



## Chief Executive Officer's Report – June 2020 Update

Date: June 17, 2020  
To: TTC Board  
From: Chief Executive Officer

### Summary

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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

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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

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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.

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## Decision History

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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

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

## Signature

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Richard J. Leary  
Chief Executive Officer

## Attachments

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

# Toronto Transit Commission CEO's Report

## June 2020



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# Performance scorecard

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## TTC performance scorecard – June 2020

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
<b>Safety and security</b>							
Lost-time injuries	Injuries per 100 employees	Q1 2020	4.33	4.55*			18
Customer injury incidents	Injury incidents per 1M boardings	Q1 2020	1.08	1.24*			19
Offences against customers	Offences per 1M boardings	Q1 2020	0.85	1.00			21
Offences against staff	Offences per 100 employees	Q1 2020	5.38	4.18			23
<b>Ridership</b>							
Ridership	Monthly ridership	Apr 2020	6.2M	39.6M			24
Ridership	Year-to-date ridership	2020 YTD (to Apr)	123.9M	177.2M			24

Ongoing trend indicators: Favourable Mixed Unfavourable Not applicable

\*Represents four-quarter average of actual results

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Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
PRESTO ridership	Monthly ridership	Apr 2020	6.0M	36.1M	✘	✘	26
PRESTO ridership	Year-to-date ridership	2020 YTD (to Apr)	112.3M	157.7M	✘	✘	26
Wheel-Trans ridership	Monthly ridership	Apr 2020	48,254	325,065	●	●	28
Wheel-Trans ridership	Year-to-date ridership	2020 YTD (to Apr)	900,202	1.4M	●	●	28
<b>Customer experience</b>							
Customer satisfaction	Customer satisfaction score	Q1 2020	76%	80%	✘	✔	29
 <b>Subway services</b>							
1 On-time performance Line 1	Scheduled headway performance at end terminals	Apr 2020	82.2%	90%	✘	✘	30
2 On-time performance Line 2	Scheduled headway performance at end terminals	Apr 2020	85.2%	90%	✘	✘	31
3 On-time performance Line 3	Scheduled headway performance at end terminals	Apr 2020	95.9%	90%	✔	✔	32

Ongoing trend indicators:  Favourable  Mixed  Unfavourable  Not applicable

\*Represents four-quarter average of actual results

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Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
<b>4</b> On-time performance Line 4	Scheduled headway performance at end terminals	Apr 2020	99.4%	90%			33
<b>1</b> Capacity Line 1	Trains-per-hour during peak	Apr 2020	86.3%	96%			34
<b>1</b> Capacity Bloor Station	Trains-per-hour (8 a.m. to 9 a.m.)	Apr 2020	84.3%	96%			34
<b>1</b> Capacity St George Station	Trains-per-hour (8 a.m. to 9 a.m.)	Apr 2020	76.9%	96%			34
<b>2</b> Capacity Line 2	Trains-per-hour during peak	Apr 2020	79.7%	96%			35
<b>3</b> Capacity Line 3	Trains-per-hour during peak	Apr 2020	97.9%	98%			36
<b>4</b> Capacity Line 4	Trains-per-hour during peak	Apr 2020	100%	98%			37
Amount of service	Average weekly service hours delivered	Apr 2020	9,771 h	11,131 h			38
Vehicle reliability T1 trains	Mean distance between failures	Apr 2020	2,506,020 km	300,000 km			39
Vehicle reliability TR trains	Mean distance between failures	Apr 2020	372,320 km	600,000 km			40

Ongoing trend indicators: Favourable Mixed Unfavourable Not applicable

\*Represents four-quarter average of actual results

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Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Service availability	Daily average service delivered	Apr 2020	100%	100%			41
Subway cleanliness	Audit score	Q1 2020	90.2%	90%			42
<b>Streetcar services</b>							
On-time performance	On-time departures from end terminals	Apr 2020	63.9%	90%			43
Short turns	Monthly total short turns	Apr 2020	40	296			45
Amount of service	Average weekly service hours	Apr 2020	15,656 h	19,869 h			46
Vehicle reliability: LFLRV (Low-Floor Light Rail Vehicle) – Contractual	Mean distance between failures	Apr 2020	76,995 km	35,000 km			47
Vehicle reliability: LFLRV (Low-Floor Light Rail Vehicle) – Operational	Mean distance between failures	Apr 2020	33,363 km	35,000 km			47
Road calls and change offs	Average daily road calls or vehicle change offs	Apr 2020	3	2.4			50
Service availability	Daily number of vehicles available for service	Apr 2020	100%	100%			51

Ongoing trend indicators: Favourable Mixed Unfavourable Not applicable

\*Represents four-quarter average of actual results



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Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Streetcar cleanliness: Pre-service	Audit score	Q1 2020	84.0%	90%			52
Streetcar cleanliness: In-service & post-service	Audit score	Q1 2020	77.4%	90%			53
<b>Bus services</b>							
On-time performance	On-time departures from end terminals	Apr 2020	81.4%	90%			54
Short turns	Monthly total short turns	Apr 2020	0	1,350			56
Amount of service	Average weekly service hours	Apr 2020	139,676 h	151,576 h			57
Vehicle reliability: e-Bus	Mean distance between failures	Apr 2020	17,255 km	24,000 km			58
Vehicle reliability: Hybrid	Mean distance between failures	Apr 2020	30,000 km	24,000 km			60
Vehicle reliability: Diesel	Mean distance between failures	Apr 2020	20,000 km	12,000 km			61
Road calls and change offs	Average daily road calls or vehicle change offs	Apr 2020	13	24			63

Ongoing trend indicators: Favourable Mixed Unfavourable Not applicable

\*Represents four-quarter average of actual results

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Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Service availability	Daily average service delivered	Apr 2019	102.0%	100%			64
Bus cleanliness: Pre-service	Audit score	Q1 2020	97.7%	90%			65
Bus cleanliness: In-service & post-service	Audit score	Q1 2020	84.5%	90%			66
<b>Wheel-Trans services</b>							
On-time performance	% within 20 minutes of schedule	Apr 2020	98.5%	90%			67
Vehicle reliability	Mean distance between failures	Apr 2020	20,000 km	12,000 km			68
Accommodation rate	Percentage of requested trips completed	Apr 2020	99.9%	99%			69
Average wait time	Average amount of time a customer waits before call is answered	Apr 2020	0.9 min	15 min			70
<b>Station services</b>							
Station cleanliness	Audit score	Q1 2020	74.1%	75%			71

Ongoing trend indicators: Favourable Mixed Unfavourable Not applicable

\*Represents four-quarter average of actual results

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Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Elevator availability	Per cent available	Apr 2020	95.1%	98%			72
Escalator availability	Per cent available	Apr 2020	96.8%	97%			73
Fare gates equipped with PRESTO	Per cent available	Mar 2020	99.41%	99.5%			74
PRESTO fare card readers	Per cent available	Apr 2020	99.24%	99.99%			76
PRESTO Fare Vending Machines	Per cent available	Apr 2020	99.77%	95.00%			77
PRESTO Self-Serve Reload Machines	Per cent available	Apr 2020	99.98%	95.00%			78
PRESTO Fares and Transfer Machines	Per cent available	Apr 2020	99.69%	95.00%			79

Ongoing trend indicators:  Favourable  Mixed  Unfavourable  Not applicable

\*Represents four-quarter average of actual results

# CEO's commentary

With the state of emergency extended to June 30, I would like to begin this month's commentary by acknowledging the approximately 60 TTC employees who have tested positive for COVID-19 (as of the second week of June). These employees are in our thoughts every day. Fortunately, to date, about 30 have returned to work, and we wish everyone recuperating at home a complete and speedy recovery.

From the beginning of this dreadful pandemic, it has been the tireless dedication displayed by our frontline workers, and many others behind the scenes, that has kept the TTC a resilient and reliable option for those in our city who rely on us most. I am deeply grateful to our staff and customers for their vigilance and ongoing efforts to practice proper physical distancing, wearing face coverings while riding

the system, and doing those basic things to keep safe and well.

The safety of customers and employees is the cornerstone of everything we do at the TTC. The commitment to safety guides the actions taken to respond to the COVID-19 pandemic and ensures the TTC has put appropriate measures in place to protect customers and employees as the Province of Ontario lifts restrictions in order to restart the economy.

As the province and city begin to reopen and customers return to the TTC, it will be impossible for customers to maintain physical distancing — already we are seeing bus ridership jump to its highest levels since the province shut down in March. For many, public transit is the primary mode of mobility and the TTC will play an important role in the restart and recovery from COVID-19, which is why the TTC

has put a multi-point plan together that focuses on the following key actions:

- The enhanced and continued cleaning and disinfection of all public places, stations and vehicles with a focus on touch and grab points, such as buttons, railings, handles and straps;
- Making face coverings mandatory as of July 2;
- Distributing one million masks to customers;
- Building on employee safety initiatives, including continued distribution of Personal Protective Equipment (PPE) kits for Operators that include gloves, disinfectant wipes, re-useable masks, hand sanitizer and face shields as well as installing barriers at workplaces;
- Customer education and awareness campaign;

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- Hand sanitizer is being made available throughout the subway system; and
- Subway stations are being equipped with floor markings and directional signage to help direct traffic.

Now while we've all been working hard to stop the spread of COVID-19 here at home, we have all been watching the disturbing and heartbreaking events taking place in the U.S. over the past few weeks.

George Floyd's death is one of the most recent instances in a long history of terrible tragedies and while this particular incident took place in the United States, we need to recognize and address the fact that anti-Black racism exists here in Canada, and yes, here at the TTC.

As we all know, change is needed. Anti-Black racism deeply harms our Black employees, customers and communities, and it affects us all. Moving forward, we want to make it

clear that racist actions will be called out and will not be tolerated. To address this, I think it is important that you know what we are doing to make change happen at the TTC.

To bring awareness to all levels of the organization, the TTC has begun the rollout of several training sessions in partnership with the City's Confronting Anti-Black Racism Unit starting with TTC Executives, senior leadership group, Managers and Supervisors as well as both Fare Inspectors and Special Constables.

The TTC has several action items identified in Toronto's Action Plan to Confront Anti-Black Racism. To address these actions, the TTC has joined the Confronting Anti-Black Racism Unit's City Leads Circle, which encourages collaboration between City Divisions, Agencies, Boards and Commissions.

The TTC has engaged Arleen Huggins, who is a partner at Koskie Minsky LLP and head of the firm's Employment Law Group, where she specializes in employment law and human rights. Arleen will assist in advancing our work to combat anti-Black racism on the frontlines and across the various levels of the organization and to promote greater diversity and inclusion at the TTC.

Earlier this year, TTC employees submitted an application to start the first international chapter of the Conference of Minority Transportation Officials (COMTO). COMTO is an organization that develops and advocates for its members by helping to foster barrier-free access to career advancement opportunities within the transportation industry for all people of racialized and marginalized groups.

This grassroots initiative is the kind of change that we need and support. It was created by TTC

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employees who were looking for ways to leverage the experience of the COMTO organization to bring about change and growth opportunities for all marginalized groups working in the transportation industry in the GTHA.

I recognize that these events are weighing heavily on our employees, as well as in the communities we serve. That's why it's so important that our workforce and our customers know that the TTC is serious about making change.

One positive outcome from the pandemic has been the ability to significantly advance our state-of-good-repair (SOGR) schedule as a result of a severe decline in ridership. In May, the TTC began operating at reduced service levels to match the decreased ridership. The reduction in service has presented opportunities to accelerate repair and maintenance activities to our fleet of buses, trains and streetcars as well as our SOGR

and Capital Program. We will be able to advance an additional 25 per cent of our asset maintenance and SOGR work plan for 2020.

TTC staff have been working to identify outstanding projects that can be addressed during this service reduction. For instance, the accessible streetcar fleet needed repair and maintenance work. Due to the drop in the peak service requirement this temporary reduction has resulted in an extra 19 streetcars available for repair and maintenance activities, in addition to the pre-COVID spares normally available for maintenance and repair. Ultimately, these efforts could bring the fleet of accessible streetcars to a standardized configuration and improve service reliability of the earlier production vehicles a year-and-a-half sooner than originally scheduled.

As well, we are advancing timelines at Chester Station. Reduced ridership has allowed us to close

the station for two weeks in order to advance construction work on elevators and other easier access features. As a result, the station will become accessible in early fall, well ahead of schedule.

The TTC strongly believes that all customers should enjoy the freedom, independence and flexibility to travel anywhere on its transit system, and is currently making Toronto's transit system barrier-free by implementing changes that will make all of its services and facilities accessible.

And finally, I would like to take this opportunity to formally introduce Gary Downie as the TTC's new Chief Capital Officer combining the position with his previous role of Chief of Major Projects. Gary takes over from Susan Reed Tanka who retired last month after 30 years of dedicated service at the Commission.

The past few years have brought

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about many exciting changes, challenges and opportunities for the TTC and for public transit overall. Gary's experience and leadership in delivering major transit projects will be instrumental in his new role as Chief Capital Officer as he leads his team through the challenges ahead and oversees various infrastructure, accessibility and SOGR capital projects.

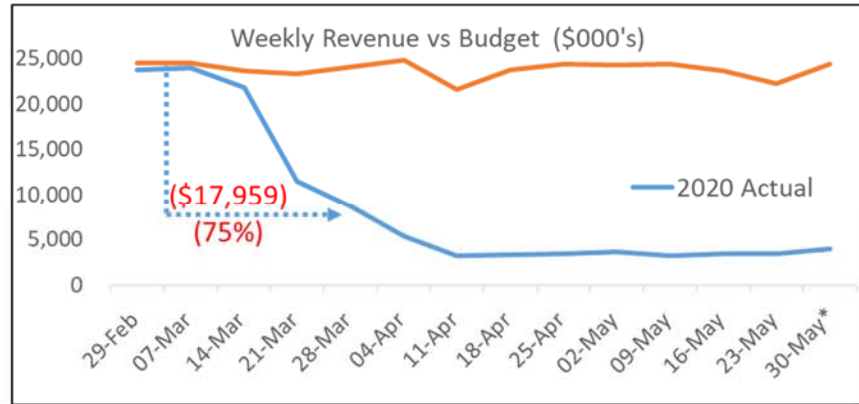
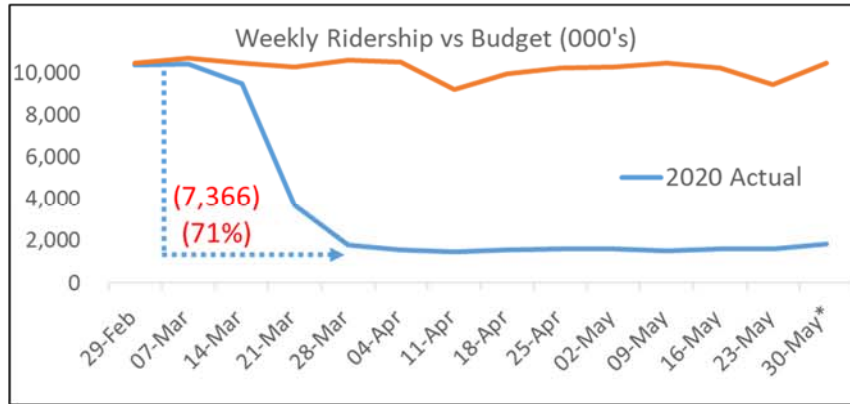
These are unusual times but I am sure that with our combined efforts, we will be well-positioned for our customers to come back to the TTC in a way that is safe and welcoming for everyone.

A handwritten signature in black ink, appearing to read 'Richard J. Leary', written in a cursive style.

**Richard J. Leary**  
**Chief Executive Officer**  
**June 2020**

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## COVID-19 dashboard 2020 YTD ridership and revenue



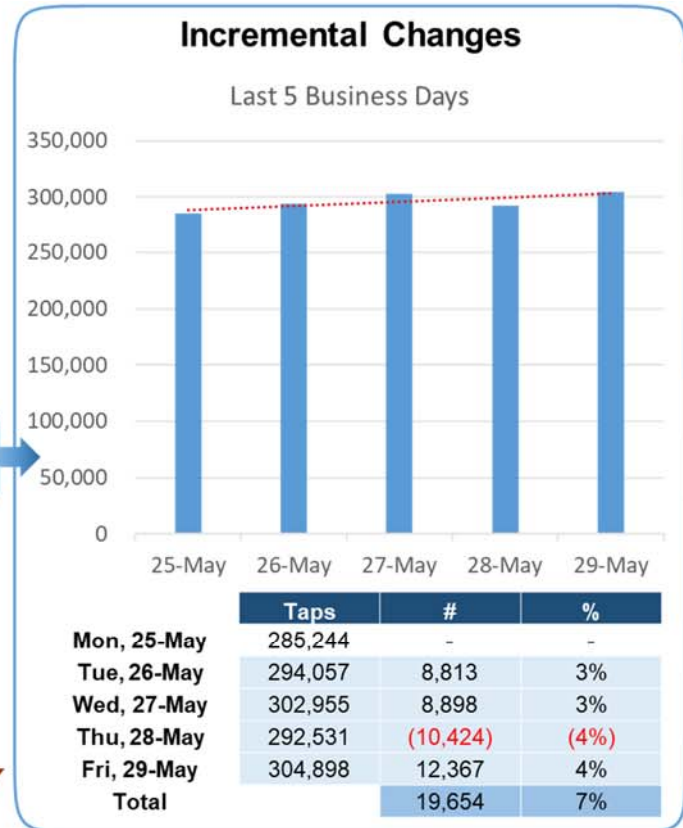
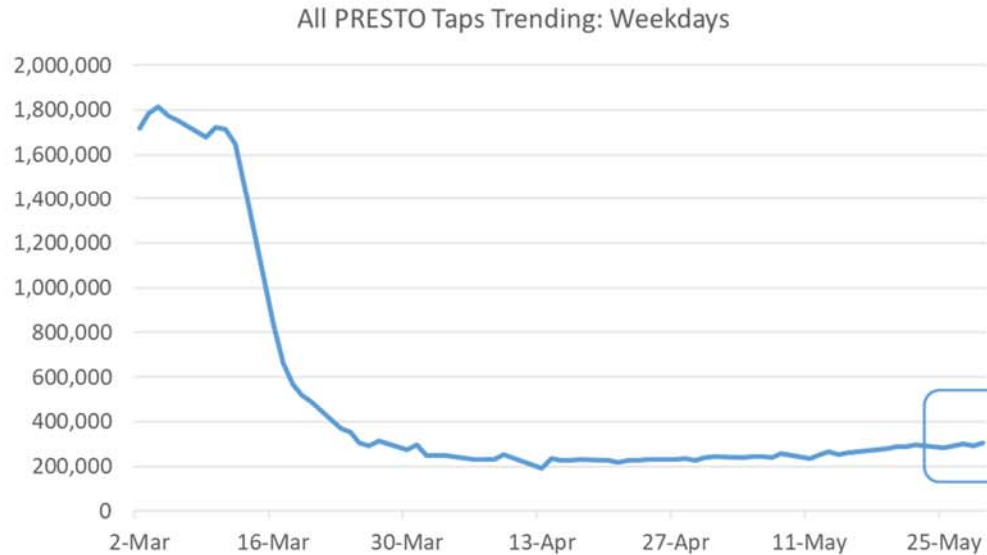
### KEY OBSERVATIONS:

- May Ridership and Revenue are following similar trends to those observed in April.
- Ridership continues to be approximately 85% (+/- 3%) below budget and Revenue continues to be 86% (+/- 3%) below budget.



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## PRESTO taps (May 29)



**Report Day**  
Friday, May 29, 2020

**304,898**

**Last Friday in April**  
Friday, April 24, 2020

**232,787**

**31%** ▲

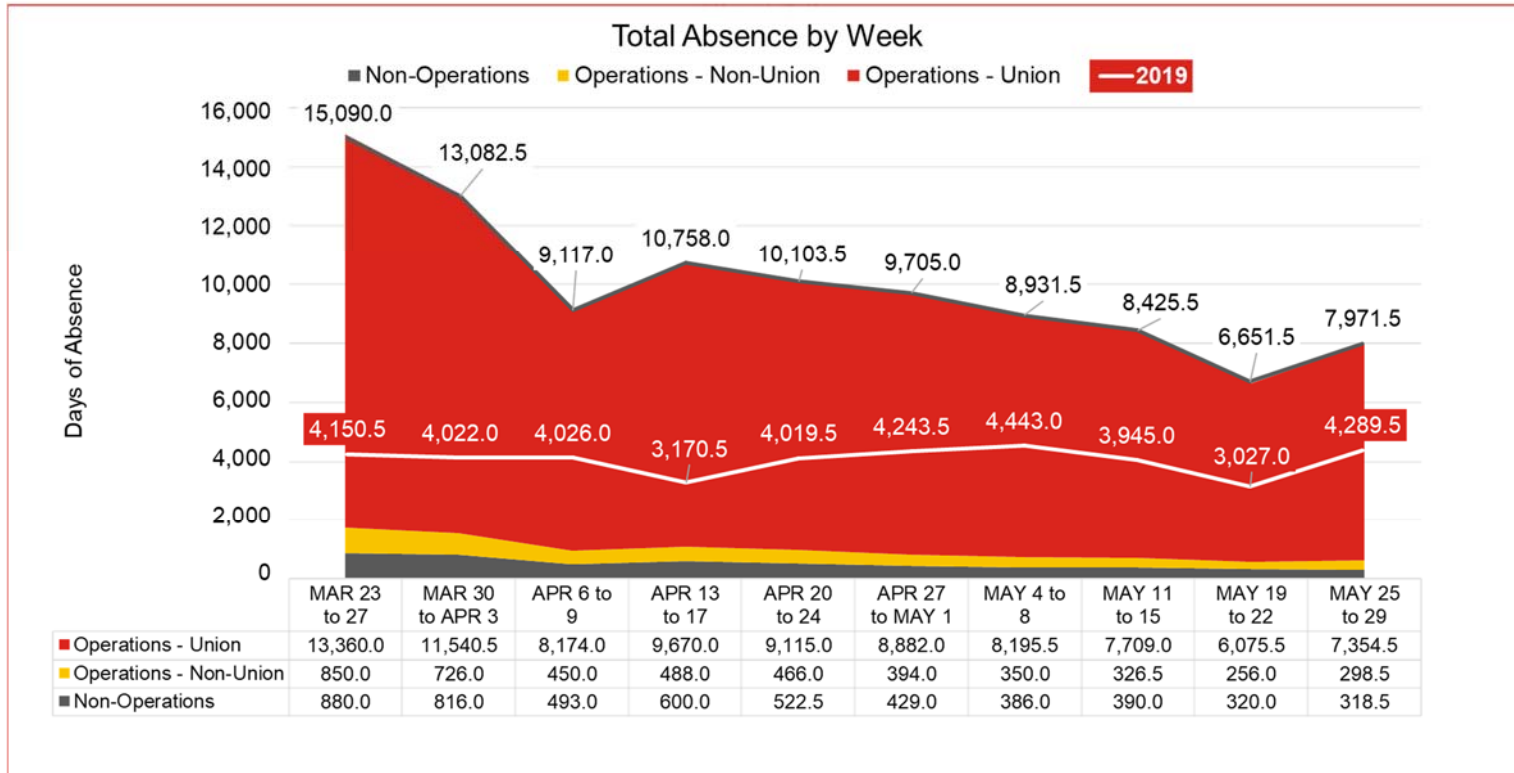
**PreCOVID-19**  
Monday, March 2, 2020

**1,717,443**

**(82%)** ▼

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## Employee absences



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

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### Transit service (May 29)

	Subway Service	Streetcar Service	Bus Service	Wheel-Trans
<b>Service Output (per Planned Service)</b>	YUS 100% Service BD 100% Service	100% Service	100% Service	Service Reduced
<b>Mitigating steps to meet operational needs</b>	Meeting 100% of service at a reduced capacity. <sup>1</sup>	Meeting 100% of service at a reduced capacity. <sup>1</sup>	Meeting 100% of service at a reduced capacity. <sup>1</sup>  Extra buses added to key routes for front line workers	Service Reduction due to decrease in weekly Ridership (down 83% versus 2020 budget estimates)
<b>Operator COVID-19 Related Absences</b>	3	20	68	1
<b>COVID-19 Absence Rate</b>	0.4%	3.4%	1.5%	0.2%
<b>OT hours (hh:mm)</b>	5:24 <sup>2</sup>	0:00 <sup>2</sup>	3:00 <sup>2</sup>	0:00

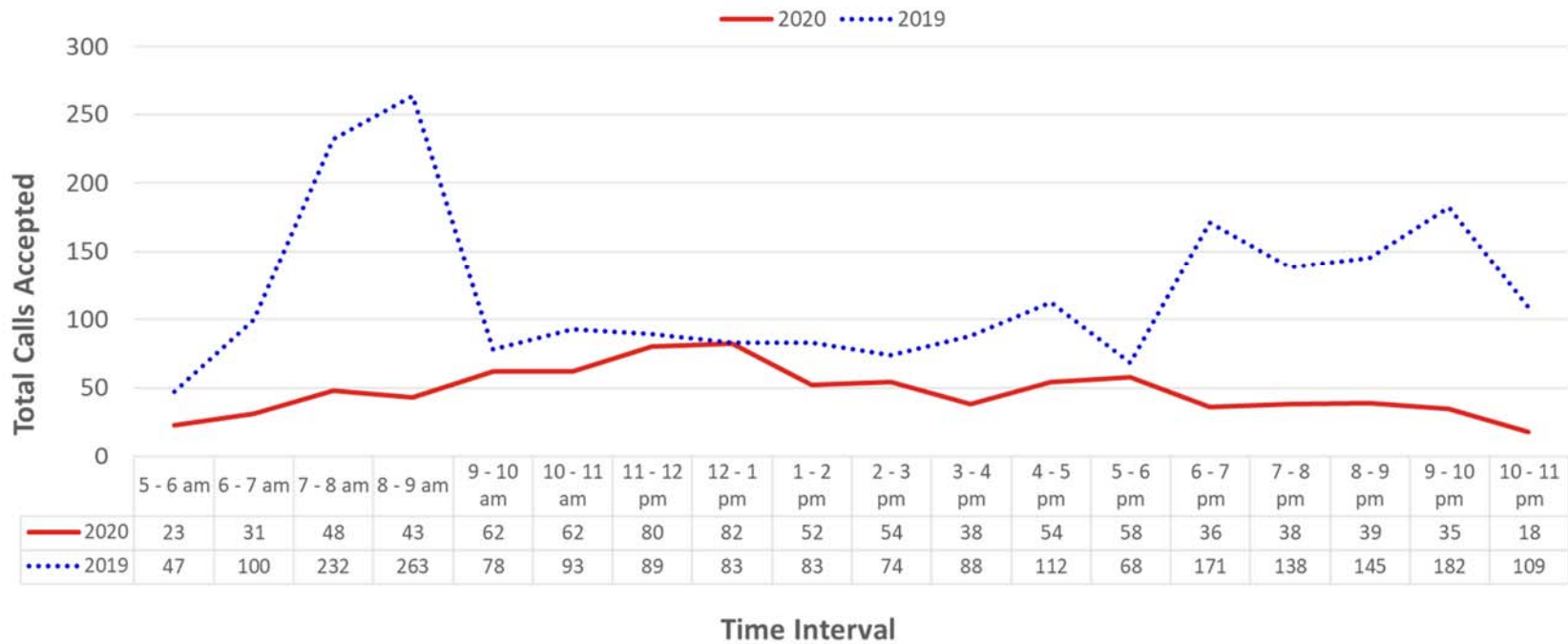
<sup>1</sup> Reduced Capacity is defined in the Ridership Response Service Plan: 77% or greater than that of the pre-COVID-19 service levels, this has been in effect since May 10, 2020.

<sup>2</sup> Excludes capital overtime.

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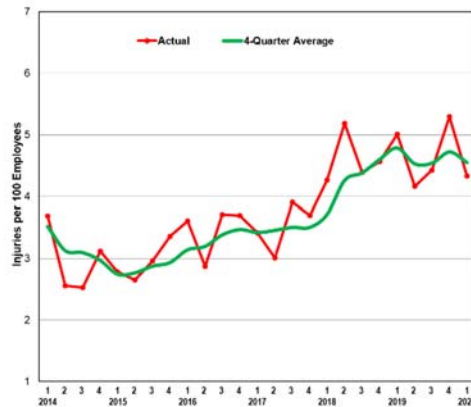
## Wheel-Trans: Reservations calls per hour (May 29)

- YOY, total calls between 5-8am and 8-11pm decreased by 76% (-621)
- Majority of these calls can be attributed WT customers travelling less for non essential reasons (leisure activities, day programs etc.)



# 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:** Q2 2020 data will be available in the September CEO's Report.

### Results

The LTIR for Q1 2020 was 4.3 injuries per 100 employees.

### Analysis

The LTIR for Q1 was 5% lower than 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.

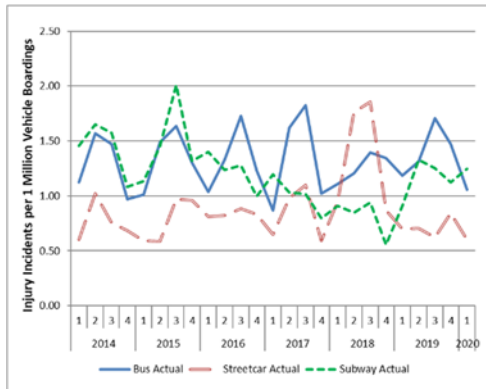
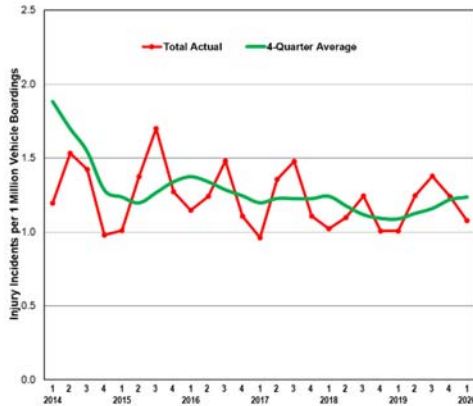
The Ergonomic Musculoskeletal Disorder Prevention Program, currently being implemented, focuses on preventing such injuries and resolving ergonomic

concerns. Specific training modules for high-risk groups (e.g. Elevating Devices, Wheel-Trans Operators and Track Maintenance) have been developed. The train-the-trainer session has been deferred to fall 2020 due to the COVID-19 pandemic.

**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.

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## 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 Q1 2020 was 1.08 injury incidents per one million vehicle boardings.

### Analysis

The CIIR for Q1 was 13% lower than the first-quarter average rate of 1.24 injury incidents per one million vehicle boardings. Moreover, the four-quarter average line shows there has been a continued downward trend in the CIIR since 2014.

The decrease in the Q1 CIIR was mainly due to the decrease in the bus customer injury rate. This reduction can be partly attributed to the reduction in ridership due to the COVID-19 pandemic. Bus ridership was reduced by 10% in Q1 2020, compared to Q1 2019.

### Action plan

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

*Note: Q2 2020 data will be available in the September CEO's Report.*

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### Regulatory compliance

At the May 29, 2019 Audit and Risk Management Committee meeting, a commitment was made to report to the Board on compliance to Safety, Health and Environment regulatory orders and to provide assurance that Commissioners have discharged their legal responsibilities. The table entitled *Order compliance*, summarizes the number of regulatory orders issued from January 1 to April 4, 2020 and their status.

#### Contact

Betty Hasserjian,  
Chief Safety Officer (Acting)

### Order compliance

Type	Number of Orders Issued		Status
	Requirement Orders <sup>1</sup>	Non-compliance Orders <sup>2</sup>	
Ministry of Labour Orders	2	2	Compliance Achieved
Ministry of the Environment, Conservation and Parks Orders	0	0	Not Applicable
Technical Standards and Safety Authority Orders	0	0	Not Applicable
City of Toronto - Notice of Violation	0	0	Not Applicable
Toronto Fire Services Code Violations	5	34	Compliance Achieved

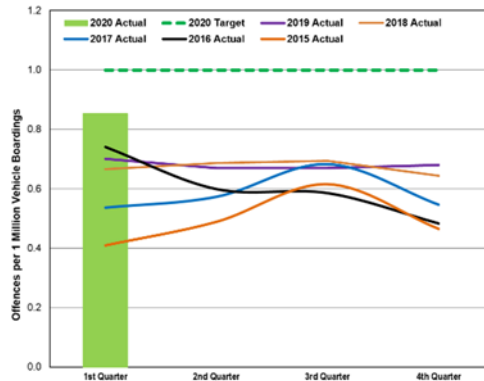
<sup>1</sup> Orders issued to provide documentation/information.

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

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

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### Offences against customers



#### Definition

Number of offences against customers per one million vehicle boardings.

#### Contact

Kirsten Watson  
Deputy Chief Executive Officer –  
Operations

#### Results

In Q1 2020, the number of crimes against customers per one million vehicle boardings increased to 0.85. This was a 25% increase from last quarter and a 21% increase from the same time last year.

#### Analysis

Overall, there were 20 more offences against customers this quarter compared to Q4 2019. In Q1 2020 the number of robberies and sexual assaults significantly increased. There was also a small increase in the number of assaults. In comparison to Q4 2019, there was a decrease in the number of thefts and other offences.

#### Action Plan

Special Constable Service continues to monitor these statistics on a regular basis and allocate Transit Special

Constables across the network to provide support in the way of special details and initiatives that assist with ongoing and emerging issues.

The Special Constable Service has been doing great work with the City's Streets to Homes Program. Streets to Homes assists people who may need shelter support or who are experiencing mental health or addiction issues.

Since last April, an innovative partnership has developed between the TTC's Community Engagement Unit (CEU) and outreach workers from Streets to Homes. Together, they have been providing support and education to those who require assistance. This partnership has become even more important since the global pandemic has started as they are able to provide further education to individuals about COVID-19 and how they can stay safe and self-monitor for symptoms.

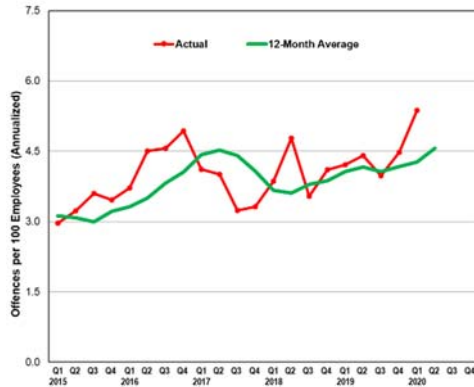


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As of June 4, the team has had nearly 160 interactions with individuals since the start of the pandemic. They've provided shelter space, food vouchers and have arranged for taxi services for those in need of assistance.

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## Offences against staff



### Definition

Number of offences per 100 employees.

### Contact

Kirsten Watson  
Deputy Chief Executive Officer –  
Operations

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### Results

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In Q1 2020 the number of offences against staff increased to 5.38 offences per 100 employees. This is a 20% increase from last quarter and a 27% increase from the same time last year.

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### Analysis

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There were 203 offences in Q1 2020, compared to 170 offences in Q4 2020. This increase was seen across all crime types with a more significant increase in the number of threats and assaults.

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### Action Plan

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Special Constable Service continues to monitor these statistics on a regular basis and allocate Transit Special Constables across the network to provide support in the way of special details and initiatives that assist with ongoing and emerging issues identified by staff across the system.

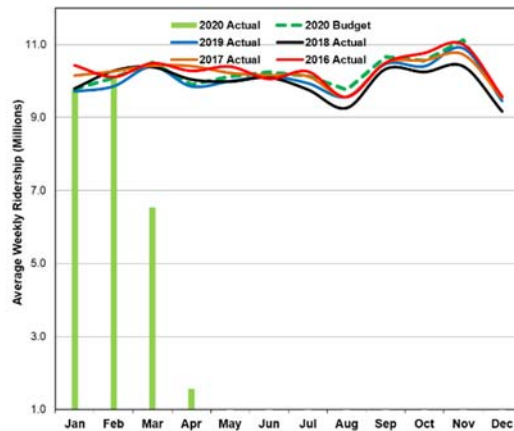
The Special Constable Service has been doing great work with the City’s Streets to Homes Program. Streets to Homes assists people who may need shelter support or who are experiencing mental health or addiction issues.

Since last April, an innovative partnership has developed between the TTC’s Community Engagement Unit (CEU) and outreach workers from Streets to Homes. Together, they have been providing support and education to those who require assistance. This partnership has become even more important since the global pandemic has started as they are able to provide further education to individuals about COVID-19 and how they can stay safe and self-monitor for symptoms.

As of June 4, the team has had nearly 160 interactions with individuals since the start of the pandemic. They’ve provided shelter space, food vouchers and have arranged for taxi services for those in need of assistance.

# Ridership

## Ridership



### Definition

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

### Contact

Josie La Vita,  
Chief Financial Officer

## Results

Period 4 (April 5 to May 2, 2020) revenue ridership totalled 6.225 million or 1.556 million passengers per week. This was 33.385 million below the budget of 39.610 million rides for period 4 and 33.189 million below the comparable period in 2019.

Year-to-date revenue ridership (periods 1-4) totalled 123.892 million, which was 53.316 million (30.1%) below budget and 51.330 million (29.3%) below the comparable period in 2019.

There were an additional 5.758 million rides lost in March due to reduced monthly pass and child travel.

A review of period 4 period pass sales shows that some passes were not used regularly or at all.

## Analysis

In period 4, Toronto remained in a state of emergency due to the

COVID-19 pandemic. This has resulted in an 84% reduction of rides from 2019. In response to the pandemic, the TTC has implemented new guidelines for boarding, seating placement and suspended the acceptance of legacy fares (cash, tickets and tokens) on buses.

When compared to last year, period 4 ridership results show:

- Adult and post-secondary decreased by 84%.
- Senior and youth decreased by 88%.
- Children decreased by 80%.

Year-to-date ridership results compared to last year show:

- Adult and post-secondary down by 27%.
- Senior and youth down by 34%.
- Children down by 31%.

Ridership is expected to continue at these levels as the city remains in a state of emergency. Even after the emergency measures are lifted, it is

## Item 1

expected that ridership will take time to recover its pre-COVID-19 levels.

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### Action Plan

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With continued monitoring of ridership levels on a daily basis, the TTC began adjusting service to coincide with service demand. Each mode has experienced a significant decline with subway ridership dropping by nearly 90%. However, key bus routes were experiencing overcrowding and service response saw tailored delivery to provide additional service on these routes to maintain physical distancing standards.

Work on recovery service planning is underway. Two streams of work are being conducted in parallel.

Stream one focuses on demand. This includes participating on the City's and Province's recovery planning teams to quantify the effect of changes in the economy, education system and the impact of increased telework on ridership.

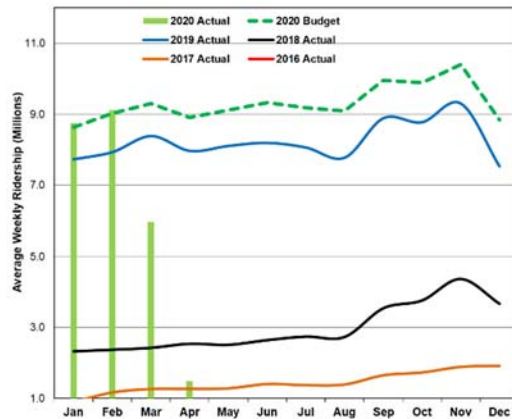
Stream two focuses on capacity. This includes preparing multiple service

schedules ranging from 80% to 100% service to match capacity with demand. The objective is to select the appropriate schedule, given projected demand.

The TTC is conducting scenario planning for multiple states of recovery in the medium-term (January 2021 to September 2021) and long-term (September 2021 and beyond) that will help determine potential service, workforce, fleet and budgetary impacts.

## Item 1

### 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 4 (April 5 to May 2, 2020) PRESTO ridership totalled 5.967 million or 1.492 million passengers per week. This was approximately 29.670 million (83.3%) below the budget and 25.885 million below last year's comparable 2019 ridership of 31.852 million.

Year-to-date PRESTO ridership (periods 1-4) totalled 112.309 million or 28.8% below budget and 28.491 million or 20.2% below 2019.

There were an additional 5.293 million rides lost near the end of March due to reduced period pass travel.

### Analysis

The PRESTO adoption rate for period 4 was 95.9% based on current riders, representing a 4.4% increase over period 3 (91.5%).

This significant increase was mainly due to the removal of fareboxes on TTC buses, which started March 25 as part of the TTC's COVID-19 safety measures.

Period pass sales for April were down by 159,247 from March sales and by 154,116 from April 2019 sales.

The biggest decline in April sales was seen in concession sales for adults (99,917), followed by post-secondary (46,520, of which 4,000 is a normal seasonal drop), youth (7,500) and senior (5,410) from March sales.

The COVID-19 pandemic impacted period 4 results. As actions were taken by the City and the Province to prevent the spread of COVID-19, the TTC also responded by instituting new guidelines for rear-door boarding, seating placement and suspended acceptance of legacy fares (cash, tickets and tokens) on buses.

### Action Plan

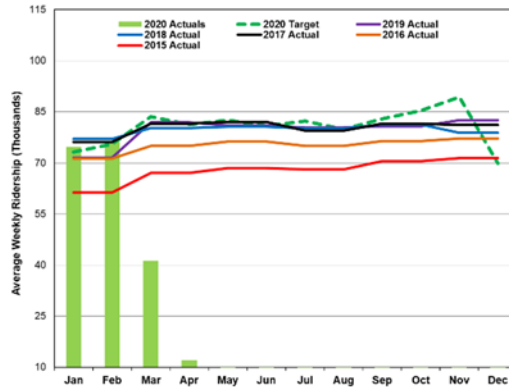
The TTC will be resuming all-door boarding and the acceptance of legacy fare media — tickets, tokens, and cash. This change will likely impact of the relative adoption rate for PRESTO.

## Item 1

We will be developing a campaign to encourage legacy fare media users to adopt PRESTO, a contactless fare payment option, rather than returning to tickets, tokens and cash. Plans include developing a communications strategy highlighting the benefits of using PRESTO tickets and cards, with complementary PRESTO cards to be distributed to these customers as well.

## Item 1

### 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

Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations

### Results

Ridership in period 4 (April 5 to May 2, 2020) was 48,254 (or 12,064) passengers per week. This figure was 85.2% lower than the budgeted 81,266 customers per week.

In terms of year-over-year growth, the period 4 year-to-date (YTD) ridership is 33.8% lower compared to the same period in 2019, and is currently 34.7% (479,000) under the YTD 2020 budget.

### Analysis

Trips provided by Wheel-Trans have been reduced to solo rides and special transports during the state of emergency declared due to the COVID-19 pandemic. The service delivery focus has been on physical distancing and ensuring all customers are provided with essential trips. New protocols have been developed to ensure that customers with confirmed or suspected COVID-19 symptoms, as well as disabled citizens affiliated with various external agencies, are provided with trips for the purpose of

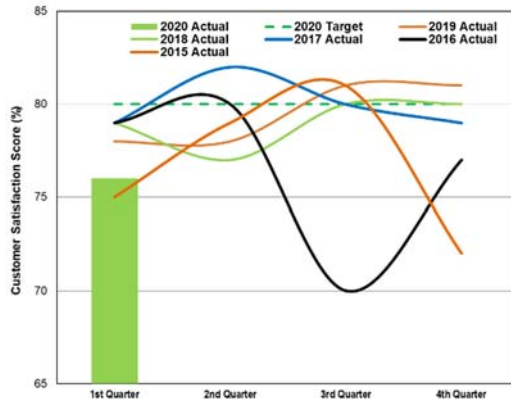
seeking life-sustaining treatment as well as for COVID-19 testing. This change in the service delivery model, as well as the decrease in ridership, has reduced the services provided by external contractors.

### Action Plan

We anticipate ridership will continue to stay at an unprecedented low level during the pandemic. The current service model and protocols will remain the focus during the state of emergency. Wheel-Trans will assess service requirements as the economy begins to reopen and customers begin to travel more.

# 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

In Q1 2020, 76% of customers reported high levels of overall satisfaction. This is a decrease from last quarter (81%) and the same time last year (78%).

## Analysis

In an effort to expand the reach our Customer Satisfaction Survey (CSS), sampling in Q1 2020 was conducted both by telephone and online — a departure from past waves conducted using only the telephone. As a result of this change in methodology, the CSS is now more representative of the city of Toronto, including a younger demographic and customers living in the GTA.

The decline in satisfaction this quarter is mainly attributed to the shift in methodology. Online respondents are more likely to answer in an unvarnished manner

compared to being interviewed over the phone.

March CSS data shows that customer satisfaction was not significantly impacted by the initial COVID-19 emergency response.

Since late March, we have been carrying out customer surveys focused specifically on the COVID-19 pandemic. Results indicate customers are increasingly satisfied with the TTC's overall response, including safety measures enacted and communication efforts.

## Action plan

We will continue to track customer perceptions and changing travel behaviours as the Province begins to reopen the economy.

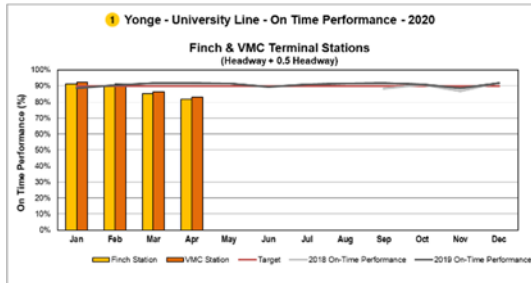
**Note:** Q2 2020 data will be available in the September CEO's Report.



# Item 1

## Subway services

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



#### Definition

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

#### Contact

James Ross,  
Chief Operating Officer

#### Results

This metric continued to drop in April and achieved an 82.2% combined average, down from the 85.7% we achieved in March.

Our target of 90% was not met.

#### Analysis

This level of performance is the direct result of unscheduled service reductions due to the COVID-19 pandemic.

Performance will remain at this level until a new schedule is implemented on May 10, when service schedules are reduced and the performance measure will realign with the service provided.

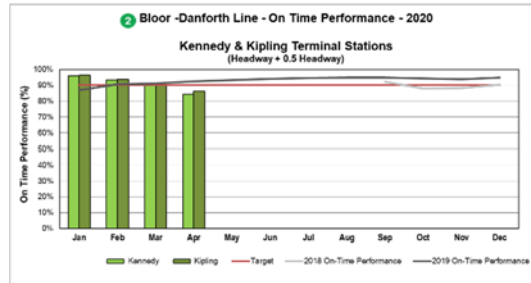
To reduce the risk of transmission between train crews at the end terminals, we also suspended our practice of step-backs during peak hours, resulting in less consistency in departure headways. A step-back occurs when an operator enters a train behind the one they arrived on to decrease terminal dwell time and improve throughput.

#### Action plan

Our Service Planning and Scheduling team is continuously monitoring ridership levels and we are developing new service schedules that match capacity with demand, but allow resilience when required. We are also reviewing the possible return of step-backs with our Safety staff and will restart that practice when it is safe to do so.

# Item 1

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



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

### Results

This metric continued to drop in April and achieved an 85.2% combined average, down from the 90.2% we achieved in March.

Our target of 90% was not met.

### Analysis

This level of performance is the direct result of unscheduled service reductions due to the COVID-19 pandemic.

Performance will remain at this level until a new schedule is implemented on May 10, when service schedules are reduced and the performance measure will realign with the service provided.

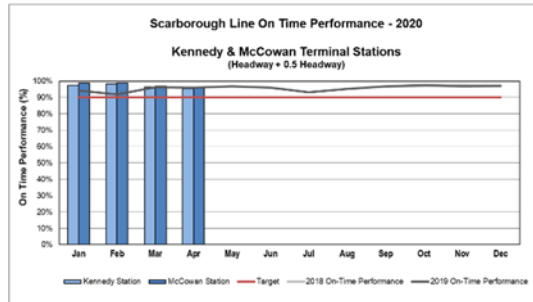
To reduce the risk of transmission between train crews at the end terminals, we also suspended our practice of step-backs during peak hours, resulting in less consistency in departure headways. A step-back occurs when an operator enters a train behind the one they arrived on to decrease terminal dwell time and improve throughput.

### Action plan

Our Service Planning and Scheduling team is continuously monitoring ridership levels and we are developing new service schedules that match capacity with demand, but allow resilience when required. We are also reviewing the possible return of step-backs with our Safety staff and will restart that practice when it is safe to do so.

## Item 1

### 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

Line 3 did not have its level of service reduced due to the COVID-19 pandemic's impact on ridership. As a result, performance on this line dipped only marginally to 95.9% from 96.5% in March.

Our target of 90% was met.

#### Analysis

This line did not have the same issues related to capacity or workforce reductions as the other lines and ran service as scheduled.

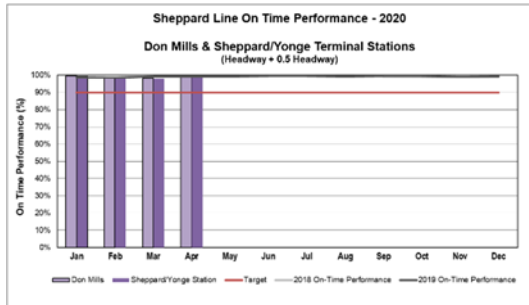
#### Action plan

Our Service Planning and Scheduling team is continuously monitoring ridership levels and we are developing new service schedules that match capacity with demand, but allow resilience when required. While there are no plans to change the scheduled service levels for this line, we are also watching typical impacts to service, including ambient summer

temperatures, as they impact train speeds.

## Item 1

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



#### Definition

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

#### Contact

James Ross,  
Chief Operating Officer

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#### Results

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OTP in April was 99.4%, up slightly from 98.0% last month.

Our 90% target was met.

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#### Analysis

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This line did not have the same issues related to capacity or workforce reductions as the other lines and ran service as scheduled.

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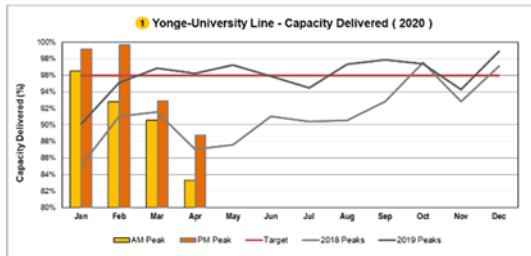
#### Action plan

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Our Service Planning and Scheduling team is continuously monitoring ridership levels and we are developing new service schedules that match capacity with demand, but allow resilience when required.

# Item 1

## Line 1: Capacity



### Definition

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

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

### Contact

James Ross,  
Chief Operating Officer

## Results

This metric continued to drop in April and achieved an 86.3% combined average, down from the 92.4% we achieved in March.

Our target of 90% was not met.

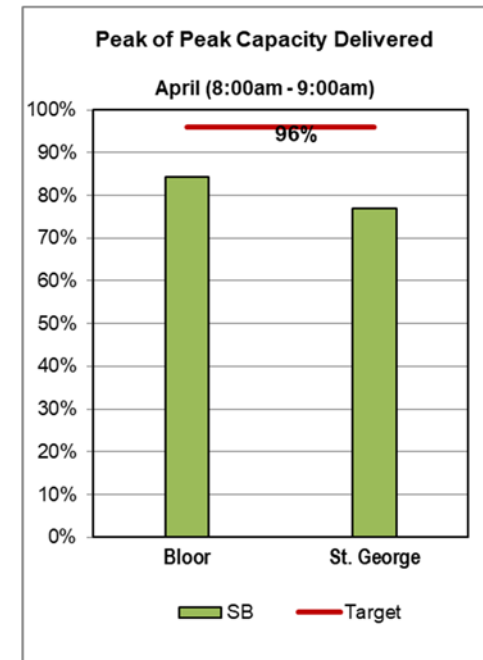
## Analysis

This level of performance is the direct result of unscheduled service reductions due to the COVID-19 pandemic.

This performance will remain at this level until a new schedule is implemented on May 10, when service schedules are reduced and the performance measure will realign with the service provided.

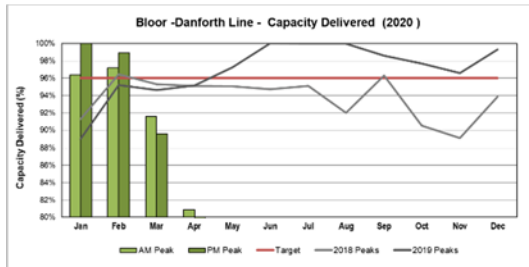
## Action plan

Our Service Planning and Scheduling team are continuously monitoring ridership levels and we are developing new service schedules that match capacity with demand, but allow resilience when required.



# Item 1

## Line 2: Capacity



### Definition

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

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

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

### Contact

James Ross,  
Chief Operating Officer

## Results

This metric continued to drop significantly in April and achieved a 79.7% combined average, down from the 90.6% we achieved in March.

Our target of 90% was not met.

## Analysis

This level of performance is the direct result of unscheduled service reductions due to the COVID-19 pandemic.

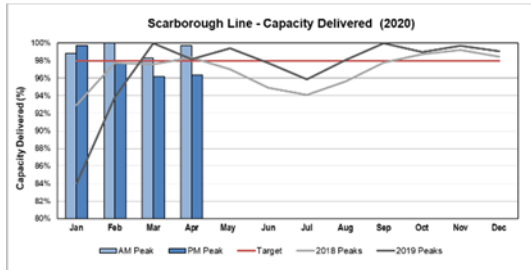
Performance will remain at this level until a new schedule is implemented on May 10, when service schedules are reduced and the performance measure will realign with the service provided.

## Action plan

Our Service Planning and Scheduling team is continuously monitoring ridership levels and we are developing new service schedules that match capacity with demand, but allow resilience when required.

# Item 1

## Line 3: Capacity



### Definition

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

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

### Contact

James Ross,  
Chief Operating Officer

## Results

Line 3 did not have its level of service reduced due to the COVID-19 pandemic's impact on ridership, and as a result performance on this line actually improved to 97.9% in April.

Our target of 98% was just missed.

## Analysis

This line did not have the same issues related to capacity or workforce reductions as the other lines and ran service as scheduled.

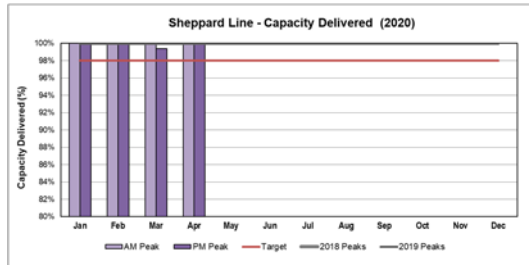
## Action plan

Our Service Planning and Scheduling team are continuously monitoring ridership levels and we are developing new service schedules that match capacity with demand, but allow resilience when required. While there are no plans to change the scheduled service levels for this line, we are also watching typical impacts

to service, including ambient summer temperatures, as they impact train speeds.

# Item 1

## Line 4: Capacity



### Definition

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

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

### Contact

James Ross,  
Chief Operating Officer

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## Results

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Line 4 OTP remained at 100% as this line did not have its level of service reduced due to the COVID-19 pandemic's impact on ridership.

Our 98% target was met.

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## Analysis

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This line did not have the same issues related to capacity or workforce reductions as the other lines and ran service as scheduled.

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## Action plan

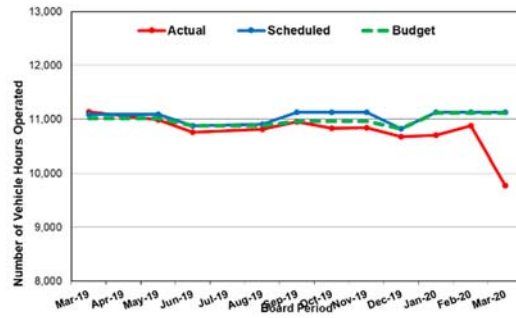
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Our Service Planning and Scheduling team is continuously monitoring ridership levels and we are developing new service schedules that match capacity with demand, but allow resilience when required.



# Item 1

## Subway: Weekly service hours



### Definition

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

### Contact

Kathleen Llewellyn-Thomas,  
Chief Customer Officer

## Results

In the March 2020 Board Period, 11,119 subway weekly hours were budgeted for service while 11,131 subway weekly hours were scheduled to operate. This represents a variance of 0.11%.

Of the 11,131 subway weekly hours scheduled to operate, 9,771 weekly hours were actually delivered, which represents a variance of -12.22%.

## Analysis

Scheduled service hours are matched with budgeted service hours.

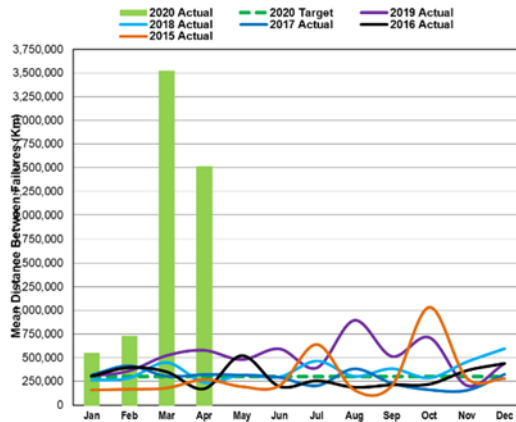
Actual service hours are lower than scheduled service hours. Some service was cancelled due to the COVID-19 pandemic.

## Action Plan

We will continue to monitor the service hours during the pandemic.

## Item 1

### 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 April was 2,506,020 kilometres, which is above the target of 300,000 kilometres with a favourable trend. The March MDBF was 3,517,962 kilometres. The MDBF for April 2019 was 578,794 kilometres with a rolling annual average of 931,944 kilometres.

This is the second consecutive month where the T1 fleet surpassed 2.5 million kilometres between failures of greater than or equal to five minutes.

#### Analysis

In April, there was one delay incident greater than or equal to five minutes. The brake system had one delay incident greater than or equal to five minutes.

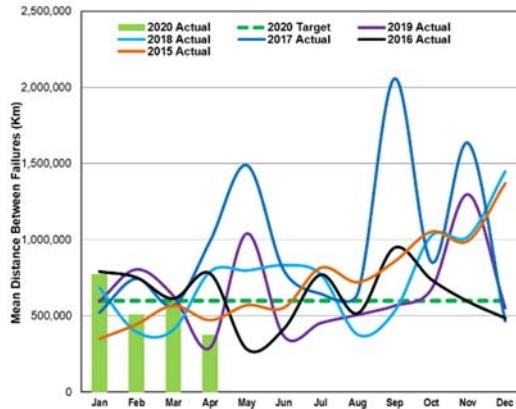
#### Action Plan

The brake-related incident was due to a faulty microswitch within the master controller. Two faulty microswitches within the master controller were replaced and the master controller was tested to be

functioning properly. The train has resumed revenue service with no further issues.

# Item 1

## 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 April was 372,320 kilometres, which is below the target of 600,000 kilometres with a mixed trend. The March MDBF was 611,589 kilometres. The MDBF for April 2019 was 292,285 kilometres with a rolling annual average of 616,456 kilometres.

### Analysis

In April, there were 10 delay incidents greater or equal to five minutes. The passenger door system had seven incidents, followed by the cab door system with two delay incidents. The brake system had one delay incident.

### Action Plan

The passenger door-related incidents were a result of four faulty door switches, one delaminated door roller and two faulty door control units (DCU). The four faulty door switches were replaced and all doors were cycle tested to be working. The delaminated door roller was replaced, and cycle tested with no further issues. The two faulty DCUs

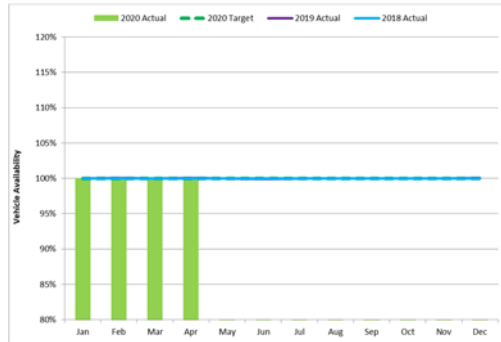
were replaced and the doors were cycled tested. All trains have returned to revenue service with no further incidents

The two cab door-related delay incidents were a result of a broken cab door bumper and a lost cab door lock status. The broken cab door bumper debris was removed and bumper replaced. The cab door was cycle tested with positive results. The circuit breaker for the cab status was reset, and the fault cleared. Both trains have returned back to revenue service.

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 start of the door roller program for the TR fleet is likely going to be impacted by the COVID-19 pandemic. Action plans moving forward will take into consideration: the status of vendors, their manufacturing plants and the ability to continue to get required parts and components.

# Item 1

## 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

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## Results

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Vehicle availability in April was 100%.

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## Analysis

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

While ridership has declined due to the COVID-19 pandemic, maintenance staff continue to prepare vehicles to meet 100% of the planned service. Future board periods will be adjusted to match ridership with demands. Decreases in service levels will provide opportunity for increased maintenance.

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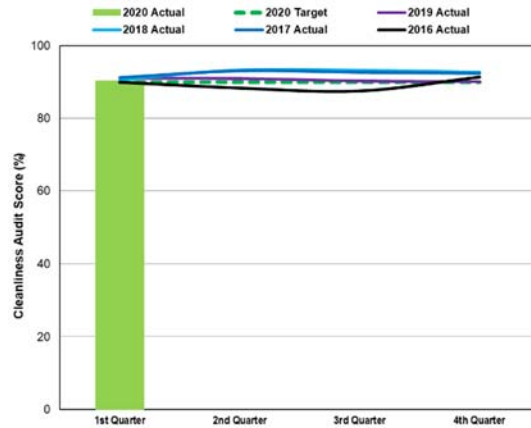
## Action Plan

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

# Item 1

## 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 90.2% in Q1 2020 is above the target of 90.0%. We have recorded a score of greater than 90% since Q4 2016.

## Analysis

Areas of strength in the vehicle cleanliness across all fleets and lines were the ceilings, etching/scratchitti, graffiti/stickers and mandatory decals. Factors affecting the quarter-to-quarter overall cleanliness scores in Q1 2020 were the overall door cleanliness, floors, anti draft panels, windows and exterior.

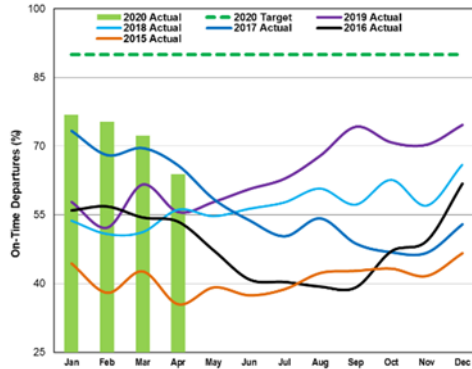
## Action Plan

In response to the COVID-19 pandemic we have increased disinfection of all vehicles to twice per day and additional end terminal cleaning on subway vehicles.

# Item 1

## 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 April was 63.9%, a decrease compared to March (72.3%), but an increase over the same period last year (55.6%). Our target of 90% was not met.

#### Analysis

The lower OTP figure in April is mainly attributable to three impactful circumstances over the course of the period. First, there was a performance decrease due to the planned, but unscheduled service reductions as a result of the COVID-19 pandemic's impact on ridership and workforce. The service reductions amounted to approximately 20% of planned service, and impacted most routes' performance, including the cancellation of the 508 Lake Shore service and a major reduction to the 503 Kingston Rd service.

The period's performance was also negatively impacted by the delay to the conversion of the overhead infrastructure on the 505 Dundas route. This work was originally scheduled to be completed by the

end of March, with a plan for the 505 Dundas route to switch from buses to streetcars (operating on pantograph) at this time. However, the completion of this work was delayed until April 20. Buses continued to operate on the route until this time, despite the fact a streetcar schedule had been implemented.

Conversely, the streetcars that were to operate on the 505 Dundas route remained on the 511 Bathurst route, despite the fact that route had a bus schedule implemented on it. Due to the distinct nature of the two types of schedules, both routes operated "on headways" with unscheduled trips until April 20. When excluding the 505 and 511 routes from the network score, OTP increases to 72.2% for the period.

Lastly, OTP was also negatively impacted by planned and unplanned events throughout the network during the period. This included:

- Track work at Sunnyside Loop impacting the 501 Queen route (April 5, this and other incidents also negatively

## Item 1

impacted the 504A King streetcars on this day);

- Rail repair work at Broadview and Wolfrey causing both the 504B King and 505 Dundas streetcars to turn back short of Broadview Station (most of Week 17);
- Rail repair work on Gerrard Street East causing 506 Carlton streetcars to turn back short of Main Station (much of Week 18); and
- A significant overhead incident at St Clair West Station impacting the 512 St Clair service (April 28).

KPI focus in terms of day-to-day route management.

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### Action Plan

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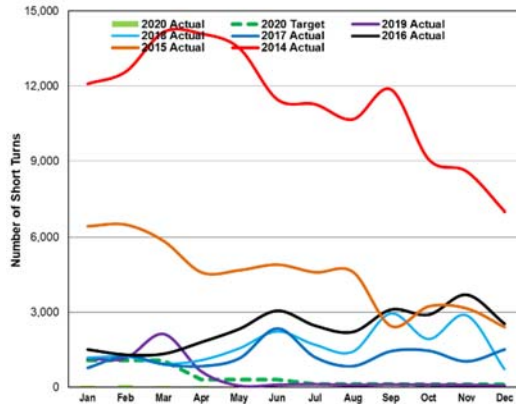
Schedule and service adjustments, to meet ridership demand as an outcome of the COVID-19 pandemic, will continue to be reviewed.

Monitoring of the planned service reductions will continue, in terms of OTP and our ability to meet changing levels of demand.

Continued efforts will be made to provide a reliable and frequent service, with departures from end terminals continuing to be the main

# Item 1

## 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 40 short turns in April, a decrease compared to March (42) and a significant decrease from the same period last year (632).

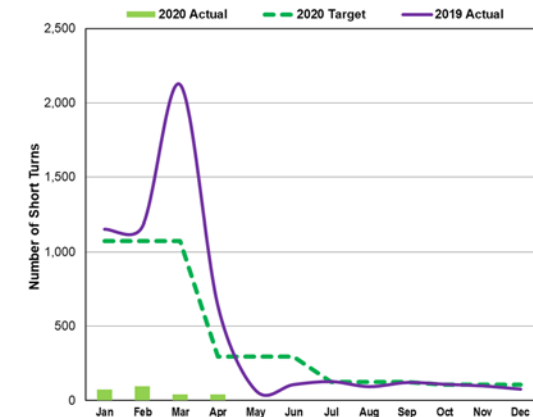
## Analysis

April is the 12<sup>th</sup> consecutive month with short turn figures at significantly decreased levels compared to 2018 or early 2019. The April figure represents fewer than two streetcar short turns per day, on average, throughout the network for the period.

The route with the highest number of short turns during the period was the 505 Dundas with 16, while the 506 Carlton route was second with nine. The majority of the 505 Dundas short turns occurred on May 1 and 2. There were several operational incidents that arose on these two days. In order to minimize gaps in service along the 505 Dundas route, these were addressed through short turns.

## Action Plan

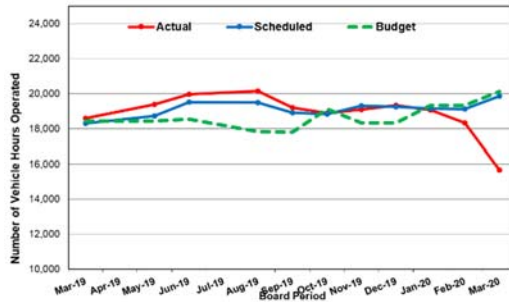
Keeping short turn figures low will continue to be a focus of the route management team and continuously monitored moving forward, with service adjustments of this nature made when required.





# Item 1

## 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

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### Results

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In the March 2020 Board Period, 20,134 streetcar weekly hours were budgeted for service while 19,869 streetcar weekly hours were scheduled to operate. This represents a -1.32% variance.

Of the 19,869 streetcar weekly hours scheduled to operate, 15,656 streetcar weekly hours were actually delivered, which represents a variance of -21.20%.

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### Analysis

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Scheduled streetcar hours are lower than budgeted due to some changes in construction projects.

Actual service hours are lower than scheduled service hours. Some service was cancelled due to the COVID-19 pandemic.

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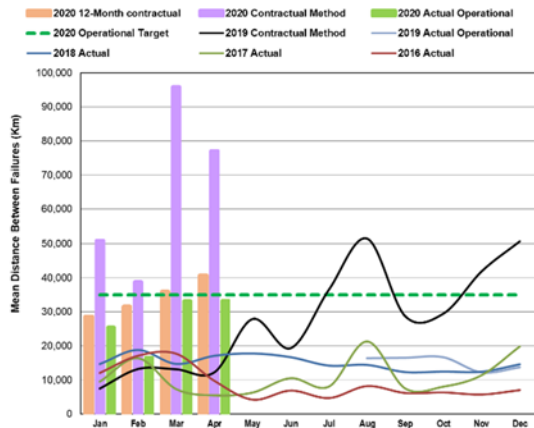
### Action Plan

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We will continue to monitor the service hours during COVID-19 pandemic.

# Item 1

## 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 contractual MDBF for the LFLRV fleet in April was 76,995 kilometres. This is a decrease of 18,889 kilometres compared to March and an increase of 64,675 kilometres when compared to April 2019.

The 12-month average contractual MDBF was 40,625 kilometres. The contractual target of 35,000 kilometres must be met within one year of commissioning of the 204th vehicle.

The monthly operational MDBF for the LFLRV fleet in April was 33,363 kilometres. This is an increase of 173 kilometres from March.

## Analysis

In April there were a total of 13 relevant failures under the contractual reliability method. The top contributors were the train and cab controls system with four, and the communication system and doors system each with two relevant failures.

With respect to the operational MDBF method, there were a total of 30 delays. The top contributors to these failures, in addition to the contractual reliability failures, include the high voltage system and ramp with four failures each, and the car body structure and interior components with three failures.

The number of high voltage failures decreased from five in March with two of the failures caused by worn carbons, one by Bowden cable out of adjustment and one due to a catcher failure. Bent side flaps caused three ramp failures along with one failure caused by defective ramp push-button. There were a total of three car body structure and interior component failures, which were due to a defective operator arm rest and loose panels.

Compared to March, overall system failures have increased by four, but reduced failures per service mile contributed to improved operational reliability for April.

## Item 1

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### Action Plan

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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 number of LFLRV vehicles in service increases and more in-service data becomes available.

**Train and cab control system:** We are continuing to work with Bombardier to design and implement a more reliable master controller on the fleet through an upcoming fleet modification that has faced ongoing delays due to impact of the COVID-19 pandemic on the supplier. Additionally, an engineering investigation of other electrical failures is underway.

**Communication system:** A camera modification program had commenced that addresses known issues with image quality and stability, but has faced ongoing delays due to impact of COVID-19 pandemic on the supplier. Also, passenger information system

failures are under engineering investigation.

**Door system:** Failures appear to be electrical-related and are under engineering investigation for root cause. Cab door lock failure is also under investigation.

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

**Brake system:** Quality control containment and improvements have been implemented at supplier sites. In addition, component improvements (e.g. seals, guidance shaft and locking pins) are in validation and planning stages with implementation targeted for Q4 2020.

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

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

**High voltage power system:** Continuous improvement of consumable item inspections and replacement to reduce failures due to wear. Implementation of monitoring system to identify and reduce overhead/vehicle interface issues causing de-wiring and pantograph Automatic Drop Down (ADD) failures.

**Ramp system:** Implement an improved maintenance program to include updated processes as specified by TTC Engineering staff to reduce debris-related failures and to prevent bent side guards.

**Car body structure and interior:** Improve pre-service inspection requirements and prioritize vehicle modification program to reduce car body structure and interior equipment-related failures.

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

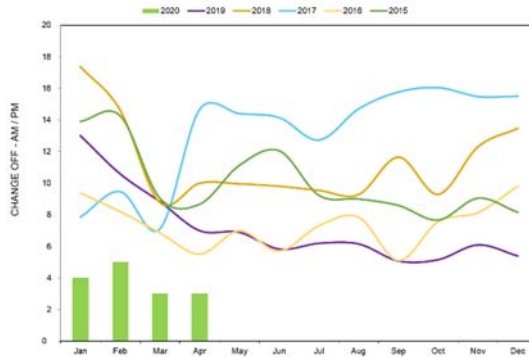
## Item 1

operational procedures will help increase the operational MDBF.

TTC staff continue to work with Bombardier to identify vehicle modification programs and backlog of outstanding warranty items that can be accelerated with a reduction in service levels. This work is being included as part of a Maintenance Recovery Plan. As a start, one such program that has been identified for acceleration is the Major Repair Program. The number of vehicles in this program is being increased from seven vehicles to 12 vehicles for the next three months (June – August). The programs included in the Maintenance Recovery Plan will take into consideration the status of vendors, their manufacturing plans and the ability to continue to get require parts and components.

## Item 1

### 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 April, 1.9% (or three of 154 vehicles) of the peak daily service, including Run-As-Directed vehicles, resulted in a RCCO.

While the target of 1.5% was not met, RCCOs at 2% of peak daily service continues to be the best result to date.

#### Analysis

The continued low number of RCCOs, which is the same as the previous month, can be attributed to reduced ridership and passenger loading as a result of the COVID-19 pandemic, allowing for decreased cycling of major systems.

Compared to the previous month, there was a decline in failures of carbody and vehicle control systems along with the ramp equipment. The reductions were offset by an increase in failures of the high voltage system due to pantograph automatic drop downs and pole de-wirings, communication equipment, caused

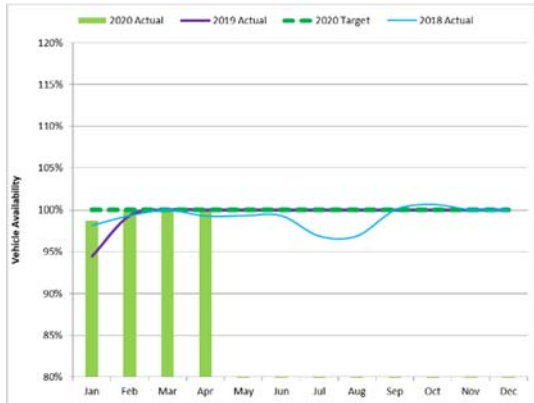
by passenger intercom issues and the door system, which was affected by door safety loop faults.

#### Action Plan

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

# Item 1

## 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 April, the target requirements were met with an average of 154 vehicles available for service.

While ridership declined due to the COVID-19 pandemic, the maintenance staff continued to prepare vehicles to meet 100% of the planned service. Future board periods will be adjusted to match ridership with demands. Decreases in service levels will provide opportunity for increased maintenance.

## Analysis

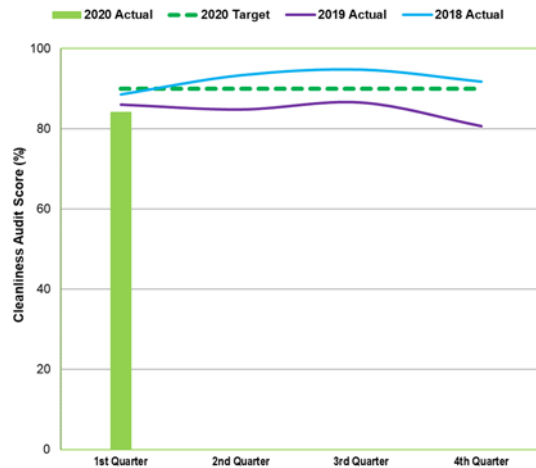
Availability numbers for April were met with the newly commissioned LFLRV vehicles. A decline in ridership, due to the COVID-19 pandemic, translates into less passenger loading and decreased service levels, providing opportunity for increased maintenance.

## Action Plan

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

## Item 1

### Streetcar: Cleanliness (Pre-service)



#### Definition

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

#### Contact

Rich Wong,  
Chief Vehicles Officer

#### Results

The audit score for streetcar pre-service cleanliness was 84.0% in Q1. This is an increase from last quarter (80.7%) and a decrease from the same time last year (86.0%). Overall performance on streetcar cleanliness is below the target of 90%.

#### Analysis

Heavy snowfall along with unfavourable weather conditions during January and February impacted cleanliness in Q1. Cold temperatures below -10° Celsius and significant snow prevented regular exterior washes from being completed.

#### Action Plan

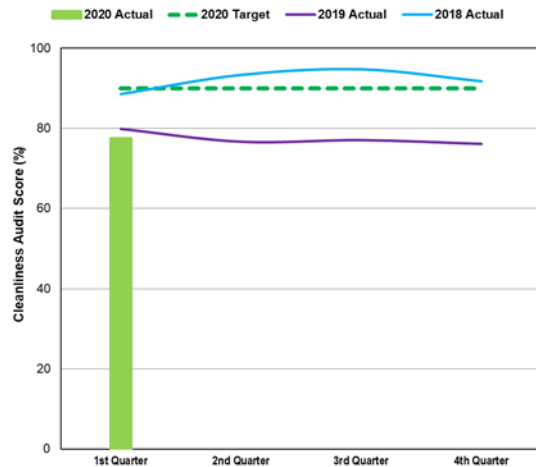
Staff continue to investigate and identify further improvements including additional equipment to increase efficiency and frequency of cleaning activities.

In response to the COVID-19 pandemic we have increased

disinfection of all vehicles to twice per day.

## Item 1

### Streetcar: Cleanliness (In-service & post-service)



#### Definition

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

#### Contact

Rich Wong,  
Chief Vehicles Officer

#### Results

The audit score for in-service and post-service cleanliness increased in Q1 2020 to 77.4%. This is an increase from last quarter (76.1%) and a decrease from the same time last year (79.8%).

#### Analysis

Heavy snowfall during January and February caused accumulation of snow and dirt on the flooring throughout service and has negatively impacted in-service and post-service cleanliness results. Since there is currently no in-service cleaning on the LFLRV, these results are an indication of the vehicle condition compared to cleaned vehicle prior to service.

#### Action Plan

In response to the COVID-19 pandemic, we are actively undertaking specific disinfecting of vehicles in-service. Staff will continue

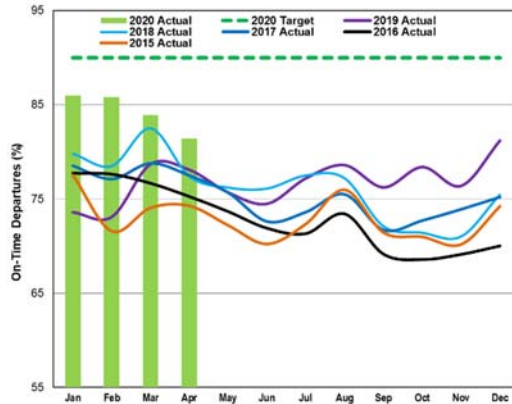
to monitor and investigate opportunities for in-service cleaning.



# Item 1

## 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 April was 81.4%, a small decrease compared to March (83.9%), but an increase over the same period last year (78.1%). Our target of 90% was not met.

#### Analysis

Bus performance for the period remained remarkably steady throughout the period, performing at an 82% level for week 15, followed by three consecutive weeks at approximately 81% per week.

The drop in performance compared to March was largely attributable to the planned, but unscheduled, service reductions associated with the COVID-19 pandemic. The pandemic conditions have led to reduced ridership and workforce availability throughout the period. These service adjustments included reducing the level of service on most routes to pre-established levels, reallocating all Downtown Express service, and reallocating most other express service and/or directing these vehicles to serve all local stops.

Due to these challenges, the period did not include an operating day when the 90% performance target was achieved. However, the four schedule improvements to local services introduced as part of the March/April 2020 Board Period scored high for this period. Their combined average was 92%, compared to 81% for the same period in 2019. The performance of these four routes for this period is as follows:

- 7 Bathurst (92%)
- 23 Dawes (93%)
- 37 Islington (90%)
- 111 East Mall (92%)

There were two major station projects that began at Keele and Eglinton West stations in this period, and both projects required the removal of all bus service from the off-street bus terminals to on-street alternate locations.

Despite these challenges, the OTP for these impacted routes fared well compared to their 2019 scores. The four local services impacted by the Keele Station work (30 High Park, 41 Keele, 80 Queensway and 89 Weston) combined for a performance

## Item 1

score of 81% for the period, compared to 73% for the same period in 2019. Similarly, the four local services impacted by the Eglinton West Station work (32 Eglinton West, 63 Ossington, 109 Raneer and 163 Oakwood) combined for a performance score of 79% for the period, compared to 70% for the same period in 2019.

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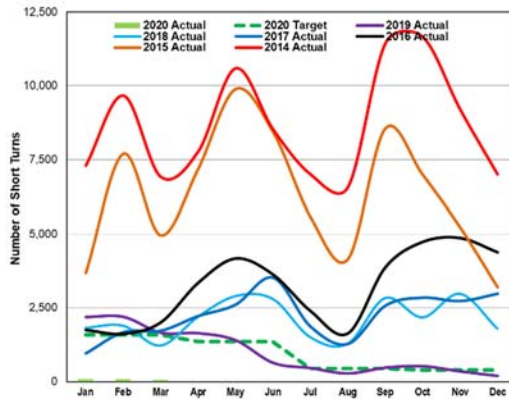
### **Action plan**

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During the COVID-19 pandemic, day-to-day efforts are being made to ensure a sufficient level of service is provided to meet the current level of demand across the bus network, and a demand-responsive schedule will be implemented for May.

# Item 1

## Bus: Short turns



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

## Results

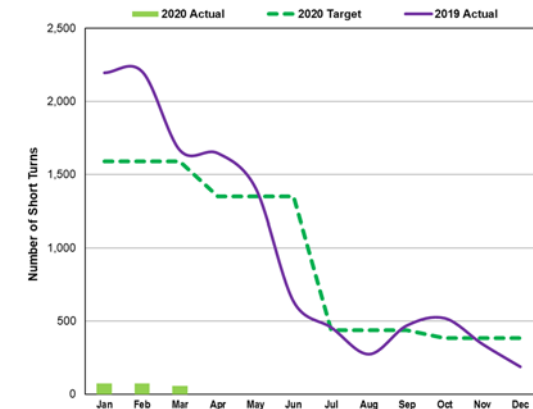
There were zero short turns in April, a decrease from March (56) and a significant improvement from the same period last year (1,644).

## Analysis

April is the 11<sup>th</sup> month in a row with short turn figures at significantly decreased levels compared to the first half of 2019, and prior to this time frame. The April figure represents the first time in recent history that a bus was not short-turned during the course of a reporting period. With a reduction in traffic levels throughout the city, there has been a reduced pressure to short turn buses. As well, increased management oversight and the use of alternate route management techniques has minimized the negative impact short turns have on our customers, in particular as it relates to ongoing travel sensitivities during the COVID-19 pandemic.

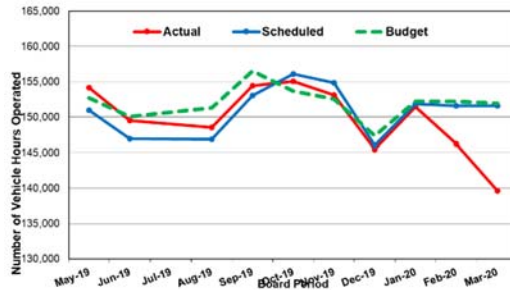
## Action plan

Maintaining a low level of short turns for the bus network will continue to be focused on and monitored moving forward. Short turns will continue to be a route management tactic, only after other techniques have been attempted or considered.



# Item 1

## 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

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## Results

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In the March 2020 Board Period, 151,948 bus weekly hours were budgeted for service while 151,576 bus weekly hours were scheduled to operate. This represents a -0.24% variance.

Of the 151,576 bus weekly hours scheduled to operate, 139,676 hours were actually delivered, which represents a variance of -7.85%.

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## Analysis

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Scheduled service hours are slightly lower than budgeted due to changes in construction projects and the deferment of some budget initiatives.

Actual service hours are lower than scheduled service hours. Some service was cancelled due to the COVID-19 pandemic.

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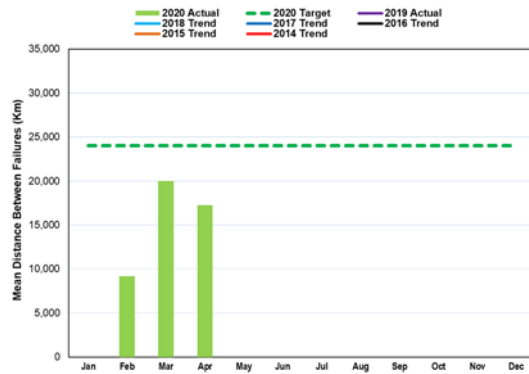
## Action plan

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We will continue to monitor the service hours during COVID-19 pandemic.

# Item 1

## Bus (e-Bus): Mean distance between failures (MDBF)



### Definition

Total kilometres accumulated over the e-Bus 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 e-Bus MDBF in April was 17,255 kilometres. The reliability target has been increased from 12,000 kilometres to 24,000 kilometres due to the improved performance of the fleet.

### Analysis

In April, there were 21 New Flyer and 10 Proterra buses in service. Due to the limited number of vehicles and ongoing testing programs, the total service kilometres for the e-Bus fleet remains relatively low. Improved trending analysis will become available with increased experience. Staff will therefore continue to closely monitor the fleet as it gains mileage and provides sufficient failure modes for trend analysis.

Based on the available data, the top failure modes for the New Flyer fleet were charging hardware-related and mirrors falling out of adjustment.

In April, the 10 buses in the Proterra fleet travelled for a combined distance of 1,800 kilometres without

any in-service road calls. Overall, the top failure mode for this fleet was body-related (interior and exterior) with loose panels, latches, stanchions, etc.

### Action Plan

Two campaigns were completed for the Proterra fleet:

1. The parking brake pressure sensor has been relocated to the interior of the bus.
2. A software revision to correct intermittent in-service faults and improve power efficiency.

For New Flyer, additional resources from the vendor have been added to catch-up on outstanding repairs. Steering issues have been resolved by the vendor.

We are continuing to concentrate resources on e-Bus commissioning and maintenance required documentation. The semi-annual inspection procedures have been drafted, prototyped and validated for both New Flyer and Proterra fleets. Current procedures are in development for e-Bus personal

## Item 1

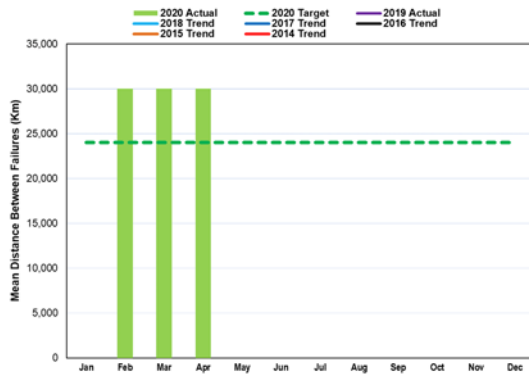
protective equipment for all three bus types, lockout-tagout, service check, lube inspections and state of good repair documentation.

We are continuing the effort to register e-Bus parts and update asset management structures in various operational management systems.

e-Bus related training has been temporarily postponed due to the COVID-19 pandemic.

# Item 1

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



### Definition

Total kilometres accumulated over the e-Bus 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

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### Results

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The Hybrid bus MDBF in April was 30,000 kilometres. The reliability target has been increased from 12,000 kilometres to 24,000 kilometres due to the improved performance of the fleet.

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### Analysis

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Body-related issues topped the list of failure modes: loose mirrors, various body panels and loose panel doors. Powertrain-related issues follow as the second top failure mode related to this fleet. Almost all failure modes are related to failed Cummins and BAE powertrain sensors.

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### Action Plan

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Most related retrofit work was paused by the vendor (Nova Bus) in April due to the COVID-19 pandemic. There are several warranty retrofits underway that are being completed through attrition: adjusting the tolerance on the front door sensitive edge sensor, rear door structural

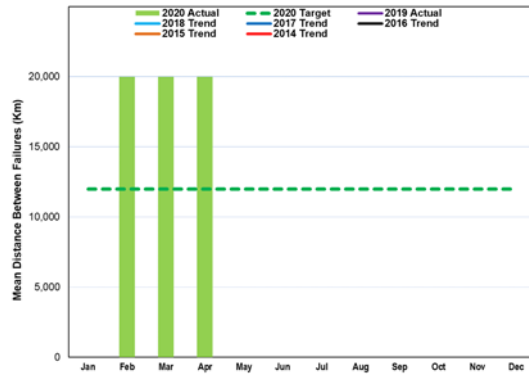
crack repairs, various clamp upgrades (high voltage and coolant lines), ramp anti-skid surface upgrade and other fatigue related retrofits.

Garages are starting to perform more warranty repairs rather than opting to have them repaired by vendor. This will allow us to gain operating experience that we can utilize later for reliability programs.

We are also holding quarterly technical review meetings with BAE/Cummins to better understand the failure modes of the second-generation Hybrid system and EPA17 Cummins engines.

# Item 1

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



### Definition

Total kilometres accumulated over the e-Bus 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

Diesel bus MDBF in April was 20,000 kilometres.

### Analysis

Body-related issues topped the list of failure modes: loose mirrors, various body panels and loose panel doors.

The second top failure mode was related to the cooling system with the majority related to failed original equipment manufacturer hoses and clamps.

Third top failure mode was related to the latest EPA Cummins exhaust after treatment system sensor failures.

Forth top failure mode was related to the electrical system with the majority caused by corrosion at electrical junction blocks.

### Action Plan

We are performing state of good repair inspections as a proactive

program to minimize body failures. We are also working closely with the Bus Transportation department to ensure that these failure modes are identified during pre-service checks by operators rather than in-service.

We have released cooling system technical packages to be followed for all service interrupting cooling system failures to ensure a comprehensive repair is performed. We are closely monitoring this program via our weekly road call root cause analysis.

We are also working to utilize VISION system as a predictive tool to mitigate Cummins engine and after-treatment failures on road. This work is currently on hold due to resource shortages related to the COVID-19 pandemic. We are in talks with external companies providing such predictive services. A pilot project is underway to assess the performance of these predictive services, forecasted to be complete in Q4 2020.

Nova buses are showing abnormal corrosion at their junction blocks on buses with less than four years of age. There is a retrofit underway to

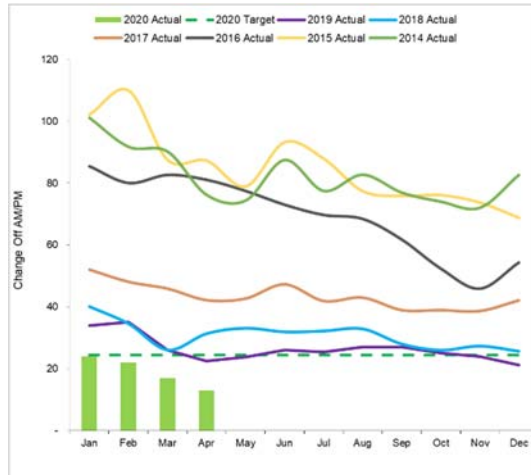


## Item 1

address corrosion on Nova buses via the application of a protective compound and rust inhibitor on electrical junction blocks. We are monitoring the performance.

## Item 1

### 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 April was 13 per day, well below target and the lowest achieved to date.

#### Analysis

The significant drop in daily average RCCOs was partially caused by reduced ridership due to the COVID-19 pandemic, as we experienced significantly fewer customer-related road calls.

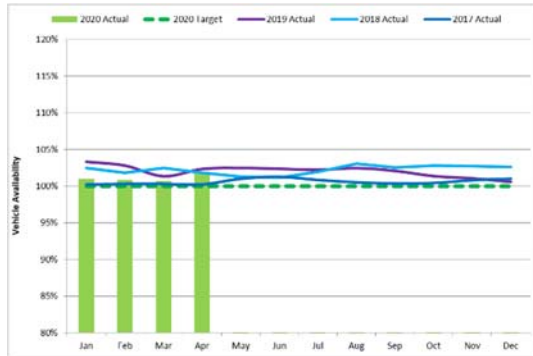
Average peak revenue service was 1,655 buses per day in April, including Run-As-Directed buses. The average number of RCCOs per day equates to 0.70% of service, below the 1.50% target.

#### Action Plan

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

# Item 1

## 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 April was 1,655 per day or 102.0% of 1,623 buses planned for service.

While ridership declined due to the COVID-19 pandemic, maintenance staff continued to prepare vehicles to meet 100% of the planned service. Future board periods will be adjusted to match ridership with demand. Decreases in service levels will provide opportunity for increased maintenance.

## Analysis

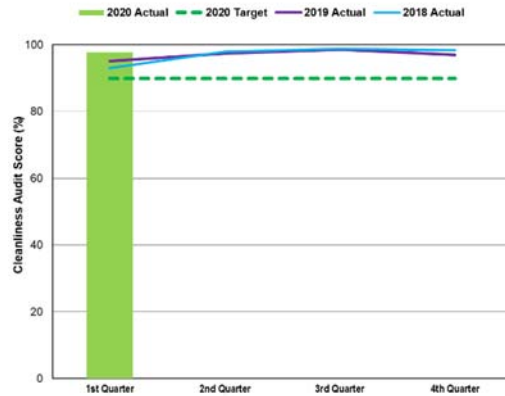
The significant number of new bus procurements from 2016 into period 12, 2019 (~950) has boosted fleet performance and permitted a higher number of vehicles available for service. The available vehicles are being utilized for additional unplanned service requests, training purposes and state of good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

## Action Plan

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

## Item 1

### Bus: Cleanliness (Pre-service)



#### Definition

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

#### Contact

Rich Wong,  
Chief Vehicles Officer

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#### Results

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The pre-service bus cleanliness score in Q1 was 97.7%, which is above the target of 90%.

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#### Analysis

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We achieved a pre-service score of 97.7% cleanliness score. The 2.3% score reduction is due to the wheel assembly cleanliness of buses coming out of the wash rack. The wash rack is not able to perfectly clean the rims, as required by the current contract scoring structure.

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#### Action Plan

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

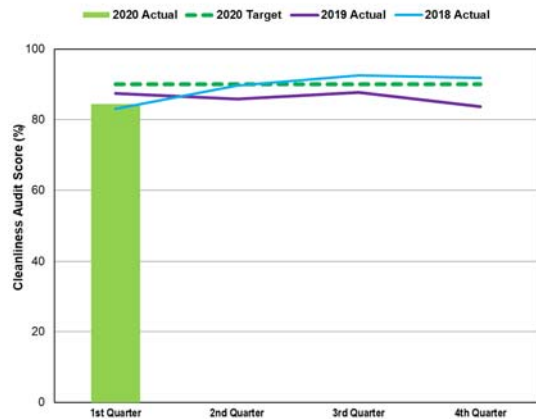
We will continue to closely monitor and control cleaning contractor performance.

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

Post-service, post a.m. rush and during servicing.

## Item 1

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



#### Definition

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

#### Contact

Rich Wong,  
Chief Vehicles Officer

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#### Results

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The in-service and post-service bus cleanliness average audit score in Q1 was 84.5%.

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#### Analysis

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The score deduction of approximately 16% is related to trash and debris, gum, and dirty wheel assemblies. These are typical cleanliness side effects of a working bus in service.

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#### Action Plan

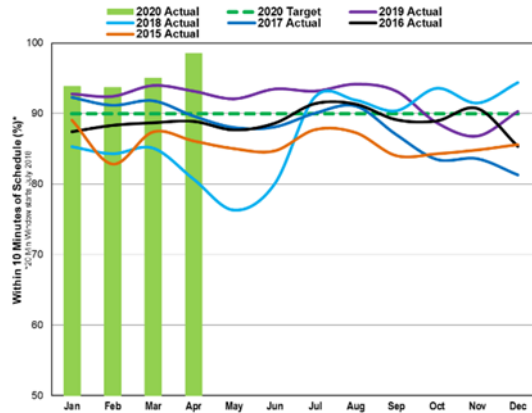
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We will continue to monitor the cleanliness of the fleet to determine whether increasing the frequency of cleaning is required.

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

## 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 April increased by 3.5% from the previous period to 98.5%, and is 5.3% higher than the same period in 2019.

#### Analysis

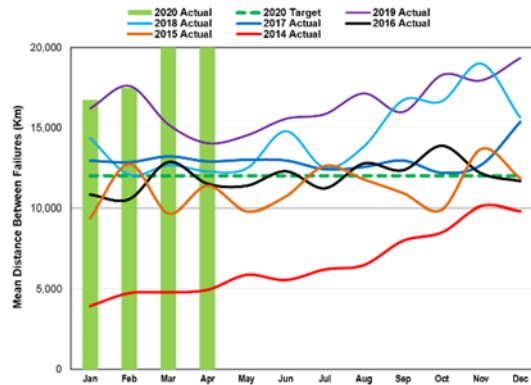
With reduced trips and low traffic patterns due to the COVID-19 pandemic, we are able to be above target for OTP. This increased trend may continue depending on the gradual reopening of the economy, which will impact trips and traffic patterns.

#### Action Plan

Wheel-Trans Dispatch will be focused on late trips and strategic planning of supplemental service to assist with incidents that may occur beyond our control.

## Item 1

### Wheel-Trans: Mean distance between failures (MDBF)



#### Definition

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

#### Contact

Rich Wong,  
Chief Vehicles Officer

#### Results

The April MDBF was 20,000 kilometres, exceeding the target of 12,000. This is a significant reliability improvement from the same time last year (14,528 kilometres).

#### Analysis

The Wheel-Trans fleet currently consists of 128 ProMaster and 127 Friendly buses. 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.

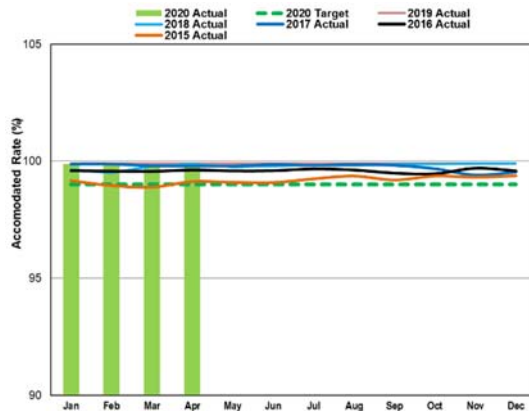
#### Action Plan

To help mitigate exhaust system issues on the Friendly bus fleet, Wheel-Trans continues to perform post repair exhaust system checks on all Friendly buses. Vehicle software has been updated with improved functionality to perform operator-commanded stationary regeneration to minimize exhaust failures.

We have recently completed two engineering retrofit programs on our ProMaster fleet to correct water leaks into the cab, and a side ramp retrofit to improve overall reliability of the component.

## Item 1

### 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 April was 99.9%. This is 0.9% higher than the Wheel-Trans target, and consistent to the same period in 2019.

#### Analysis

Wheel-Trans is making every effort to provide an accommodation rate of 100% during the COVID-19 pandemic. The focus has been to ensure all life-sustaining and essential trips are accommodated. Customers are screened during each trip request to ensure that only essential trips are provided as outlined in the City's state of emergency protocols.

#### Action Plan

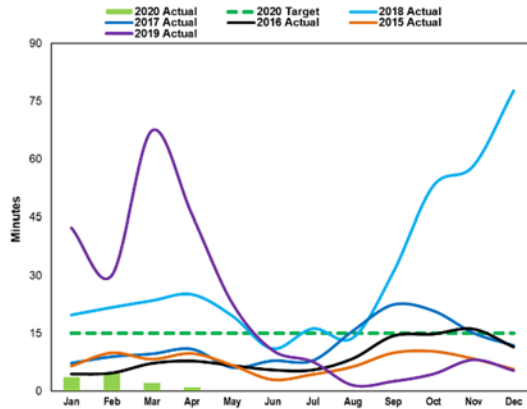
Wheel-Trans will remain focused on ensuring all essential trips are provided in a safe manner. The customer trip request window has been reduced to two days in advance so that staff are better able to manage and accommodate essential trips while ensuring the safety of customers and staff. Changes to the

state of emergency protocol will be closely monitored so that Wheel-Trans is able to provide all approved travel for our customers.



# Item 1

## 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 April was 0.9 minutes (54 seconds). This is 14.1 minutes lower than our target.

### Analysis

The significant decrease in average wait time is the direct result of a reduction in call volumes due to COVID-19 emergency measures.

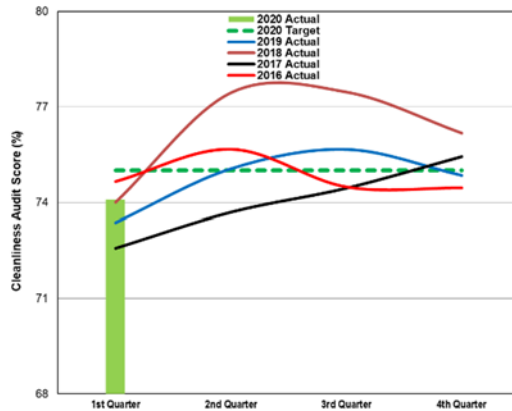
### Action Plan

We will continue to closely monitor our call volumes related to the COVID-19 pandemic. As the situation evolves and the economy begins to reopen, our team will be prepared for the anticipated increase in call volumes.

# Item 1

## Station services

### Station cleanliness



#### Definition

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

#### Contact

James Ross,  
Chief Operating Officer

### Results

The station cleanliness audit score in Q1 was 74.1%, a slight decrease of 0.76% from last quarter (74.9%) and a slight increase of 0.72% from Q1 2019 (73.4%) The result was just below our target of 75%.

### Analysis

Of the 22 components that are scored, 15 remained the same, while seven saw a slight decrease.

The top three scoring stations in Q1 were York University (91.6%), Pioneer Village (88.5%), and Downsview Park (86.5%) stations.

The bottom three scoring stations in Q1 were Woodbine (66.3%), Dufferin (65.6%) and Dundas West (65.3%) stations.

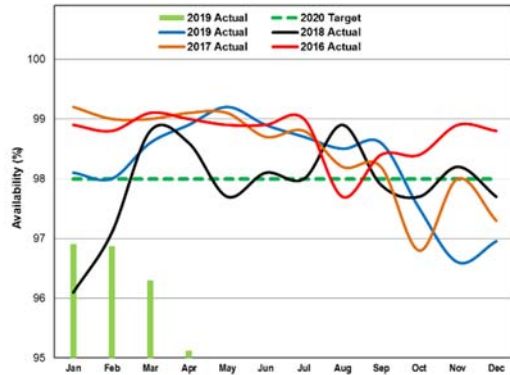
### Action Plan

While seasonal projects have been cancelled for 2020 due to the COVID-19 pandemic and temporary employees not being able to be on-

boarded to backfill, warmer weather should allow for some improvements to be gained.

# Item 1

## 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 for April was 95.1% and under the target of 98%. Performance decreased compared to last month (96.3%).

### Analysis

The following factors negatively impacted availability in April:

- Continued elevator overhaul work at Bathurst, Kennedy and Scarborough Centre stations.
- An elevator was out of service at Eglinton West Station due to Eglinton Crosstown Light Rail Transit construction.

### Action Plan

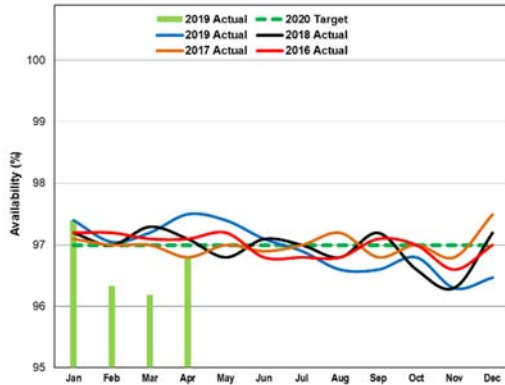
Completion of overhaul work was delayed due to the COVID-19 pandemic. Bathurst Station completion schedule was revised to late May 2020. Work at Scarborough Centre and Kennedy stations will be completed by July 2020.

The Eglinton West Station elevator is scheduled to be back in service by the end of June 2020.

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

# Item 1

## 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 for April 2020 was 96.8% and under the target of 97%. Performance increased compared to last month (96.2%).

## Analysis

An electrical issue (no power) with two escalators at Finch Station and construction activities at Lawrence and Glencairn stations negatively impacted escalator service in April.

## Action Plan

Electrical repairs were completed at Finch Station on April 17 and the escalators were returned to service.

Construction work at Glencairn Station was completed on April 8. Lawrence Station construction is ongoing.

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

## Item 1

### 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

Kathleen Llewellyn-Thomas,  
Chief Customer Officer

#### Results

Fare gate availability averaged 99.41% in March, which represents an increase of 0.39% from last month and an increase of 2.12% from the same time last year. Availability was below the 99.5% target.

#### Analysis

These results reflect the continued ongoing efforts by both the TTC and Scheidt & Bachmann (S&B) to address the hardware and software issues with the fare gates. With the current modification programs in place, we expect performance to continue to improve throughout 2020.

#### Action Plan

We continue to work with S&B 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 was completed Q4 2019. It is expected that S&B's second-generation industrial computer, with a new Solid State Drive, will provide a number of improvements, including: Extending the hard drive capacity, improving and protecting the hard drive sectors, increasing the hard drive speed (faster read/write – start-up time will be improved), extending the data logging, and helping address the USB disconnect issue we are currently having with the fare gates.
- A software update was installed in late Q3 2019. This software update has improved passage detection, leading to a more reliable interface for the customers; provided an upgrade to the motor control interface, improving motor reliability; and resolved an ongoing issue with the card readers on the gates. An additional software update will take place in Q3 2020 to further improve gate reliability.

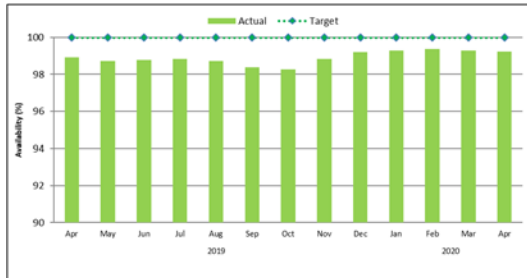
## Item 1

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

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

# Item 1

## PRESTO card readers



### Definition

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

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

### Contact

Kathleen Llewellyn-Thomas,  
Chief Customer Officer

## Results

PRESTO card reader availability averaged 99.24% in April, which represents a decrease of 0.05% from the previous month. Availability remains below the target of 99.99%.

## Analysis

The decrease in availability is attributed to a small increase in the number of devices with memory card issues.

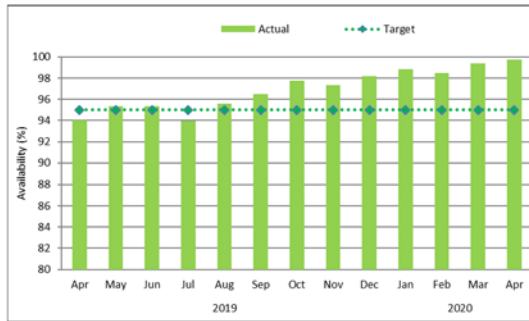
## Action Plan

Metrolinx continues to replace the defective memory cards, as required.

**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. Further updates will be provided.

## Item 1

### PRESTO Fare Vending Machines (FVM)



#### Definition

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

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

#### Contact

Kathleen Llewellyn-Thomas,  
Chief Customer Officer

#### Results

PRESTO FVM availability averaged 99.77% in April, which represents an increase of 0.39% from the previous month. Availability remains above the target of 95.00%.

#### Analysis

The increase in availability is attributed to a decrease in bill and coin jams resulting from the replacement of the problematic components that handle bills and coins in the vending machines. Timely replenishment of paper stock by Metrolinx also contributed to the increased availability.

#### Action Plan

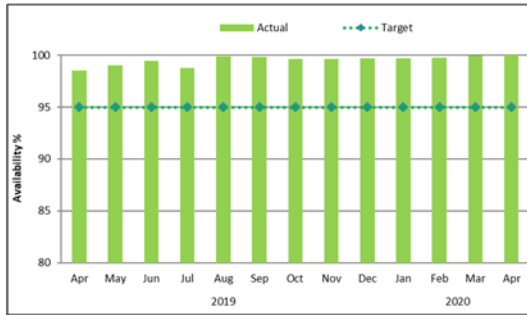
We will continue to monitor availability.

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



## Item 1

### PRESTO Self-Serve Reload Machines (SSRM)



#### Definition

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

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

#### Contact

*Kathleen Llewellyn-Thomas,  
Chief Customer Officer*

#### Results

PRESTO SSRM availability averaged 99.98% in April, which represents an increase of 0.04% from the previous month. Availability remains above the target of 95.00%.

#### Analysis

The increase in availability is attributed to a decrease in printer jams.

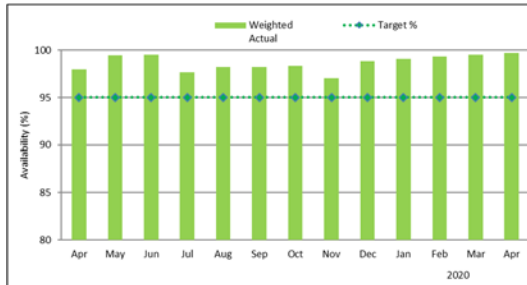
#### Action Plan

We will continue to monitor availability.

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

## Item 1

### PRESTO Fares and Transfer Machines (FTM)



#### Definition

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

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

#### Contact

Kathleen Llewellyn-Thomas,  
Chief Customer Officer

#### Results

PRESTO FTM availability averaged 99.69% in April, which is an increase 0.18% from the previous month. Availability remains above the target of 95.00%.

#### Analysis

The increase in availability is attributed to a decrease in the number of coin vault issues and timely replacement of printer paper stock by Metrolinx crews.

#### Action Plan

We will continue to monitor performance.

**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.

## Item 1

For further information on TTC performance, projects and services, please visit [ttc.ca](http://ttc.ca)

Item 1

