



Chief Executive Officer's Report – November/December 2021

Date: December 8, 2021

To: TTC Board

From: Chief Executive Officer

Summary

The Chief Executive Officer's Report is submitted each month to the TTC Board for information. Copies of the report are also forwarded to 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.

Please note that due to the timing of the November and December Board meetings the December CEO Report reflects the same information as November, with the exception of the CEO's Commentary.

Financial Summary

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

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

Equity/Accessibility Matters

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.

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. In the summer of 2021, a new diversity section was launched to include core metrics on our Women Operators New Hires.

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

Issue Background

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.

With new and emerging priorities and strategic objectives, we again updated the CEO's Report in 2021 to ensure it meets the needs of the Board, the public and the organization going forward.

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Signature



Richard J. Leary
Chief Executive Officer

Attachments

Attachment 1 – Chief Executive Officer's Report – November/December 2021

CEO's Report

Toronto Transit Commission

November/December 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 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.

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
rides 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...



The TTC celebrated its 100th anniversary on September 1, 2021. Visit ttc100years.ca to find out more about the TTC's story and how you can celebrate with us all year long!

Table of contents

<u>CEO's commentary</u>	4
<u>Core metrics</u>	8
<i>Key metrics aligned with our strategic objectives.</i>	
• <u>Ridership</u>	11
• <u>Financial</u>	14
• <u>Customer experience</u>	15
• <u>Diversity</u>	24
• <u>Safety and security</u>	26
<u>Hot topics</u>	30
<i>Top of mind metrics and initiatives with in-depth analysis.</i>	
<u>Appendix</u>	33
<i>Non-core metrics. Metrics with significant changes in performance will be reported in Hot topic metrics.</i>	



CEO's commentary

1



As 2021 comes to close I wanted to take the opportunity to highlight some of the TTC's key achievements from this past year as well as thank the Board for their support and guidance. As always, we have worked hard to keep the City moving and I would like to recognize all of the TTC's employees for their hard work this year — navigating through the global COVID-19 pandemic has not been easy and I continue to be impressed with the dedication displayed by everyone.

This December marks two years since the start of the COVID-19 pandemic. There are many aspects of the TTC that have been changed by this virus. Early on, we saw our ridership numbers plummet as a strict lockdown was imposed. Since that point, we have seen our customers start to return. Today, we are at 50 per cent of pre-pandemic ridership and our bus network continues to be the workhorse of the fleet with 57

per cent of pre-COVID ridership levels. Streetcar and subway are both increasing as well with 48 per cent and 42 per cent of pre-COVID numbers, respectively.

This year was also memorable for the TTC as we celebrated our 100th anniversary. On September 1st, the TTC officially marked its 100th year in service with a special event at Roncesvalles Carhouse along with TTC Chair Jaye Robinson, Mayor Tory and other special guests, including a number of former TTC Chairs. Since 1921, Toronto's transit system has carried more than 32 billion customers, and has grown into the third largest carrier in North America. The TTC has become one of the most visible and vital public service organizations in the Greater Toronto and Hamilton Area.

The TTC is a proud company filled with people who are committed to delivering

the best service to meet our customers' evolving needs. Thank you to all our employees, past and present, over the past century — we could not have achieved any of this without you.

People Group

TTC establishes a dedicated Innovation and Sustainability Program

As announced by TTC Chair Jaye Robinson at the Annual Smart Rail Technology Conference, the TTC is pleased to be establishing a dedicated, organization-wide, Innovation and Sustainability Program (ISP). Its mandate will be to advance planning, integration, delivery, and reporting of innovation initiatives, while incorporating a climate and resiliency lens.

The ISP team will build on excellent work done to date and continue to help us prepare for the future. That means



CEO's commentary

1

more creative solutions available sooner to better serve our customers, reduce our environmental impact, and make our operations more resilient to the effects of climate change.

The ISP team will help deliver on our commitments under the TTC's Corporate Plan, Critical Path 5: Innovate for the Long-Term and the City's TransformTO Climate Action Plan, which targets net zero emissions by 2050, or sooner. To note the TTC has committed to 100% zero emissions from buses by 2040.

Mandatory Vaccination Policy update

Safety is a core value at the TTC. Our priority during the pandemic continues to be making sure everyone working at the TTC is kept as safe as possible. At the end of November, we moved forward with the next phase of our Mandatory Vaccine Policy. At the time of writing this commentary, 95 per cent of our employees have shared their vaccination status with us and 93 per cent of all active employees are fully vaccinated.

I want to thank everyone who has gotten vaccinated and disclosed their status. This is an

important step in putting the pandemic behind us and ensuring that we are doing everything we can to keep our family, friends and communities healthy.

First all-female class at the TTC

This past summer, the TTC welcomed its first all-female transit operator class. This class includes women who were recruited through our targeted efforts in November and December of last year when we held two outreach events aimed at women. These outreach events were a part of our



10-Point Action Plan on Diversity and Inclusion, which was launched in 2020.

In that plan we committed to rethinking our outreach and recruitment efforts in order to attract more diverse talent and ensuring that women should make up 40 per cent of all new operators hired at the TTC. In Q3 2021, we hired 121 operators (107 women, 14 men), with women representing 88% of that total. Year to date we have hired 265 operators, 131 of them women.

We continue to review our policies and programs to support this objective and we look forward to updating the Board more formally on our progress in the new year.

Diversity and Culture Group

The TTC celebrates diversity and inclusion

The TTC is committed to ensuring that all its customers feel welcome on the TTC. This year, the TTC recognized both Black History Month and National Indigenous History Month in internal and external campaigns.



CEO's commentary

1

In February, the TTC designed a campaign that showcased the accomplishments of prominent Black Canadians who were “firsts” in their respective fields, and who played a critical role in shaping our great city and country. Images of individuals like William Peyton Hubbard, Jean Augustine, Lincoln Alexander and Rosemary Brown appeared on number of wrapped buses, streetcars and trains, as well as featured on station posters, video screens and online.

To recognize the history of Indigenous Peoples, for the month of June, the TTC created an educational poster campaign showcasing various locations across Toronto that highlighted the cultural teachings and traditions of Indigenous Peoples. One of those stops was our very own Spadina Station. Stoic Totem Poles, Owl, Wolf and Hawk (artwork by Gitxsan First Nation from Hazelton, B.C.) have greeted hundreds of millions of bus and subway riders since 1979. Our thanks again to the Mississaugas of the Credit First Nation and Indigenous Young Elder, Philip Cote, for assisting us in creating an awareness campaign that we shared with customers and

employees online, in stations as well as on vehicles across the network.

Recognizing both these months are small, but significant parts of what we need to do as a company to make sure we are creating real, lasting and meaningful change and to ensure that the TTC is a safe and welcoming place for customers as well as employees.

COMTO Toronto and Region Chapter recognized

In September, the Toronto and Region Chapter of the Conference of Minority Transportation Officials (COMTO) received the Best Emerging Chapter Award from COMTO National. Employees from the TTC were instrumental in founding the Toronto and Region Chapter.

The Toronto and Region Chapter has had many successes in its inaugural year, including holding 10 speaker events aimed at educating audience members on diversity and inclusion. Some of the topics covered this year include “*Addressing the Rise in Anti-Asian Hate Crimes*” for Asian Heritage Month and as well as hearing from Chief R. Stacey

Laforme of the Mississaugas of the Credit First Nation for the National Day for Truth and Reconciliation.

COMTO Toronto and Region also held its annual backpack and fundraising drive. Throughout August, staff from across the organization donated more than 1,000 new backpacks filled with school supplies for children and youth in the Jane/Finch, Rexdale and Malvern communities. The backpacks were distributed through community centres and directly to students as well as families in time for the new school year. This is an increase from last year when employees across the property donated 850 backpacks stuffed school supplies to support kids in the Jane/Emmett community in Toronto.

Strategy and Customer Experience Group

RapidTO consultations

The TTC has been working with the City on the RapidTO Bus and Streetcar Priority program, which is currently developing a plan to guide the



CEO's commentary

1

study, evaluation and delivery of bus and streetcar transit priority measures in Toronto. Phase 1 of consultation, which focused on the criteria used to determine which roads to prioritize, wrapped-up on November 28. It included a survey, a marketing and outreach campaign, and a series of virtual public meetings. The project team is currently working towards Phase 2 of public consultation which is expected in early 2022. The second phase will identify the roadways and their respective year for the study of transit priority measures.

While the overall plan for RapidTO: Bus and Streetcar Priority is under consultation, the City and TTC are proceeding with studying the transit priority measures on Jane Street. Public Consultation is expected to begin in early 2022 and outreach will target the Jane area and include users of all modes of transportation.

TTC launches its new accessible website

In October, the TTC launched the new [ttc.ca](https://www.ttc.ca). The website is a seamless, responsive and more accessible user experience that will help

customers better navigate our transit system. The website was designed with the customer in mind with a focus on mobile. Some key features include a simple layout a live service alert widget, as well as better search options in Routes and Schedules section.

The TTC also wants to thank ACAT and Chair Igor Samardzic for their leadership and support. The website will continue to evolve with regular content updates and upgrades moving forward to best serve customers.

Bus passenger volume available on apps

This past spring, the TTC introduced a new function to help customers plan their trips. Riders using the Rocketman and Transit mobile apps now have access to real-time bus passenger count information to help them better plan trips.

Working in partnership with those app developers, the TTC provided them with secure data streams that were translated into an easy-to-read, three-tier notification system using one, two or three 'person' icons. The notifications are based on actual



CEO's commentary

1

passenger volume as a percentage of vehicle capacity.

For the time being, the feature is only available for TTC buses as it is the only fleet fully equipped with the passenger count technology. 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.

Wi-Fi pilot on 35 Jane and 102 Markham Road buses

Earlier this year, the TTC began testing free Wi-Fi on the 35 Jane and 102 Markham Road bus routes. This pilot is part of a phased proof-of-concept trial aimed at improving the TTC's service offering, and is specifically targeted towards priority neighborhoods' in Toronto.

To better understand customer awareness of this pilot, as well as the need for Wi-Fi in these neighborhoods', the TTC conducted intercept

surveys on the two bus routes and found that customers were generally very positive about the pilot. We are in the process of doing a fulsome evaluation of this phase of the pilot to inform the expansion of Wi-Fi in buses across the system. We look forward to sharing more details on the second phase of the pilot in the new year.

Vehicles Group

McNicoll Garage opens

In March, the TTC opened a new bus facility. McNicoll, located in north Scarborough, is the TTC's ninth bus facility (includes Lakeshore-Wheel-Trans). The facility is about 29,000 square metres in size and is home to nearly 100 maintenance employees and 400 Operators.

A total of 15 services operate out of McNicoll. They are: 10 Van Horne, 17 Birchmount, 39 Finch East, 42 Cummer, 43 Kennedy, 51 Leslie, 53 Steeles East, 57 Midland, 68 Warden, 115 Silver Hills, 122 Graydon Hall, 129 McCowan North, 167 Pharmacy North, 939 Finch East Express and 953 Steeles East Express.

The garage has capacity for up to 250 accessible, 12-metre buses, and will provide the TTC much-needed maintenance and storage space to help address overcapacity issues at existing garages.

60 new streetcars coming to the TTC

This year, the Board and City Council approved the purchase of 60 accessible streetcars and upgrades to Hillcrest Complex.

The funding commitments by Federal, Provincial and City partners enabled the TTC to secure the additional vehicles, as well as much-needed investments at Hillcrest, to accommodate an expanded fleet. Our Streetcar Program gives us the ability to provide reliable and accessible service for decades to come.

Investment in public infrastructure, transit especially, is critical to local and national economies as we begin to put the pandemic behind us and welcome customers back to the system. These new streetcars will contribute to a reduction in gridlock and provide faster, more frequent and environmentally friendly TTC service.



CEO's commentary

1

Effective transit is an important contributor to the city's prosperity, and this investment recognizes how important it is for Torontonians to be able to get to places efficiently. The first deliveries are scheduled to start in late 2023. This purchase will bring the total fleet size to 264 by 2025.

Engineering, Construction and Expansion Group

TTC completes three extended subway closures on Line 1

In May, we completed three extended subway closures on Line 1 Yonge-University, between St George and St Andrew stations. This stretch of track was closed for 10 days on three occasions this year to perform a variety of essential maintenance and state-of-good-repair work. Some of the major work finished by crews included:

- Completion of 44,000 square feet of asbestos abatement at St Patrick and Queen's Park platforms, saving about two years of platform closures/trains bypassing at each station.

- Installation of new, high-capacity traction power cables.

Accelerating this work during a period of reduced ridership has spared our customers between 75 and 100 weekend closures over the next few years.

During the pandemic, our engineering and infrastructure teams have taken a different and innovative approach to some of our most critical state-of-good repair work, and we have made significant progress. Surveys have shown that customers are supportive of this approach, and we truly appreciate their patience and understanding.

Safety and Environment Group

Vaccination clinics update

The TTC has always been a leader with respect to safety. To date, the TTC has held 61 vaccination clinics for its employees and customers and our health partners have administered roughly 9,500 shots — many of them first doses.

We remain incredibly proud of this and we are continuing to support the City's ongoing vaccination efforts.

Holiday donation drives at the TTC

The generosity of TTC employees never ceases to impress — this holiday season is no different. Many of the TTC's volunteer groups are sharing holiday cheer across the city with holiday food, clothes and toy drives to help local community organizations. Employees and customers are encouraged to join in and help those in need. These efforts include a food drive for veterans, a coat drive for children and youth as well as Stuff-the-Bus initiatives for Sick Kids, Abuse Hurts and LAMP Community Health Centre. Other employee-led initiatives will support the Malvern Community Centre, the Shelley Cares Foundation and a women's shelter in the GTA.

Thank you to all employees and community partners involved in co-ordinating these events, including Arrow Road, Birchmount, Eglinton, Mount Dennis, Danforth, Malvern and McNicoll divisions as well as COMTO Toronto and Region Chapter.



CEO's commentary

1

Please note that due to the timing of the November and December Board meetings the December CEO Report reflects the same information as November, with the exception of the CEO's Commentary.

The next TTC Board meeting is scheduled for Wednesday, December 8 and will be live-streamed on the Official TTC YouTube Channel, starting at 10 a.m.



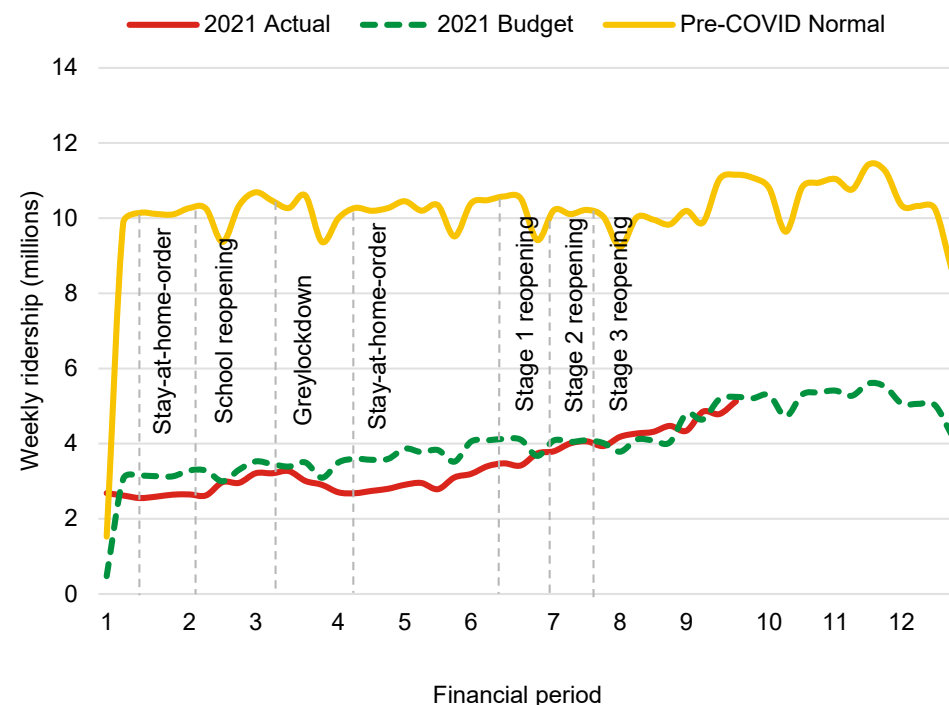
Richard J. Leary
Chief Executive Officer
December 2021





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 9 (August 29 to October 02, 2021) revenue rides totaled 23.587 million or 4.717 million per week, representing 44% of pre-COVID experience. Period 9 experience reflects a 1.4% increase from Period 8, which had 4.177 million revenue rides per week and represented 43% of pre-COVID experience.

Analysis

Ontario stayed in Step 3 of its reopening plan, which was implemented on July 16, throughout Period 9. Weekly revenue rides averaged 3.80 million at the start of Step 3 of reopening, and increased to 5.13 million at the end of September. The increase in ridership during this period can be attributed to the reopening of elementary and secondary schools for in-class learning, office workers returning to work and some in-class post-secondary school activities resuming.

During this period, the proportion of occasional customers (five to eight taps per week) and infrequent customers (one to four taps per week) remained the same as prior period at 80%, while the

proportion of period pass customers, and those who were frequent customers (9+ taps per week) also remained the same as prior period at 20%. In comparison, the customer mix pre-COVID was 68% infrequent/occasional and 32% frequent/period pass showing a shift of ridership during the pandemic towards more infrequent/occasional use.

Period pass sales for October use totaled 66,477, representing 31% of pre-COVID experience. An additional 9,421 period passes were sold for October use in comparison to sales for September use. The largest increase was observed in the adult and post-secondary group (8,285), followed by seniors (159) and youth (977).

Action

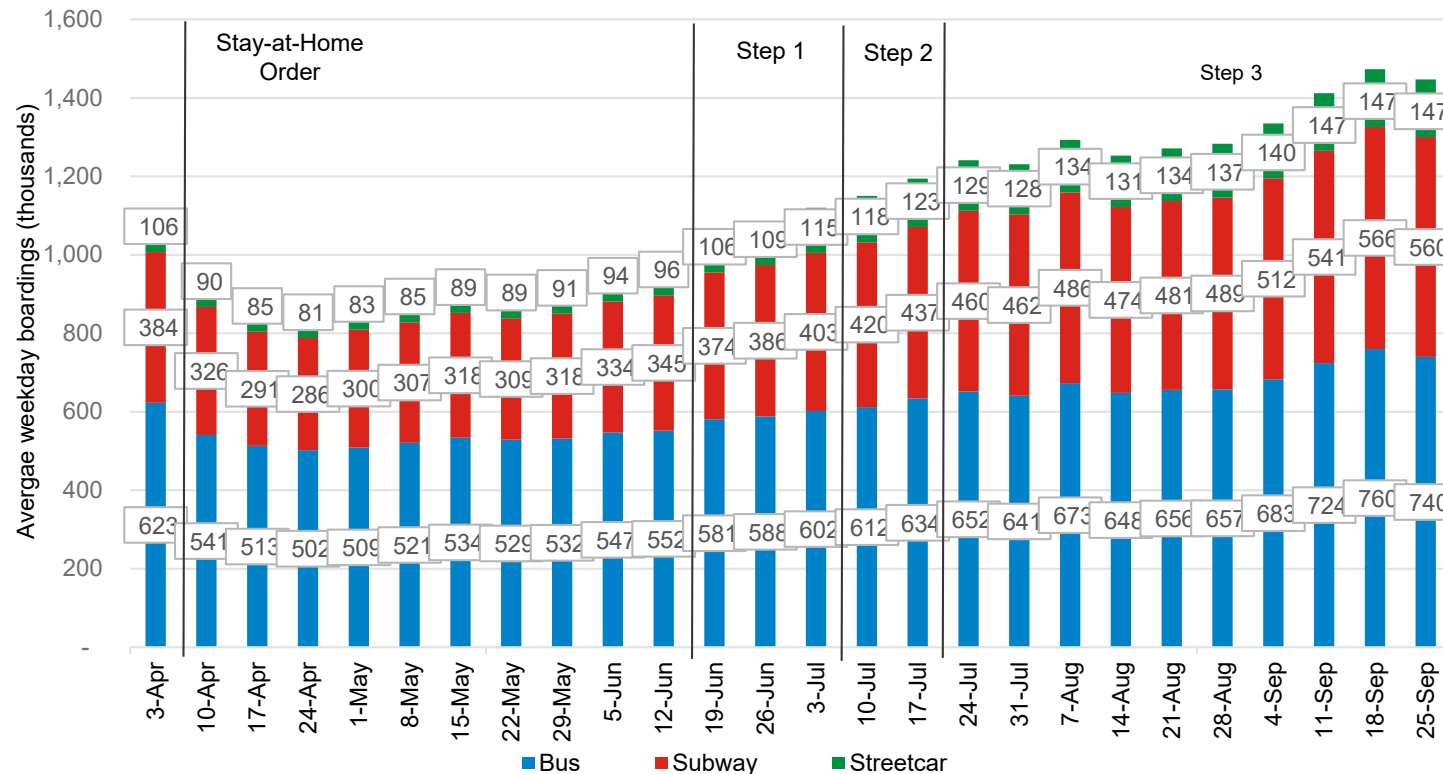
In September, the second phase of our print and digital campaign to welcome customers back to the TTC was rolled out. Phase one focused on the safety improvements we have made during the pandemic. Phase two showcases the many great places in the city people can visit by taking the TTC.





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

Weekday average customer boardings for all modes continued to increase through September. The total of 1,473,000 boardings represents about 45% of pre-COVID demand for all modes as of September 30.

Analysis

Demand for all services has increased by 15% since the last week of August. The reopening of elementary and secondary schools for in-class learning, a small number of office workers returning to work, and the resumption of some in-class post-secondary school activities has resulted in large increases in ridership across all modes.

Bus continues to be the busiest of all modes with the greatest share of pre-COVID ridership. Average weekday boardings were 760,000 (55% of pre-COVID). Subway and streetcar boardings were 38% and 42% of pre-COVID, respectively. Subway demand continued to trend strongly during September, reflecting additional customer travel in the downtown core.

Action

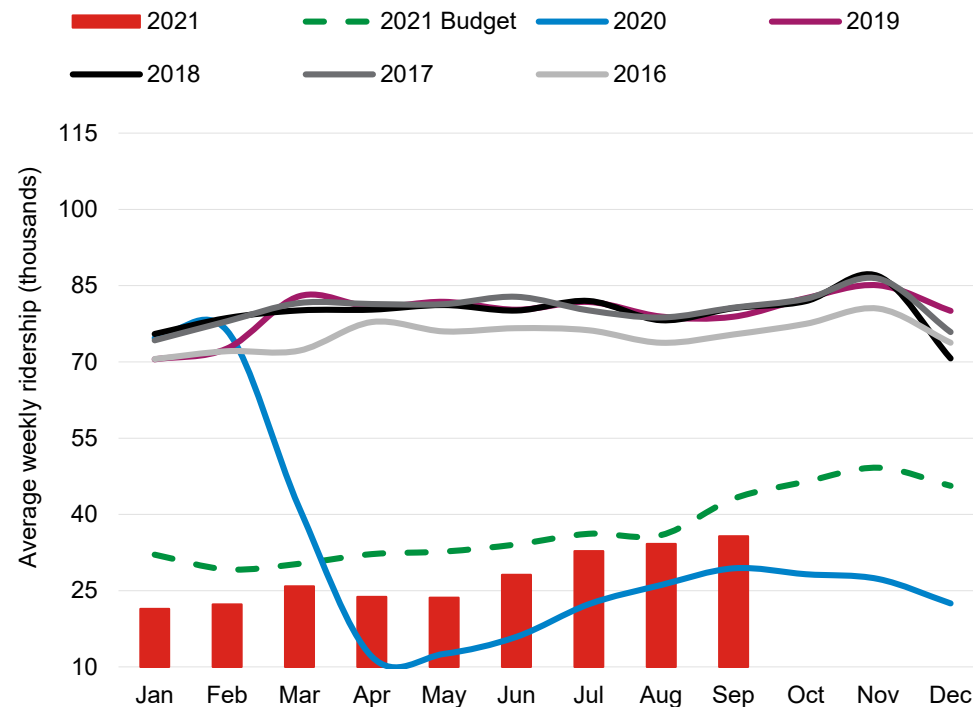
As the Province's recovery plan remains in Phase 3, we forecast overall customer demand close to 50% of pre-COVID levels by the end of the year.





Ridership

Wheel-Trans – 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 9 (August 29 to October 2, 2021) was 178,503 or 35,701 trips per week, representing 45% of pre-COVID experience. This figure was 17.2% lower than the budgeted 43,100 trips per week. Period 9 results reflect a 30% increase from Period 8.

Year-to-date ridership is 20.7% lower compared to the same period in 2020, and is currently 18.9% (252.5k) under the year-to-date 2021 budget.

Analysis

Wheel-Trans ridership is growing month-over-month. With the reopening of schools for in-class learning and a small number of office workers returning to work, demand for services has continued to climb steadily.

Action

Our team will be closely monitoring evolving ridership trends. Service plans will be adjusted to ensure that customer

accommodation rates remain high — currently at 99.9% in Period 9.

We continue to operate a solo ride service model with one customer per vehicle. We also offer complimentary masks to all customers who require one to promote a safe and welcoming environment for our customers.

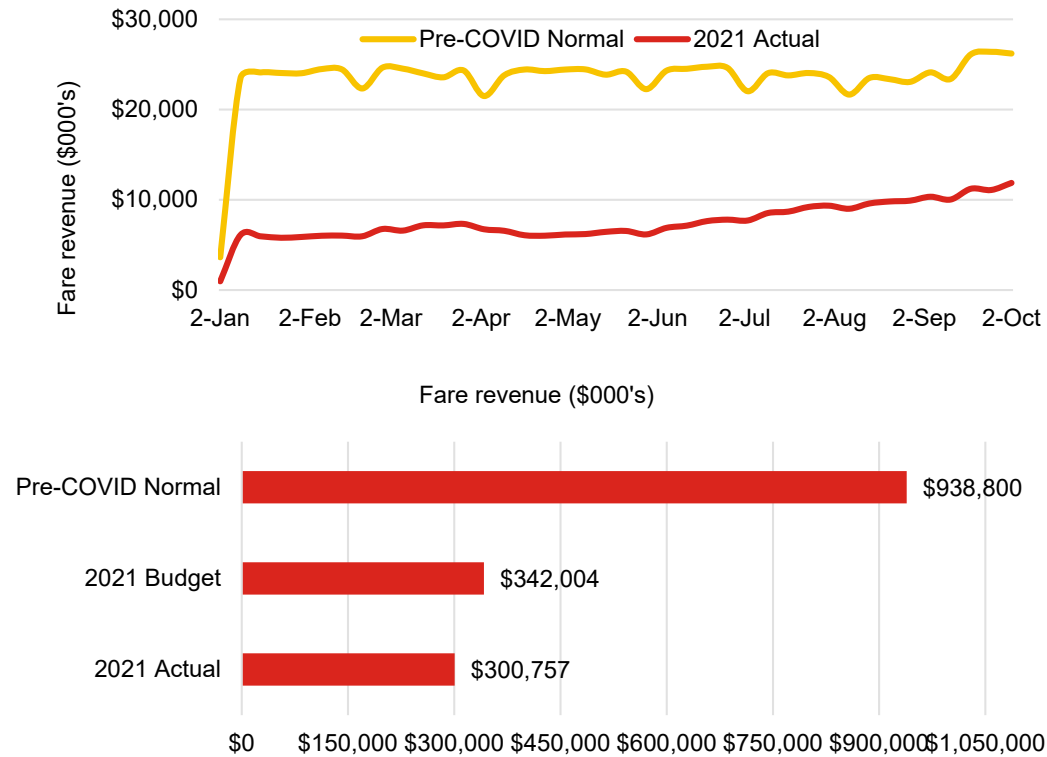
Sharing rides and other service changes will be evaluated for implementation in the coming months.





Financial

Fare revenue



Definition
Revenue generated through fares.

Results

Period 9 (August 29 to October 2, 2021) fare revenue was \$54.519 million. This is \$2.960 million, or 5.1% below budgeted fare revenue for Period 9, representing 43% of pre-COVID experience. Weekly fare revenue in Period 9 was \$10.904 million, which represents a 14% increase over Period 8 weekly revenues of \$9.574 million.

On a year-to-date basis, fare revenue was approximately \$300.757 million, which is \$41.247 million below budget or 32% of pre-COVID experience.

Analysis

The Period 9 revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$49.2 million from PRESTO — representing a PRESTO ridership adoption rate of 91.0% — and \$5.3 million from other media.

Period 9 revenue reflected the following fare concession profile: 81.3% adult, 6.3%

senior, 5.5% post-secondary, 6.7% youth (ages 13-19) and 0.2% other.

Action

The 2021 fare revenue budget was developed based on actual 2020 COVID ridership experience as a percentage of pre-COVID normal ridership. The financial impact of COVID on the TTC's 2021 fare revenue budget, relative to pre-COVID normal ridership experience, is being addressed through the Safe Restart Agreement (SRA) funding.

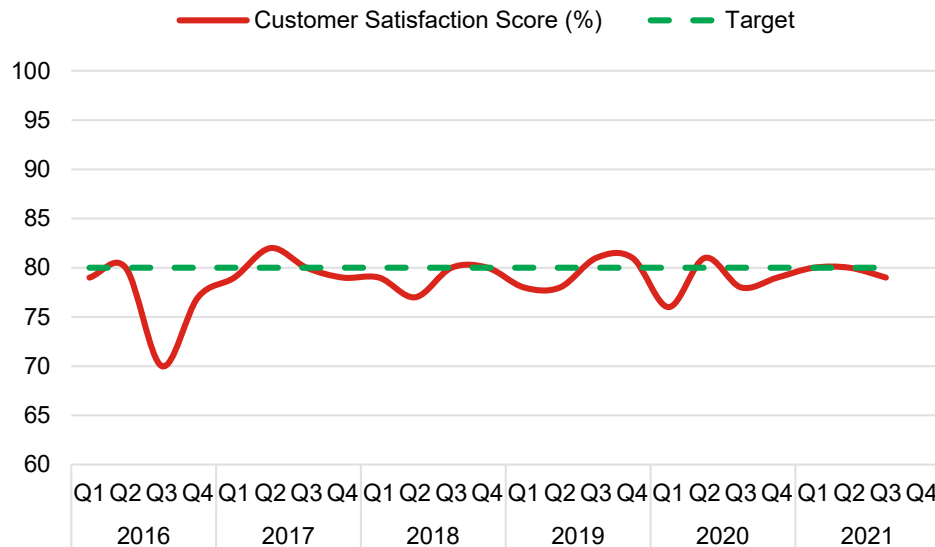
To date, the year-to-date impact of fare revenue below the level budgeted in the 2021 Operating Budget has been offset by under-expenditures. Passenger revenue shortfall is expected to be concentrated in the first half of the year with substantial recovery and alignment with budgeted passenger revenue levels expected by the end of Q4.





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

In Q3, 79% of customers reported high levels of satisfaction with TTC services overall.

Analysis

The satisfaction score in Q3 represents a slight decrease from last quarter (80%) and a slight increase from the same time last year (78%). Overall, customer satisfaction has remained relatively stable during the pandemic.

Satisfaction with wait time and trip duration has decreased this quarter on both bus and streetcar. Bus customers were particularly dissatisfied with trip duration in Q3 (69%) compared to Q2 (76%). These customer perceptions are consistent with our on-time performance metrics (*pages 17-18*) where we have seen a decrease in performance on surface routes primarily due to cancelled trips and ongoing City construction and TTC infrastructure work.

Our Net Promoter Score, measuring how likely customers are to recommend the TTC to a friend, family member or colleague, was 11 — representing an average-to-good result when compared to industry benchmarks. This customer loyalty metric decreased four points from last quarter (15) and increased 14 points from the same time last year (-3).

Action

We continue to implement measures to keep our customers safe and help them feel more confident on transit. We are working to improve on-time performance through: workforce planning aimed at decreasing cancelled trips, assessing options related to construction projects impacting routes and a network-wide review of operator schedule adherence at end terminals.

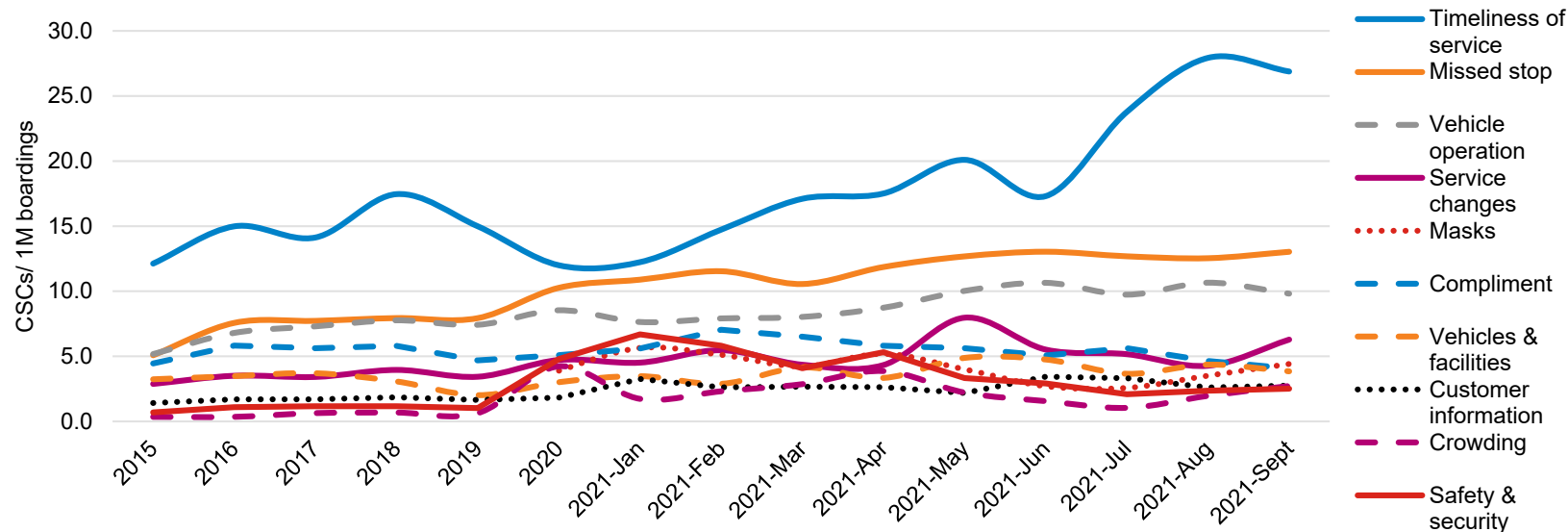




Customer experience

Customer service communications (CSCs)

We value communication with our customers. It helps inform service planning and operations, and improves our overall customer experience. In addition to our quarterly Customer Satisfaction Survey (page 15), volunteered customer feedback is also highly valuable. The TTC's Customer Service Centre receives customer input via our website, telephone, email and Twitter – each one is a CSC. CSCs are routed through the organization in order to acknowledge and respond to individual customers, and used to understand overall customer experience.



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

In September, CSCs per one million customer boardings increased by 2% compared to August.

Analysis

Service-related CSCs:

- Timeliness of service CSCs improved slightly this month (-4%) after significant increases in the summer months. The high proportion of these CSCs is consistent with our on-time performance metrics (pages 17-18) where we continue to see decreases in performance on surface routes primarily due to cancelled trips as well as City construction and TTC infrastructure work.
- Vehicle operation CSCs continue to trend up, increasing by 9% this month.
- Service changes CSCs increased significantly by 47%. There were several service changes made in September that impacted routing and stops.

COVID-related CSCs:

- Communications related to employees and customers not wearing masks continue to trend up as more customers return to transit. These CSCs increased 26% in September compared to August, reaching a high point for the year so far.

Commentary continued on next page





Customer experience

Customer service communications

- Crowding CSCs remained in the top 10 for the second month in a row as ridership continues to increase. These CSCs are 36% below 2020 levels.
- Cleanliness CSCs remained outside of the top 10 for the fifth consecutive month.
- Safety & security CSCs are nearing pre-pandemic levels and are down significantly from earlier this year.

Compliments reached a low point for the year this month, decreasing by 12% from August.

Action

Service-related (pages 18-21):

- Schedule improvement efforts for 2022 are underway to match operating conditions to schedules, allowing for improved reliability.
- Ongoing improvements to workforce planning aimed at decreasing cancellation hours, assessing options related to construction projects impacting routes and a network-wide review of operator schedule adherence at end terminals.
- Deep dive into Vehicle operation CSCs to identify root causes.

COVID-related (pages 31-32):

- Real-time monitoring of occupancy data and directing additional buses to where they are needed most.
- Continue to monitor mask use with system wide observations.

- Continue to work with local partners to provide assistance to individuals experiencing homelessness and those experiencing mental health issues.

Compliments:

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

Customer compliment:

“Welcome back! The #TTC released this fun video welcoming people back to transit. Nicely done @TTChelps, really makes you want to get back out there!”

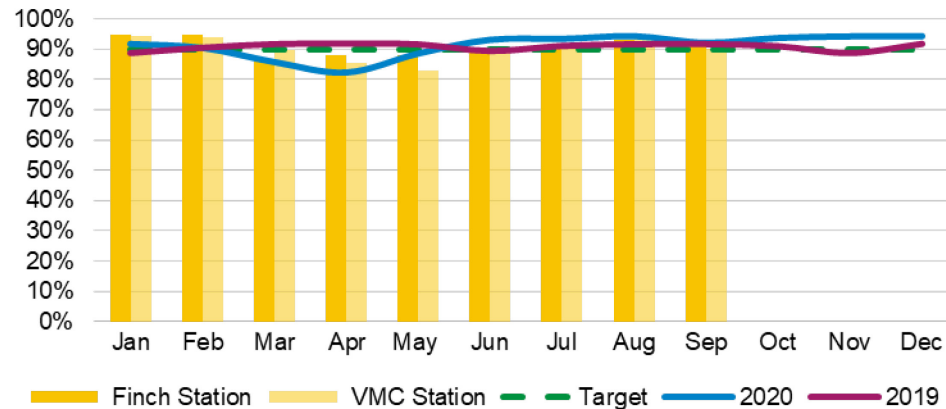




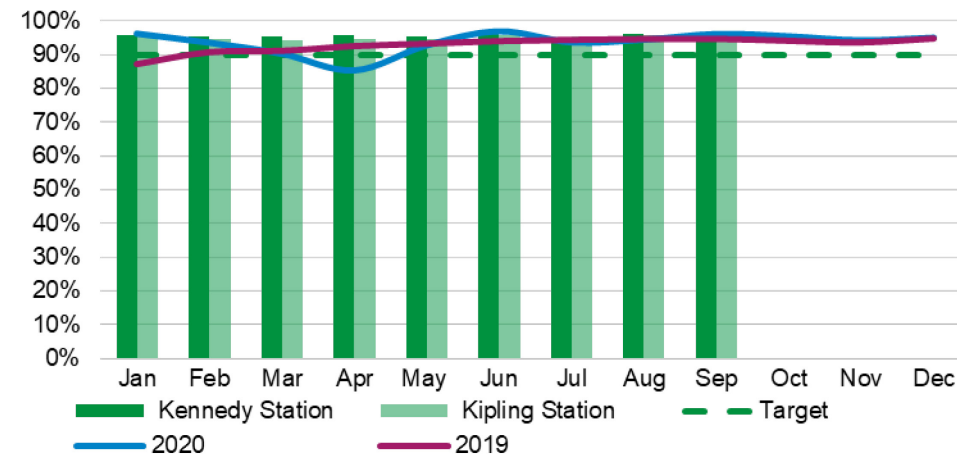
Customer experience

On-time performance (OTP) – Subway

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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: OTP was 91.2% in September. This represents a decrease from last month (93.5%) and from the same time last year (92.1%). Our target of 90% was met.

Line 2: OTP was 94.3% in September. This represents a decrease from last month (96.0%) and from the same time last year (96.1%). Our target of 90% was met.

Line 3: OTP was 97.1% in September. This represents an improvement from last month (94.7%) and from the same time last year (86.4%). Our target of 90% was met.

Line 4: OTP was 98.7% in September. Our target of 90% was met.

Analysis

Line 1: There was a 10% increase in total delay minutes — from 2051 minutes in August to 2261 minutes in September. This is mainly attributed to an increase in staff-related delays.

Line 2: There was a 24% decrease in total delay minutes — from 1694 minutes in August to 1284 minutes in September. This improvement is attributed to a decrease in equipment-related delays. Additionally, total delay minutes in August were heavily impacted by a flooding incident at Woodbine Station on August 5.

Line 3: There was a 56% increase in total delay minutes — from 180 minutes in August to 281 minutes in September. This is mainly attributed to an increase in vehicle, subway infrastructure equipment and security-related delays.

Commentary continued on next page

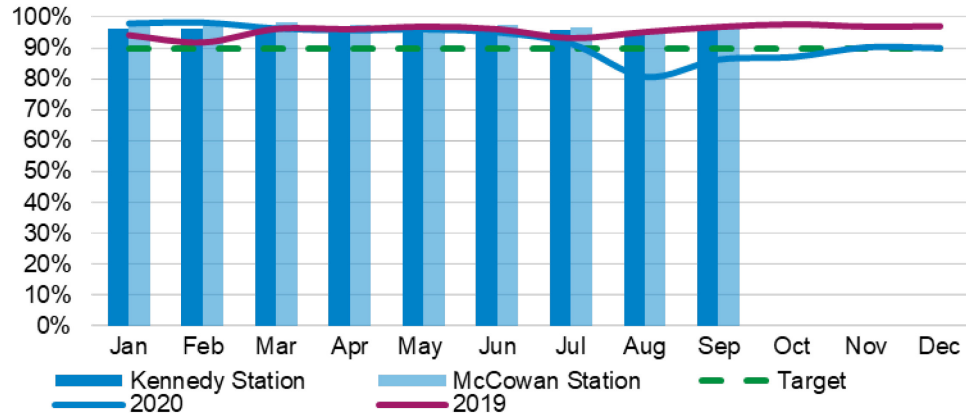




Customer experience

On-time performance (OTP) – Subway

3



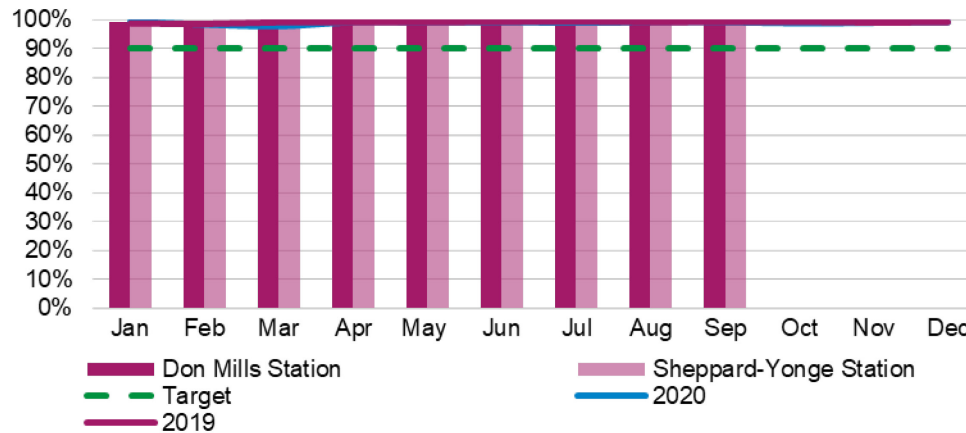
Line 4: There was a 23% increase in total delay minutes — from 133 minutes in August to 163 minutes in September.

Action

There was no service on Line 1 between Lawrence and St Clair stations from September 25-26 to accommodate work on the Eglinton Crosstown Light Rail Transit construction project. Accessible shuttle buses operated to provide safe travel and to keep customer volumes on vehicles as low as possible.

We will continue to monitor ridership and service levels and make adjustments where necessary to ensure punctual service levels are delivered.

4



Definition

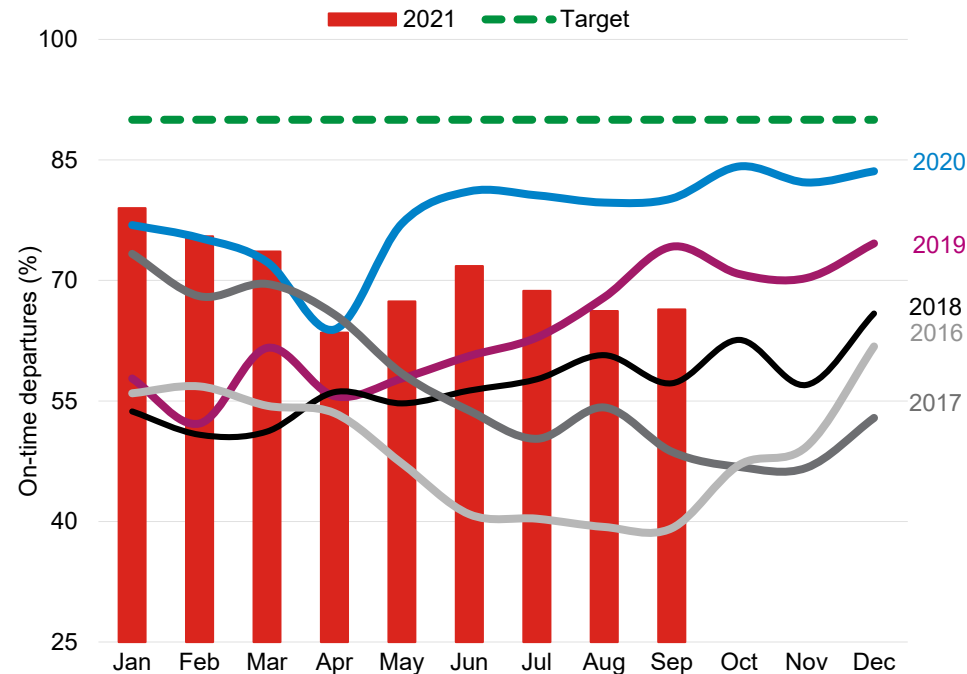
Headway (amount of time between train arrivals at a station) adherence of all service trains at end terminals. Data represents weekday service. To be on time a train must be within 1.5 times of its scheduled headway.





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

OTP in September was 66.4%, a slight increase compared to August (66.2%) but a decrease over the same period last year (80.7%). Our target of 90% was not met.

Analysis

Seasonal City of Toronto construction and TTC infrastructure work continued to significantly impact performance in September. The combined OTP for the period of the five streetcar routes not impacted by long-term construction was more than 21 points higher (79.2% versus 57.5%) than the combined score of the four routes impacted by such construction (501 Queen, 503 Kingston Rd, 504 King, and 505 Dundas).

The lowest performing route was the 504 King (53.2%). This was followed by the 505 Dundas (54.3%), which continues to see performance challenges due to watermain replacement work on Broadview Avenue.

Performance began the period with a weekly low of 60.2% in Week 36, which was negatively impacted by rail repair work at King and Church streets completed mid-week. This work necessitated that the 504 King streetcars, as well as 503 Kingston Rd and 501 Queen streetcars operate off schedule and on headways during this time.

Ongoing construction work at the King-Queen-Queensway-Roncesvalles intersection continued to impact the 501 Queen and 504 King.

Action

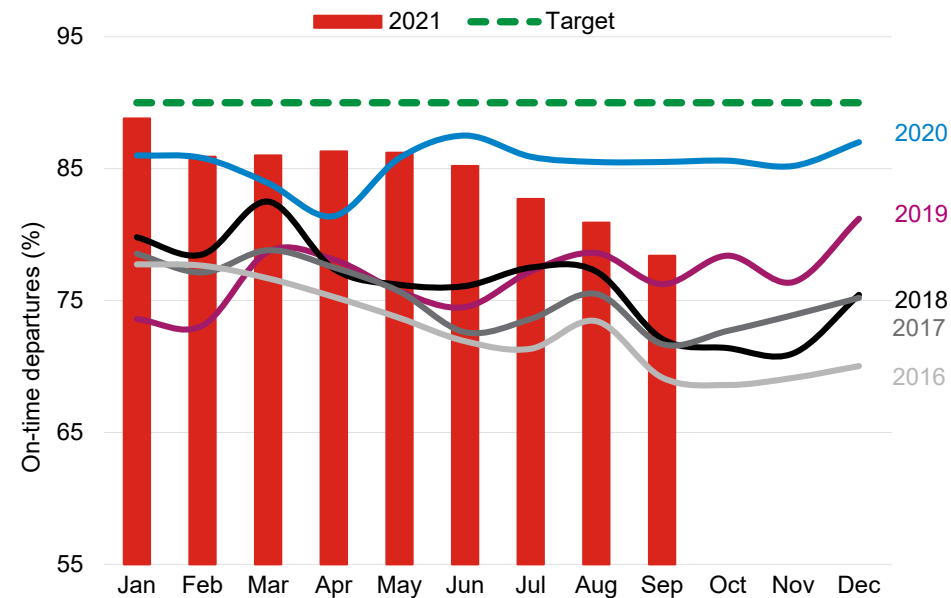
Upcoming infrastructure projects will be assessed in order to move forward with preferred options for routings and end terminal locations to continue to work to improve performance. The 504C King shuttle bus branch is expected to return to scheduled operation in the October period, which will have a significant impact on the network performance, as this branch currently makes up approximately 10 per cent of network trips.





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

OTP in September was 78.4%, a decrease compared to August (80.9%) and the same period last year (85.5%). Our target of 90% was not met.

Analysis

Cancelled service hours reached a period high in Week 36 (2nd highest weekly cancellation hours over the past year), while Week 40 was the 9th highest figure over the past year. Both weeks experienced a missed trip rate equaling 6.3% of all trips.

When compared to August, all non-on-time departure categories increased:

- Late (9.9%) compared to August (8.8%);
- Early (6.2%) compared to August (5.7%),
- Missed (5.5%) compared to August (4.6%).

We continue to see higher performance on weekdays compared to weekends. The lowest performing day of the period was Saturday, September 18 (66.8%), a day in which the Allen Road was closed due to roadway maintenance work.

The two lowest performing express routes were the 937 Islington Express (58.5%) and the 960 Steeles West Express (55.9%).

When breaking down the network into tiers based on total number of scheduled trips, the top tier — consisting of the 13 largest routes — continued to be the lowest performing. This group of routes performed at a 76.7% level for the period (77.7% in August) and also had the highest percentage of missed trips (7.4%).

Action

Schedule improvement efforts for 2022 are underway. We are monitoring traffic data to help inform future travel times. Our intention is to match operating conditions to schedules, allowing for improved reliability. This will include updated schedules for the 937 Islington Express and 960 Steeles West Express for the January Board Period.

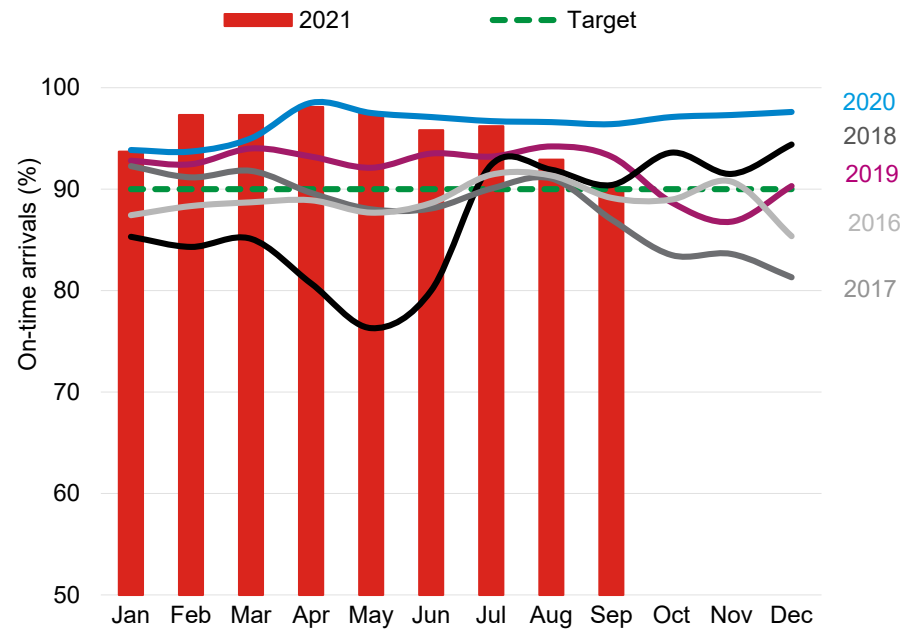
Workforce planning efforts are aimed at decreasing cancellation hours and missed trips. Operator schedule adherence monitoring at end terminals will continue.





Customer experience

On-time performance (OTP) – Wheel-Trans



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.

Results

OTP in September was 90.1%, which represents a decrease compared to August (92.9%), and the same period last year (96.4%).

Analysis

Performance was impacted due an increase in road traffic and construction throughout the city. In addition, the removal of the Logan Ramp on the Gardiner, in particular, has had a direct impact on routing, speed limits and garage operations in the area. System parameters have been adjusted to assist in maintaining performance as traffic patterns fluctuate.

Action

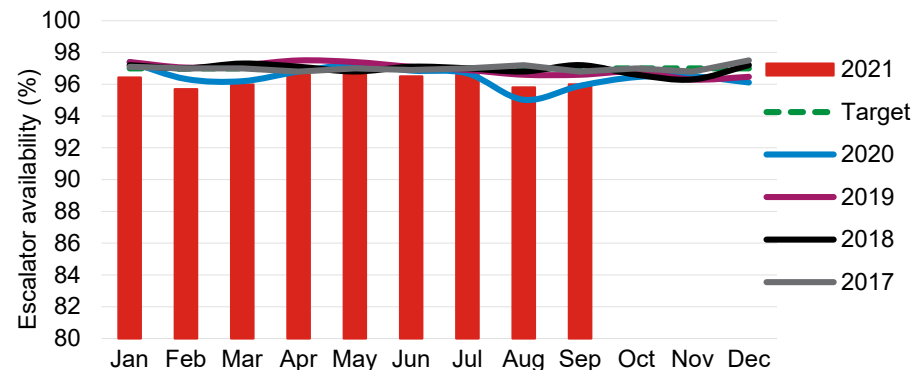
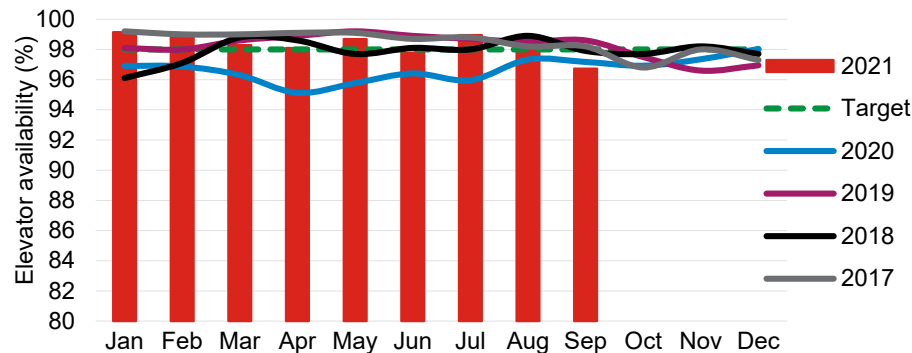
Our team will continue to prioritize customer safety while striving to improve our service delivery performance. This includes focusing on effective trip management, strategic placement of extra service and dedicated staff to consistently monitor our service delivery, ensuring we maintain a high level of performance.





Customer experience

Accessibility – Elevator and escalator availability



Definition

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

Results

Elevator availability in September was 96.7%, a decrease from last month (98.7%) and from the same time last year (97.2%). Availability was below our target of 98%.

Escalator availability in September was 96.0%, an increase from last month (95.8%) and from the same time last year (95.9%). Availability was under our target of 97%.

Analysis

Lower elevator availability this month was driven by vandalism, flooding and communication technology issues.

A Finch station elevator has been out-of-service since August 23 due to damage from the sump pit backing up into the elevator pit. A Queen station elevator had water penetrate portions of the hoistway walls and station walls causing elevator damage. There were also multiple outages of our elevator communication system related to recent upgrades to the VOIP communication system and existing communication equipment.

Escalator availability was impacted by flooding and state-of-good-repair (SOGR) work. Five escalators were taken out of service due to flooding. Aging escalators require gearbox and motor rebuilds. Finally, the overhaul work on two escalators at Dupont Station continued this month. Dupont Station remains accessible through elevators.

Action

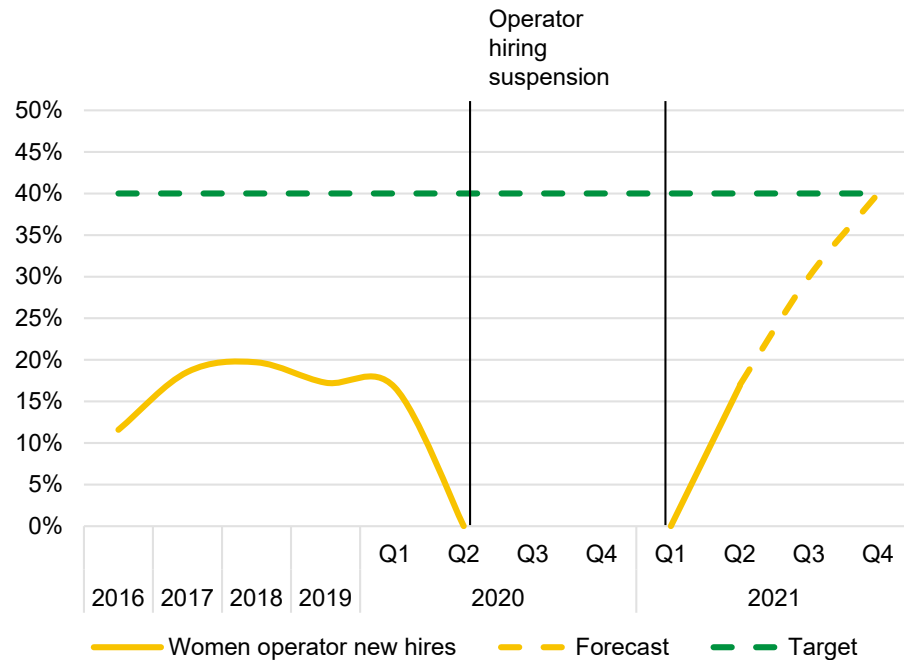
- Working with communication system vendor to reduce or eliminate network issues causing the system to fail.
- Conducted repairs to prevent future issues at Finch and Queen elevators.
- All five flooded escalators have been returned to service.
- The overhaul of escalators at Dupont Station has been accelerated. The escalators will return to service by mid-November 2021.
- SOGR expected to continue until end of 2024. Escalator service is expected to be impacted until end of the program.





Diversity

Women operator new hires



Definition

The proportion of operator new hires who identify as women.

Results

In our 10-Point Action Plan on Diversity and Inclusion, we made the commitment to recruit more women into transit operations, with women representing at least four in every 10 new operator hires by the end of 2021. In Q2 2021, we hired 142 operators (24 women, 118 men), with women representing 17% of that total. The hiring of operators was halted during the height of the pandemic and resumed in April 2021.

Analysis

The operator role has historically been predominately male and makes up the majority of the TTC's workforce. Earlier this year, we launched a special program to recruit more women to this role. Part of this work included reviewing the hiring process to remove built in biases. For example, criteria such as needing to be employed in the last year would exclude those who stayed home to raise their families and were now ready to join the workforce. As a result of our program, the success rate for women passing the interview stage has risen from 32% to 79%.

While we are currently below our target of 40% of operator new hires identifying as women, we are on track to reach this commitment by the end of 2021. In total, we plan on hiring 400 operators this year — at least 40% (160) will be women.

Action

- Over 4,000 participants who attended our two virtual info sessions late last year receive a bi-monthly newsletter, which showcases women in various roles in operations across the organization as well as upcoming job postings. With every issue there has been an uptick in applications received from women.
- Held first ever all-female training class for the transit operator program as a result of strategic recruitment efforts.
- New applicant outreach plans for 2022 are underway.





Diversity

New additions

One of the critical paths in the TTC's Corporate Plan is enable our employees to succeed, which underscores our commitment to promote greater diversity and inclusion in the workplace and in the delivery of services to customers. In December 2020, the TTC launched its 10 Point Action Plan to advance its objectives around diversity and inclusion. The 7th action item in our 10 Point Action plan focuses on greater diversity, inclusion, and human rights training across the organization.

In support of the rollout of training to our 12,000+ unionized employees, the TTC recently hired its first of two Diversity Instructors, Lenworth (Lenny) Wallace.

Lenny has facilitated over 200 training sessions in Diversity and Inclusion as a Learning Manager with the Canadian Centre for Diversity and Inclusion in Toronto. He has extensive experience in managing, customizing and facilitating instructor-led and e-Learning training content. With a background in Geography and the Humanities, he is highly passionate about supporting cultural understanding and development.

Lenny is a trained teacher who spent 20 years

working in education at the local and national levels in his native Jamaica. As a Curriculum Officer in the Ministry of Education in Jamaica, he supervised curriculum review, writing and delivery at the national level, supporting over 2000 teachers in 150+ high schools. Lenny believes in the power of data to drive analysis and decision making around human behaviour, and coupled this belief with his background as a graphic designer to achieve a Master's degree in Communication for Social and Behaviour Change.

In his spare time, Lenny enjoys mentoring teachers, supporting education initiatives and researching educational solutions and diversity and inclusion content. He also makes time to cheer on his beloved Manchester United, Winnipeg Jets and Toronto's Blue Jays and Raptors.

The TTC's Diversity Instructors will provide training for unionized employees in areas like anti-racism, workplace sexual harassment, LGBTQ2+ disability and accessibility awareness. Confronting Anti-Black Racism training will be the first module delivered to unionized employees.



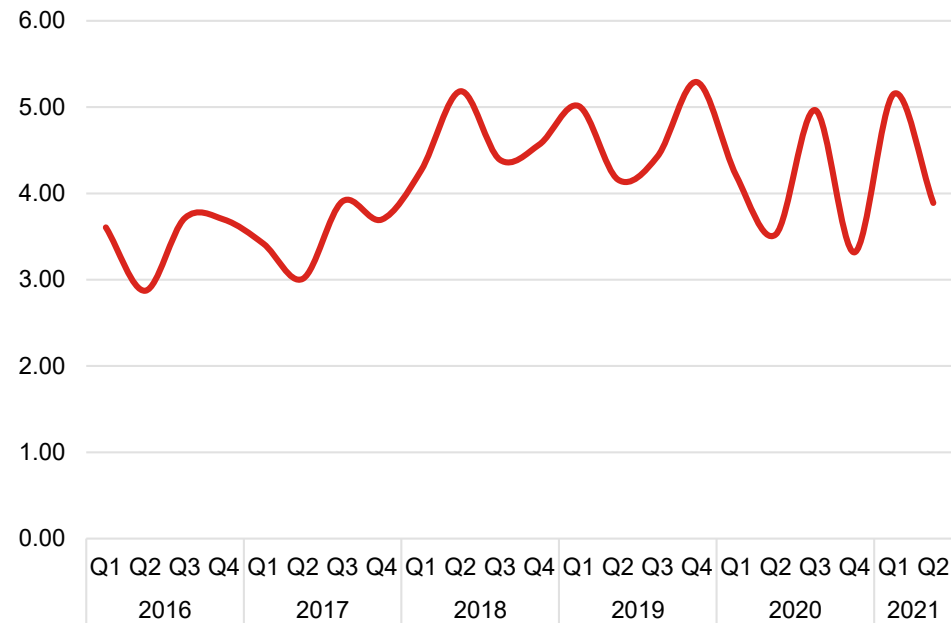
Lenny Wallace





Safety and security

Lost-time injuries rate (LTIR)



Definition

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

Results

The LTIR in Q2 2021 was 3.9 injuries per 100 employees — a decrease from Q1 (5.2) and the same period last year (3.5). The LTIR for Q2 was 10% lower than the four-quarter average. There has been an upward trend in the LTIR since 2015.

Analysis

Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition) account for 22.4 % 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. The training sessions have been further deferred to winter 2022 due to the pandemic.

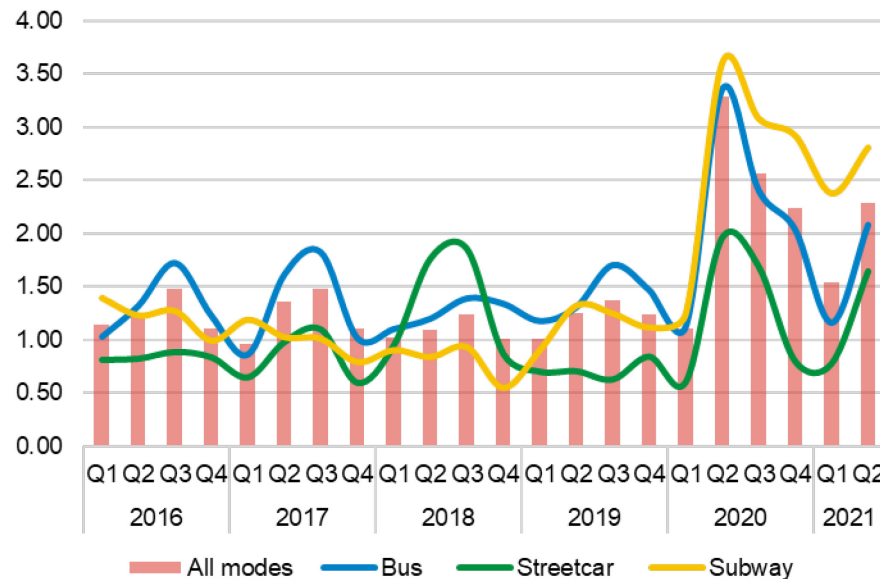
To help address the acute emotional event injuries, the TTC is initiating a project to identify strengths, areas for improvement and gaps as they pertain to psychological health and safety.





Safety and security

Customer injury incidents rate (CIIR)



Definition

Number of customer injury incidents per one million boardings.

Results

The CIIR in Q2 2021 was 2.3 injury incidents per one million vehicle boardings — an increase from Q1 (1.5) and a decrease from the same period last year (3.3). The CIIR for Q2 was 6% higher than the four-quarter average rate of 2.16 injury incidents per one million vehicle boardings.

Analysis

The decreasing trend in the CIIR since the beginning of COVID-19 pandemic is partly due to the increase in customer boardings compared to 2020.

There was a total of 74 customer injury incidents this quarter. This represents an increase from both last quarter (49) and the same time last year (64). Falls represent the vast majority of customer injury incidents for all modes.

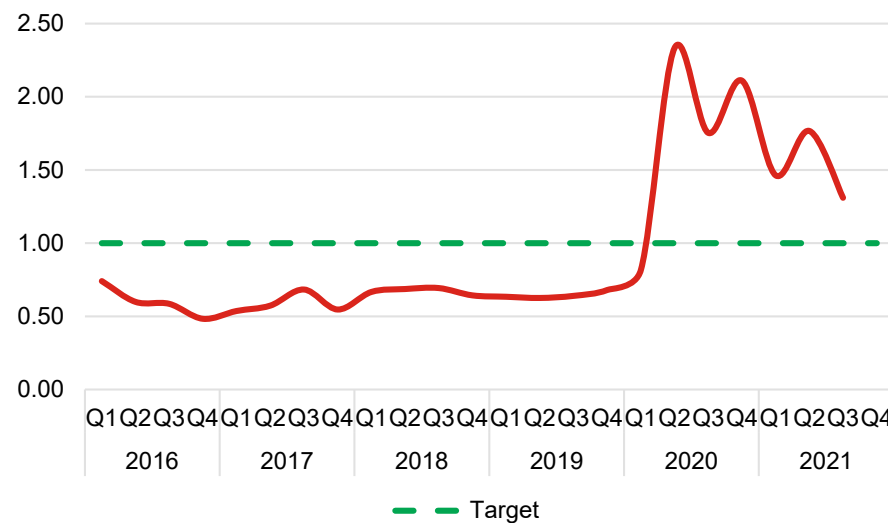
Action

We continue to monitor the CIIR and existing safety initiatives, which includes messaging to promote customer safety and safe vehicle operation. For example, back to school messaging included reminders for customers to watch their step when boarding or exiting TTC vehicles and use crosswalks to get to their destination.



Safety and security

Offences against customers



Definition

Number of offences against customers per one million boardings.

Results

In Q3, the number of offences against customers per one million boardings was 1.31. This rate represents a decrease of 26% compared to Q2 and a decrease of 25% compared to the same time last year.

Analysis

Overall, there was an increase in the number of offences compared to the previous quarter (144 in Q3 and 137 in Q2). Customer boardings increased by 39%. The most common offence against customers in Q3 was assault, representing 62% of all offences.

Action

Our Community Engagement Unit (CEU) continues to focus on the needs of customers who are experiencing homelessness, mental health or addiction issues. We are bringing sustainable solutions that benefit customers and other community stakeholders, as this is a principal factor in the safety of customers and employees.

Since April 2020, the TTC has partnered with the City to support their Streets to Homes initiative. As part of this program, our CEU Special Constables proactively patrol the TTC system with outreach workers from Streets to Homes. Since forming this partnership, the team has had 191 engagements with customers: 17 were provided food and transportation services, 12 requesting shelter space were accommodated (10 were not due to space not being available) and 151 refused services or help.

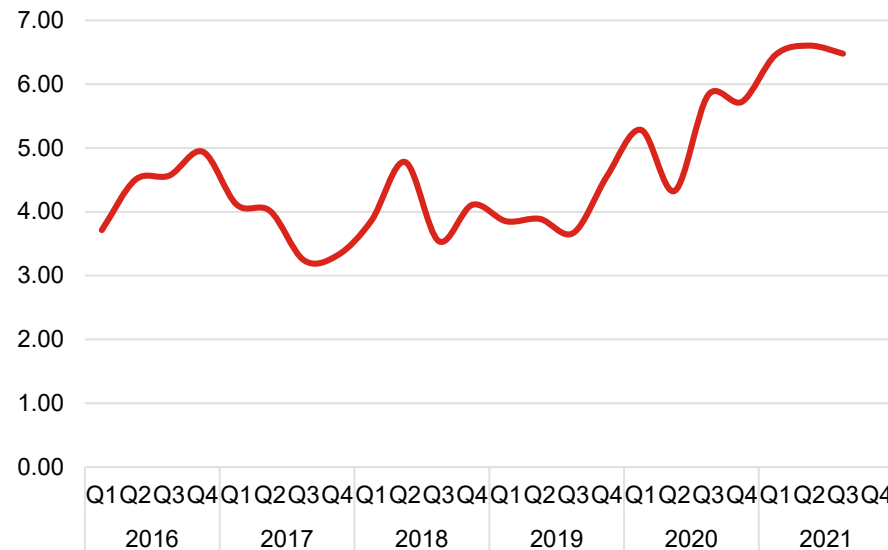
Furthering Our Community by Uniting Services (FOCUS) is an innovative, collaborative risk driven approach to Community Safety and Wellbeing co-led by the City, United Way Toronto and Toronto Police Service that aims to reduce risk, harm, crime, victimization and improve community resiliency and wellbeing. Across Toronto, weekly FOCUS Tables were established to serve the people in most need. The CEU works with over 120 member agencies to provide support in the area of mental health, addiction and housing.





Safety and security

Offences against employees



Definition

Number of offences against employees per 100 employees.

Results

In Q3, the number of offences against employees was 6.48 per 100 employees. This rate represents a 2% decrease from Q2 and an 11% increase compared to the same time last year.

Analysis

The total number of offences against employees decreased in Q3 compared to Q2 — 243 offences and 246 offences, respectively. The top two offences were threats of assault (49%) and assaults (39%) against employees.

Action

Employee and customer safety remains our highest priority. The TTC has zero tolerance for abuse faced by our staff.

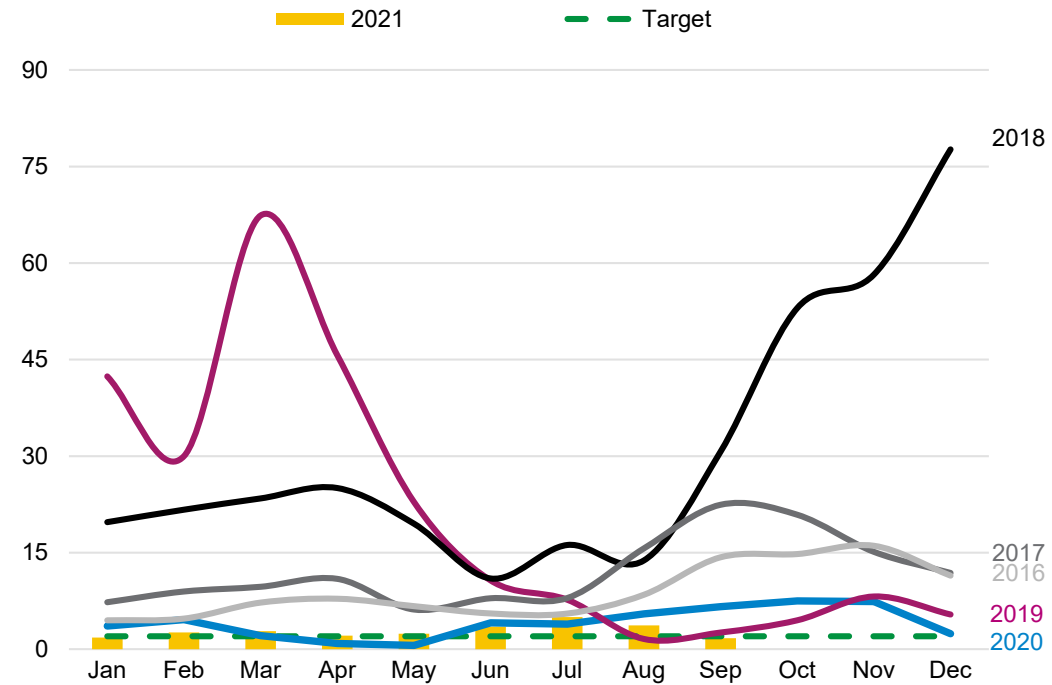
We have assembled an internal, cross-sectional working group tasked with creating a 10-point action plan. We will have more updates to share in the coming months. Here are some measures that are already underway:

- Installing extended barriers to operator compartments as an additional layer of protection. Approximately 60 per cent of our bus fleet have these new upgrades. The remainder of the fleet will be equipped by mid-2022 due to a global shortage in material required.
- Launched a customer campaign that pictures the children of operators as a reminder to treat staff with respect and kindness.
- Managers sharing tips to de-escalate fare disputes and prevent them from becoming more serious. Frontline operations training also includes de-escalation techniques and covers disengaging during confrontations, effective communication and assisting customers experiencing mental health issues.



Hot topics

Wheel-Trans contact centre wait time



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

Results

In September, the average Wheel-Trans contact centre wait time was 1.7 minutes. This is lower than the 3.7-minute average last month, and our target of two minutes.

Analysis

Our ongoing monitoring of customer trends and call patterns has allowed us to better predict when staffing adjustments for appropriate coverage will be required. This has led to a decrease in abandoned calls, while overall calls have remained relatively flat month-over-month. These combined efforts have resulted in an overall reduction in customer wait times this period.

Action

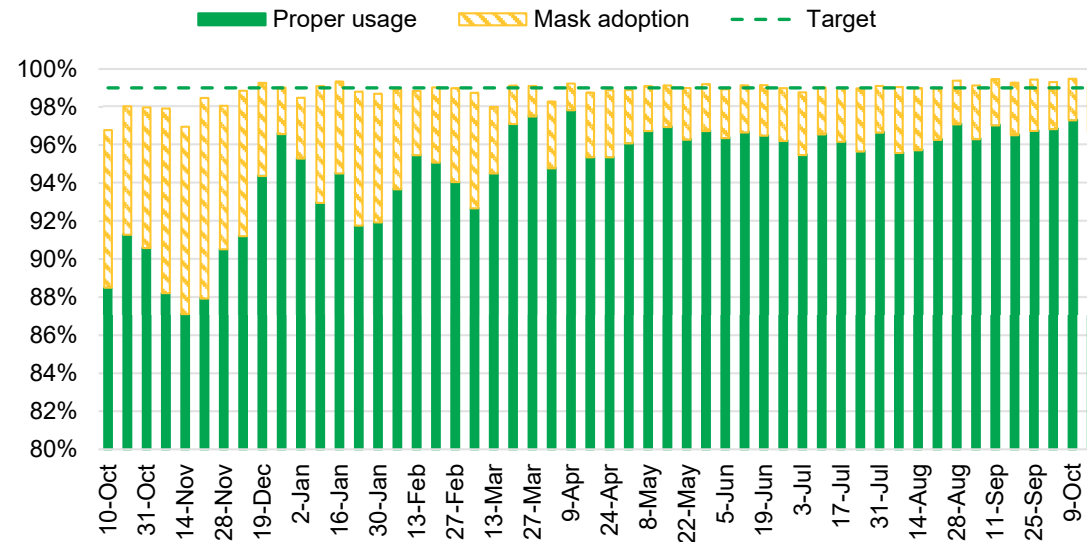
We will continue to monitor call volumes and demand to maintain wait times below our two minute target. Software upgrades will continue as part of the Wheel-Trans Transformation Program. These upgrades will assist in improving the customer experience when calling the contact centre and help to reduce wait times.





Hot topics

Customer mask use



Definition

Mask adoption: Percentage of customers observed wearing a mask.

Proper usage: Percentage of customers observed wearing a mask properly covering nose, mouth and chin.

Results

Customer mask use is monitored weekly. For the week ending October 16, 99% of customers were wearing masks and 97% were wearing masks properly over nose, mouth and chin at stations. There were 39,000 customer mask observations made at 16 placements across the network.

Analysis

The proportion of customers wearing masks reached 99% in mid-December. Customer masks used properly over nose, mouth and chin has remained 96-97% since mid-February.

Action

Mask use by customers remains mandatory on the TTC. The TTC's customer mask program focuses on awareness and supply, rather than enforcement:

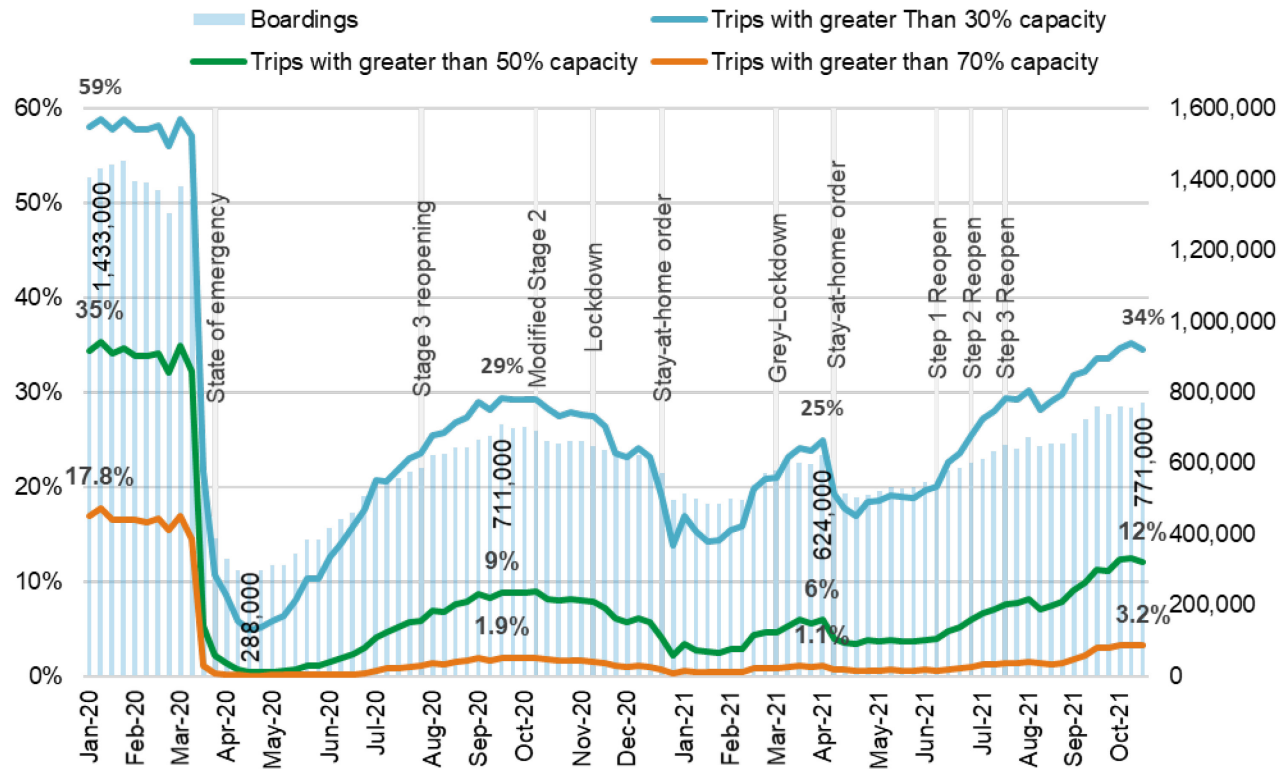
- Current mask campaign on-board vehicles and in stations features customers wearing masks properly and why it's important to wear one.
- An ongoing campaign targeted at customers returning to transit highlights mask use among other safety measures.
- Broad mask distribution on bus routes and all stations and targeted mask distribution at low points across the city.
- Since June 2020, 3 million free masks have been distributed to customers at schools, shelters, stations, and at high-ridership stops.
- Weekly monitoring of customer mask use over 12,000-50,000 customer observations from 12-40 locations across the city to monitor compliance and inform distribution plans.





Hot topics

Bus occupancy



Definition

Percentage of weekday bus trips with more than 50% and 70% occupancy.

50% occupancy: 25 customers onboard a standard 40 foot bus.

70% occupancy: 35 customers onboard a standard 40 foot bus.

Results

Bus occupancy is monitored daily. For the week ending October 16, 88% of all bus trips were under 50% occupancy. During this time, we served an average 771,000 bus customers per weekday, which is 56% of pre-COVID bus boardings.

Analysis

About 12% of bus trips had more than 25 customers on some part of the route (50% capacity) and 3% of bus trips had more than 35 customers per bus (70% capacity) on some part of the route.

As anticipated, bus occupancy levels have increased as in-class learning at schools has resumed and some office workers have returned to work. Customer boardings are now at levels not seen since the start of the pandemic.

Action

- Maintain weekly monitoring of all bus routes across 30%, 50% and 70% occupancy levels as customers return to transit.
- Real-time monitoring of 80% occupancy bus routes.
- Continue weekly occupancy analysis to assist with assignment of unscheduled Run-as-Directed Service.





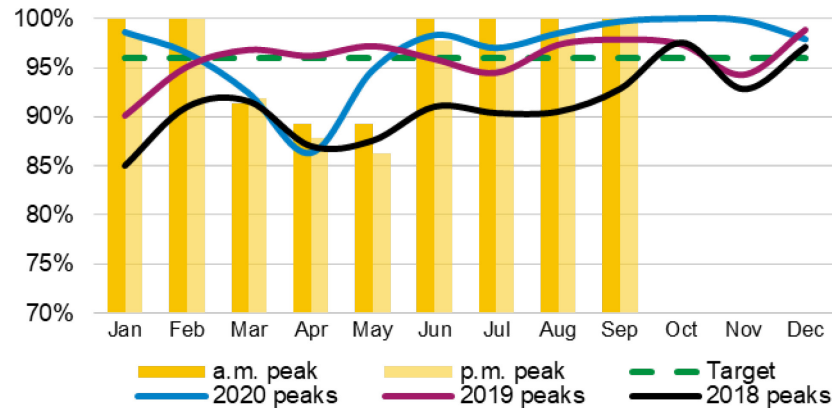
Appendix: Service delivery

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.

September: 100%
August: 100%
September 2020: 99.7%

Target: 96.0%

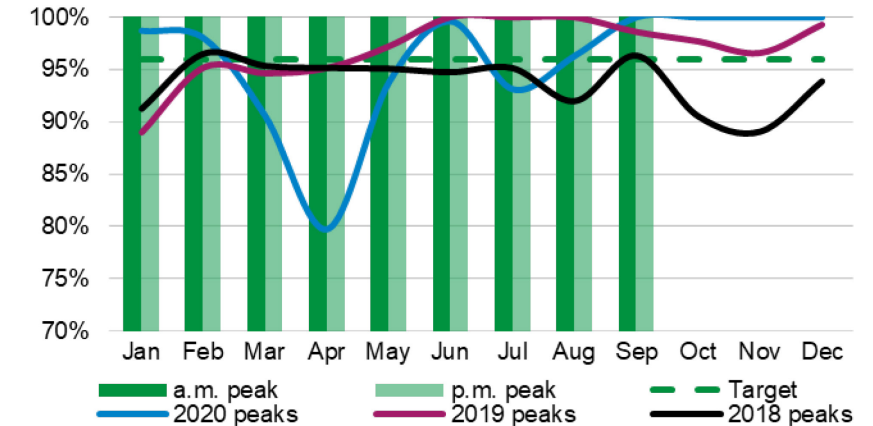


Line 2 capacity

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.

September: 100%
August: 100%
September 2020: 100%

Target: 96.0%

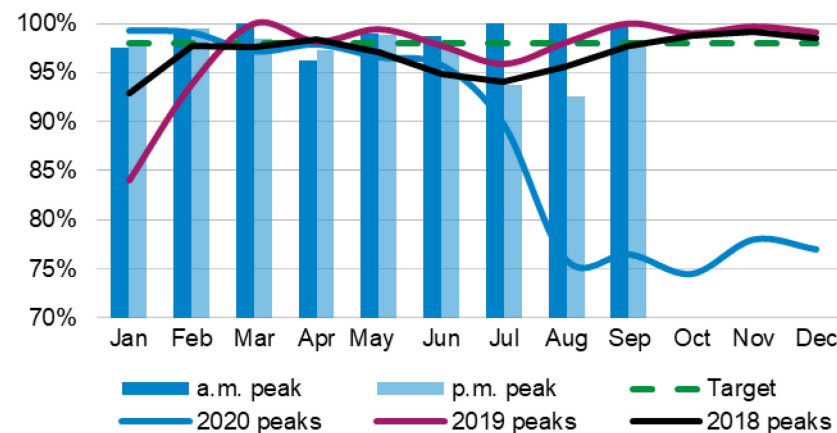


Line 3 capacity

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.

September: 99.1%
August: 96.2%
September 2020: 76.5%

Target: 98.0%

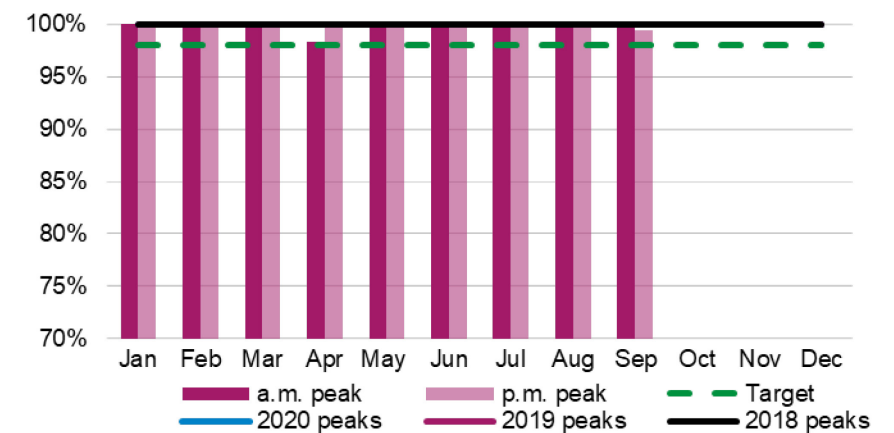


Line 4 capacity

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.

September: 100%
August: 100%
September 2020: 100%

Target: 98.0%





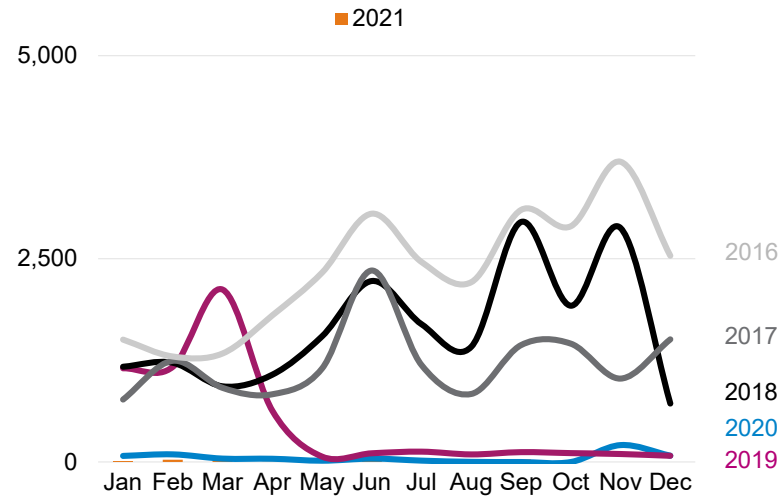
Appendix: Service delivery

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.

September: 32
August: 7
September 2020: 0

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

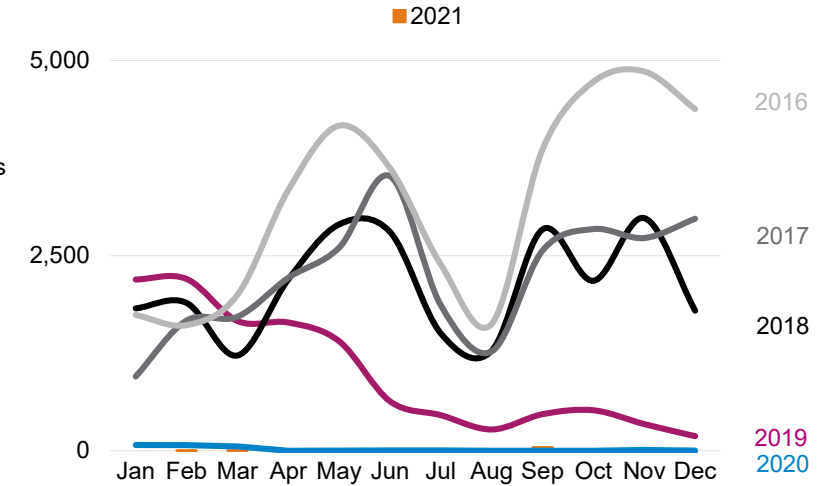


Bus short turns

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

September: 47
August: 17
September 2020: 0

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

5

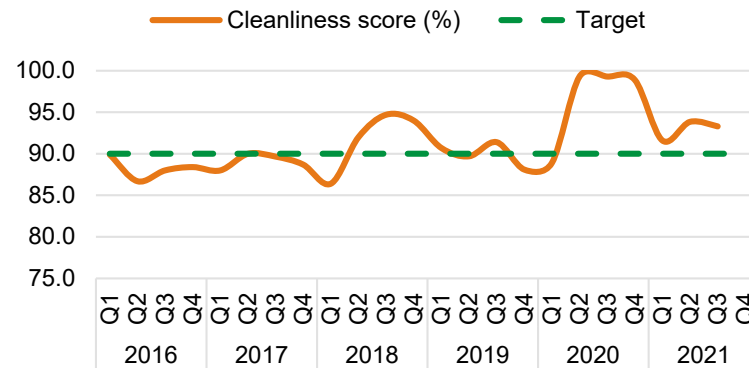
Appendix: Cleanliness

Bus cleanliness

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

Q3: 93.3%
Q2: 93.9%
Q3 2020: 99.3%

Target (RW): 90.0%

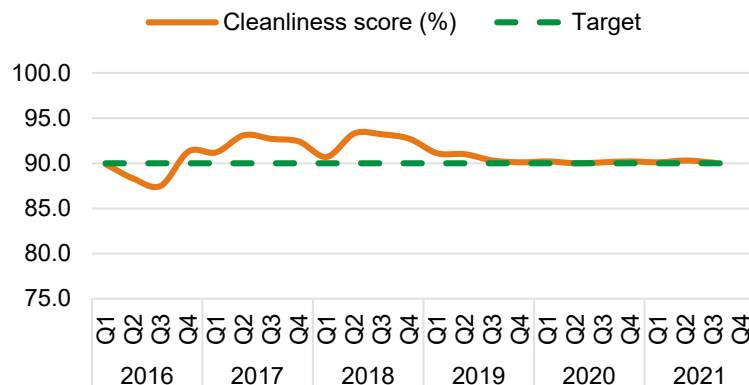


Subway cleanliness

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

Q3: 90.1%
Q2: 90.3%
Q3 2020: 90.1%

Target (RW): 90.0%



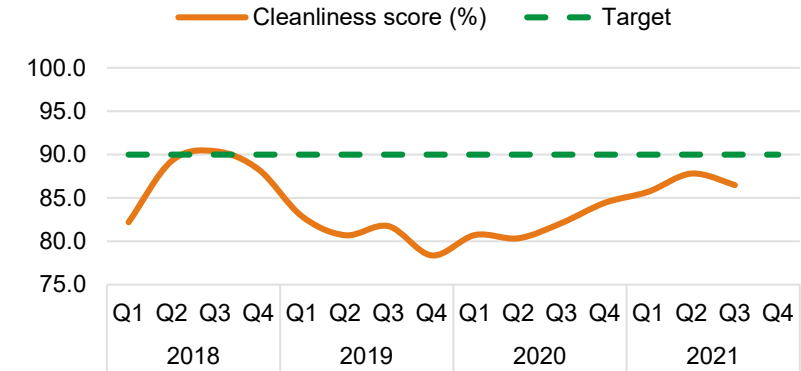
Streetcar cleanliness

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

Q3: 86.5%
Q2: 87.8%
Q3 2020: 82.1%

Target (RW): 90.0%

Pre-service results met target, but overall average including in-service and post-service has decreased and is below target. Reviewing opportunities to improve with a cleaning service provider to be retained in Q4.

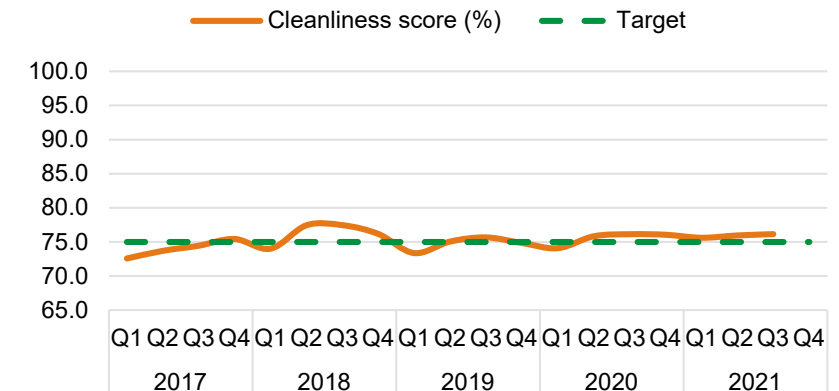


Station cleanliness

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

Q3: 76.2%
Q2: 76.0%
Q3 2020: 76.1%

Target (JR): 76.0%





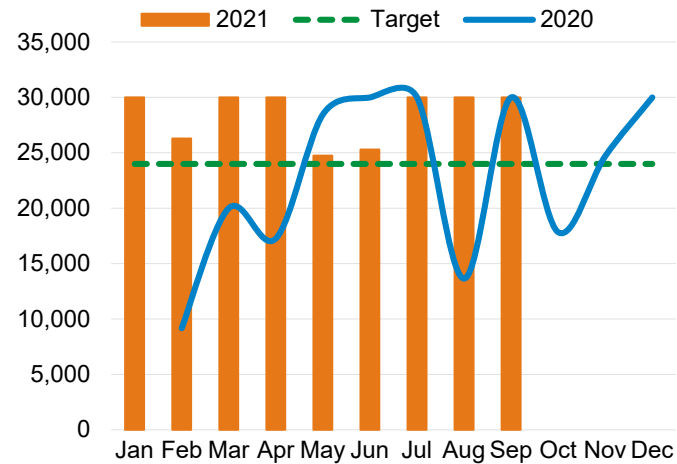
Appendix: Asset reliability

eBus mean distance between failures

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

September: 30,000 km
August: 30,000 km
September 2020: 30,000 km

Target: 24,000 km ✓

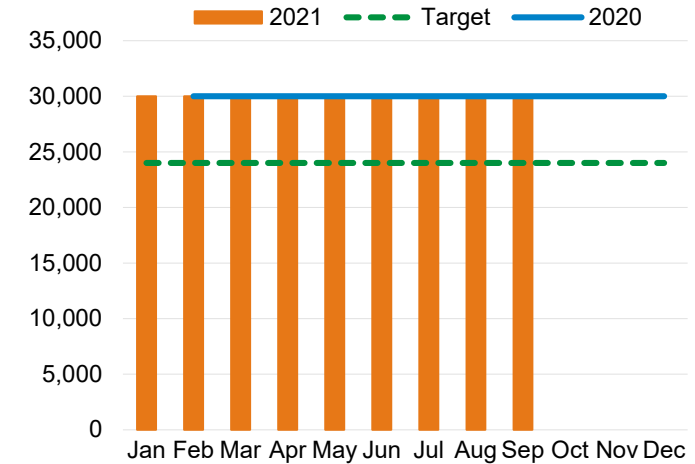


Hybrid bus mean distance between failures

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

September: 30,000 km
August: 30,000 km
September 2020: 30,000 km

Target: 24,000 km ✓

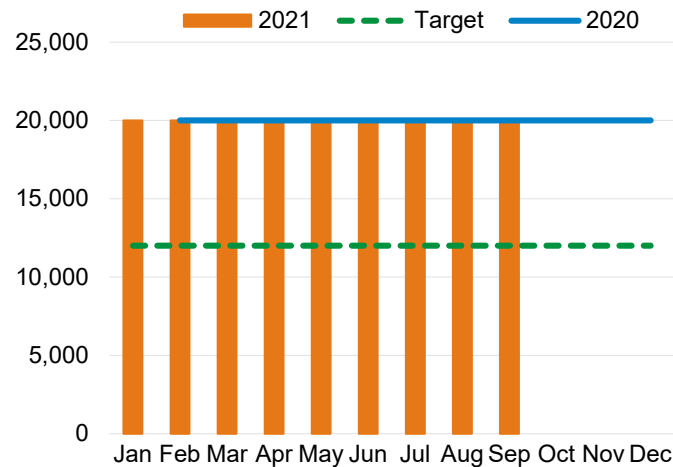


Clean-diesel bus mean distance between failures

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

September: 20,000 km
August: 20,000 km
September 2020: 20,000 km

Target: 12,000 km ✓

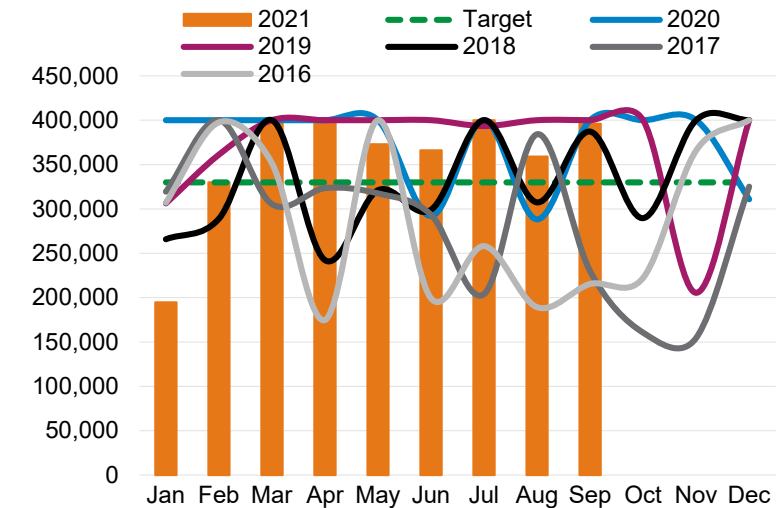


T1 train mean distance between failures

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

September: 396,000 km
August: 359,000 km
September 2020: 400,000 km

Target: 330,000 km ✓





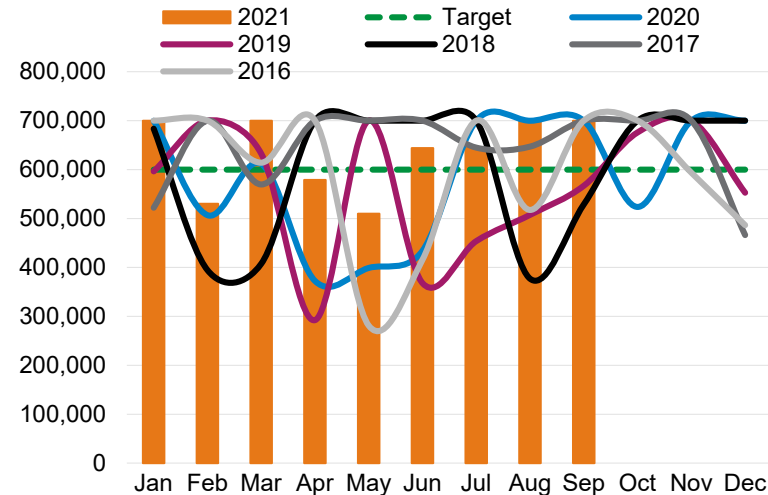
Appendix: Asset reliability

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.

September: 700,000 km
August: 700,000 km
September 2020: 700,000 km

Target: 600,000 km ✓

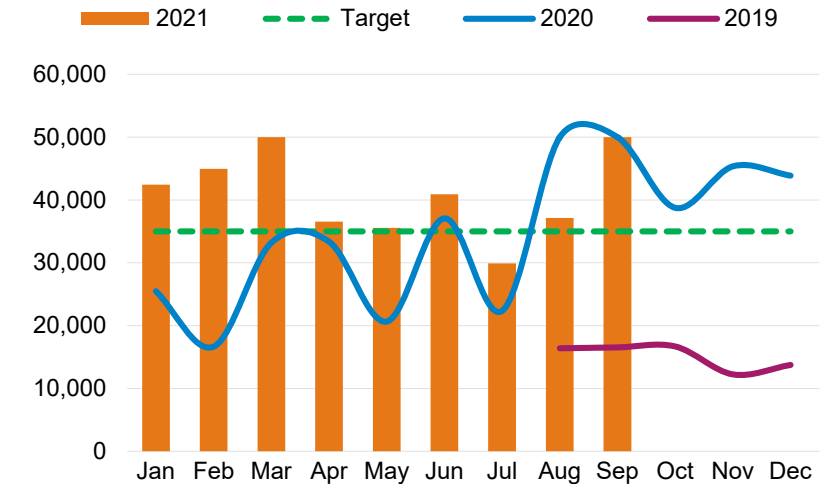


Streetcar mean distance between failures

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

September: 50,000 km
August: 37,140 km
September 2020: 50,000 km

Target: 35,000 km ✓

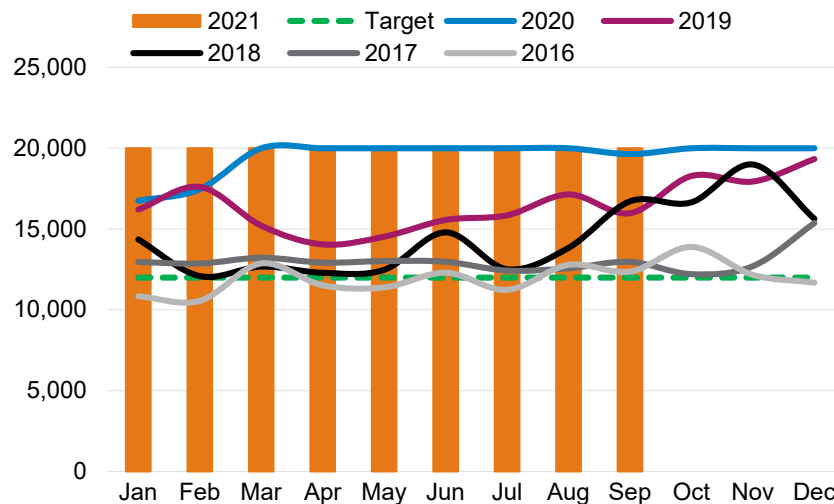


W-T Mean distance between failures

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

September: 20,000 km
August: 20,000 km
September 2020: 19,639 km

Target: 12,000 km ✓



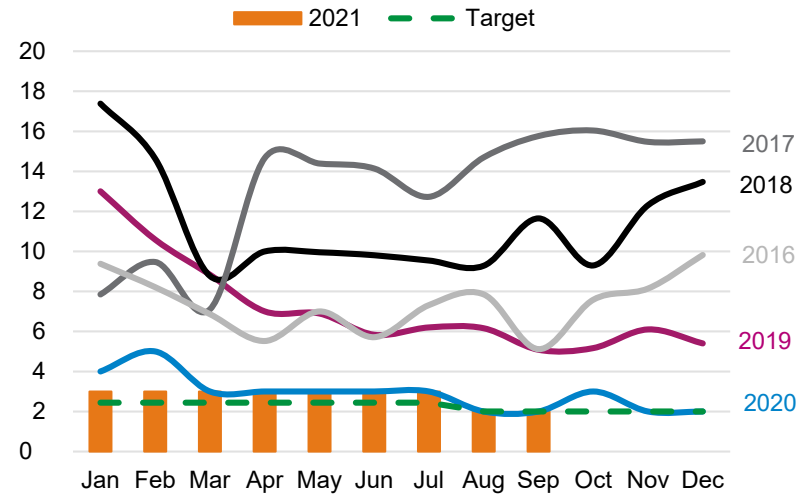
Appendix: Asset reliability

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). Lower number is favourable.

September: 2
August: 2
September 2020: 2

Target: 2

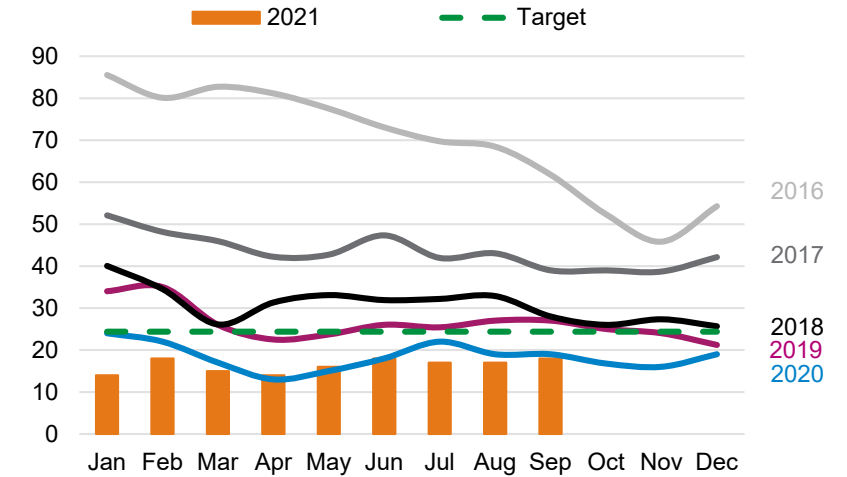


Bus road calls and change offs

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). Lower number is favourable.

September: 18
August: 17
September 2020: 19

Target: 24





Rich Wong
Chief of Vehicles

Scott Haskill
Chief Strategy & Customer Officer (Acting)

5

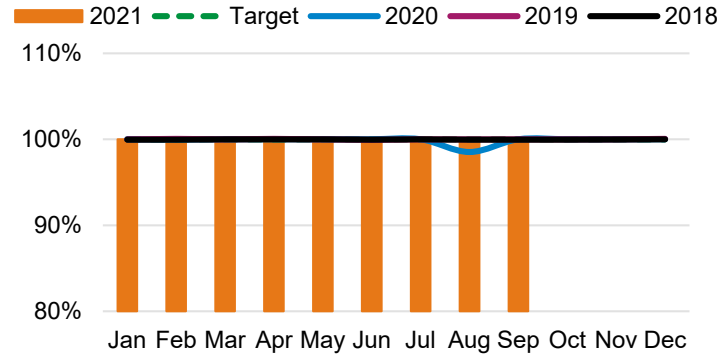
Appendix: Asset availability

Subway service availability

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

September: 100.0%
August: 100.0%
September 2020: 100.0%

Target (RW): 100.0% ✓

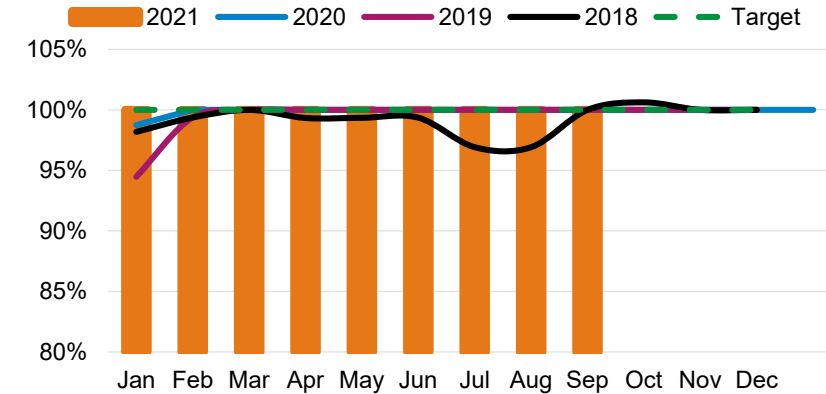


Streetcar service availability

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

September: 100.0%
August: 100.0%
September 2020: 100.0%

Target (RW): 100.0% ✓

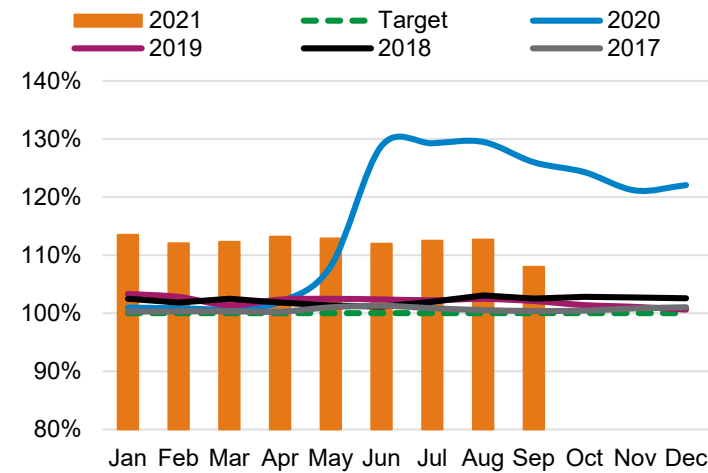


Bus service availability

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

September: 108.0%
August: 112.7%
September 2020: 126.0%

Target (RW): 100.0% ✓



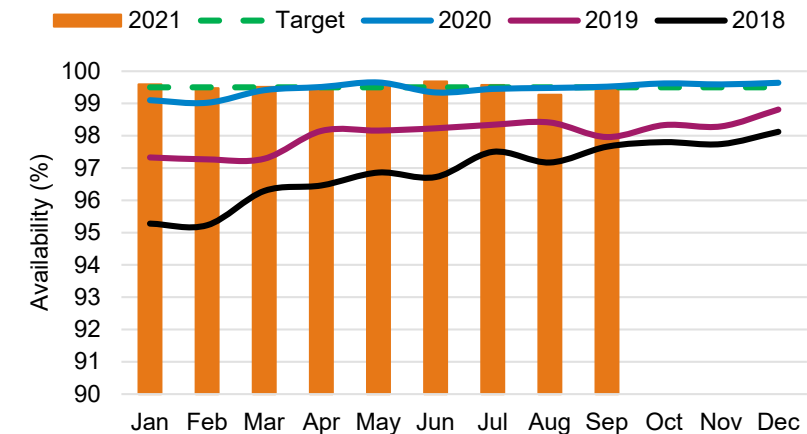
Fare gate availability

Percentage of fare gates are available for use.

September: 99.48%
August: 99.27%
September 2020: 99.52%

Target (SH): 99.50% ✗

Continuing to work with contractor on issues introduced through the deployment of new software. Expecting a fix to the software to be deployed shortly.





Appendix: Asset availability

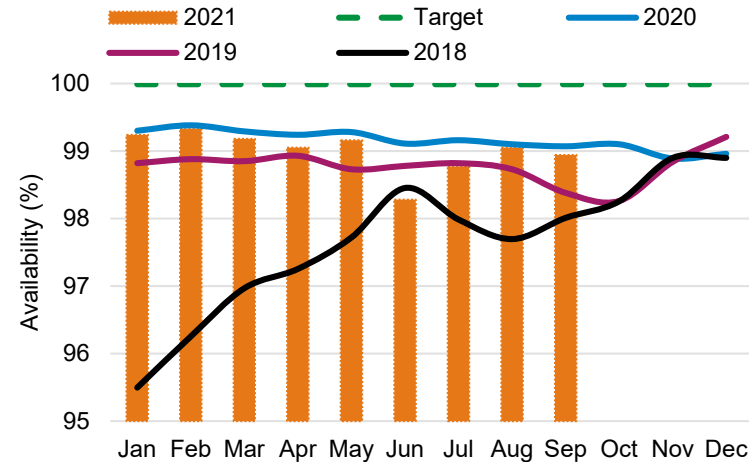
PRESTO reader

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

September: 98.94%
August: 99.05 %
September 2020: 99.07%

Target: 99.99% ❌

Devices nearing end of life. Replacement project being planned. New devices will improve performance.

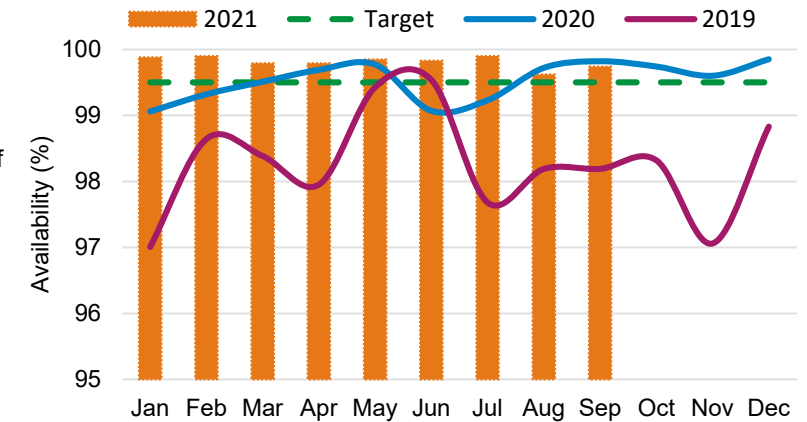


PRESTO Fares and Transfers Machine (FTM)

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

September: 99.74%
August: 99.62%
September 2020: 99.82%

Target: 95.00% ✅

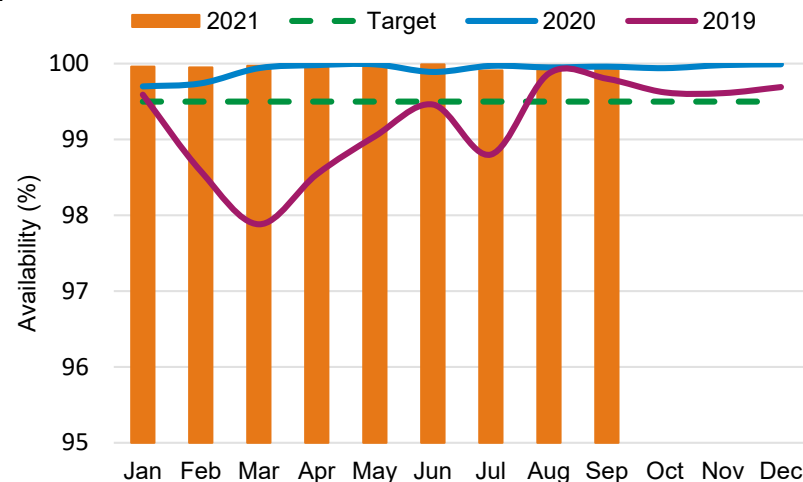


PRESTO Self-Serve Reload Machine (SSRM)

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.

September: 99.95%
August: 99.97%
September 2020: 99.96%

Target: 95.00% ✅

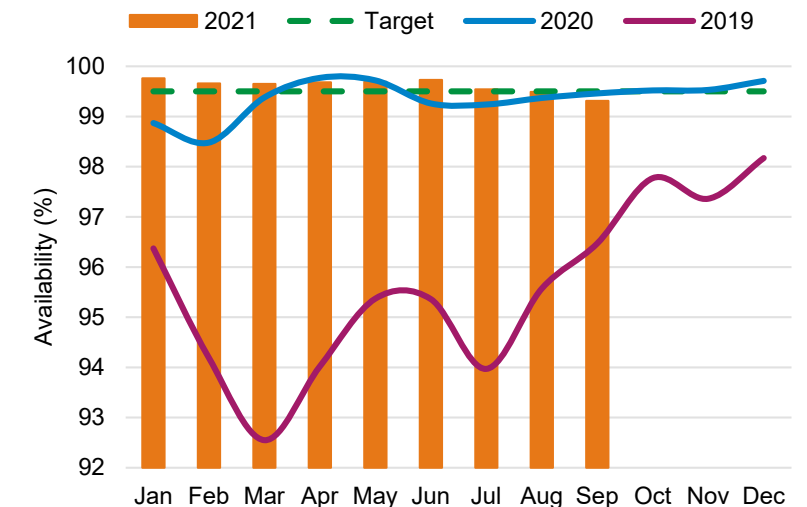


PRESTO Fare Vending Machine (FVM)

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.

September: 99.33%
August: 99.49%
September 2020: 99.46%

Target: 99.50% ❌



Metrolinx investigating an increase in bill jams causing lower availability.





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 July 3, 2021 and their status.

Type	Interactions/ visits	Requirement orders ¹ issued	Non- compliance orders ² issued	Status
Ministry of Labour, Training and Skills Development	102	6	6	Compliance Achieved
Ministry of the Environment, Conservation and Parks	0	0	0	Not Applicable
Technical Standards and Safety Authority	1	0	1	Compliance Achieved
City of Toronto	8	0	0	Not Applicable
Toronto Fire Services	30	0	0	Not Applicable

¹ Orders issued to provide documentation/information.

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

