



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

Date: November 16, 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.

## **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  
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## **Signature**

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Richard J. Leary  
Chief Executive Officer

## **Attachments**

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

# Toronto Transit Commission

# CEO's Report

## November 2020















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# Performance scorecard

## TTC performance scorecard – November 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	Q2 2020	3.50	4.37*			14
Customer injury incidents	Injury incidents per 1M boardings	Q2 2020	3.11	1.71*			16
Offences against customers	Offences per 1M boardings	Q3 2020	1.75	1.00			18
Offences against staff	Offences per 100 employees	Q3 2020	5.83	4.18			20
<b>Ridership</b>							
Ridership	Monthly ridership	Sep 2020	19.7M	53.4M			21
Ridership	Year-to-date ridership	2020 YTD (to Sep)	182.0M	402.0M			21

Ongoing trend indicators:  Favourable  Mixed  Unfavourable  Not applicable

\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
PRESTO ridership	Monthly ridership	Sep 2020	17.6M	49.8M	✗	✗	23
PRESTO ridership	Year-to-date ridership	2020 YTD (to Sep)	165.0M	363.8M	✗	✗	23
Wheel-Trans ridership	Monthly ridership	Sep 2020	140,058	414,457	●	●	25
Wheel-Trans ridership	Year-to-date ridership	2020 YTD (to Sep)	1.4M	3.2M	●	●	25

### Customer experience

Customer satisfaction	Customer satisfaction score	Q2 2020	81%	80%	✓	✓	27
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### Subway services

1	On-time performance Line 1	Scheduled headway performance at end terminals	Sep 2020	92.1%	90.0%	✓	✓	29
2	On-time performance Line 2	Scheduled headway performance at end terminals	Sep 2020	96.1%	90.0%	✓	✓	31
3	On-time performance Line 3	Scheduled headway performance at end terminals	Sep 2020	86.4%	90.0%	✗	–	32


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

\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
<b>4</b> On-time performance Line 4	Scheduled headway performance at end terminals	Sep 2020	99.4%	90.0%			33
<b>1</b> Capacity Line 1	Trains-per-hour during peak	Sep 2020	99.7%	96.0%			34
<b>1</b> Capacity Bloor-Yonge Station	Trains-per-hour (8 a.m. to 9 a.m.)	Sep 2020	100.0%	96.0%			34
<b>1</b> Capacity St George Station	Trains-per-hour (8 a.m. to 9 a.m.)	Sep 2020	100.0%	96.0%			34
<b>2</b> Capacity Line 2	Trains-per-hour during peak	Sep 2020	100.0%	96.0%			35
<b>3</b> Capacity Line 3	Trains-per-hour during peak	Sep 2020	76.5%	98.0%			36
<b>4</b> Capacity Line 4	Trains-per-hour during peak	Sep 2020	100%	98.0%			37
Amount of service	Average weekly service hours delivered	Sep 2020	9,319 h	9,414 h			38
Vehicle reliability T1 trains	Mean distance between failures	Sep 2020	484,410 km	300,000 km			39
Vehicle reliability TR trains	Mean distance between failures	Sep 2020	933,974 km	600,000 km			41

Ongoing trend indicators: Favourable Mixed Unfavourable Not applicable

\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Service availability	Daily average service delivered	Sep 2020	100%	100%	✓	✓	43
Subway cleanliness	Audit score	Q3 2020	90.1%	90.0%	✓	✓	44
 <b>Streetcar services</b>							
On-time performance	On-time departures from end terminals	Sep 2020	80.2%	90.0%	✗	⊖	46
Short turns	Monthly total short turns	Sep 2020	0	105	✓	✓	48
Amount of service	Average weekly service hours	Sep 2020	16,048 h	15,120 h	✓	⊖	49
Vehicle reliability: <i>Contractual</i>	Mean distance between failures	Sep 2020	71,677 km	35,000 km	✓	✓	50
Vehicle reliability: <i>Operational</i>	Mean distance between failures	Sep 2020	51,198 km	35,000 km	✓	✓	50
Road calls and change offs	Average daily road calls or vehicle change offs	Sep 2020	2	2.4	✓	✓	53
Service availability	Daily number of vehicles available for service	Sep 2020	100%	100%	✓	✓	55

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



\*Represents four-quarter average of actual results



Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Streetcar cleanliness: Pre-service	Audit score	Q3 2020	85.2%	90.0%			56
Streetcar cleanliness: In-service & post-service	Audit score	Q3 2020	79.0%	90.0%			58
<b>Bus services</b>							
On-time performance	On-time departures from end terminals	Sep 2020	85.5%	90.0%			59
Short turns	Monthly total short turns	Sep 2020	0	384			61
Amount of service	Average weekly service hours	Sep 2020	143,697 h	139,470 h			62
Vehicle reliability: eBus	Mean distance between failures	Sep 2020	30,000 km	24,000 km			63
Vehicle reliability: Hybrid	Mean distance between failures	Sep 2020	30,000 km	24,000 km			64
Vehicle reliability: Clean Diesel	Mean distance between failures	Sep 2020	20,000 km	12,000 km			66
Road calls and change offs	Average daily road calls or vehicle change offs	Sep 2020	19	24			68















Ongoing trend indicators: Favourable Mixed Unfavourable Not applicable

\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Service availability	Daily average service delivered	Sep 2019	126.0%	100%	✓	✓	69
Bus cleanliness: Pre-service	Audit score	Q3 2020	99.2%	90.0%	✓	✓	70
Bus cleanliness: In-service & post-service	Audit score	Q3 2020	99.3%	90.0%	✓	✓	71
 <b>Wheel-Trans services</b>							
On-time performance	% within 20 minutes of schedule	Sep 2020	96.4%	90.0%	✓	✓	72
Vehicle reliability	Mean distance between failures	Sep 2020	19,639 km	12,000 km	✓	✓	73
Accommodation rate	Percentage of requested trips completed	Sep 2020	99.9%	99.0%	✓	✓	75
Average wait time	Average amount of time a customer waits before call is answered	Sep 2020	6.6 min	15 min	✓	✗	76
 <b>Station services</b>							
Station cleanliness	Audit score	Q3 2020	76.1%	75.0%	✓	✓	78

Ongoing trend indicators:  Favourable  Mixed  Unfavourable  Not applicable

\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Elevator availability	Per cent available	Sep 2020	97.2%	98.0%			80
Escalator availability	Per cent available	Sep 2020	95.9%	97.0%			81
Fare gates	Per cent available	Sep 2020	99.52%	99.50%			82
PRESTO fare card readers	Per cent available	Sep 2020	99.07%	99.99%			84
PRESTO Fare Vending Machines	Per cent available	Sep 2020	99.46%	95.00%			85
PRESTO Self-Serve Reload Machines	Per cent available	Sep 2020	99.96%	95.00%			86
PRESTO Fares and Transfer Machines	Per cent available	Sep 2020	99.87%	95.00%			87

Ongoing trend indicators:  Favourable  Mixed  Unfavourable  Not applicable

\*Represents four-quarter average of actual results

# CEO's commentary

As the Chief Executive Officer of the TTC, diversity and inclusion are key priorities for me and the reason that we're conducting an executive search for the newly created position of Chief Diversity and Culture Officer. The creation of this new role demonstrates our organization's commitment to addressing systemic issues within the company; to represent and be a leader in the communities we serve; and to continue to promote a culture of respect, equity and fairness.

The Chief Diversity and Culture Officer will oversee all policies, programs and practices addressing anti-Black racism, diversity and inclusion as well as recruitment and outreach.

Since September, Gemma Piemontese (formerly Chief People Officer) has been serving as the TTC's Interim Chief Diversity and

Culture Officer, and has been instrumental in advancing this new role while the organization recruits for the position. Megan MacRae (formerly Executive Director of Human Resources) has assumed the role of Acting Chief People Officer in the meantime.

In December, TTC staff will be bringing forward a report on Diversity and Human Rights achievements at the TTC. This will include the TTC's five-year Diversity and Human Rights Strategic Plan (2019-2023). The 10-point action plan is titled "Embrace Diversity" and it aims to embed diversity and inclusion in every facet of the TTC by:

- Attracting and developing a more diverse and qualified workforce;
- Building a respectful and inclusive workplace culture;

- Providing continuous education on human rights, accessibility, diversity and inclusion; and
- Enhancing the delivery of programs and services to meet the needs of our diverse customer and employee base.

The TTC has made many achievements in diversity and inclusion. However, in some areas, progress has been slow. For example, as of 2019, just 16 per cent of employees at the TTC identified as women, compared to the Toronto census benchmark of 48.7 per cent.

While the representation of women varies across the TTC's occupational groups, the 10-point action plan will outline specific actions that the TTC will take to increase overall diversity and to remove barriers.

I'm looking forward to speaking at a virtual information session to recruit women candidates for the transit operator position on November 24. I'll be joined by several employees who will be sharing their career experiences as women working at the TTC. I encourage everyone to get more information about the session at [ttc.ca/join](http://ttc.ca/join).

## Safety

While we've been able to advance major capital projects, accessibility construction and subway maintenance during this period of reduced ridership, the safety of our employees has always been — and will continue to be — the top priority. All workers have a personal and shared responsibility to prevent workplace injury and illness. Safety is a core value of our organization.

The TTC's Safety Executive Committee and myself conducted a field visit on October 16 to hear from various crews on the night

shift. The purpose of the tour was to engage and support our workers and listen to their opinions about improving the TTC safety culture.

Fort Monaco, Chief Infrastructure and Engineering Officer, and his team organized four different sessions in the Subway Infrastructure work group. Abiding by all COVID-19 protocols, several unionized and non-unionized employees met at length to talk about improving the safety culture. Following the meetings was a field visit to trackside to witness some of the night work taking place.

The Safety Executive spoke to crews from subway track, electrical, signals and structures. It was an excellent opportunity for senior management to hear personal and candid opinions from workers, which is an essential element for a robust workplace safety culture.

We came away with many observations, recommendations

and suggestions for improving: training, communications, rules and regulations, cleanliness, protection from COVID-19 and overall workplace safety in a variety of areas, such as air quality, PPE, work zones and work cars. The field trip helped to clarify some of the safety challenges employees face and what can be done to reduce exposure in the workplace. We've committed to report back to crews on the status of action plans for improvements.

*Safety-Before-Production* is not just a motto, but a core value at the TTC. It expresses our ultimate goal for an injury-free workplace, and for ensuring that every employee returns home in the same condition they arrived for their work shift — morning, noon or night.

## PRESTO

I'd like to take this opportunity to provide an update on PRESTO and the continued modernization of fare

collection at the TTC. We're working to finalize new business terms with Metrolinx-PRESTO through the Settlement Agreement process targeted for completion in January 2021.

PRESTO will pilot Open Payment on the UP Express in 2021, and we're working to roll out a similar pilot, which PRESTO has targeted for the TTC in 2023.

In parallel, we'll be supporting and co-approving PRESTO's procurement program for new back-end fare collection technology and service providers. This program has the potential to replace the current single contract, which is set to expire in October 2022.

Looking further ahead, our current base term agreement with PRESTO expires as early as November 2027. At that point, the TTC may choose to enter into its own contract with a fare collection service provider. The Board-

directed Fare Collection Request for Information (RFI) is the first step to inform our planning to secure our own fare collection provider by 2027. The RFI will help us gather further insights about service providers and technologies being used by other transit providers across the globe.

All of these important activities, work streams and deliverables will be informed by our 5-Year Fare Policy and 10-Year Collection Outlook, which we kicked off in October.

A Board report next January will detail the overall PRESTO program of activities.

## RapidTO

In last month's CEO's Report commentary, I provided an update on the formal launch of RapidTO bus lanes along the Eglinton East corridor on October 9. I'm pleased to report that the Morningside

Avenue portion is fully completed. Red paint application on the Kingston Road portion is also completed in both directions. And red paint is being applied to the roadway on Eglinton Avenue; this daytime work will continue for the next few weeks.

When compared to October 2019 data, the first week of implementation saw transit-travel time improve by about 12 per cent on the corridor. When compared to the week prior to implementation, the corridor experienced a six-to-seven per cent transit-travel time improvement.

It's important to note that the priority lanes are still in the early stages of operation, and that the 8.5-km length of new priority lanes are yet to be fully implemented.

Bus priority lanes remain a fast, frequent and safe option for customers who are relying on our services during the pandemic.



## Streetcar Infrastructure

In order to maximize the operation of the new accessible streetcar fleet, the TTC has been upgrading the overhead wire system that feeds power to the streetcar network.

The Overhead Contact System comprises nearly 90 kilometres of wire crisscrossing the downtown, and covering our streetcar yards, modernizing it from a system designed for trolley pole use to industry-standard pantograph technology is a state-of-good-repair project of massive proportions.

The conversion has required a complex, multi-phased program to allow streetcar operations to continue uninterrupted using a mixed fleet of both new, low-floor streetcars and legacy streetcars, the last of which were retired at the end of 2019. The old streetcars used an antiquated trolley pole to draw power from the overhead wires while the new fleet uses a pantograph system with higher energy throughput.

The first phase of upgrading the overhead system had to allow for dual current collection. In other words, both poles and pantographs needed to draw electrical power from the overhead system as we upgraded streetcar routes. The second and final conversion phase will allow for pantograph use only.

To date, our overhead crews have upgraded more than 80 per cent of the overhead network, with 50 per cent of all streetcar routes commissioned for pantograph

mode. In the last two years, we've accelerated the last phase of exclusive pantograph mode on three routes totaling 26 kilometres, or nearly 30 per cent of all streetcar routes.

The TTC will stay on an accelerated replacement schedule over the next four years. Staff are working in coordination with City, Hydro and other TTC track projects in an effort to minimize any adverse impacts to our customers and the public at large.

Pending budget approval, the current proposed schedule will have the entire network capable of exclusively operating on pantograph by Q1 2025, at which time we'll realize the full benefits of the pantograph technology.

And just a final reminder that the last scheduled virtual Board

meeting of the year takes place on Tuesday, December 15.

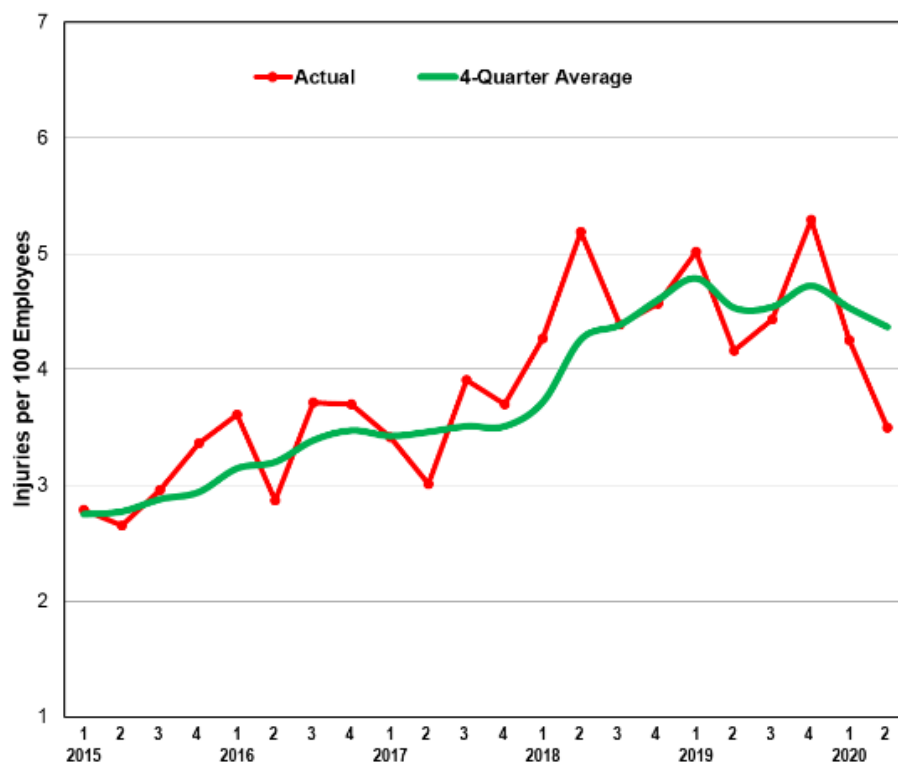
A handwritten signature in black ink, appearing to read 'Richard J. Leary', written in a cursive style.

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



# Safety and security

## Lost-time injuries rate (LTIR)



### Definition

Number of lost-time injuries reported per 100 employees.

### Contact

Betty Hasserjian,  
Chief Safety Officer (Acting)

### Results

The LTIR in Q2 2020 was 3.50 injuries per 100 employees.

### Analysis

The LTIR in Q2 was 20% lower than the four-quarter average. However, there has been an upward trend in the LTIR since 2015.

### Action plan

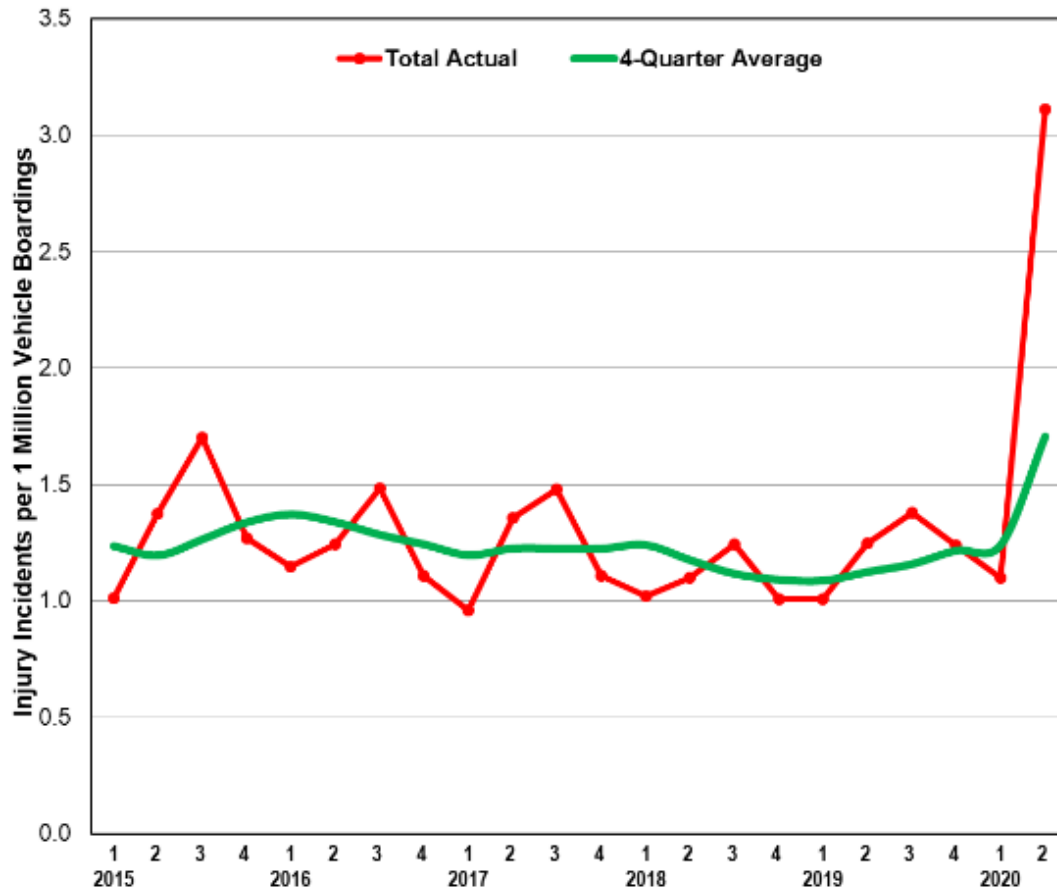
Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition) continue to account for 23% of all lost-time injuries and represent the highest injury event type since 2014. The Ergonomic Musculoskeletal Disorder Prevention Program, currently being implemented, focuses on preventing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

**Note:** *Q3 2020 data will be available in the December CEO's Report.*

## Customer injury incidents rate (CIIR)




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### Results

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The CIIR in Q2 2020 was 3.11 injury incidents per one million vehicle boardings.

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### Analysis

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The CIIR in Q2 was 82% higher than the Q1 average rate of 1.71 injury incidents per one million vehicle boardings. Moreover, the four-quarter average line shows no statistically significant trend in the CIIR since 2015. The CIIR is oscillating around the historic long term average of 1.3 injuries per one million vehicle boardings since 2015.

The increase in the Q2 CIIR was mainly attributed to the significant decrease in overall ridership due to the COVID-19 pandemic.

#### Definition

Number of customer injuries per one million boardings.

#### Contact

Betty Hasserjian,  
Chief Safety Officer (Acting)

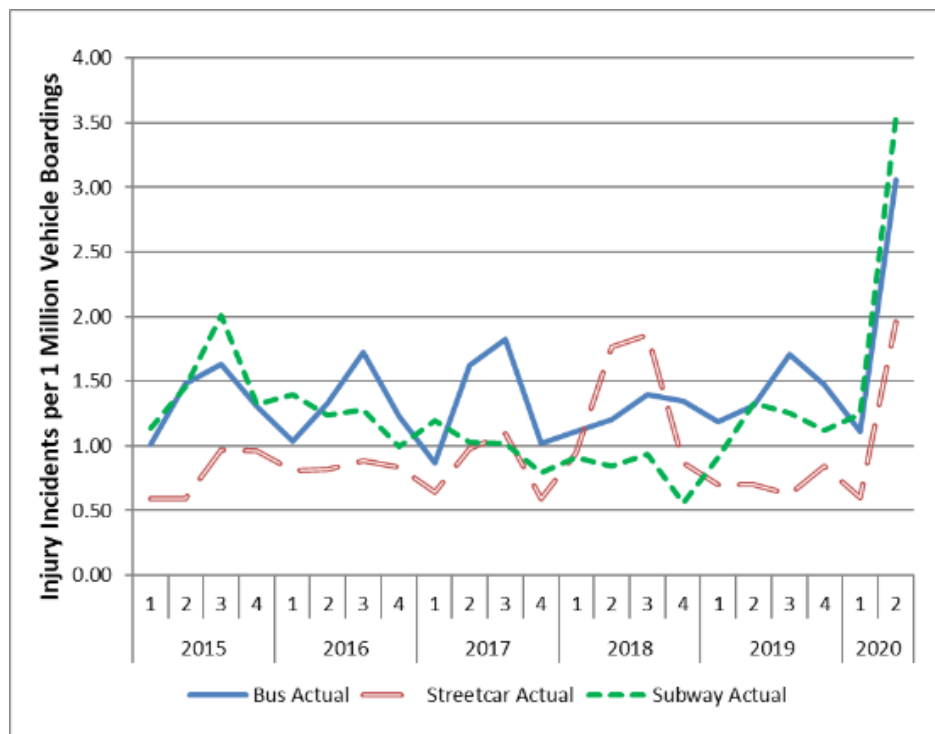
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## Action plan

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

**Note:** Q3 2020 data will be available in the December CEO's Report.



## Regulatory compliance

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

### Contact

*Betty Hasserjian,  
Chief Safety Officer (Acting)*

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

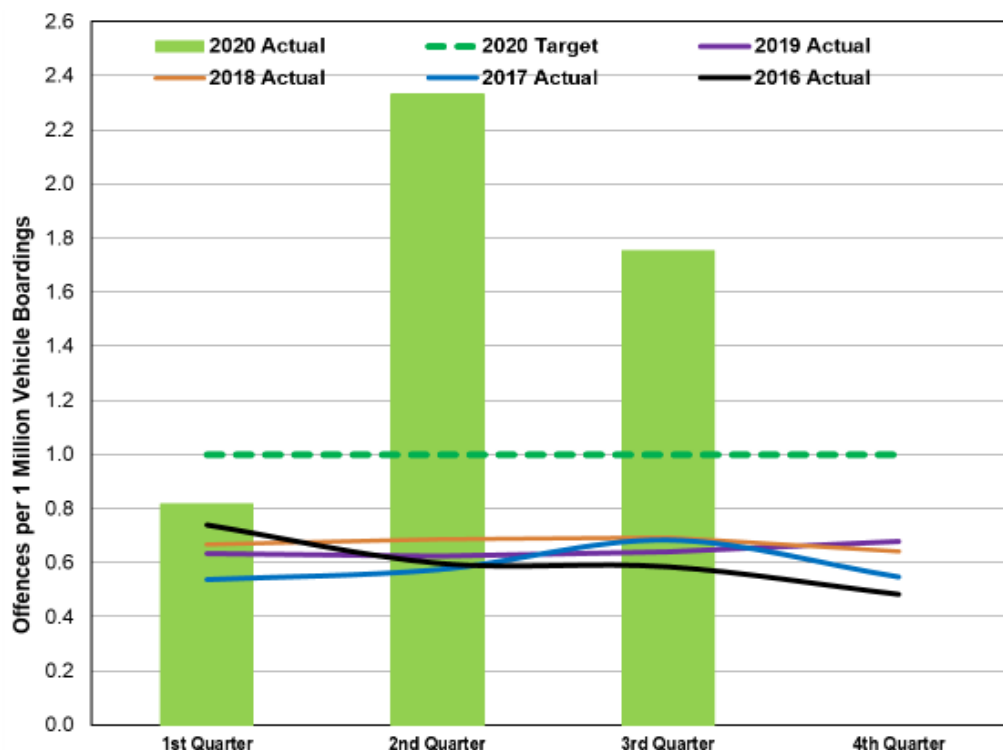
## Order compliance

Type	Number of Orders Issued		Status
	Requirement Orders <sup>1</sup>	Non-compliance Orders <sup>2</sup>	
Ministry of Labour Orders	2	7	Compliance Achieved
Ministry of the Environment, Conservation and Parks Orders	0	0	Not Applicable
Technical Standards and Safety Authority Orders	0	0	Not Applicable
City of Toronto - Notice of Violation	0	0	Not Applicable
Toronto Fire Services Code Violations	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.

## Offences against customers



### Definition

Number of offences against customers per one million vehicle boardings.

### Contact

Kathleen Llewellyn-Thomas,  
Chief Strategy & Customer Officer

### Results

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

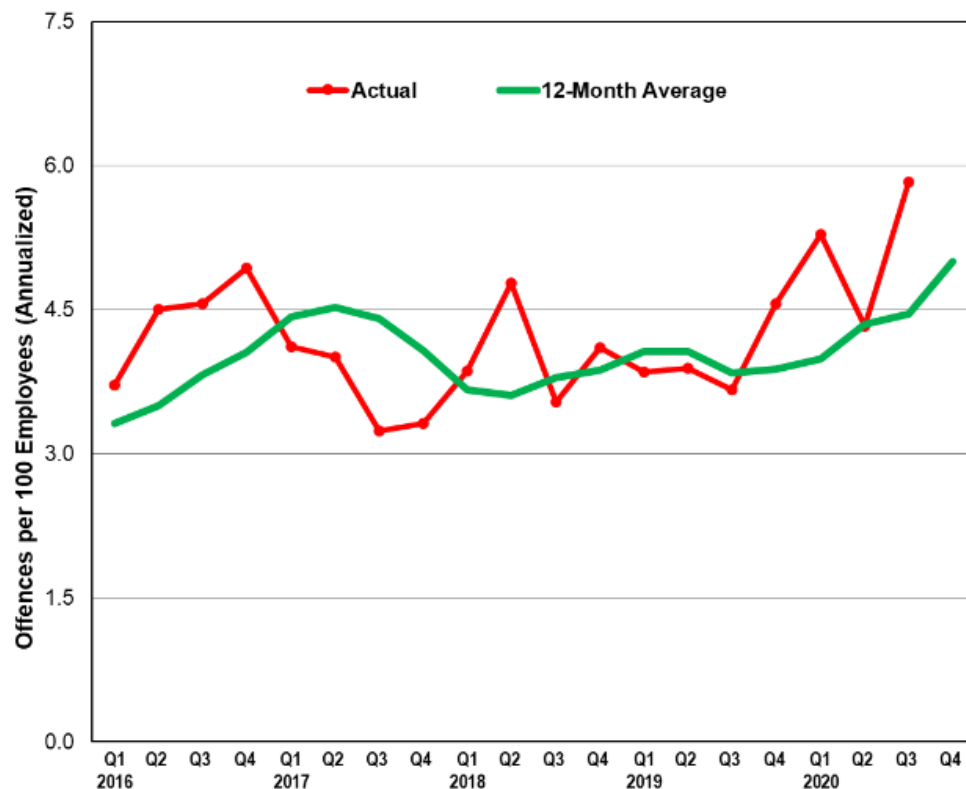
### Analysis

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

### Action plan

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

## Offences against staff



### Definition

Number of offences per 100 employees.

### Contact

Kathleen Llewellyn-Thomas,  
Chief Strategy & Customer Officer

### Results

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

quarter and a 59% increase from the same time last year.

### Analysis

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

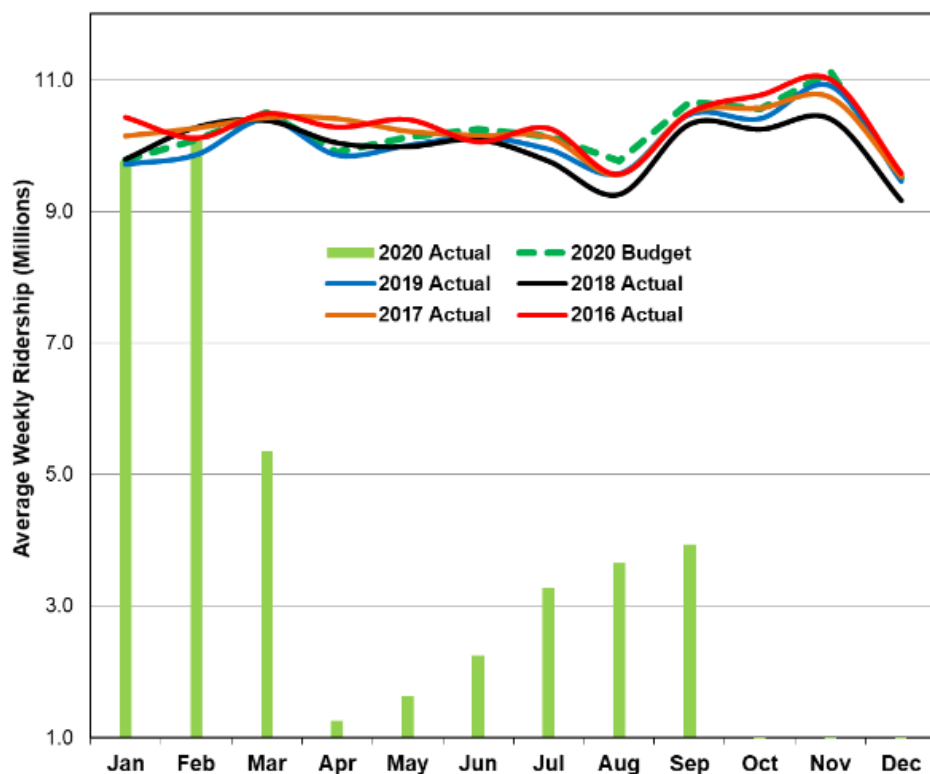
### Action plan

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

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

# Ridership

## Ridership



### Definition

Average number of journeys per week, including paid and free

journeys (e.g. two-hour transfers and children 12 and under). A journey

with transfers is counted as one journey. The total is derived from cash, tickets and token counts, PRESTO data, diary studies and ridership analytics.

### Contact

Josie La Vita,  
Chief Financial Officer

### Results

Period 9 (August 30 to October 3, 2020) revenue ridership totalled 19.661 million or 3.932 million passengers per week. This represents a 7.6% increase from period 8 (3.656 million passengers per week). Ridership was 33.693 million or 63.1% below budget and 32.683 or 62.4% million below the comparable period in 2019.

Year-to-date (periods 1-9) revenue ridership totalled 181.995 million, which was 219.959 million or 54.7% below budget and 214.225 million or



54.1% below the comparable period in 2019.

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

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### **Analysis**

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Toronto entered Stage 3 of the Province's reopening on July 31 and subsequently reverted to a modified Stage 2 on October 10.

Weekly ridership grew from 3.33 million in week 32 (August 2 – 8, start of Stage 3), then peaking at 4.04 million in week 38 (September 13 to 19) only to drop to 3.95 million in week 40 (September 27 – October 03, end of period 9). Weekly ridership is expected to retract in October as Toronto enters a modified Stage 2 of reopening.

Period 9 ridership represents a 0.6% decline over period 8. The decline is partially due to increasing number of COVID-19 cases resulting in lower than normal seasonal increases in ridership.

Ridership is not expected to rise as the city remains in a state of emergency. Even after the emergency measures are lifted, it is expected that ridership will take time to recover to its pre COVID-19 levels.

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### **Action plan**

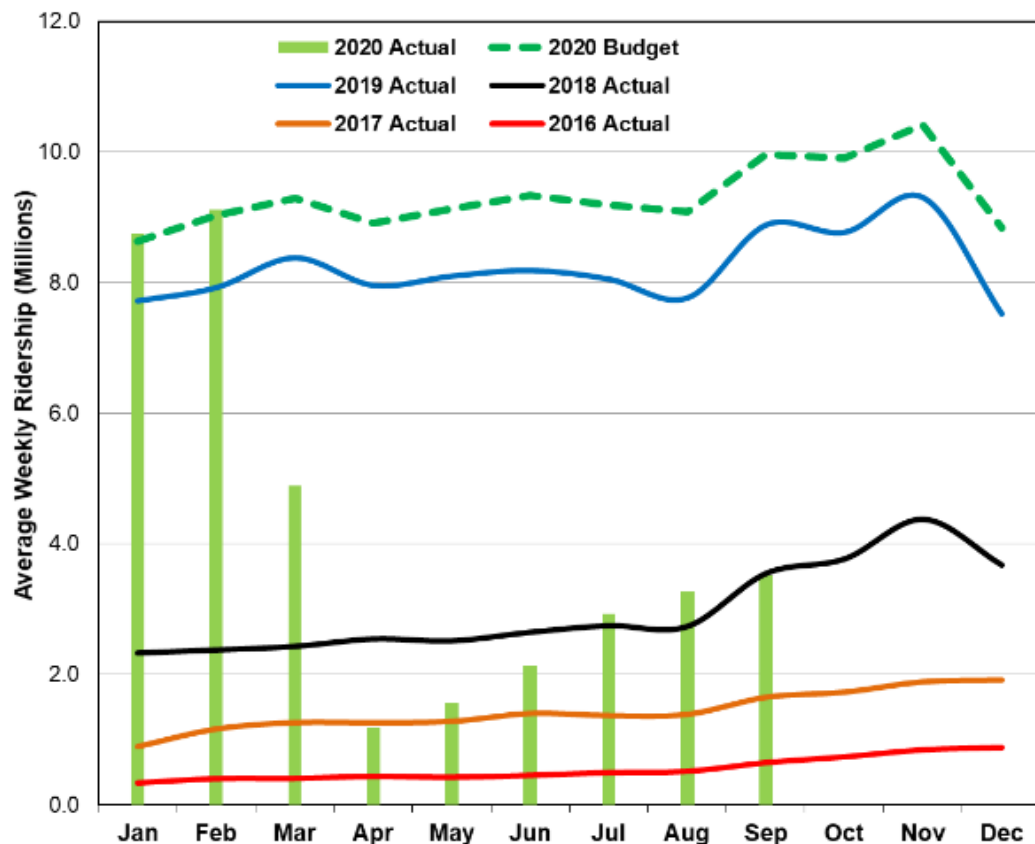
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TTC ridership has shown signs of recovery. However, ridership continues to be less than 50% of normal.

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

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

## PRESTO ridership



### Definition

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

### Contact

Josie La Vita,  
Chief Financial Officer

## Results

Period 9 (August 30 to October 3, 2020) PRESTO ridership totalled 17.576 million or 3.515 million passengers per week. This represents a 7.7% increase from period 8 (3.265 million passengers per week). PRESTO ridership was 32.220 million or 64.7% below budget and 26.852 million or 60.4% below the comparable period in 2019.

Year-to-date (periods 1-9) PRESTO ridership totalled 165.036 million. This is 198.741 million or 54.6% below budget and 156.880 million or 48.7% below the comparable period in 2019.

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

## Analysis

The PRESTO adoption rate for period 9 increased slightly to 89.4% from 89.3% in Period 8. The rate is

expected to stay at the current level as outstanding tickets and tokens continued to be used.

Period pass sales continue to increase: 60,850 passes were sold for October, an increase of 1,903 over September. The largest increase was in the adult and post-secondary group (1,752), followed by seniors (77) and youth (74).

As the Province's COVID-19 cases continue to rise, period pass sales are not expected to increase significantly for November.

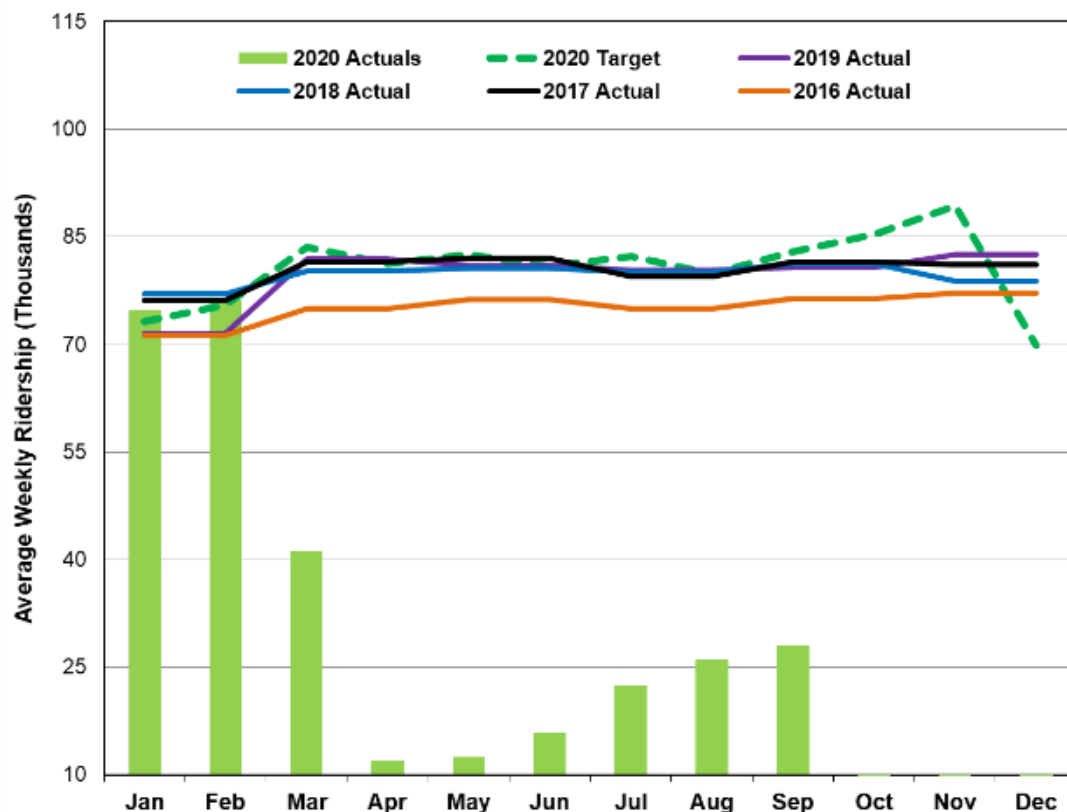
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### **Action plan**

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PRESTO adoption is expected to increase over time as legacy media is phased out, more PRESTO fare options are made available and marketing initiatives encourage further PRESTO adoption.

## Wheel-Trans ridership



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

## Results

Ridership in Period 9 (August 30 to October 3, 2020) was 140,058 (or 28,012) passengers per week. This figure was 66.2% lower than the budgeted 82,890 customers per week.

In terms of year-over-year growth, the Period 9 year-to-date (YTD) ridership is 56.4% lower compared to the same period in 2019, and is currently 57.1% (1.81M) under the YTD 2020 budget.

## Analysis

Ridership has increased compared to Period 8, however ridership for Period 9 was lower than anticipated based on the ridership reforecasting for the pandemic. With the city returning to a modified Stage 2, many day programs and non-essential businesses have either remained closed or have not returned to pre-pandemic service levels.

We are able to continue with solo-rides and when necessary provide special transports for life sustaining

trips. Facility outbreak alerts continue to be monitored in order to ensure the safety of our staff and customers.

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### **Action plan**

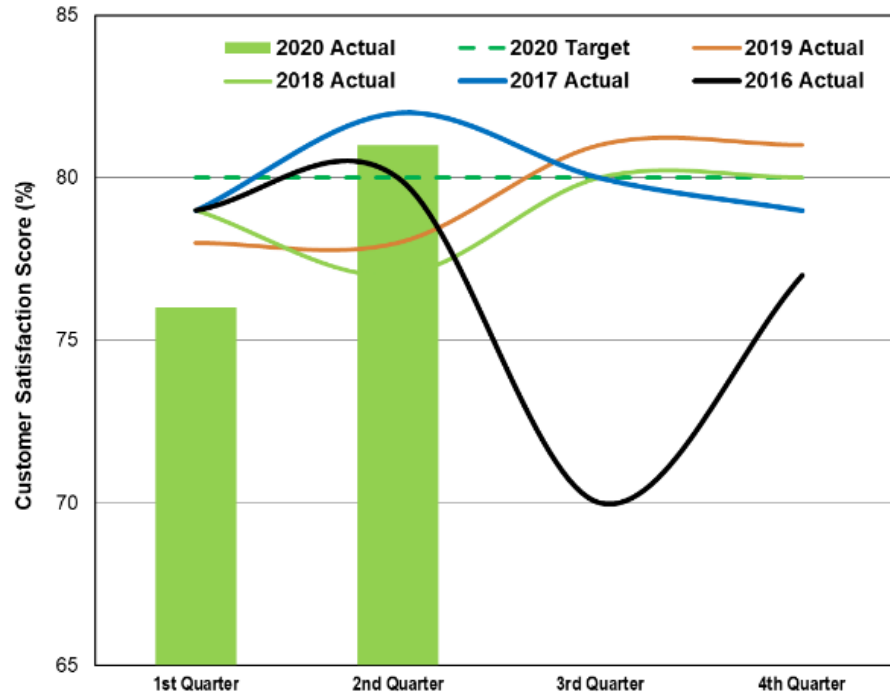
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Wheel-Trans will review ridership projections. We will also field a follow-up customer survey in order to obtain a better understanding of customer needs and anticipated rate of return to using public transit.

We continue to monitor public health recommendations and work with other accessible transit service providers to ensure customers receive consistent service during the pandemic.

# Customer experience

## Customer satisfaction



### Definition

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

### Contact

*Kathleen Llewellyn-Thomas,  
Chief Strategy & Customer Officer*

## Results

In Q2 2020, 81% of customers reported high levels of satisfaction with TTC services. This is an increase from last quarter (76%) and the same time last year (78%).

## Analysis

Customers taking the TTC in Q2 reported strong satisfaction with their experience. This increase was particularly driven by bus and streetcar riders and those who ride the TTC several times a week or more.

Though most elements of the customer experience (e.g. trip duration, comfort of ride) are steady or trending in a positive direction during the pandemic, the reported helpfulness of our staff is down significantly in Q2 across all modes. COVID-19 safety measures have made customer-staff interaction — normally a strong element of our service — more challenging.

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## Action plan

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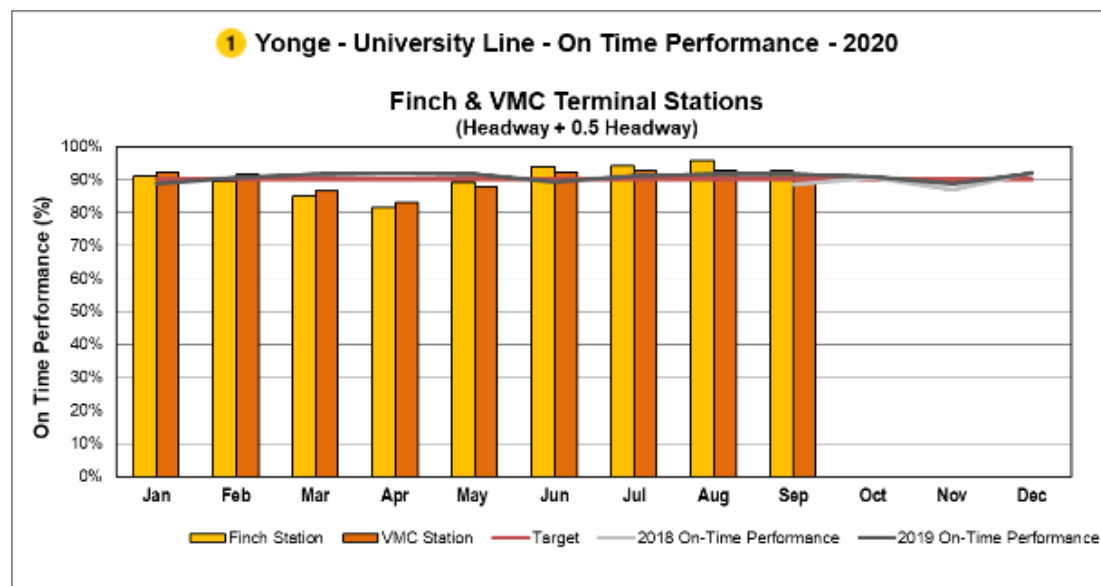
Customers are appreciative of the TTC's response to the pandemic, which necessitated many sudden changes to service. Continuing to closely monitor customer satisfaction will be crucial as ridership increases with the reopening of the province.

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

**Note:** Q3 2020 data will be available in the December CEO's Report.

## Subway services

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



#### Definition

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

#### Contact

James Ross,  
Chief Operating Officer

## Results

OTP in September was 92.1%, down from the 94.3% we achieved in August.

Our target of 90% has been met for the last four months.

## Analysis

The total delay minutes recorded on this line in September decreased by 13.3% compared to August. However, a restricted speed zone from Highway 407 Station to Vaughan Metropolitan Centre Station negatively impacted trip time for eight days.

Comparing 2020 year-to-date to 2019, there has been a 2% increase in delay minutes. However, rolling stock and customer-related delays have improved by 34.9% and 17.8%, respectively. This is likely a result of the decrease in ridership during the pandemic.



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## **Action plan**

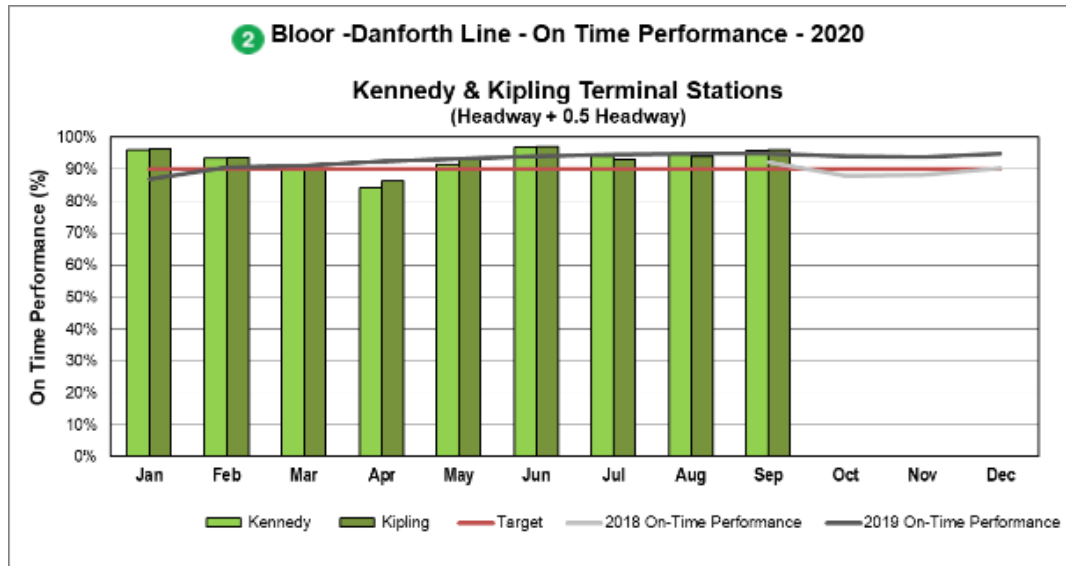
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There are no planned schedule changes for this line, and service is expected to remain fairly stable.

End terminal departures continue to be impacted by the suspension of step-backs, however, no change is planned to return to that operating practice.

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

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



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

### Results

OTP in September improved slightly to 96.1%, up from 94.4% we recorded in August. Our target of 90% was met.

### Analysis

This metric improved due to total delay minutes decreasing by 7.4% in September. There were 94 fewer

delay minutes owing to subway infrastructure and equipment, and 48 fewer minutes for track fire incidents.

We also had zero restricted speed zones for the first three weeks of September. Year-to-date, we have had 3.3% fewer total delay minutes compared to 2019.

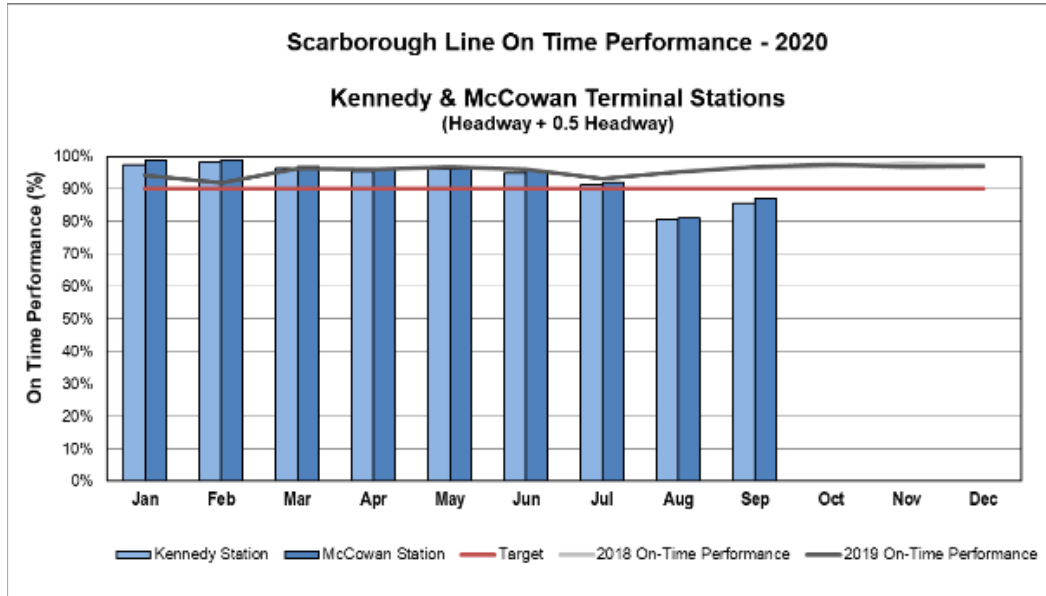
### Action plan

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

End terminal departures continue to be impacted by the suspension of step-backs, however, no change is planned to return to that operating practice.

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

## Line 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

OTP in September improved to 86.4%, up from the 80.8% recorded in August.

Our target of 90% was not met for the second consecutive month.

### Analysis

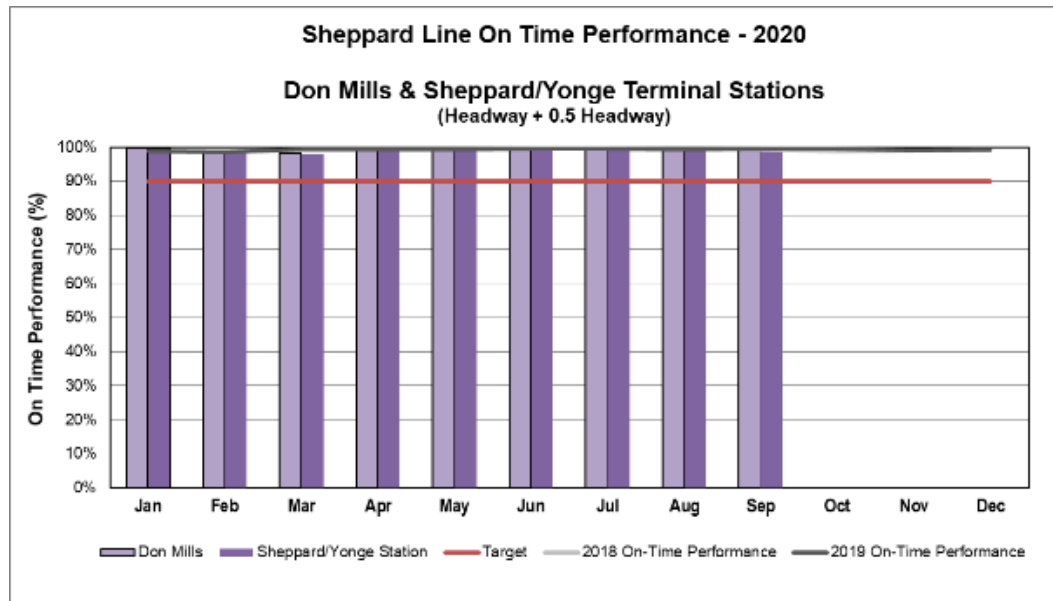
Mechanical issues with our rolling stock continue to impact train availability, reducing our ability to meet our scheduled service.

Cooler temperatures in September did not require trains to run at reduced speeds and braking profiles under the hot weather protocol on most days. This is likely responsible for the improved performance over August.

### Action plan

We anticipate a return to scheduled availability of rolling stock in October, and that will have a significantly positive impact on this measure. Until then, we anticipate lower than normal results.

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



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

### Results

OTP remained stable in September, maintaining the 99.4% we also recorded in August.

Our target of 90% was met.

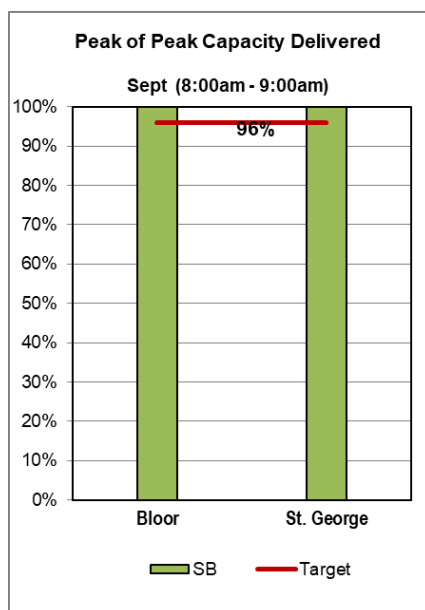
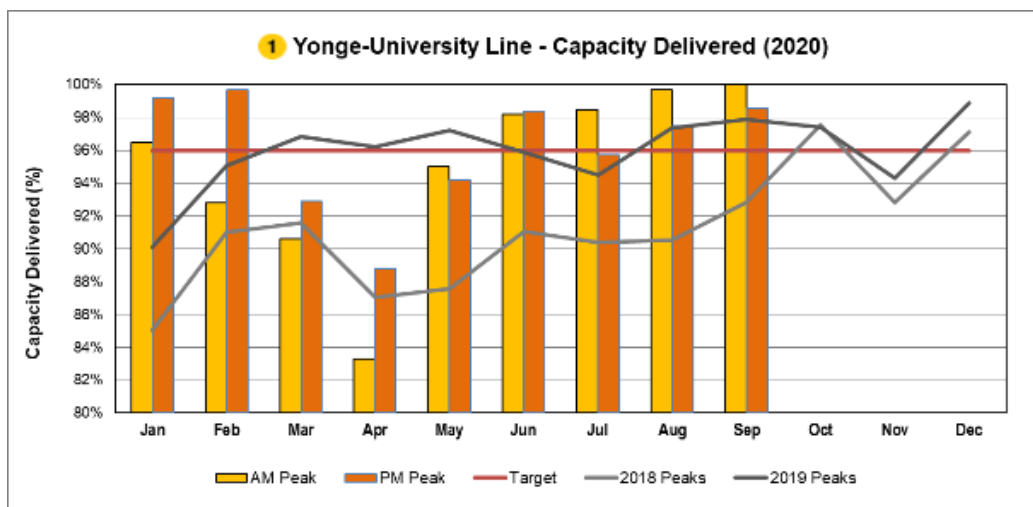
### Analysis

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

### Action plan

There are no anticipated changes for this line.

## Line 1: Capacity



### Definition

Total number of trains that travelled through 12 key sampling points during a.m. and p.m. peak as a percentage of trains scheduled. Data is based on Monday-to-Friday service. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

### Contact

James Ross,  
Chief Operating Officer

### Results

Our results for this metric continued the positive trend we've seen over the past three months. In September,

our overall average was 99.7%, up from the 98.5% we achieved in August. Our target of 96% was met. Our peak capacity, recorded southbound through Bloor-Yonge and St George stations, exceeded our 100% target.

### Analysis

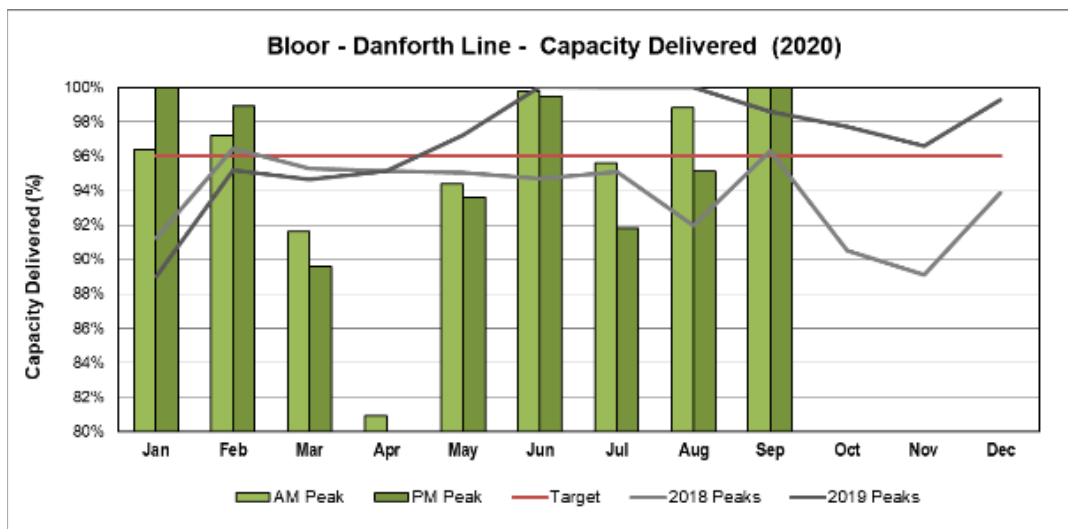
In September, we continued to deliver a consistent level of capacity.

The impact of infrastructure-related speed restrictions was minimal, with one zone causing an increase in trip time by one minute for eight days, between Highway 407 and Vaughan Metropolitan Centre stations.

### Action plan

In September, we returned to the use of peak period Run-As-Directed trains to help us continue to match capacity with demand. There are no further schedule changes anticipated, but we continue to monitor and can make changes as required.

## 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

In September, this measure improved to 100%, up from the 95.3% we recorded in August.

Our target of 96% was met.

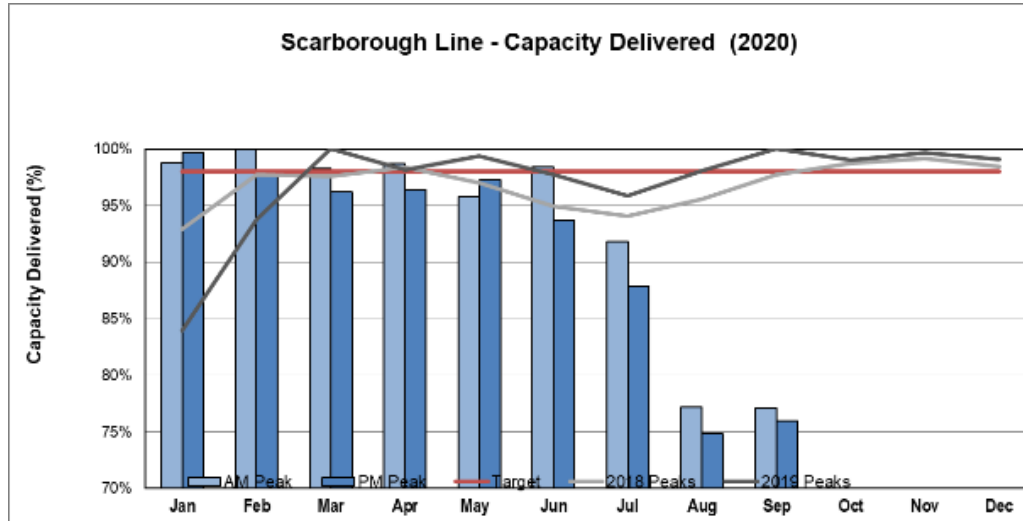
## Analysis

Similar to Line 1, there were no changes to our schedules or workforce availability during September. However, we did return the use of Run-As-Directed trains during peak periods to improve our ability to match capacity with demand.

## Action plan

There are no further schedule changes anticipated, but we continue to monitor and can make changes as required.

## Line 3: Capacity



the five scheduled trains during most peak periods.

### Action plan

We anticipate a return to scheduled availability of rolling stock in October, and that will have a significant positive impact on this measure. If unavailable, we will begin a review of our schedule until we can see full rolling stock availability return.

### Definition

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

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

### Contact

James Ross,  
Chief Operating Officer

### Results

In September, this metric improved slightly to 76.5%, up from the 75.9% we achieved in August.

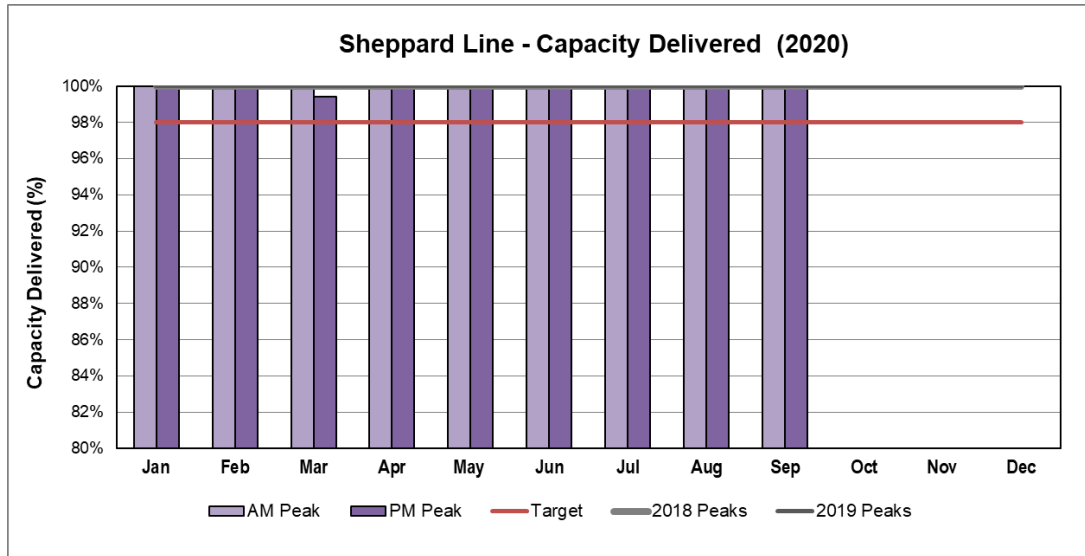
Our target of 98% was not met.

### Analysis

Mechanical issues with our rolling stock continue to impact train availability. We are operating four of

## Line 4: Capacity

## Action plan



There are no anticipated changes our service levels on this line.

### Definition

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

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

### Contact

James Ross,  
Chief Operating Officer

### Results

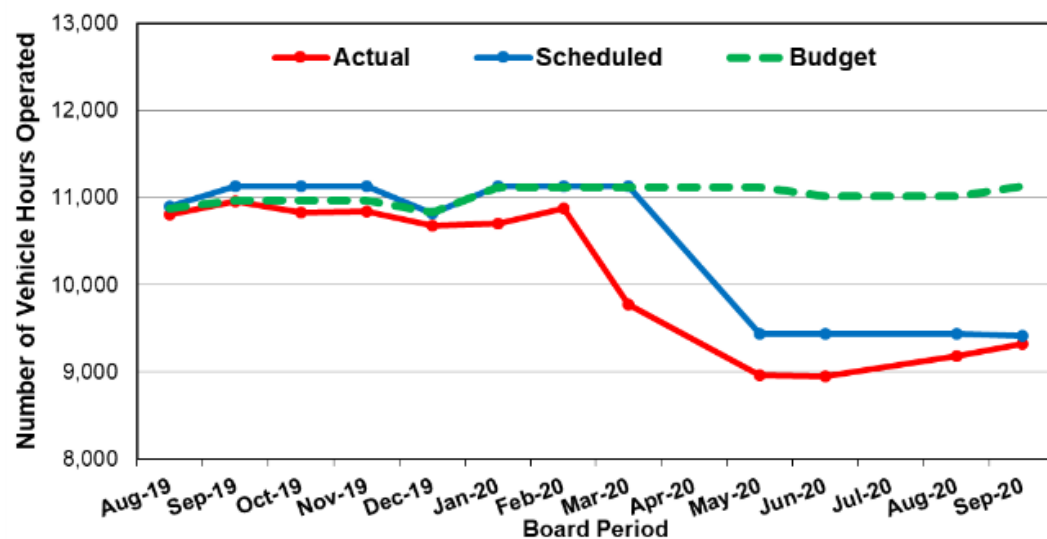
This line remains at 100% performance and continues to perform well.

### Analysis

Line 4 has not been impacted by issues that have affected our other lines.



## Subway: Weekly service hours



### Definition

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

### Contact

Kathleen Llewellyn-Thomas,  
Chief Strategy & Customer Officer

### Results

In the September 2020 Board Period, the TTC planned 85% of regular subway service compared to pre-pandemic service.

The TTC budgeted 11,133 weekly service hours while 9,414 weekly service hours were scheduled to

operate, which represents a variance of -15%.

Of the 9,414 weekly service hours scheduled to operate, 9,319 weekly service hours were actually delivered, which represents a variance of -1%.

### Analysis

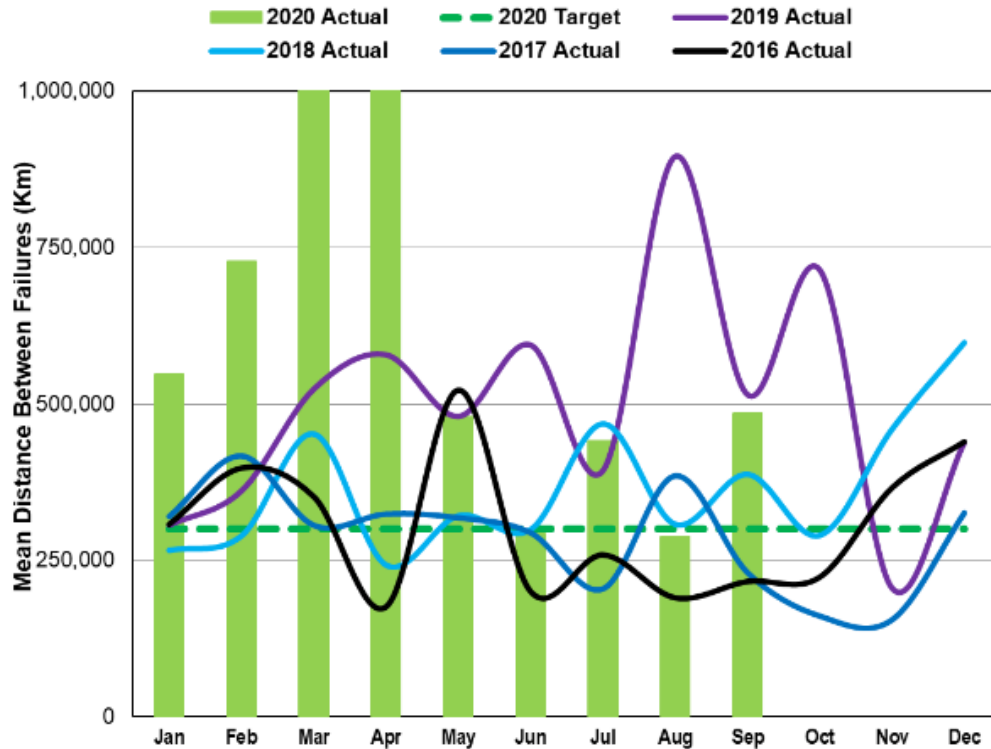
Scheduled service hours are lower than budgeted as a result of the demand-responsive service plan which takes into account lower ridership demand due to COVID-19.

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

### Action plan

We will continue to monitor service hours during the pandemic.

## Subway T1 train: Mean distance between failures (MDBF)



### Definition

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

T1 trains operate on Line 2.

### Contact

Rich Wong,  
Chief Vehicles Officer

## Results

The T1 fleet MDBF was 484,410 kilometres in September, which is above the target of 300,000 kilometres. The MDBF in August was 288,260 kilometres. The MDBF for September 2019 was 514,587 kilometres and the current rolling annual average is 858,093 kilometres.

## Analysis

In September, there were six delay incidents greater than or equal to five minutes. The brake system had three delay incidents, followed by the compressed air system with two incidents. The passenger door had one delay incident.

The brake-related incidents were due to two faulty master controllers and a faulty VMOD pcb-module 1. Root cause for all three incidents were classified as not related to workmanship or component end of life. Immediate root cause remains to be determined, but is being monitored by technical staff. One of the faulty master controllers was in service for over one year, and the

other more than four years. The VMOD pcb-module 1 was in service for approximately three and a half years with no issues.

The two compressed air-related incidents were due to burnt contactor tips and a defective air compressor control relay. The burnt contactor tips incident revealed multiple data log events for: “Compressor failed to start”. The air compressor control relay was modified on subject car and passed the system tests. Both subject units have returned back into revenue service and this issue is being monitored on rest of the fleet.

The passenger door-related incident was a result of a loose master cylinder arm jam nut. The car had been in revenue service for 130 days with no issues on the door set. The master cylinder arm jam nut has been tightened to specifications and the doors cycle tested with positive results.

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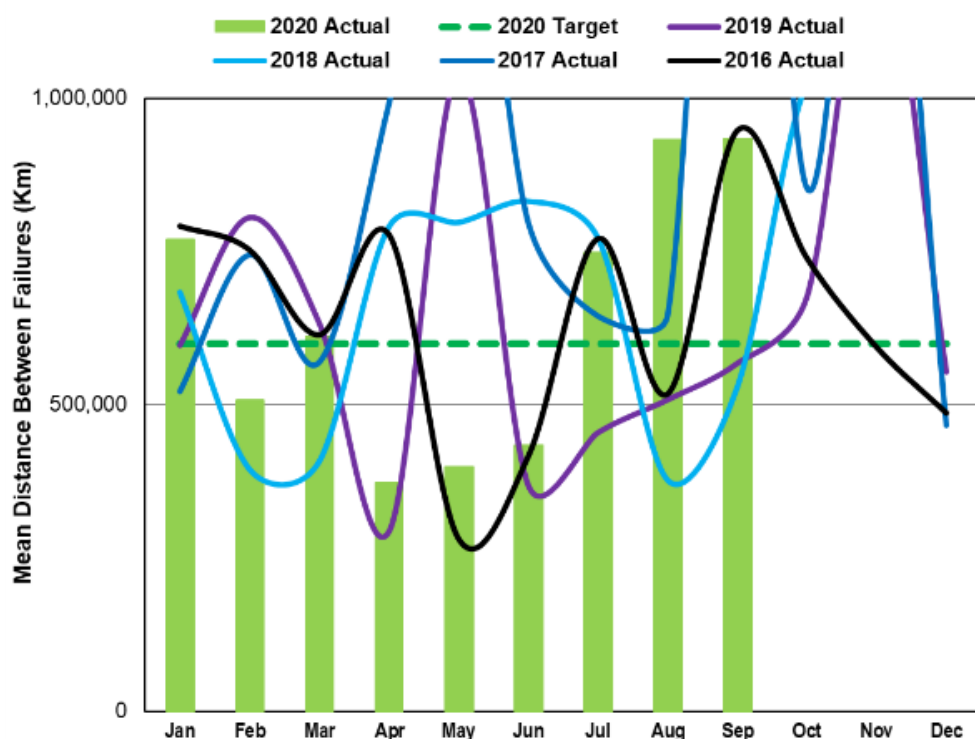
### **Action plan**

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The 20-year state-of-good-repair (SOGR) program included the passenger doors and has since been

completed. A new 25-year SOGR scope is currently in development.

## Subway TR train: Mean distance between failures (MDBF)



### Definition

Total kilometres travelled in month compared to the number of rolling stock equipment incidents resulting in delays of five minutes or more. Includes all seven days of service. TR trains operate on Line 1 and Line 4.

### Contact

Rich Wong,  
Chief Vehicles Officer

## Results

The TR fleet MDBF was 933,974 kilometres in September, which is above the target of 600,000 kilometres. The MDBF in August was 932,927 kilometres. The MDBF for September 2019 was 566,923 kilometres and the current rolling annual average is 676,879 kilometres.

## Analysis

In September, there were five delay incidents greater than or equal to five minutes. The passenger door system had two incidents, followed by the brake, body, and cab door systems with one delay incident each.

The two passenger door-related incidents were a result of broken microswitches, a S1CD lock microswitch and a S2 lock switch. Both door sets have been in service for more than 500 days with a good history. The root cause for S1CD and the S2 lock switch failures are undetermined at this time and any similar failures will continue to be tracked and monitored.

The brake-related incident was a result of the emergency brakes not releasing. Carhouse technical staff have replaced the emergency brake loop box, and will be monitoring the vehicle for any further issues. The root cause determination of such random failures is complex and is being monitored by technical staff.

The body-related incident was due to a defective fitting on the airline connected to the cab seat. The defective fitting was replaced and the cab seat returned back into service.

The cab door system-related incident was a result of a damaged cab window cable block and window frame. The likely root cause is leaning on window and window frame while servicing stations. Cable block was replaced and windows were tested to be working.

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### **Action plan**

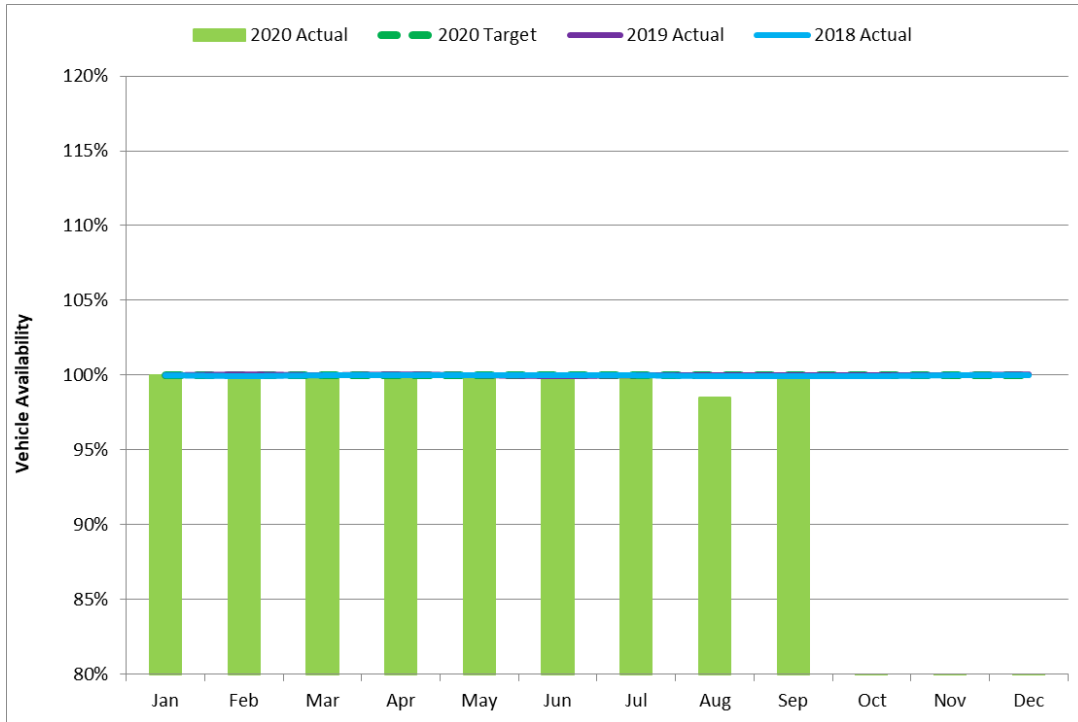
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All incidents have been resolved. All trains returned back into revenue service with no further issues.

A TR door roller replacement program began in September 2020 and is in early start-up stage with

completion targeted for 2022. A passenger door state-of-good repair (SOGR) program will commence in 2022, both the S1CD and S2CD microswitches are in scope for fleet-wide replacement during this SOGR program.

## Subway: Service availability




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### Analysis

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

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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.

### 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.

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### Results

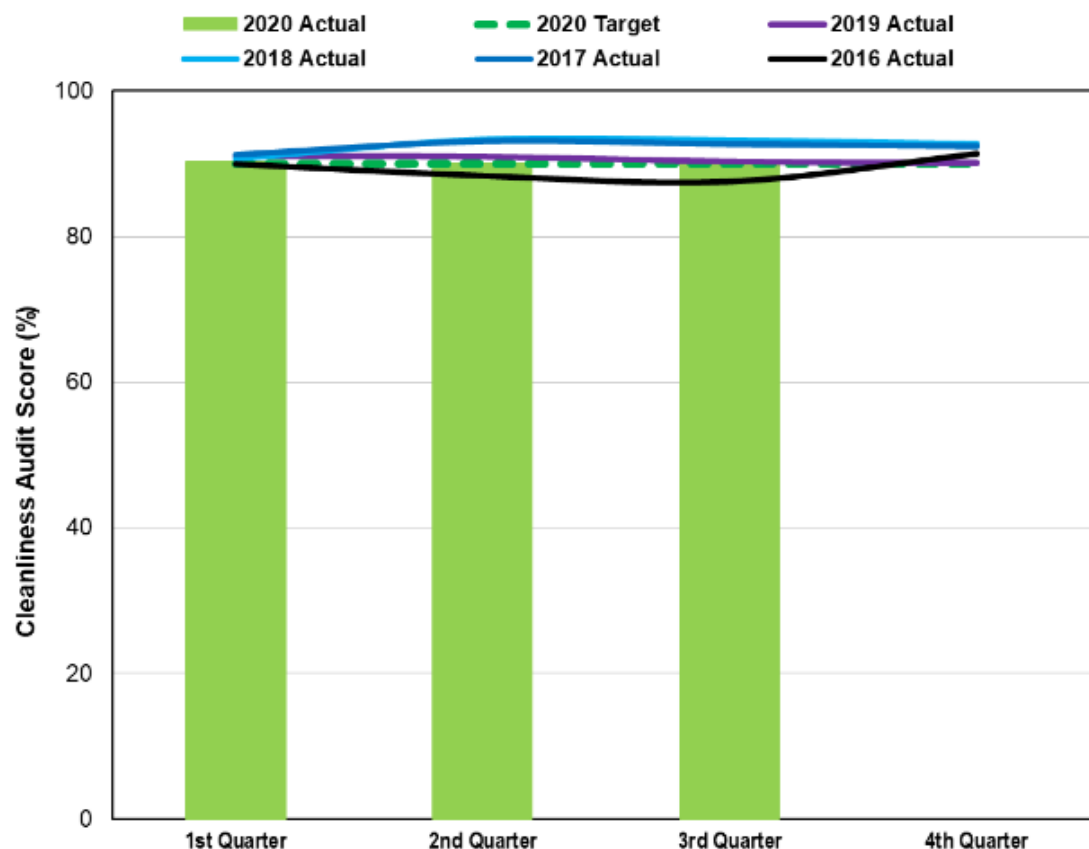
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Vehicle availability in September was 100%.

### Contact

Rich Wong,  
Chief Vehicles Officer

## Subway: Vehicle cleanliness



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

### Results

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

### Analysis

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

### Action plan

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

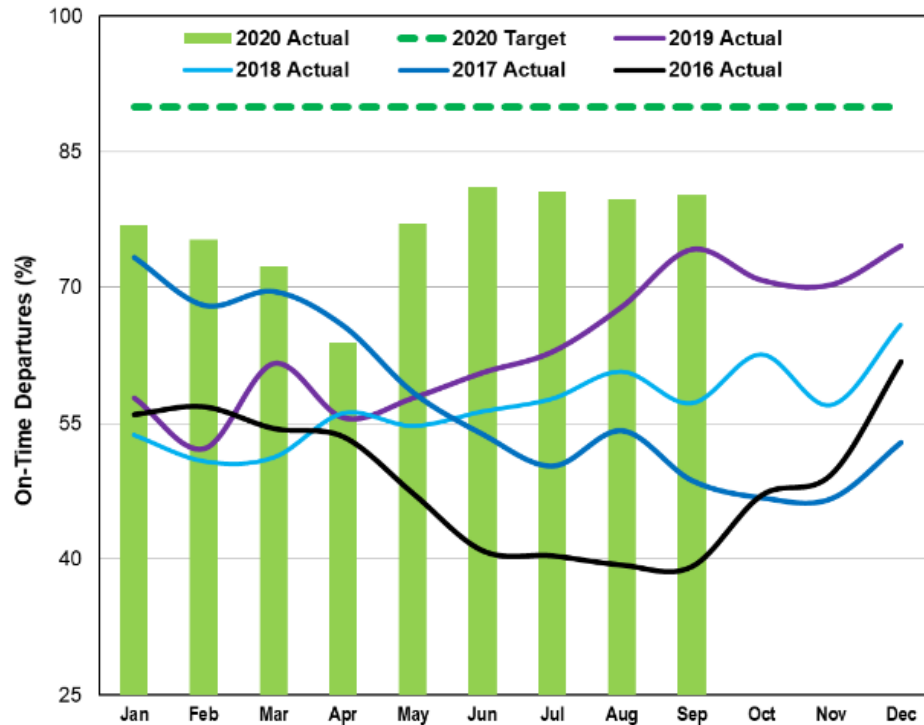
continues to be addressed once every 14 days.

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



## Streetcar services

### Streetcar: On-time performance (OTP)



#### Definition

On-time performance measures vehicle departures from end terminals. Vehicles are considered

*on time if they depart within 59 seconds earlier or five minutes later than their scheduled departure time. Includes all seven days of service. Night routes are excluded.*

#### Contact

James Ross,  
Chief Operating Officer

#### Results

OTP in September was 80.2%, an improvement compared to August (79.7%) and over the same period last year (74.2%).

Our target of 90% was not met.

#### Analysis

Streetcar OTP in September dropped to its lowest in week 37 (76.5%), but continued to increase throughout the rest of the period to a high of 82.9% in week 40. The performance for the period was higher on weekdays compared to the weekends, with the OTP for the period increasing to 82.4% when only considering weekdays. This was largely due to the planned infrastructure repair works described below.

Performance was negatively impacted the weekend of September 5-6 for two main reasons:

- Overhead infrastructure repair work at St Clair Station required shuttle buses to operate between St Clair Station and Oakwood loop, with streetcars operating between Gunns and Oakwood Loops. With this, streetcar service operated off schedule and “on headways”, which negatively impacted the 512 St Clair OTP.
- Track repair work on King Street, east of Church Street, negatively impacted the 504 King performance. This work required the 504A King service to turn back westbound before reaching the route’s eastern end terminal at Distillery Loop.

OTP for the period was also negatively impacted the weekend of September 12-13 for two main reasons:

- Due to infrastructure repair work in the west end of the 501 Queen route, service turned back eastbound (prior to the schedule end terminal) at Humber Loop, with shuttle buses operating west of Humber Loop during the

weekend.

- 504B King and 505 Dundas performance was negatively impacted this same weekend due to construction work at Broadview Station. This work required both routes to turn back westbound prior to reaching their eastern end terminal at the station.

Also, delayed track replacement work at Dundas Street and Howard Park Avenue led to the 505 Dundas route being operated off-schedule for much of the period. Once construction began in Week 39, the route reverted back to its shortened routing and accompanying schedule, and performance improved accordingly. The route’s performance improved from 27.7% to 87.1% when comparing the first to the fifth week of the period. Excluding the 505 Dundas, the network score for the period increases to 82.5%.

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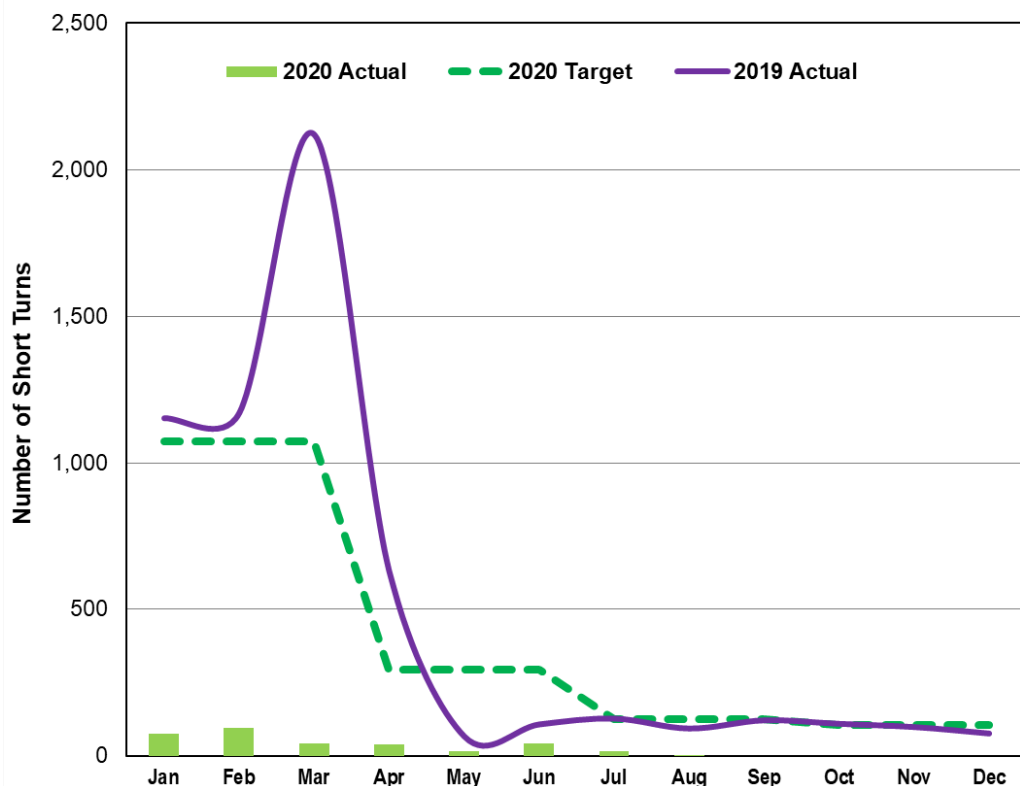
### **Action plan**

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Efforts to improve OTP continue on several fronts. Planning efforts at this time are also focused on developing

high-quality service designs for the first quarter of 2021, a period with major construction projects impacting the streetcar network.

## Streetcar: Short turns



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

### Results

There were zero short turns in September, a decrease compared to August (2) and the same period last year (122).

### Analysis

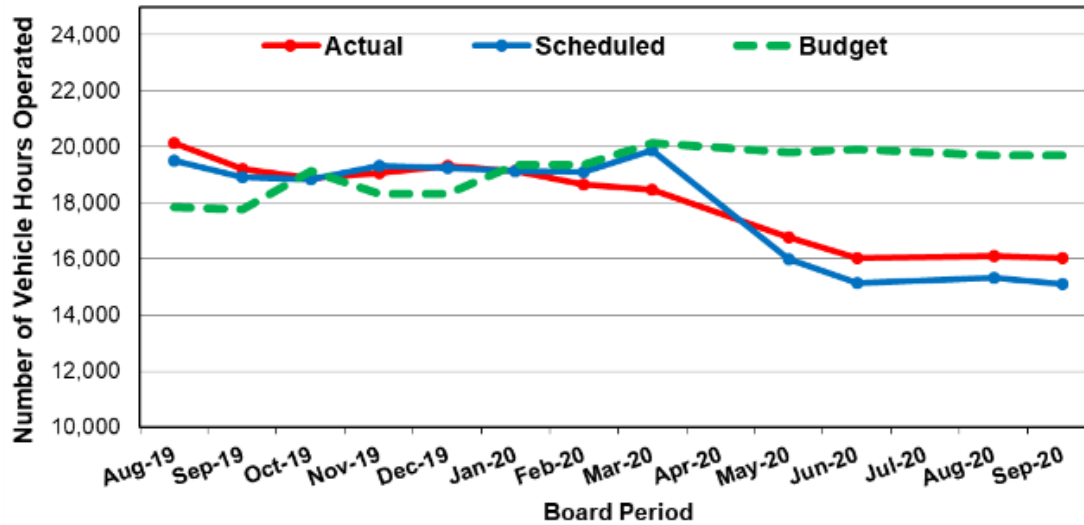
In September, we continued the ongoing trend of significantly reduced short turn figures throughout the streetcar network.

### Action plan

Short turns will continue to be closely monitored by our route management team with the goal of keeping their numbers low.

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

## Streetcar: Weekly service hours



hours were scheduled to operate. Of the 15,120 weekly service hours scheduled to operate, 16,048 weekly service hours were actually delivered, which represents a variance of 6%.

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### Analysis

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

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### Action plan

We will continue to monitor service hours during the pandemic.

### Definition

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

### Contact

Kathleen Llewellyn-Thomas,  
Chief Strategy & Customer Officer

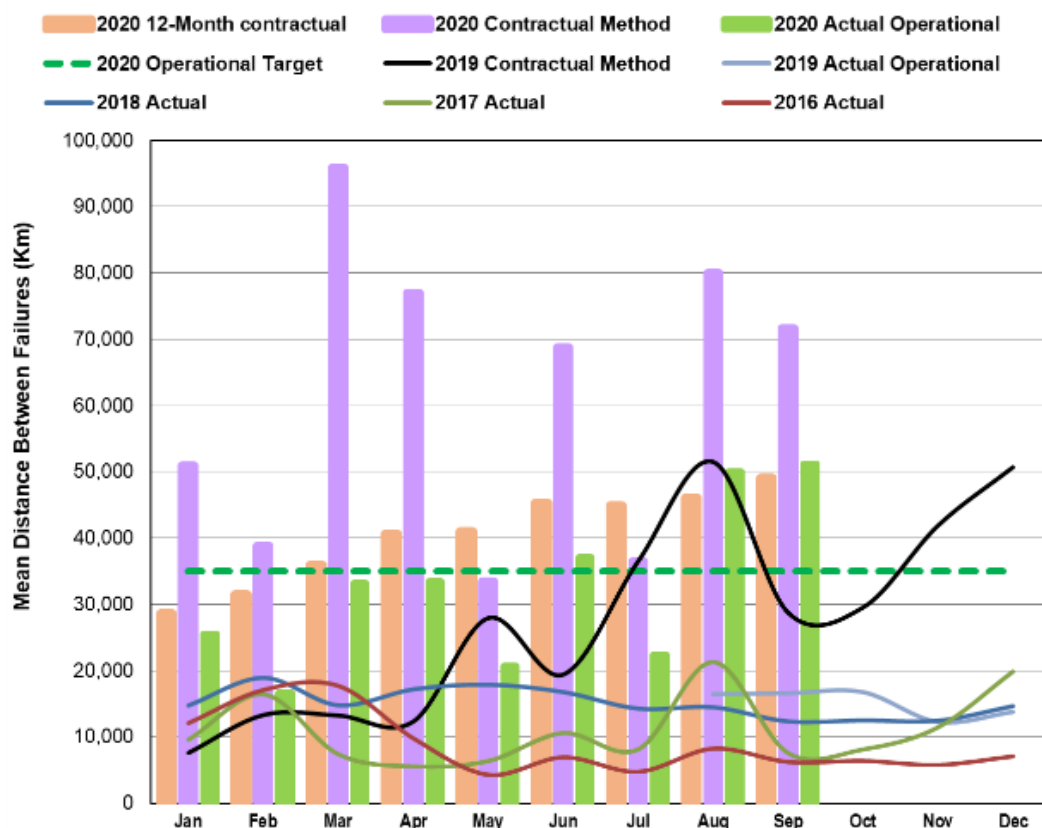
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### Results

In the September 2020 Board Period, the TTC planned 85% of regular streetcar service compared to pre-pandemic service.

When accounting for both regular and construction-related service, the TTC budgeted 19,694 weekly service hours while 15,120 weekly service

## Streetcar: Mean distance between failures (MDBF)



### Definition

Total kilometres travelled by the Low-Floor Light Rail Vehicle (LFLRV) fleet compared to the number of incidents (defined contractually) resulting in delays of five minutes or more. Includes all

seven days of service. A threshold of 35,000 km was established to reflect the manufacturer's obligations for reliability. The operational MDBF includes incidents defined contractually, as well as delay incidents that are caused by

failures of equipment from other vendors and delays caused by TTC operations.

### Contact

Rich Wong, Chief Vehicles Officer

### Results

The monthly contractual MDBF in September was 71,677 kilometres. This is a decrease of 8,355 kilometres compared to August and an increase of 42,914 kilometres when compared to September of last year.

The 12-month average contractual MDBF is now 49,035 kilometres. The contractual target of 35,000 kilometres MDBF was met in September.

The monthly operational MDBF in September was 51,198 kilometers. This is an increase of 1,178 kilometers from August.

### Analysis

In September, there were a total of 10 relevant failures under the contractual reliability method. The top

contributors were the train and cab controls system with three and the brake system and doors with one each.

With respect to the operational method, there were a total of 14 delays. The top contributors to these failures, in addition to the contractual reliability failures, include the high voltage system with three and the security equipment system with one.

The high voltage system failures in September were due to a damaged pantograph collector head shunt cable, loss of a trolley pole carbon shoe due to wear, and a trolley pole rope coming out of catcher.

The shunt cable failure was identified as a fastener disconnected at carbon strip, which may not have been secured to specification. The trolley pole carbon shoe was worn because the vehicle was not able to have its scheduled inspection and replacement due to service changes. The third failure, with the trolley pole rope was due to the rope being secured incorrectly when the catcher was installed.

All of these failures are considered operational and/or workmanship issues, which are being reviewed and corrected by staff

The security equipment system failure was due to a defective camera. Investigation into the cause of the failure indicates component quality of the video recorder, which had reached end-of-life and failed in-service through daily usage. The functionality of the system is inspected before the vehicle is released to service.

Compared to August, contractual failures have remained consistent while operational failures have decreased by two. Although service mileage decreased compared to August, lower operational failures contributed to increased operational reliability for September.

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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 service mileage increases and more in-service data becomes available.

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

**Brake system:** Quality control containment and improvements have been implemented at supplier sites. In addition, component improvements (e.g. seals, guidance shaft and locking pins) are in validation and planning stages with implementation targeted for Q1 2021.

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

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

inspection of SVSCS camera functionality along with rear view camera, door camera and interior camera housing to ensure functionality.

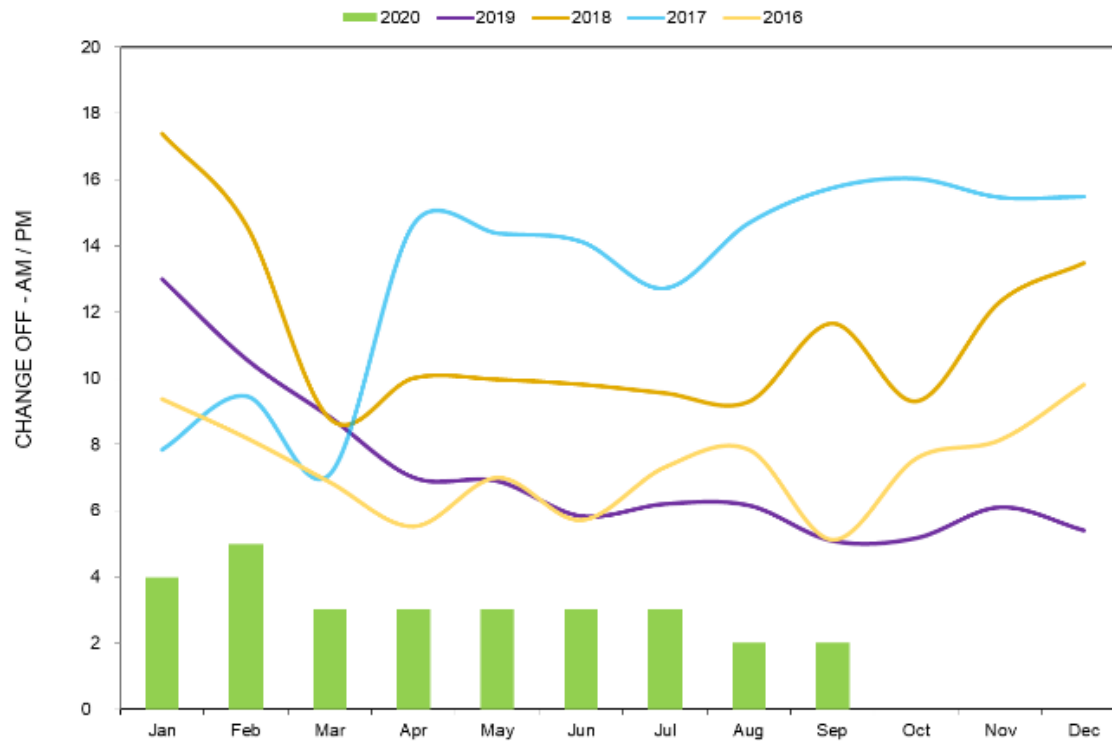
**High voltage power system:** Multiple modifications aimed to improve various sub-systems are being implemented on the fleet. This includes adjusting the limit switch on the main switch, and replacement of some trolley pole and pantograph components with more robust ones (e.g. bracket and chain).

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

**High voltage system:** We continue to monitor high voltage preventative maintenance practices and review trolley pole rope installation with maintenance personnel to ensure correct schedules and processes are followed.

**Security equipment system:** We are working to improve pre-service

## 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, including Run-As-Directed vehicles. In September, the target of 1.5% (or 2 of 133 vehicles) was met.

## Analysis

RCCOs in September were consistent with August. The continued low cycling of major systems from reduced passenger loading due to the COVID-19 pandemic and improving preventative maintenance procedures have contributed to low RCCO numbers.

Compared to August, there was a decline in failures of the car body and security equipment systems. Reductions were offset by an increase in failures of the ramp system due to bent flaps and exterior control functionality and the windshield system, which had defects related to wiper functionality and loose sun visor.



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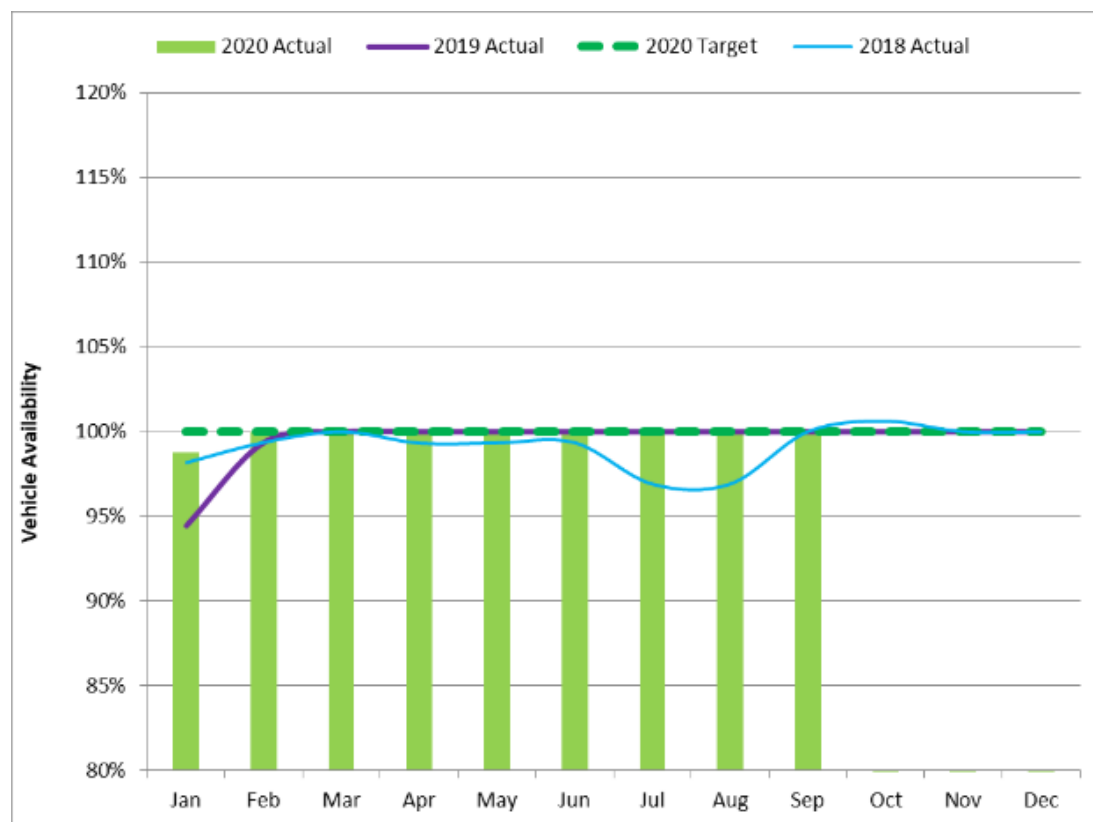
## **Action plan**

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Pre-service inspections and further preventative maintenance activities and design initiatives will continue to reduce the number of RCCOs. Staff continue to focus on the top problem systems to reduce failures.

Bombardier and TTC staff are aware of the component reliability issues and continue to investigate the problems to determine a resolution.

## Streetcar: Service availability



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

## Results

The target for streetcar availability is 100% of peak daily service, including Run-As-Directed vehicles. In September, the target was met with an average of 133 vehicles available for service.

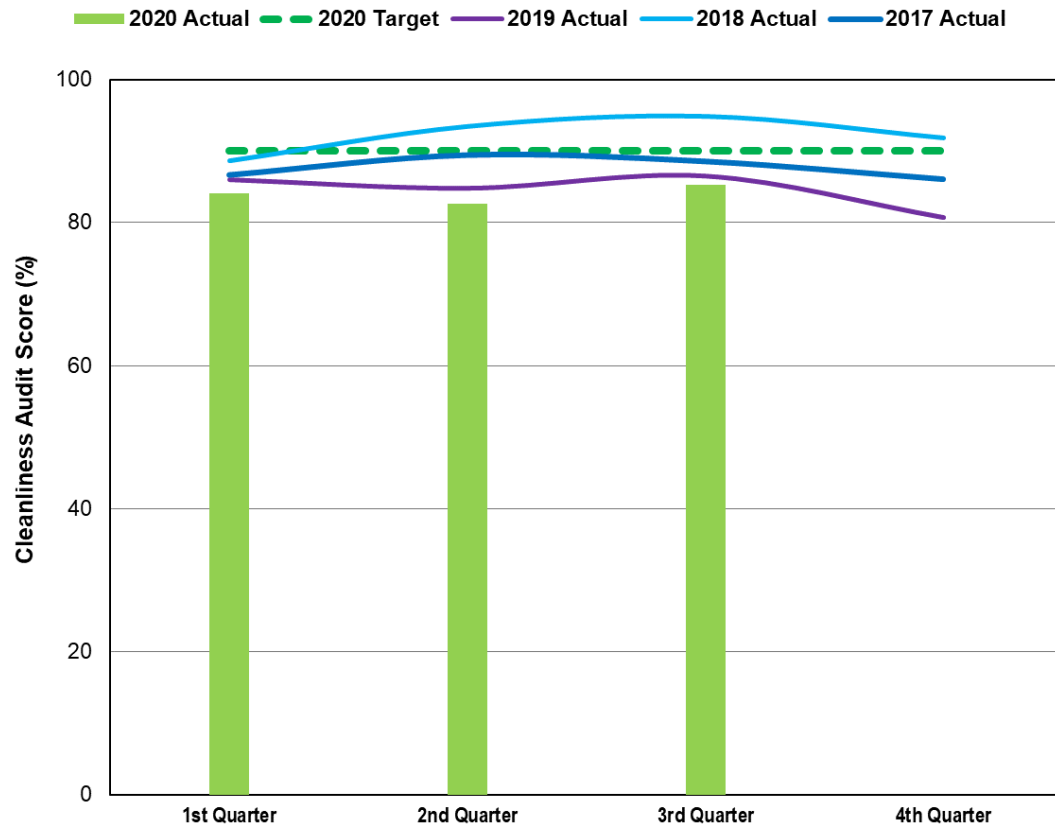
## Analysis

Availability numbers continue to be met in September. Decreased service levels, due to reduced passenger ridership from the current COVID-19 pandemic, provides opportunity for increased vehicle availability and maintenance.

## Action plan

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

## Streetcar: Cleanliness (pre-service)



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

## Results

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

## Analysis

We have implemented two initiatives:

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

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

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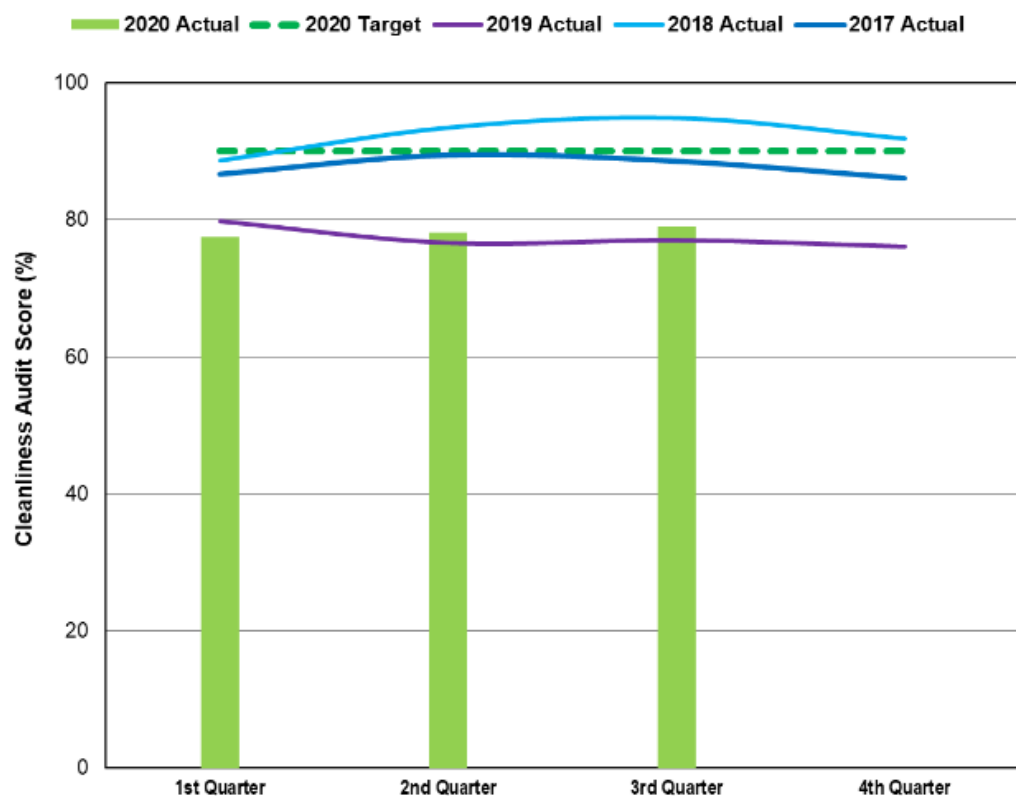
**Action plan**

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

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

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



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

### Results

The audit score for streetcar in-service and post-service cleanliness

in Q3 2020 was 79.0%. This is an increase from both Q2 (78.1) and Q3 2019 (77.0%). Overall performance was below the target of 90%.

### Analysis

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

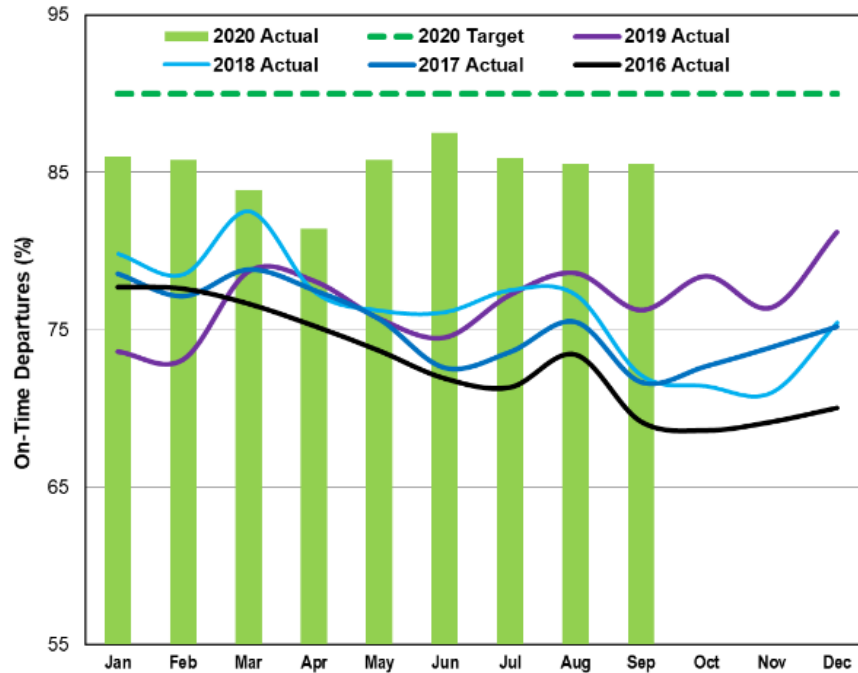
Heavy rainfall in July and August caused accumulation of rain and dirt residue on the floors, negatively impacting in-service and post service cleanliness results for Q3 2020. Floors and vehicle exteriors have been identified as areas requiring improvement.

### Action plan

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

## Bus services

### Bus: On-time performance (OTP)



#### Definition

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

days of service. Night routes are excluded.

#### Contact

James Ross,  
Chief Operating Officer

## Results

OTP in September was 85.5%, which is consistent with August (85.5%), but an improvement over the same period last year (76.2%).

Our target of 90% was not met.

## Analysis

Bus performance for September remained fairly consistent throughout the period and reached a weekly high of 86.9% in week 37. The percentage of early (3.8%), late (7.7%), and missed (3.0%) trips remained stable over the previous period.

Additional weekday “trippers” were scheduled for 12 routes to reduce wait times for customers in the June Board Period. The combined performance of these 12 routes increased slightly to 83.2% in September, compared to 81.9% in August. Of this group receiving additional resources, four of routes in particular hurt the network score with their performance: 29 Dufferin (78.3%), 35 Jane (71.0%), 41 Keele

(79.2%), and the 86 Scarborough (79.7%).

Two major projects continued at Keele and Eglinton West stations through September. The three local services impacted by the Keele Station work (30 High Park, 80 Queensway, and 89 Weston) combined for a performance score of 76.7% for the period, down from 78.7% in August.

The four local services impacted by the Eglinton West Station work (32 Eglinton West, 63 Ossington, 109 Rane, and 163 Oakwood) combined for a performance score of 85.6 for the period, up from 83.6% in August.

Construction work at Runnymede Station was completed prior to the start of the September Board Period, resulting in three routes returning to regular service at this station in week 37. The three local services impacted by this reopening (71 Runnymede, 77 Swansea, and 79 Scarlett Rd) combined for a performance score of 82.1% for the period, up from a combined 67.6% for the same period of 2019.

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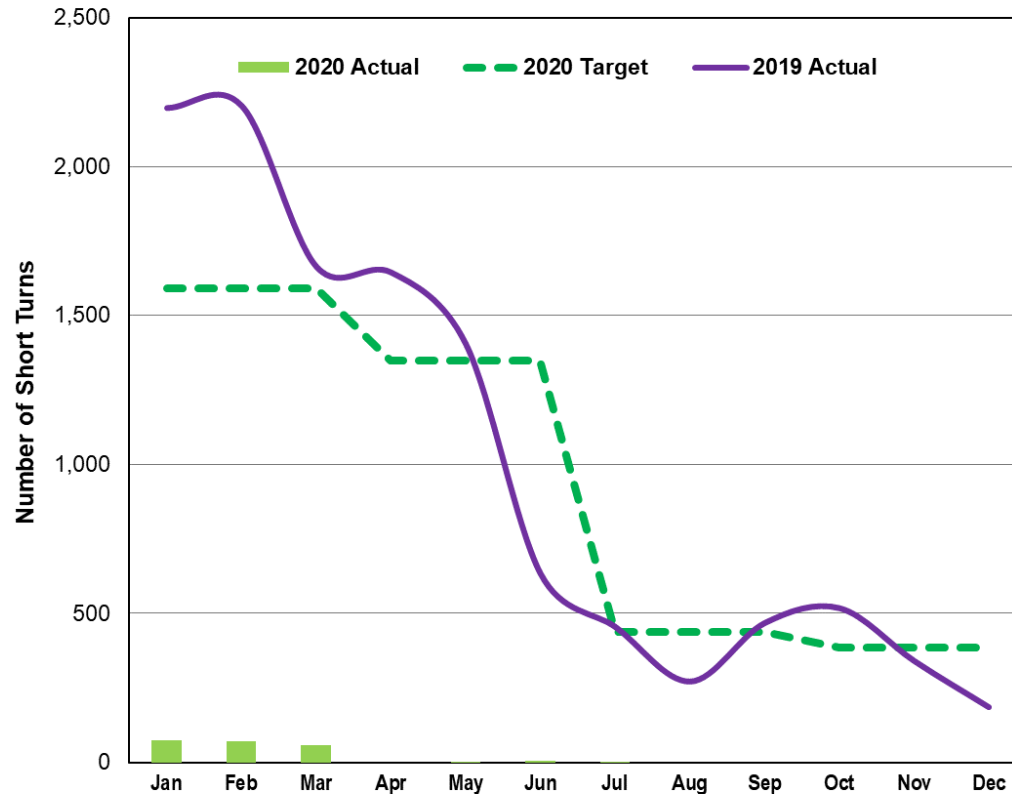
### **Action plan**

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Bus performance improvement work includes focused efforts at the route-level and end terminal-level, with the objective of matching capacity with demand in the deployment of Run-As-Directed buses.

Work will continue through the fall in these areas. Additional work taking place includes a full review of garage routings and run times that will occur with the opening of McNicoll bus division.

## 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 September. This is consistent with August and a significant improvement from the same period last year (469).

### Analysis

September continues the ongoing trend of minimal short turn figures throughout the bus network.

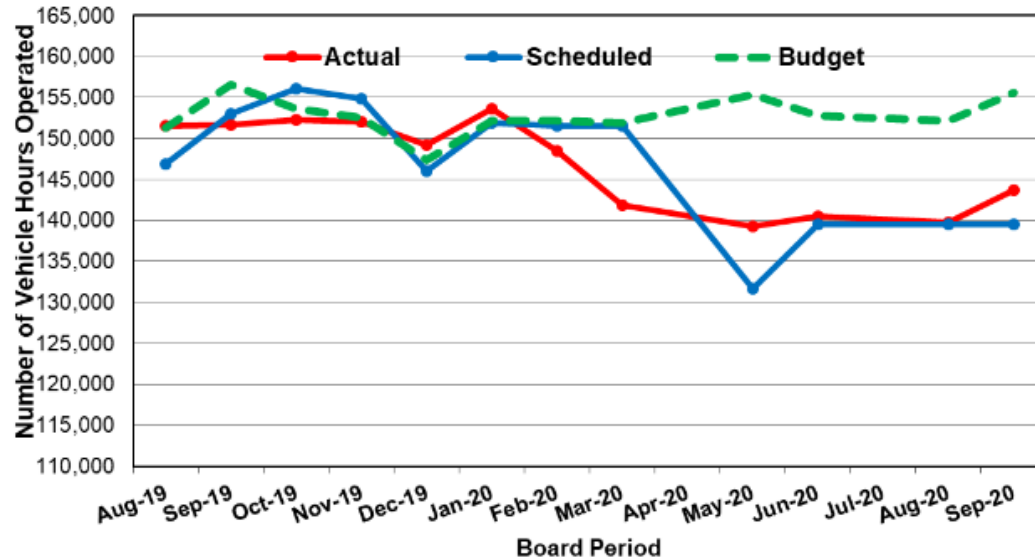
### Action plan

The route management team continues to ensure buses complete full trips to end terminals to the greatest extent possible. Continuing to focus on keeping short turn numbers low will remain a priority moving forward, with the goal of providing a predictable service for our customers.

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



## Bus: Weekly service hours



### Definition

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

### Contact

Kathleen Llewellyn-Thomas,  
Chief Strategy & Customer Officer

### Results

In the September 2020 Board Period, the TTC planned 94% of regular bus service compared to pre-pandemic service.

When accounting for both regular and construction-related service, the TTC budgeted 155,579 weekly service hours while 139,470 weekly service hours were scheduled to

operate. This represents a variance of -7.5%.

Of the 139,470 weekly service hours scheduled to operate, 143,697 weekly service hours were actually delivered, which represents a variance of 3%.

### Analysis

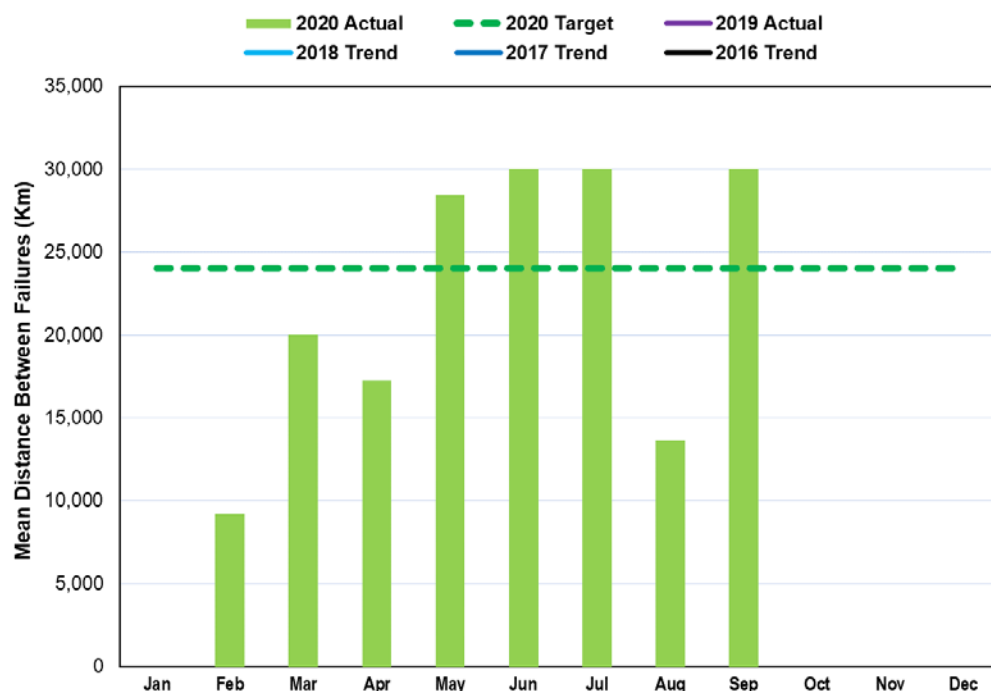
Scheduled weekly service hours are lower than budget for two reasons. First, regular service hours are reduced as part of the demand-responsive service plan. Second, construction service hours are less than budgeted due to changes in construction.

Actual weekly service hours are higher than scheduled as a result of TTC operators returning from layoff on September 8. This service was delivered over and above the schedule.

### Action plan

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

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



### Definition

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

### Contact

Rich Wong  
Chief Vehicles Officer

### Results

The eBus MDBF in September was 30,000 kilometres, which was above the target of 24,000 kilometres.

### Analysis

In September, there were 24 New Flyer and 15 Proterra buses in

service travelling for a total distance of 131,075 kilometres, a significant improvement from August (81,853 kilometres).

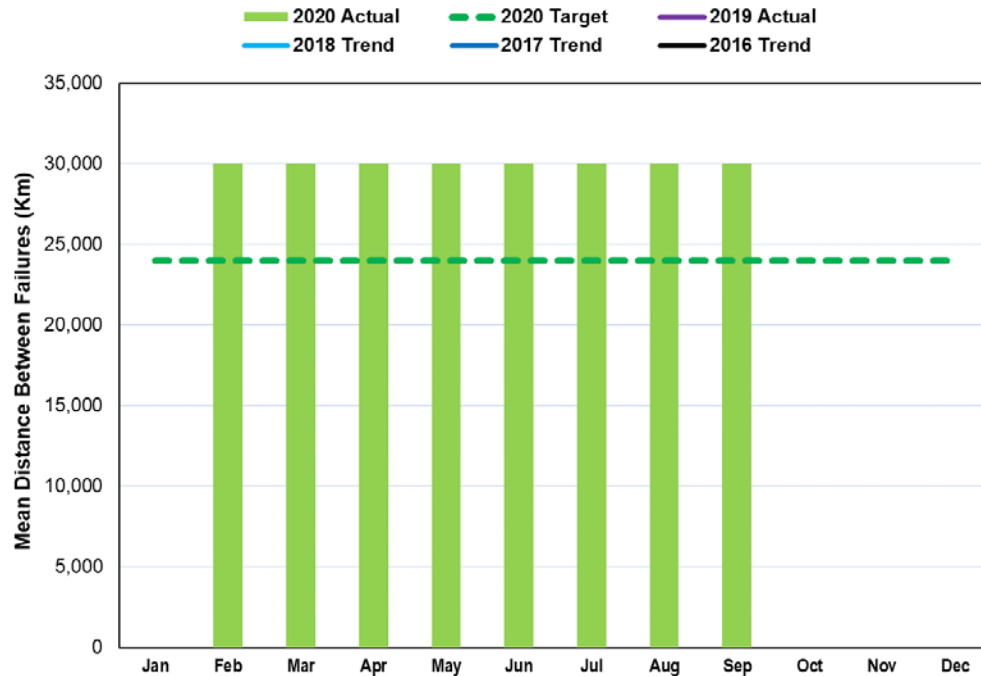
eBuses continue to be commissioned and have not accumulated sufficient in-service mileage for appropriate failure analysis. We will continue to closely monitor the performance of these buses as service mileage increases.

### Action plan

Various investigations and design changes are underway, which are being managed as part of the commissioning and testing programs. Proterra has experienced several rear door sensor issues that are being addressed by an ongoing door sensor improvement campaign.

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

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



### Definition

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

### Contact

Rich Wong  
Chief Vehicles Officer

### Results

The hybrid bus MDBF in September was 30,000 kilometres, which was

above the target of 24,000 kilometres.

### Analysis

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

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

### Action plan

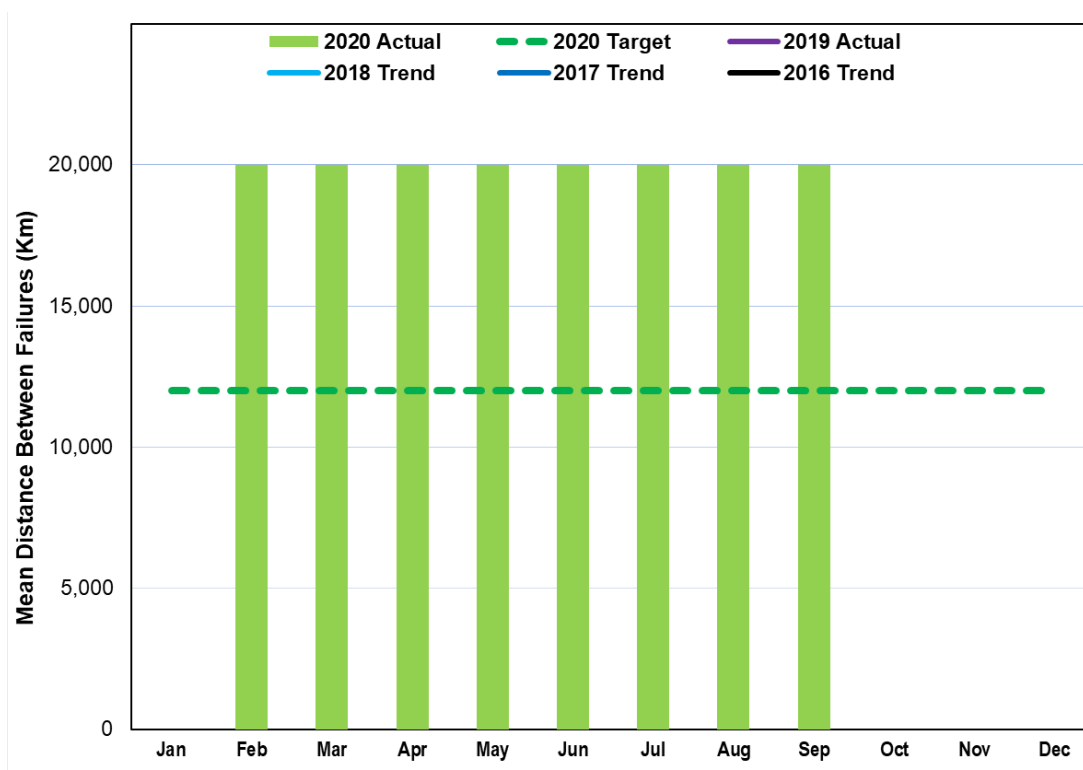
The performance of the Nova BAE hybrid buses is exceeding expectations. There are numerous active warranty campaigns designed to correct observed failure modes during commissioning. Highlights of such campaigns include: door pivot

replacements (92%), ramp flooring delamination investigation, coolant line check valve upgrade (76%), and defective side window warranty repairs (fix as fail).

Quarterly technical review meetings for Nova buses are taking place with participation from Nova Bus, BAE Systems and TTC staff. These buses are performing well above target and this trend is expected to continue.

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

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



### Definition

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

### Contact

Rich Wong  
Chief Vehicles Officer

### Results

The diesel bus MDBF in September was 20,000 kilometres, which was above the target of 12,000 kilometres.

### Analysis

Cooling system leaks continue to impact the Nova LFS diesel buses, but we are seeing a positive trend for the past year with respect to severity and frequency of failures. Also, the fleet is showing signs of body-related wear and tear as indicated by increased frequency of body-related failures. The majority of these vehicles are approaching their mid-life overhaul program that starts in Period 12, 2020.

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

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**Action plan**

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Cooling system failures are being addressed through state-of-good repair (SOGR) cooling system technical packages, which provide guidance in performing a comprehensive system repair and servicing. These packages are customized for each bus type in the fleet. A cooling system design change to rubber hoses (improved sealing) and heat shrink (less maintenance) clamps is now finalized and parts are on schedule to arrive for this program to begin in Q4 2020 for the Nova 8620-8964 bus series.

Cummins emission controls and after-treatment failures are being addressed through remote telematics health monitoring, engine oil analysis, root cause investigations with Cummins and aftermarket warranty group.

Training is underway for coach technicians on the Cummins expert diagnostic system. This system will lead the technician through a Cummins approved and directed fault based comprehensive diagnoses and repair.

To further reduce emission-related failures we have implemented a diesel particulate filter two stage quality control program. We are expecting to see an immediate improvement in engine performance as this program starts to reject more unqualified filters from running stock.

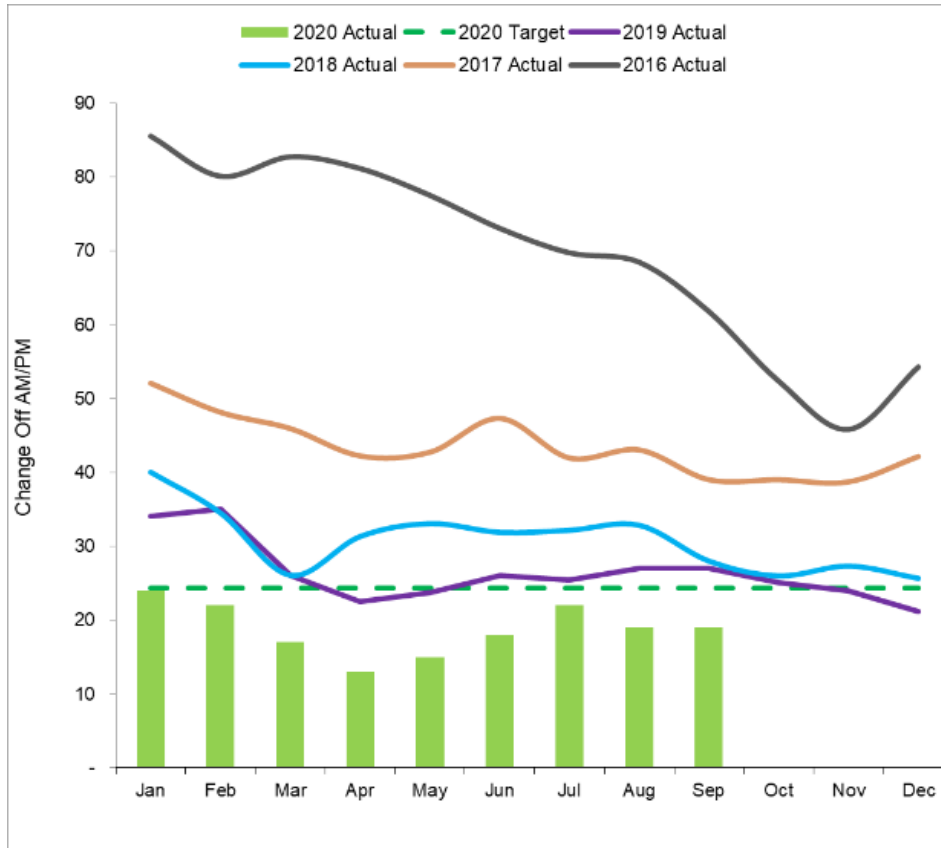
Body-related failures are being proactively identified and repaired during regular preventive and SOGR maintenance programs and inspections. However, some in-service failures are occurring, mostly related to driver seats and driver's zone area (knobs, etc.). We are currently performing fleet assessments to better understand and detail this failure mode to the parts level.

The 60' Arctic rebuild program is on schedule with 53 of 76 (69%) of the fleet overhauled. The program is forecasted to be completed for Q1 2020. Air and Electrical system rebuild programs are continuing on the 8400-8716 series buses, with 228 of 315 (72%) buses completed. These programs will continue with subsequent series in

2021 and onwards. The 40' Nova buses purchased in 2015 will begin their scheduled rebuild program in December 2020.

Overall continuous improvement in reliability of our fleet is achieved through the implementation of several key reliability and retrofit programs. Examples include: SOGR inspections (70% completed), road call and change off root cause analysis, special seasonal preventive maintenance programs (fall checks – 68% completed), engine oil analysis, engineering modifications, and various other system specific programs targeting high failure modes.

## Bus: Road calls and change offs (RCCOs)



### Definition

Average daily number of vehicle-equipment failures requiring a road call for service repair or a change off to a repair facility for a replacement vehicle. Monday to Friday data only.

### Contact

Rich Wong,  
Chief Vehicles Officer

## Results

The average number of RCCOs in September was 19 per day, well below the target of 1.5% of peak service currently set at 24 RCCOs.

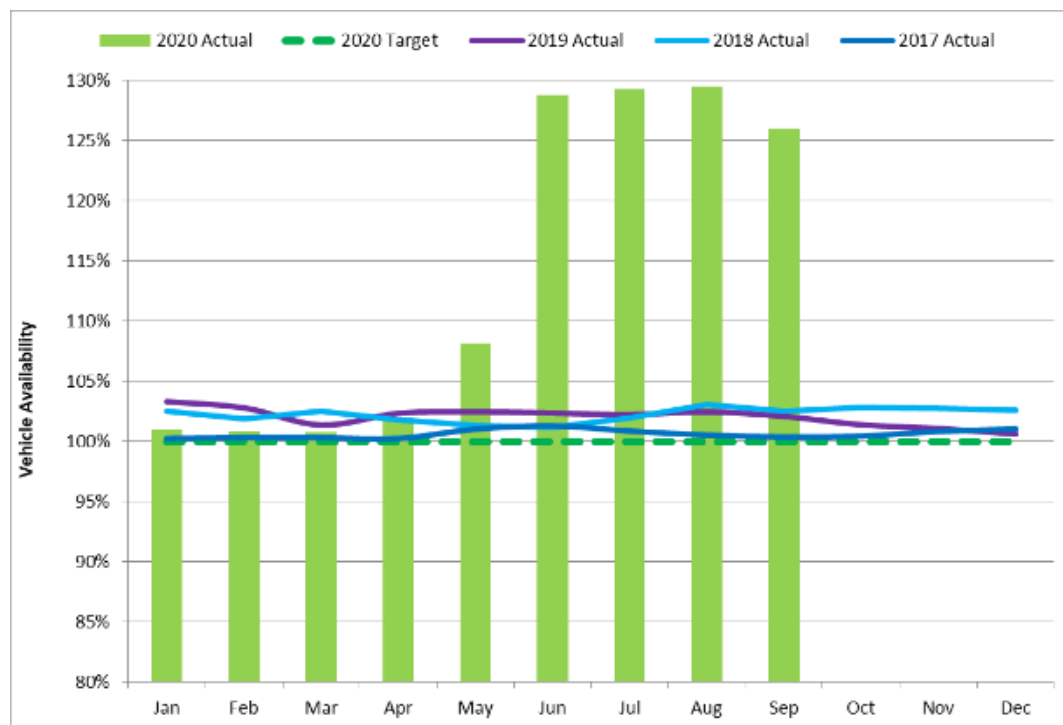
## Analysis

RCCOs continue to remain below the target of 1.5%. This is a result of the improved reliability of the bus fleet and from a reduction in service due to COVID-19 initiatives.

## Action plan

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

## Bus: Service availability



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

### Results

The average number of buses available for a.m. peak service in September was 1,648 buses per day

or 126.0% of planned service, above the target of 1308 buses.

### Analysis

The gap in service requirements in September (1308) and available vehicles (1648) is due to temporarily reduced service levels as a result of the COVID-19 pandemic. We expect a recovery in service level requirements and are currently taking the opportunity to complete outstanding retrofit projects on our fleet.

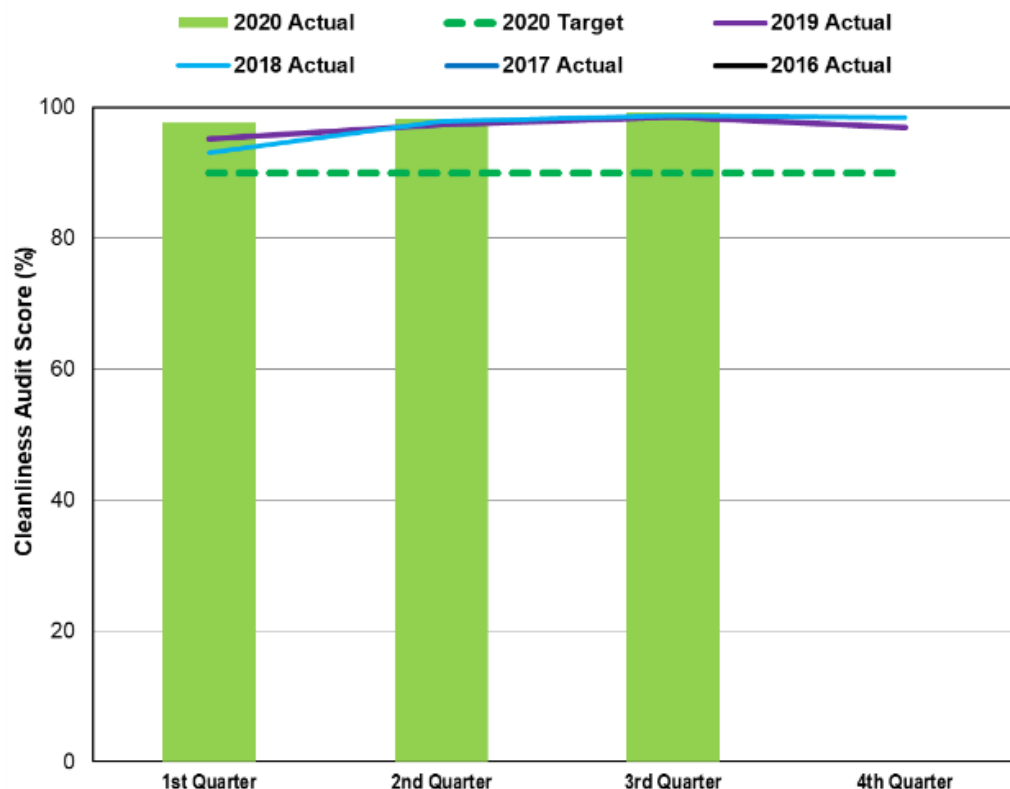
The significant number of new bus procurements from 2016 to Period 12 2019 (~950) has boosted the fleet performance and permitted a higher number of vehicles available for service. The available vehicles are being utilized for training purposes and permitting the continuation of state-of-good-repair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

### Action plan

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



## Bus: Cleanliness (Pre-service)



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

### Results

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

### Analysis

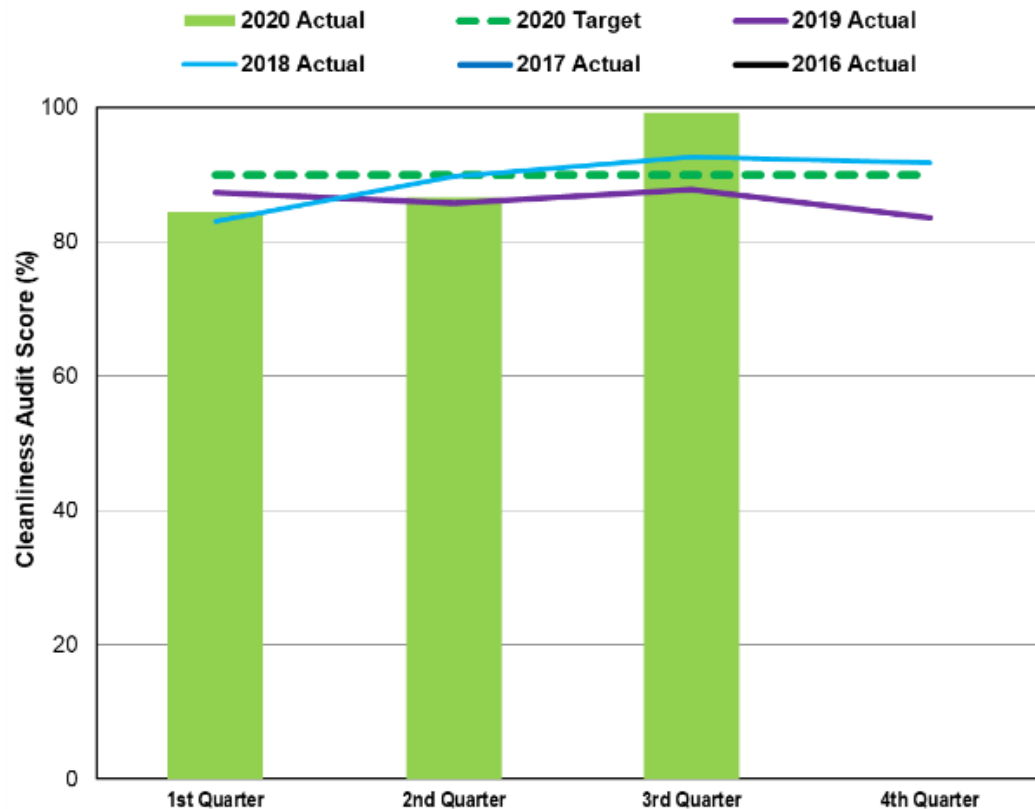
The score deduction of 0.8% is strictly due to the wheel assembly cleanliness of buses coming out of the wash rack. The wash rack is not able to perfectly clean the rims, as required by the current contract scoring structure.

### Action plan

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

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

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



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

### Results

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

### Analysis

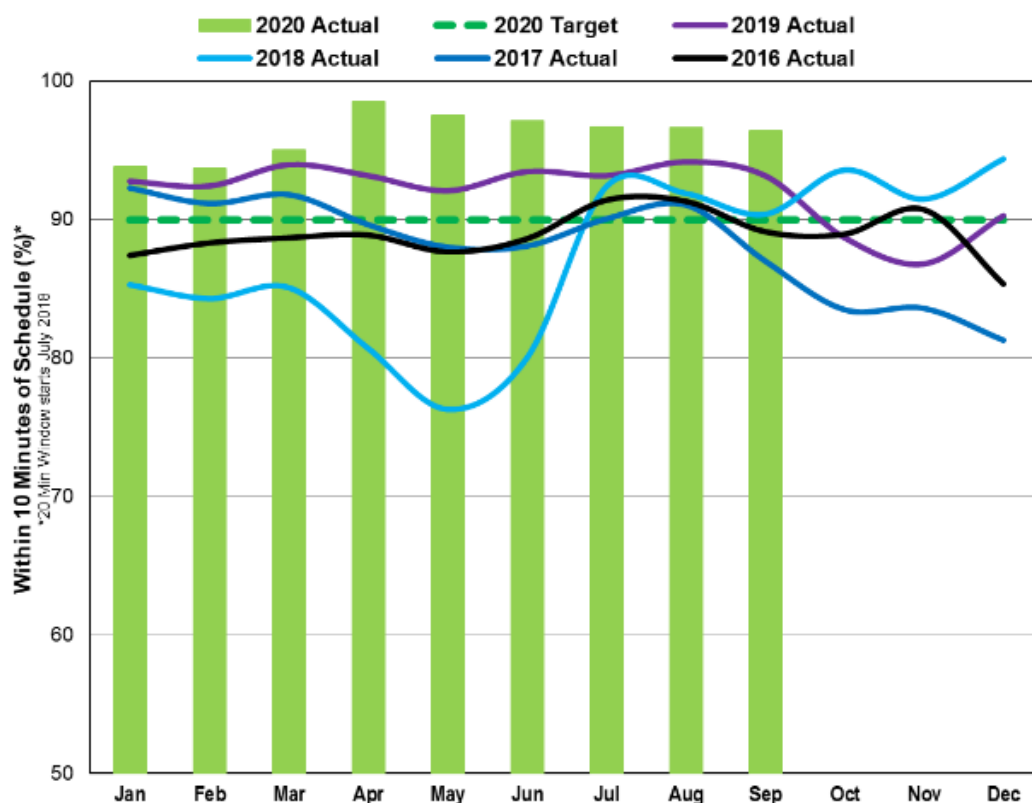
The high cleanliness score can be attributed to a few factors during Q3. First, the summer weather provides for perfect condition for bus operation. Additionally, our bus fleet experienced less usage in this quarter due to reduced service in response to the pandemic.

### Action plan

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

## Wheel-Trans Services

### Wheel-Trans: On-time performance (OTP)



#### Definition

Measures on-time performance of all trips conducted by Wheel-Trans buses. Seven days a week, all time periods included. To be on time, the

trip must arrive within 20 minutes of its scheduled arrival.

#### Contact

James Ross,  
Chief Operating Officer

### Results

OTP in September was 96.4%, remaining relatively flat compared to August (96.6%), and an improvement over the same period last year (93.2%).

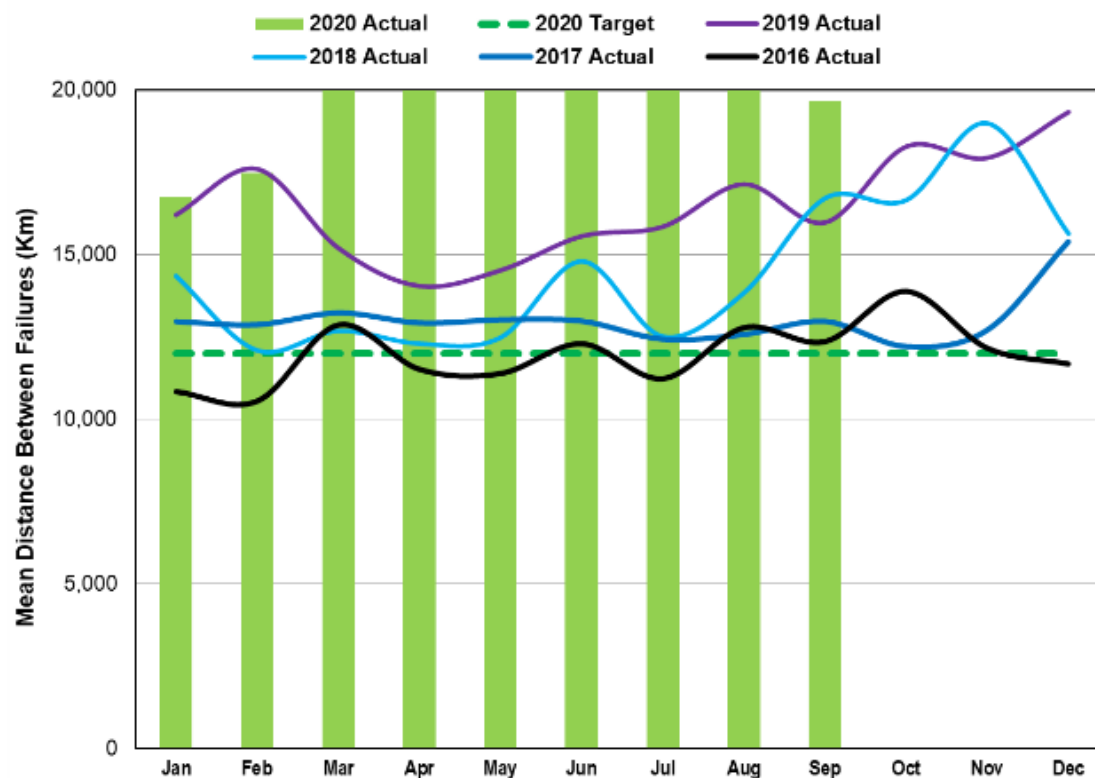
### Analysis

OTP has remained consistently above target month-to-month with a slight decrease in September of 0.2%. This decrease is attributed to the increase in traffic levels and daily service incidents that affected trip punctuality. We have been focusing on maintaining service and scheduling trips on Wheel-Trans buses first.

### Action plan

We have been focusing on service efficiencies and managing late service. The continued development and improvement of technology and the IT infrastructure will provide a more robust reporting ability to assist staff in their daily service efficiency tasks.

## 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 September MDBF of 19,639 kilometres exceeded target of 12,000 kilometres. This is a significant reliability improvement from the same time last year (16,481 kilometres).

## Analysis

Exhaust system failures (Friendly buses) and interior body repairs (ProMaster buses) accounted for most of the September road calls and change-offs on the Wheel-Trans bus fleet.

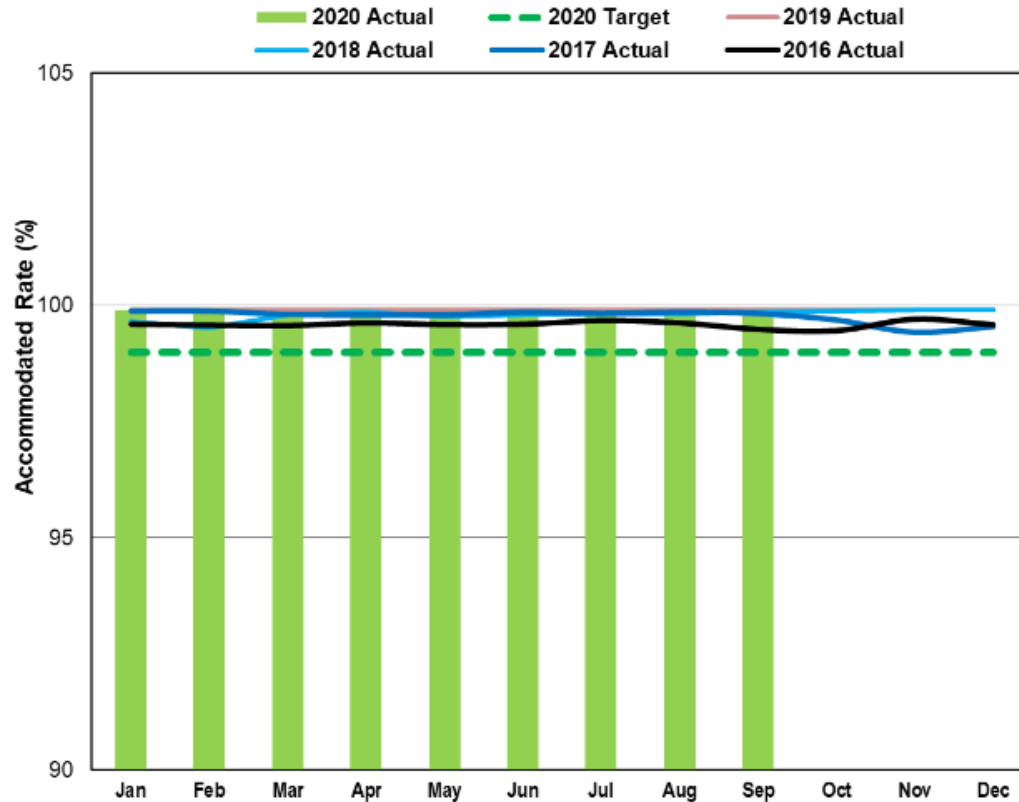
## Action plan

Friendly buses do not operate at speeds to permit the cleaning (regeneration) of the diesel particulate filter. Periodically, a warning light will illuminate notifying the operator that the filter requires cleaning. A process is in place for the operator to take the vehicle to highway speeds to complete the cleaning process so that the vehicle can remain in service.

We have recently completed a reliability program that focuses on the ProMaster's high touch points, such as ramp handles, mirrors, door and ramp switches. Maintenance staff will continue to monitor the effectiveness of this program as part of the continuous improvement process. This program, along with our ongoing state-of-good-repair program (60% completed year-to-date), will mitigate most of the interior body complaints.

ProMaster buses are also going through a tune-up program (36% completed year-to-date). This program addresses failures with the vehicle's ignition and cooling components, such as ignition coils, spark plugs and PCV valves. This program will reduce the starting failures and nuisance check engine lights. Ongoing measures are in place to review the effectiveness of this program.

## Wheel-Trans: Accommodated service



### Definition

Accommodated rate is the percentage of passengers requesting Wheel-Trans services that are actually provided trips by either a

Wheel-Trans bus, accessible taxi or sedan taxi.

### Contact

James Ross,  
Chief Operating Officer

## Results

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

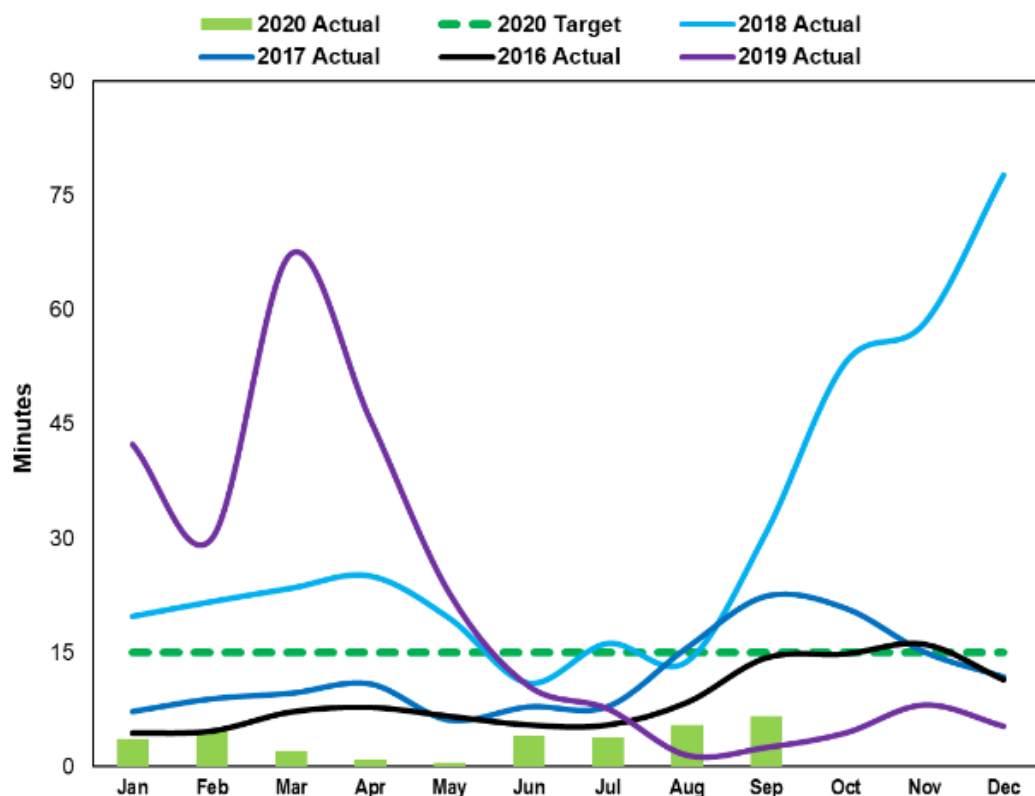
## Analysis

We have made it a priority to accommodate all trip requests, especially during the pandemic. It is recognized that customers depend on our service for many aspects of their lives and having a safe, reliable service is a priority.

## Action plan

We will continue to monitor trips and ensure that every attempt is made to accommodate all trip requests.

## Wheel-Trans Contact Centre: Average wait time



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

### Results

The average wait time in September was 6.6 minutes. This is slightly higher than the 5.5-minute average in August, but below our target for this metric of 15 minutes.

### Analysis

We continue to experience lower than normal average call volumes for this time of the year, however wait times have begun to increase during certain times of day and days of the week more than average. This increase started in early September due to the reopening day/night programs and schools.

We continue to encourage customers that can, to take advantage of our self-booking website, which allows customers to book occasional trips up to seven days in advance.

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## **Action plan**

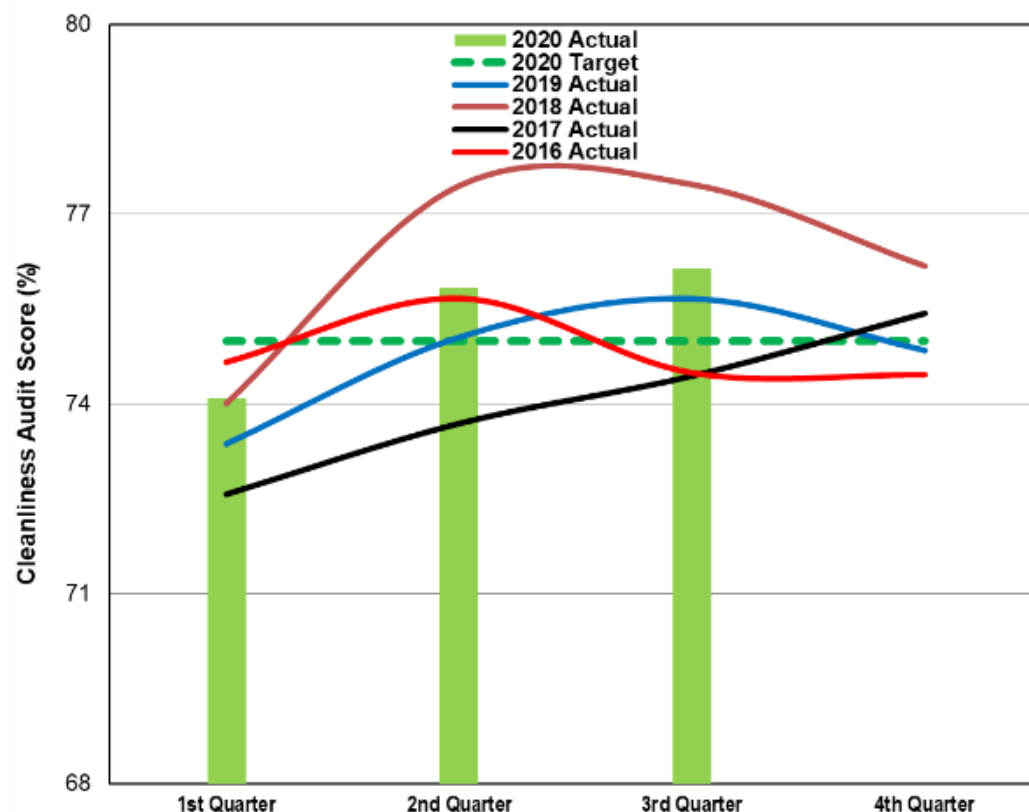
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Our contact centre staff will continue to monitor customer call patterns and make adjustments to optimize scheduled coverage. Additionally, staff are working with our new overflow contract provider to prepare for implementation and reduce the average wait time even further by providing a prompt, reliable and courtesy customer experience regardless of our staffing levels in the contact centre.



## Station services

### Station cleanliness



#### Definition

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

#### Contact

James Ross,  
Chief Operating Officer

### Results

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

### Analysis

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

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

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

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

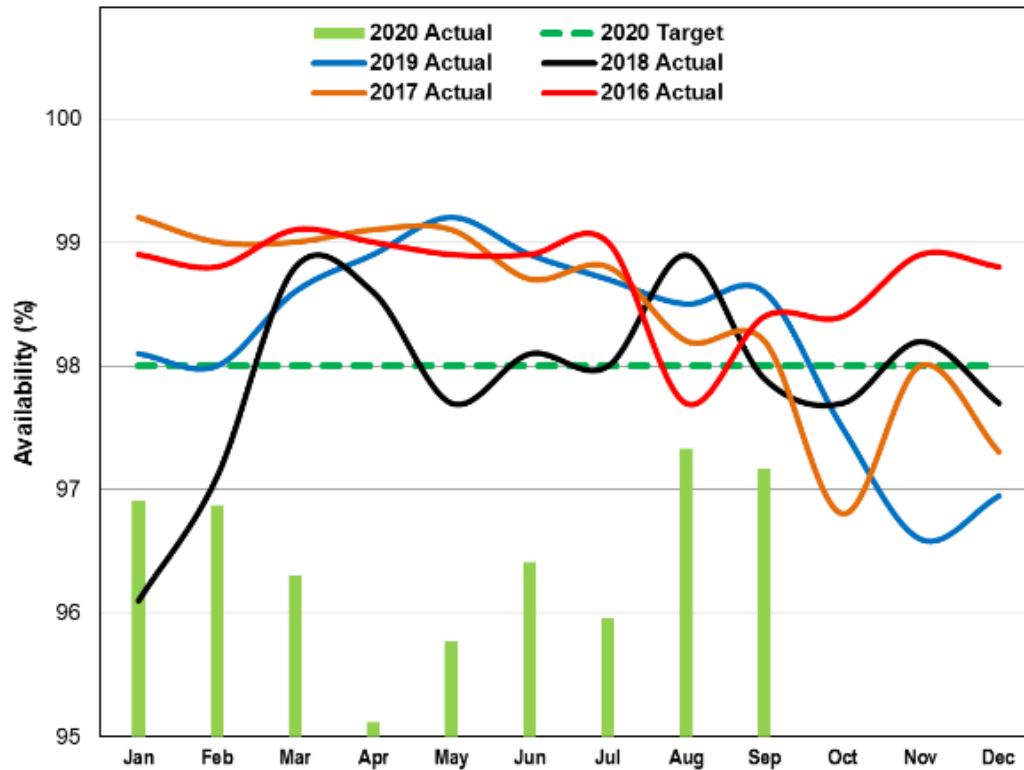
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## **Action plan**

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

## Elevator availability



### Definition

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

### Contact

Fort Monaco,  
Chief Infrastructure and Engineering  
Officer

## Results

Elevator availability in September was 97.2% and under the target of 98%. Performance decreased compared to previous month (97.3%) and the same time last year (98.6%).

## Analysis

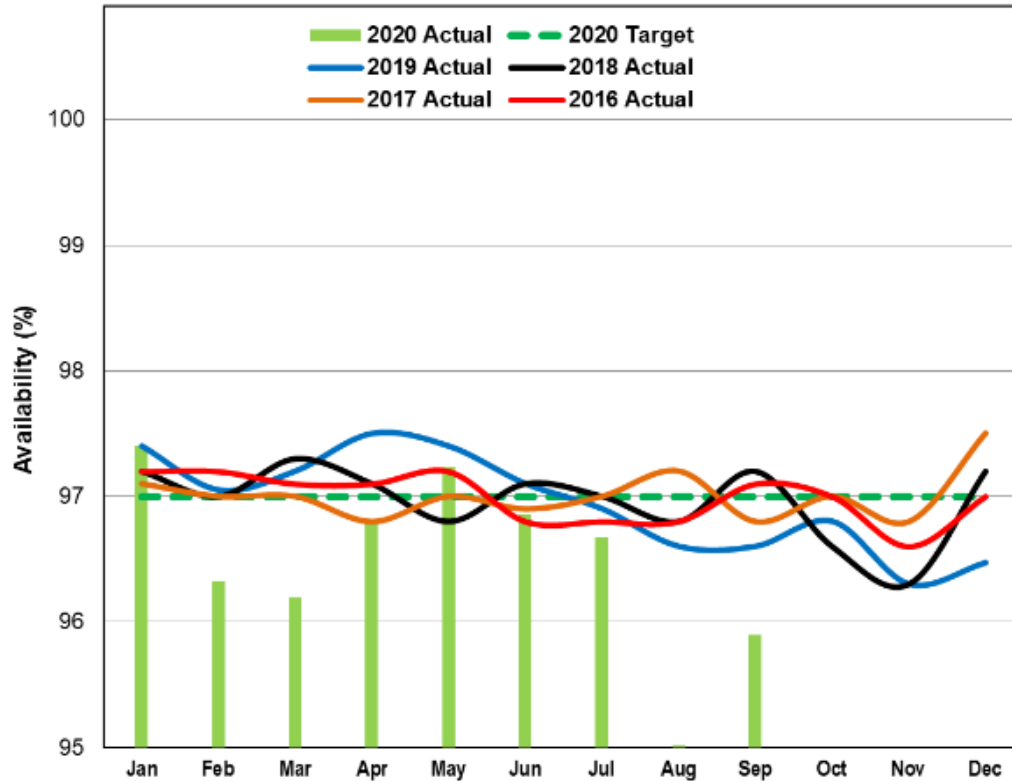
Two elevators out-of-service at Eglinton West Station due to Eglinton Crosstown Light Rail Transit construction negatively impacted performance in September.

## Action plan

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

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

## Escalator availability



### Definition

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

### Contact

Fort Monaco,  
Chief Infrastructure and Engineering  
Officer

## Results

Escalator availability in September was 95.9% and under the target of 97%. Performance marginally increased compared to the previous month (95%), but decreased from the same time last year (96.6%).

## Analysis

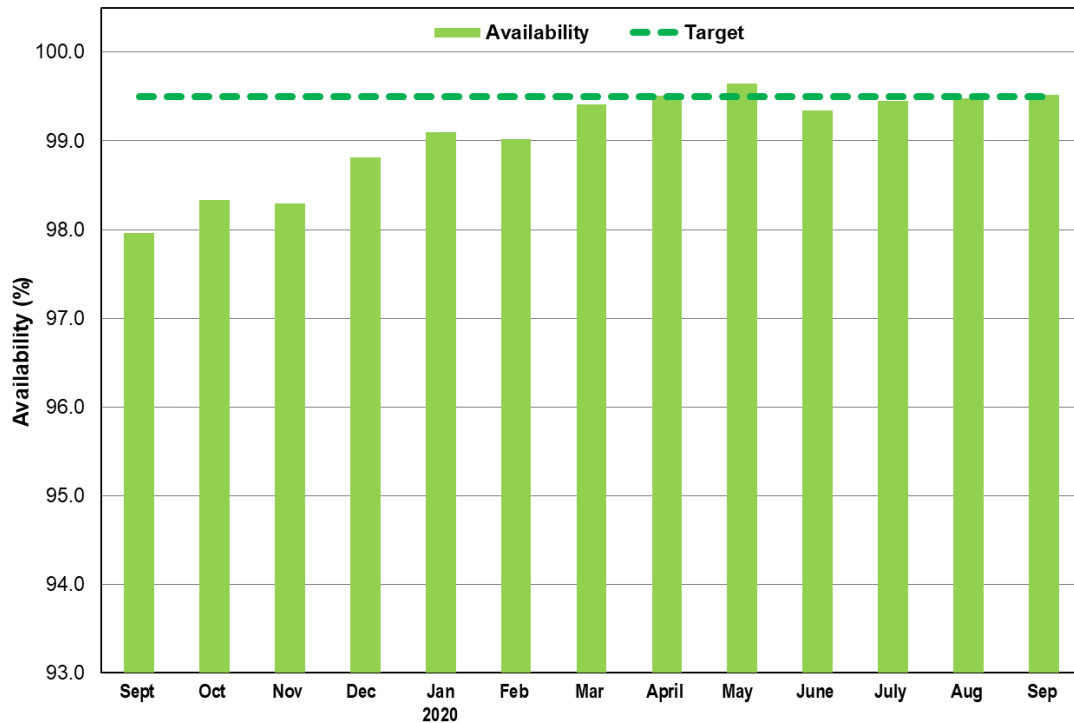
The following factors negatively impacted escalator service in September:

- Construction activities at Wilson, Finch West and Lawrence stations.
- Water damage to escalators at North York Centre and Finch stations.

## Action plan

Construction work at the above stations was completed in September. All water-damaged escalators were repaired and returned to service. We will continue performing preventative maintenance to meet reliability and availability targets.

## Fare gates



### Definition

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

### Contact

Kathleen Llewellyn-Thomas,  
Chief Strategy & Customer Officer

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## Results

Fare gate availability averaged 99.52% in September, which represents an increase of 0.04% from last month and an increase of 1.56% over the same time last year. Availability was slightly above the 99.5% target.

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## Analysis

These results reflect the ongoing efforts of 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.

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## 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:

- In September 2020 we completed an upgrading of the control and

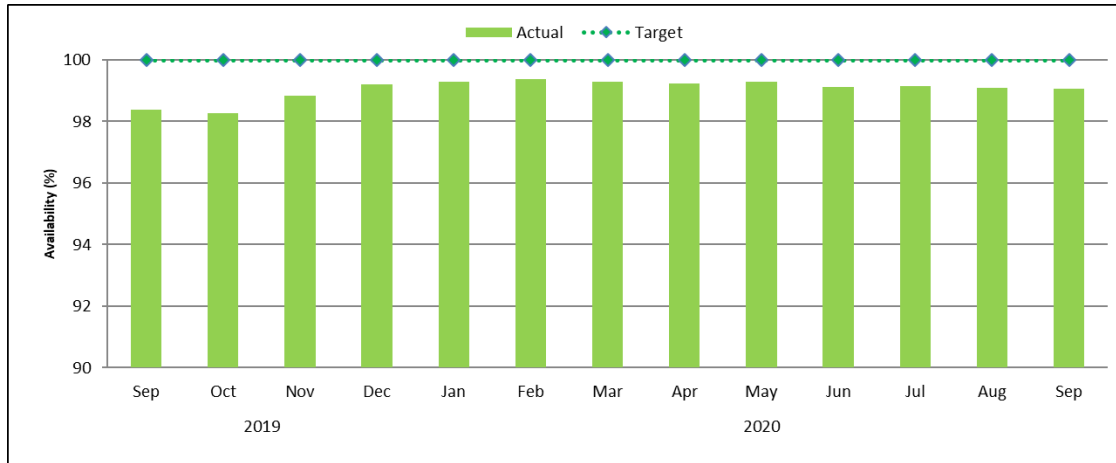
operating system for the fare gates. This upgrade will allow us better visibility and reporting functionality.

- An additional software upgrade was completed in September 2020. This software update will address a number of ongoing issues with the fare gates and will further improve reliability.
- The program to replace the industrial computers in the fare gates was completed Q4 2019. The S&B second-generation industrial computer with a new solid state drive will provide a number of improvements, including: Extending the hard drive capacity, improving and protecting the hard drive sectors, increasing the hard drive speed (faster read/write — start-up time will be improved), extending the data logging, and helping address the USB disconnect issue we are currently having with the fare gates.
- S&B development teams are currently completing a further in-depth review of ongoing issues

with the fare gate motors. The final report has been completed. The team has completed a number of the recommendations from the report and expects continued improvement in the fare gates.

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

## PRESTO card readers



### Definition

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

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

### Contact

Kathleen Llewellyn-Thomas,  
Chief Strategy & Customer Officer

### Results

PRESTO card reader availability averaged 99.07% in September, which represents a decrease of 0.03% from the previous month. Availability remains below the target of 99.99%.

### Analysis

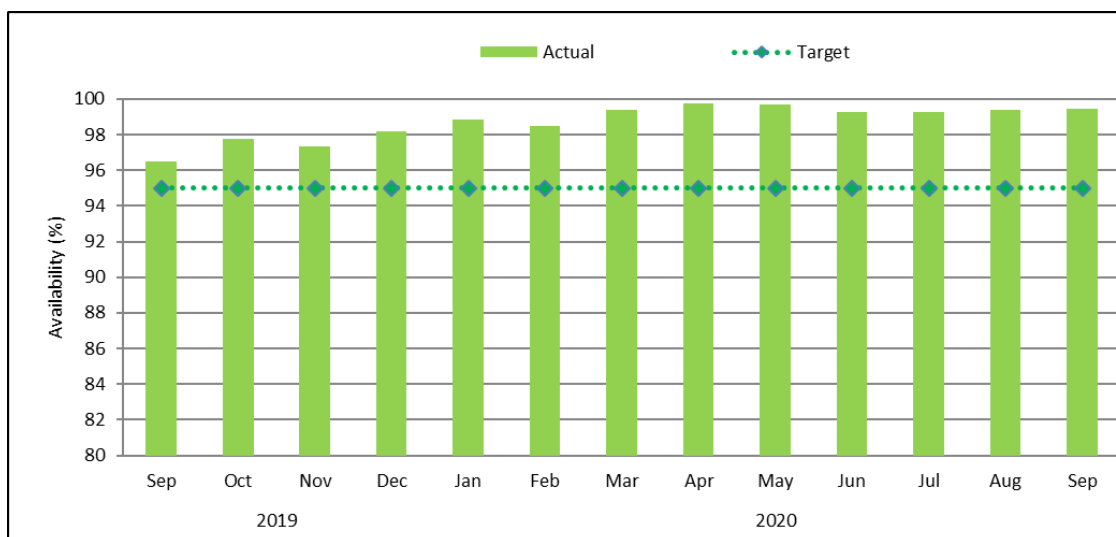
The decrease in availability is attributed to an increase of SAM card (memory card) issues on Bus Fare Transaction Processor devices.

### Action plan

Continue to monitor and work with Metrolinx on resolving the SAM card issue.

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

## PRESTO Fare Vending Machines (FVM)



### Definition

The average percentage of daily availability of PRESTO FVMs are based on duration of identified fault incidents to time of resolution. Cash collection incidents are currently not reflected in the calculation. PRESTO FVMs allow customers to load funds onto their PRESTO cards via credit or debit payment, purchase new PRESTO cards, view balance and card history and activate any products purchased online. The

FVMs are installed at station entrances.

### Contact

Kathleen Llewellyn-Thomas,  
Chief Strategy & Customer Officer

### Results

PRESTO FVM availability averaged 99.46% in September, which represents an increase of 0.09%

from the previous month. Availability remains above the target of 95.00%.

### Analysis

The increase in availability is attributed to fewer credit card component malfunctions accompanied by more timely resolution of issues.

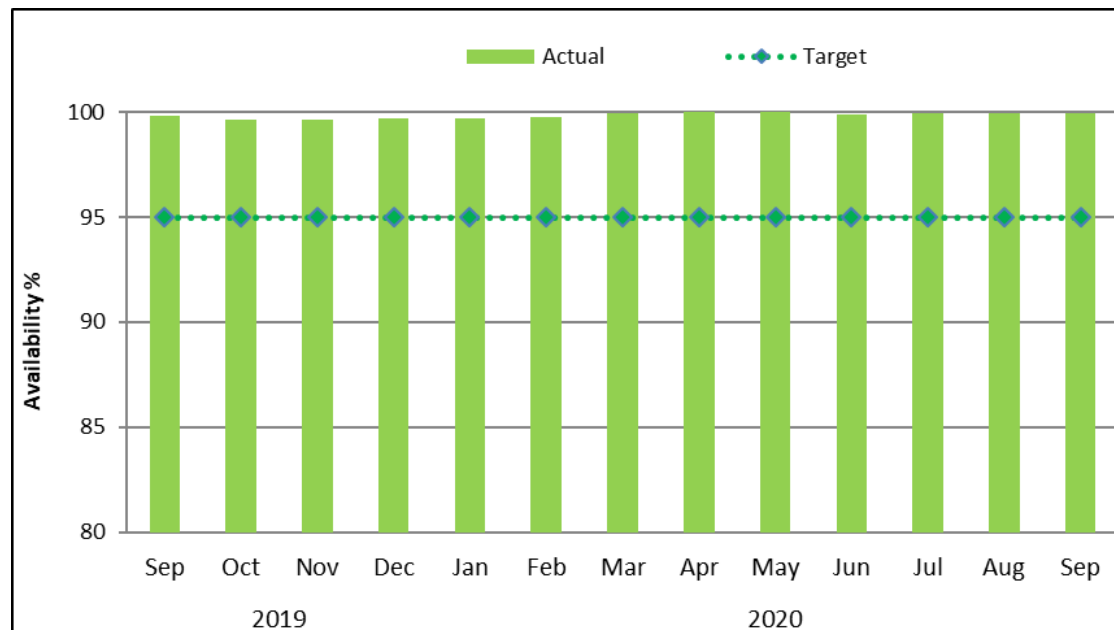
### Action plan

We will continue to monitor and replace printer components as required.

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



## PRESTO Self-Serve Reload Machines (SSRM)



### Definition

The average percentage of daily PRESTO SSRM availability are based on duration of identified fault incidents to time of resolution. PRESTO SSRMs allow customers to load funds onto their PRESTO cards via credit or debit payment. The device also allows customers to view their balance and card history, and activate any products purchased

online. The SSRMs are installed at subway station entrances.

### Contact

Kathleen Llewellyn-Thomas,  
Chief Strategy & Customer Officer

### Results

PRESTO SSRM availability averaged 99.96% in September, which represents an increase of 0.01% from the previous month. Availability remains above the target of 95.00%.

### Analysis

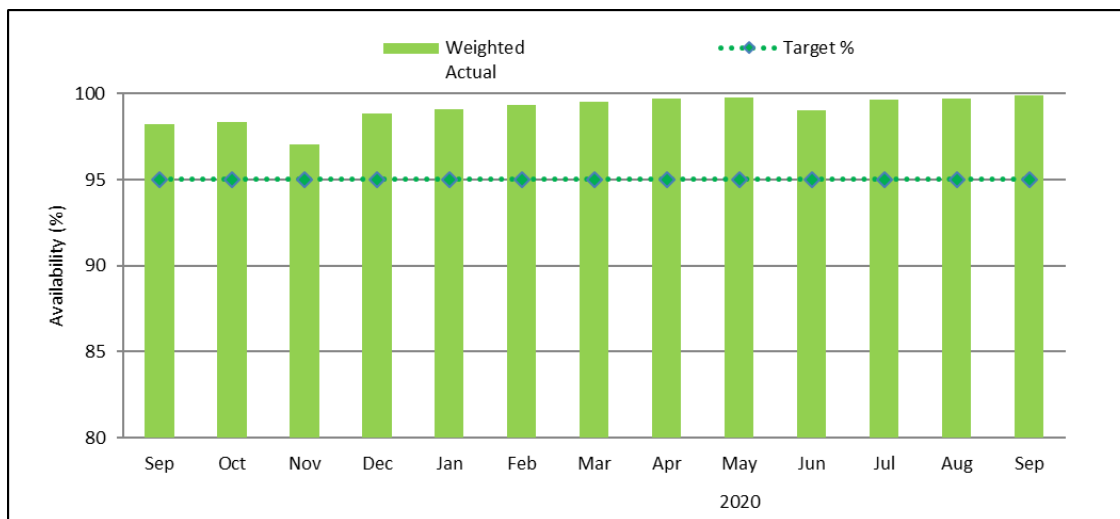
The increase in availability is attributed to more timely resolution of incidents and fewer device malfunctions.

### Action plan

We will continue to monitor availability.

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

## PRESTO Fares and Transfer Machines (FTM)



### Definition

The average percentage of daily availability of PRESTO FTMs are based on duration of identified fault incidents to time of resolution. Cash collection incidents are currently not reflected in the calculation. The FTMs are Single Ride Vending Machines (SRVMs), installed on the new TTC streetcars and at selected streetcar stops. These allow customers to purchase Proof of Payment tickets.

### Contact

Kathleen Llewellyn-Thomas,  
Chief Strategy & Customer Officer

### Results

PRESTO FTM availability averaged 99.87% in September, which is an increase 0.15% from the previous month. Availability remains above the target of 95.00%.

### Analysis

The increase in availability is attributed to fewer SRVM touch screen incidents and more timely resolution of application software issues.

### Action plan

We will continue to monitor availability.

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

### **Updates in this report:**

- Actual service hours for Run-As Directed buses were estimated due to a technical issue with our VISION system. We are working to resolve this issue.
- KPI charts have been resized for greater readability.
- Reporting on short turns for streetcar and bus will be discontinued in the January 2021 report.

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

