

Item 1



For Information

Chief Executive Officer's Report – February 2020 Update

Date: February 25, 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 – February 2020

Toronto Transit Commission

CEO's Report

February 2020



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Performance scorecard

TTC performance scorecard – February 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 2019	4.74	4.73*	✗	✗	16
Customer injury incidents	Injury incidents per 1M boardings	Q3 2019	1.35	1.15*	✗	–	17
Offences against customers	Offences per 1M boardings	Q4 2019	0.68	1.00	✓	–	19
Offences against staff	Offences per 100 employees	Q4 2019	4.48	4.18	✗	✗	20
Ridership							
Ridership	Monthly ridership	Dec 2019	40.9M	39.8M	✓	✓	21
Ridership	Year-to-date ridership	2019 YTD (to Dec)	525.5M	526.3M	✗	✓	21

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	Dec 2019	35.5M	34.7M	✓	✓	23
PRESTO ridership	Year-to-date ridership	2019 YTD (to Dec)	429.7M	427.8M	✓	✓	23
Wheel-Trans ridership	Monthly ridership	Dec 2019	319.4K	330.1K	●	●	25
Wheel-Trans ridership	Year-to-date ridership	2019 YTD (to Dec)	4.1M	4.3M	●	●	25

Customer experience

Customer satisfaction	Customer satisfaction score	Q4 2019	81%	80%	✓	✓	26
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Subway services

1 On-time performance Line 1	Scheduled headway performance at end terminals	Dec 2019	91.8%	90%	✓	⊖	27
2 On-time performance Line 2	Scheduled headway performance at end terminals	Dec 2019	94.9%	90%	✓	✓	28
3 On-time performance Line 3	Scheduled headway performance at end terminals	Dec 2019	96.9%	90%	✓	✓	29


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	Dec 2019	99.3%	90%	✓	✓	30
1 Capacity Line 1	Trains-per-hour during peak	Dec 2019	98.9%	96%	✓	✓	31
1 Capacity Bloor Station	Trains-per-hour (8 a.m. to 9 a.m.)	Dec 2019	97.6%	96%	✓	✓	31
1 Capacity St George Station	Trains-per-hour (8 a.m. to 9 a.m.)	Dec 2019	100%	96%	✓	✓	31
2 Capacity Line 2	Trains-per-hour during peak	Dec 2019	99.3%	96%	✓	–	32
3 Capacity Line 3	Trains-per-hour during peak	Dec 2019	99.1%	98%	✓	✓	33
4 Capacity Line 4	Trains-per-hour during peak	Dec 2019	100%	98%	✓	✓	34
Amount of service	Average weekly service hours delivered	Dec 2019	10,679 h	10,822 h	✗	✓	35
Vehicle reliability T1 trains	Mean distance between failures	Dec 2019	438,524 km	300,000 km	✓	–	36
Vehicle reliability TR trains	Mean distance between failures	Dec 2019	552,686 km	600,000 km	✗	–	37


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	Dec 2019	100%	100%	✓	✓	38
Subway cleanliness	Audit score	Q4 2019	90.1%	90%	✓	✓	39
 Streetcar services							
On-time performance	On-time departures from end terminals	Dec 2019	74.5%	90%	✗	✓	40
Short turns	Monthly total short turns	Dec 2019	77	1,464	✓	✓	42
Amount of service	Average weekly service hours	Dec 2019	19,341 h	19,256 h	✓	✓	43
Vehicle reliability LFLRV (Low-Floor Light Rail Vehicle) – Contractual	Mean distance between failures	Dec 2019	50,700 km	35,000 km	✓	✓	44
Vehicle reliability LFLRV (Low-Floor Light Rail Vehicle) – Operational	Mean distance between failures	Dec 2019	13,749 km	TBD			44
Vehicle reliability CLRV (Canadian Light Rail Vehicle)	Mean distance between failures	Dec 2019	2,128 km	6,000 km	✗	✗	46
Road calls and change offs	Average daily road calls or vehicle change offs	Dec 2019	5	2.4	✗	✓	47



















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 number of vehicles available for service	Dec 2019	100%	100%	✓	✓	48
Streetcar cleanliness	Audit score	Q4 2019	80.7%	90%	✗	✗	49
 Bus services							
On-time performance	On-time departures from end terminals	Dec 2019	81.2%	90%	✗	✓	50
Short turns	Monthly total short turns	Dec 2019	187	2,550	✓	✓	51
Amount of service	Average weekly service hours	Dec 2019	145,452 h	146,005 h	✗	–	53
Vehicle reliability	Mean distance between failures	Dec 2019	20,000 km	12,000 km	✓	✓	53
Road calls and change offs	Average daily road calls or vehicle change offs	Dec 2019	21	24	✓	✓	54
Service availability	Daily average service delivered	Dec 2019	100.6%	100%	✓	✓	55
Bus cleanliness	Audit score	Q4 2019	88.1%	90%	✗	–	56









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
 Wheel-Trans services							
On-time performance	% within 20 minutes of schedule	Dec 2019	90.3%	90%			57
Vehicle reliability	Mean distance between failures	Dec 2019	19,331 km	12,000 km			58
Accommodation rate	Percentage of requested trips completed	Dec 2019	99.9%	99%			59
Average wait time	Average amount of time a customer waits before call is answered	Dec 2019	5.4 min	15 min			60
 Station services							
Station cleanliness	Audit score	Q4 2019	74.9%	75%			61
Elevator availability	Per cent available	Dec 2019	96.6%	98%			62
Escalator availability	Per cent available	Dec 2019	96.3%	97%			63
Fare gates equipped with PRESTO	Per cent available	Nov 2019	96.98%	99.5%			64

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 fare card readers	Per cent available	Dec 2019	99.21%	99.99%			66
PRESTO Fare Vending Machines	Per cent available	Dec 2019	98.17%	95.00%			67
PRESTO Self-Serve Reload Machines	Per cent available	Dec 2019	99.69%	95.00%			68
PRESTO Fares and Transfer Machines	Per cent available	Dec 2019	98.83%	95.00%			69

Ongoing trend indicators:  Favourable  Mixed  Unfavourable  Not applicable

*Represents four-quarter average of actual results

CEO's commentary

ACAT

I would like to begin my commentary with a big welcome to the new members of the Advisory Committee on Accessible Transit (ACAT). Welcome to: Carmen Galvan, Debbie Gillespie, Sean Hollingsworth, Angela Marley and Mahendan Sivabalasundaram. I would also like to say congratulations to Mazin Aribi on his re-election as Chair last month.

ACAT is comprised of dedicated citizens who advise the TTC on the needs and concerns of seniors and people with disabilities travelling on the system as well as provide guidance on the elimination of barriers to accessible public transit. The committee meets in public generally on the last Thursday of every month at TTC Head Office.

Black History Month

Each year the TTC supports a variety of inclusive and cultural functions across the organization that are reflective of the communities we serve every single day.

February is Black History Month and for the last few years TTC employees at our Mount Dennis bus division have celebrated the many amazing contributions that Canadians of African descent have made in our city.



Some of the festivities that take place at the division throughout the day include dance, music, special readings and, of course, there's always lots of great food. I'm incredibly proud of the volunteers, division management and union representatives that come together to support this annual event.

Black History is on full display throughout February at many wonderful venues, such as City Hall, Fort York and the Toronto Public Library. They are all easy to find at Toronto.ca and the TTC is the best way to explore the many exhibits and events that our great city has to offer.

COMTO

TTC employees have recently submitted an application to start the first international chapter of the Conference of Minority Transportation Officials (COMTO).

COMTO is an organization that

develops and advocates for its members by helping to foster barrier-free access to career advancement opportunities within the transportation industry for all people of racialized and marginalized groups, so they may have long, productive careers in which their voices are welcomed, valued and respected.

Once the chapter is approved by COMTO, the COMTO Toronto and Region Board members will be reaching out within the TTC; eventually expanding to other transportation agencies and organizations within the Greater Toronto and Hamilton Area. It is important that we learn from each other and provide opportunities for those marginalized and racialized persons within the transportation industry.

Transformational review

In 2018, we launched our Five-Year Corporate Plan. One of the

initiatives is to transform for high efficiency in our quest for financial sustainability.

Through this plan, we identified the need to conduct a transformation and service optimization review.

I am pleased to share with you that we have launched our transformational review, which will consist of a comprehensive look at the services we provide, to understand what we can do to become more efficient and to improve the quality of service for our customers. As well, we are looking at where we can better leverage partnerships.

With the help of a task force consisting of TTC employees and esteemed members of the business and academic communities, we will work to help secure the TTC's role in providing reliable service in the city of Toronto.

Emergency testing

The new year began with a major test of our emergency readiness in the subway. In the early morning hours on January 12, TTC staff conducted an emergency evacuation of a train with 280 people on board. The mock exercise took place on Line 1, between Finch and North York Centre stations.

The goal of this emergency simulation was to improve readiness, inter-agency co-operation, individual performance, test evacuation procedures, and most importantly, identify opportunities for improvement.

I'd like to thank all TTC staff involved as well as our partners and participants: Toronto Fire Service, Toronto Office of Emergency Management, students from George Brown College and the University of Toronto, members of ACAT, volunteers from Spinal Cord Injury Ontario, Metrolinx staff and



Councillor John Filion and his team for their support.

Fire safety

Starting in March, our Safety and Environment Department will be reporting to the Board data on inspection orders of TTC properties

issued by Toronto Fire Services (TFS). The information will appear in the Order Compliance Chart in the Safety and Security section of the CEO's Report.

Last year, we saw a significant increase in the number of interactions with TFS. Our Safety and Environment Department reported more than 100 interactions

with TFS Prevention staff in 2019 compared to an average of about 30 annual interactions in previous years.

The increase was attributed partly to the Auditor General's investigation into the City of Toronto's Fire and Life Safety Inspections and Reports in 2018. Several recommendations were brought forward to help City staff understand their legal responsibilities under the Ontario Fire Code.

The TTC's Fire and Life Safety team has revised its processes to streamline the gathering and reporting of legislative inspection records. Safety staff has also developed a 30- and 60-day follow-up process to enhance its already robust annual property audits to deliver a top-notch Fire and Life Safety Program.

5-Year Fare Policy and 10-Year Fare Collection Outlook

We are committed to delivering a 5-Year Fare Policy and 10-Year Fare Collection Outlook, which will be used to form a comprehensive and integrated fare strategy. The 5-Year Fare Policy will address all aspects of fares including products, structure and pricing. The 10-Year Fare Collection Outlook will ensure collection technology enables us to achieve our policy goals. Its first step will be issuing a Board-directed Fare Collection Request for Information.

We have developed a scope of work for both the fare policy and collection outlook, and will procure consulting services for each piece. We will issue two request for proposals by the end of February.

Fare evasion campaign

In response to the City Auditor General Report on fare evasion, the TTC developed a system-wide awareness campaign to remind customers of the importance of paying their fare.

Last month, we began to roll out a new phase of the campaign. It involves a new series of subway posters and public address announcements, online postings and three wrapped streetcars, which started appearing in service this month.

We understand that transit isn't affordable for everyone. That's why we continue to work with the City of Toronto on expanding its Fair Pass Discount Program, which provides discounted TTC fares for low-income families.

The TTC takes a tough, but fair approach to the issue of fare evasion. After all, this is lost revenue that we can invest to

improve our service. Revenue to keep your system running frequently and effectively, day and night.

I've seen first-hand the challenges faced by our Fare Inspectors and Special Constables. They do a great job and we will support our frontline staff in their efforts to protect our assets and revenue, as well as protect honest, hard-working customers who rely on us to get them from A to B every single day.

As I've stated before, it's my belief that our deployment strategy — and campaigns to remind everyone that we're watching — will reduce evasion. We know where evasion is most prevalent, and we will be taking action.

The TTC's Audit, Risk and Compliance Department's Fare Evasion Study, and the Revenue Protection Strategy, will be presented to the Board in February.

Service improvements campaign

There's another important campaign appearing in the system. This one highlights all of the service improvements that we've been busy implementing to enhance the customer journey.

Better on-time departures. Reduced short turns. New signalling. New streetcars. New electric buses. The campaign stresses what can be achieved with new investments.

Posters are prominently featured in our meeting room at City Hall and I'd like to thank all our Commissioners who added valued insight and suggestions over the past year to help us enhance these campaigns.

New streetcars

The procurement of new, accessible streetcars continues to be a major transformational

initiative. With the new fleet there was a need to modernize maintenance facilities, infrastructure (platforms, track and overhead), maintenance work order systems, and the way the TTC maintains and operates the vehicles. New processes, procedures and training have been, and continue to be, introduced and refined.

On January 24, the 204th new streetcar was delivered, marking a major milestone for the city of Toronto. With the exception of one streetcar, which was returned for weld repairs before it was fully commissioned, all streetcars ordered are scheduled to be commissioned for revenue service this month.

TTC staff is now focused on the next steps of this contract. Over the next four years, this will include completing all outstanding vehicle modification programs, addressing warranty items and strengthening the inventory supply chain.

As part of these activities, Bombardier has commenced the Major Repair Program (MRP) where up to seven streetcars are in the queue at its plant in La Pocatière, Quebec at any given time for re-weld. With the MRP, warranty work and soon-to-commence installation of the VISION system on the new fleet, the TTC has been maintaining a spare ratio of 25 per cent. Staff expect the maintenance spare ratio to reduce as these programs are addressed.

Data being collected from the in-service vehicles will be used to develop and refine preventative maintenance programs, including inspections, state of good repair activities and vehicle overhauls.

Given the recent announcement between Bombardier and Alstom, the TTC will be working with both companies to ensure they honour their commitments to us.

Customer analytics

At our April Board meeting, we will present some exciting work being done to modernize and better integrate our customer analytics program. Our goal is to gain a more holistic understanding of our customers to inform how we can best meet their needs through the planning and operating of our service.

We will have findings from our Customer Satisfaction Survey and an analysis of our Customer Relationship Management system, which we use to manage and keep track of complaints, suggestions and inquiries.

We will also be sharing a progress update on a new customer engagement initiative. This spring, we will be launching a beta version of an online customer engagement community.

In the past, the TTC has worked with the Customer Liaison Panel

(CLP), a diverse, 12-person group of customers that met monthly to advise on various initiatives and share their perspectives. While the CLP has provided invaluable insight over the years, transitioning to an online platform will allow us to engage with a more representative group of customers, and also provide the flexibility to reach out to specific groups when needed.

The community will be an interactive space where customers can share ideas, provide input on TTC initiatives and ultimately help shape their transit system and the customer experience. The potential is tremendous and I can't wait to share more details in April.

Bus Rapid Transit

The TTC is working with the City of Toronto to assess the five priority corridors for exclusive bus lanes identified in our 5-Year Service Plan & 10-Year Outlook.

A high-level assessment to establish the priorities for the five corridors is in progress. It includes the feasibility of various solutions on each corridor as well as broader City policy goals and objectives, such as safety and equity.

We will share the results of the assessment with the Board in April.

Wheel-Trans

Last December, Wheel-Trans introduced a new, friendlier, self-service website for customers to book their trips, including Family of Services trips. As part of the Wheel-Trans Transformation Program, this improvement provided continuous, dynamic scheduling to account for changes in trip booking.

An important new feature of the next release is a self-service mobile app that allows Wheel-Trans riders to book and track their trips using their mobile devices. However, its introduction has been delayed due

to quality issues in the solution provided by the vendor.

Wheel-Trans staff are working with the vendor to re-baseline the project and target a Q2 2020 release of the mobile app. We will announce the revised dates once they become available.

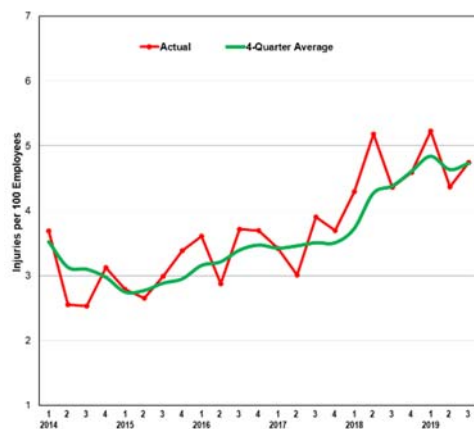
Looking ahead to 2021, Wheel-Trans plans to re-evaluate its requirements for on-demand transit by consulting with stakeholders, including ACAT, and conducting an assessment of peer agencies.



Richard J. Leary
Chief Executive Officer
February 2020

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)

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

Results

The LTIR for Q3 2019 was 4.7 injuries per 100 employees.

Analysis

The LTIR for Q3 was the same as the four-quarter average. However, there has been an upward trend in the LTIR since 2015.

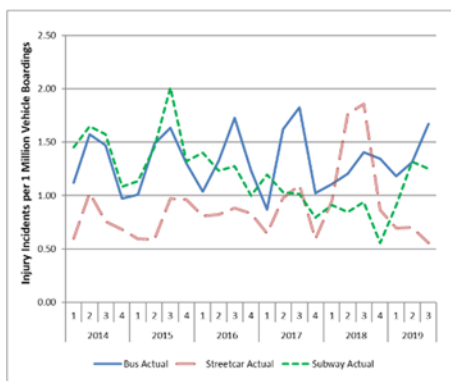
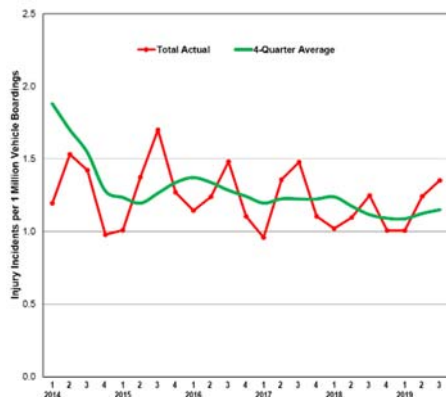
Action plan

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

Throughout October, during Global Ergonomics Month, materials and guidance tools, such as weekly topics on identifying ergonomic issues, assessing and controlling these risks were communicated and made available to employees.

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.

Customer injury incidents rate (CIIR)



Definition

Number of customer injuries per one million boardings.

Contact

Betty Hasserjian,
Chief Safety Officer (Acting)

Results

The CIIR for Q3 2019 was 1.35 injury incidents per one million vehicle boardings.

Analysis

The CIIR for Q3 was 17% higher than the four-quarter average rate of 1.15 injury incidents per one million vehicle boardings. This increase is mainly attributed to the increase in the station-related customer injury incident rate in Q3. Slip, trip and fall injuries on escalators and stairs/steps were the highest type of station injuries reported. The four-quarter average line shows there has been a continued downward trend in the CIIR since 2014.

Action plan

In November, similar to last year, in support of National Fall Prevention Month and National Elevator Escalator Safety Awareness Week (November 11 to 17), a slip, trip and fall prevention campaign and

escalator safety campaign were rolled out to customers and employees. Messaging about escalator slips, trips and falls safety is being provided through various communication outlets, including platform video screens, social media, ttc.ca and station announcements.

Note: Q4 2019 data will be available in the March 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 5, 2019 and their status.

Contact

Betty Hasserjian,
Chief Safety Officer (Acting)

Order compliance

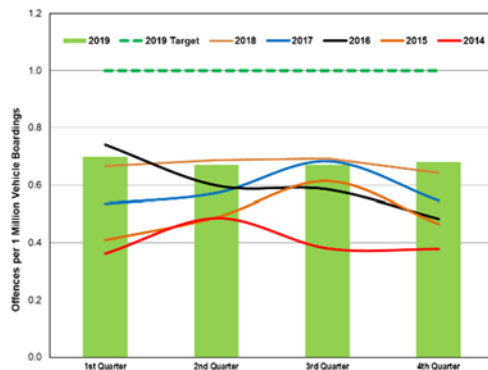
Type	Number of Orders Issued		Status
	Requirement Orders ¹	Non-compliance Orders ²	
Ministry of Labour Orders	14	7	Compliance Achieved
Ministry of the Environment, Conservation and Parks Orders	0	0	Not Applicable
Technical Standards and Safety Authority Orders	0	0	Not Applicable
City of Toronto - Notice of Violation	0	0	Not Applicable

¹ Orders issued to provide documentation/information.

² Orders issued to remedy contraventions of the Occupational Health and Safety Act or regulations.

Note: The next update will be available in the March CEO's Report.

Offences against customers



Definition

Number of offences against customers per one million vehicle boardings.

Contact

Kirsten Watson
Deputy Chief Executive Officer –
Operations

Results

In Q4, the total number of offences against customers per one million vehicle boardings increased slightly to 0.68 from last quarter (0.67). The current rate is 6% higher than the same time last year (0.64).

Analysis

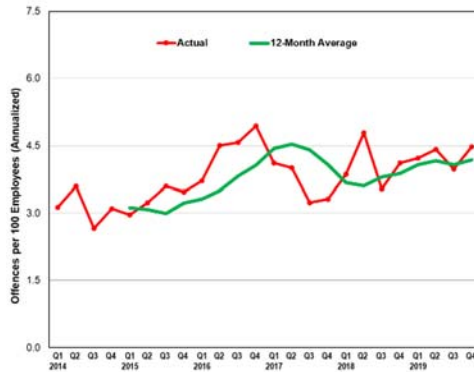
The number of robberies and sexual assaults decreased in comparison to Q3. However, there was a small increase in the number of assaults and thefts. Overall, there was no change in the number of offences from last quarter.

Action Plan

This year, we will hire 50 Special Constables to support our revenue protection team. The new Constables will be deployed strategically throughout the TTC system to ensure revenue protection and will also serve as a presence to assist with our

customers and employees' safety and security.

Offences against staff



Definition

Number of offences per 100 employees.

Contact

Kirsten Watson
Deputy Chief Executive Officer –
Operations

Results

In Q4, the total number of offences against staff increased to 4.48 offences per 100 employees. The current rate is 13% higher than last quarter (3.98) and 9% higher than the same time last year (4.11).

Analysis

There was an increase in threats and other offences against employees such as mischief, harassment, indecent exposure, sexual assault and robbery compared to Q3. The number of assaults against employees decreased.

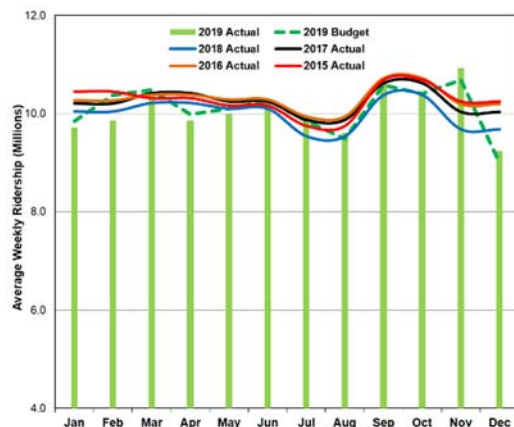
Action Plan

This year, we will hire 50 Special Constables to support our revenue protection team. The new Constables will be deployed strategically throughout the TTC system to ensure revenue protection and will also serve as a presence to assist with our

customers and employees' safety and security.

Ridership

Ridership



Definition

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

Contact

Josie La Vita,
Chief Financial Officer

Results

Period 12 (December 1 to December 31, 2019) ridership revenue totalled 40.9 million or 9.2 million passengers per week. This was 1.056 million (2.7%) above the budget of 39.8 million rides and 1.357 million (3.4%) above the comparable period in 2018.

Year-to-date annual ridership was 525.47 million, 0.83 million (0.2%) below budget, but 4.1 million (0.8%) above the comparable period in 2018.

Analysis

In period 12, ridership continued to grow over 2018 driven by an adult ridership growth of 2.5 million rides and senior and youth ridership growth of 0.1 million, offset somewhat by declines in child ridership (0.4 million) and ridership from Day Pass and GTA Weekly Pass (0.8 million).

PRESTO period pass sales declined from 216,772 in November to 191,655 in December. This drop is most likely due to seasonal tendencies. Adult pass sales dropped by 11,200, post secondary pass sales dropped by 11,700, youth pass sales dropped by 2,100 and senior pass sales dropped by 200.

Legacy fares collected continue to fall. In period 12, only 13.2% or 5.4 million rides were paid using non-PRESTO products, a decline from 14.9% in period 11. Period 12 also was the first month legacy fares were not sold in stations.

The upward trend in ridership over the last eight periods indicates Toronto's economy and employment are doing well. According to City of Toronto data, 61,000 more people were working in December year-over-year.

The year-over-year 2019 ridership shows a growth of 4.1 million or 0.8%. Adult and post secondary ridership increased by 12.3 million

rides. This was somewhat offset by declines in senior and youth ridership (1.4 million), child ridership (3.7 million) and ridership from Day Pass and GTA Weekly Pass (3.1 million).

Action Plan

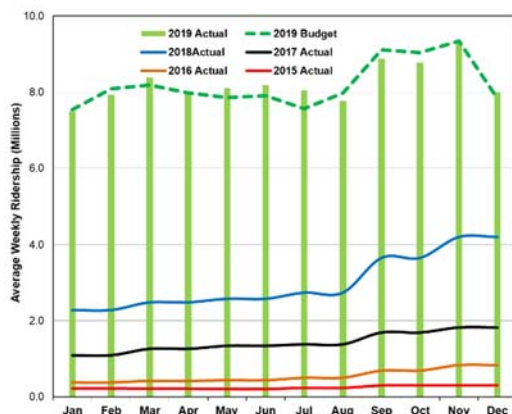
The vision for the 5-Year Service Plan and 10-Year Outlook is to focus on improvements that directly enhance the TTC's core-competency: mass transit — moving large volumes of customers safely, reliably and swiftly across Toronto. The emerging pillars of opportunity are:

1. Enhance the Transit Network: An expansive network that gets customers to where they want to go, when they want to go.
2. Enhance the Customer Experience at Key Stops: A pleasant experience that begins before our customers get on a vehicle.
3. Improve Service Reliability: A reliable service that our

customers can count on.

4. Prioritize Transit on Key Surface Corridors: A fast service that values our customers' journey time.
5. Accelerate Integration with Regional Transit Agencies and Complementary Modes of Transport: An integrated network that provides our customers with a seamless connection to and from our services.

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 12 (December 1 to December 31, 2019) PRESTO ridership totalled 35.5 million or 8.0 million passengers per week. This was approximately 0.8 million (2.3%) above the budget and 18.2 million higher than period 12 2018 ridership of 17.3 million.

Year-to-date ridership for 2019 was 429.7 million, 1.9 million (0.5%) above budget and 274.2 million above 2018.

Analysis

The PRESTO adoption rate for period 12 was 86.8%, representing a 1.7% increase over period 11 of 85.1%. This was mainly due to stopping sales of legacy fares in stations.

Looking at the demographic adoption rate since December 2018, the adult adoption rate has increased from 51.0% to 91.9%, the senior adoption rate has increased from 35.8% to 78.9% and the youth adoption rate has increased from 36.7% to 75.6%.

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

Period pass sales continue to grow, reducing the year-over-year negative trend of -30.1% in January (the first month of Metropass discontinuance) to -11.1% in December.

Looking at the year-over-year sales trends for demographic period pass:

- Adult sales were -27.0% in January and improved to -8.8% in December
- Post-secondary sales were -34.7% in January and improved to -16.1% in December
- Senior/youth sales were -40.7% in January and improved to -16.1% in December.

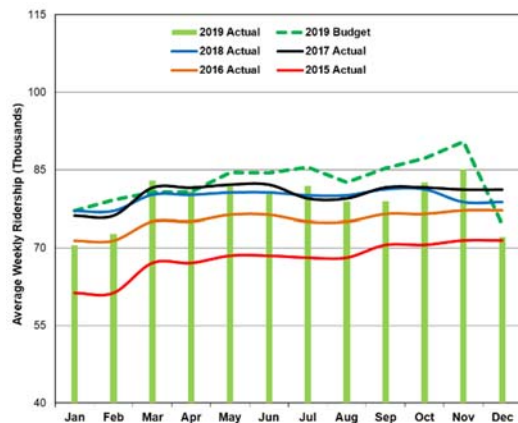
The slow return by heavy transit users from “Metropass” (now “PRESTO period pass”) is mainly

due to the introduction of the two-hour transfer for PRESTO e-purse users in August 2018. TTC customers formerly using a Metropass are evaluating which PRESTO fare choice best fits their travel needs.

Action Plan

PRESTO adoption is expected to increase over time as legacy media is phased out, more PRESTO fare options are made available and marketing initiatives encourage further PRESTO adoption. The PRESTO adoption rate is expected to continue to increase during 2020, reaching approximately 95% once legacy fare media are no longer sold.

Wheel-Trans ridership



Definition

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

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

Contact

Josie La Vita,
Chief Financial Officer

Results

Ridership in period 12 (December 1 to December 31, 2019) totalled 319,388 rides (or 72,079 rides per week). This figure was 3.2% lower than the budgeted 74,505 customers per week.

In terms of year-over-year growth, the annual ridership of 4.12 million is 1.0% lower compared to 2018's ridership of 4.16 million, and 4.4% below the 2019 budgeted ridership of 4.30 million.

Analysis

Wheel-Trans ridership for December continued to trend lower than budget with the annual actual ridership 4.4% below budget. The comparison for December 2019 to December 2018 showed an increase of just over 5%. However, a negative trend due to severe weather in early 2019 contributed to the annual ridership remaining below 2018 actuals. With Family of Services options, we have seen a higher than anticipated diversion of trips to conventional services, keeping overall ridership

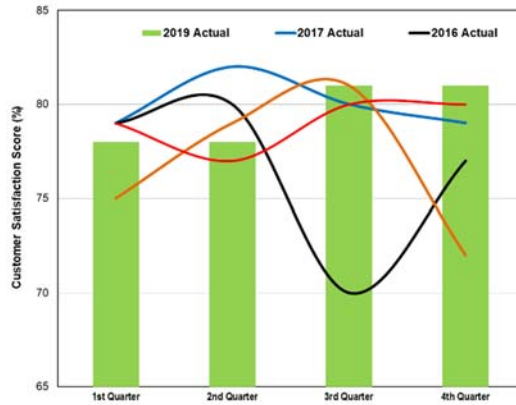
lower than anticipated. Customers are learning more about their travel options and are enjoying the spontaneity of travel by using other accessible services offered by the TTC.

Action Plan

We will continue to monitor the cancellation rate to determine the correlation between cancelled trips due to adverse weather conditions and the impact on ridership. The focus for the remainder of 2019 was the service demand for period 12 and ensuring that all trip requests were accommodated.

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 Customer Officer*

Results

Four in five (81%) customers reported high levels of overall satisfaction in Q4 2019, which is consistent with last quarter (81%) and the same time last year (80%).

Analysis

Perceptions of crowding inside streetcars continue to improve, up to 70% this quarter compared to 60% in Q3. Our now fully accessible fleet of streetcars are moving more customers, more comfortably.

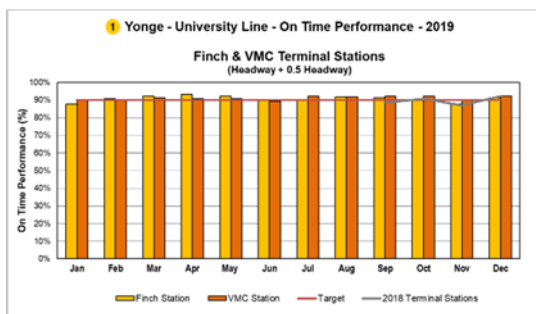
Frontline staff continue to deliver a high level of customer service on a daily basis. In Q4 2018, 82% of customers were satisfied with the helpfulness of staff across all modes. Scores on this key driver of customer satisfaction have remained high and consistent over the years, but there is still room for improvement.

Action plan

On January 5, 2020, collector booths were closed at 20 additional stations, as part of our Stations Transformation program. The remaining 45 station booths will be closed on March 29, 2020. Outside of the booths, collectors will be more visible and in a better position to actively engage with and assist customers. We expect this transition to have a positive impact on customer satisfaction.

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

With a result of 91.8%, this measure improved slightly from the 88.7% we recorded in November. Year-over-year results are slightly lower than the 92.2% we achieved in December 2018.

Our target of 90% was met.

Analysis

Delay minutes recorded on this line increased by 12.2% in December. However, the reduced number of restricted speed zones and better weather in December helped performance achieve target.

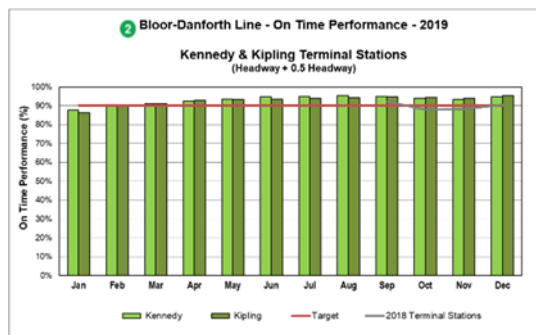
When compared to 2018 year-to-date, there has been a 3.6% reduction in total delay minutes on this line in 2019.

Action plan

The next phase of Automatic Train Control (ATC) implementation, which will extend our ATC area from St Patrick Station to Queen Station, is on schedule to be commissioned in

Q1 2020, and we will continue to realize benefits including reduced trip time and fewer delays due to signal problems.

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



Definition

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

Contact

James Ross,
Chief Operating Officer

Results

Results for this measure improved in December to 94.9%, up from the 93.7% we recorded in November. Compared to a year ago (December 2018 was 90.5%), we have seen a significant improvement in this measure.

Our target of 90% has been met since February 2019.

Analysis

Along with the better weather in December, all eastbound restricted speed zones were removed on December 3, which improved overall performance.

When compared to 2018 year-to-date, there has been a 7.8% reduction in delay minutes on this line in 2019.

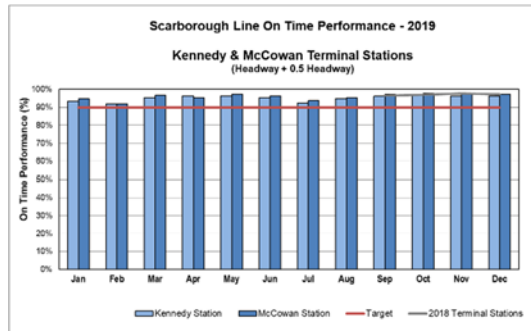
Action plan

All of the strategies we have been employing throughout the year will be maintained, including additional supervisory resources during peaks

and the use of Run-As-Directed trains.

Moving further into winter, we continue to be proactive in how we manage service during periods of inclement weather.

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

This measure continues to perform well. We recorded 96.9% in December, consistent with the 96.8% result in November.

Our target of 90% was met.

Analysis

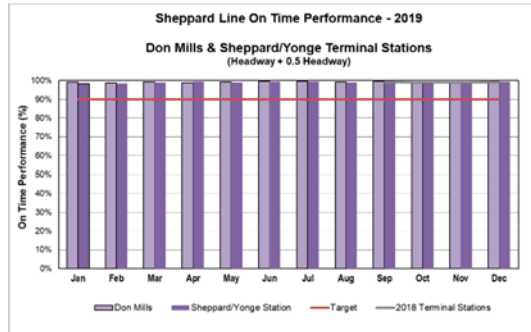
As this line is more susceptible to inclement weather issues than the other lines, improved weather in December helped us maintain high OTP levels.

When compared to 2018 year-to-date, there has been a 10.8% reduction in delay minutes on this line in 2019.

Action plan

Line 3 continues to run as scheduled and consistently delivers at or above target.

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



Definition

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

Contact

James Ross,
Chief Operating Officer

Results

This line has remained above 99% OTP since February.

Our target of 90% was met.

Analysis

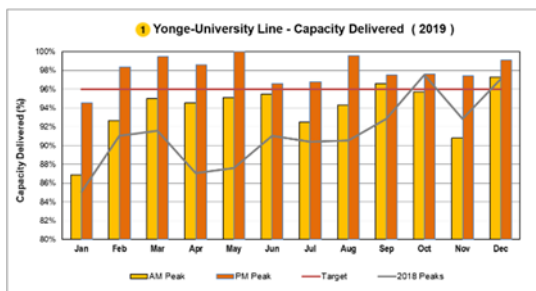
While delay minutes did increase by 127 minutes on this line, the resilient nature of this line resulted in consistently good performance.

When compared to 2018 year-to-date, there has been a 0.8% reduction in delay minutes on this line in 2019.

Action plan

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

Line 1: Capacity



Definition

Total number of trains that travelled through 12 key sampling points during a.m. and p.m. peak as a percentage of trains scheduled. Data is based on Monday-to-Friday service.

Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

Contact

James Ross,
Chief Operating Officer

Results

The a.m. peak performance improved by a significant 6.5% and the p.m. peak improved by 1.7%. As a result, the combined average increased to 98.9% in December, a year-over-year improvement from December 2018 (97.1%). Our target of 96% was met.

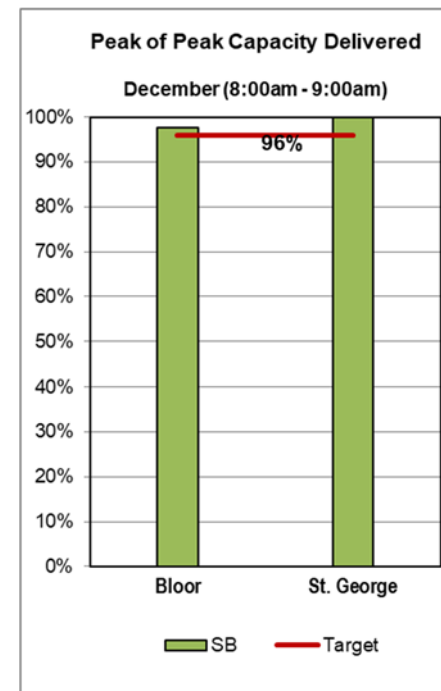
Analysis

November had six mornings below 23 trains-per-hour. In December, we had only three. Performance improved in large part due to less inclement weather in December compared to November.

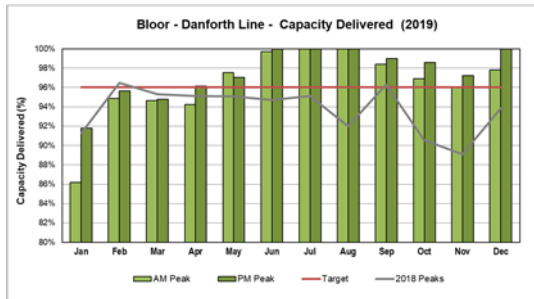
There was a restricted speed zone near Lawrence Station southbound that was in place for two weeks in November, which was removed on November 25. This helped achieve not only improved throughput, but also decreased the average trip time from Finch Station to Vaughan Metropolitan Centre Station by about 1.5 minutes.

Action plan

As noted above, restricted speed zones were minimal for this period. The work by our Subway Infrastructure teams, and continued efforts at managing dwells at key stations, will help us to continue meeting targets on this line.



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

Both a.m. and p.m. peak performance improved in December, bringing up the overall average to 99.3%. Year-over-year, results are significantly higher than the 93.9% we recorded in December 2018.

Our target for this measure is 96%, and has been met for eight consecutive months.

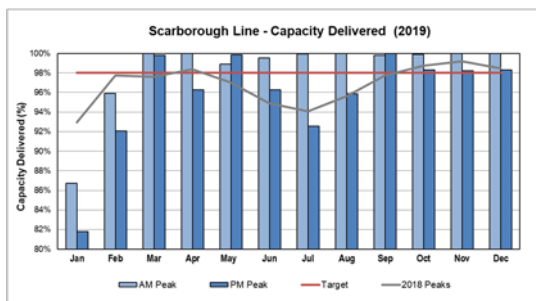
Analysis

With fewer days impacted by inclement weather, and our continued focus on improving throughput and minimizing dwell times at terminals, this measure improved and remains above target.

Action plan

The Run-As-Directed trains for a.m. and p.m. peaks continue to benefit service for Line 2, providing a level of resiliency and ensuring our continued ability to deliver the targeted capacity.

Line 3: Capacity



Definition

Total number of trains that travelled through two key sampling points during a.m. and p.m. peak as a percentage of trains scheduled. Data is based on Monday to Friday service.

Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

Contact

James Ross,
Chief Operating Officer

Results

Performance for this measure remained relatively stable with an overall average of 99.1%, down slightly from our 99.7% result in November. Year-over-year, results improved from the 98.5% we recorded in December 2018.

Our target for this measure of 98% was met.

Analysis

Performance remains stable as the number of delay incidents remained consistent with a small increase of three when compared to November.

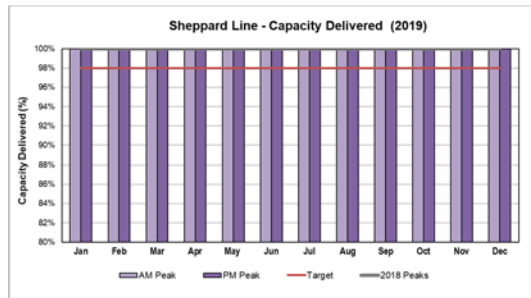
There was only one day in December with significantly low performance. On December 12, we recorded only 8.8 trains-per-hour in the p.m. peak due to a train with mechanical problems, resulting in a 31-minute delay.

Action plan

Increased supervision has been maintained during the a.m. and p.m.

peaks on this line, and the winter preparation work by our Subway Infrastructure teams has helped this line maintain resilience so far this winter.

Line 4: Capacity



Definition

Total number of trains that travelled through two key sampling points during a.m. and p.m. peak as a percentage of trains scheduled. Data is based on Monday to Friday service.

Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

Contact

James Ross,
Chief Operating Officer

Results

This measure remained at 100% and met our target of 98%.

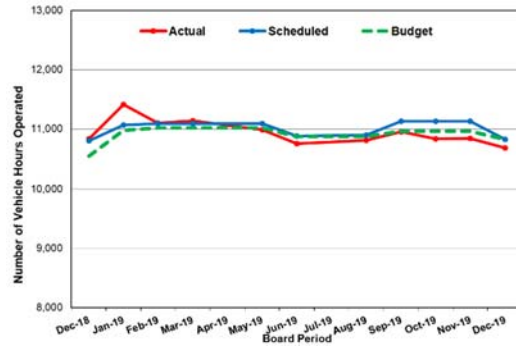
Analysis

There are relatively few issues on this line and it continues to provide consistent, dependable service to our customers.

Action plan

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

Subway: Weekly service hours



Definition

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

Contact

Kathleen Llewellyn-Thomas,
Chief Customer Officer

Results

In the December 2019 Board Period, 10,825 subway weekly hours were budgeted for service while 10,822 subway weekly hours were scheduled to operate, which represents a variance of -0.03%.

Of the 10,822 subway weekly hours scheduled to operate, 10,679 weekly hours were actually delivered, which represents a variance of -1.32%.

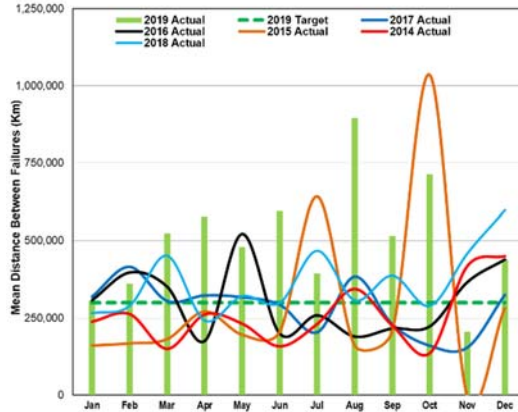
Analysis

Scheduled service hours were matched with budgeted service hours.

Action Plan

No action required at this time.

Subway T1 train: Mean distance between failures (MDBF)



Definition

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

Contact

Rich Wong,
Chief Vehicles Officer

Results

The MDBF in December was 438,524 kilometres, which is above the target of 300,000 kilometres.

Analysis

In December, there were seven delay incidents greater than or equal to five minutes. The 12-month moving average for the T1 fleet is at approximately 501,000 kilometres between delay incidents. The highest number of delays were attributed to the passenger doors system, with three incidents. This was followed by the propulsion system with two incidents, the HVAC and the warning alarm systems, each with one incident.

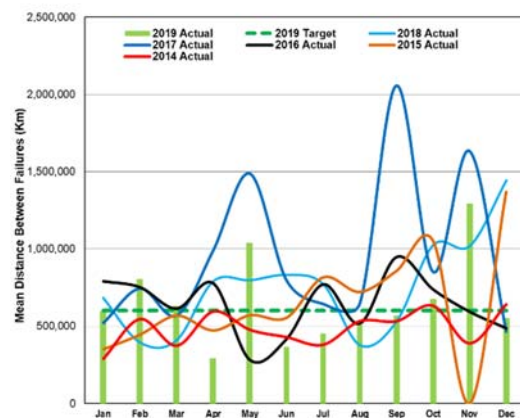
Action Plan

The three passenger doors system incidents were due to an out-of-adjustment and chipped door delecto strip, an out-of-adjustment door interlock and a defective door interlock. The out-of-adjustment and chipped delecto strip was replaced and doors cycle tested multiple times with no further issues. The out-of-

adjustment door interlock was adjusted according to specifications, and tested to be working. The faulty door interlock was replaced and doors tested. All trains returned back into revenue service with no further issues.

The two propulsion system-related incidents were a result of a propulsion traction fault to the same subject vehicle. The faulty propulsion electronic control unit and contact tips were replaced. The vehicle was tested and returned back into service.

Subway TR train: Mean distance between failures (MDBF)



Definition

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

Contact

Rich Wong,
Chief Vehicles Officer

Results

The MDBF in December was 552,686 kilometres, which is just below the target of 600,000 kilometres.

Analysis

In December, there were eight delay incidents greater than or equal to five minutes. The 12-month moving average for the TR fleet is at approximately 649,000 kilometres between delay incidents greater than or equal to five minutes. The highest number of delays were attributed to the passenger door system with six delay incidents followed by the brake and propulsion systems, each with one delay incident.

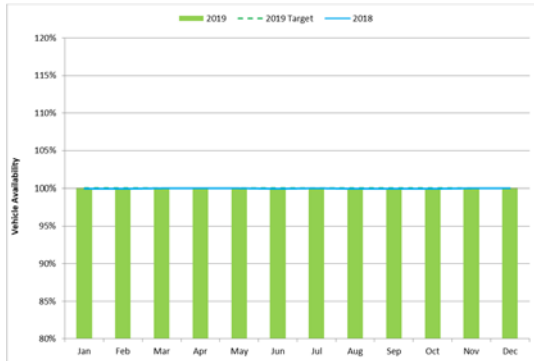
Action Plan

The passenger door-related incidents were a result of two broken door switches, a broken door roller, defective door electronic control unit (DECU), a loose connection to the door motor coupler and a sticky door nosing.

The two broken door switches were both replaced and the doors were

cycle tested multiple times. The broken door roller and faulty DECU were replaced, and doors tested to be working properly. The door motor coupler was secured, and doors tested thoroughly. The sticky door nosing was freed and cycle tested. All trains have been returned back into revenue service with no further issues observed.

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

The vehicle availability in December was 100%.

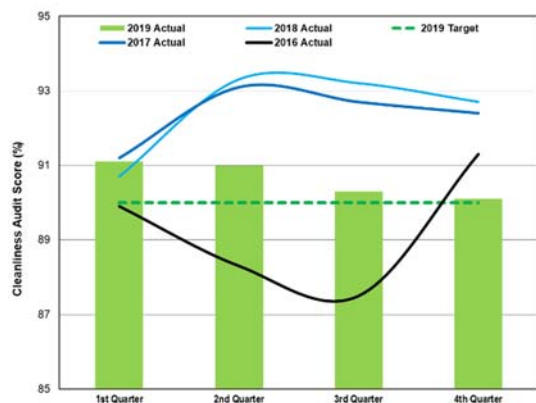
Analysis

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

Action Plan

We will continue with the delivery of safe, reliable and clean vehicles to service on all subway lines.

Subway: Vehicle cleanliness



Definition

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

Contact

Rich Wong,
Chief Vehicles Officer

Results

The average rating of 90.1% in Q4 was above the target of 90.0%. We have recorded a score greater than 90% since Q4 2016.

Analysis

The performance score takes into account pre-service, in-service and post-service audit results.

Areas of strength in vehicle cleanliness across all fleets and lines were the ceilings, etching/scratchitti, graffiti/stickers and mandatory decals. Factors affecting the quarter-to-quarter overall cleanliness scores in Q4 2019 were door cleanliness, floors, anti-draft panels and windows.

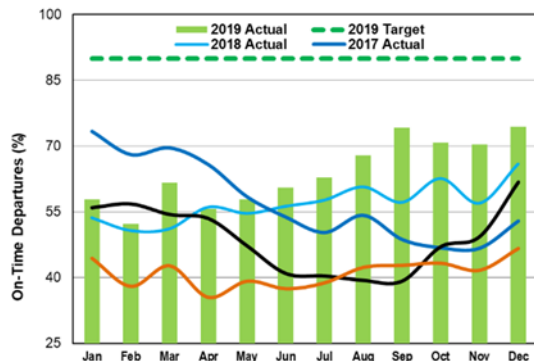
Action Plan

Exterior vehicle washes are generally halted during the winter season as temperatures drop and excess exterior water freezes. Exterior vehicle washes are still performed whenever possible, weather permitting. The floor wash cycle

continues to be addressed once every 14 days.

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 for December was 74.5%, an improvement compared to November (70.3%), and a significant improvement over the same time last year (65.9%).

Analysis

The December OTP figures increased slightly compared to November, largely due to the decrease in road traffic and passenger volumes typically experienced during the last few weeks of the year.

Unfortunately, the poor performance of the 505 Dundas route brought down the network figure again for this period. When excluding the 505 Dundas route from the network score, December's results increase to approximately 80% OTP. As mentioned previously, the existing 505 schedule is deficient in run time and this route will see a new LFLRV schedule implemented for the April 2020 Board Period.

Aside from the 505 Dundas performance, numerous unplanned

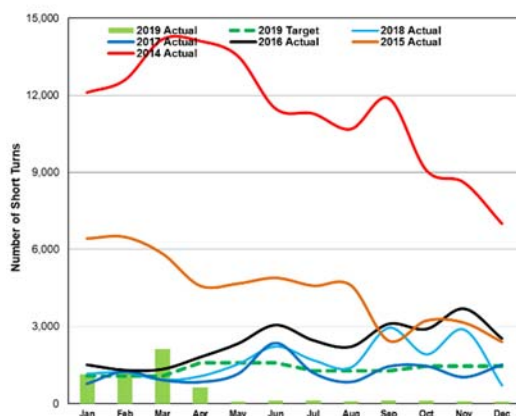
events negatively impacted the network score for the period, including:

- Severe ice and snow conditions experienced throughout Toronto on December 1;
- Weather conditions led to numerous operational challenges during the morning streetcar run-out on December 2;
- The morning of December 2 was also negatively impacted by a fire at Dundas West Station, which led to the 504A King streetcars being directed to turn back short of the end terminal;
- Rail repair work at Gerrard/Sackville (impacting the 506 Carlton route) on December 5 and 6 and at Queen/Morse (impacting the 501 Queen route) on December 27 both led to a need for diversions and negatively impacted OTP;
- Lastly, a broken water main on the Queensway on December 12 negatively impacted the 501 Queen and 508 Lake Shore service throughout the day.

Action Plan

Schedule review and route structure planning for 2020 (due to major construction projects) continues, with the focus on reaching the OTP target of 90%. Efforts will be made to ensure that the construction-related schedules adequately meet travel time requirements. Ongoing improvements to day-to-day route management will also continue.

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 77 short turns in December, a significant decrease from the same period last year (719), and up from the 98 we recorded in November.

Our target for this measure of 1,464 was met.

Analysis

There were, on average, less than three streetcar short turns per day throughout the network for the December period. This is the eighth consecutive month with short turn figures at significantly decreased levels compared to 2018 or early 2019.

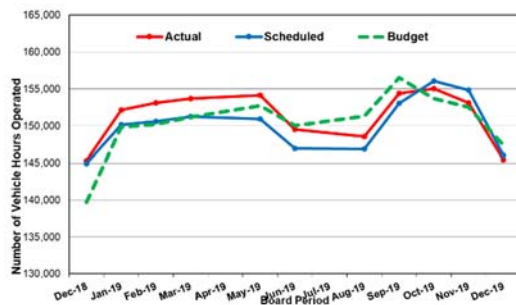
The route with the highest number of short turns during the period was the 512 St Clair route (26), followed by the 506 Carlton route (23). The biggest proportion of the 512 short turns was due to operational issues on the route, with the largest proportion of these occurring on one day in particular. The route management team continues to

make a strong effort to ensure the number of short turns remains low.

Action Plan

The improvements to streetcar schedules during 2019, along with the route management team's continued focus on the issue, has made the instances of streetcar short turns an exception instead of a common occurrence throughout the streetcar network. This year we will also see a continued monitoring of streetcar short turn figures, streetcar schedules, as well as streetcar travel times from yard to route.

Streetcar: Weekly service hours



Definition

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

Contact

Kathleen Llewellyn-Thomas,
Chief Customer Officer

Results

In the December 2019 Board Period, 18,332 streetcar weekly hours were budgeted for service while 19,256 streetcar weekly hours were scheduled to operate, which represents a variance of 5.04%.

Of the 19,256 streetcar weekly hours scheduled to operate, 19,341 streetcar weekly hours were actually delivered, which represents a variance of 0.44%.

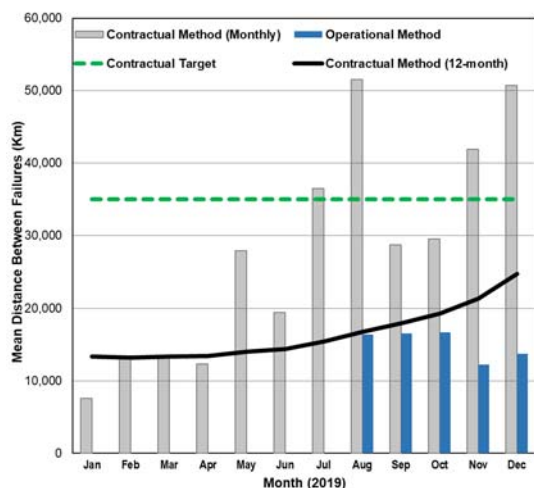
Analysis

Due to the deferment of several construction projects requiring replacement of streetcars with buses, scheduled streetcar hours were higher than budgeted.

Action Plan

No action required at this time.

LFLRV streetcar: Mean distance between failures (MDBF)



Definition

Total kilometres travelled by the Low-Floor Light Rail Vehicle (LFLRV) 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 monthly contractual MDBF for the LFLRV fleet in December was 50,700 kilometres. This is an increase of 8,810 kilometres compared to last month and an increase of 36,054 kilometres when compared to the same time last year.

The 12-month average contractual MDBF was 24,718 kilometres. The contractual target of 35,000 kilometres MDBF must be met within one year of commissioning of the 204th vehicle.

The monthly operational MDBF for the LFLRV fleet in December was 13,749 kilometres. This is an increase of 1,504 kilometres from previous period.

Note: The LFLRV operational MDBF target will be established via an American Public Transportation Association (APTA) peer review.

Analysis

In December, there were a total of 16 relevant failures under the contractual reliability method. The top

contributors were the train and cab controls system with three, the carbody structure and interior with three, and the communication system with two relevant failures.

With respect to the operational MDBF method, there were a total of 59 delays. These included incidents related to the high voltage system with 18, passenger doors with nine and the air conditioning system with six total delays.

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 the fleet increases and more in-service data becomes available.

Train and cab control system: We are continuing to work with Bombardier to design and implement a more reliable master controller on the fleet. An inspection of all electrical connectors is being carried out on all new cars.

Carbody structure and interior: A vehicle modification program to install improved inter-car dampers and articulation flooring designs is underway to address these failures.

Communication system: A camera modification program has commenced that addresses known issues with image quality and stability.

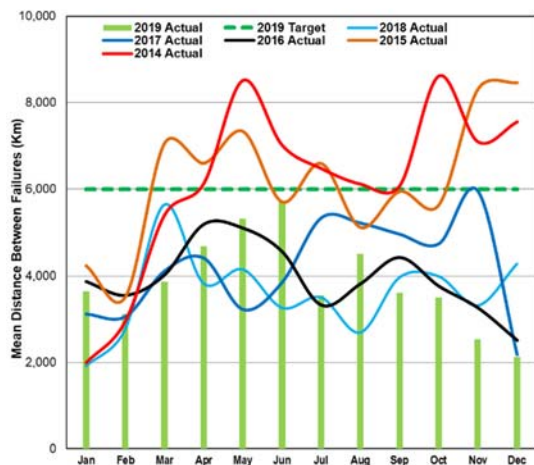
High voltage power system: Multiple modifications aimed to improve various sub-systems are being implemented on the fleet. This includes adjusting the limit switch on the main switch, and replacement of some of trolley pole and pantograph components with more robust ones (e.g. bracket and chain).

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 Q4 2020.

In addition, continued improvement of inspection and pre-service maintenance plans, together with

more effective application of operational procedures will help increase the operational MDBF.

CLRV streetcar: Mean distance between failures (MDBF)



Definition

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

Contact

Rich Wong,
Chief Vehicles Officer

Results

The MDBF of the CLRV fleet in December was 2,128 kilometres. This is a decrease of 2,124 kilometres from the same time last year and a decrease of 401 kilometres from last month.

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

Analysis

The overall number of failures have decreased for all systems, but as CLRV service mileage continues to be reduced, each failure has a greater impact to overall fleet reliability. For December, adverse weather conditions and the life of the vehicles contributed to propulsion and disc brake system-related delays (six of each) and five high voltage system failures.

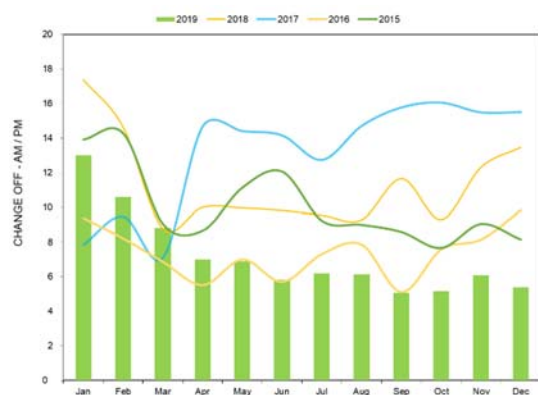
Action Plan

The last six CLRVs were retired from service on December 29, 2019.

Streetcar decommissioning schedule

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

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 December, 3.1% (or five of 161 vehicles) of the peak daily service, including Run-As-Directed vehicles, resulted in a RCCO.

Analysis

The daily average number of RCCOs for December decreased by one compared to November.

A reduction in failures of disc brakes and passenger door systems on the CLRV fleet, along with reduced auxiliary video camera and passenger door systems on the LFLRV fleet, contributed to reduced RCCOs.

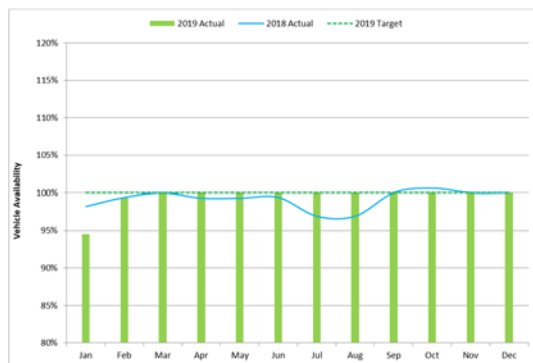
Fewer CLRVs in service also contributed to the overall improvement.

Action Plan

Pre-service inspections and preventative maintenance will continue to reduce the number of

RCCOs. Bombardier and TTC staff are aware of the component reliability issues related to the LFLRV and continue to investigate the problems to find a solution.

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 vehicles. In December, the target requirements were met with an average of 161 vehicles available for service.

Analysis

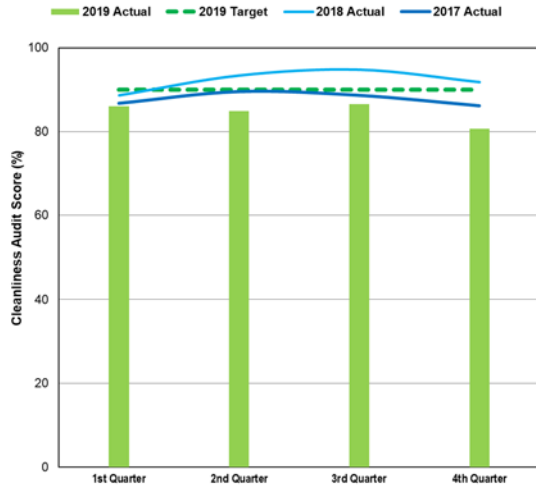
With the number of LFLRVs being commissioned and the continued decommissioning of unreliable legacy fleet vehicles, target availability numbers are being met.

Action Plan

We will continue to commission LFLRVs in order to replace legacy vehicles.

The last six CLRVs were retired from service on December 29, 2019.

Streetcar: Cleanliness



Definition

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

Contact

Rich Wong,
Chief Vehicles Officer

Results

The streetcar cleanliness score decreased in Q4 2019 to 80.7%. This is a decrease from the previous quarter (86.5%) and the same time last year (91.8%). Overall performance on streetcar cleanliness is below the target of 90%.

Analysis

The performance score takes into account pre-service, in-service and post-service audit results.

High demand for service vehicles limited the availability for exterior/interior wash scheduling. Unfavourable weather conditions have also affected cleanliness results, particularly flooring.

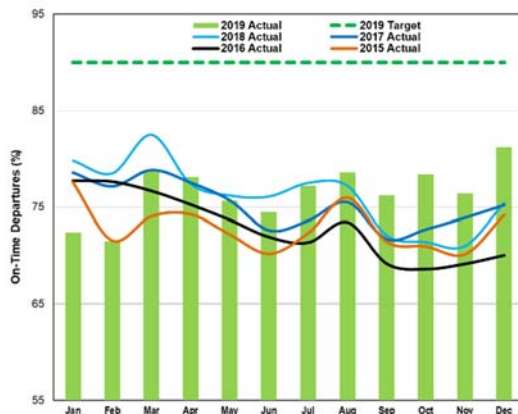
Heavy snowfall in December caused an accumulation of snow and dirt residue on the floors, and contributed to a decrease in overall cleanliness. Efforts to improve scores in these areas are underway.

Action Plan

Staff continues to investigate opportunities to further improve cleanliness, including increasing the frequency of cleaning activities.

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 December was 81.2%, an improvement compared to the same period last year (75.4%) and to November's results (76.4%). Our target of 90% was not met.

Analysis

OTP for December was the second highest period performance over the last five years, and included an 88.7% weekly average in the last week of the period — the highest weekly performance over the last five years.

Eight schedule changes were implemented as part of the November 23 Board Period with a combined average of 87.3%, a significant improvement from the 75% recorded on those routes in 2018.

Weekday reliability improvements implemented in the November 23 Board Period include:

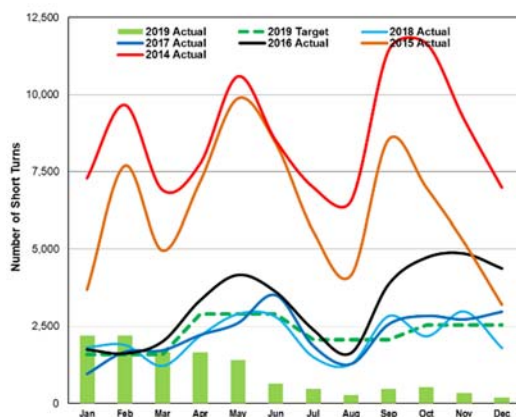
- 125 Drewry (79% in 2018 to 92% in 2019)

- 22 Coxwell (78% in 2018 to 89% in 2019)
- 25 Don Mills (73% in 2018 to 83% in 2019)
- 56 Leaside (77% in 2018 to 89% in 2019)
- 60 Steeles West (75% in 2018 to 90% in 2019)
- 68 Warden (76% in 2018 to 91% in 2019)
- 121 Fort York - Esplanade (67% in 2018 to 79% in 2019)
- 925 Don Mills Express (74% in 2018 to 88% in 2019)

Action plan

The following reliability improvements were implemented in the January 5, 2020 Board Period: 112 The West Mall, 45 Kipling, 52 Lawrence West and 954 Lawrence East Express.

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 187 short turns in December, a significant improvement from the same period last year (1,811), and from the 342 we recorded in November. Our target of 2,550 short turns for this period was met.

Analysis

The significant reduction in short turns for December continued to be driven by increased management oversight, focusing on alternate route management techniques to minimize the impact on customers. On routes where schedules did not reflect actual operating conditions, vehicles were allowed to operate late with a reduced emphasis on schedule adherence and allowing full trips to be completed.

Short turns this period continued to be mainly driven by increased traffic congestion around Metrolinx construction zones on Eglinton Avenue and City of Toronto construction.

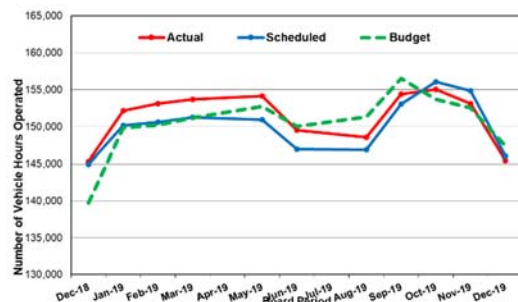
The top five routes accounted for approximately one third of the short turns in the period: 35 Jane (8%), 39 Finch East (8%), 52 Lawrence West (5%), 935 Jane Express (5%) and 37 Islington (5%).

Action plan

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

Routes 35 Jane, 935 Jane and 52 Lawrence West will have new schedules implemented in Q1 2020. Routes 39 Finch East and 37 Islington will have new schedules implemented in Q2 2020.

Bus: Weekly service hours



Definition

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

Contact

Kathleen Llewellyn-Thomas,
Chief Customer Officer

Results

In the December 2019 Board Period, 147,355 bus weekly hours were budgeted for service while 146,005 bus weekly hours were scheduled to operate, which represents a variance of -0.92%.

Of the 146,005 bus weekly hours scheduled to operate, 145,452 hours were actually delivered, which represents a variance of -0.38 %.

Analysis

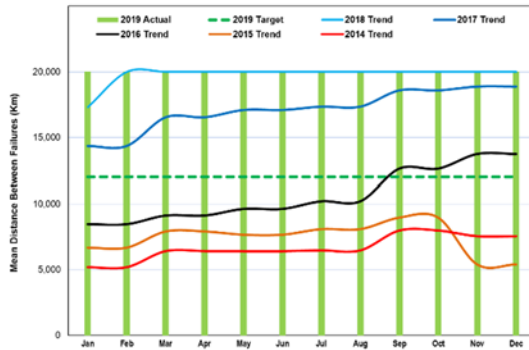
Scheduled bus hours are lower than budgeted due to weekend subway closure shuttle buses not being required.

Actual service hours are lower than scheduled service hours.

Action plan

No action required at this time.

Bus: Mean distance between failures (MDBF)



Definition

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

Contact

Rich Wong
Chief Vehicles Officer

Results

The MDBF in December was 20,000 kilometres, exceeding the target of 12,000 kilometres.

Analysis

The MDBF remains high and above target. Recent vehicle procurement additions to the fleet contribute to this high reliability. Our bus fleet average age has decreased from 6.4 years in 2017 to 5.2 years in December 2019.

Another contributing factor to this high reliability is the implementation of several key reliability and retrofits programs. Examples include: state of good repair inspections, road call and change off root cause analysis, special seasonal preventive maintenance programs, engine oil analysis, engineering modifications and upgrades to assets, and various other system specific programs targeting high failure rate systems and components. Notable highlights of engineering projects include ramp snow guard addition, front door sensitive edge sensors, forward camera activation, and idle shutdown functionality.

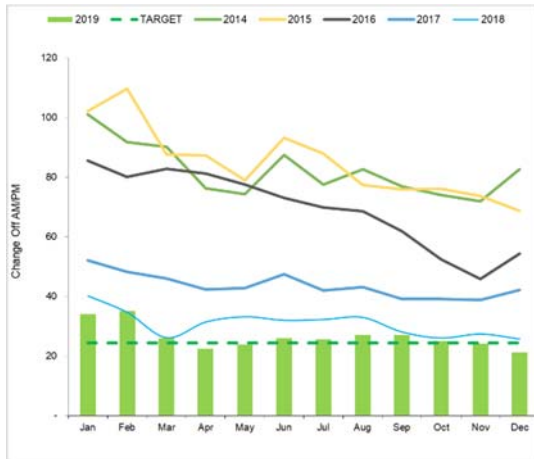
Action Plan

We are closely monitoring the effectiveness of our winter preparedness program. Results so far are trending positively with record low interruptions to service, however this winter has been unusually mild. We will continue to monitor the fleet performance closely.

The Spring Seasonal program bill of materials for all bus types has been released to Materials and Procurement to ensure parts are available and kitted for March 2020. We are also in the process of finalizing Spring Seasonal Standard Operating procedures for the new bus types entering the fleet.

We are in the testing phase of several VISION on-road health monitoring reports that will enable us to better predict and mitigate service interrupting failures related to complex systems, such as the latest Cummins engines and associated exhaust after treatment systems, electric and hybrid drive powertrain and controls.

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 December was 21 per day. This is the lowest monthly average number of RCCOs to date. The average number of RCCOs per day in 2019 was 26, significantly lower than the average number of RCCOs in 2018 (31).

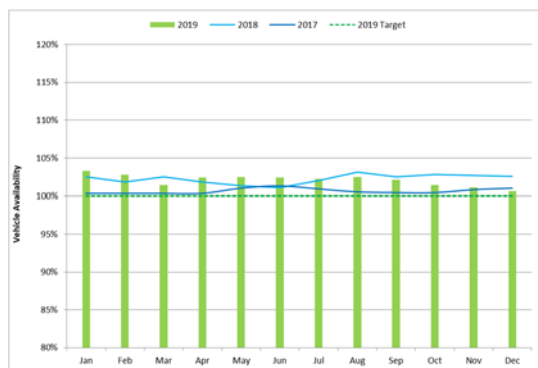
Analysis

Peak revenue service was 1,652 buses per day, including Run-As-Directed buses in December 2019. The average number of RCCOs per day equates to 1.3% of service, well below the 1.50% target.

Action Plan

We continue to monitor and control road calls via daily tracking, gap analysis, reliability programs, and working closely with the transportation department and 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 provided for a.m. peak service in December was 1,652 per day or 100.6% of planned service, above the target of 1,642 buses.

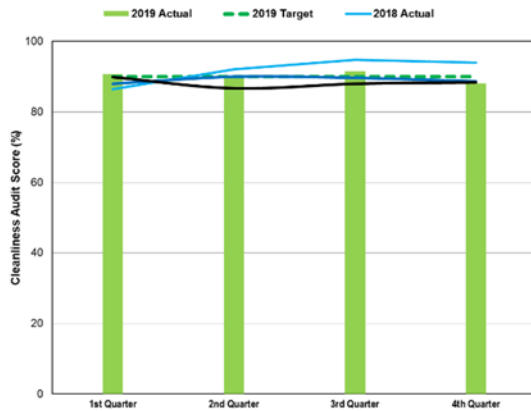
Analysis

The significant number of new bus procurements from years 2016 into period 12, 2019 (~950) has boosted the fleet performance and permitted a higher number of vehicles available for service. The available vehicles are being utilized for training purposes and permitting additional state of good repair preventative maintenance inspections.

Action Plan

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

Bus: Cleanliness



Definition

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

Contact

Rich Wong,
Chief Vehicles Officer

Results

The bus cleanliness audit score in Q4 was 88.1%, which is below the target of 90%. The average score for 2019 was 90%.

Analysis

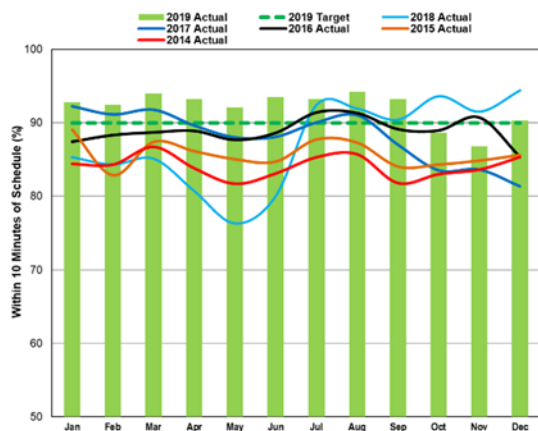
The performance score takes into account pre-service, in-service and post-service audit results. The pre-service score was 97%. However, this score was offset by the post-service score, which was 81.3%. Poor post-service scores are attributed to winter weather conditions. Snow, salt and debris accumulate on the floor throughout service.

Action Plan

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

Wheel-Trans Services

Wheel-Trans: On-time performance (OTP)



Definition

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

Contact

Kirsten Watson,
Deputy Chief Executive Officer –
Operations

Results

OTP in December increased by 3.5% from last month to 90.3%, and is 4.07% below the same time last year.

Our 90% target was met.

Analysis

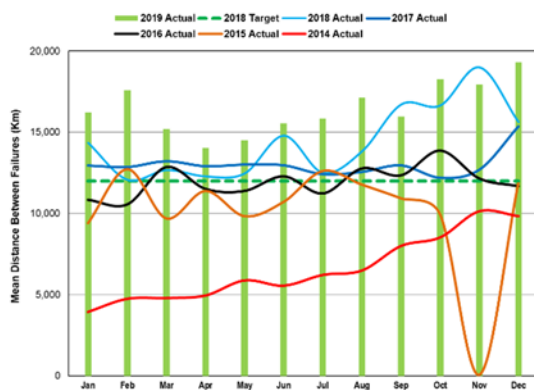
OTP increased from the previous month due to dedicated staff monitoring and action of late trips. The issues we were experiencing from the recent scheduling software map upgrade were also resolved.

The decrease in OTP from the same period last year was the result of issues related to the recent map upgrade.

Action Plan

Strategic placement of extra service, as well as dedicated staff to monitor and action timely service adjustments will assist in keeping OTP above 90%.

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

The December MDBF of 19,331 kilometres exceeded the target of 12,000 kilometres. This is a significant increase compared to the same time last year (15,633 kilometres).

Analysis

Mechanical driveline failures and diesel exhaust fumes detected by operators continue to account for the most road calls and change-offs for the Friendly bus fleet.

Some water leaks and side ramp issues have been experienced on the ProMaster bus fleet.

48 ProMaster buses have been delivered in 2019, which has helped with the high reliability of the fleet. The Wheel-Trans fleet currently consists of 128 ProMaster and 127 Friendly buses.

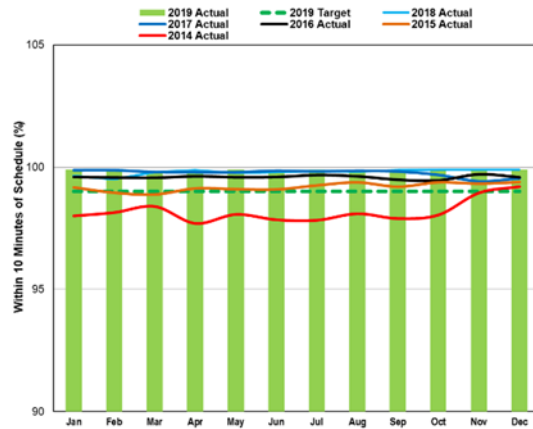
Action Plan

To help mitigate exhaust system issues on the Friendly bus fleet,

Wheel-Trans continues to perform post repair exhaust system checks on all Friendly buses. A small pilot has just begun on a new programming feature for the second-generation Friendly buses that will allow the operator to perform parked regens through the steering wheel functions while remaining in service.

Engineering retrofit programs are underway to correct ramp failures (45% complete) and water leaks (10% complete).

Wheel-Trans: Accommodated service



Definition

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

Contact

Kirsten Watson,
Deputy Chief Executive Officer –
Operations

Results

The accommodated rate in December was 99.9%. This is 0.9% higher than our target, and consistent with the same period in 2018.

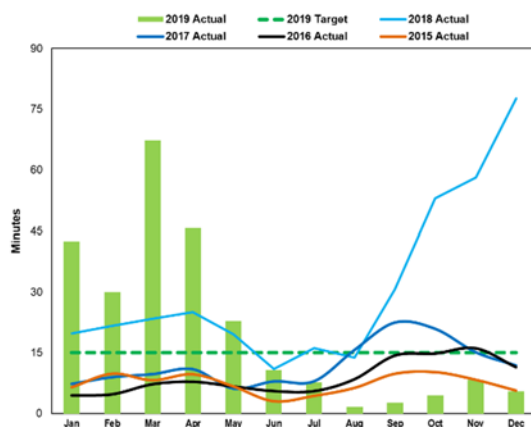
Analysis

Our goal is to provide a trip as requested by every customer. This is achieved through maximizing schedules and utilizing all services available.

Action Plan

We continue to develop efficiencies in our scheduling and dispatching software to ensure that all trips are accommodated while providing an efficient ride-share program. As Family of Services trips continue to increase, more same day requests can be accommodated for those customers who cannot travel through other modes.

Wheel-Trans Contact Centre: Average wait time



Definition

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

Contact

*Kirsten Watson,
Deputy Chief Executive Officer –
Operations*

Results

The average wait time in December was 5.4 minutes. This is 9.6 minutes lower than our target.

Analysis

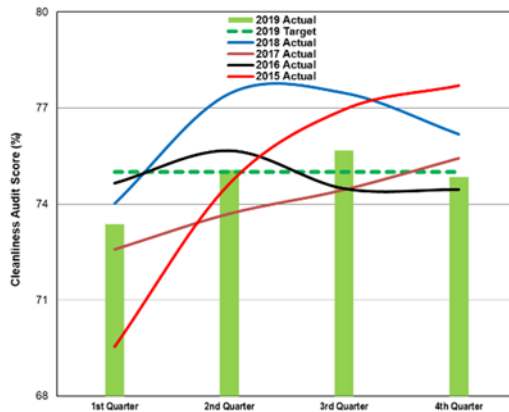
We were able to lower the average wait time in the contact centre with assistance from the returning summer students during the winter break. The additional resources during the two-week break were instrumental in lowering the wait times in reservations.

Action Plan

With all training completed for new employees, we forecast continued improvement in our wait times and overall customer experience in the contact centre. We are actively managing the call queues, in addition to holding coaching and huddle sessions to ensure optimal efficiency is maintained.

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 station cleanliness audit score in Q4 was 74.9%, a slight decrease of 0.82% from last quarter (75.7%). The result was just below our target of 75%.

Analysis

Of 22 components that are scored, two increased, eight remained the same and 12 saw a slight decrease.

The top three scoring stations in Q4 were: York University (92.2%), Pioneer Village (88.8%) and Downsview Park (87.3%)

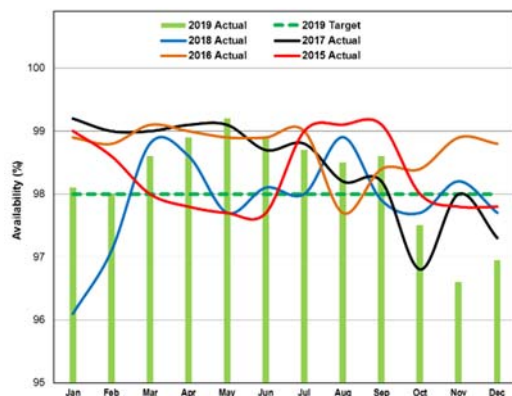
The bottom three scoring stations were: Yorkdale (67.5%), Dufferin (66.9%) and Dundas West (65.5%). Yorkdale has been impacted by construction, while Dufferin and Dundas West saw slight improvements for the second straight quarter.

Action Plan

Seasonal projects will start up again near the end of Q1 2020. The focus

until then will be maintaining stations during winter months.

Elevator availability



Definition

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

Contact

Fort Monaco,
Chief Infrastructure and Engineering
Officer

Results

Elevator availability was under the target of 98% for December, but performance increased to 97.0% from 96.6% in November.

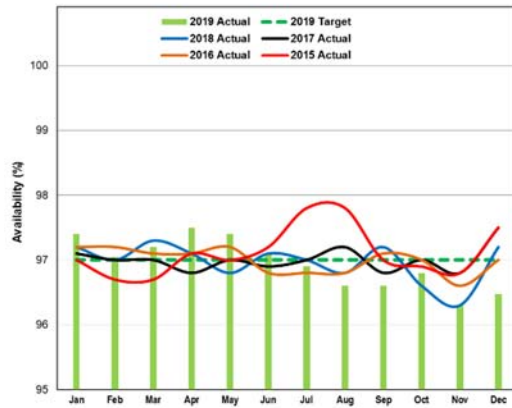
Analysis

Ongoing elevator overhaul work at Bathurst and Scarborough Centre stations contributed to the decrease of availability in December.

Action Plan

The overhaul work at Bathurst Station is scheduled to be completed by March 2020. Work at Scarborough Centre Station was completed in January. 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 December was under the target of 97%, but performance increased to 96.5% from 96.3% in November.

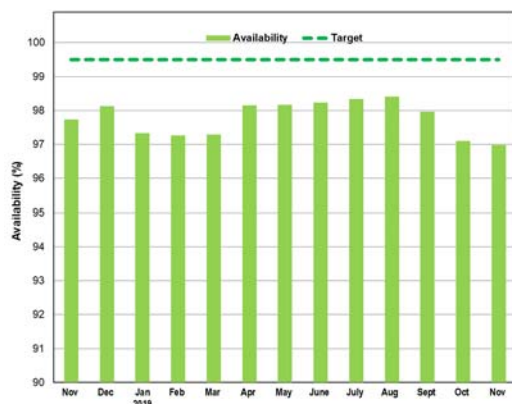
Analysis

Construction activities at several stations, including Lawrence and Davisville stations, negatively impacted performance in December.

Action Plan

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

Fare gates equipped with PRESTO



Definition

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

Contact

James Ross,
Chief Operating Officer

Results

Fare gate availability averaged 96.98% in November 2019, which represents a 0.12% decrease from last month. Availability was below the 99.5% target.

Analysis

The decrease in availability is related to an issue with the data provided. There was a new database schema implemented in period 9. Since this time, there have been issues with the retrieval of data, and we believe that the availability was actually higher than what is being reported.

Action Plan

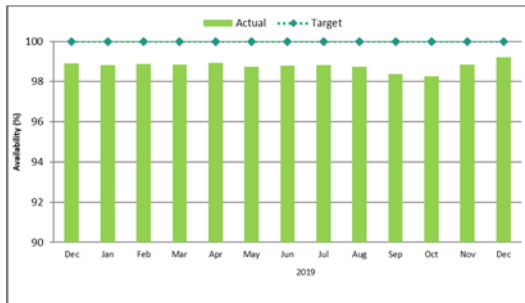
We are working with Scheidt & Bachmann (S&B) to streamline the retrieval of data to ensure its accuracy, as well as continuing our work to address ongoing hardware and software issues. A number of programs have been developed and are currently being implemented. These include:

- The program to replace the industrial computers in the fare gates has been completed. S&B's 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 USB disconnect issue we are currently having with the fare gates.
- A software update was installed in late September. This update has improved passage detection, leading to a more reliable interface for customers; provided an upgrade to the motor control interface, improving motor reliability; and resolved an ongoing issue with the card readers on the gates.
- S&B development teams are currently completing an in-depth review of ongoing issues with the fare gate motors. The final report

is still outstanding, but steps are being taken to implement some of the fixes indicated in the initial reports. Once the final report is completed and the recommendations are reviewed, an action plan will be developed based on the findings.

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 scheduled, which will add functionality and provide further fixes to known problems, improving the gate availability to 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

Kirsten Watson,
Deputy Chief Executive Officer –
Operations

Results

PRESTO card reader availability averaged 99.21% in December, which represents an increase of 0.37% from last month. Availability remains below the target of 99.99%.

Analysis

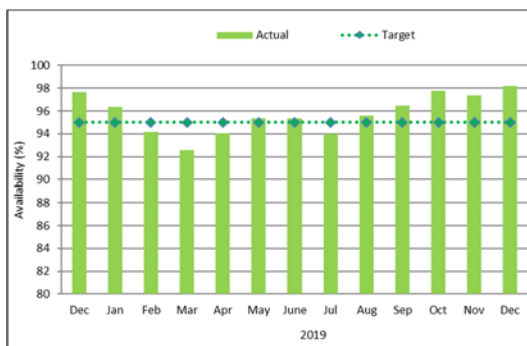
Metrolinx has enhanced its backend monitoring capability to remotely recover/resolve some device failures. This has resulted in an increase in card reader availability.

Action Plan

Metrolinx continues to investigate the root cause of card readers freezing intermittently.

Note: Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates and confirmed by the Auditor General's recent 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. Technical changes are also being developed to improve the reliability of card readers. 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

Kirsten Watson,
Deputy Chief Executive Officer –
Operations

Results

PRESTO FVM availability averaged 98.17% in December, which represents an increase of 3.17% from last month. Availability remains above the target of 95.00%.

Analysis

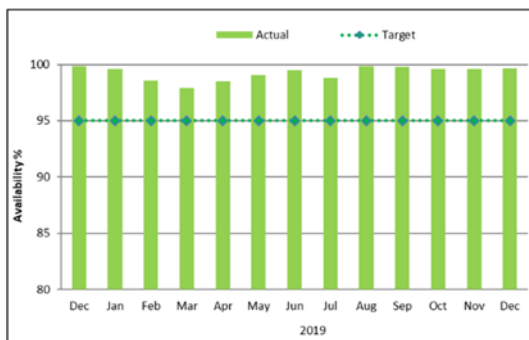
The replacement and upgrade of the bill acceptors in all FVMs was completed, resulting in fewer issues with bill jams. Enhancements to device monitoring and issue tracking resulted in faster resolution of issues, which improved availability.

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

Kirsten Watson,
Deputy Chief Executive Officer –
Operations

Results

PRESTO SSRM availability averaged 99.69% in December, which represents an increase of 0.08% from last month. Availability remains above the target of 95.00%.

Analysis

Metrolinx implemented a software update to address the device freezing issue. Enhancements to device monitoring and issue tracking resulted in faster resolution of issues, which improved availability.

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 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

Kirsten Watson,
Deputy Chief Executive Officer –
Operations

Results

PRESTO FTM availability averaged 98.83% in December, which is an increase of 1.77% from last month. Availability remains above the target of 95.00%.

Analysis

The increase in availability is attributed to enhanced monitoring and improvements made to cash collection and device maintenance processes. Additional changes to the process for scheduling streetcars for PRESTO equipment maintenance have also been implemented, which has resulted in improved availability.

Action Plan

Changes are planned to address the additional PRESTO equipment installed on streetcars.

Note: Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates and confirmed by the Auditor General's recent 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

