Item 1

For Information

Chief Executive Officer's Report – January 2020 Update

Date: January 27, 2019
To: TTC Board
From: Chief Executive Officer

Summary

The Chief Executive Officer's Report is submitted each month to the TTC Board, for information. Copies of the report are also forwarded to each City of Toronto Councillor, the Deputy City Manager, and the City Chief Financial Officer, for information. The report is also available on the TTC's website.

Financial Summary

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

Equity/Accessibility Matters

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

Decision History

The Chief Executive Officer's Report, which was created in 2012 to better reflect the Chief Executive Officer's goal to completely modernize the TTC from top to bottom, was transformed to be more closely aligned with the TTC's seven strategic objectives – safety, customer, people, assets, growth, financial sustainability, and reputation. In 2018, with the launch of the new Corporate Plan, this report has undergone progressive changes to align and reflect our reporting metrics to the TTC's continued transformation.

Issue Background

For each strategic objective, updates of current and emerging issues and multi-year performance are now provided, along with a refreshed performance dashboard that reports on the customer experience. This information is intended to keep the reader completely up-to-date on the various initiatives underway at the TTC that, taken together, will help the TTC achieve its vision of a transit system that makes Toronto proud.

Contact

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Signature

Richard J. Leary
Chief Executive Officer

Attachments

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

Toronto Transit Commission
CEO's Report
January 2020

Ongoing trend indicators: ✅Favourable ⊖ Mixed ❌ Unfavourable   *Represents four-quarter average of actual results

Performance scorecard

TTC performance scorecard – January 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*	❌	❌	**14**
Customer injury incidents	Injury incidents per 1M boardings	Q3 2019	1.35	1.15*	❌	➖	**15**
Offences against customers	Offences per 1M boardings	Q3 2019	0.67	1.00	✅	➖	**17**
Offences against staff	Offences per 100 employees	Q3 2019	3.98	4.07	✅	❌	**18**
Ridership							
Ridership	Monthly ridership	Nov 2019	43.7M	42.7M	✅	✅	**19**
Ridership	Year-to-date ridership	2019 YTD (to Nov)	484.6M	486.5M	❌	✅	**19**
PRESTO ridership	Monthly ridership	Nov 2019	37.2M	37.4M	❌	✅	**21**

Ongoing trend indicators: ✅ Favourable   ➖ Mixed   ❌ Unfavourable   *Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
PRESTO ridership	Year-to-date ridership	2019 YTD (to Nov)	394.2M	393.1M	✅	✅	21
Wheel-Trans ridership	Monthly ridership	Nov 2019	340.2K	361.6K	❌	❌	23
Wheel-Trans ridership	Year-to-date ridership	2019 YTD (to Nov)	3,796.7K	3,974.3K	❌	❌	23

Customer experience

Customer satisfaction	Customer satisfaction score	Q3 2019	81%	80%	❌	✅	24

Subway services

1 On-time performance Line 1	Scheduled headway performance at end terminals	Nov 2019	88.7%	90%	❌	➖	25
2 On-time performance Line 2	Scheduled headway performance at end terminals	Nov 2019	93.7%	90%	✅	✅	26
3 On-time performance Line 3	Scheduled headway performance at end terminals	Nov 2019	96.8%	90%	✅	✅	27
4 On-time performance Line 4	Scheduled headway performance at end terminals	Nov 2019	99.1%	90%	✅	✅	28

Ongoing trend indicators: ✅ Favourable ➖ Mixed ❌ Unfavourable   *Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
① Capacity Line 1	Trains-per-hour during peak	Nov 2019	94.3%	96%	❌	✅	29
① Capacity Bloor Station	Trains-per-hour (8 a.m. to 9 a.m.)	Nov 2019	93.3%	96%	❌	✅	29
① Capacity St George Station	Trains-per-hour (8 a.m. to 9 a.m.)	Nov 2019	98.4%	96%	✅	✅	29
② Capacity Line 2	Trains-per-hour during peak	Nov 2019	96.6%	96%	✅	➖	30
③ Capacity Line 3	Trains-per-hour during peak	Nov 2019	99.7%	98%	✅	✅	31
④ Capacity Line 4	Trains-per-hour during peak	Nov 2019	100%	98%	✅	✅	32
Amount of service	Average weekly service hours delivered	Oct 2019	10,830 h	11,131 h	❌	✅	33
Vehicle reliability T1 trains	Mean distance between failures	Nov 2019	205,560 km	300,000 km	❌	➖	34
Vehicle reliability TR trains	Mean distance between failures	Nov 2019	1,296,414 km	600,000 km	✅	✅	36
Service availability	Daily average service delivered	Nov 2019	100%	100%	✅	✅	37

Ongoing trend indicators: ✅ Favourable ➖ Mixed ❌ Unfavourable   *Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Subway cleanliness	Audit score	Q3 2019	90.3%	90%	✅	❌	38
🚊 **Streetcar services**							
On-time performance	On-time departures from end terminals	Nov 2019	70.3%	90%	❌	✅	39
Short turns	Monthly total short turns	Nov 2019	99	1,464	✅	✅	41
Amount of service	Average weekly service hours	Oct 2019	18,875 h	18,836 h	✅	✅	42
Vehicle reliability LFLRV *(Low-Floor Light Rail Vehicle) – Contractual*	Mean distance between failures	Nov 2019	41,890 km	35,000 km	✅	✅	43
Vehicle reliability LFLRV *(Low-Floor Light Rail Vehicle) – Operational*	Mean distance between failures	Nov 2019	12,245 km	TBD			43
Vehicle reliability CLRV (Canadian Light Rail Vehicle)	Mean distance between failures	Nov 2019	2,529 km	6,000 km	❌	❌	45
Road calls and change offs	Average daily road calls or vehicle change offs	Nov 2019	6	2.4	❌	➖	46
Service availability	Daily number of vehicles available for service	Nov 2019	100%	100%	✅	✅	47

Ongoing trend indicators: ✅ Favourable ➖ Mixed ❌ Unfavourable   *Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Streetcar cleanliness	Audit score	Q3 2019	86.5%	90%	❌	❌	48
🚌 **Bus services**							
On-time performance	On-time departures from end terminals	Nov 2019	76.4%	90%	❌	✅	49
Short turns	Monthly total short turns	Nov 2019	342	2,550	✅	✅	51
Amount of service	Average weekly service hours	Oct 2019	155,016 h	156,061 h	✅	➖	52
Vehicle reliability	Mean distance between failures	Nov 2019	20,000 km	12,000 km	✅	✅	53
Road calls and change offs	Average daily road calls or vehicle change offs	Nov 2019	24	24	✅	✅	54
Service availability	Daily average service delivered	Nov 2019	101.1%	100%	✅	✅	55
Bus cleanliness	Audit score	Q3 2019	91.4%	90%	✅	➖	56
♿ **Wheel-Trans services**							

Ongoing trend indicators: ✅ Favourable ➖ Mixed ❌ Unfavourable   *Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
On-time performance	% within 20 minutes of schedule	Nov 2019	86.8%	90%	❌	❌	57
Vehicle reliability	Mean distance between failures	Nov 2019	17,941 km	12,000 km	✅	✅	58
Accommodation rate	Percentage of requested trips completed	Nov 2019	99.9%	99%	✅	✅	59
Average wait time	Average amount of time a customer waits before call is answered	Nov 2019	8.2 min	15 min	✅	➖	60
Station services							
Station cleanliness	Audit score	Q3 2019	75.67%	75%	✅	❌	61
Elevator availability	Per cent available	Nov 2019	96.6%	98%	❌	❌	62
Escalator availability	Per cent available	Nov 2019	96.3%	97%	❌	➖	63
Fare gates equipped with PRESTO	Per cent available	Oct 2019	97.1%	99.5%	❌	➖	64
PRESTO fare card readers	Per cent available	Nov 2019	98.84%	99.99%	❌	❌	66

Ongoing trend indicators: ✅ Favourable ➖ Mixed ❌ Unfavourable   *Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
PRESTO Fare Vending Machines	Per cent available	Nov 2019	97.36%	95.00%	✅	✅	**67**
PRESTO Self-Serve Reload Machines	Per cent available	Nov 2019	99.61%	95.00%	✅	✅	**68**
PRESTO Fares and Transfer Machines	Per cent available	Nov 2019	97.06%	95.00%	✅	➖	**69**

Ongoing trend indicators: ✅ Favourable   ➖ Mixed   ❌ Unfavourable   *Represents four-quarter average of actual results

CEO's commentary

One hundred years ago this month, the citizens of Toronto voted to take over the privately run Toronto Railway Company and all other local street railways.

This decision paved the way for public ownership of the transportation system in the city, and in June 1920 the Province of Ontario passed the enabling legislation. The Toronto Transportation Commission would officially begin service the following year.

Shortly after legislation was passed, a three-person Commission was appointed by the City. Starting with no permanent staff or offices, these three individuals — Chairman Peter W. Ellis and Commissioners George Wright and Fred Miller — began to forge plans for the change to public ownership and the major

system expansion program that followed.

On behalf of the TTC Executive and the entire workforce, it is my honour and privilege to congratulate the TTC Board on its 100th anniversary. This Commission has played a vital role in the growth of

public transit — and the city itself — over the last century. All of us at the TTC are looking forward to continued progress in moving the city forward in a positive way.

Speaking of history, I was thrilled by the overwhelming fondness expressed by Torontonians on the

retirement of our CLRV streetcars. Since 1979, CLRVs have served our city, carrying more than 30 million customers annually.

On December 29, 2019, the CLRV era officially came to an end when the final six cars completed their last runs on Queen Street. CLRV #4001, filled with delighted customers who won the chance to be part of history, was the last car to roll into Russell Carhouse that afternoon.

I would like to say a big thank-you to our Operators for a successful final day of service: Jason Kmiecik, Steven Welch, Benjamin Attakora, Jesse Goulah, Luis Barreiras and Brenda Michaud, who operated car #4001 into the history books.

It was a wonderful celebration. But there was a greater reason to cheer. With the decommissioning of the legacy streetcar fleet, and the arrival of the last new, low-floor streetcar this month, the TTC

surface vehicle fleet is now fully accessible.

Our 204th low-floor streetcar was shipped from Bombardier's Thunder Bay plant on January 14.

These new vehicles are providing reliable service for our customers, and we continue to work with our supplier to improve the reliability even further so they remain part of the city landscape for decades to come.

The end of 2019 also brought us one station closer to an accessible system with elevators being turned on at Royal York Station on Line 2. While Royal York became our 46th accessible station, construction continues at nearly a dozen other locations across the network as we strive to make all remaining subway stations accessible by 2025.

The Easier Access program is just one of many major projects that

provide a bold vision of what transit in Toronto should be.

I would like to thank the TTC Board for approving our 2020-2029 Base Capital Budget and Plan last month. The TTC is also grateful to City Council for approving the incremental City Building Fund dedicated transit in Toronto. It provides the TTC with much-needed sustainable funding and helps reduce the unfunded portion of our Capital Investment Plan by more than $4 billion over the next 10 years.

As a result of this new funding, TTC staff have identified several key areas to allocate the funding. They are: State of good repair and capacity enhancements on Line 1, signal modernization and capacity enhancements on Line 2, and an accelerated vehicle procurement plan.

We have a 15-Year Capital Investment Plan clearly outlining

the infrastructure projects required to keep our integrated and accessible network in a state of good repair, and build the capacity and reliability improvements that the citizens of our great city demand and deserve.

The Capital Investment Plan, released in early 2019, was important in providing a pragmatic and comprehensive overview of the TTC's long-term maintenance and growth/capacity needs.

The approved TTC 2020-2029 Base Capital Budget was valued at $7.4 billion with $287.1 million for Transit Expansion Projects, including the Scarborough SRT Life Extension, Toronto Waterfront and the completion of the remaining scope of the Line 1 Extension projects.

We also have a Five-Year Service Plan and 10-Year Outlook to deliver reliable, efficient, integrated and accessible public transit service for a ridership base projected to increase through the decade ahead.

Supported by a transit-minded Mayor and a strong TTC Chair and Board leading the way on advocating for sustained funding for critical infrastructure investments, the TTC is poised to carry Toronto into the future. There is no better time to invest in public transit infrastructure in Toronto than right now.

Toronto-Ontario Transit Partnership

The City has been in ongoing discussions with the Ministry of Transportation on finalizing agreements related to the new Toronto-Ontario Transit Partnership.

A formal agreement on terms approved by City Council on October 29, 2019 is being finalized for the end of March.

The City has prepared a report for the January 23 Executive Committee meeting titled, *Toronto-Ontario Transit Partnership-Status Update*. The report provides the status of various agreements with the Province, including a Memorandum of Understanding on Transit Oriented Development that pertains to the provincial priority projects.

The Province has also issued a Statement of Intent to the City, which outlines plans to introduce new measures and enabling authorities to allow for the acceleration of transit expansion delivery. Further engagement and consultation on the proposed measures will occur, and the TTC will be invited to participate in these discussions.

The TTC supports efforts to look at expediting the delivery of new transit expansion, and will evaluate opportunities in the context of the TTC's need to run a safe and

effective operation for our customers.

More detailed implementation agreements will be developed outlining roles and responsibilities between the parties, including outlining the TTC's role with respect to fare and service policy and maintenance in accordance with Council direction last October. I will continue to provide updates to the TTC Board as further information is available.

PRESTO update

On December 10, 2019, the TTC met with PRESTO to discuss future plans. At the meeting, PRESTO staff demonstrated new hardware and payment options being prepared for the 905 transit agencies. The new PRESTO devices will address both hardware durability and system reliability — an important step in improving PRESTO's products.

We have offered to develop a common work plan with PRESTO that maps out future functionality requirements to ensure our payment system delivers on operational, customer and fare policy objectives. The work plan would also include collaboration on the TTC's Fare Collection Request for Information and our 5-Year Fare Policy and 10-Year Collection Outlook.

While expedited arbitration and settlement discussions are ongoing, a final settlement won't be reached until the TTC, PRESTO and Metrolinx can come to an agreement on what needs to be delivered for open payment on the TTC.

In the meantime, we will watch with great interest as the planned open payment pilot on the UP Express is rolled out in October 2020, followed by pilots for GTHA agencies in 2021.

Discount Double Fare

Metrolinx is in discussions with the Province to secure funding to extend the Discount Double Fare (DDF) agreement beyond its March 31, 2020 expiry date. The three-year agreement between the TTC, the City and Metrolinx provides customers with a $1.50 discount when transferring between TTC and GO Transit services using their PRESTO card.

The DDF advances fare integration across the GTA, but without additional provincial funding, the agreement will expire and customers will no longer receive the discount. The TTC is at risk of losing $1.1 million in revenue as per our Board-approved 2020 Operating Budget that will be before City Council in February. Due to our budget constraints, we can only forgo $1.1 million annually in provincial funding to support the continuation of the DDF program. I will update the Board as

discussions between Metrolinx and the Province continue.

Wheel-Trans taxi contracts

At last November's meeting, I informed the Board that we are in the process of finalizing the bid evaluations for the Accessible Distance-Based Taxi Service and Sedan Meter-Based Taxi Service contracts.

Requests for Quotation were posted last November and bids were received for both service contracts.

Contracted taxi services supplement Wheel-Trans buses by providing specialized accessible service to Wheel-Trans customers, escorts and support persons within the city.

TTC staff will ask the Board to approve recommendations to award these contracts at next month's meeting.

Richard J. Leary
Chief Executive Officer
January 2020

Safety and security

Lost-time injuries rate (LTIR)
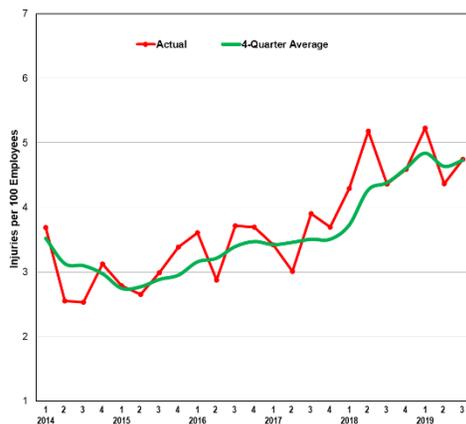
Definition
Number of lost-time injuries reported per 100 employees.

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)
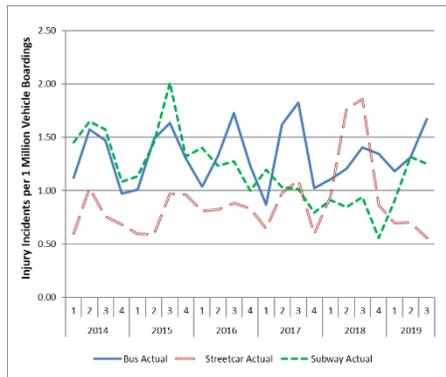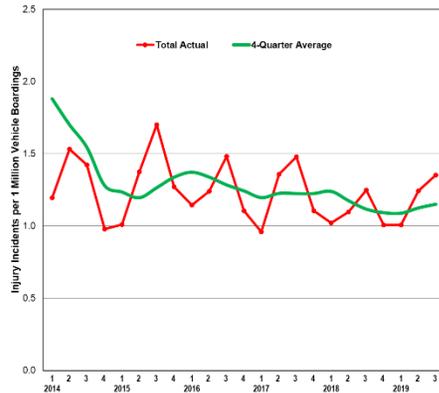
Definition
Number of customer injuries per one million boardings.

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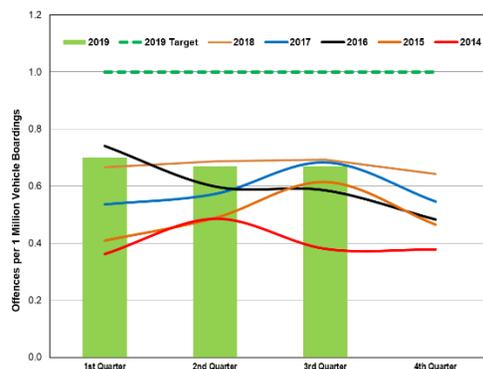
Definition
Number of offences against customers per one million vehicle boardings.

Contact
Kirsten Watson
Deputy Chief Executive Officer – Operations

Results

In Q3, the total number of offences against customers per one million vehicle boardings remained the same as the previous quarter (0.67). The current rate is 3% lower than the same time last year (0.69).

Analysis

The number of robberies and thefts decreased significantly in comparison to Q2. However, there were increases in the number of assaults and sexual assaults.

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
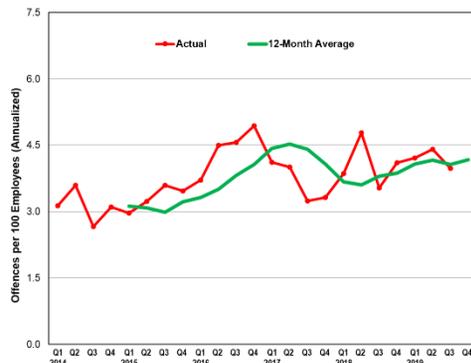
Definition
Number of offences per 100 employees.

Contact
Kirsten Watson
Deputy Chief Executive Officer – Operations

Results

In Q3, the total number of offences against staff decreased to 3.98 offences per 100 employees. The current rate is 10% lower than last quarter (4.41) and 12% higher than the same time last year (3.54).

Analysis

There was a decrease in all offences against staff in comparison to the previous quarter, particularly assaults.

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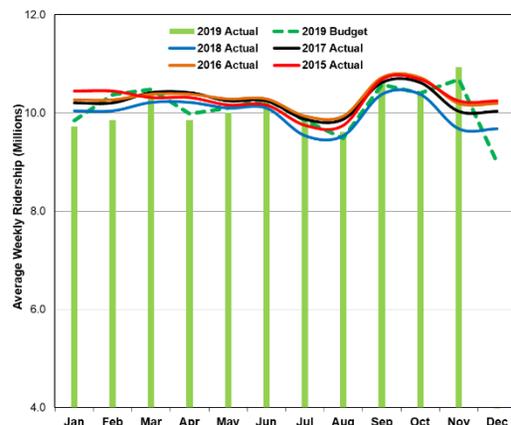
Definition
Average number of journeys per week, including paid and free journeys (e.g. two-hour transfers and children 12 and under). A journey with transfers is counted as one journey. The total is derived from cash, tickets and token counts, Metropass and PRESTO data, diary studies and ridership analytics.

Contact
Josie La Vita,
Chief Financial Officer

Results

Period 11 (November 3 to November 30, 2019) revenue ridership totalled 43.7 million or 10.9 million passengers per week. This was approximately 0.959 million (2.2%) above the budget of 42.7 million rides and 2.0 million (4.8%) above the comparable period in 2018.

Year-to-date (YTD) ridership at the end of period 11 was 484.6 million, 1.9 million (0.4%) below budget, but 2.7 million (0.6%) above the comparable period in 2018.

As both period and YTD results have improved for the fifth consecutive period, the ongoing trend is favourable.

Analysis

In period 11, ridership continued to grow over 2018 driven by adult ridership growth of 2.4 million rides and senior/youth ridership growth of 0.3 million, offset somewhat by declines in child ridership (0.3 million)

and ridership from Day Pass and GTA Weekly Pass (0.4 million).

PRESTO period pass sales declined from 217,555 in October to 216,770 in November. The adult pass sales grew by 4,800 in November. However, the gain was offset by a decline of 5,300 in post secondary and 300 in youth pass sales.

Legacy fares collected continue to drop. In period 11, only 14.9%, or 6.5 million rides, were paid using non-PRESTO products.

The upward trend in ridership over the last seven periods indicates Toronto's economy and employment are doing well. According to City of Toronto data, 71,500 more people were working in November year-over-year.

The year-over-year ridership summary shows adult ridership increasing by 9.8 million, offset by declines in senior and youth ridership (1.4 million), child ridership (3.3

million) and ridership from Day Pass and GTA weekly pass (2.4 million).

Action Plan

The 5-Year Service Plan and 10-Year Outlook was approved by the Board last month. The vision for the Plan 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
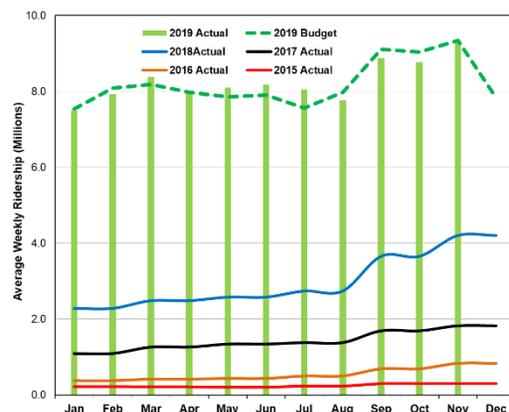
Definition
Average number of journeys per week using PRESTO fare media, including PRESTO taps and PRESTO pass rides.

PRESTO ridership is included in TTC ridership totals.

Contact
Josie La Vita,
Chief Financial Officer

Results

Period 11 (November 3 to November 30, 2019) PRESTO ridership totalled 37.2 million or 9.3 million passengers per week. This was approximately 0.2 million (0.5%) below the budget, but 19.7 million higher than period 11 2018 ridership of 17.5 million.

Year-to-date (YTD) ridership at the end of period 11 was 394.2 million, 1.1 million (0.3%) above budget and 256.1 million above the comparable period in 2018.

This is the fourth consecutive period that PRESTO ridership has been below budget.

However, on a YTD basis the ongoing PRESTO ridership trend has been favourable with the gap between monthly PRESTO ridership and budget shrinking.

Analysis

The PRESTO adoption rate for period 11 was 85.1%, representing a 0.8% increase over period 10 of 84.3%.

Looking at the demographic adoption rate since December 2018, the adult adoption rate has increased from 51.0% to 90.9%, the senior adoption rate has increased from 35.8% to 74.2% and the youth adoption rate has increased from 36.7% to 72.0%.

Substantial progress has been made 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.

However, the budgeted plan for discontinuing legacy tickets, tokens and passes has been pushed back. This is the main cause for PRESTO ridership not meeting the budgeted levels. Tickets, tokens and passes are no longer sold at collector booths.

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 -16.2% in November.

Looking at the demographic period pass sales trends:

- Adult sales were -27.0% in January and improved to -12.7% in November.
- Post-secondary sales were -34.7% in January and improved to -22.9% in November.
- Senior/youth sales were -40.7% in January and improved to -21.3% in November.

The slow return by heavy transit users from "Metropass" (now "PRESTO period pass") is mainly due to the introduction of the two-hour transfer allowed by PRESTO e-purse users in August 2018. Customers previously 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 2019, reaching approximately 95% once legacy fare media are no longer sold.

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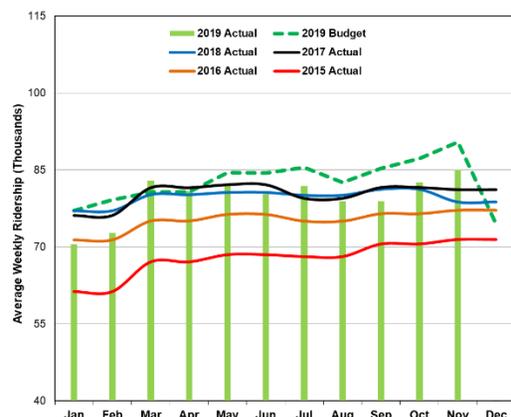
Definition
Average number of journeys per week using both Wheel-Trans dedicated services and contracted services.

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

Contact
Josie La Vita,
Chief Financial Officer

Results

Ridership in period 11 (November 3 to November 30, 2019) totalled 340,239 rides (or 85,060 rides per week). This figure was 5.9% lower than the budgeted 90,406 customers per week.

Year-to-date ridership at the end of period 11 was 3.79 million, 177,000 (4.5%) below budget, and 1.4% below the comparable period in 2018. This is the seventh consecutive period Wheel-Trans ridership has been below budget.

Analysis

Overall ridership has increased over the previous three periods. Demand continues to grow.

An early winter storm in November saw a decline in ridership of 9% during that week of service. The cancellation rate for the period is 10% higher than the same period in the previous year, indicating that approximately 12,200 more trips were cancelled for the same periods when comparing year-over-year.

These cancellations represent 2.8% of ridership for period 11. Overall ridership would have increased by 1.4% compared to the same period in 2018 if this unusually high cancellation rate did not take place.

There was also an increase of 10% in total trip requests when compared to the previous month, indicating an increased demand for service.

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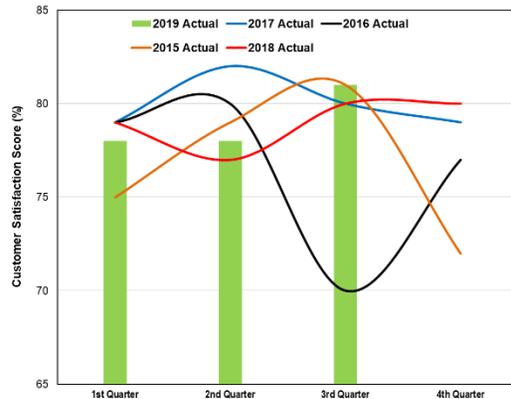
Definition
Overall satisfaction: How satisfied were you overall with the quality of the TTC's service on the last TTC trip you took?

Contact
Kathleen Llewellyn-Thomas, Chief Customer Officer

Results

Four-in-five (81%) customers reported high levels of overall satisfaction in Q3 2019, which is consistent with last quarter (78%) and the same time last year (80%).

Analysis

Customer satisfaction on streetcars increased significantly to 84%, up 9% from the same time last year (75%). Streetcar customers also reported increased satisfaction with the comfort of their ride, which suggests that the growing number of new streetcars and decommissioning older ones is making for a more pleasant in-vehicle experience.

This quarter, our Net Promoter Score (NPS) reached its highest level (20%) since Q1 2016. The NPS is a metric used to gauge customer experience and loyalty. We ask customers how confident they are, on a scale of 0 to 10, in recommending the TTC to a friend, family member or colleague. We then subtract the number of detractors (0-6) from promoters (9 or 10). Our current score has the highest proportion of promoters (43%) since we started tracking this metric back in 2012.

Action plan

As we implement reliability improvements on our surface routes, we expect to see our overall satisfaction score and NPS continue to improve.

Subway services

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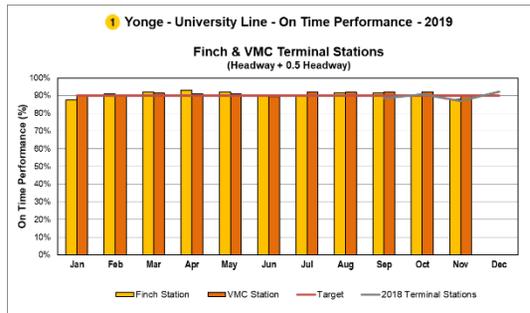

Definition
OTP measures the headway adherence of all service trains at end terminals. Data represents Monday-to-Friday service between 6 a.m. and 2 a.m. To be on time a train must be within 1.5 times of its scheduled headway.

Contact
James Ross,
Chief Operating Officer

Results

OTP slipped slightly in November, down to 88.7% from the 91% we recorded last month.

Our target of 90% was not met.

Analysis

Delay minutes overall increased by 2.9% in November. However year-to-date there has been a 3.9% reduction in delay minutes on this line.

Speed restrictions on the line impacted service quality, affecting not only throughput and end terminal departures, but also trip times for customers.

Line management strategies will be applied to future speed restrictions in the north Yonge portion of the line to minimize the negative impact to customers for future work.

Action plan

Supervisory resources continue to be staffed at the end terminals, an initiative that supports the targeted performance. Strategies to manage around delays and speed restrictions further down the line will be applied in future instances.

Line 2 (Kennedy and Kipling terminal stations): On-time performance (OTP)
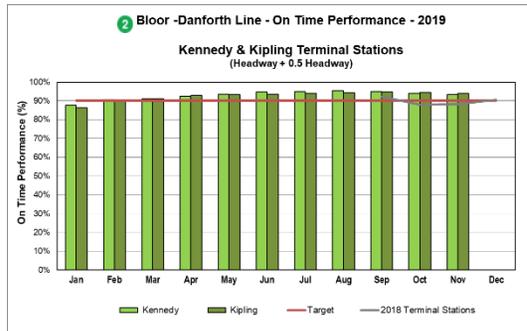
Bloor -Danforth Line - On Time Performance - 2019

Kennedy & Kipling Terminal Stations
(Headway + 0.5 Headway)

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

Contact
James Ross,
Chief Operating Officer

Results

OTP slipped 0.5% in November to 93.7%. Compared to a year ago (November 2018 was 88.2%) we have seen a significant improvement on this measure.

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

Analysis

There was a significant incident during the a.m. peak on November 7 with an issue on the Bloor Viaduct, resulting in a 145-minute delay. When comparing 2019 to 2018 year-to-date, there has been a 10.1% reduction in total delay minutes.

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.

Line 3 (Kennedy and McCowan terminal stations): On-time performance (OTP)
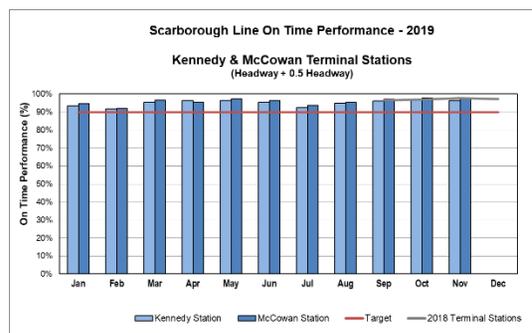
Definition
OTP measures the headway adherence of all service trains at end terminals. Data represents Monday-to-Friday service between 6 a.m. and 2 a.m. To be on time a train must be within 1.5 times of its scheduled headway.

Contact
James Ross,
Chief Operating Officer

Results

This measure has performed well since February, even though there was a small drop of 0.7% overall in November.

Our target of 90% was met.

Analysis

There was an overall increase in delay minutes this month due to a 170-minute increase related to weather, but overall service quality remains high.

When compared to 2018, year-to-date there has been a 12.3% reduction in overall delay minutes.

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)
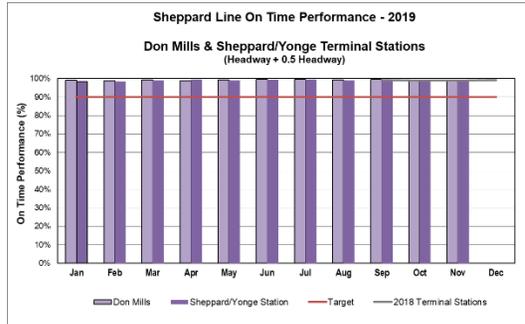
Sheppard Line On Time Performance - 2019

Don Mills & Sheppard/Yonge Terminal Stations
(Headway + 0.5 Headway)

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

When compared to 2018, year-to-date there has been a 10.8% reduction in delay minutes. However, delay incidents are relatively infrequent on this line so their impact is negligible.

Action plan

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

Line 1: Capacity

Yonge-University Line - Capacity Delivered (2019)
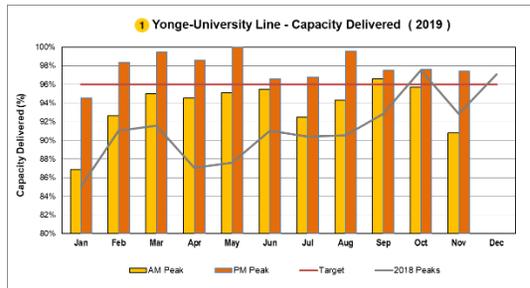
Definition
Total number of trains that travelled through 12 key sampling points during a.m. and p.m. peak as a percentage of trains scheduled. Data is based on Monday-to-Friday service.

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 dropped significantly to 90.8%, down from the 95.7% we achieved last month. This pulled our overall average down to 94.3%.

Our target of 96% was not met.

Analysis

In November, we recorded six a.m. peaks with less than 23 trains-per-hour, in contrast to only one in October, lowering our overall average.

Multiple southbound restricted speed zones established towards the end of the month further reduced performance in the a.m. peak.

Action plan

Lessons learned from managing the delays resulting from the restricted speed zones will be implemented in the March 2020 update to Line 1 schedules.

Peak of Peak Capacity Delivered

November (8:00am - 9:00am)

Line 2: Capacity

Bloor -Danforth Line - Capacity Delivered (2019)

AM Peak PM Peak Target 2018 Peaks
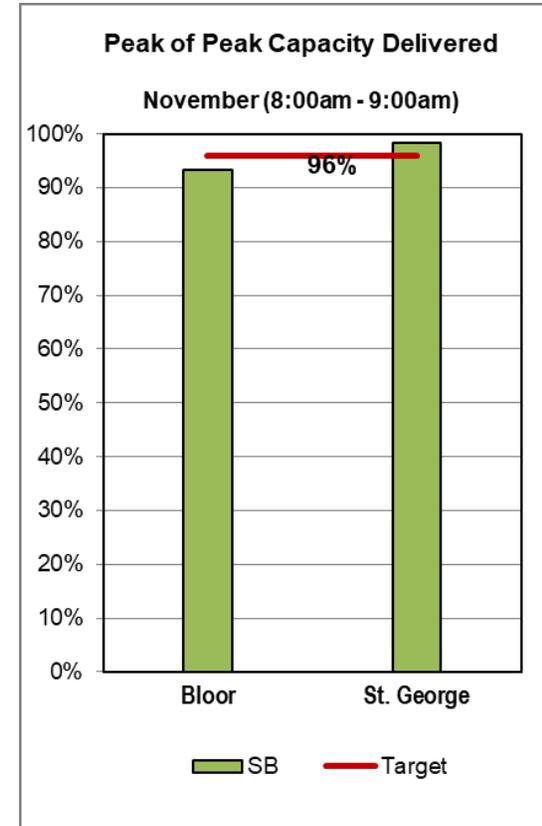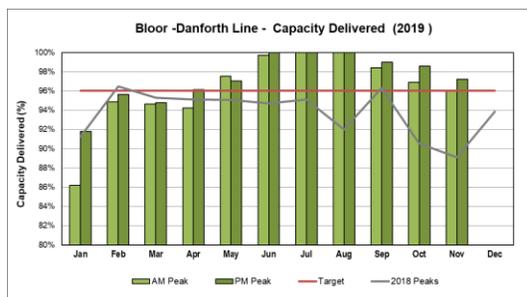
Definition
Total number of trains that travelled through 10 key sampling points during a.m. and p.m. peak as a percentage of trains scheduled. Data based on Monday-to-Friday service.

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 slipped in November, bringing the overall average down to 96.6%.

Our target of 96% has now been met for seven consecutive months.

Analysis

In the morning of November 7, we recorded only 10.5 trains-per-hour due to a feeder cable incident between Castle Frank and Broadview stations, resulting in a 145-minute delay. Weather-related delays doubled in November from our October results, further impacting service levels during inclement weather days.

Action plan

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

Line 3: Capacity
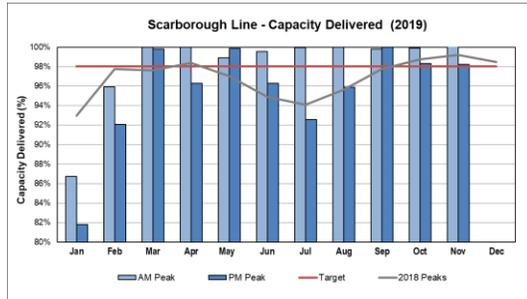
Scarborough Line - Capacity Delivered (2019)

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 99.7% in November.

Our target of 98% was met.

Analysis

The performance remains stable as the number of incidents was almost the same as in October.

On November 11, there were switch problems in the yard that resulted in a train being out of service for 360 minutes. A train was also removed from service on November 12 for propulsion issues. These days had the lowest performance of the month.

Action plan

Supervision has been maintained during the a.m. and p.m. peaks. This has continued to support the above target results.

Line 4: Capacity
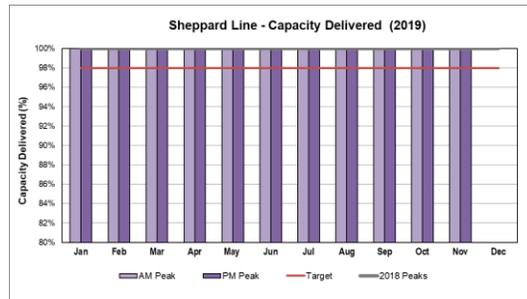
Sheppard Line - Capacity Delivered (2019)

Chart: Capacity Delivered (%) by month (Jan–Dec), showing AM Peak, PM Peak, Target, and 2018 Peaks.

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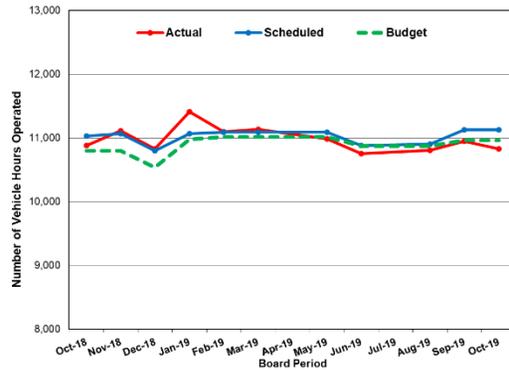
Definition
Calculated duration of time that all revenue trains are in service.

Contact
Kathleen Llewellyn-Thomas,
Chief Customer Officer

Results

In the October Board Period, 10,965 subway weekly hours were budgeted for service while 11,131 subway weekly hours were scheduled to operate, which represents a variance of 1.52%.

Of the 11,131 subway weekly hours scheduled to operate, 10,830 weekly hours were actually delivered, which represents a variance of -2.71%.

Analysis

The variance from budget to scheduled is due to scheduling a gap train (an empty train deployed in service as required) on Line 2 and budgeted service adjustments on Line 1 not occurring as planned.

Action Plan

No action required at this time.

Subway T1 train: Mean distance between failures (MDBF)
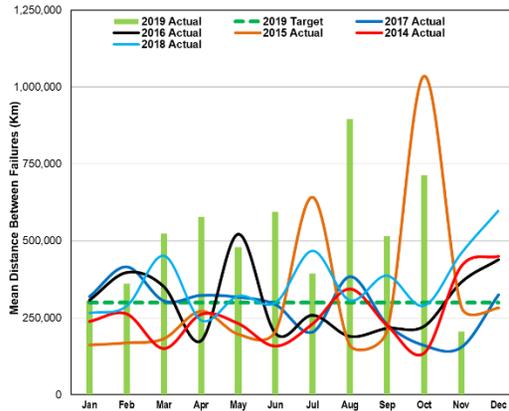
Definition
Total kilometres travelled in month compared to the number of rolling stock equipment incidents resulting in delays of five minutes or more. Includes all seven days of service.

Contact
Rich Wong,
Chief Vehicles Officer

Results

The MDBF in November was 205,560 kilometres, which is below the target of 300,000 kilometres.

Analysis

In November, there were 14 delay incidents greater than or equal to five minutes. The 12-month moving average for the T1 fleet is at approximately 510,000 kilometres between delay incidents. The highest number of delays were attributed to the passenger doors system, with eight incidents. This was followed by the braking system with three incidents, the propulsion system with two incidents, the compressed air system with one incident, and the body system with one incident.

Action Plan

The passenger doors system delays were due to three intermittent failing incidents of inside guides/track worn on the same doorset, one defective door control relay panel, one defective door close switch on the door interlock, one broken bottom guide strip, and one door panel slipping on belt.

The inside guide/track worn issues were corrected by installing additional guides in the door pockets and adjusting the door heights and parallelism. The defective door control relay panel, the defective door interlock, and the broken bottom guide strip were replaced. The door panel with the slipped belt had the panel interlock and air isolation gap re-adjusted. All affected door sets were tested to be functioning properly after the repairs. Maintenance staff have been instructed to perform additional focused door inspections to detect, track and monitor door performance and reliability.

The three braking system incidents were due to two defective master controllers and one loose wire on the active cab relay. The defective master controllers were replaced and tested. The loose wire on the active cab relay was tightened and tested. The active cab relay is part of the friction brake electronic control unit, which is being replaced with a new design on the fleet.

The two propulsion system incidents were due to a blown fuse and a defective tachometer board. The blown fuse was replaced and tested. The tachometer board was swapped with the mate car and tested in service for two weeks without issue.

The compressed air system incident was due to a faulty air service unit pressure relief valve. The valve was reseated and caused no further issues.

The body system incident was due to broken inter-car door rollers. The inter-car door rollers were replaced and tested.

Subway TR train: Mean distance between failures (MDBF)
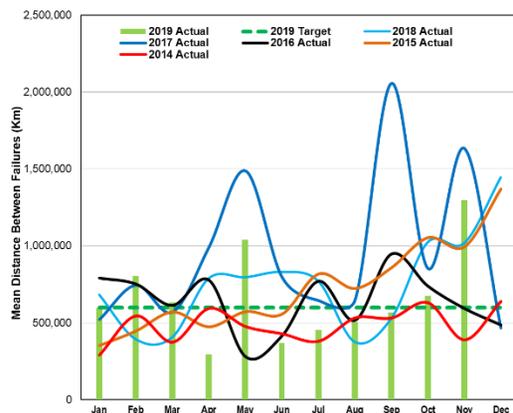
Definition
Total kilometres travelled in month compared to the number of rolling stock equipment incidents resulting in delays of five minutes or more. Includes all seven days of service.

Contact
Rich Wong,
Chief Vehicles Officer

Results

The MDBF in November was 1,296,414 kilometres, which is above the target of 600,000 kilometres.

Analysis

In November, there were three delay incidents greater than or equal to five minutes. The 12-month moving average for the TR fleet is at approximately 746,000 kilometres between delay incidents. The passenger door, cab door and train line systems each caused one delay incident.

Action Plan

The passenger door-related incident was a result of a faulty door control unit (DCU). The DCU has since been replaced and the doors were cycle tested to be working.

The cab door-related incident was a result of a broken window latch that prevented the cab window from opening and closing. The window latch has since been repaired and tested to be functioning properly.

The train line-related incident was a result of a defective automatic train operation display (ATOD). The ATOD monitor has since been replaced, and the train has resumed revenue service with no further issues detected.

All door rollers continue to be condition monitored by technical personnel at the carhouse to determine if delamination of the door rollers is occurring. All detected issues are rectified before returning back into revenue service. The advancement of the door roller program for the TR fleet to 2020 is being finalized, as well as the testing of a new design for door rollers. The objective is to restore the door reliability back to vehicle specifications.

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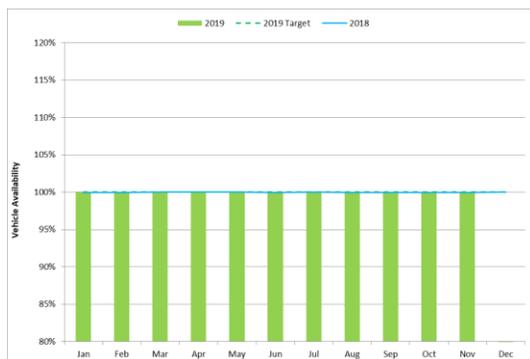
Definition
Daily average number of trains put into service (including RADs) compared to the number of trains scheduled for the a.m. peak period. Data represents Monday to Friday only. Holidays excluded.

Contact
Rich Wong,
Chief Vehicles Officer

Results

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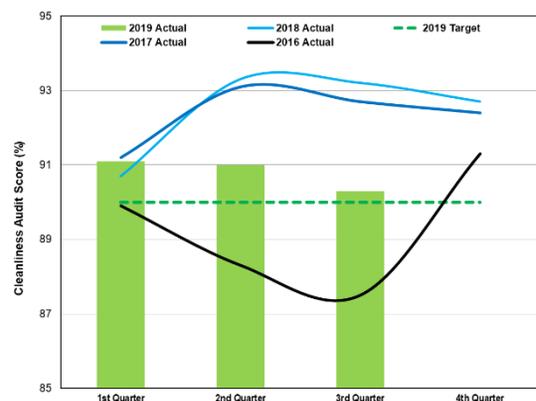
Definition
Average results of third party audit conducted each quarter. Average of "prior" "mid-day" and "end of service" results. Audits conducted weekdays only, excluding holidays.

Contact
Rich Wong,
Chief Vehicles Officer

Results

The average rating of 90.3% in Q3 2019 was above the target of 90.0%. We have recorded a score of greater than 90% since Q4 2016.

Analysis

Areas of strength in vehicle cleanliness across all fleets and lines were the ceilings, lighting, mandatory decals, etching/scratchitti and graffiti/stickers. Factors affecting the quarter-on-quarter overall cleanliness scores in Q3 2019 were door cleanliness, floors, anti-draft panels and windows.

The overall exterior cleanliness scores increased this quarter as the exterior body wash cycle resumed once every 10 days in addition to a focused exterior program that commenced in late Q2 2019 and concluded towards the end of Q3 2019. The floor wash cycle continues to be addressed once every 14 days.

Action Plan

Exterior vehicle washes continued until the end of 2019, weather permitting. Exterior vehicle washes are halted during the winter season as temperatures drop and excess exterior water freezes.

Streetcar services

Streetcar: On-time performance (OTP)
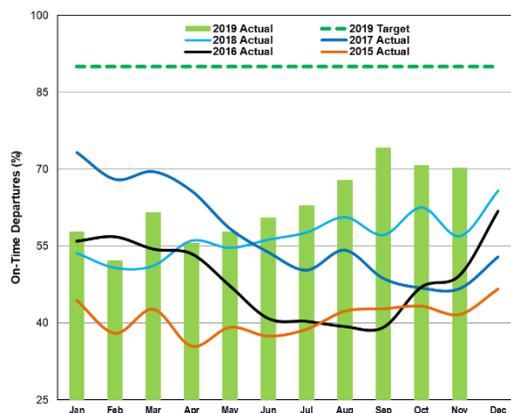
Definition
On-time performance measures vehicle departures from end terminals. Vehicles are considered on time if they depart within 59 seconds earlier or five minutes later than their scheduled departure time. Includes all seven days of service. Night routes are excluded.

Contact
James Ross,
Chief Operating Officer

Results

OTP in November was 70.3%, a slight decrease compared to October (70.8%), but an increase over the same period last year (57.0%).

Analysis

OTP dropped slightly compared to October, largely due to the poor performance of the 505 Dundas. When excluding the 505 Dundas from the network score, OTP in November increases to approximately 75%. The existing 505 schedule is deficient in run time. This route will see a new LFLRV schedule implemented for the April 2020 Board Period. In the interim, an improved bus schedule will be implemented on this route for the February 2020 Board Period, acting as a bridge prior to the roll out of LFLRVs.

Other events negatively impacted the network score for the period, including planned diversions for two civic events: The Santa Claus Parade (November 17) and the Cavalcade of Lights (November 30). The first major snowfall of the year

on November 11 also lowered the period score.

Performance was impacted during the weekend of November 8-10 due to planned track replacement on Queen Street, requiring a weekend-long diversion. Planned overhead repair work on the 512 St Clair for the weekend of November 23-24 required shuttle bus service, resulting in service operating independent of schedule along this route. Infrastructure work on the 506 Carlton route on November 24 also led to a full day of service not operating to the western end terminal at High Park Loop.

The last week of the period was the worst-performing week, largely due to damaged track brakes on most 501 Queen LFLRVs. This led to the 501 service being replaced by buses, operating independent of schedule, for about half of the week.

Action Plan

Schedule improvements for 2020 are being undertaken, reviewing running time at the route and timing point

level. Monitoring of route management strategies and resource deployment will also continue, with efforts being made to improve performance at challenging end terminals such as Union Station.

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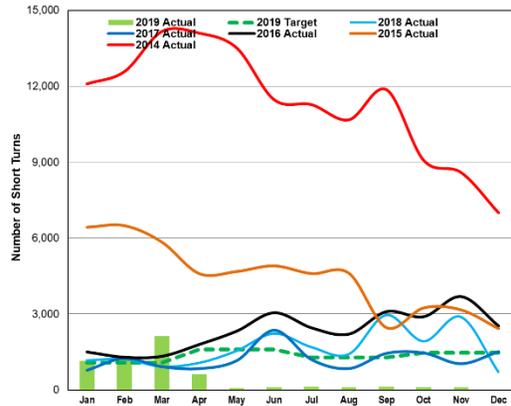
Definition
Total short turns per month. Includes all seven days of service, excluding night routes.

Contact
James Ross,
Chief Operating Officer

Results

There were 99 short turns in November, down from the 110 recorded in October, and down 96% from the same period last year (2,879).

Our target of 1,464 short turns was met.

Analysis

Streetcar short turns continued to average less than four per day throughout the network for the November period. November is the seventh consecutive month with short turn figures at record-low levels. The route with the highest number of short turns during the period was the 512 St Clair route (30). The largest proportion of these short turns was due to operational issues on the route on several days in particular. The route management team is making a concerted effort to ensure the number of short turns remains low.

Action Plan

The route management team continues to ensure streetcars complete full trips to end terminals to the greatest extent possible. In 2020, we will also see a heightened focus on ensuring travel time from yard to route is adequate, ensuring streetcars arrive on route on time, lessening the need to short turn vehicles to get them on schedule.

Streetcar: Weekly service hours
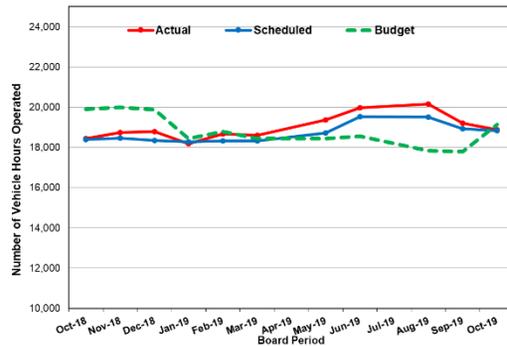
Definition
Service hours are calculated from the time a streetcar leaves the yard to when it returns to the yard. Measured daily.

Contact
Kathleen Llewellyn-Thomas, Chief Customer Officer

Results

In the October Board Period, 19,130 streetcar weekly hours were budgeted for service while 18,836 streetcar weekly hours were scheduled to operate, which represents a variance of -1.54%.

Of the 18,836 streetcar weekly hours scheduled to operate, 18,875 streetcar weekly hours were actually delivered, which represents a variance of 0.21%.

Analysis

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

Action Plan

No action required at this time.

LFLRV streetcar: Mean distance between failures (MDBF)
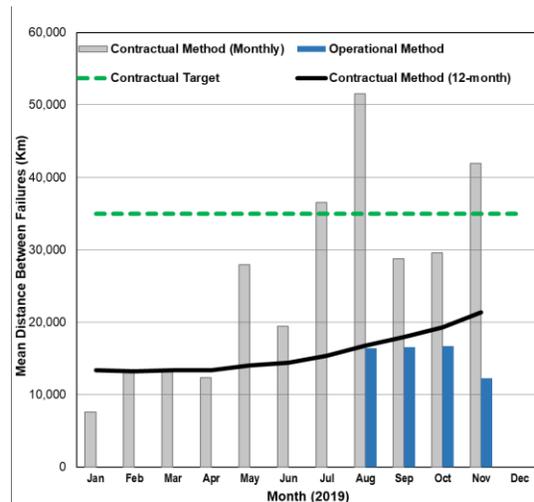
Definition
Total kilometres travelled by the Low-Floor Light Rail Vehicle (LFLRV) compared to the number of incidents (defined contractually) resulting in delays of five minutes or more. Includes all seven days of service. A threshold of 35,000 km was established to reflect the manufacturer's obligations 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 November was 41,890 kilometres. This is an increase of 12,360 kilometres compared to October and an increase of 29,405 kilometres when compared to the same time last year.

The 12-month average contractual MDBF was 21,324 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 November was 12,245 kilometres. This is a decrease of 4,446 kilometres from previous period.

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

Analysis

In November, there was a total of 19 relevant failures under the contractual reliability method. The top contributors were the train and cab controls system with seven, the high voltage power system with four and the communication system with two relevant failures.

With respect to the operational MDBF method, there were a total of 65 delays. These included incidents related to the high voltage and the ramp and door systems with 14 each, and the brake system with eight 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 continue to work with Bombardier to design and implement a more reliable controller on the fleet. A full inspection of all electrical connectors is currently being enforced on all new cars.

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

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

Brake system: Quality control containment and improvements have been implemented at supplier sites. In addition, component improvements (e.g. seals, guidance shaft and locking pins) are in validation and planning stages with implementation targeted for Q1 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)
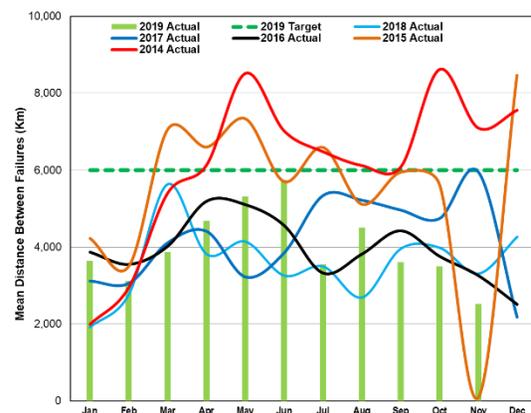
Definition
Total kilometres travelled by the Canadian Light Rail Vehicle (CLRV) compared to the number of incidents resulting in delays of five minutes or more. Includes all seven days of service.

Contact
*Rich Wong,
Chief Vehicles Officer*

Results

The MDBF of the CLRV fleet for November was 2,529 kilometres. This is a decrease of 781 kilometres from the same period last year and a decrease of 965 kilometres from the previous month.

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

Analysis

The number of failures have increased for the sander system and slightly increased for the doors and body systems. As CLRV service mileage continues to be reduced, each failure has a greater impact to the overall reliability of the fleet. In November, the weather conditions and the life of the vehicles contributed to 10 propulsion-related delays, seven each for the sander system and doors and four for the body.

Action Plan

Pre-service inspection and preventative maintenance programs will continue, along with further decommissioning of CLRV vehicles will decrease the number of equipment failures and improve reliability. 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)
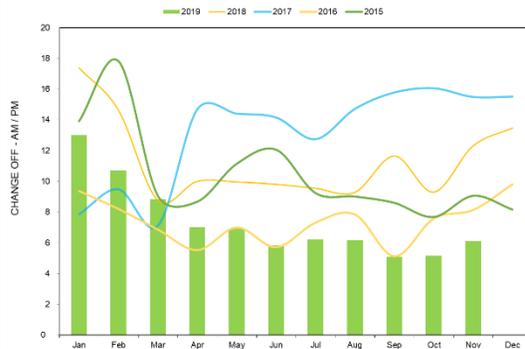
Definition
Average daily number of vehicle-equipment failures requiring a road call for service repair or a change off to a repair facility for a replacement vehicle. Includes Monday to Friday only.

Contact
Rich Wong
Chief Vehicles Officer

Results

The target for the maximum number of RCCOs is 1.5% of peak daily service. In November, 3.5% (or six of 167 vehicles) of the peak daily service, including Run-As-Directed vehicles, resulted in a RCCO.

Analysis

The daily average number of RCCOs for November increased by one compared to October.

An increase in failures of the doors and sander systems on the CLRV fleet in addition to high voltage, HVAC, track brake and communication systems on the LFLRV fleet contributed to the November RCCO count.

Action Plan

Staff are now focused on LFLRV preventative maintenance as the last CLRV was retired on December 29, 2019. Staff will continue to collect and analyze data from the operation of this new fleet and make adjustments to the Preventative

Maintenance programs. Staff will also continue to work the Bombardier to complete vehicle modification programs that will also help the reliability of the fleet.

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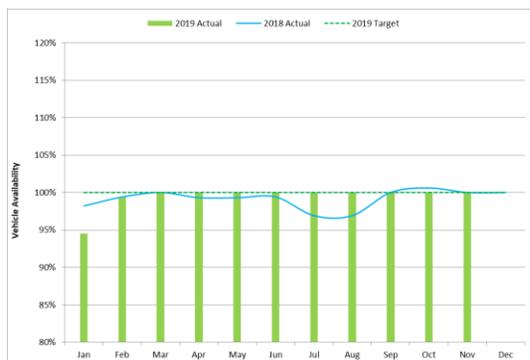
Definition
Daily average number of streetcars put into service (including RADs) compared to the number of streetcars scheduled for the a.m. peak period. Data represents Monday-to-Friday only. Holidays excluded.

Contact
Rich Wong,
Chief Vehicles Officer

Results

The target for streetcar availability is 100% of peak daily service, including Run-As-Directed (RAD) vehicles. In November, the target requirements were met with an average of 159 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
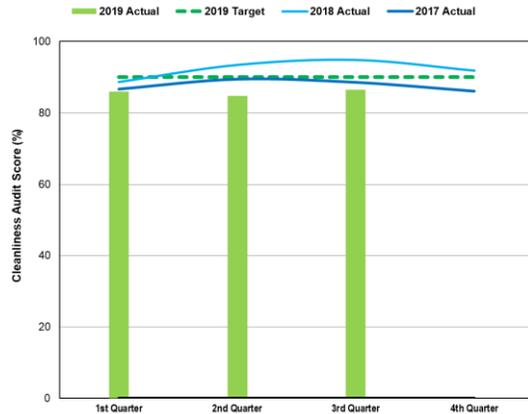
Definition
Average results of third-party audit conducted each quarter. Average of "prior," "mid-day" and "end of service" results. Audits conducted weekdays only, excluding holidays.

Contact
Rich Wong,
Chief Vehicles Officer

Results

The audit score for streetcar cleanliness increased in Q3 2019 to 86.5%. This is an increase from Q2 2019 and a decrease from Q3 2018. Overall performance on streetcar cleanliness is below the target of 90%.

Analysis

Heavy rainfall in July, causing accumulation of rain and dirt residue on the floors, contributed to a decrease in overall cleanliness. Efforts to improve scores in these areas are underway.

Action Plan

Scheduled cleaning activities will continue. Staff are investigating opportunities including alternative business models to improve the quality of streetcar cleanliness.

Bus services

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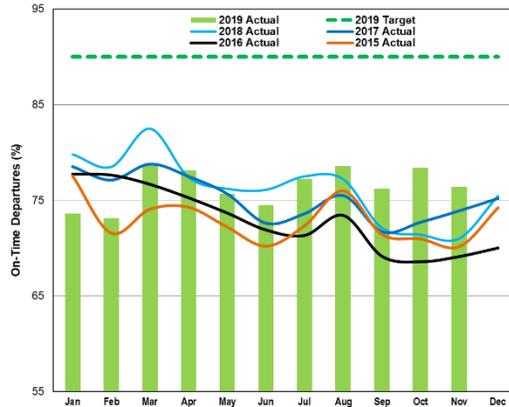
Definition
OTP measures vehicle departures from end terminals. Vehicles are considered on time if they depart within 59 seconds earlier or up to five minutes later than their scheduled departure time. Includes all seven days of service. Night routes are excluded.

Contact
James Ross,
Chief Operating Officer

Results

OTP in November was 76.4%, an improvement compared to the same period last year (71.0%) and a decline from last month (78.2%). Our target of 90% was not met.

Analysis

OTP in November continued to improve despite weather-related delays during week 46.

The 14 schedule changes implemented as part of the October 13 to November 23 Board Period averaged 84%. An additional eight routes were improved in the November 23 to December 21 Board Period, bringing the total number of routes with reliable schedules to 75.

Weekday reliability improvements implemented in the October 13 to November 23 Board Period include:

- 12 Kingston Rd (73% in 2018 to 84% in 2019)
- 16 McCowan (83% in 2018 to 91% in 2019)
- 17 Birchmount (70% in 2018 to 77% in 2019)
- 34 Eglinton East (44% in 2018 to 77% in 2019)
- 47 Lansdowne (62% in 2018 to 83% in 2019)
- 51 Leslie (60% in 2018 to 85% in 2019)
- 66 Prince Edward (74% in 2018 to 90% in 2019)
- 75 Sherbourne (47% in 2018 to 81% in 2019)
- 83 Jones (67% in 2018 to 90% in 2019)
- 87 Cosburn (81% in 2018 to 87% in 2019)
- 98 Willowdale-Senlac (67% in 2018 to 81% in 2019)
- 100 Flemingdon Park (58% in 2018 to 87% in 2019)
- 102 Markham Rd (68% in 2018 to 82% in 2019)
- 108 Driftwood (70% in 2018 to 92% in 2019)

Action plan

Reliability improvements were implemented in the November 23 to December 21 Board Period on the following routes: 22 Coxwell, 25 Don Mills, 56 Leaside, 60 Steeles West, 68 Warden, 121 Fort York - Esplanade, 125 Drewry and 925 Don Mills Express.

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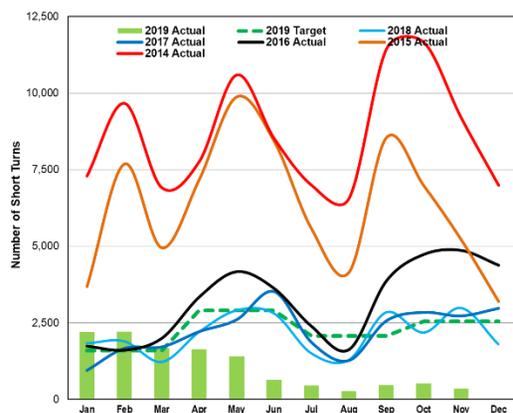
Definition
Total short turns per month. Includes all seven days of service, night routes excluded.

Contact
James Ross,
Chief Operating Officer

Results

There were 342 short turns in November, a significant improvement from the same period last year (2,981), and from last month (519). Our target of 2,550 short turns this period was met.

Analysis

The significant reduction in short turns for November 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, City of Toronto construction and inclement weather.

The top five routes accounted for approximately one third of the short turns in the period: 35 Jane (11%), 52 Lawrence West (9%), 63 Ossington (6%), 935 Jane Express (5%) and 54 Lawrence East (4%).

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 the first quarter of 2020. Routes 63 Ossington and 54 Lawrence East were affected by construction.

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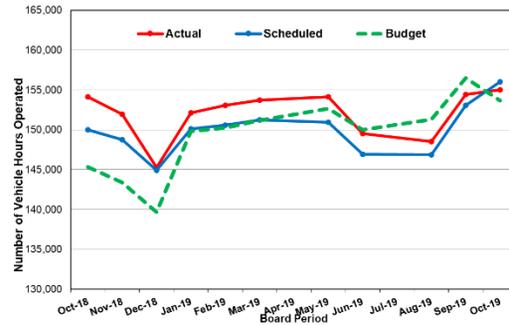
Definition
Service hours are calculated from the time a bus leaves a garage to the time it returns to the garage. Measured daily. Board Period total calculated using a weekly average.

Contact
Kathleen Llewellyn-Thomas, Chief Customer Officer

Results

In the October Board Period, 153,693 bus weekly hours were budgeted for service while 156,061 bus weekly hours were scheduled to operate, which represents a variance of 1.54%.

Of the 156,061 bus weekly hours scheduled to operate, 155,016 weekly hours were actually delivered, which represents a variance of -0.67%.

Analysis

Scheduled bus hours are higher than budgeted due to converting spare board workforce to scheduled regular operating hours. This has provided operational flexibility to mitigate delays and service disruptions.

Actual service hours are lower than scheduled service hours.

Action plan

No action required at this time.

Bus: Mean distance between failures (MDBF)
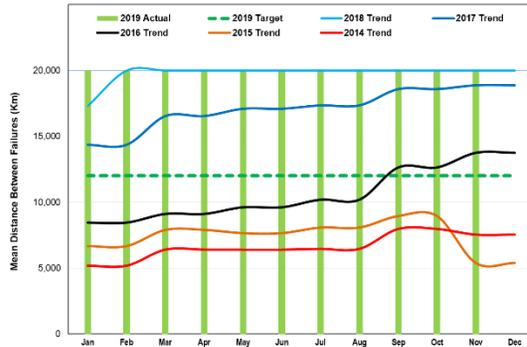
Definition
Total kilometres accumulated over the entire fleet compared to the total number of chargeable mechanical road calls. Data included for all seven days of service.

Contact
Rich Wong
Chief Vehicles Officer

Results

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

Analysis

MDBF for the bus fleet continues to remain 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 2017 (year-end) to 5.2 years in 2019 (year-to-date).

Another contributing factor to this high reliability is the implementation of several key reliability and retrofit programs. Examples include: State of Good Repair inspections, engine oil sampling and analysis, system specific proactive maintenance plans (cooling, body, electrical, engine), coolant hose/clamps redesign, LED light retrofits, batteries retrofit and various other fleet and garage specific programs.

Action Plan

To maintain a high level of vehicle reliability in the coming months, winter preparedness has been completed at the garages.

Preparation activities included: switch over to winter tires (articulated buses), wheelchair ramp de-icing and ramp protective plate retrofit on Nova buses.

The implementation of the fall seasonal program included: heating and associated systems check and servicing, radiator servicing, traction control checks, etc. A 10% audit of the subject program was completed and results were released as part of our continuous improvement initiatives.

VISION system Automated Health Monitoring training was completed. We will now deploy this training to operational staff. The next stage is to develop predictive reports to help us proactively address road calls related to complex systems such as engine, transmission and first-generation hybrid systems.

Bus: Road calls and change offs (RCCOs)
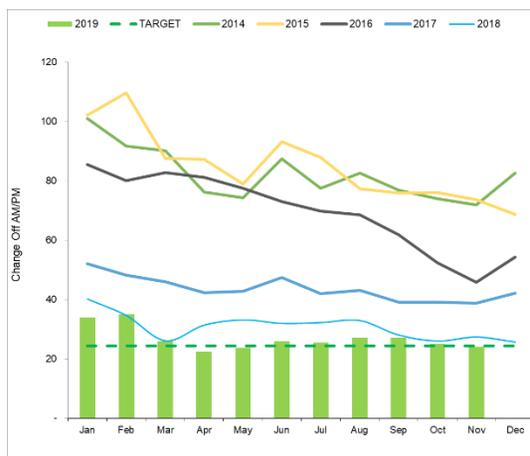
Definition
Average daily number of vehicle-equipment failures requiring a road call for service repair or a change off to a repair facility for a replacement vehicle. Monday to Friday data only.

Contact
Rich Wong,
Chief Vehicles Officer

Results

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

Analysis

Peak revenue service was 1,679 buses per day, including Run-As-Directed buses in November 2019. The average number of RCCOs per day equates to 1.43% of service, just below the 1.50% target.

Action Plan

We will continue to monitor and control road calls via daily tracking, gap analysis, reliability programs, and by working closely with the transportation department and service line contractor to reduce road calls.

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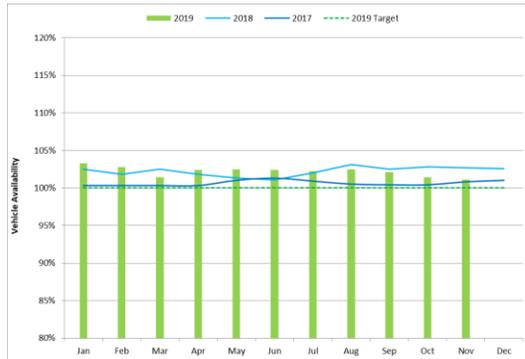
Definition
Daily average number of buses put into service (including RADs) compared to the number of buses scheduled for the a.m. peak period. Data represents Monday to Friday only. Holidays excluded.

Contact
Rich Wong,
Chief Vehicles Officer

Results

The average number of buses provided for a.m. peak service in November was 1,679 per day or 101.1% of planned service, well above the target of 1,661 buses.

Analysis

The significant number of new bus procurements from years 2016 into period 11 of 2019 (~1,000) 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

Continue to monitor and control all aspects of maintenance that support continuous improvement initiatives.

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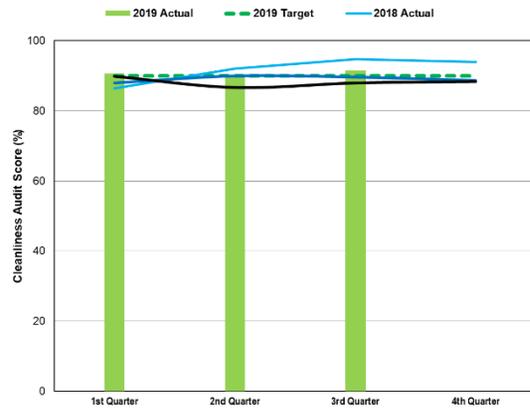
Definition
Average results of third party audit conducted each quarter. Average of "prior," "mid-day" and "end of service" results. Audits conducted weekdays only, excluding holidays.

Contact
Rich Wong,
Chief Vehicles Officer

Results

The bus cleanliness audit score in Q3 was 91.4%, which is above the target of 90%.

Analysis

The performance score takes into account pre-service, in-service and post-service audit results. We achieved a cleanliness score of 98.6% for pre-service, 90.5% for mid-service and 85% for post-service score. Pre-service cleanliness scores were near flawless in all categories, with slightly lower scores for wheel assembly cleanliness at certain garages affecting a very small percentage of the fleet. Wheel assembly cleaning is a function of the automated bus wash system. We are currently investigating the root cause of this issue.

Action Plan

We will continue to monitor and control cleaning contractor performance and look for trends as per our continuous improvement process.

Wheel-Trans Services

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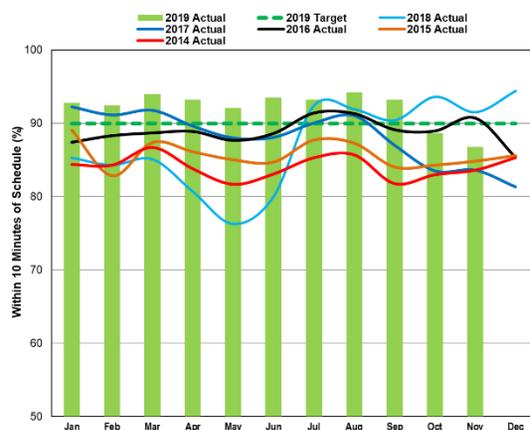
Definition
Measures on-time performance of all trips conducted by Wheel-Trans buses. Seven days a week, all time periods included. To be on time, the trip must arrive within 20 minutes of its scheduled arrival.

Contact
Kirsten Watson,
Deputy Chief Executive Officer – Operations

Results

OTP in November was 86.8%, a decrease of 1.9% from last month, and a decrease of 4.7% from the same time last year.

Analysis

OTP decreased due to the ongoing issue with the Hastus (scheduling software) map upgrade that took place on October 19, 2019. The upgrade has impacted our vehicle travel time calculations and has had a slight impact on our OTP. A large number of slight adjustments to our calculations will be required over the coming months to correct the calculations and make vehicle travel times more accurate. Strategic planning is in place to minimize the impact on customer trips.

Action Plan

Our dispatch team is consistently adjusting late runs to reduce the impact of late service to our customers. We have applied some changes to address some of the issues caused by the upgrade and we continue to adjust benchmarks as we learn how traffic moves across our network based on the actual map and travel time calculations. We are working with our Information Technology Services team and the vendor to resolve the issues that the map update has created.

Wheel-Trans: Mean distance between failures (MDBF)
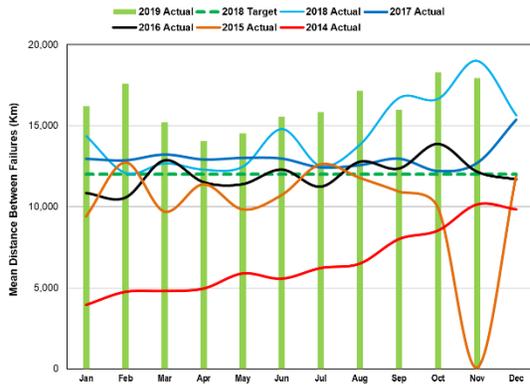
Definition
Total kilometres accumulated over the entire fleet compared to the total number of chargeable mechanical road calls. Data included for all seven days of service.

Contact
Rich Wong,
Chief Vehicles Officer

Results

November 2019 MDBF of 17,941 kilometres exceeded the target of 12,000 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.

All ProMaster buses have been delivered and all 128 vehicles were in revenue service during period 11. Side ramp issues have been experienced on the ProMaster bus fleet.

Action Plan

With the aggressive delivery schedule, Wheel-Trans has been able to alter its decommissioning strategy to focus on a fault and reliability based removal from service.

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 retrofit program is underway to address the side ramp issue on the ProMaster fleet. As of November, 30% of the fleet was completed.

Wheel-Trans: Accommodated service
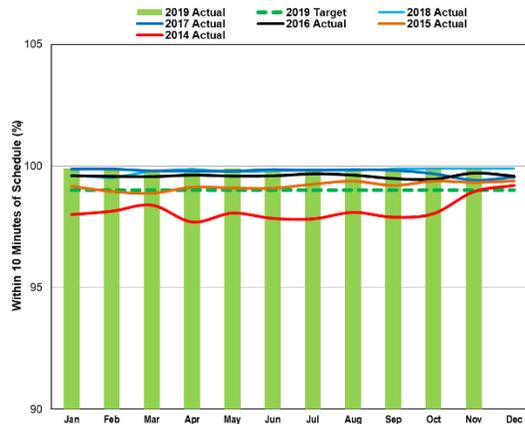
Definition

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

Contact
Kirsten Watson,
Deputy Chief Executive Officer – Operations

Results

The accommodated rate in November was 99.9%. This is 0.9% above our target, and consistent with the same time last year.

Analysis

We are committed to ensuring that all customer trip requests are accommodated. We continue to provide 99.9% of all trips as requested.

Action Plan

We continue to evaluate efficient ways of providing trips to our customers. Ride share and higher passenger-per-hour rates on buses are the focus of the Scheduling team. Family of Services trips continue to be promoted with customers as they allow more service time to be dedicated for door-to-door trips.

Wheel-Trans Contact Centre: Average wait time
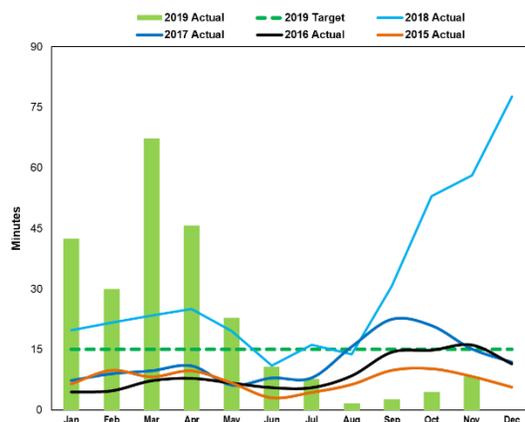
Definition
The average amount of time a customer waits in the queue before their call is answered.

Contact
Kirsten Watson,
Deputy Chief Executive Officer –
Operations

Results

The average wait time in November was 8.2 minutes. This is 6.8 minutes below our target.

Analysis

There has been a slight increase in average wait time since September. This increase was anticipated as this is generally our busiest time of the year. Due to school, day programs and the colder weather, our customers use the service more often. This is the sixth straight period the average wait time has been below our target and staff continues to work diligently at keeping average wait times below the 15-minute target.

Action Plan

Efforts are underway this winter to ensure extra support staff are in place with the assistance of summer students. We have staff trained to handle extraordinary days when we experience severe weather and a plan to enact when the forecast calls for it. Supervisory staff are scheduled in late evenings and on weekends to monitor the ever-changing call levels this time of year to ensure the average wait time for our customers remains below our target.

Station services

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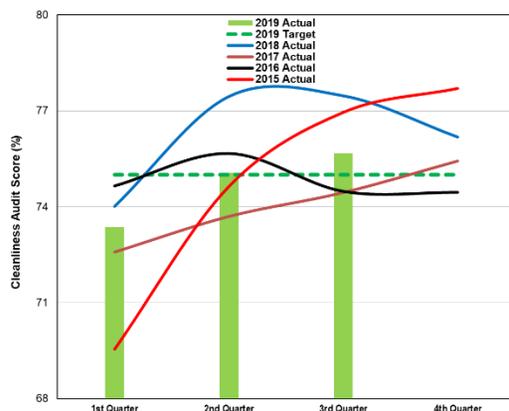
Definition
Average results of a third party audit conducted each quarter of all 75 stations. Audits are conducted weekdays only, excluding holidays.

Contact
James Ross,
Chief Operating Officer

Results

The Q3 audit results came in with an average station score of 75.67%, which is an increase of 0.61% from last quarter (75.06%) and a decrease of 1.80% from the same time last year (77.47%).

Our target of 75% was met.

Analysis

Of the 22 components that are scored, seven increased, 13 remained the same, while two saw a slight decrease.

The highest scoring stations in Q3 were:

- York University (92.37%)
- Vaughan Metropolitan Centre (89.95%)
- Highway 407 (88.78%)

The bottom three scoring stations in Q3 were:

- Main (67.69%)
- Dufferin (66.73%)
- Dundas West (65.10%)

All three of the above stations scored higher than they did in Q2.

Action Plan

The focus for Q4 2019 and Q1 2020 will be maintaining stations during winter months.

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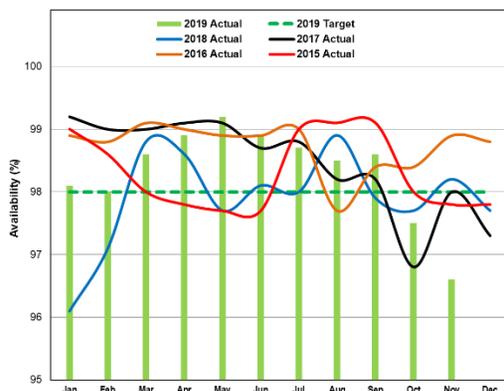
Definition
Percentage of total available subway elevator service hours during subway revenue service in a given month.

Contact
Fort Monaco,
Chief Infrastructure and Engineering Officer

Results

Elevator availability was under the target of 98% for November, and performance decreased to 96.6% from 97.5% in October.

Analysis

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

Action Plan

The overhaul work at Bathurst Station is scheduled to be completed by March 2020. Work at Scarborough Centre Station will be completed in January. We will continue performing preventative maintenance to meet reliability and availability targets.

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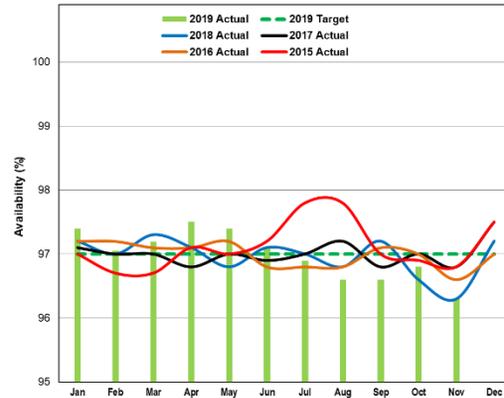
Definition
Percentage of total available escalator service hours during subway revenue service in a given month.

Contact
Fort Monaco,
Chief Infrastructure and Engineering Officer

Results

Escalator availability in November was under the target of 97%, and performance decreased to 96.3% from 96.8 in October.

Analysis

Construction activities at Lawrence Station negatively impacted performance in November.

Action Plan

Lawrence Station construction work was completed in December.

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 97.1% in October, which represents a 0.86% 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 scheme implemented in period 9. Since that time, there has been issues with the retrieval of data.

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 to address the USB disconnect issue we are currently having with the fare gates. This program is ongoing and will require both hardware and software testing to be implemented;

- A software update was installed in late September. This software update will: improve passage detection leading to a more reliable interface for the customers, provide an upgrade to the motor control interface improving motor reliability, and resolve 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. They have

provided a preliminary report with initial findings. Once S&B's 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, and motor and heater failures. We have additional software and hardware updates scheduled, which will add functionality and provide further fixes to known problems, improving gate availability for our 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 98.84% in November, which represents an increase of 0.50% from last month. Availability remains below the target of 99.99%.

Analysis

The increase in availability is attributed to improved monitoring and maintenance activities by Metrolinx.

Action Plan

As noted in last month's report, Metrolinx is working to identify the root cause of known card reader issues based on data collected from problematic card readers. Further updates will be provided when available.

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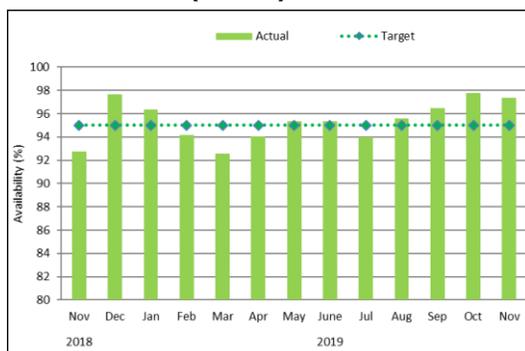
Definition
The average percentage of daily availability of PRESTO FVMs are based on duration of identified fault incidents to time of resolution. Cash collection incidents are currently not reflected in the calculation.

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 97.36% in November, which represents a decrease of 0.41% from last month. Availability remains above the target of 95.00%.

Analysis

Increased coin acceptance issues resulted in a reduction of FMV availability.

In anticipation of the November 30 date to stop selling tokens, tickets and passes at stations, replenishment and equipment repair activities were enhanced.

Action Plan

Metrolinx has implemented enhanced remote device monitoring and incident resolution processes.

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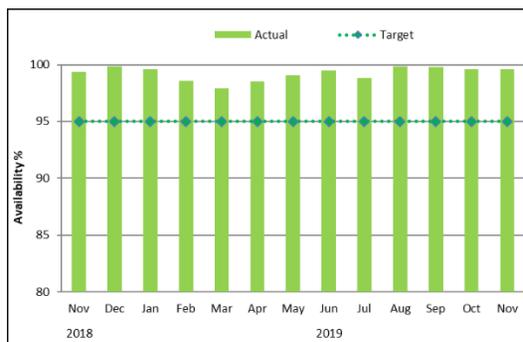
Definition
The average percentage of daily PRESTO SSRM availability are based on duration of identified fault incidents to time of resolution.

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 99.61% in November, which represents a decrease of 0.01% from last month. Availability remains above the target of 95.00%.

Analysis

Ongoing instances of intermittent device freezing during printing of receipts caused a decrease in SSRM availability.

Action Plan

A technical solution to address devices that freeze intermittently is targeted for roll-out in January 2020.

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 97.06% in November, which is a decrease of 1.26% from last month. Availability remains above the target of 95.00%.

Analysis

The decrease in availability is attributed to some equipment failures as a result of cash collection activities.

Action Plan

The Metrolinx vendor (Garda) that performs cash collection has provided additional training to their field crews. Metrolinx will ensure additional training is provided on an ongoing basis.

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