



## Chief Executive Officer's Report – April 2021

Date: April 14, 2021

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 Members of Toronto City Council, the City Manager, and the City Chief Financial Officer. The report is also made available to the public on the TTC's website.

The April 2021 edition of the CEO's Report marks a new direction and format. After extensive consultation with the TTC's CEO, Executive team, senior leadership and several Board members, along with a review of reporting best practices from peer transit agencies, we've developed a streamlined reporting format focused on strategically-aligned performance metrics. The new CEO's Report will continue to position the TTC as a strategic, customer and employee focused, forward-looking, data-driven and transparent organization.

### Financial Summary

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There are no financial impacts associated with the Board's receipt of this report. The CEO's Report features metrics on fare revenue and budget.

The Interim Chief Financial Officer has reviewed this report and agrees with the financial summary information.

### Equity/Accessibility Matters

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The TTC is committed to promoting and supporting diversity and inclusion as well as removing barriers in all corporate policies, procedures, processes, programs and services in order to reflect and respond to the needs of employees, contractors and customers.

The CEO's Report includes monthly reporting on elevator and escalator availability in our system, performance metrics for our Wheel-Trans service, and regular updates on the TTC's Easier Access Program, which is on track to making all stations accessible by 2025.

The CEO's Report also features a section on employees and diversity. This section includes regular updates on important projects and initiatives aimed at creating an organizational culture of inclusiveness, respect and dignity that is free from harassment or discrimination. Starting in the summer 2021, the employees and diversity section will include core metrics.

The design and layout of the CEO's Report have been optimized to meet web accessibility standards.

## **Issue Background**

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The CEO's Report was created in 2012, replacing the Chief General Manager's Report. The previous report provided detailed information on all TTC departments and capital projects.

The CEO's Report was updated in 2016 to be more closely aligned with the TTC's seven strategic objectives at the time — safety, customer, people, assets, growth, financial sustainability, and reputation.

In 2018, with the launch of the 2018-2022 Corporate Plan, the report again underwent progressive changes to align and reflect our reporting metrics to the TTC's continued transformation.

Since the CEO's Report was last updated in 2018, the TTC has continued to evolve and modernize as an organization. With new and emerging priorities and strategic objectives we have again updated the CEO's Report to ensure it meets the needs of the Board, the public and the organization in 2021 and beyond.

## **Comments**

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### **Consultation**

As part of the process to relaunch the report, staff undertook extensive consultation and stakeholder engagement to inform the report's new direction. Staff carried out in-depth interviews and discussions with the TTC's CEO, Executive team, senior leadership and several members of the TTC Board.

The consultation objectives were to:

- Identify perceptions on the current state of the report. Determine what's working and what's not.
- Understand current and emerging stakeholder priorities.
- Identify future opportunities for the report.

## *Stakeholder feedback*

As a result of the engagement, the report will be refocused to provide the following:

- The organization continues to evolve. New priorities like our 10-Point Action Plan and Five-Year Diversity and Human Rights Plan have emerged and the report will provide dedicated space to highlight and track these priorities.
- The metrics and overall content in the report will continue to be operationally-focused but will also focus on customer experience and other critical performance areas.
- The report will position the TTC as an industry leader and essential part of the economy.
- As always, the report will continue to report monthly which allows for regular updates to the Board even in months without a Board meeting.
- The CEO's commentary will continue to provide dynamic and responsive content.
- One of the strengths of the current report is its transparency which will continue to be a primary objective of the report.

In addition, work to advance data analytics within the TTC will continue and focus on:

- Open data
- Business Intelligence
- Data governance
- Broader TTC reporting

## **Peer agency review**

In addition to internal consultation, staff engaged peer transit agencies to better understand how they reported their performance to their boards and the public.

Below is a sample of the agencies we reviewed and their respective approaches to performance reporting:

### *Massachusetts Bay Transportation Authority (MBTA): Greater Boston region*

- Monthly Report from the General Manager to the Board: Concise slide deck featuring hot topic metrics and newsworthy capital project updates.
- Interactive customer facing dashboard on website with a focus on core areas (reliability, ridership, financials and customer satisfaction).

### *TransLink: Metro Vancouver*

- Annual Accountability Report is an integrated report on annual performance that brings together financial performance, people practices, and sustainability measures.
- Monthly President & General Manager's Report to the Board of Directors with key metrics framed under broad strategic priorities (customer experience, state-of-good-repair, mobilize the Mayor's vision)

## *Washington Metropolitan Area Transit Authority*

- Highly visual quarterly performance report with key metrics that evaluate success in delivering the agency's mission to provide safe, equitable, reliable and cost-effective public transit.

Some learnings that emerged from our review were:

- There is a mix of annual, quarterly and monthly reporting frequencies.
- Most agencies deliver simple, concise and highly visual reporting.
- Reporting is limited to 5-15 key metrics linked to broader strategic objectives.
- Analysis is focused on customer value and impact.
- Some agencies are supplementing formal reports with interactive dashboards.

### **Our new CEO's Report**

Informed by our consultation and peer transit agency review, we have developed a new report centered on our core, strategically-aligned performance metrics.

The TTC-branded report will continue its monthly cadence. The new format, detailed below, prioritizes core metrics and will reduce the in depth analysis for non-core metrics — to ensure the most efficient use of the organization's effort to produce the monthly report.

#### *Introducing the TTC*

This page provides the reader with our vision and mission statements, along with key statistics that help to establish the scale and substance of the TTC and the important role it plays in the broader economy. The report will be accessible and easily understood by those who may not be familiar with the TTC and enable the reader to understand who we are and what we are trying to achieve before they get to information on what we are measuring.

#### *The CEO's commentary*

The format of this section is similar to the previous version of the CEO's Report. It will continue to feature newsworthy updates and forward-looking information on all things TTC with dedicated sections for different groups within our organization.

#### *Core metrics*

This section will feature full results and analysis on key metrics aligned with our strategic objectives (see table below). It is divided into five subsections, each aligned with a critical path(s) and cornerstone of Safety from our Corporate Plan and our overarching path of innovating for the long term. The structure of the commentary for these measures is similar to past reports (results, analysis and action) with clear language and a focus on actions to improve or maintain performance.

<b>Section</b>	<b>Core metrics</b>	<b>Corporate Plan critical path(s)</b>
Ridership	<ul style="list-style-type: none"> <li>• Revenue rides</li> <li>• Customer boardings</li> </ul>	Move more customers more reliably
Financial	<ul style="list-style-type: none"> <li>• Fare revenue and budget</li> </ul>	Transform for financial sustainability
Customer experience	<ul style="list-style-type: none"> <li>• Customer satisfaction</li> <li>• Customer service communications</li> <li>• On-time performance by mode</li> </ul>	Make taking public transit seamless. Move more customers more reliably
People and diversity	Metrics coming summer 2021	Enable our employees to succeed
Safety and security	<ul style="list-style-type: none"> <li>• Lost-time injuries rate</li> <li>• Customer injury incidents rate</li> <li>• Offences against customers</li> <li>• Offences against staff</li> </ul>	Cornerstone: Safety and security

*Hot topic metrics*

This section will feature metrics that are top-of-mind right now. The April edition of the CEO’s Report includes analysis on the Wheel-Trans contact centre wait time, customer mask use during the pandemic and bus occupancy levels. The content in this section will be fluid with full commentary and analysis provided for each metric. As different issues and priorities arise, new metrics will be rotated into this section.

*Wheel-Trans*

In this section, we will continue to report on key metrics for our specialized transit service that supports our community with barrier-free, accessible service that is efficient, reliable and available.

*Appendix*

Metrics from the previous version of the CEO’s Report that aren’t considered core metrics will continue to be reported in the appendix section to maintain transparency with the Board and the public. The metric’s current results will be reported, along with those of the previous period and the comparable period from the previous year. For quick reference, metrics performing below target will be flagged with an “x”, while on-target metrics will have a checkmark.

Appendix metrics are dynamic. If a significant and sustained shift occurs in an metric, it will be brought forward to the Hot topic section for in-depth analysis and commentary.

We will continue to evolve and improve our reporting to the Board and the public over the coming months in response to feedback and shifting priorities.

## **Contact**

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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 – April 2021



# CEO's Report

Toronto Transit Commission

April 2021





# Toronto Transit Commission



The TTC is a City of Toronto agency that provides public transit services for Toronto that extend into surrounding municipalities. The TTC's mandate is to establish, operate and maintain the local passenger transportation system in the city of Toronto. The TTC is the largest public transit system in Canada and the third-largest in North America. It is also integrated with other nearby transit systems like YRT in York Region, MiWay in Mississauga, and Ontario's regional GO Transit lines.

Throughout the pandemic, the TTC has kept Toronto moving by serving hundreds of thousands of people a day, including those working in essential services.

**Our vision**  
To be a transit system that makes Toronto proud.

**Our mission**  
To provide a reliable, efficient and integrated bus, streetcar and subway network that draws its high standards of customer care from our rich traditions of safety, service and courtesy.

## TTC by the numbers



**1.7 million**  
riders a day  
pre-pandemic



**183,200**  
weekly service  
hours pre-  
pandemic



**6,400+ km**  
of routes



**2,114**  
accessible  
buses



**204**  
streetcars



**150**  
trains



**16,000+**  
employees



**60**  
battery-electric accessible  
buses — the largest fleet in  
North America

## Did you know...



On September 1, 2021, the TTC will celebrate its 100<sup>th</sup> anniversary. Stay tuned for information on how we will be celebrating and how you can be involved.



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# CEO's commentary



Welcome to the new and improved CEO's Report.

After consultation with TTC staff, my Executive Team and the Board, as well as a review of performance reporting best practices from peer transit agencies, we've developed a streamlined report with content that better represents the TTC and is closely aligned with our strategic objectives.

This is the first iteration of the new report. It will evolve as we continue to work towards our vision of a transit system that makes Toronto proud. We welcome any feedback from Commissioners and the public. This report is for you and we want to ensure it meets your needs.

Here's what you'll find in the pages that follow:

- **CEO's commentary:** I will continue to bring you newsworthy updates and forward-looking

information on all things TTC.

- **Core metrics:** Full results and analysis on key measures aligned with the critical paths set out in our Corporate Plan. Look out for metrics from the People Group and the Diversity and Culture Group coming this summer.
- **Hot topic metrics:** Metrics that are currently top-of-mind, such as customer mask use and bus occupancy levels. As different issues arise, new metrics will be rotated in for full analysis.
- **Appendix:** Non-core metrics reported for easy monitoring. When a significant and sustained shift occurs in an appendix metric, it will be brought forward to the Hot topic section for in-depth analysis and commentary.

The Province is moving forward with its vaccine rollout and the TTC is playing an active part in supporting these efforts in Toronto. As part of the City of Toronto's Vaccine Equity Transportation Plan, the City is distributing 15,000 TTC ride vouchers through its network of partner community agencies to assist people who can't afford a transit fare. The objective of this Plan is to ensure we provide no-cost rides to and from vaccination sites beginning this month.

Since March 29, 2021 we have been operating a shuttle bus service from Finch Station to the City-run clinic at Mitchell Field Arena. Shuttle buses have been running every 15 to 30 minutes. The shuttle service was successful in supporting seniors in getting vaccinated, and is scheduled to end April 11.

We're also supporting the City of Toronto with its vaccination efforts by

# CEO's commentary

reaching out to all Wheel-Trans customers — many of whom are seniors — to ensure they have the information they need to register for a COVID-19 vaccination. We're committed to ensuring that our roughly 26,000 customers can get to and from their appointments.

While we have been living with the pandemic for over a year now, we still need to remain vigilant and continue to follow safety protocols and procedures. As I've said many times before, the safety of our employees and customers is our number one priority and we continue to take steps to keep it that way until COVID-19 is truly behind us.

## People Group

### *Executive Team changes*

We've recently made some exciting additions to our Executive Team. I'd like to welcome Mary Madigan-Lee and Keisha Campbell who joined the TTC as Chief People Officer and Chief Diversity and Culture Officer, respectively.

Mary joined us in late March. She will lead the continued modernization of the TTC's People Group. Mary is a senior Human Resources Executive with extensive experience working in both unionized and non-unionized environments in Canada as well as in the United States. Most recently, Mary was the Vice President, Chief Human Resources Officer and Corporate Services with the Greater Toronto Airport Authority. Prior to that, she held a similar role with Unity Health Toronto where she led the integration of a network of hospitals with more than 11,000 employees.

Mary is responsible for all aspects of the People Group's management and planning functions as well as being accountable for providing high-quality strategic and operational direction with respect to the services provided by the various departments reporting to her. Those are: Human Resources, Operations Training Centre, Employee Services and Systems, Policy Development and Investigative Services.

At the beginning of April, Keisha became the TTC's first Chief Diversity and Culture Officer. Keisha joined us from the TD Bank where she held

the position of Head of Diversity and Inclusion. At TD, Keisha led, developed, implemented and influenced a diversity and inclusion strategy for 26,000 employees across seven regions in Canada, with 25 million customers in multiple communities.

Diversity and inclusion are key priorities for our company, and for me as TTC CEO. The creation of this Chief Officer position is critical to moving these priorities forward. In this role, Keisha will strategically align the critical functions of Diversity, Talent Management and Human Rights and Investigations. The new Diversity and Culture Group will retain end-to-end accountability and will develop, lead, review, implement and manage all policy, programs and practices addressing anti-Black racism, diversity and inclusion, as well as recruitment and outreach.

My commentary this month wouldn't be complete if I didn't recognize our General Counsel and Head of Legal, Brian Leck, who will be retiring at the end of the month. Brian has served with the TTC for more than 31 years, first joining as a litigation lawyer.



# CEO's commentary

Prior to joining the TTC in 1989, Brian worked in private practice where he successfully handled numerous trials and arbitrations on the TTC's behalf.

Brian also serves as General Counsel of Toronto Transit Infrastructure Ltd. and President of Toronto Coach Terminal Inc. He is an Honourary Counsel for the Canadian Urban Transit Association and a Director and General Counsel of the TTC Pension Fund Society and TTC Insurance Company Ltd.

Brian has taught various courses with the Advocate Society, American Bar Association, Canadian Bar Association, Department of Justice (Canada), Canadian Urban Transit Association, Federated Press, Canadian Corporate Counsel Association, Rotman School of Management and various other organizations.

On behalf of the TTC Executive and all employees, I'd like to publicly congratulate Brian on his exemplary service and wish him a long, happy and well-deserved retirement!

## Diversity and Culture Group

To recognize International Women's Day, the Toronto and Region Chapter of the Conference of Minority Transportation Officials hosted two virtual

events showcasing women of colour who were senior leaders at several transportation agencies in North America.

The first event was billed, *Choose to Challenge: Breaking Down Gender Stereotypes in the Transportation Sector*, and featured Shirley DeLibero. Ms. DeLibero started her career in operations and rose through the ranks to become a General Manager at several transportation systems throughout the United States and President and CEO of Houston Metro. She spoke candidly about starting her career and often being the only woman and the only Person of Colour. We know these are challenges that continue to exist in our sector. Ms. DeLibero's advice about how she persevered, set clear goals for herself and made strategic choices to reach those objectives was truly inspirational.

Dr. Beverly Scott spoke at a second event later in the month, *Charting Your Own Course*, about her experience leading several transit systems including Boston, Atlanta, Sacramento and Rhode Island. Dr. Scott was candid in her advice to audience members, encouraging them to think about the jobs they want and then build the skill sets they need to get there.

She also discussed the importance of mentorship and creating opportunities for those who are in earlier stages of their careers.

## Strategy and Customer Experience Group

### ***Bus passenger occupancy information coming in April***

This month, the TTC will introduce new real-time bus passenger occupancy information to help customers better plan their trips. Riders will be able to access the information using the Rocketman and Transit mobile apps.

Working in partnership with those app developers, the TTC will provide them with secure data streams that will then be translated into an easy-to-read, three-tier notification system using one, two or three 'person' icons.

The notifications will be based on actual passenger volume as a percentage of vehicle capacity as follows:

- Not Busy: One icon, zero-to-30 per cent of capacity (up to 15 people on a standard bus, 23 on an articulated bus);





# CEO's commentary

- **Busy:** Two icons, 30-to-80 per cent of capacity (15 to 40 customers on a standard bus, 23 to 54 on an articulated bus); and
- **Very Busy:** Three icons, greater than 80 per cent of capacity (more than 40 customers on a standard bus, more than 54 on an articulated bus).

For the time being, the feature will only be available for TTC buses. We know our bus network is unique in the challenges it faces at this time — in particular, serving high-density parts of the city where many people are working in essential frontline jobs. These apps are one more way the TTC is giving customers valuable information as they plan and take their trips.

## ***Free Wi-Fi pilot on buses on the way***

Later this spring, the TTC will introduce free public Wi-Fi on buses along some routes as part of a proof-of-concept trial. This pilot will provide the TTC with the opportunity to evaluate the performance of the equipment on the vehicles and gather customer feedback, ahead of a larger

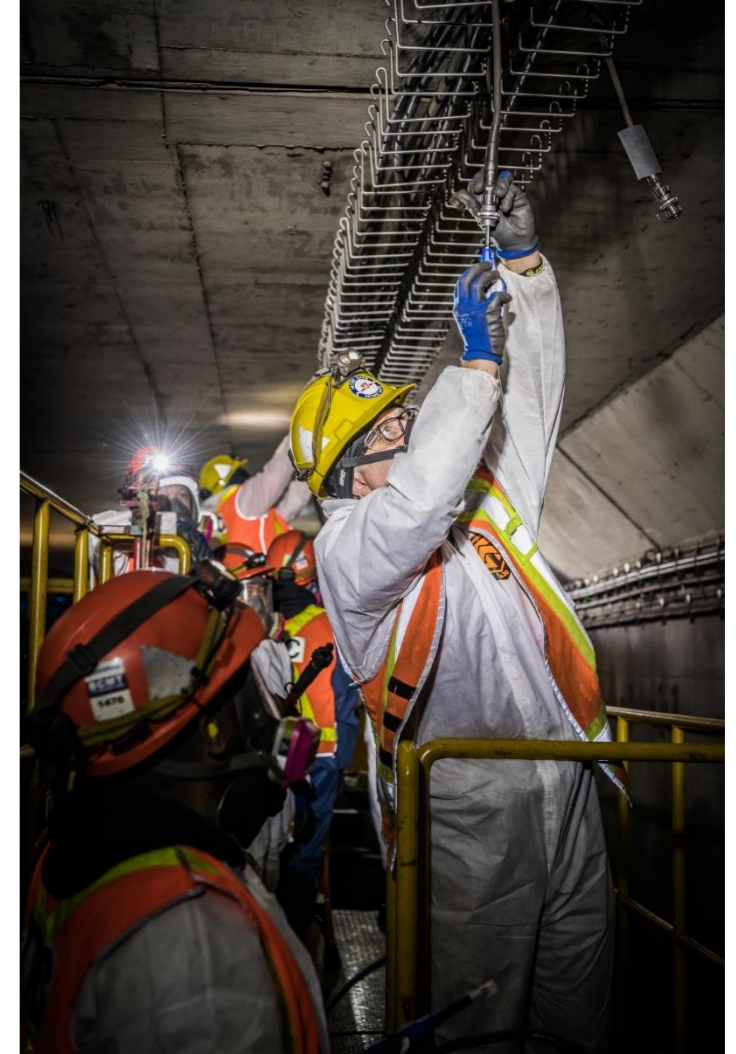
rollout plan targeted for later this year. This initiative is also part of a City of Toronto program (ConnectTO) aimed at providing Wi-Fi access to support residents in high-priority communities across the city. More information will be available in May.

## **Engineering, Construction and Expansion Group**

### ***ATC update***

We continue to move forward with a number of projects. During the final weekend in February, the ATC Construction team working in the York Mills Station area installed the last scheduled cable for the Line 1 ATC project — that's a total of 575 kilometres of cable installed between Vaughan Metropolitan Centre and Finch stations as part of this ambitious project.

This is an outstanding accomplishment and major milestone in the heavy construction work for ATC resignalling. Installation of a signalling system in a brownfield is extremely challenging and completing this is something that we can all be proud of.



# CEO's commentary

Work continues as crews splice together previously installed fibre optic cable and install remaining final components of the new signalling system.

## ***Second 10-day closure accomplished***

From March 15 to 24, the portion of Line 1 between St George and St Andrew stations was closed to allow crews to continue important tunnel improvements. Last month's extended closure allowed the TTC to capitalize on reduced ridership during the pandemic and carry out vital state-of-good-repair work with minimal inconvenience to customers.

The work, which included tunnel lining repairs, asbestos removal, station cleaning and electrical work, is part of a larger project to eliminate several years' worth of early access, weekend and platform closures. Last December, we successfully completed a similar closure that allowed us to accomplish more than two years' worth of work in 10 consecutive days.

Here's a quick summary of some of the activity achieved in March:

- Completed 65 per cent of electrical traction power cable installations between St George and Museum stations.
- Completed 30 per cent of electrical installation of five new feeds for traction power upgrades at Osgoode Station.
- Achieved planned asbestos removal at St Patrick northbound platform.
- Completed wall panel removal at Queen's Park northbound platform.
- Completed terrazzo flooring repairs at Osgoode, Queen's Park and Museum mezzanine levels.

A big thank-you to our employees and contractors who turned this 10-day closure into another success.

Due to the impressive progress made during the two 10-day closures in December and March, we'll be running another 10-day closure to accelerate much-needed state-of-good-repair and asbestos abatement work. This closure will impact subway service from St George to St Andrew stations from

April 12 to 21. As with the previous closures of this scale, there is a robust communication and outreach plan in place to support these efforts.

## **Operations Group**

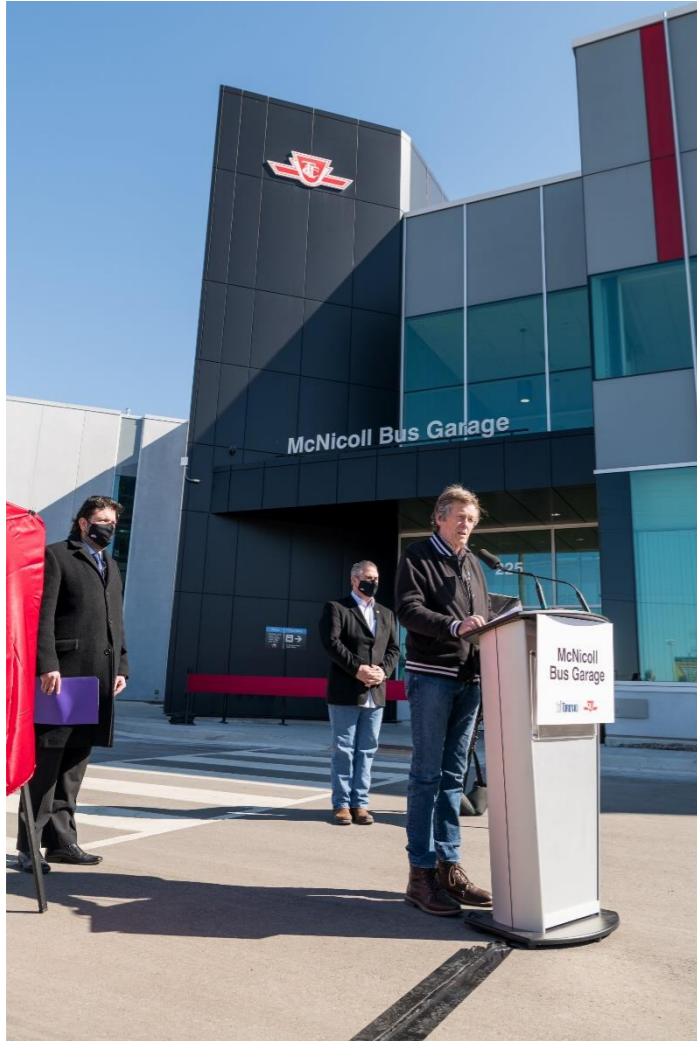
### ***New McNicoll complex now operating***

On Sunday, March 28, buses began rolling out of the TTC's new McNicoll division and garage in north Scarborough. McNicoll is now home to nearly 600 Operators and transportation staff and about 90 maintenance workers. It's ideally situated to increase efficiency and better serve customers in Scarborough.

This beautifully designed complex is built to Toronto Green Standard and has the capacity for up to 250 accessible buses, both standard and articulated lengths. In addition to providing much-needed space for our growing fleet, this facility near Kennedy Road and McNicoll Avenue means service in this area will have smoother rollouts, allowing us to deliver even better service to our customers and, in particular, to the people of Scarborough.



# CEO's commentary



My thanks to Mayor John Tory and Scarborough-Agincourt Councillor Nick Mantas for helping us officially celebrate the TTC's newest facility with a modest ribbon-cutting ceremony and plaque unveiling last month.

## **Safety and the Environment Group**

### ***National Day of Mourning***

Tuesday, April 28 is the National Day of Mourning. Each year on this day, the TTC lowers flags to half-mast as a tribute to those in our workplace who lost their life or suffered a serious injury. This is a day we ask our employees to take a personal moment to reflect on the importance of safety at the TTC.

While the National Day of Mourning is meant for incidents that happen in the workplace, this year is obviously unique because of the impact COVID-19 has had on our workforce. At the beginning of the year we lost one employee to COVID-19. At the TTC to date, approximately 640 employees have tested positive for the virus since the beginning of the pandemic. Over 560 have returned to work and we wish those workers currently self-isolating a full and speedy recovery.

The TTC Executive and I are truly appreciative for the important work performed by our joint management-union Health and Safety Committees. They perform a vital role by allowing workers and managers to equally participate in resolving health and safety matters, as well as promote workplace safety on a continual basis. Our most important job at the TTC is to ensure the safety and security of our customers, employees and the communities we serve.

**Richard J. Leary**  
**Chief Executive Officer**  
**April 2021**

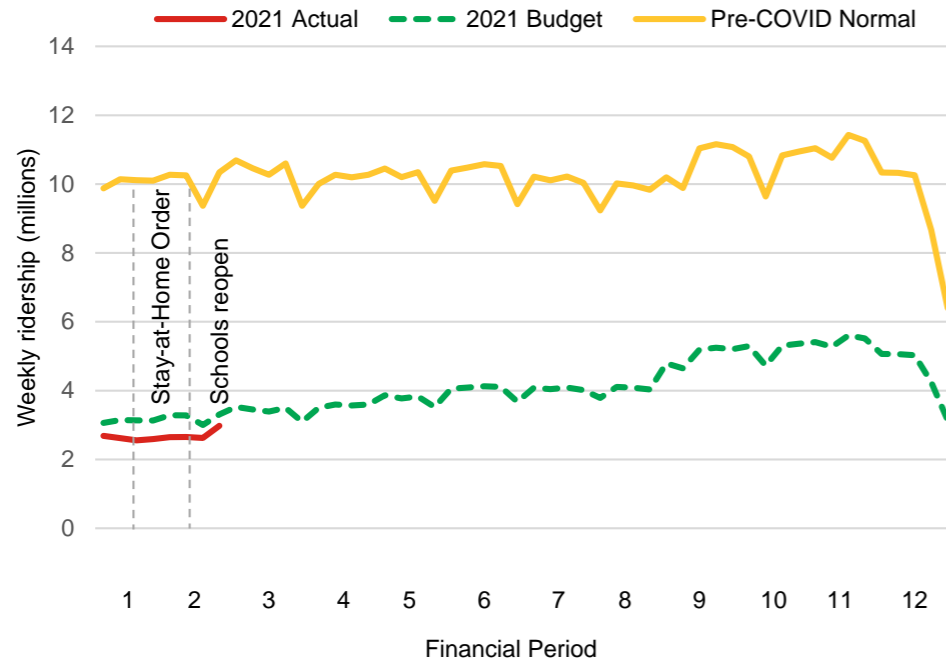






# Ridership

## Revenue rides



### Definition

Revenue rides are equivalent to linked trips, and represent a customer journey from origin to destination, including transfers. Average number of customer linked trips per week, including paid and free trips (children 12 and under).

### Results

Period 2 (January 31 to February 27 2021) revenue rides totalled 10.897 million or 2.724 million passengers per week. This represents a 7.2% increase from Period 1, which had 2.542 million passengers per week.

Ridership was approximately 27% of the comparable period in 2020, or pre-COVID experience. This represents a 1.0% increase over Period 1, which was 26.0% of the comparable period in 2020, or pre-COVID experience.

### Analysis

Ontario issued a stay-at-home order for Toronto effective January 14 to March 8. Weekly ridership averaged 2.5 million in mid-January at the start of the stay-at-home order and increased to 3.0 million during the last week of February as schools reopened on February 16. In terms of PRESTO card usage frequency, the proportion of occasional riders (five to eight taps per week) and infrequent riders (one to four taps per week) increased from 76% to 79%, while the proportion of period pass riders dropped 3%. Pre-

COVID, infrequent and occasional riders represented approximately 68%, while frequent and period pass riders were 32% of all riders.

Period pass sales for March were approximately 46,473, an increase of approximately 2,477 over February. The largest increase in monthly pass sales was in the adult and post secondary group (2,263), followed by seniors (116) and youth (98). Ridership is expected to slowly recover as restrictions are lifted.

### Action

A phased customer communications campaign is being developed for launch in the future. The first phase focuses on safety measures in place, including cleaning and sanitizing, mandatory masks, hand sanitizer, enhanced service on busy routes and improved station management, to support customer comfort and awareness of safe travel on transit. The second phase focuses on welcoming customers back to the system by highlighting popular city destinations as the economy reopens.

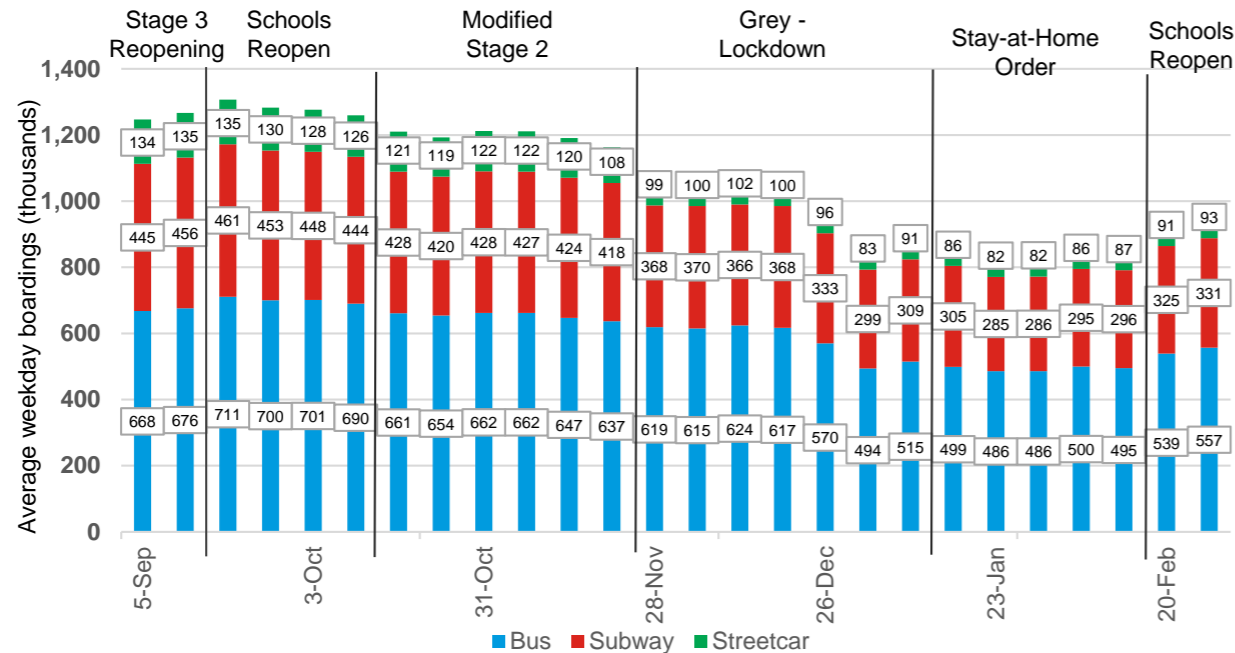






# Ridership

## Customer boardings – Bus, subway and streetcar



### Definition

Boardings measure customer use of the system, by mode and by location. Customers are counted each time they board a TTC vehicle.

### Results

Customer boardings for all modes increased through February.

The total of 981,000 boardings represents about 30% of pre-COVID demand for all modes.

Average weekday boardings are 557,000 on bus routes (40% of pre-COVID), 331,000 on subway lines (22% of pre-COVID) and 93,000 on streetcar routes (25% of pre-COVID) for the last week of February.

### Analysis

Bus remains the busiest of all modes with the greatest share of pre-COVID ridership. Bus customers are more likely to work in jobs that cannot be done from home and tend to rely more on transit for their mobility needs. Conversely, subway and streetcar boardings remain 22%-25% of pre-COVID levels, and will increase as phases lift restrictions, particularly with work-from-home related to employers in the downtown core.

### Action:

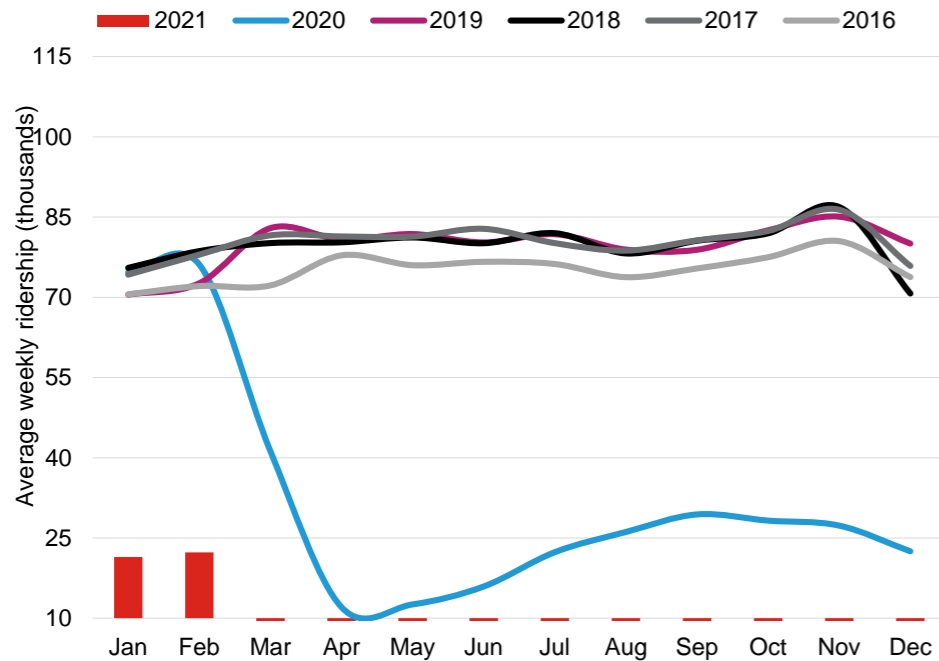
We continue to operate a demand-responsive service plan as outlined in the 2021 Annual Service Plan approved by the TTC Board in December 2020. In April 2021, 97% of budgeted service is scheduled with the following variations by mode based on demand: bus service 97%, streetcar service 98% and subway service 89%.





# Ridership

## Wheel-Trans – Passenger trips



### Definition

Average number of trips per week using both Wheel-Trans dedicated services and contracted services. Wheel-Trans ridership is counted separately from TTC ridership on conventional bus, streetcar and subway.

### Results

Ridership in Period 2 (January 31 - February 27, 2021) was 89,183 or 22,296 passengers per week. This figure was 23.6% lower than the budgeted 29,190 customers per week. In terms of year-over-year growth, the Period 2 year-to-date (YTD) ridership is 72.0% lower compared to the same period in 2020, and is currently 28.8% (73.1k) under the YTD 2021 budget.

### Analysis

Due to restrictions implemented by the City, ridership for Period 2 continues to be lower than anticipated. Customer trip requests continue to be affected by closures of schools, restaurants and non-essential retail locations. Customer trip requests remain focused on essential trips with medical being the largest portion of completed trips. Wheel-Trans operated under a severe weather protocol ten of the 28 days of Period 2.

### Action

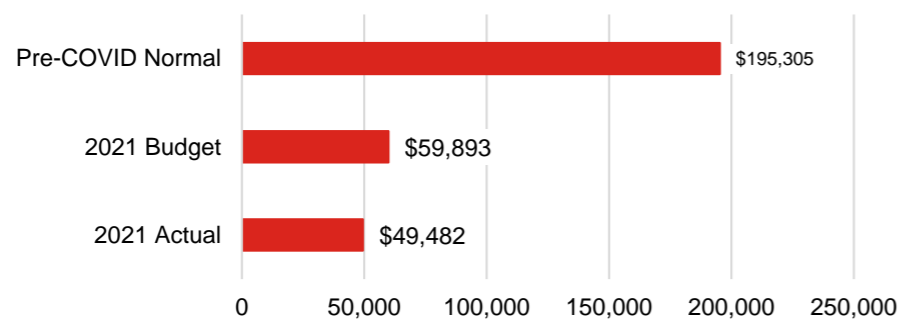
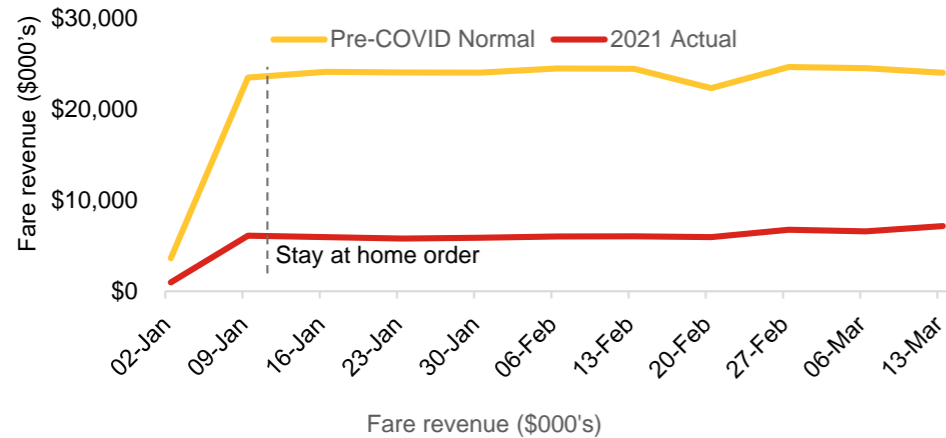
We remain focused on ensuring all essential trips are provided to customers in the safest possible manner. Solo rides and continuous re-evaluation of safety measures with guidance from Toronto Public Health are the priority for service to ensure the protection of customers and employees.





# Financial

## Fare revenue



Definition  
Revenue generated through fares.

### Results

Period 2 fare revenue was \$24.779 million. This is approximately \$5.136 million, or 17.2% below budgeted fare revenue for Period 2.

### Analysis

Year-to-date fare revenue was approximately \$49.482 million, which is approximately \$10.411 million below budget.

Period 2 fare revenue was 26% of pre-COVID experience. Year-to-date, fare revenue was 25% of pre-COVID experience.

The revenue split between PRESTO and other fare media was approximately \$22.4 million from PRESTO, representing a PRESTO adoption rate of 90.9%, and \$2.4 million from other media. The Period 2 revenue reflected the following fare concession profile: 84.2% adult, 6.7% senior, 5.1% post-secondary, 3.7% youth (ages 13-19), and 0.3% other.

### Action

Fare revenue remains below pre-COVID levels and is being monitored daily. To date, this financial impact is being primarily addressed through the Safe Restart Agreement (SRA) funding. With fare revenue trending below the anticipated impact incorporated into the 2021 budget, staff are working to reduce this additional impact through expenditure management.

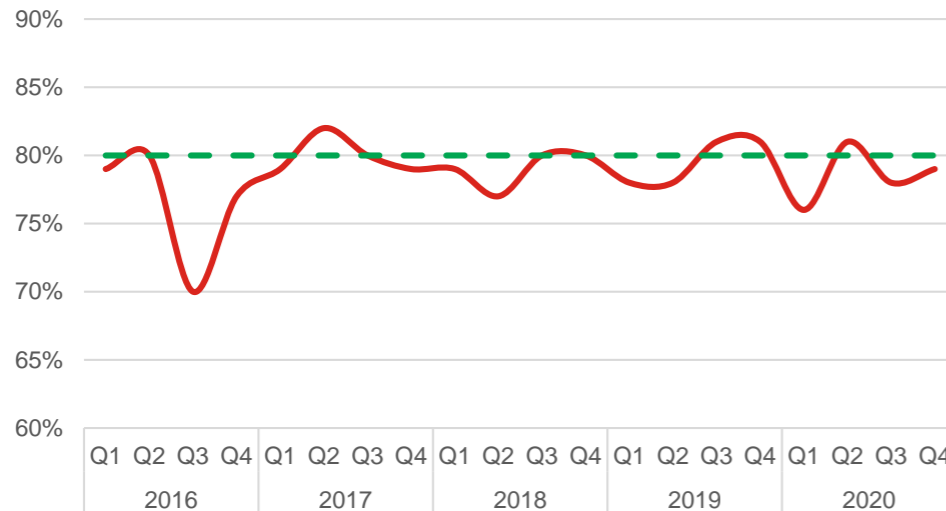
A full report, which outlines 2021 funding implications and details how the TTC is meeting SRA funding eligibility conditions will be before the Board at its May meeting.





# Customer experience

## Customer satisfaction



### Definition

Quarterly customer survey of 1,500 TTC customers. Customers are asked: How satisfied were you overall with the quality of the TTC's service on the last TTC trip you took, on a scale of one to 10 where one is "extremely dissatisfied" and 10 is "extremely satisfied".

### Results

Customer satisfaction has remained relatively stable throughout the pandemic compared to prior periods.

In Q4 2020, 79% of customers reported high levels of satisfaction with TTC services. This represents an increase from last quarter (78%) and a decrease from the same time last year (81%). Despite the unique circumstances of last year, 2020 ended with eight in ten customers satisfied with their most recent TTC trip.

### Analysis

Satisfaction is consistent for most elements of the customer journey (wait time, trip duration, comfort of ride, etc.). Customers continue to be satisfied with the TTC's response to the pandemic, safety measures implemented to protect employees and the TTC's communication of safety information. However, satisfaction with the safety measures implemented to protect customers has decreased this quarter and customers are less confident in their ability to physical distance on vehicles.

### Action

Since late March 2020, we have been conducting customer research focused specifically on the pandemic. Results have helped inform safety measures, communication efforts and ridership forecasting. To further support customers, we will be launching bus occupancy information on two leading customer journey planning mobile apps in April. In the coming months, we will be continuing this work to explore and understand the future needs of customers as they return to transit.

*Note: Q1 2021 data will be available in the May 2021 CEO's Report*



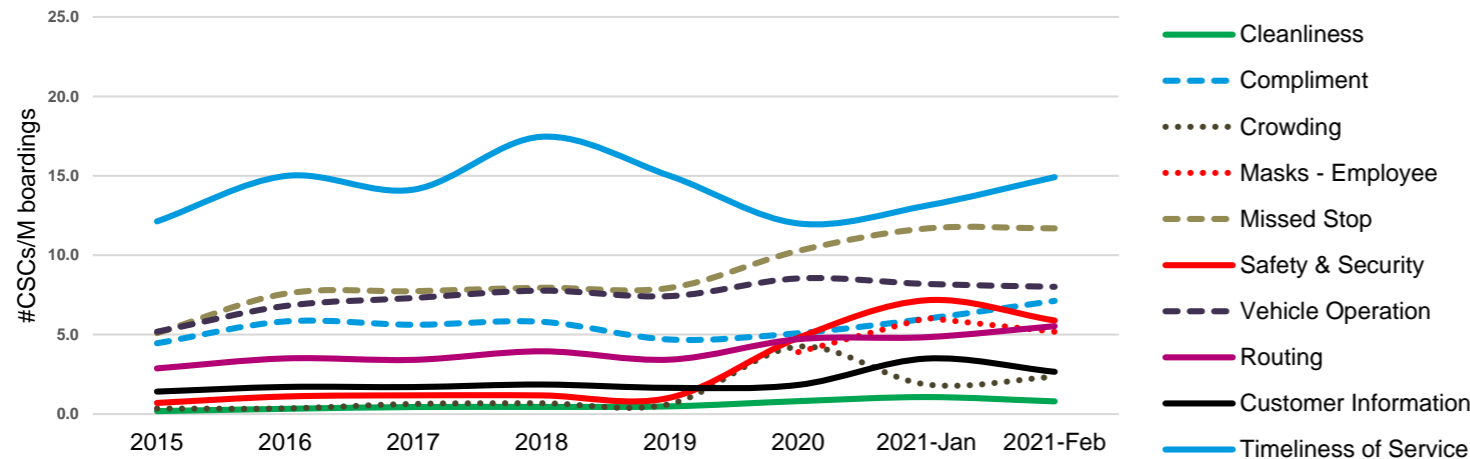




# Customer experience

## Customer service communications (CSCs)

We value communication with our customers. It helps inform service planning and operations, and improves our overall customer experience. Our quarterly Customer Satisfaction Survey (see page 14) allows us to monitor and better understand the voice of the customer. Volunteered customer feedback is also highly valuable. The TTC's Customer Service Centre receives customer input via our website, telephone, e-mail and Twitter. Input is routed through the organization in order to acknowledge and respond to individual customers. Starting this month, we will be reporting the total number of CSCs per 1 million boardings in key areas of customer feedback.



### Definition

Top 10 CSCs (number of communications) per one million boardings, by category. Customers provide feedback to the TTC via our website, telephone, email and Twitter.

### Results

Customer feedback is on the rise during the pandemic.

Total CSCs per one million boardings has increased 40% since 2019. Prior to 2020, the individual categories for customer service communications remained relatively stable, across all categories.

Differing customer needs have emerged during the pandemic and have been a focus of customer feedback and planning and operations. Communication from customers has increased in all categories, including compliments.

### Analysis

Safety and security is the cornerstone of the TTC's service, and is of increased importance to customers during the pandemic. New categories, and existing categories taking on new importance are: Cleanliness, Crowding, Masks and Safety & Security. These four areas account for 24% of CSCs in 2020 and YTD 2021. In 2019, they accounted for 5%.

Service reliability categories continue to be important to customers during this time. Timeliness of service, Missed Stop, Routing and Vehicle Operation speak to the continued need for reliable, frequent and comfortable service.

*Commentary continued on next page*





# Customer experience

## Customer service communications

These four areas account for 63% of CSCs in 2020 and 61% YTD 2021. In 2019 they accounted for 80%.

Customer Information is the most diverse CSC category with customers reaching out on issues ranging from announcements and signage to our website and diversions. The importance of clear customer information during the pandemic is highlighted in the doubling of CSCs per one million boardings in recent months, and many referencing physical and digital signage. Customer Information accounted for 10% of CSCs in 2021 compared to 4% in 2019.

Rounding out the CSC categories are Customer compliments which increased 9% in 2020, and further 15% YTD 2021.

### Action

#### *Safety & Security*

- Cleanliness: Maintaining increased vehicle disinfection and cleaning. Third-party audits on vehicle cleanliness.
- Crowding: Maintaining 98% service hours for 32% ridership. Launching real-time bus occupancy information for customers to gauge how busy a bus is in advance of boarding.
- Employee Masks: Face masks are required while on TTC property, including outdoor spaces and on vehicles. CSCs decreasing. Operator Mask audits continue.
- Safety & Security: Key actions listed on pages 26-28.

### *Service Reliability*

- Proactively mine customer feedback for actionable insights to inform operations and planning.
- Deliver specific customer feedback analytics into on-time performance working group.

### *Customer Information*

- Continue individual customer feedback follow-up.
- Initiating customer wayfinding strategy 2021.
- Launching new website in spring 2021
- Providing bus occupancy information on two popular customer journey planning apps in April.

### *Compliments*

- Distribute specific customer compliments to frontline operations.
- Feature one monthly compliment in this report.

Customer compliment: "The bus driver on this route was so friendly to passengers and other people at the bus stops. I was impressed with his positive attitude, and willingness to help, as it really made a difference! Also thank you to all TTC drivers and operators who are doing essential work and keeping our city running during these trying times."

Selected in recognition of Transit Operator and Worker Appreciation Day March 18, 2021

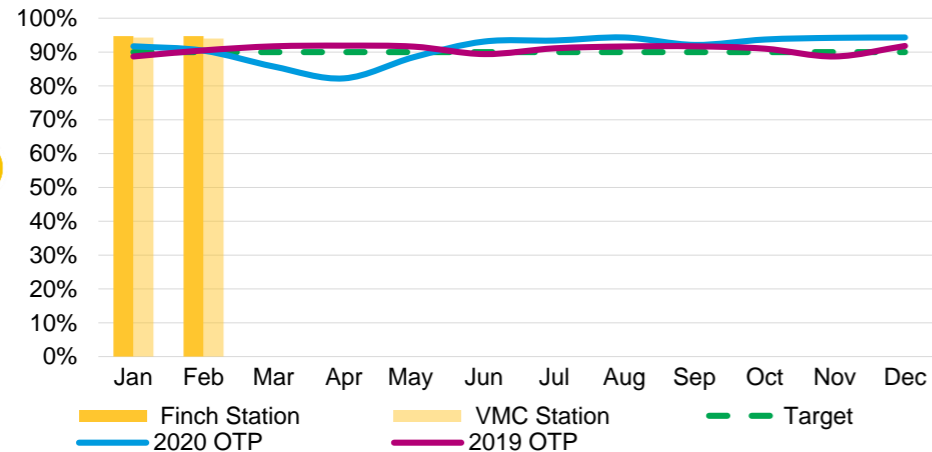




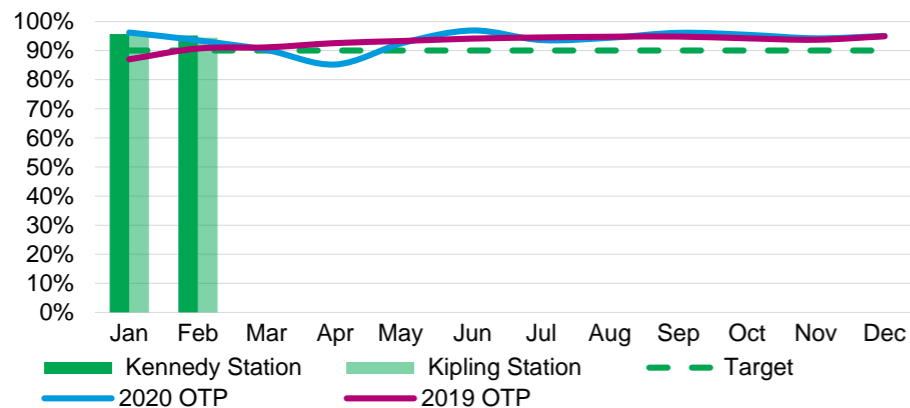
# Customer experience

## On-time performance (OTP) – Subway

1



2



### Definition

Headway (amount of time between train arrivals at a station) adherence of all service trains at end terminals. Data represents weekday service. To be on time a train must be within 1.5 times of its scheduled headway.

### Results

Line 1: Achieved an overall average of 94.4% OTP in February. This represents a significant improvement from February 2020 (90.4%). Our target of 90% has been met for the past nine months.

Line 2: Achieved an overall average of 94.8% OTP in February — an increase from the 93.5% recorded in February 2020. Our target of 90% has been met for the past 10 months.

Line 3: Achieved an overall average of 96.7% OTP in February — a decrease from the 98.4% recorded in February 2020. Our target of 90% has been met for the past four months.

Line 4: Achieved 99.2% in February. Our target of 90% was successfully met.

*Commentary continued on next page*

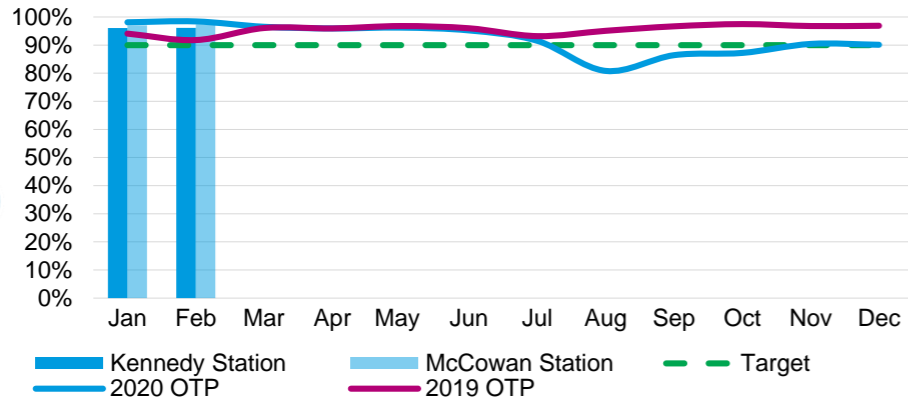




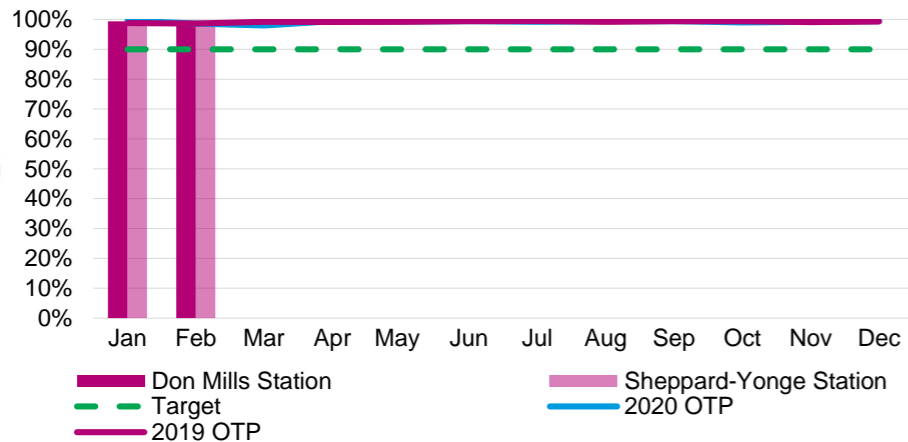
# Customer experience

## On-time performance (OTP) – Subway

3



4



### Definition

Headway (amount of time between train arrivals at a station) adherence of all service trains at end terminals. Data represents weekday service. To be on time a train must be within 1.5 times of its scheduled headway.

### Analysis

Compared to January:

- Line 1 total delay minutes decreased by 24.6%.
- Line 2 total delay minutes decreased by 30.1%.
- Line 3 total delay minutes decreased by 10.2%

Line 4 continues to run as scheduled and without any major issues.

### Action

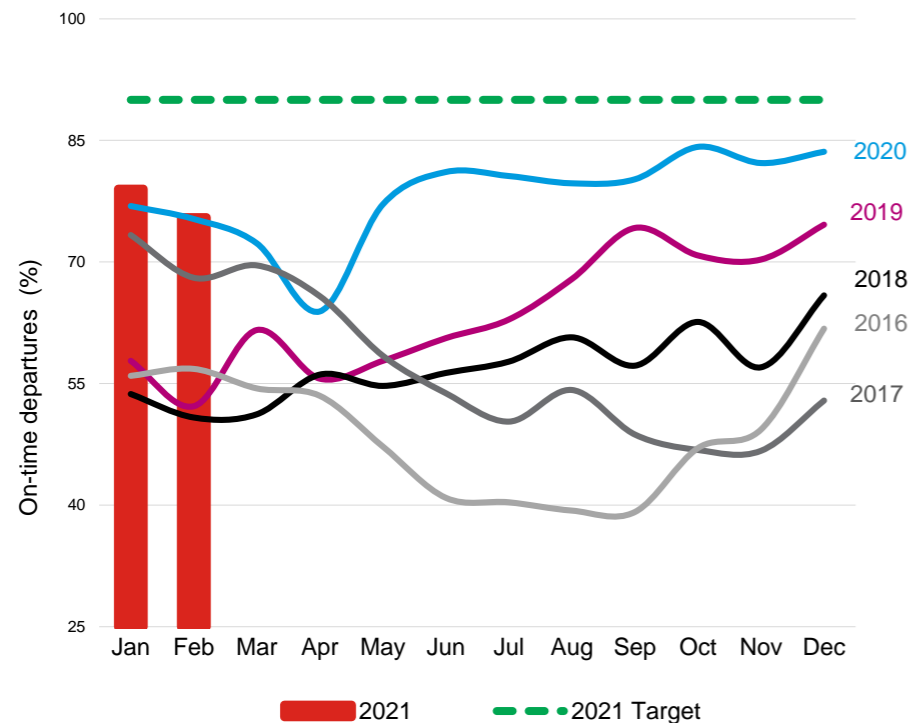
We do not anticipate any significant changes moving forward, but we are constantly monitoring ridership and service levels and making adjustments where necessary to ensure punctual service levels are delivered.





# Customer experience

## On-time performance (OTP) – Streetcar



### 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.

### Results

Streetcar OTP in February was 75.5%, which represents a decrease compared to January (79.0%) and a slight increase over the same time last year (75.3%). Our target of 90% was not met.

### Analysis

After achieving all-time performance highs towards the end of 2020, OTP has declined this year. With the January Board Period, the 501 Queen, 504 King and 506 Carlton all began operating on modified schedules due to construction projects. The 506 (63.0%) and 501 (65.0%) brought down performance for the period. The bus branches of the modified services have had the largest negative impact on OTP. Buses operating on the streetcar network performed at 62.0%, while streetcars performed at 81.7% for the period.

Week 8 was the weakest performing of the period (70.1%) due to emergency municipal infrastructure repair work outside of Dundas West Station between February 15 and 23. This unplanned work resulted in diversions and service adjustments to and from Dundas West Station — impacting the 504 King, 505 Dundas and 506 Carlton. Inspection work in the Harbourfront tunnel

and at Exhibition Loop on the weekends of February 6 and 13 also had a negative impact on the 509 Harbourfront, 510 Spadina and 511 Bathurst.

In 2020, OTP increased by 60% compared to 2016 and by 37% compared to 2018. This positive trend is attributed to a number of factors including: the near elimination of short turns, schedule refinements, end-of-line monitoring to mitigate late or early departures and improved operator schedule adherence.

### Action

An internal working group has been formed to review opportunities for improving OTP. This group will focus on schedule development, aligning these to actual travel times with an emphasis on improving this work for buses operating on streetcar routes. Performance improvement efforts will also include reviews of end terminal and geo-fence locations, again with a focus on buses operating on streetcar routes. Importantly, similar to streetcars, a plan is being developed to implement midday disinfecting of buses operating on streetcar routes in order to eliminate the unscheduled time off route that is required for this disinfection.

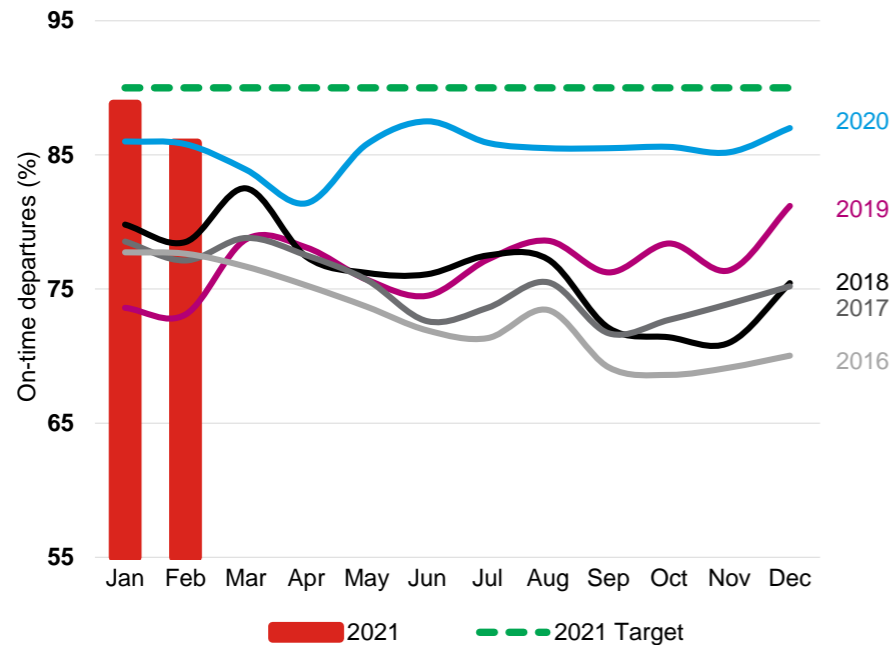






# Customer experience

## On-time performance (OTP) – Bus



### 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.

### Results

Bus OTP in February was 85.9%, which represents a decrease compared to January (88.8%) and a slight increase over the same time last year (85.8%). Our target of 90% was not met.

### Analysis

OTP in February decreased after an all-time high performance score in January. Early (3.5%), late (7.1%), and missed (3.5%) trips in February all increased slightly over the previous period — 3.1%, 6.3% and 1.8%, respectively. The performance reached a high of 87.8% in Week 6 and a low of 83.8% in Week 8. Significant snowfall occurred on in Week 8 (February 16, 76.1%). This contributed to the Week 8 drop in performance, with that particular day scoring the lowest daily performance for the period.

Most express bus routes that were temporarily suspended in 2020 due to the impact of the pandemic on ridership have now been reinstated. The 21 reinstated routes combined for 82.0% OTP. Overall, express routes performance decreased slightly when compared to their combined

performance score for the same period last year (85.5%).

In 2020, OTP increased by 17% compared 2016 and by 12% compared to 2018. This positive trend is attributed to a number of factors including: the near elimination of short turns, schedule refinements, end-of-line monitoring to mitigate late or early departures and improved operator schedule adherence.

With the completion of the VISION system (Vehicle Information System and Integrated Operations Network) roll-out on our bus and streetcar fleet, we also now have more accurate data to monitor and adjust service in real-time, inform scheduling and improve OTP

### Action

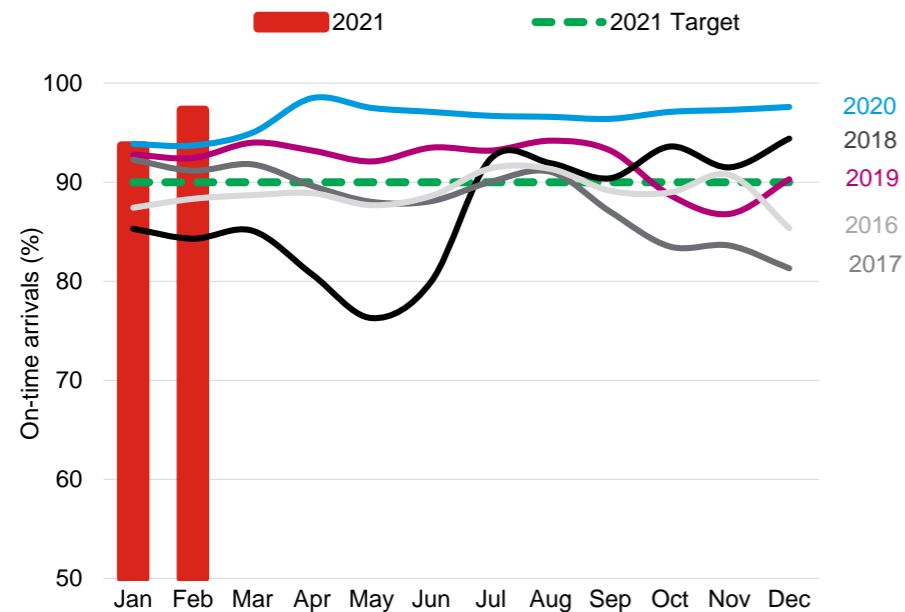
A review of many route travel times is underway. This includes a review of the bottom five performing express bus routes for the period (929, 941, 952, 960, 995). This work will also include an update to the methodology surrounding the route prioritization aspect of this work.





# Customer experience

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



### Results

Wheel-Trans OTP in February increased by 3.6% from January (97.3%), and is 3.6% higher than the same period in 2020. OTP has remained above target since the end of 2019.

### Analysis

Ensuring safe and reliable service remains the priority for Wheel-Trans. During the winter months, it is important that we ensure customers are not required to wait in unfavourable weather conditions.

### Action

Movement of trips and utilization of service resources in the most economic manner remains the focus of the Dispatch team. Wheel-Trans continues to implement technological upgrades to ensure employees have the proper tools for monitoring service.

### Definition

On-time performance of all trips conducted by Wheel-Trans buses. To be on time, the bus must arrive within 20 minutes of its scheduled arrival.





# Customer experience

## Accessibility – Elevator and escalator availability



### Definition

Percentage of total available elevator and escalator service hours during subway service.

### Results

Elevator availability in February was 98.9%. Performance decreased slightly from last month (99.2%), but increased from the same time last year (96.9%). Our target of 97% was met. Escalator availability in February was 95.7%. Performance decreased from last month (96.4%) and from the same time last year (96.3%). Our target of 97% was not met.

### Analysis

Elevator maintenance was completed as planned and scheduled. The decrease in escalator performance can be attributed to two escalators being turned off in Lansdowne Station. The station's main entrance is currently closed to accommodate installation of elevators as part of the Easier Access program.

Eight escalators also experienced moderate to significant water damage, and had to remain off until repaired:

- Sheppard Station escalators experienced water infiltration due to a sewage line back-up.

- Scarborough Centre and Midland stations escalators were flooded due to fire line breaks.
- York Mills Station escalators had ground water infiltration.

### Action

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

The escalators in Lansdowne Station will need to be turned off until approximately May 2021 when the main entrance reopens. The only escalator that will be in service during the main entrance closure is the eastbound escalator from the platform to the concourse level. Customer service staff will be available at the station during peak hours to assist. Customers requiring an accessible alternative can travel to Dufferin Station or Dundas West Station.

The water damaged escalators with minor damage have been repaired and returned to service. Repairs will continue on escalators with significant damage.





**Mary Madigan-Lee**  
Chief People Officer

**Keisha Campbell**  
Chief Diversity & Culture Officer

# People and diversity

## One-year of COVID-19

March marked the one-year anniversary of the Government of Ontario declaring a state of emergency in the province. Understanding that this has been a challenging year for employees, the TTC has launched a new internal campaign focused on mental health and wellness. Aimed at the frontline, the TTC has created a postcard of supports and resources that are available to employees.

The TTC has also created a Back to Basics booklet on COVID-19 where employees can access the most up-to-date information on policies and tips on how to stay safe and keep others safe in the workplace. Information on how to access the booklet is shared on the postcard. Employees can also request a hard copy if interested.



### Stay up-to-date on COVID-19

The TTC continues to work closely with Toronto Public Health to develop policies to keep everyone safe. Find out more in the TTC's **COVID-19 Back to Basics Booklet**. You can access the booklet at [ttc.ca/EmployeeHealth](http://ttc.ca/EmployeeHealth), on **MyTTC** | **SAP Jam**, or by asking your supervisor for a hardcopy.

Working together, we can protect ourselves and each other from COVID-19.



### Get TTC updates on the go with our employee app

Access COVID-19 information and mental health resources, as well as updated crew guides, run guides and spareboards—anywhere, anytime. Download **MyTTC** | **SAP Jam** on Apple, Google Play and TTC app stores.

For your first login, enter **myttc.sapjam.com**, followed by your employee number and password.



### How are you feeling today?

The pandemic has impacted us all in different ways. It is important that we all check in on our own mental health and wellness. To help cope with these challenges, there are a variety of confidential supports and resources available to all employees and their families.

**Employee Family and Assistance Program (EFAP)** 24/7 support  
1-800-572-0039 | [workhealthlife.com](http://workhealthlife.com)

**Distress Centres of Greater Toronto**  
24/7 support  
416-408-HELP (4357) or text 45645

**LifeSpeak**  
Access health and wellness webinars and videos  
[ttc.lifespeak.com](http://ttc.lifespeak.com) (Click on *access through group account* and use the password: *lifespeak*)

**MindBeacon**  
Online cognitive behavioral therapy  
[mindbeacon.com](http://mindbeacon.com)

**Centre for Addiction and Mental Health**  
Mental health and addiction resources and treatment  
1-800-463-2338 | [camh.ca](http://camh.ca)

**Wellness Together Canada**  
For immediate crisis support, text "Frontline" to 741 741  
[ca.portal.gs](http://ca.portal.gs)

For more resources, visit the Occupational Health and Employee Wellbeing section of MyTTC | SAP Jam, MyTTC | Home, or email [ohew@ttc.ca](mailto:ohew@ttc.ca).







**Mary Madigan-Lee**  
Chief People Officer

**Keisha Campbell**  
Chief Diversity & Culture Officer

# People and diversity



## International Women’s Day

March 8 marked International Women’s Day (IWD). The TTC chose to embrace the theme for the year, #choosetochallenge. An open call went out to employees a few weeks in advance of the day in order to get volunteers who were interested in being featured on the TTC’s social media channels and internal channels.

Along with featuring its employees, TTC Chair Jaye Robinson wrote a message to employees highlighting IWD. Her message was featured in the TTC’s weekly employee newsletter and on the employee app.

## Transit operator program

The new hire program for Transit Operators has resumed to prepare for retirements. It has been 13 months since we have hired new Operators. The 2021 projections for new hires is 400, at different stages, with at least 42% of hires being represented by women. For the first round of hires, a posting will be sent to the over 4000+ registrants from the women’s information sessions that were held in November and December of 2020. In addition, an invitation to apply will be sent to community outreach partners and employment agencies to attract women to apply. Our Talent Management team has continued to engage registrants from the women’s event with bi-monthly newsletters. We anticipate a public posting on the TTC website in the fall 2021.

Training of new hire operators will begin on April 5, 2021 with an estimate of 14 new hires beginning each week. The Transit Operator program has been updated to remove systemic biases/barriers.







**Mary Madigan-Lee**  
Chief People Officer

**Keisha Campbell**  
Chief Diversity & Culture Officer

2

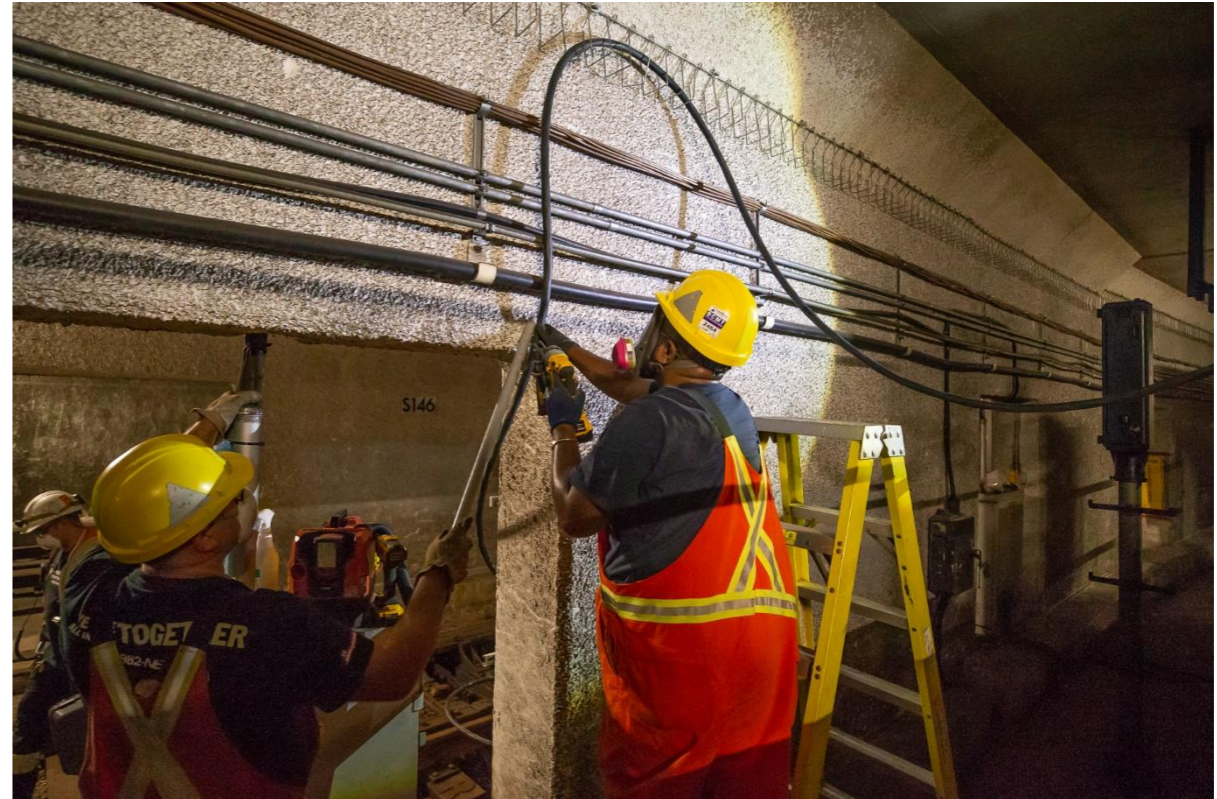
# People and diversity

## TTC Connects: Engineering, construction and technical graduates virtual information session

The TTC hosted an information session on April 1, 2021 to engage recent graduates in engineering, construction and technical fields with the aim of informing and inspiring those who may be interested in a career at the TTC. The goal was to see 1,000 people registered to create a pool of skilled, diverse applicants to apply for current and future job opportunities. Roughly 1,100 people attended!

Speakers included: CEO - Rick Leary; Chief Infrastructure & Engineering - Fort Monaco; employees in the field; and Talent Management. The event is still available on our YouTube channel for anyone who is interested but could not participate.

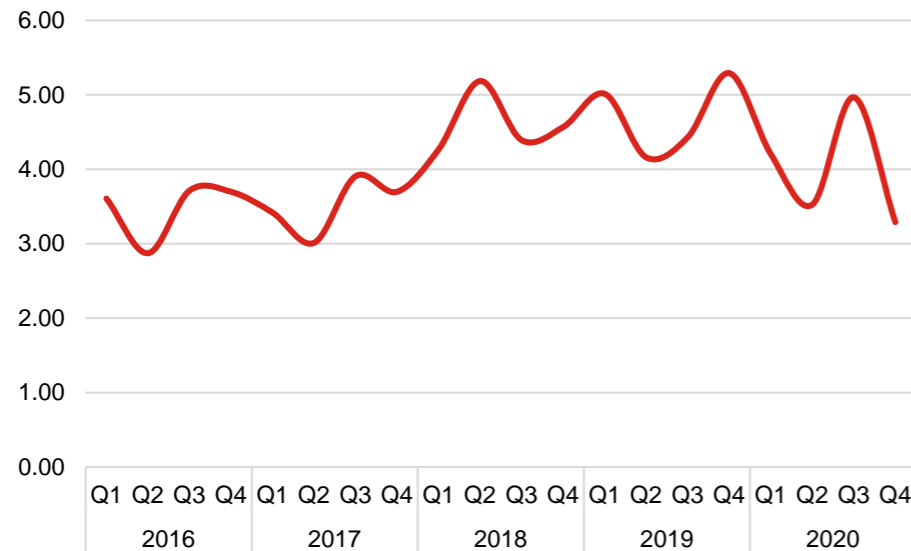
The event was advertised to over 50 post-secondary institutions, professional associations, community outreach partners and employment agencies to attract professionals and recent graduates, in particular women, racialized and under-represented job seekers.





# Safety and security

## Lost-time injuries rate (LTIR)



### Results

The LTIR in Q4 2020 was 3.3 injuries per 100 employees — a decrease from Q2 (5.0) and the same time last year (5.3). The LTIR for Q4 was 18% lower than the four-quarter average. However, there has been an upward trend in the LTIR since 2016.

### Analysis

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.

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

### Action

The Ergonomic Musculoskeletal Disorder Prevention Program, currently being implemented, focuses on preventing musculoskeletal/ergonomic type injuries and resolving ergonomic concerns. Specific training modules for high-risk groups have been developed. Training sessions have been deferred to winter 2021 due to the pandemic.

**Note:** Q1 2021 data will be available in the June 2021 CEO's Report.

### Definition

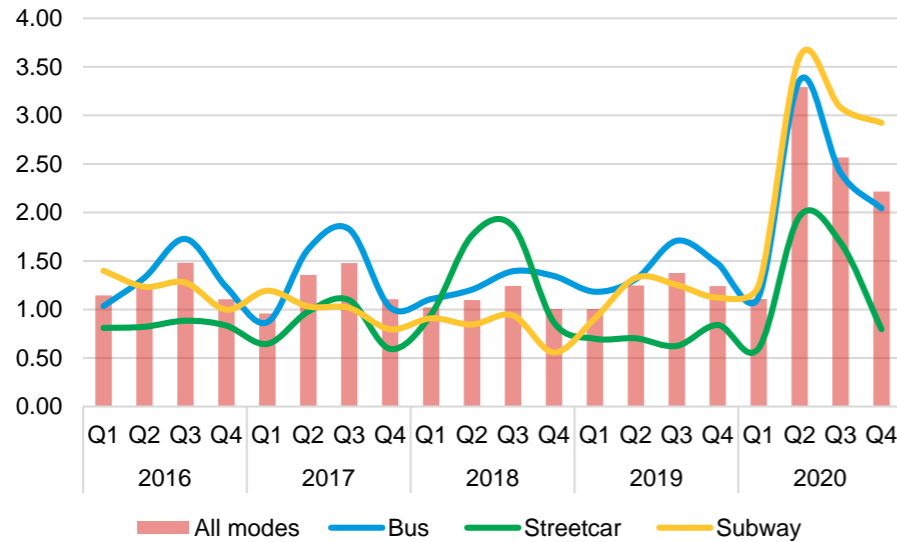
Number of employee injuries resulting in missed work per 100 employees (annualized).





# Safety and security

## Customer injury incidents rate (CIIR)



### Definition

Number of customer injury incidents per one million boardings.

### Results

The CIIR in Q4 2020 was 2.22 injury incidents per one million vehicle boardings — a decrease from Q3 (2.6) and an increase from the same period last year (1.2). The CIIR for Q4 was 9% lower than the four-quarter average rate of 2.2 injury incidents per one million vehicle boardings. The four-quarter average shows a statistically significant upward trend in the CIIR.

### Analysis

The overall increase in the CIIR in 2020 was mainly due to the significant decrease in overall TTC ridership as a result of the COVID-19 pandemic and state-of-emergency declaration. This quarter, there were fewer incidents (176) compared to last quarter (225).

The decrease in the CIIR in the last two quarters compared to Q2 was partly due to the small increase in ridership in the summer and winter compared to spring 2020.

### Action

We will continue to monitor the CIIR and existing safety initiatives. These initiatives include safety messaging throughout the system all year. To target slips, trips and falls, our most common customer injury, the TTC promotes a Slips, Trips and Falls poster campaign and runs elevator and escalator safety videos continuously on our platform video screens. Our social media channels include regular safety messaging such as back-to-school safety, time changes and safely entering and exiting vehicles. The TTC also works closely with the City of Toronto’s Vision Zero staff to ensure consistency in messaging.

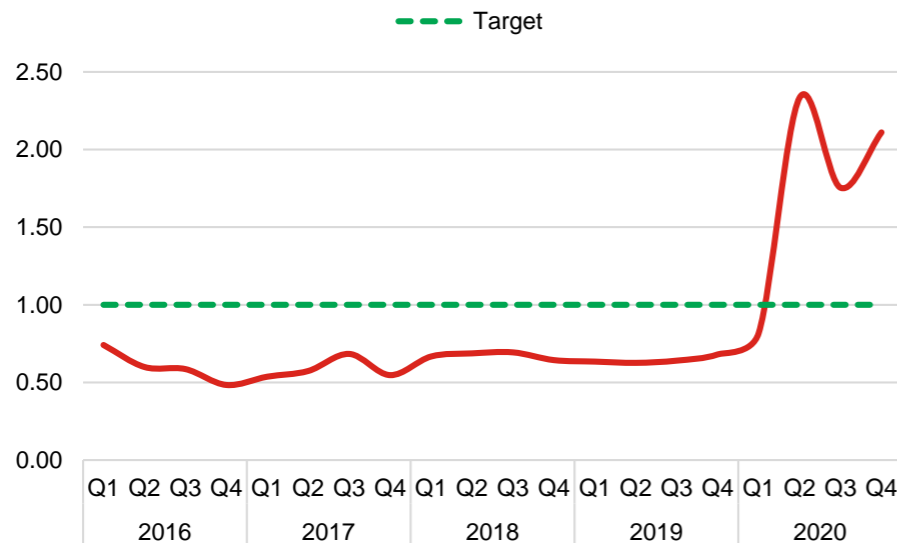
**Note:** Q1 2021 data will be available in the June 2021 CEO’s Report.





# Safety and security

## Offences against customers



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

### Results

In Q4, the number of offences against customers per one million boardings was 2.11. This is a 20% increase from Q3 and a 210% increase from the same time last year. Although overall offences against customers declined by 2.4% in 2020 (609) from 2019 (62), the reduction in customer boardings to 32% pre-COVID levels has increased the rate of offences.

### Analysis

Q3 saw an improvement in the rate of offences against customers compared to Q2, primarily due to the increase in customer boardings (44,668,410 to 87,680,700). However, the actual number offences increased from 107 to 156 (45.8%). In Q4, there was also an increase in the number of offences compared to Q3 — 167 and 156 offences, respectively.

### Action

The TTC’s Community Engagement Unit (CEU) is focused on the needs of customers who are under-housed and/or experiencing mental health or addiction issues, and to bring sustainable solutions that benefit customers and other community stakeholders.

As of December 2020, the team has had 255 interactions with individuals since the beginning of the pandemic. They have helped find shelter space, provided food vouchers and have arranged for taxi services for those in need of assistance. The pandemic has amplified social issues and we have responded by implementing a number of tactics, including:

- Enlisting the assistance of TPS patrol to attended highly impacted stations and routes
- Creating a response team comprised of the CEU and Streets to Homes personnel
- Organizing and participating in mask distribution campaigns

**Note:** Q1 2021 data will be available in the May 2021 CEO’s Report.

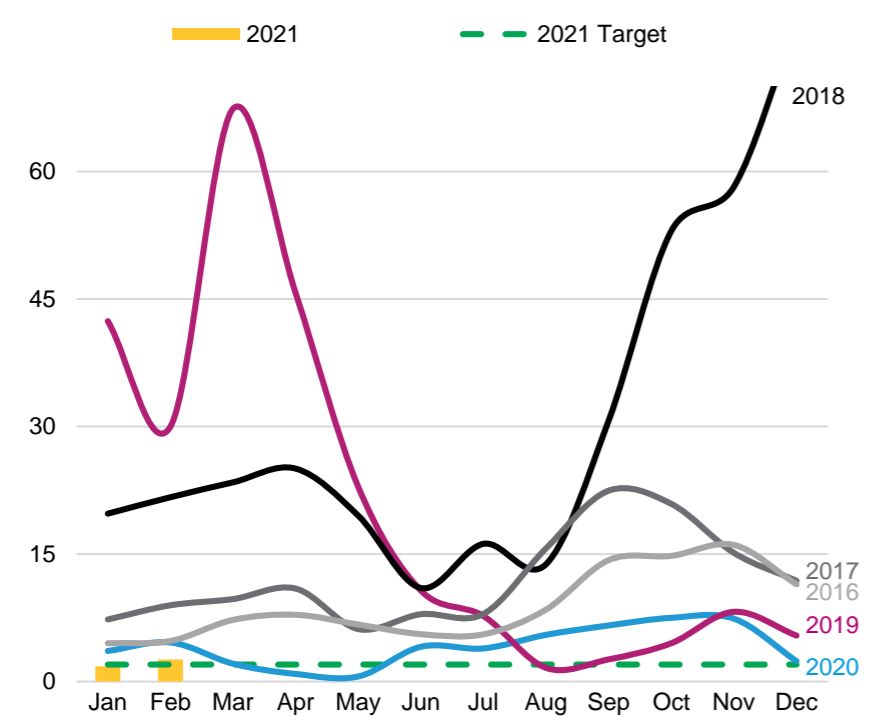






# Hot topic metrics

## Wheel-Trans contact centre wait time



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

### Results

The average Wheel-Trans contact centre wait time in February was 2.6-minutes. This is above the 1.8-minute average in January and our new target of two minutes.

### Analysis

Call volumes continue to fluctuate during the pandemic. Despite Toronto being in a stay-at-home order for much this period, Wheel-Trans saw steady usage. We started to see a slight increase in call volumes towards the end of this period and adjusted overflow call taking resources. The flexibility to adjust staffing based on call volume trends by using our new overflow contractor, TELUS, has kept average wait times close to target. Our overflow solution has allowed for more calls to be routed to TELUS — answering approximately 20% of calls.

Reservations had an abandonment rate of 26% and an average wait time of about nine minutes prior to the launch of the contract in November 2020. We have since seen a significant improvement in the abandonment rate with an average of

3.2% in the first three months of the contract. We have not seen this low of a rate since we began tracking this metric. Additionally, our average wait time has been about two minutes on average over the first three months of the contract.

Throughout the pandemic, Wheel-Trans has also been able to maintain a high accommodation rate (99%) — percentage of passengers requesting Wheel-Trans services that are actually provided trips.

### Action

Call volumes, patterns and trends from previous lockdowns are under analysis to prepare for future stages of gradual reopening.

Upcoming areas of focus and action items, include predicting appropriate in-house and overflow staffing to address forecasted volume. We will monitor hourly and daily call volume trends as we slowly move out of lockdown. This will allow us to appropriately respond to increased demand while maintaining our wait time target.

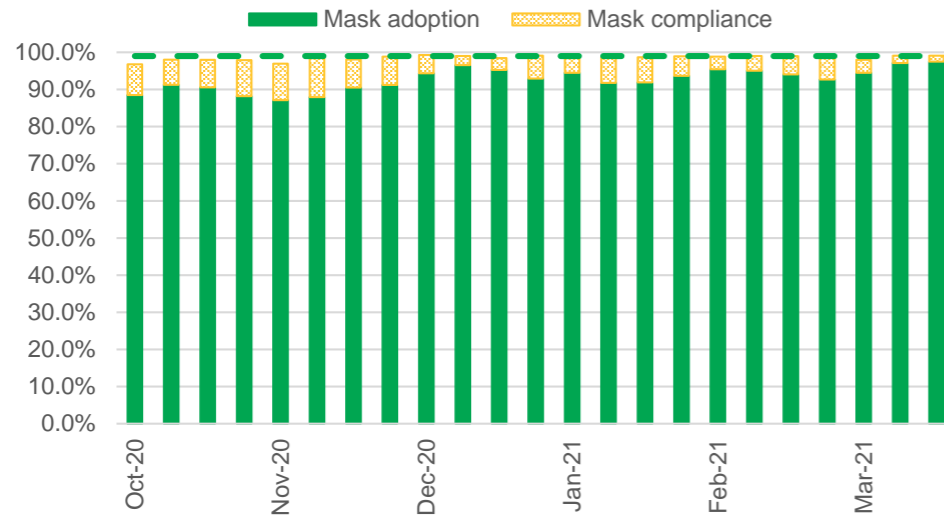






# Hot topic metrics

## Customer mask use



### Definition

Mask adoption: Percentage of customers observed wearing a mask.  
Mask compliance: Percentage of customers observed wearing a mask properly covering nose mouth and chin.

### Results

In March, 63,812 customer mask observations were made at a sample of 20 stations across the network. Of the customers observed, 98.9% (99 out of 100 customers) were wearing masks “mask adoption”, and 95.5% (19 out of 20 customers) were wearing masks properly “mask compliance”.

### Analysis

The proportion of customers wearing masks reached 99% in mid-December, and has remained at that level through to end of March 2021. The proportion of customers wearing masks properly over nose, mouth and chin has improved from roughly 90% in mid-November to 95% in mid-February. This coincides with external awareness campaigns as well as the TTC’s mask distribution and awareness campaigns. In the last two weeks of March, customer mask compliance results reached 97%.

### Action

While masks are mandatory on the TTC, we are not enforcing mask use. Our focus is on information, awareness and supporting supply.

We continue to survey customer mask use across our system. Analysis of surveys and customer communications is used to identify possible low compliance locations (<95%). These are provided to staff as future target areas for distributing masks and reinforcing awareness.

Anticipating compliance rates may be improved with greater mask availability, we continue with broad and targeted mask distribution mask. Since late 2020, free masks have been distributed to customers at schools, shelters, stations, and at high ridership stops. Approximately 1.6 million masks have been distributed to customers as of March 31, 2021.

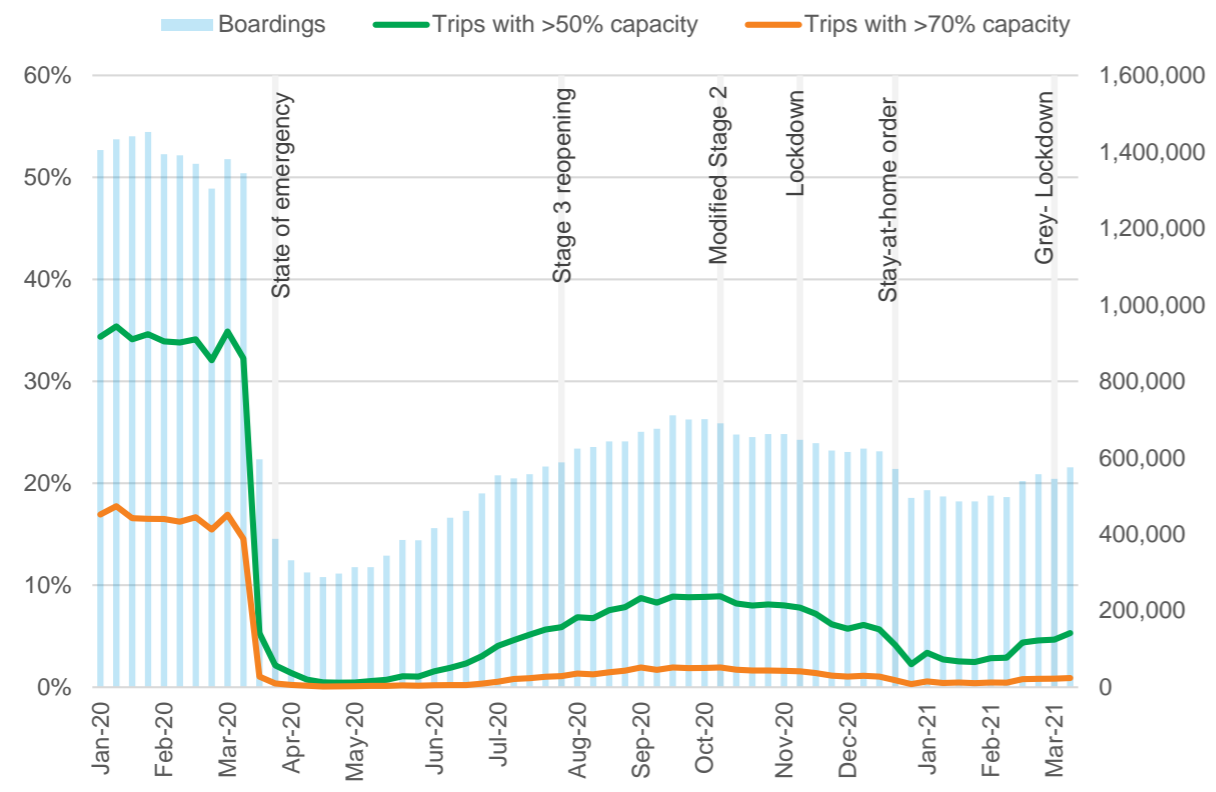
We have several mask-specific campaigns that include messaging about how to wear a mask properly. Our most recent mask campaign was launched in March on board vehicles and features customers wearing masks properly and the reason for use.





# Hot topic metrics

## Bus occupancy



**Definition**  
 Percentage of weekday bus trips with more than 50% and 70% occupancy.  
 50% occupancy: 25 passengers onboard a standard 40 foot bus.  
 70% occupancy: 35 passengers onboard a standard 40 foot bus.

### Results

For the week ending March 26, 2021, we served 561,000 bus customers on average per weekday (41% of pre-COVID). Of this, only 5% of bus trips had more than 25 customers per bus on some part of the route (50% capacity) and 1% of bus trips had more than 35 customers per bus (70% capacity) on some part of the route.

### Analysis

The bus occupancy results are driven by two factors: demand and capacity. On the demand side, average daily bus customers have increased by 30,000 week-over-week and by 77,000 month-over-month. Despite demand responsive field deployments of buses, this continues to be a concern for customers.

### Action

This spring, we are executing frequent planned schedule changes to optimize resources from low demand service (fewer than 25 customers i.e. <50% capacity) to high demand bus services (more than 35 customers i.e. >70% capacity).

To further support customers, we will be launching bus occupancy information on two leading customer journey planning mobile apps in April.





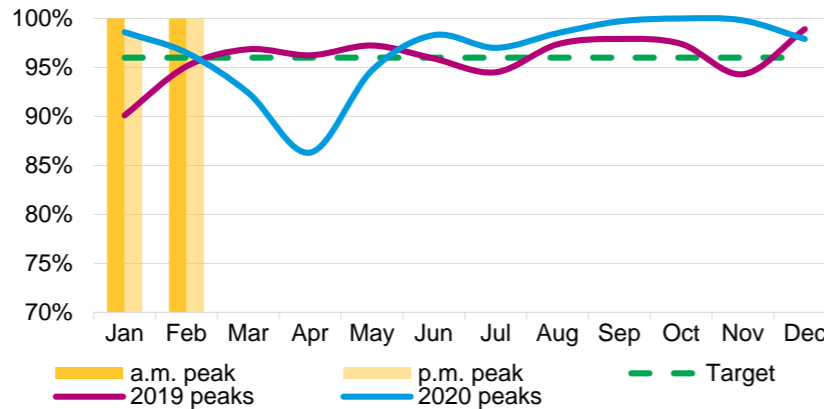
# Appendix: Service delivery

## Line 1 capacity

Total number of trains that travelled through 12 sampling points during weekday a.m. and p.m. peaks as a % of trains scheduled. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

February: 100%  
January: 99.1%  
February 2020: 96.5%

Target: 96.0%

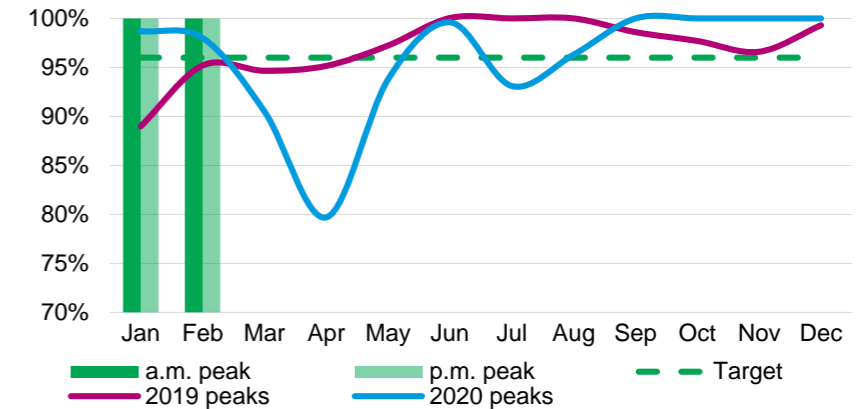


## Line 2 capacity

Total number of trains that travelled through 10 sampling points during weekday a.m. and p.m. peaks as a % of trains scheduled. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

February: 100%  
January: 100%  
February 2020: 98.0%

Target: 96.0%

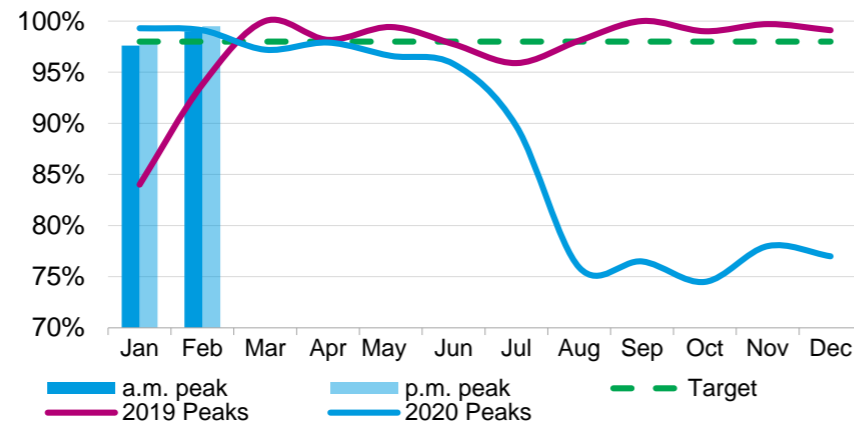


## Line 3 capacity

Total number of trains that travelled through two sampling points during weekday a.m. and p.m. peaks as a % of trains scheduled. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

February: 100%  
January: 99.1%  
February 2020: 96.5%

Target: 96.0%

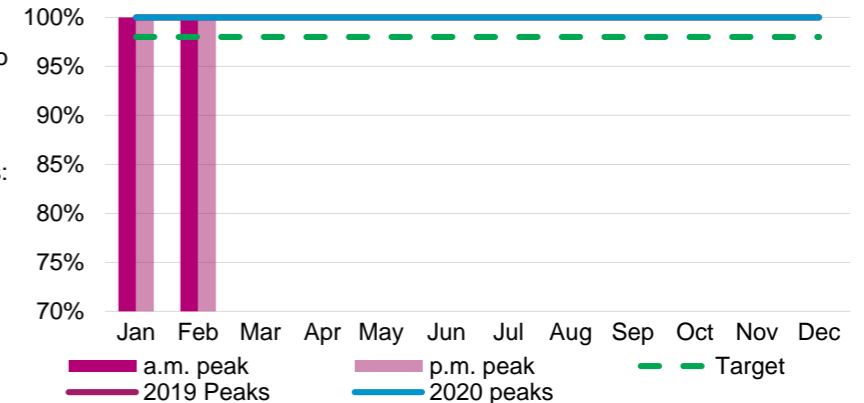


## Line 4 capacity

Total number of trains that travelled through two sampling points during weekday a.m. and p.m. peaks as a % of trains scheduled. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

February: 100%  
January: 100%  
February 2020: 98.0%

Target: 96.0%





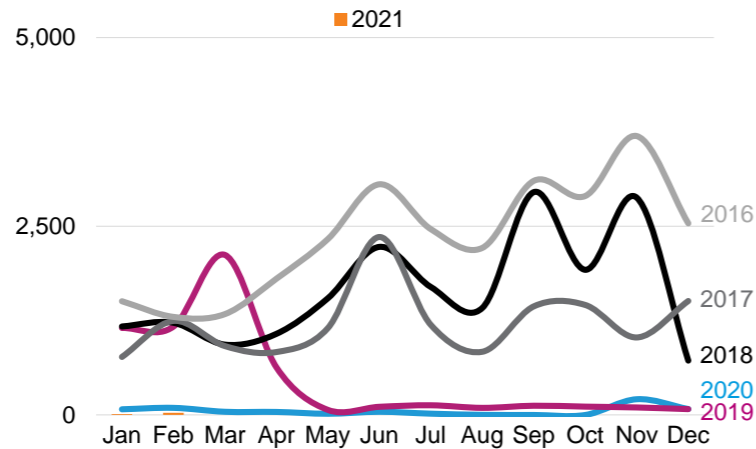
# Appendix: Service delivery

## Streetcar short turns

A short turn occurs when a vehicle is turned back and taken out of service before it can reach the end of its route.

February: 28  
January: 12  
February 2020: 94

Target: *Given the significant decrease in short turns compared to previous years, this target is under review.*

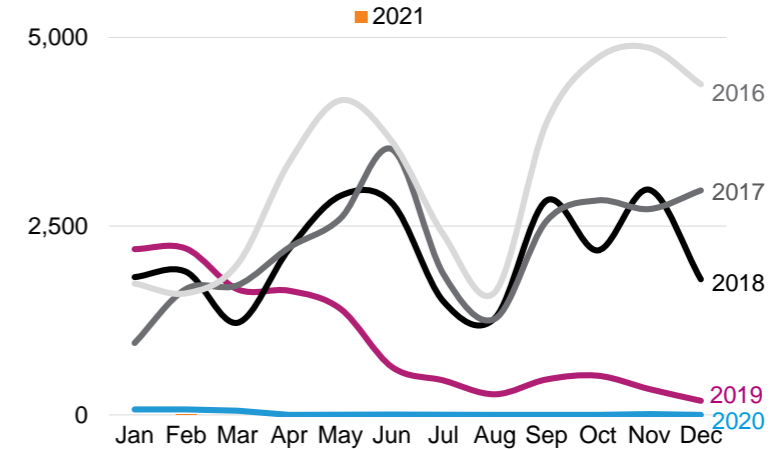


## Bus short turns

A short turn occurs when a vehicle is turned back and taken out of service before it can reach the end of its route.

February: 2  
January: 0  
February 2020: 72

Target: *Given the significant decrease in short turns compared to previous years, this target is under review.*





**Rich Wong**  
Chief of Vehicles

**James Ross**  
Chief Operating Officer

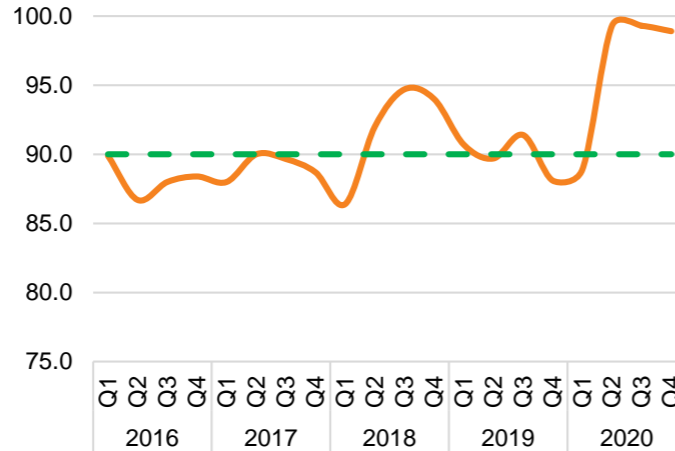
# Appendix: Cleanliness

## Bus cleanliness

Results of a third-party audit. Average of pre-service, in-service and post-service cleanliness results.

**Q4:** 98.9%  
**Q3:** 99.3%  
**Q4 2019:** 88.1%

**Target (RW):** 90.0%



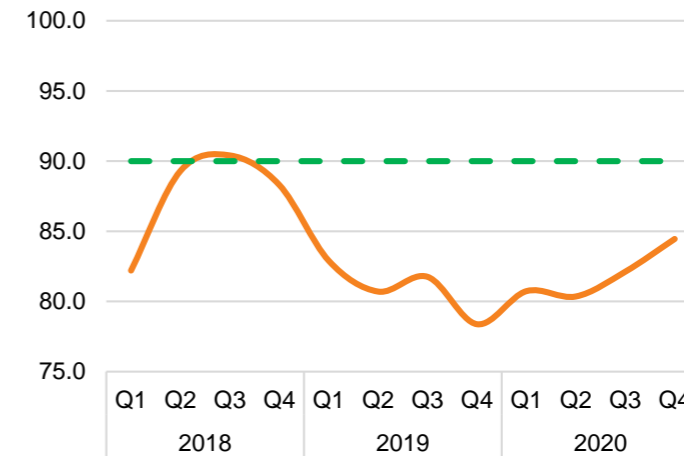
## Streetcar cleanliness

Results of a third-party audit. Average of pre-service, in-service and post-service cleanliness results.

**Q4:** 84.5%  
**Q3:** 82.1%  
**Q4 2019:** 78.4%

**Target (RW):** 90.0%

*In-service audits pushing metric below target. Results trending up since 2019.*

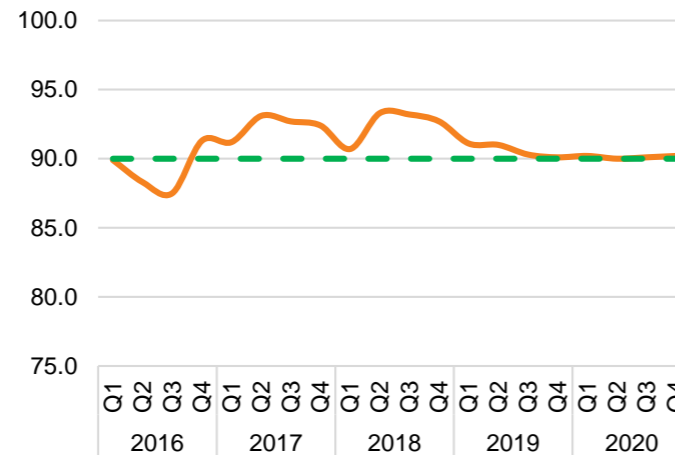


## Subway cleanliness

Results of a third-party audit. Average of pre-service, in-service and post-service cleanliness results.

**Q4:** 90.2%  
**Q3:** 90.1%  
**Q4 2019:** 90.1%

**Target (RW):** 90.0%

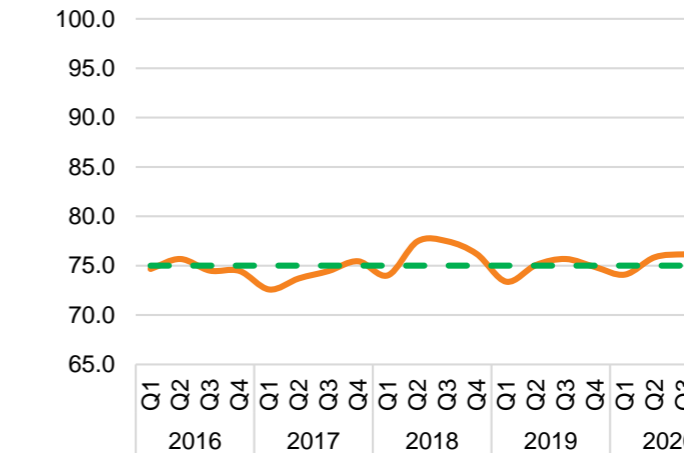


## Station cleanliness

Results of a third-party audit. Average of all 75 stations.

**Q4:** 76.1%  
**Q3:** 76.1%  
**Q4 2019:** 74.9%

**Target (JR):** 75.0%







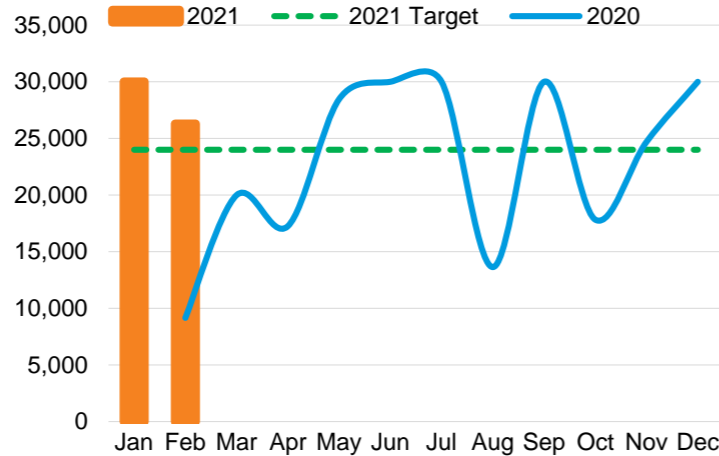
# Appendix: Asset reliability

## eBus mean distance between failures

Total distance (km) accumulated per number of mechanical road calls.

February: 26,277 km  
January: 30,000 km  
February 2020: 9,159 km

Target: 24,000 km ✓

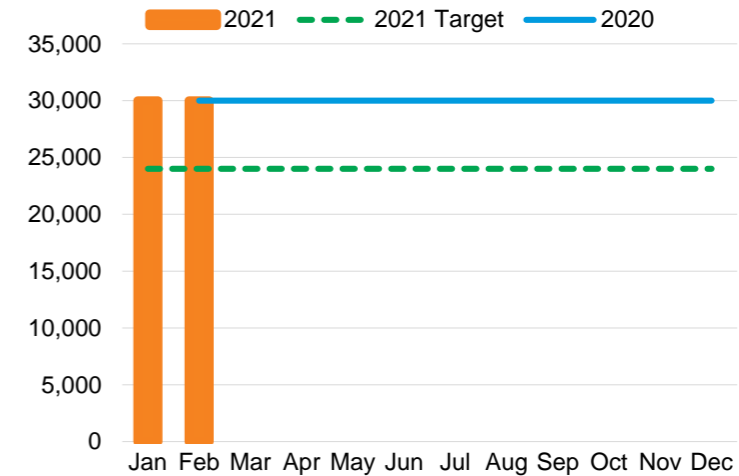


## Hybrid bus mean distance between failures

Total distance (km) accumulated per number of mechanical road calls.

February: 30,000 km  
January: 30,000 km  
February 2020: 30,000 km

Target: 24,000 km ✓

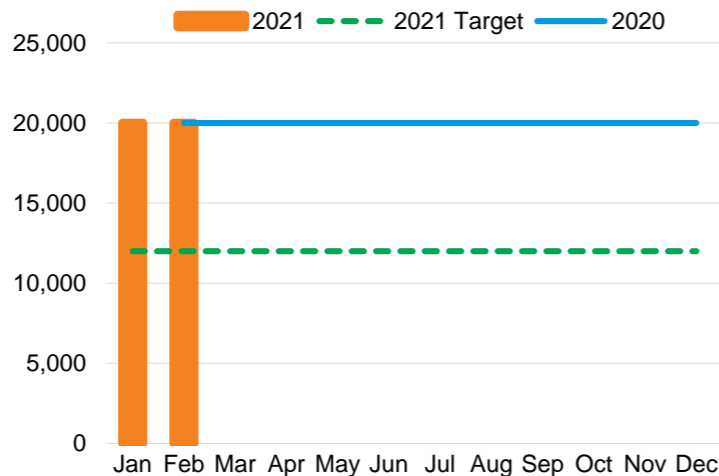


## Clean-diesel bus mean distance between failures

Total distance (km) accumulated per number of mechanical road calls.

February: 20,000 km  
January: 20,000 km  
February 2020: 20,000 km

Target: 12,000 km ✓

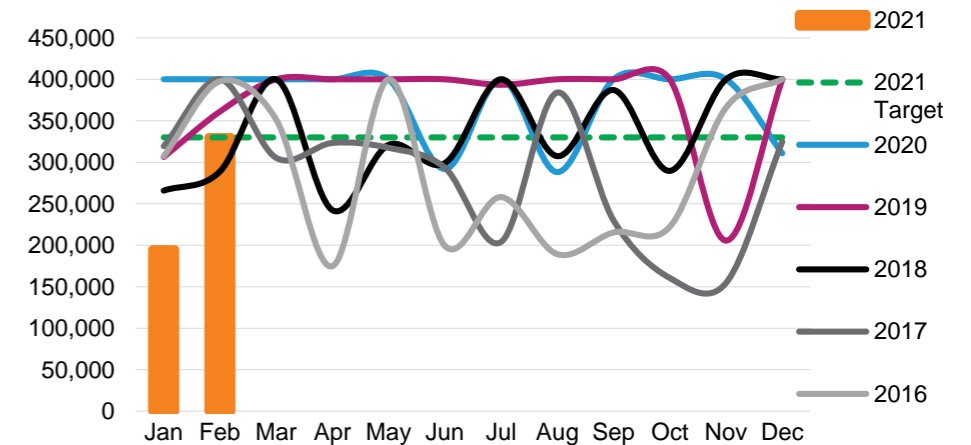


## T1 train mean distance between failures

Total distance (km) travelled per number of equipment incidents resulting in delays of five minutes or more. T1 trains operate on Line 2.

February: 330,000 km  
January: 194,761 km  
February 2020: 400,000 km

Target: 330,000 km ✓





# Appendix: Asset reliability

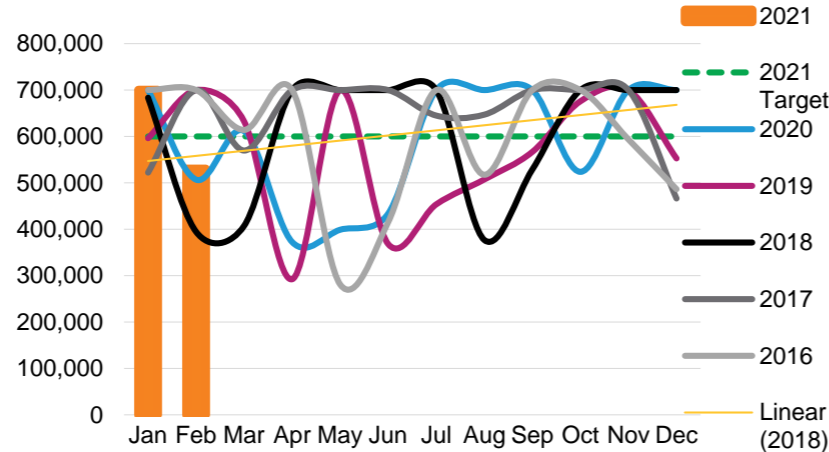
## TR train mean distance between failures

Total distance (km) travelled per number of equipment incidents resulting in delays of five minutes or more. TR trains operate on Line 1 and Line 4.

February: 530,000 km  
January: 700,000 km  
February 2020: 506,883 km

Target: 600,000 km ❌

Target met 4/6 past months.  
Rolling average on target.

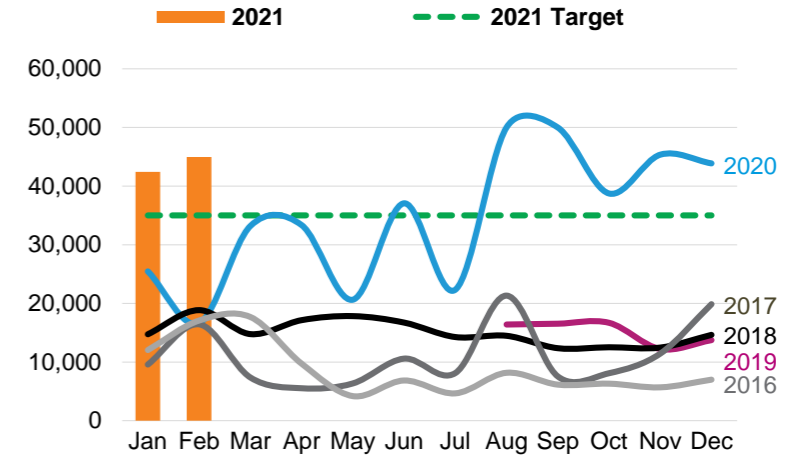


## Streetcar mean distance between failures

Total distance (km) travelled per number of equipment incidents resulting in delays of five minutes or more.

February: 44,949 km  
January: 42,432 km  
February 2020: 31,477 km

Target: 35,000 km ✅

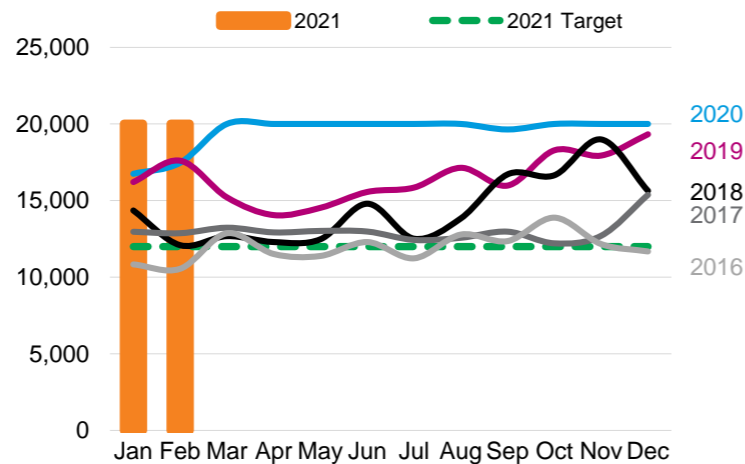


## W-T Mean distance between failures

Total distance accumulated by the Wheel-Trans fleet per number of mechanical road calls.

February: 20,000 km  
January: 20,000 km  
February 2020: 17,469 km

Target: 12,000 km ✅





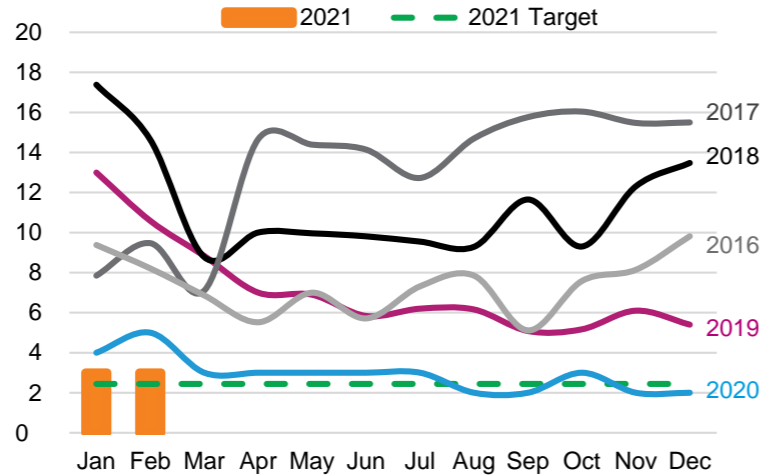
# Appendix: Asset reliability

## Streetcar road calls and change offs

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 (weekday data).

February: 3  
January: 3  
February 2020: 5

Target: 2.4

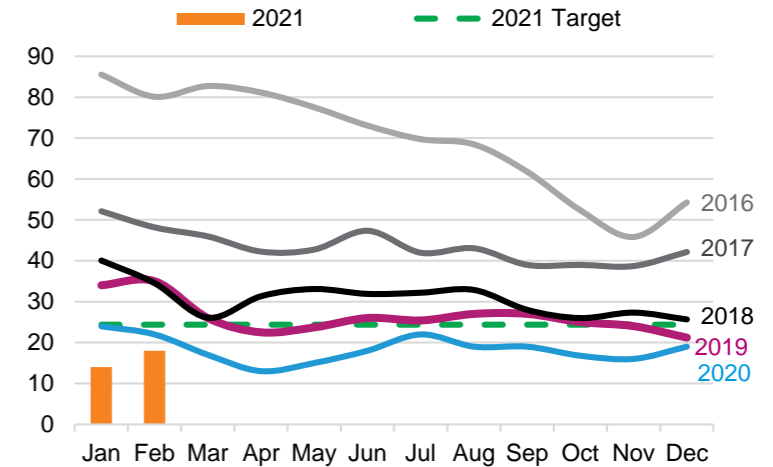


## Bus road calls and change offs

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 (weekday data)

February: 18  
January: 14  
February 2020: 22

Target: 24





**Rich Wong**  
Chief of Vehicles

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

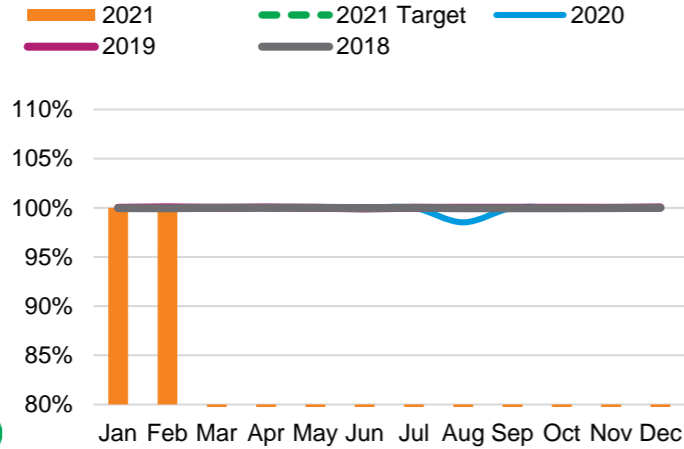
# Appendix: Asset availability

## Subway service availability

Daily weekday average number of trains put into service per the number of trains scheduled for the a.m. peak period.

**February:** 100.0%  
**January:** 100.0%  
**February 2020:** 100.0%

**Target (JR):** 100.0% ✓

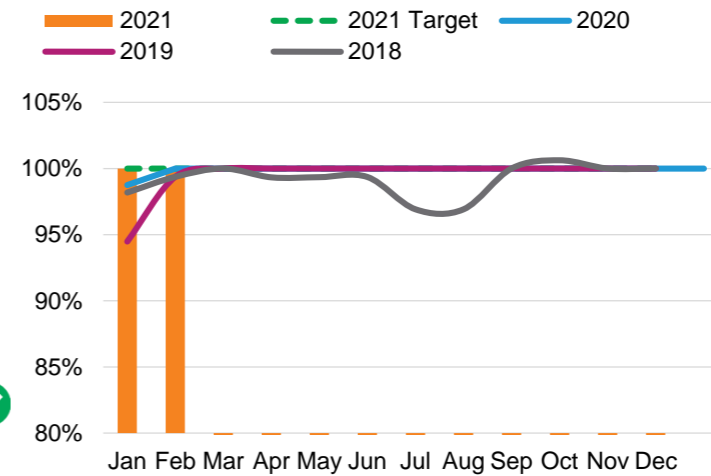


## Streetcar service availability

Daily weekday average number of streetcars put into service per the number of streetcars scheduled for the a.m. peak period.

**February:** 100.0%  
**January:** 100.0%  
**February 2020:** 100.0%

**Target (JR):** 100.0% ✓

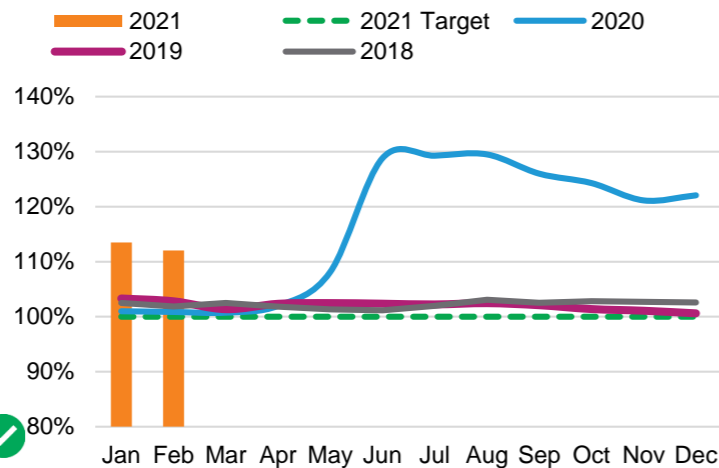


## Bus service availability

Daily weekday average number of buses put into service per the number of buses scheduled for the a.m. peak period..

**February:** 112.0%  
**January:** 113.5%  
**February 2020:** 100.9%

**Target (JR):** 100.0% ✓

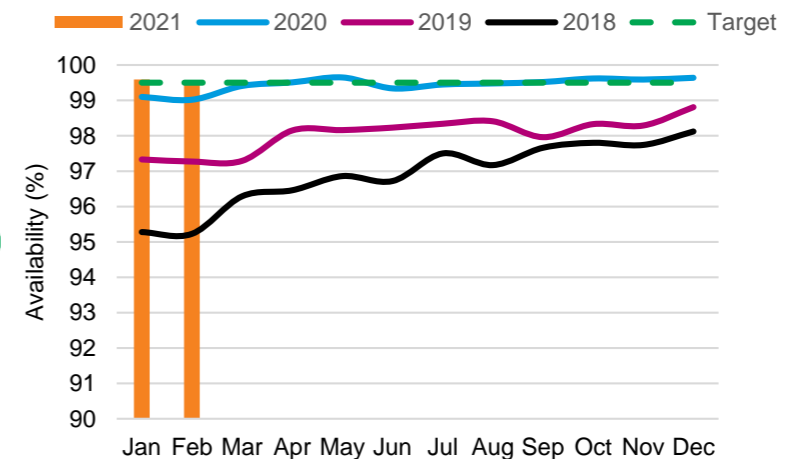


## Fare gate availability

Percentage of fare gates are available for use.

**February:** 99.47%  
**January:** 99.59%  
**February 2020:** 99.02%

**Target (KLT):** 99.50% ✓



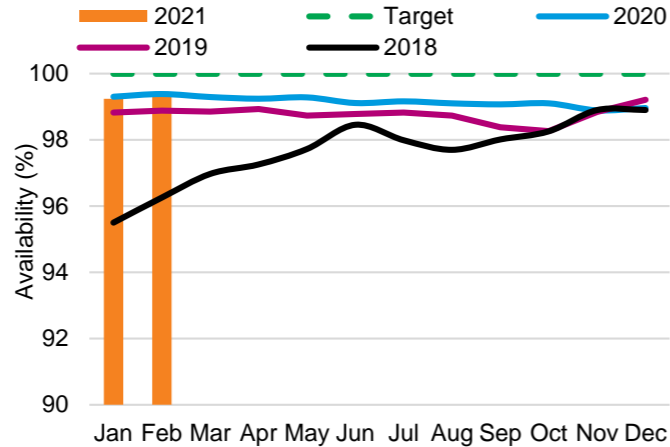


# Appendix: Asset availability

## PRESTO reader

Percentage of PRESTO readers in working order. PRESTO readers allow customers to pay their fare and are installed onboard TTC buses and streetcars.

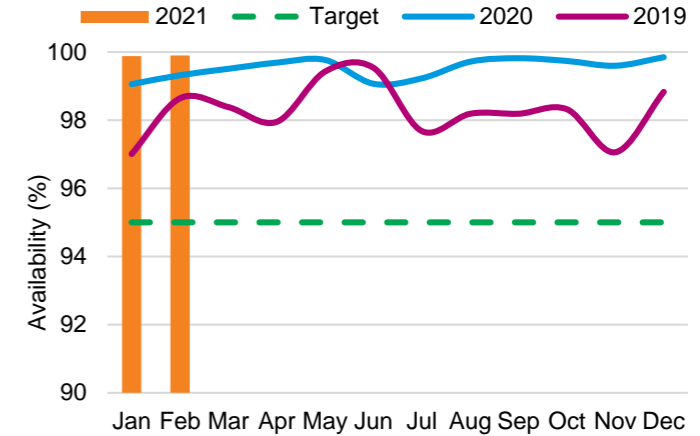
**February:** 90.2%  
**January:** 90.1%  
**February 2020:** 90.1%  
**Target:** 90.0% ✓



## PRESTO Fares and Transfers Machine (FTM)

Availability of FTMs based on duration of fault to time of resolution. FTMs allow customers to purchase Proof of Payment tickets on streetcars and at selected streetcar stops

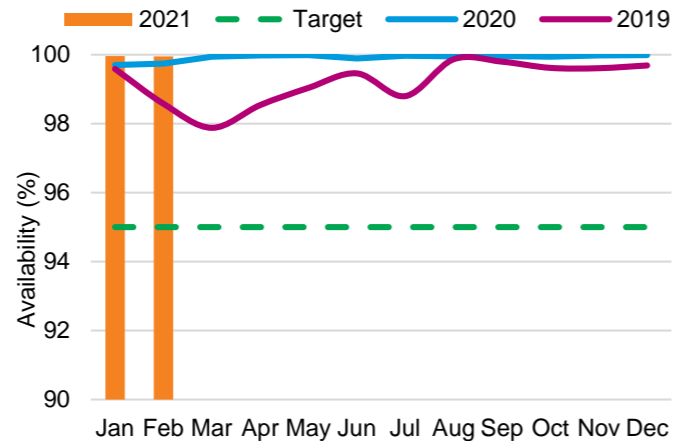
**February:** 99.90%  
**January:** 99.88%  
**February 2020:** 99.32%  
**Target:** 95.00% ✓



## PRESTO Self-Serve Reload Machine (SSRM)

Availability of SSRMs based on duration of fault to time of resolution. SSRMs allow customers to load funds onto PRESTO cards, view their balance and card history, and activate products purchased online. SSRMs are installed at station entrances.

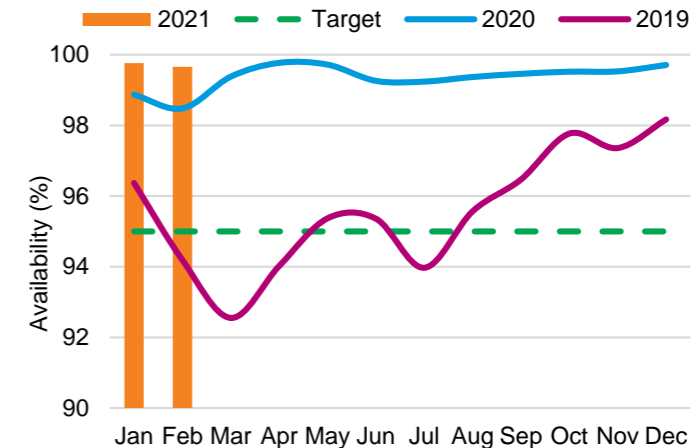
**February:** 99.95%  
**January:** 99.96%  
**February 2020:** 99.74%  
**Target:** 95.00% ✓



## PRESTO Fare Vending Machine (FVM)

Availability of FVMs based on duration of fault to time of resolution. FVMs allow customers to load funds onto PRESTO cards, purchase cards, view balance and card history, and activate products purchased online. FVMs are installed at station entrances.

**February:** 90.2%  
**January:** 90.1%  
**February 2020:** 90.1%  
**Target:** 90.0% ✓







# Appendix 2: Safety

## 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 summarizes the number of regulatory orders issued from January 1 to December 31, 2020 and their status.

Type	Number of Orders Issued		Status
	Requirement Orders <sup>1</sup>	Non-compliance Orders <sup>2</sup>	
Ministry of Labour Orders	7	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	1	Compliance Achieved
Toronto Fire Services Code Violations	18	112	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.

