady over the same figure for September and a significant improvement from the same period last year (519).

Analysis

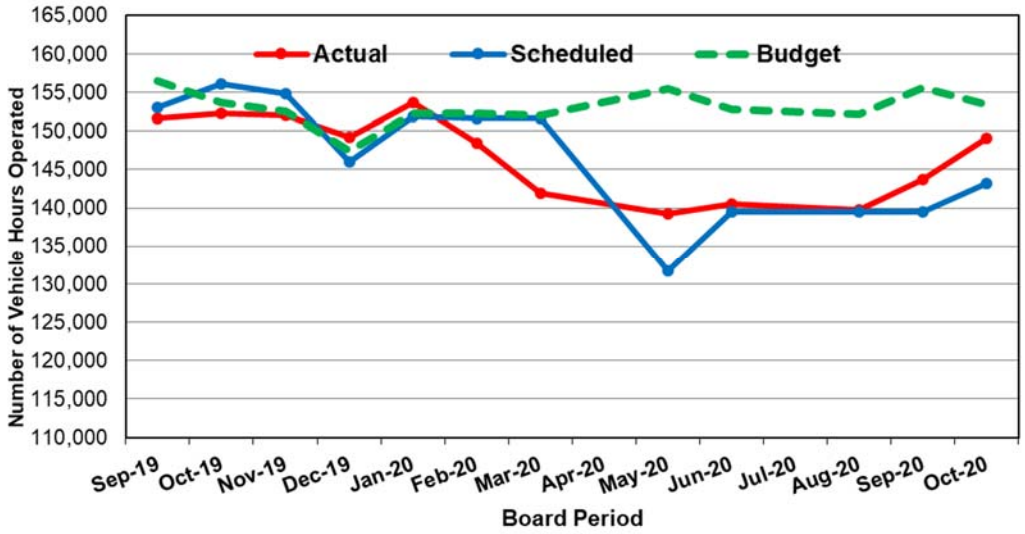
The October period continues the ongoing trend of minimal short turn figures throughout the bus network.

Action plan

We continue to focus on keeping short turn numbers low, employing them only as a last resort to minimize any inconvenience to our customers.

Note: *As short turn figures have remained consistently low since 2019, the December 2020 CEO's Report will be the last time this KPI is reported on with regular frequency. We will continue to monitor this metric and provide updates if significant changes occur.*

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 Strategy & Customer Officer

Results

In the October 2020 Board Period (October 11 – November 21), the TTC planned 97% of regular bus service compared to pre-pandemic service.

When accounting for both regular and construction related service, the TTC budgeted 153,436 weekly service hours while 143,210 weekly service hours were scheduled to operate which represents a variance of -5%.

Of the 143,210 weekly service hours scheduled to operate, 149,068 weekly service hours were actually delivered which represents a variance of 4%.

Analysis

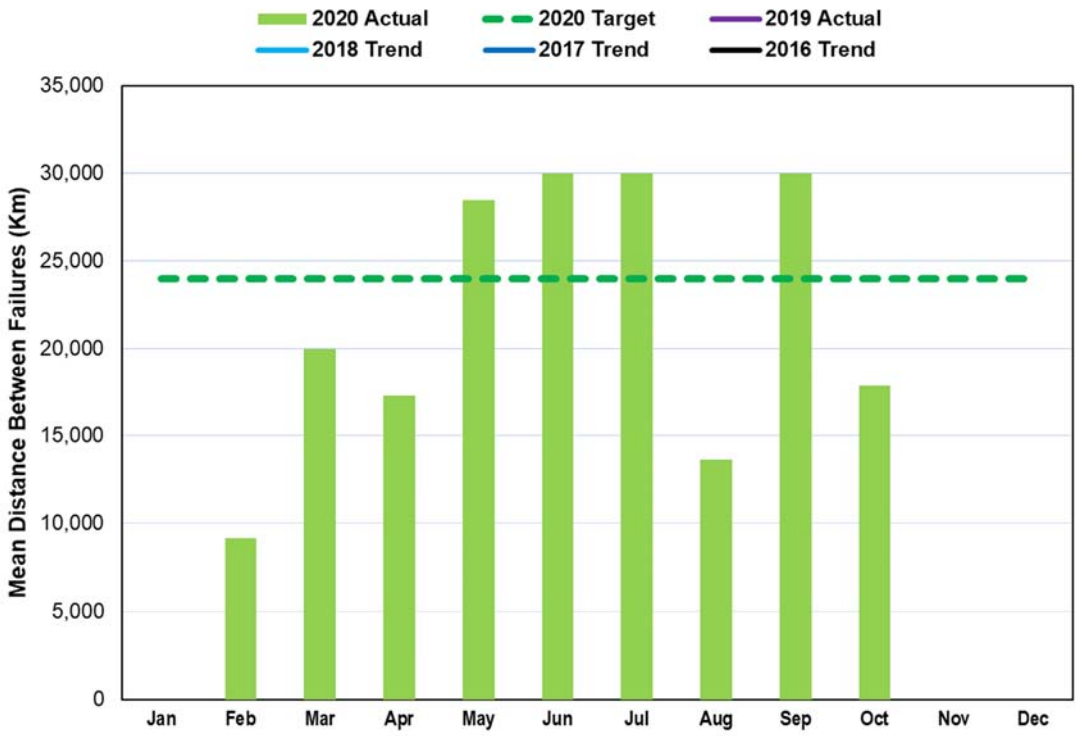
Scheduled weekly service hours are lower than budget for two reasons. First, regular service hours are reduced as part of the demand-responsive service plan. Second, construction service hours are less than budgeted due to changes in construction.

Actual weekly service hours are higher than scheduled as a result of TTC operators returning from layoff in September, October and November. This service was delivered over and above the schedule.

Action plan

Schedules will be updated to account for operators returning from layoff over the coming board periods.

Bus (eBus): Mean distance between failures (MDBF)



Definition

Total kilometres accumulated over the eBus fleet compared to the total number of chargeable mechanical road calls. Data included for all seven days of service.

Contact

Rich Wong
Chief Vehicles Officer

Results

The eBus fleet achieved a combined MDBF of 17,829 kilometres October.

Analysis

In October, there were 25 New Flyer, 21 Proterra, and 9 BYD buses in service travelling for a total distance of 121,026 kilometres, consistent with September. eBuses continue to be commissioned and have not accumulated sufficient in service mileage for appropriate failure analysis. We will continue to closely monitor the performance of these buses as service mileage increases.

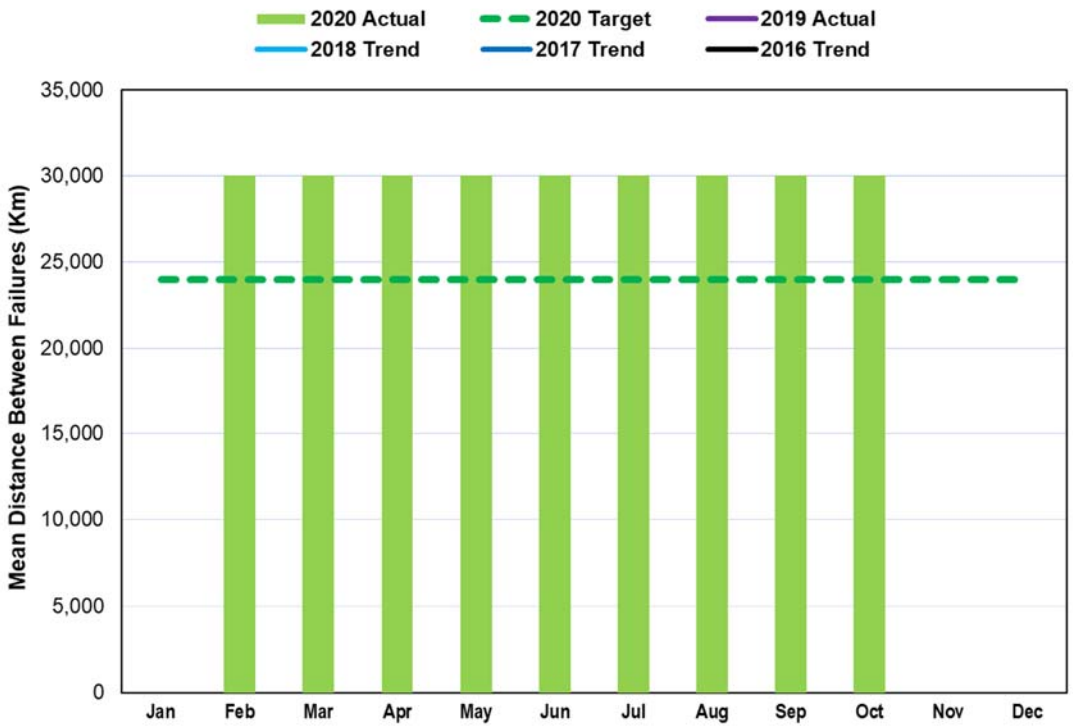
Action plan

Various investigations and design changes are underway, which are being managed as part of the commissioning and testing programs. Proterra has experienced several rear door-related issues that are being addressed by an ongoing door sensor improvement campaign and mechanical linkage design improvements. Proterra retrofit campaigns are collectively 16%

(4/25) complete as of this period. Proterra is also currently experiencing intermittent battery string offline issues that will be corrected via programming and addition of EMI filters by end of year.

We are continuing our eBus commissioning efforts that include procedure development for preventive maintenance and reliability programs. Spare parts are being scaled and registered to support maintenance activities.

Bus (Hybrid): Mean distance between failures (MDBF)



Definition
Total kilometres accumulated over the hybrid fleet compared to the total number of chargeable mechanical road calls. Data included for all seven days of service.

Contact
Rich Wong
Chief Vehicles Officer

Results

The hybrid bus fleet achieved a MDBF of 30,000 kilometres in October.

Analysis

Nova LFS Hybrid buses equipped with the BAE Hybrid drive system are performing well above the expected reliability with respect to the hybrid powertrain system. There are currently no BAE Hybrid drive failures that are impacting service at this time.

Our hybrid fleet is built on the same Nova LFS platform as our diesel fleet and they share similar failure modes, such as cooling and body-related failures as described in the diesel bus section of this report. These failures are being corrected alongside the Nova LFS model diesel fleet via the same reliability programs.

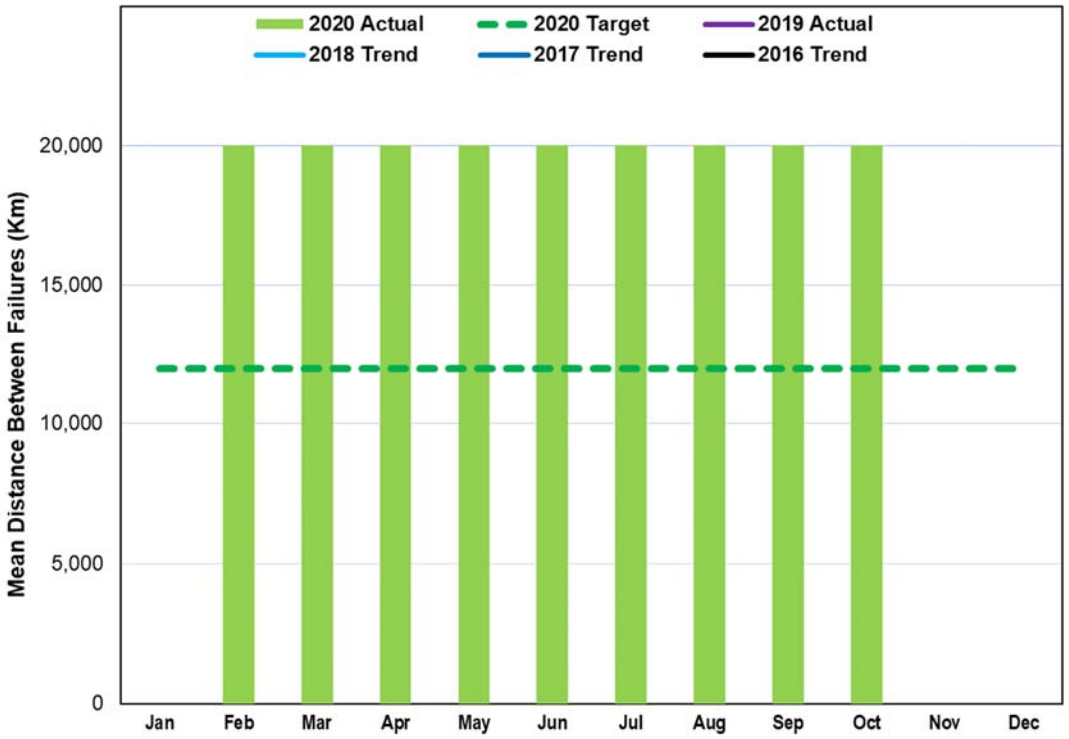
Action plan

The performance of the Nova BAE hybrid buses are exceeding expectations. There are numerous active warranty campaigns designed to correct observed failure modes during commissioning. Highlights of such campaigns include: A/C drains and corrosion (45%), ramp flooring delamination (3%), coolant line check valve upgrade (100%), and defective side window warranty repairs (fix as fail).

Quarterly technical review meetings for Nova buses are taking place with participation from Nova Bus, BAE Systems and TTC staff. These buses are performing well above target and we foresee a continuation of this trend.

We are looking at opportunities to further reduce the amount of tailpipe emissions while servicing bus stops by adopting an arrive-and-go feature. Currently the engine shuts off when speeds are below two miles per hour (mph) and turns on when speeds are above two mph The arrive-and-go feature would bump these thresholds up to four mph, which will reduce the engine duty cycle and allow for further utilization of electric power.

Bus (Clean Diesel): Mean distance between failures (MDBF)



Definition
Total kilometres accumulated over the clean diesel fleet compared to the total number of chargeable mechanical road calls. Data included for all seven days of service.

Contact
Rich Wong
Chief Vehicles Officer

Results

The diesel bus fleet achieved a collective MDBF of 20,000 kilometres in October.

Analysis

Cooling system leaks continue to impact the Nova LFS diesel buses. However, this is showing a positive trend for the past year with respect to severity and frequency of failures.

Driver seats are the second most frequent source of road calls. However, the failure rate is still less than 0.2% of the fleet.

Engine exhaust emission-related failures are continuing for all Cummins engines used on our diesel and hybrid fleets. However, we are starting to see improvements in this regard with the successful implementation of focused reliability programs.

Action plan

The 60-foot Arctic rebuild program is on schedule with 59 of 76 (78%) of the fleet overhauled. It is forecasted to be completed in Q1 2020.

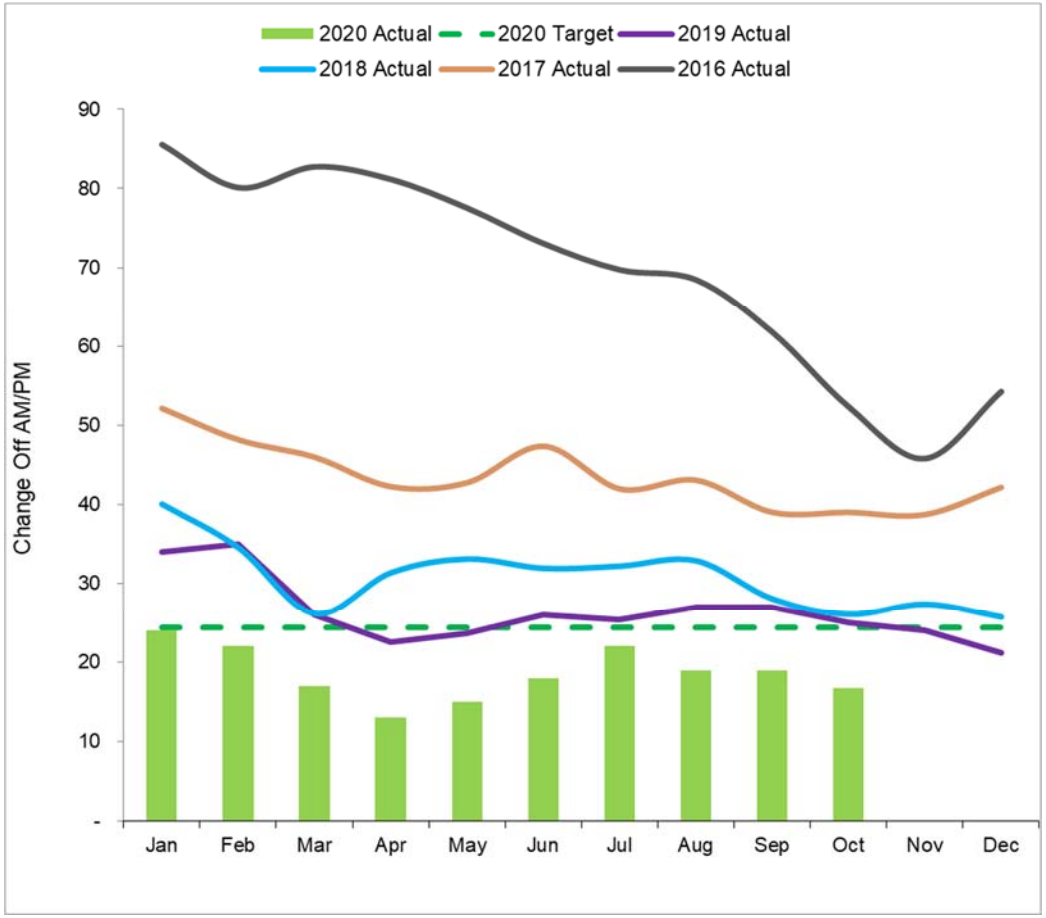
Air and electrical system rebuild programs are continuing on the 8400-8716 series buses, with 252 of 315 (80%) buses completed. These programs will continue with subsequent series in 2021 and onwards. Also, the 40-foot Nova buses purchased in 2015 will begin its scheduled rebuild program in December 2020.

Cooling system failures are being addressed through state-of-good-repair (SOGR). Cooling system technical packages, which provide guidance in performing a comprehensive system repair and servicing, are customized for each bus type in the fleet. Parts are now being received and kits are being created for the cooling system design change to rubber hoses (improved sealing) and heat shrink (less maintenance) clamps for the Nova 8620-8964 bus series set to begin on Q1 2020.

Cummins emission controls and after-treatment failures are being addressed through remote telematics health monitoring, engine oil analysis, and root cause investigations with Cummins and Aftermarket warranty group. Training is underway for coach technicians on the Cummins Expert Diagnostic system. This system will lead the technician through a Cummins approved and directed fault-based comprehensive diagnoses and repair. To further reduce emission-related failures we have implemented a diesel particulate filter (DPF) two stage quality control (QC) program. We are expecting to see an immediate improvement in engine performance as this program starts to reject more unqualified filters from running stock.

Overall continuous improvement in reliability of our fleet is achieved through the implementation of several key reliability and retrofit programs. Examples include: SOGR inspections (78% completed), road call and change off root cause analysis, special seasonal preventive maintenance programs (fall checks are 97.3% completed), engine oil analysis, engineering modifications and various other system specific programs targeting high failure modes.

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 Vehicles Officer

Results

The average number of RCCOs in October was 17 per day, well below the target of 1.5% of peak service currently set at 24.

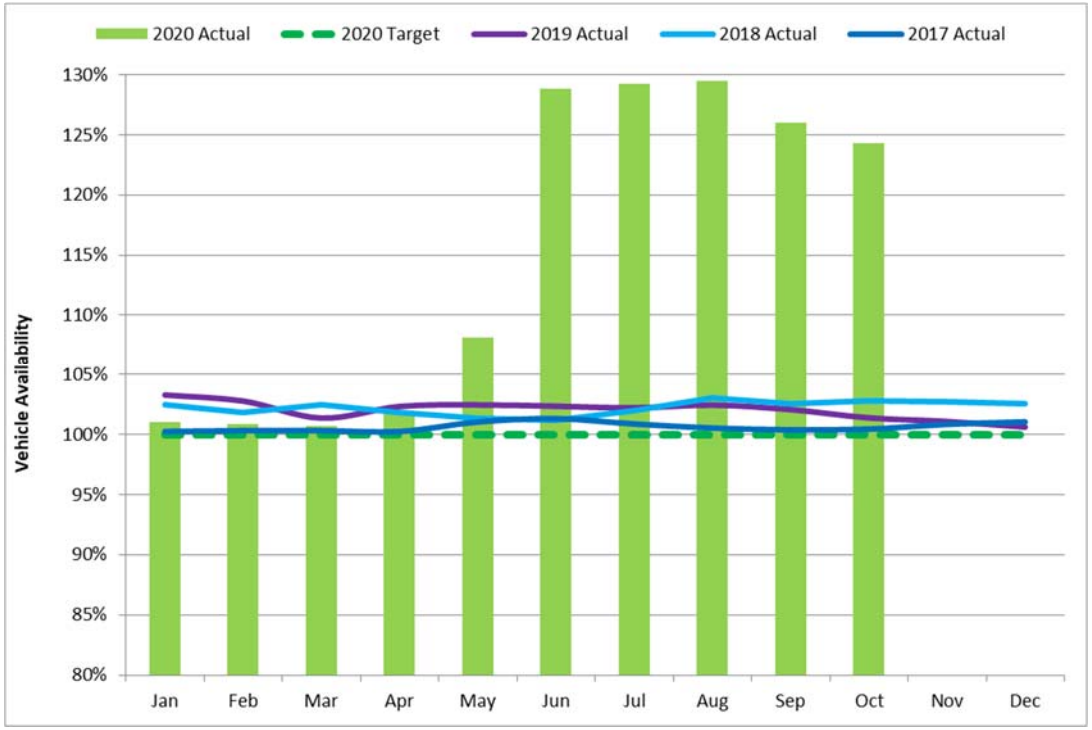
Analysis

RCCOs continue to remain below the target of 1.5%. This is a result of the improved reliability of the bus fleet and a reduction in service due to the pandemic.

Action plan

We continue to monitor and control road calls via daily tracking, gap analysis, reliability programs and working closely with the service line contractor to continually look at opportunities to reduce road calls.

.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 Vehicles Officer

Results

The average number of buses available for a.m. peak service in October was 1,699 buses per day or 124.3% of planned service, above the target of 1,367 buses.

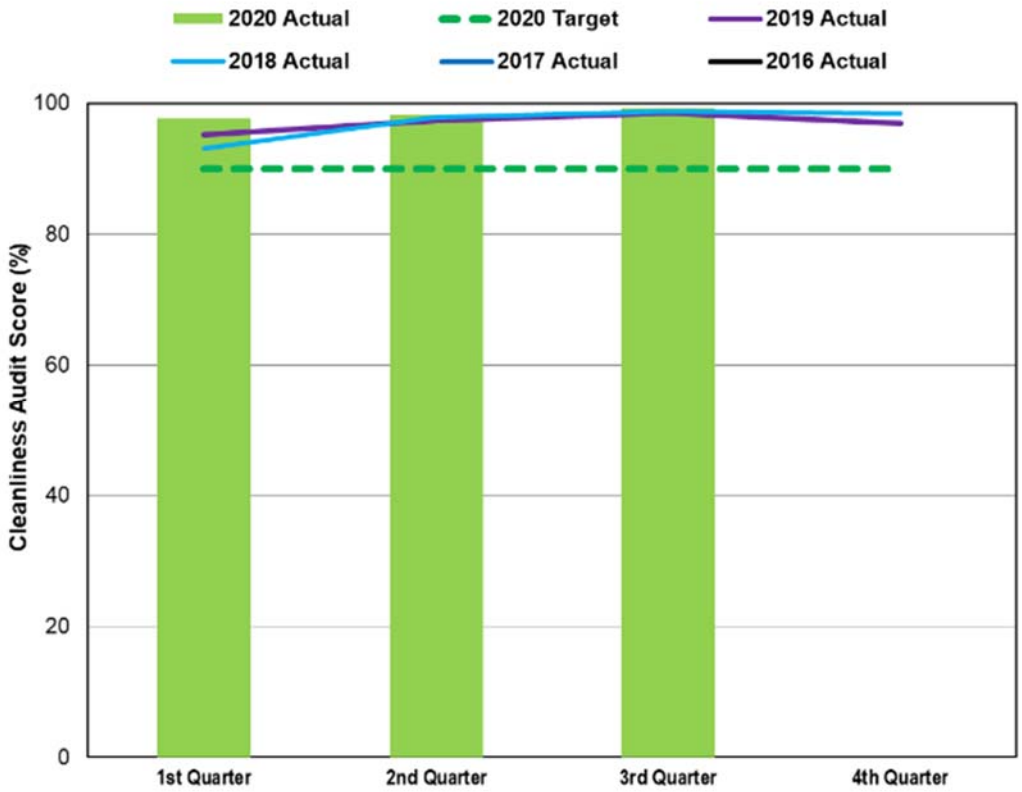
Analysis

The additional buses placed in service is to assist with the physical distancing and overcrowding on certain routes to help prevent the spread of COVID-19.

Action plan

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

Bus: Cleanliness (Pre-service)



Definition
Results of third party audit conducted each quarter. "Pre-service" cleanliness results. Audits conducted weekdays only, excluding holidays.

Contact
Rich Wong,
Chief Vehicles Officer

Results

The pre-service bus cleanliness audit score in Q3 was 99.2%. This is an increase from Q2 (98.3%) and Q3 2019 (98.6%). Performance was above the target of 90%.

Analysis

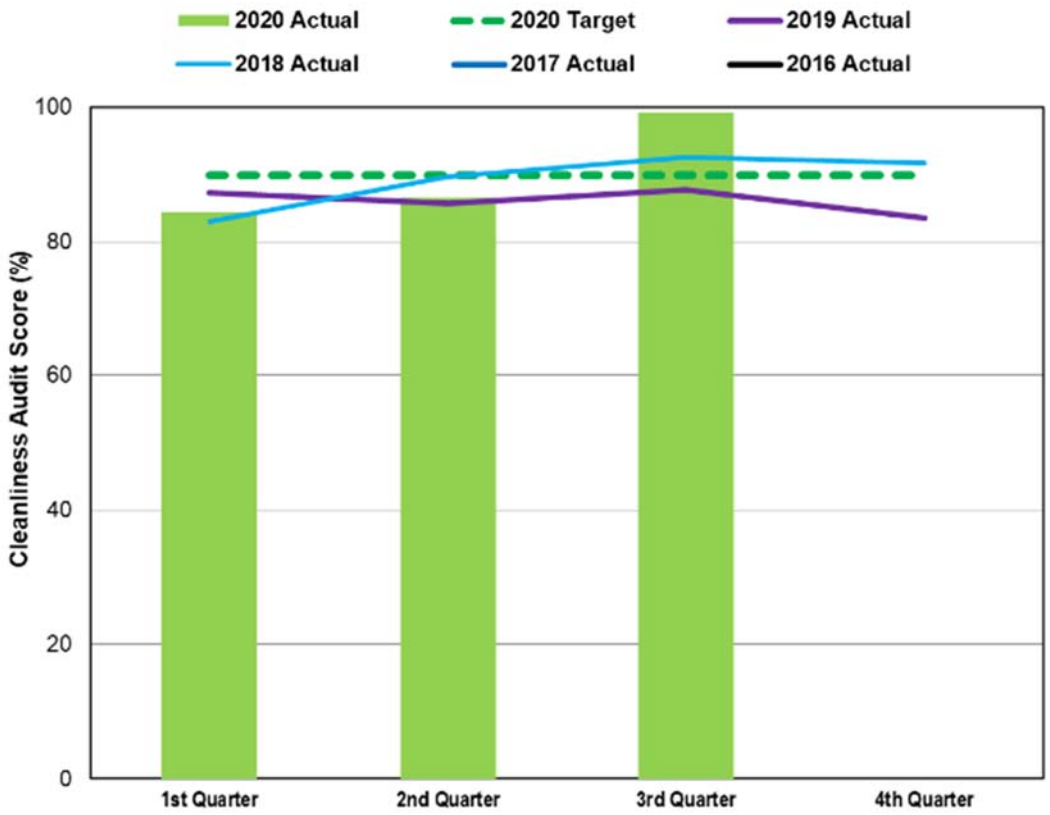
The score deduction of 0.8% is strictly due to the wheel assembly cleanliness of buses coming out of the wash rack. The wash rack is not able to perfectly clean the rims, as required by the current contract scoring structure.

Action plan

We will be investigating the root cause of the lower audit score for wheel assemblies by review of audit criteria, contractor performance and other discovered contributing factors. We will continue to closely monitor and control cleaning contractor performance.

In response to the COVID-19 pandemic, we are performing specific cleaning and disinfection of all buses at multiple points during service: post-service, post a.m. rush and during servicing.

Bus: Cleanliness (In-service & post-service)



Definition
Results of third party audit conducted each quarter. "In-service" and "post-service" cleanliness results. Audits conducted weekdays only, excluding holidays.

Contact
Rich Wong,
Chief Vehicles Officer

Results

The in-service and post-service bus cleanliness average audit score in Q3 was 99.3%. This is an increase from Q2 (86.7%) and Q3 2019 (87.7%). Performance was above the target of 90%.

Analysis

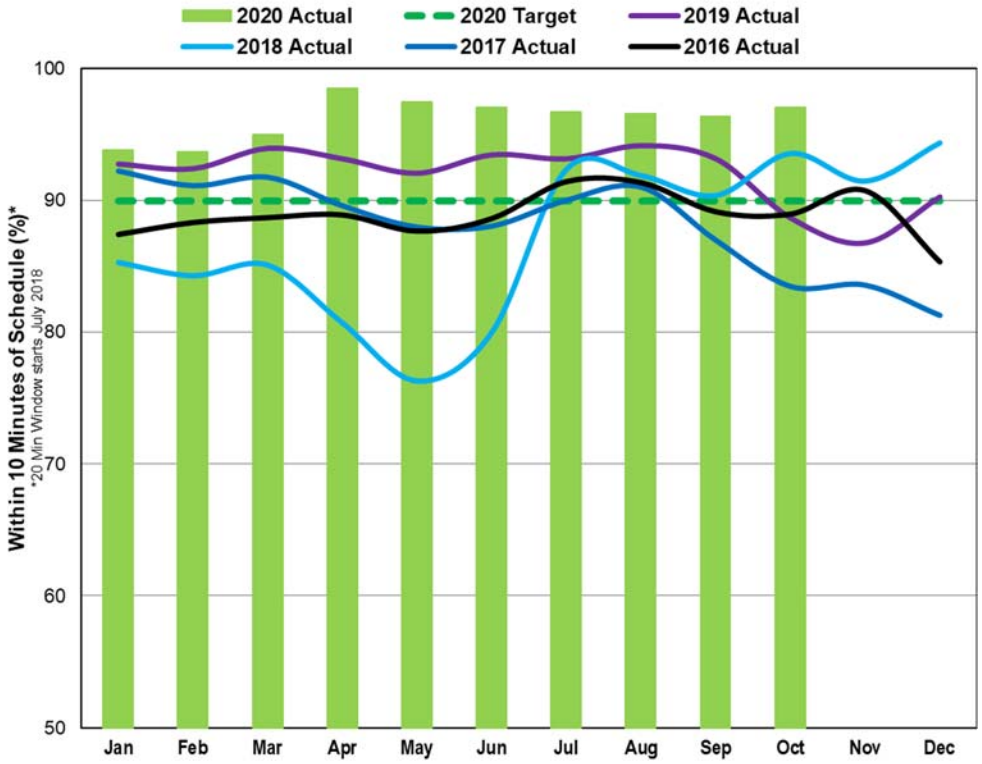
The high cleanliness score can be attributed to a few factors during Q3. First, the summer weather provides for perfect condition for bus operation. Additionally, our bus fleet experienced less usage in this quarter due to reduced service in response to the pandemic.

Action plan

We will continue to monitor the cleanliness of the fleet post service to determine whether increasing the frequency of cleaning is required.

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
James Ross,
Chief Operating Officer

Results

OTP in October was 97.1%, which represents an increase from last month (96.4%) and the same time last year (88.7%).

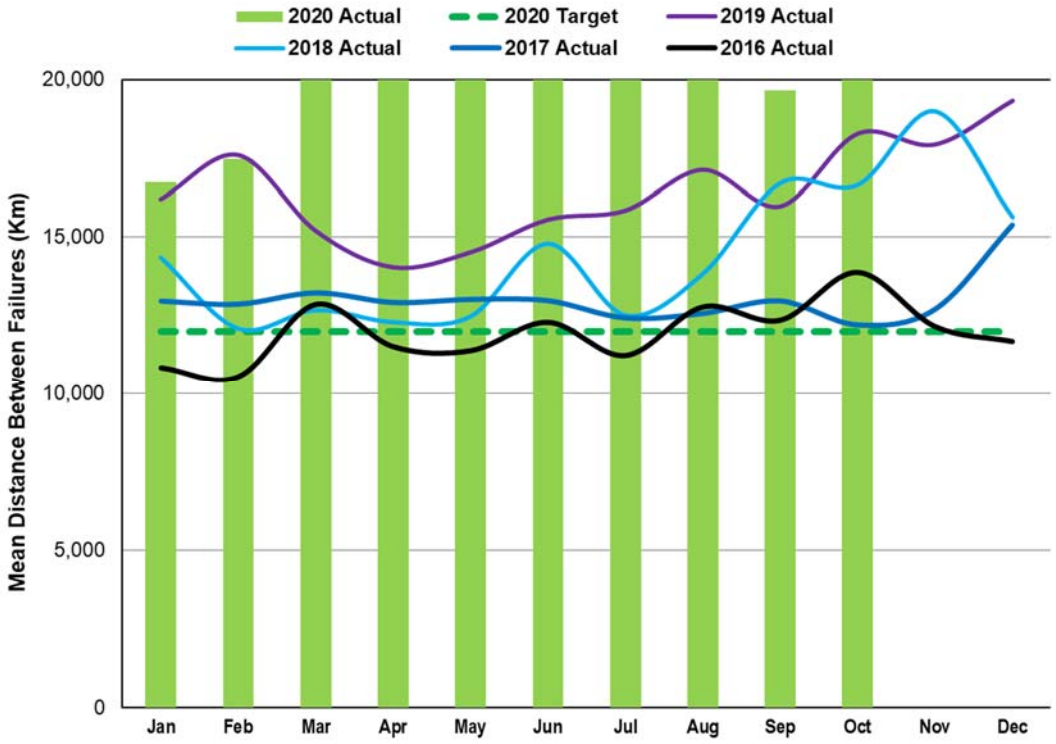
Analysis

The increase in OTP in October is attributed to a focus on trip patterns and trip lengths. Out-of-bounds trips were managed efficiently.

Action plan

We will continue to keep a proactive focus on out-of-bounds trips, in combination with managing trips affected by various service-related issues.

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 Vehicles Officer

Results

Wheel-Trans buses achieved a combined MDBF of 20,000 kilometres in October. This is a significant reliability improvement from the same time last year (18,285 kilometres).

Analysis

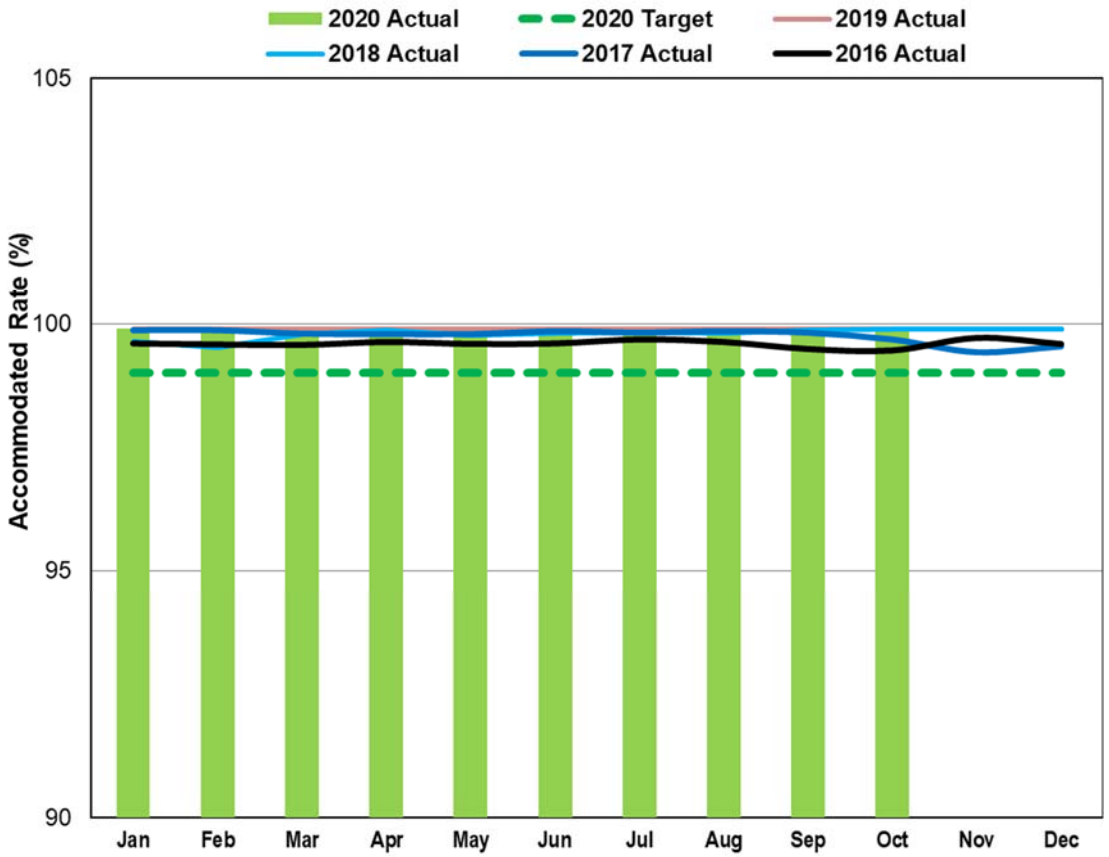
Cooling system failures and door issues accounted for most of the failures on the Wheel-Trans bus fleet in October.

Action plan

We have recently started a program that focuses on the ProMaster and Friendly door switches and adjustments. We will continue to monitor the effectiveness of this program as part of our continuous improvement process. This program along with our ongoing state-of-good-repair program (currently 70% year-to-date) will mitigate most of the recent uptick in door failures.

ProMaster buses are also going through a tune-up program. So far, 50% of the fleet has be completed. This program addresses failures with the vehicle's ignition and cooling components, such as ignition coils, spark plugs and PCV valves. This program will reduce the starting failures experienced on the ProMaster fleet. Ongoing measures are in place to review the effectiveness of this program.

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
James Ross,
Chief Operating Officer

Results

The accommodated rate in October was 99.9%. This is 0.9% higher than our target, and consistent with the same period in 2019.

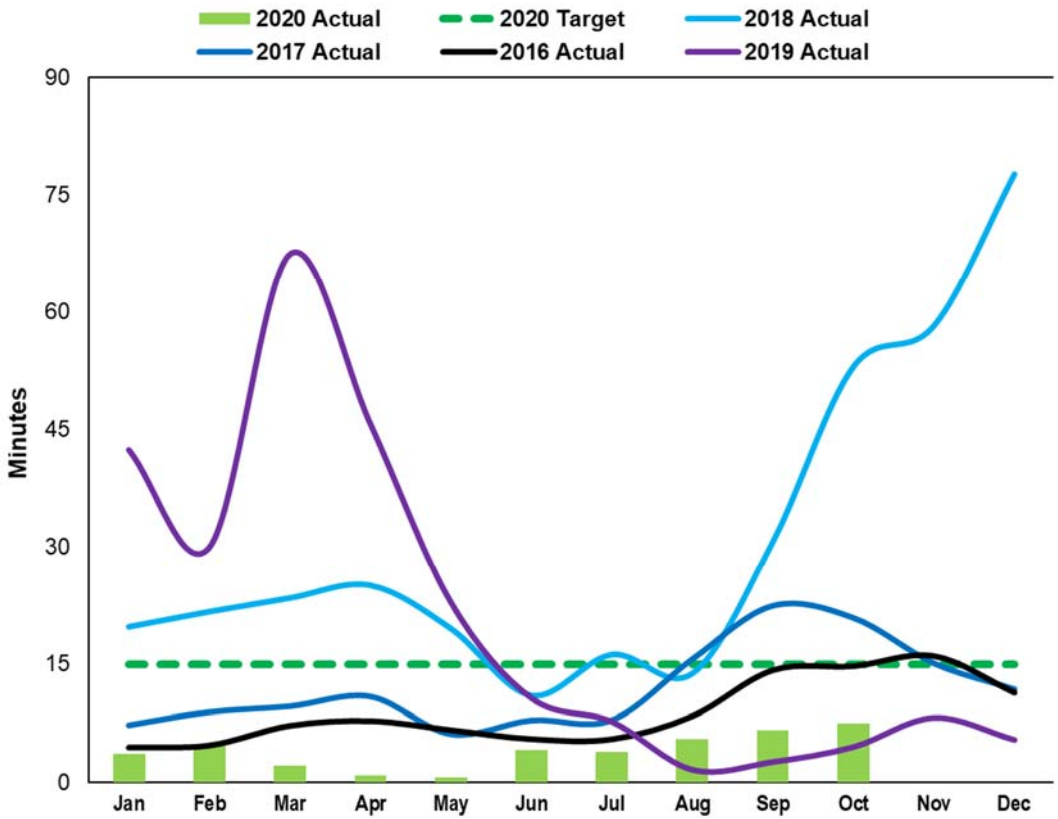
Analysis

We have made it a priority to accommodate all trip requests, especially during the pandemic. It is recognized that customers depend on Wheel-Trans for essential trips. Customers continue to be screened to ensure that any trips requiring a special transport are accommodated.

Action plan

Customers are dependent on Wheel-Trans for a safe, reliable transportation during the pandemic. We will continue to monitor the changing pattern of trip requests during the second wave and ensure all trips are scheduled.

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
James Ross,
Chief Operating Officer

Results

The average wait time in October was 7.5 minutes. This is slightly higher than the 6.6-minute average in September, but below our target for this metric of 15 minutes.

Analysis

We continue to experience lower than normal average call volumes for this time of the year. However, wait times have slightly increased during certain times of day and days of the week. This increase started in early September with the reopening of some businesses and has continued in October. We continue to encourage customers to take advantage of our self-booking website, which allows customers to book occasional trips up to seven days in advance.

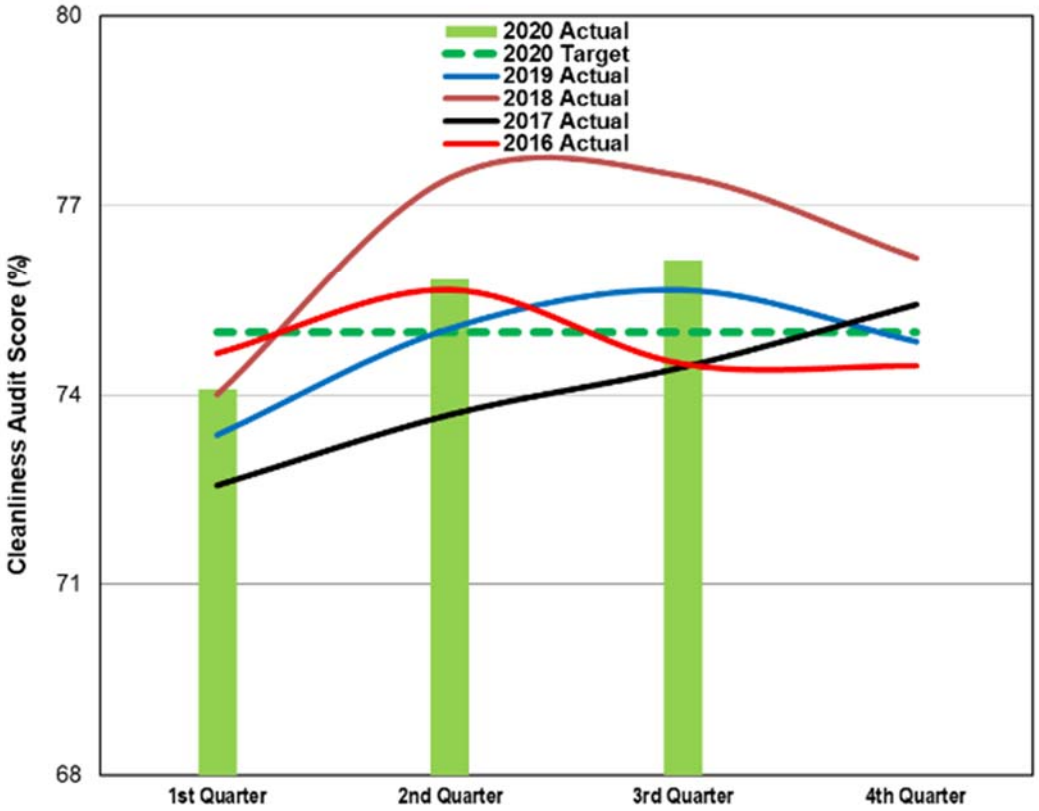
Action plan

Our contact centre staff will continue to monitor customer call patterns and make adjustments to optimize

scheduled coverage. Additionally, work is well underway to implement our overflow contract to assist with the peak periods throughout the day. Extensive training is currently underway with our contract provider to ensure all new representatives will be fully prepared to provide a prompt, reliable and courteous experience for our customers. The implementation of this contract will greatly assist in our efforts to further reduce wait times for our customers.

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 Q3 cleanliness audit score was 76.1%, which is an increase of 0.3% from Q2 (75.8%).

Analysis

Of 22 components that are scored, six increased in their score, 15 remained the same, while only one (public washrooms) saw a slight decrease.

41 stations (55%) met or exceeded the target score, 24 stations (32%) scored between 70.0% and 75.0%, while only 10 stations (13%) scored below 70.0%.

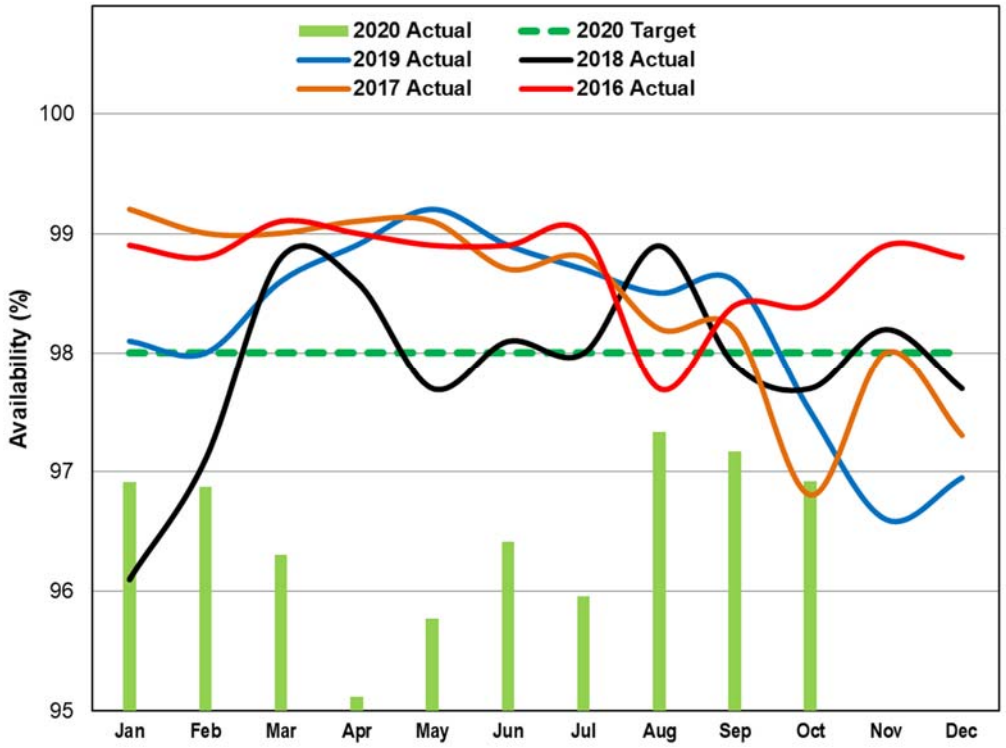
The top three scoring stations in Q2 were York University (95.7%), Pioneer Village (91.1%) and Vaughan Metropolitan Centre (88.3%).

The bottom three scoring stations in Q2 were Coxwell (68.5%), Dundas West (68.3%) and Lansdowne (68.3%).

Action plan

There were 32 employees recalled from furlough to Temporary Building Serviceperson positions at the start of Q4 to allow for a modified version of seasonal projects to be carried out. Station lighting and floor care will be the emphasis of the modified projects.

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 in October was 96.9% — under the target of 98%. Performance marginally decreased compared to the previous month (97.2%) and the same time last year (97.5%).

Analysis

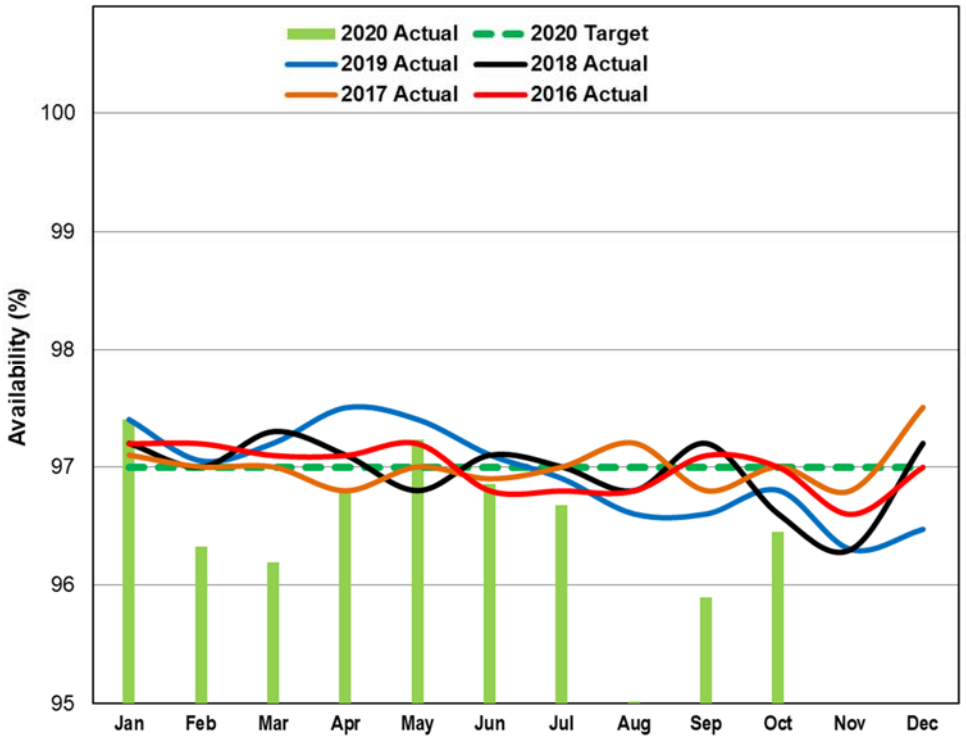
Two elevators out-of-service at Eglinton West Station due to Eglinton Crosstown Light Rail Transit construction negatively impacted performance in October.

Action plan

The Eglinton West Station elevators are scheduled to back in service in December 2020.

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 in October was 96.5% — under the target of 97%. Performance increased from the previous month (95.9%), but decreased compared to the same time last year (96.8%).

Analysis

The following factors negatively impacted escalator service in October:

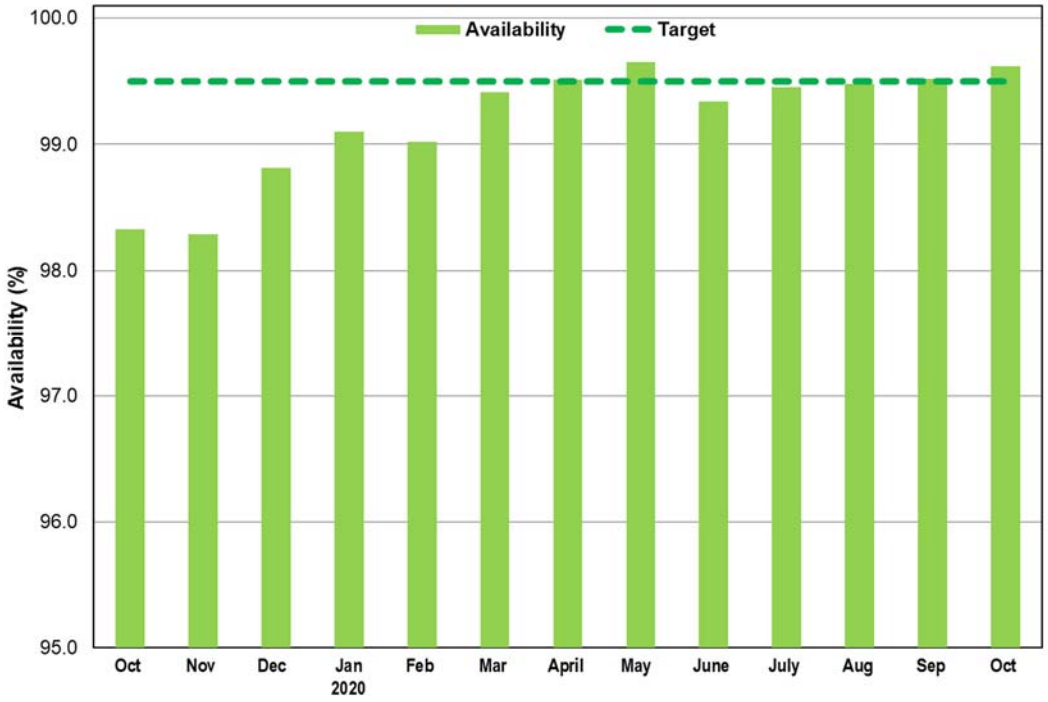
- Construction activities at Lawrence Station.
- Water damage to escalators at North York Centre and King stations.

Action plan

Construction work at Lawrence Station is ongoing. All water-damaged escalators were repaired and returned to service.

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

Fare gates



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

Contact
Kathleen Llewellyn-Thomas, Chief Strategy & Customer Officer

Results

Fare gate availability averaged 99.62% in October, which represents an increase of 0.1% from last month and an increase of 1.29% over the same time last year. Availability was slightly above the 99.5% target.

Action plan

We continue to work with Scheidt & Bachmann (S&B) to address ongoing hardware and software issues. A number of programs have been developed and are currently being implemented. These include:

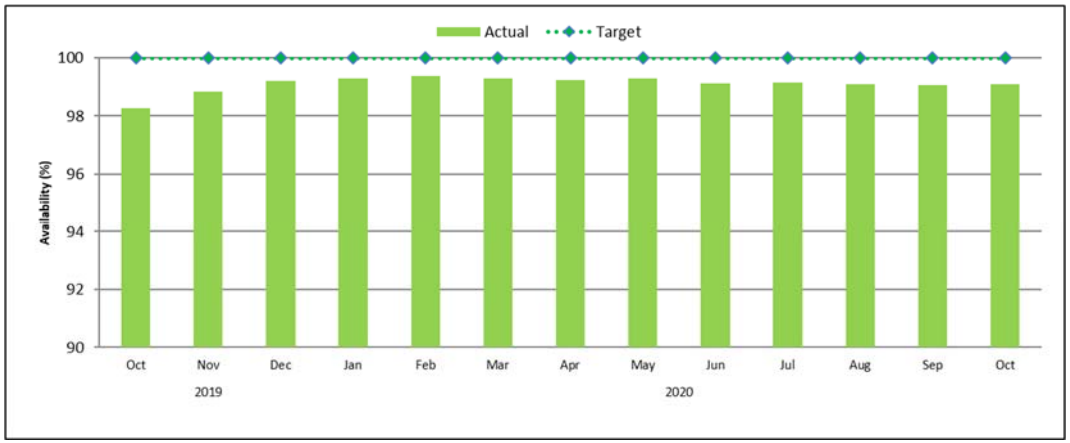
- In September we completed an upgrading of the control and operating system for the fare gates. This upgrade will allow for better visibility and reporting functionality.
- An additional software upgrade was completed in September 2020. This software update will address a number of ongoing issues with the fare gates and will further improve reliability.
- The program to replace the industrial computers in the fare gates was completed Q4 2019. The S&B second-generation industrial computer with a new solid state drive will provide a

number of improvements, including: Extending the hard drive capacity, improving and protecting the hard drive sectors, increasing the hard drive speed (faster read/write — start-up time will be improved), extending the data logging, and helping address the USB disconnect issue we are currently having with the fare gates.

- S&B development teams are currently completing a further in-depth review of ongoing issues with the fare gate motors. The final report has been completed. The team has completed a number of the recommendations from the report and expects continued improvement in the fare gates.

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 and hardware updates in the planning stage, which will add functionality and provide further fixes to known problems, improving fare gate availability for customers.

PRESTO 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
Kathleen Llewellyn-Thomas, Chief Strategy & Customer Officer

Results

PRESTO card reader availability averaged 99.10% in October, which represents an increase of 0.03% from the previous month. Availability remains below the target of 99.99%.

Analysis

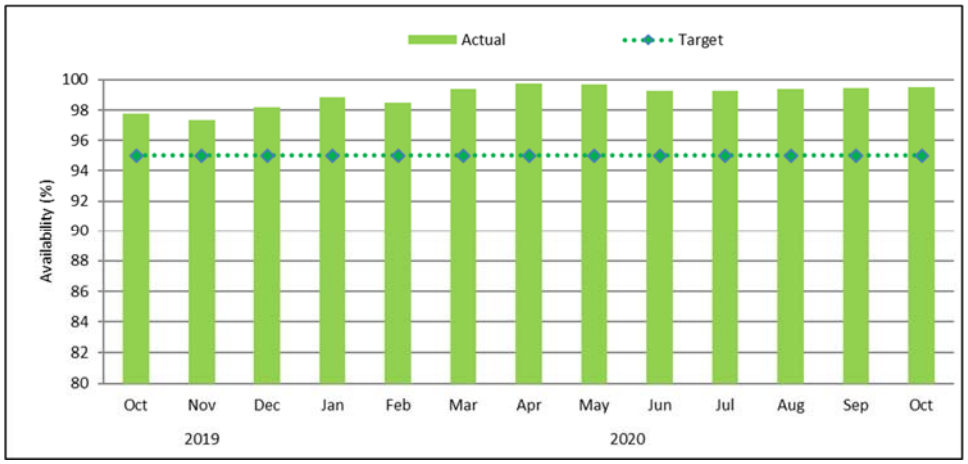
The increase in availability is attributed to the timelier resolution of card reader issues.

Action plan

We will continue to monitor availability.

Note: *Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates and confirmed by the Auditor General's report. We are working with Metrolinx to improve the methodology for determining availability including the frequency at which the devices are polled for availability status. Further updates will be provided.*

PRESTO Fare Vending Machines (FVM)



Definition

The average percentage of daily availability of PRESTO FVMs are based on duration of identified fault incidents to time of resolution. Cash collection incidents are currently not reflected in the calculation. 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

Kathleen Llewellyn-Thomas,
Chief Strategy & Customer Officer

Results

PRESTO FVM availability averaged 99.52% in October, which represents an increase of 0.06% from the previous month. Availability remains above the target of 95.00%.

Analysis

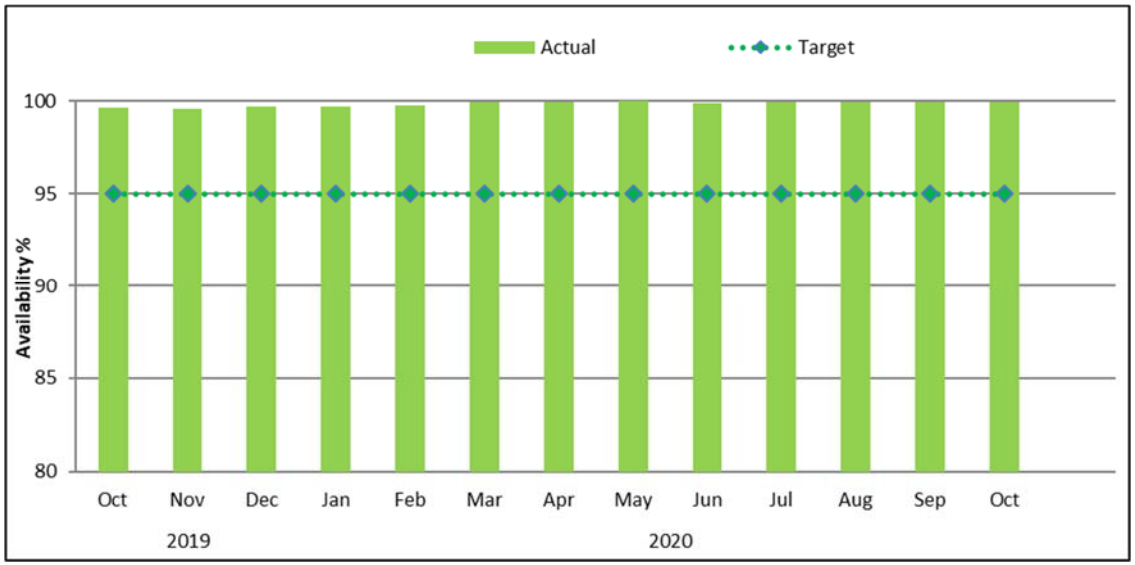
The increase in availability is attributed to closer monitoring of devices and more timely maintenance of incidents reported.

Action plan

We will continue to monitor availability.

Note: *Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates. We are working with Metrolinx to improve the methodology for determining availability. Further updates will be provided.*

PRESTO Self-Serve Reload Machines (SSRM)



Definition

The average percentage of daily PRESTO SSRM availability are based on duration of identified fault incidents to time of 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

Kathleen Llewellyn-Thomas, Chief Strategy & Customer Officer

Results

PRESTO SSRM availability averaged 99.94% in October, which represents a decrease of 0.02% from the previous month. Availability remains above the target of 95.00%.

Analysis

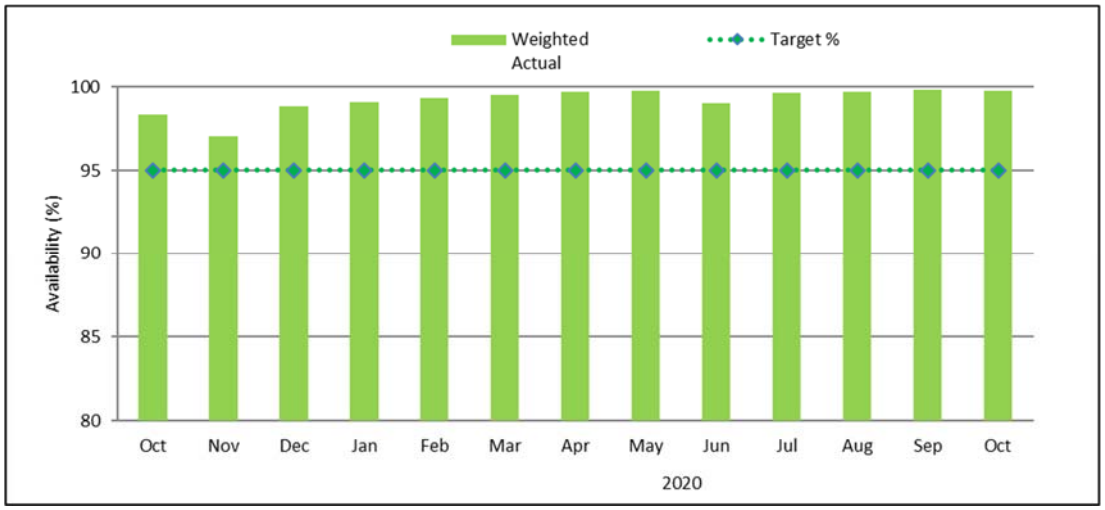
The decrease in availability is attributed to an increase in low paper stock incidents.

Action plan

We will continue to monitor SSRMs and work with Metrolinx on ensuring a reduction in paper stock incidents. Metrolinx is aware of this issue and is monitoring the paper stock levels closely. We are also raising incidents where low paper stock warnings are being observed in FareGo to prevent paper stock from running out.

Note: *Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates. We are working with Metrolinx to improve the methodology for determining availability. Further updates will be provided.*

PRESTO Fares and Transfer Machines (FTM)



Definition

The average percentage of daily availability of PRESTO FTMs are based on duration of identified fault incidents to time of resolution. Cash collection incidents are currently not reflected in the calculation. 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

Kathleen Llewellyn-Thomas, Chief Strategy & Customer Officer

Results

PRESTO FTM availability averaged 99.74% in October, which is a decrease of 0.08% from the previous month. Availability remains above the target of 95.00%.

Analysis

The decrease in availability is attributed to an increase in software application errors resulting in the machine becoming unavailable in some instances.

Action plan

We will continue to monitor availability and work with Metrolinx to identify the root cause of the software application errors.

Note: *Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates and confirmed by the Auditor General's report. We are working with Metrolinx to improve the methodology for determining availability. We are also in discussions with Metrolinx to restore the debit/credit payment feature for new streetcars. Further updates will be provided.*

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