



Chief Executive Officer's Report – July 2021

Date: July 7, 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.

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, 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

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 – July 2021

CEO's Report

Toronto Transit Commission

July 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, 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
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...



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

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CEO's commentary



At the end of June, the Province moved into Step 2 of its Reopening Plan. This is exciting news for all of us as we hope to see more customers return to the TTC.

As I've said before, getting as many people vaccinated with first and second shots as soon as possible is an important piece of putting this pandemic behind us. We've been very pleased to be a part of the City's vaccination efforts.

In support of the *Toronto Vaccine Day* drive, on Sunday, June 27, the TTC provided free transit to anyone taking the TTC to and from clinics anywhere across Toronto. Mayor John Tory made the announcement at a COVID-19 briefing on June 23.

Riders simply showed proof of their appointment or let Operators or Station Collectors know about their appointment to board a transit vehicle or enter a station free of charge. Close to 4,000 customers used the TTC to get their vaccination.

While we've continued to carry hundreds of thousands of daily riders safely to their destinations, many of our regular customers haven't seen us for a year or longer. So we're getting ready for their return. And part of that means launching a new campaign reminding customers, in a very overt way, about all the safety measures we've implemented since they've been away. Some enhancements are big and some are small. But they all add up to putting customers' minds at ease, so they can rest assured and ride safe. Stay tuned.

Diversity and Culture Group

Honouring Emancipation Day

The TTC will be supporting A Different Booklist Cultural Centre on its annual underground freedom train ride to celebrate Emancipation Day on August 1. Similar to last year, this event will be live-streamed on YouTube, and I'm proud to be speaking on behalf our workforce to acknowledge this important moment in our country's history. The Virtual Emancipation Day Freedom Ride

is scheduled to begin at about 10:45 p.m. More details will be provided on the centre's website at adbcc.org.

Honouring Emancipation Day reminds us of how important it is to combat anti-Black racism and to eliminate discrimination in all its forms in our communities and our workplaces. The TTC has zero-tolerance for any kind of racism against, or committed by, any employee or customer using our services.

In past years, the symbolic midnight subway ride would have thousands of participants commemorating the role of the Underground Railroad in Canadian history with songs, poetry readings and drum playing.



CEO's commentary

Strategy and Customer Experience Group

TTC's 100th anniversary – Archives exhibit

To help commemorate the TTC's 100th anniversary, the TTC collaborated with Toronto Archives on a special photo exhibit now appearing in 12 subway stations.

The exhibit is called, *The TTC: 100 Years of Moving Toronto*. It's a collection of newly digitized photographs highlighting the TTC's journey over the past century. A virtual exhibit is also posted on the Archives website.

The photo collections are featured at the following stations until 2022: Bay, Don Mills, Dupont, Finch, Kennedy, Kipling, Main Street, Spadina, St Clair West, Queen, Union and Vaughan Metropolitan Centre.

On September 1, 2021, the TTC officially marks 100 years in service. The TTC plans on celebrating this milestone with a number of events throughout the year. To kick things off in September, we'll be launching a new website that includes images and highlights from the past

century and will also provide information about upcoming activities. Please stay tuned for more information as we get closer to the event.

Annual Service Plan Consultation

The TTC is currently seeking feedback from customers to help develop our 2022 Annual Service Plan (ASP).

A customer survey will be available on the TTC website until July 16, which is asking people to provide feedback on proposed surface routes that will connect to the upcoming Line 5 Eglinton, as well as their thoughts around service initiatives to support ridership recovery. Along with the online survey, the TTC is also holding virtual stakeholder consultations and recruiting Youth Ambassadors to assist with gathering feedback from under-represented communities.

When we developed our 5-Year Service Plan & 10-Year Outlook in 2019, we committed to annual consultations with the public and stakeholders that would inform the development of detailed Annual Service Plans. This process allows us to understand our customers' concerns and priorities,

and ensure our service reflects their needs.

Anyone unable to complete the survey online can call 416-644-1152 to request a printed copy, a copy in an accessible format, or a copy with a communication support.



CEO's commentary

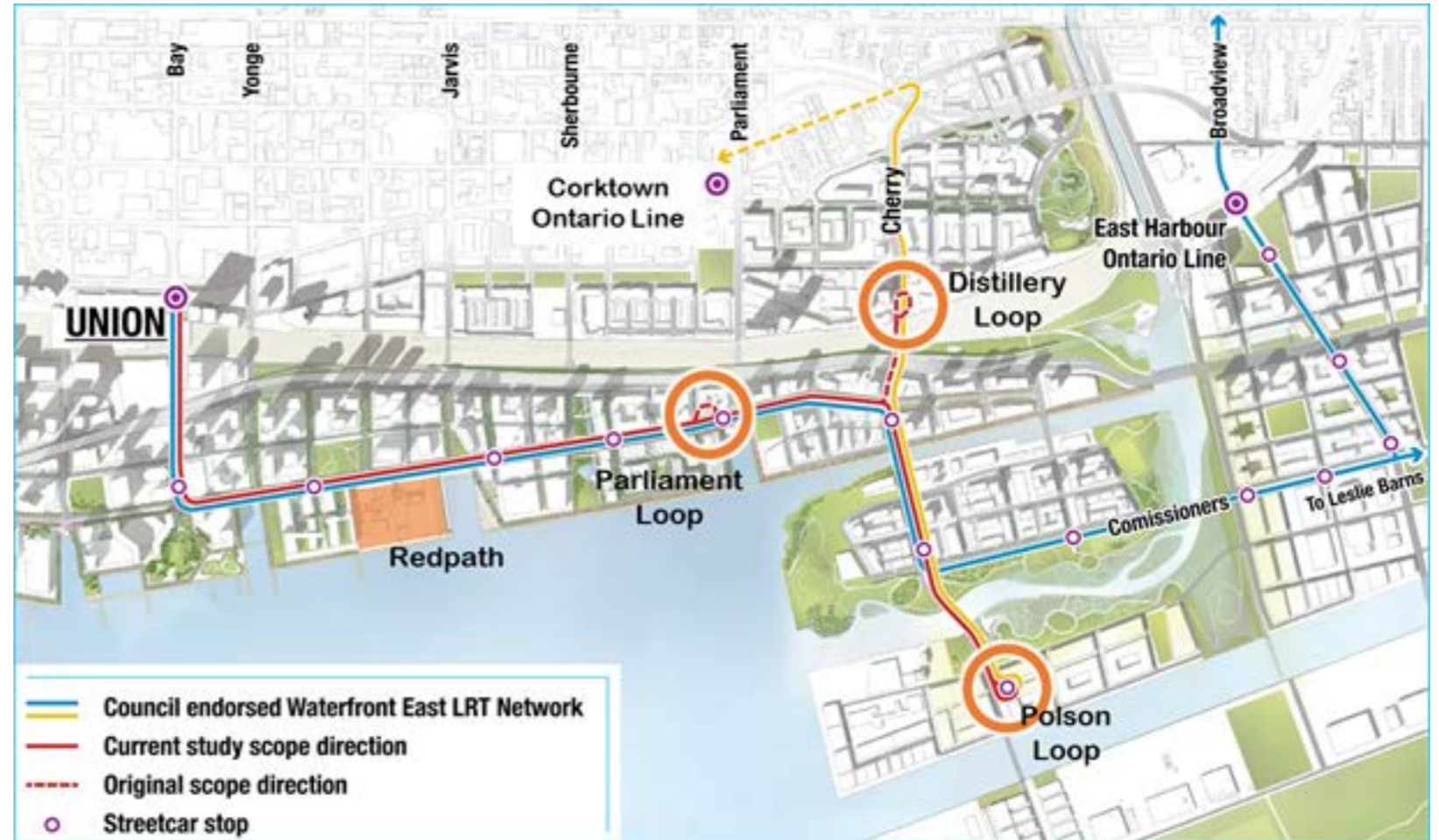
Update on Waterfront East Transit Expansion

The TTC continues to work with partners at the City of Toronto and Waterfront Toronto to advance the design of new Waterfront East streetcar facilities, including preliminary engineering and design, cost estimates, and a Transit Project Assessment Process report to update previous environmental assessment approvals. The phase one study scope now extends from Cherry Street and Distillery Loop to Cherry Street and Polson Street (as shown in the graphic on the right). The next round of public consultations on the project, completion of the Environmental Project Report for Council approval, and commencement of the 120-day Transit Project Assessment Process are all planned for fall 2021.

Vehicles Group

Canadian Urban Transit Research & Innovation Consortium (CUTRIC) keynote address

In mid June, both the Chair and I were pleased to give remarks at CUTRIC's 3rd Annual Low Carbon Smart Mobility Technology Conference.



CEO's commentary

The webinar focused on zero-emission transit technologies and smart mobility with the aim to educate and mobilize industry champions, policymakers, planners and integrators towards a zero-emissions future. This was an opportunity to speak about the TTC's Green Bus Technology Plan and our participation in the upcoming Automated Transit Shuttle Pilot Project with the City of Toronto and Metrolinx in the West Rouge neighbourhood.

Wheel-Trans Family of Services

In August, authorized Wheel-Trans sedan taxis will be granted access to designated and clearly marked bus bays at accessible TTC stations. Only approved, authorized sedan taxis with the affixed Wheel-Trans decal will be allowed entry. Currently, Wheel-Trans vehicles and accessible taxis are permitted access to bus bays. By allowing sedan taxis access to designated shared bus bays, more Wheel-Trans customers will have access to the TTC's conventional network, regardless of their method of travel. This initiative is part of the larger

Wheel-Trans trip-integration project and will allow customers flexibility and freedom of travel. Sedan Taxis provide approximately 15-to-18 per cent of all scheduled Wheel-Trans trips.

Wheel-Trans is committed to providing vehicles that best meet customer eligibility and needs as part of offering optimal Family of Services trip solutions.

Engineering, Construction and Expansion Group

Keele Station becomes the latest accessible station

The TTC recognizes and values the diversity of its riders. Several weeks ago, Keele Station became the latest station in the subway system to provide barrier-free access for persons with disabilities and seniors.

Keele Station has two brand new elevators that connect street level to the subway platforms. Keele is the 53rd subway station to become

accessible. Other station improvements added to make access easier include: accessible sliding doors, accessible fare gates that are PRESTO-enabled, as well as enhanced signage, wayfinding and security features.



CEO's commentary

This year, Easier Access construction is scheduled to start at nine more stations: Castle Frank, Christie, Glencairn, Greenwood, Lawrence, Museum, Rosedale, Spadina and Summerhill. Accessibility upgrades continue at this time at: Donlands, College, Sherbourne, Yorkdale and Lansdowne stations.

Our Easier Access Phase III project is scheduled to make the remaining subway stations accessible by 2025. There will be a number of reports before the Board in July to move us along towards that goal.

Safety and Environment Group

Workplace vaccine clinics

Within the organization, we've been very pleased with the pop-up COVID-19 vaccination clinics that have been held at various TTC properties to ensure our frontline transit workers received their first shot. Prior to these clinics, we knew that

almost 90 per cent of employees already qualified for vaccination because of age or address.

Over the last couple months, we have worked closely with hospitals and other health providers to set up pop-up vaccine clinics for our employees. So far, over 2,100 workers have been vaccinated at one of these clinics. On June 23, we held a first and second dose clinic at Danforth Division for all employees. We have another clinic coming up on July 2 at Mount Dennis Division and we'll continue to work with health providers to explore additional opportunities for pop-up clinics throughout the summer.

The next virtual Board meeting is set for July 7 and will be live-streamed on the Official TTC YouTube Channel, starting at 10 a.m.



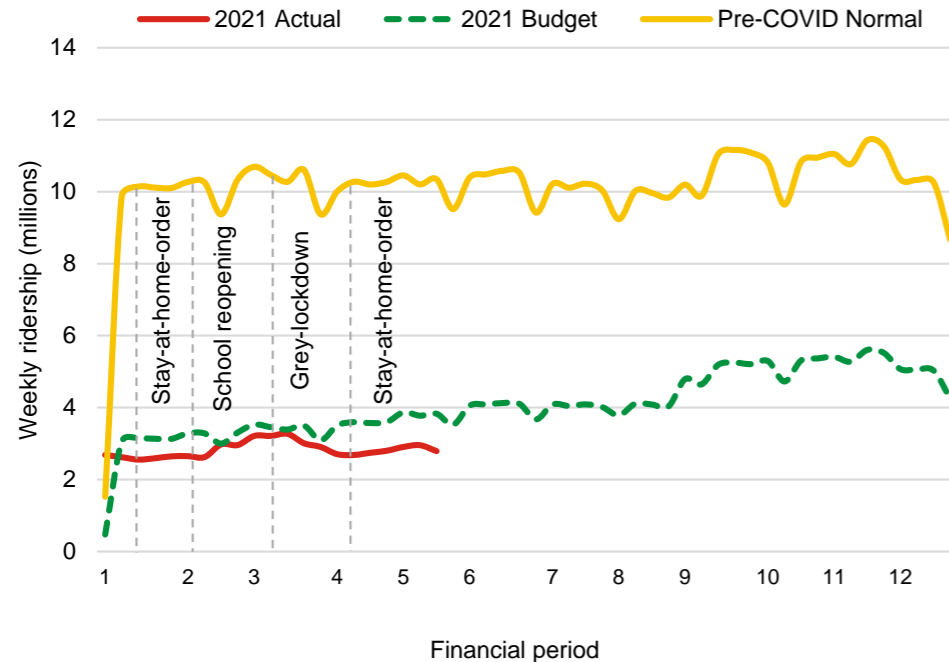
Richard J. Leary
Chief Executive Officer
July 2021





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 5 (May 2 to May 29, 2021) revenue rides totalled 11.452 million or 2.863 million per week, representing 28% of pre-COVID experience. Period 5 experience reflects a 3.7% increase from Period 4, which had 2.759 million rides per week and represented 27% of pre-COVID experience.

Analysis

Ontario issued a third stay-at-home order on April 8. Weekly revenue rides averaged 2.71 million at the start of the stay-at-home order and increased to 2.96 million at the end of May. The increase can be explained by more customers travelling on the system as vaccinations increased throughout this period.

During this period, the proportion of occasional customers (five to eight taps per week) and infrequent customers (one to four taps per week) increased by 1% from 78% to 79%, while the proportion of period pass customers dropped by 2% from 10% to 8%. In comparison, the proportion of infrequent and occasional customers represented approximately 68%

of all customers, while frequent and period pass customers represented 32% pre-COVID.

Period pass sales for June were 45,872, representing 23% of pre-COVID experience. In comparison to May period pass sales, there was an additional 1,259 period passes sold for June. The largest increase was observed in the adult and post-secondary group (1,199), followed by seniors (47) and youth (13).

Action

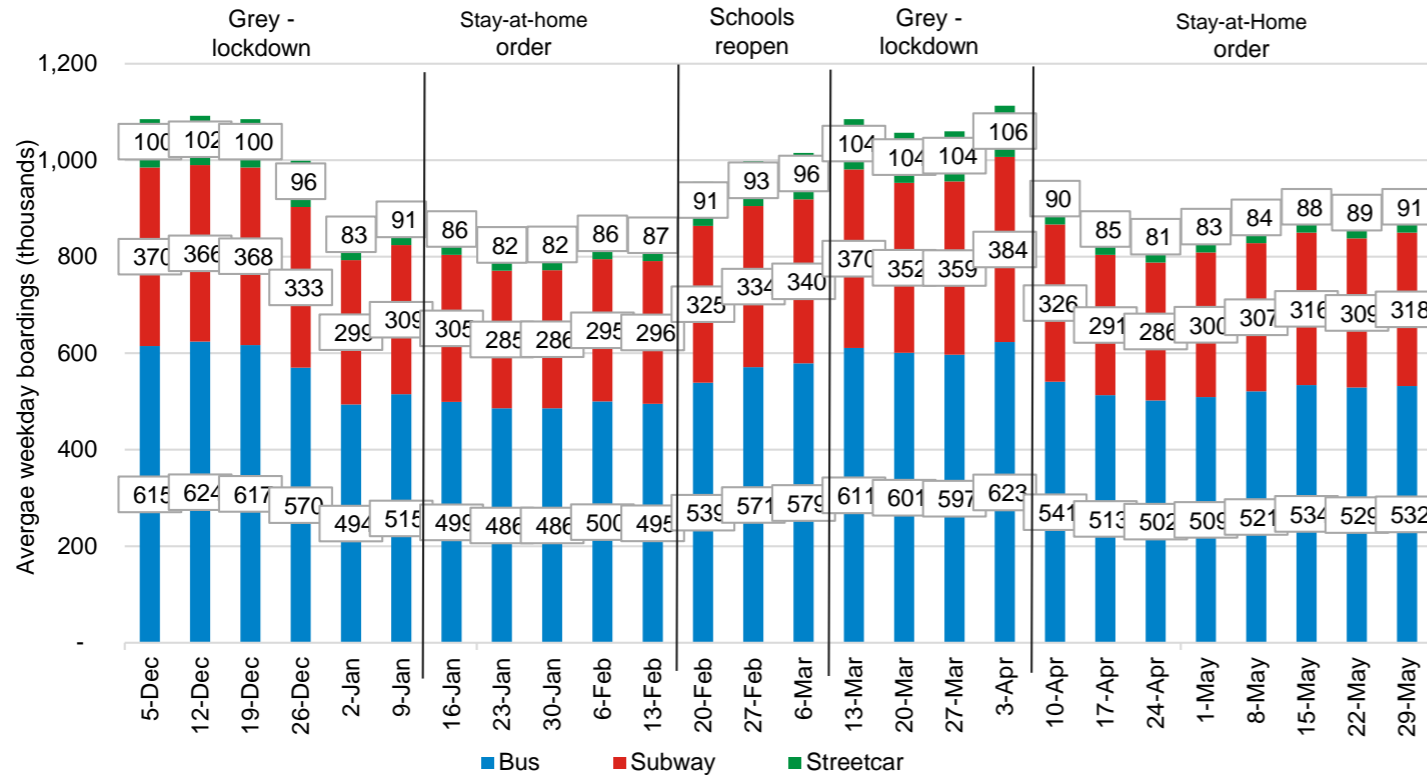
A customer communications campaign is planned. The first phase focuses on safety measures in place, including cleaning and sanitizing, mandatory masks, hand sanitizer, enhanced service on busy routes and improved station management to support customer comfort and awareness of safe travel on transit. The second phase focuses on welcoming customers back to the system by highlighting popular city destinations as the economy reopens. Launch dates for campaigns are not set as of yet, but we hope to promote phase 1 this summer and phase 2 in early fall.





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 incrementally through May. The total of 941,000 boardings represents about 29% of pre-COVID demand.

Analysis

Demand for all services has increased by 8% since the beginning of the Stay-At-Home order. We have seen similar increases though other stages of lockdown.

Bus continues to be the busiest of all modes with the greatest share of pre-COVID ridership. Average weekday boardings were 532,000 (39% of pre-COVID). 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.

Subway and streetcar boardings remain at 21%-26% of pre-COVID levels, but grew the most in relative terms in May indicating an increase in discretionary trips in the core.

Action

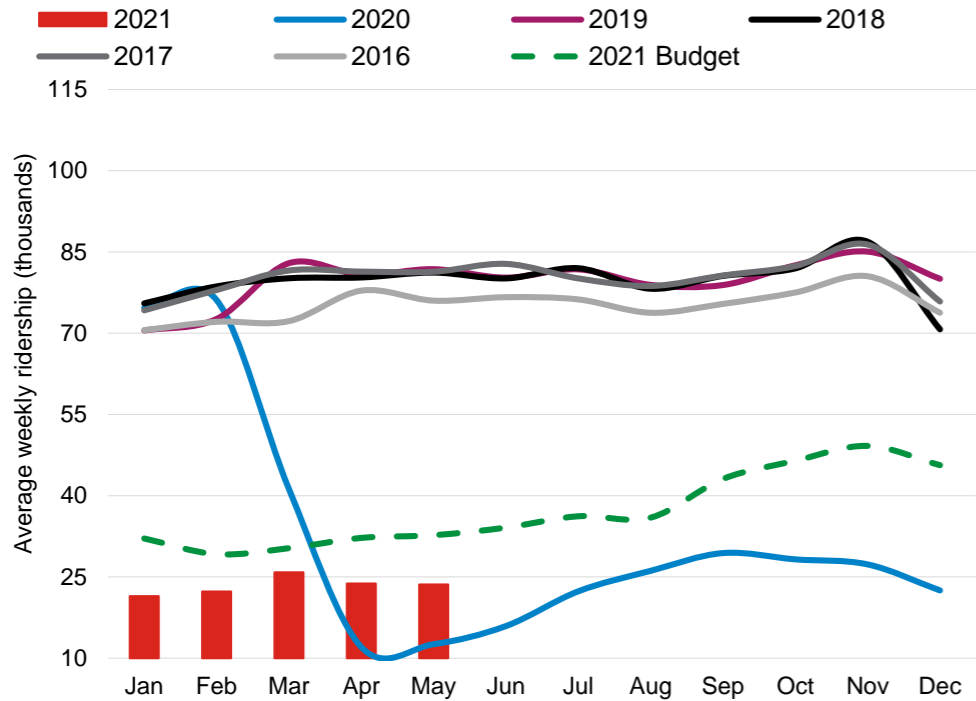
We continue to operate a demand-responsive service plan as outlined in the 2021 Annual Service Plan, and monitor ridership daily. The Provincial step one re-opening on June 11 is showing ridership increases and step two is expected to follow.





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

Wheel-Trans trips in Period 5 (May 2 - May 29, 2021) totalled 94,477 or 23,619 trips per week. This figure is 27.8% lower than the budgeted 32,690 trips per week.

Year-to-date ridership is 47.4% lower compared to the same period in 2020, and is currently 24.8% (165.2k) under the year-to-date 2021 budget.

Analysis

With a stay-at-home order in place throughout May, Wheel-Trans experienced lower than expected ridership. The largest impact has been on weekends with customers continuing with essential medical trips on weekdays.

Action

With steps one and two of the Province's reopening roadmap beginning in June and vaccination rates continuing to increase, ridership is anticipated to climb closer to budget. Ridership will be continuously

monitored over the coming months for recovery trends.

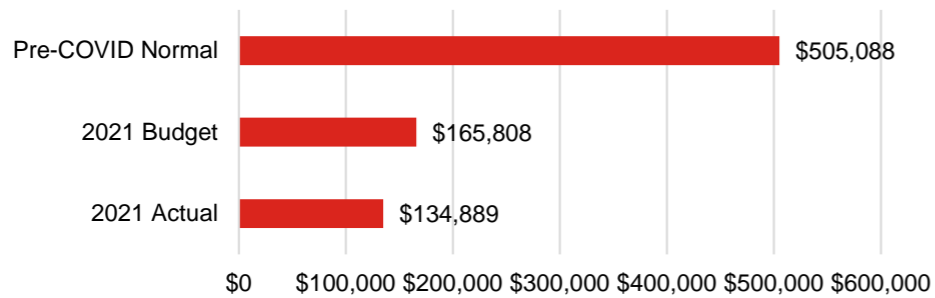
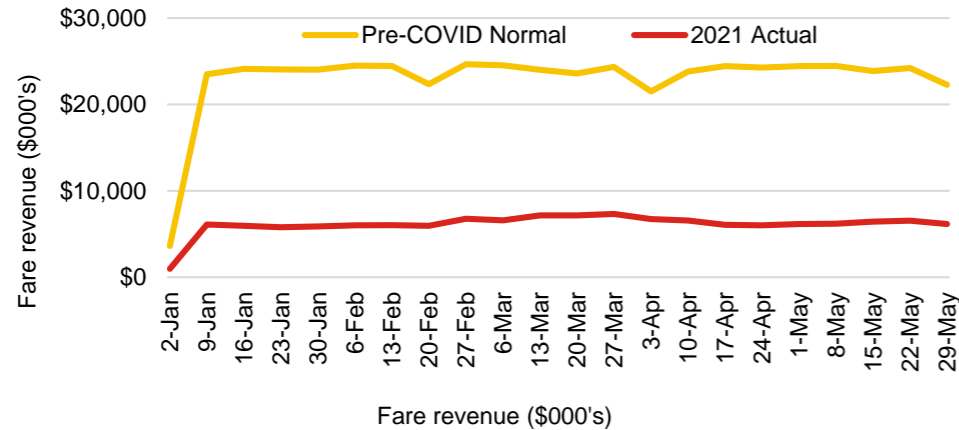
We remain focused on ensuring all essential trips are provided to customers in the safest possible manner. Solo rides (one customer per vehicle) and other safety measures, with guidance from Toronto Public Health, are the priority for service to keep customers and employees safe.





Financial

Fare revenue



Definition
Revenue generated through fares.

Results

Period 5 (May 2 to May 29, 2021) fare revenue was \$25.986 million. This is \$8.038 million, or 23.6% below budgeted fare revenue for Period 5, representing 27% of pre-COVID experience. Weekly fare revenue in Period 5 was \$6.496 million, which represents an 8% increase over Period 4 weekly revenues of \$6.033 million.

On a year-to-date basis, fare revenue was approximately \$134.899 million, which is \$30.919 million below budget or 27% of pre-COVID experience.

Analysis

The Period 5 revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$23.5 million from PRESTO —representing a PRESTO adoption rate of 91.3% —and \$2.5 million from other media.

Period 5 revenue reflected the following fare concession profile: 84.3% adult, 6.9%

senior, 5.2% post-secondary, 3.4% 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.

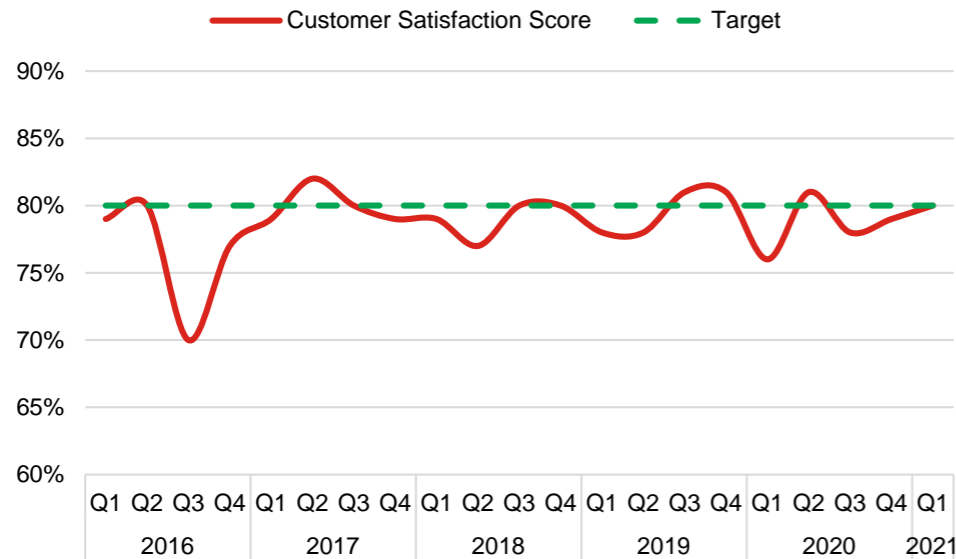
To date, the impact of fare revenue trending below the level budgeted in the 2021 Operating Budget has been offset by under-expenditures. As ridership is expected to begin to return through the fall, fare revenue is expected to reach budgeted levels by Q4 2021.





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 Q1 2021, 80% of customers reported high levels of satisfaction with TTC services.

Analysis

The satisfaction score in Q1 represents an increase from Q4 (79%) and the same time last year (76%). Frequent customers are slightly more satisfied than occasional customers — 81% compared to 79%, respectively. Overall, customer satisfaction has remained relatively stable during the pandemic.

Satisfaction is consistent with last quarter for most elements of the customer journey (wait time, trip duration, comfort of ride, etc.), with the exception of customers being more satisfied this quarter with the level of crowding on vehicles across all modes.

Satisfaction with the safety measures implemented to protect customers has also increased this quarter (Q1: 73%, Q4: 68%). Cleanliness continues to be a top driver of satisfaction.

Customers are also reporting higher levels of pride in the TTC, with 70% expressing agreement that they are proud of the TTC and what it means to Toronto — up from 59% last quarter and 50% the same time last year.

Action

We will continue with enhanced cleaning and disinfection of all public places, stations and vehicles to keep customers and employees safe. Marketing plans will focus on the safety of TTC services as customers return.

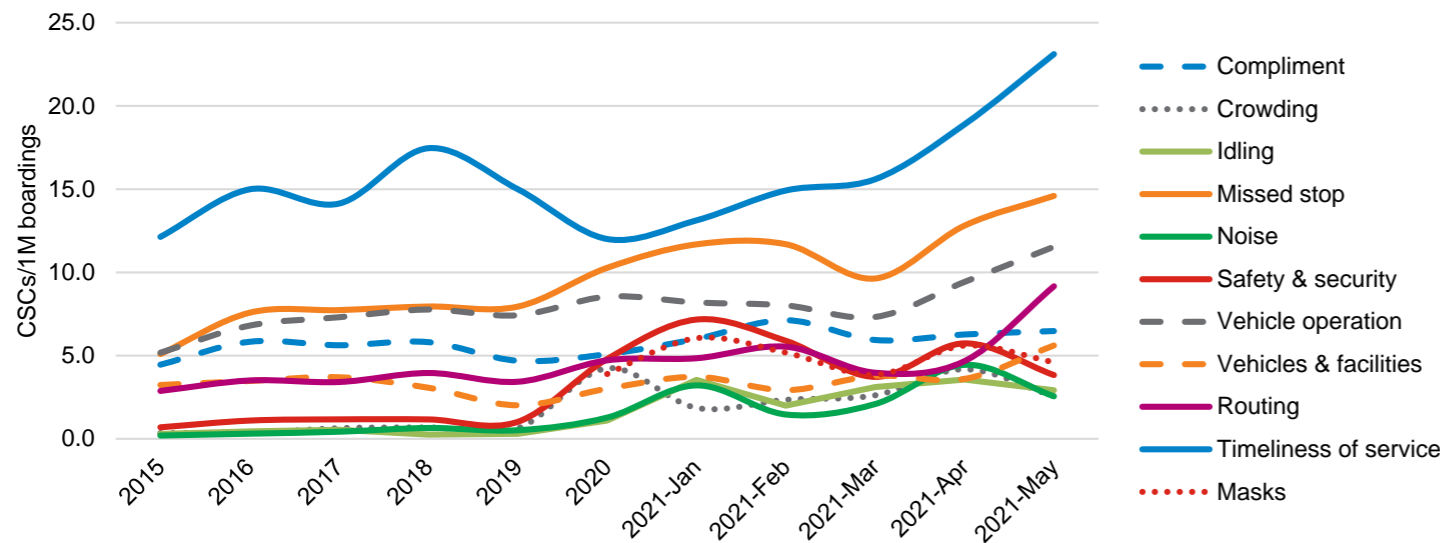




Customer experience

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 (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, email and Twitter. Input is routed through the organization in order to acknowledge and respond to individual customers.



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 May, CSCs per one million boardings increased by 8% compared to April. The actual number of incidents increased by 6% while total boardings decreased by 2% month-over-month as a result of the extended stay-at-home order.

Analysis

The top four CSC categories for May were Timeliness of service, Missed stops, Vehicle operation and Routing. This month we have 11 categories in the top 10 as the Crowding and Noise categories are tied.

Noise-related CSCs peaked last month, but declined significantly in May by 40% due to reduced precipitation and preventative rail maintenance.

CSCs related to Timeliness of Service increased significantly (22%), as did concerns over Missed stops (14%) and Vehicle operation (22%). Routing has shown a significant increase in complaints — up 96% compared to March. Many Routing CSCs are related to recent changes to routes and the removal of some stops. Significant construction (at ground level and overhead) have also contributed to these increases.

Masks, Safety & security and Crowding CSCs decreased by 18%, 33% and 40%, respectively this month.

Commentary continued on next page





Customer experience

Customer service communications

Cleanliness communications remained stable below the 2020 average and outside of the top ten. Decreases in safety-related CSCs indicates growing customer confidence in taking the TTC as Toronto begins to reopen.

Customer compliments per million boardings increased slightly in May.

Action

Service reliability (pages 16-20)

- Deliver CSC analytics into on-time performance working group.
- Routes experiencing reliability issues have been examined. Construction and overhead work has been identified as a root cause for unreliability for a high number of CSC's, particularly on streetcar service, and will normalize as projects wrap up.
- Remaining routes of concern will have schedule adjustments to better align with current and projected conditions over coming board periods.
- The 2021 Annual Service Plan identifies a number of actions to improve customer experience on the TTC. These include actions to address new or changing travel patterns based on emerging demand, to improve service reliability and prioritize surface transit. All routing changes have been developed in close consultation with community stakeholders and are aimed at moving people more efficiently on transit by improving reliability, speed and capacity.

Crowding (page 29)

- Continue to operate demand-responsive service plan.

Safety & security (pages 23-26).

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

Masks (page 28)

- Continue to distribute free masks to customers and communicate proper mask use.

Compliments

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

Customer compliment:

"I entered the station with my son and his stroller and a TTC employee came to check if I needed help for directions and he did assist me. Then he offered help with my stroller and when I said yes he kindly carried it to the train in a friendly nice respectful way, appreciate his assistance."

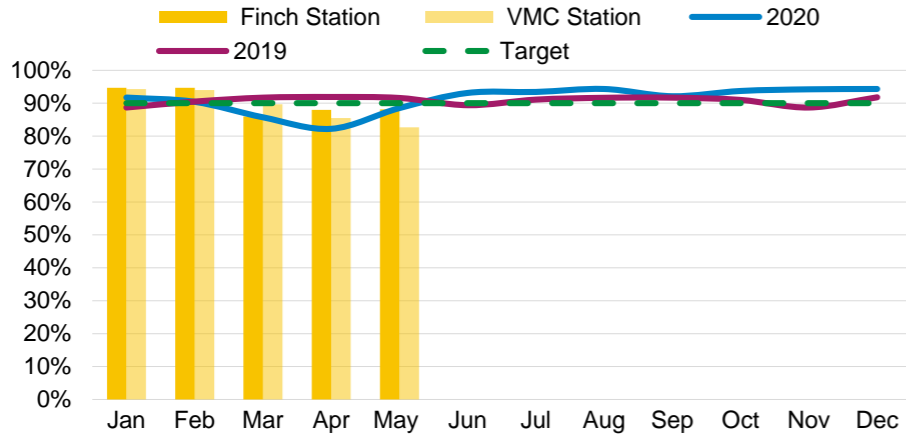




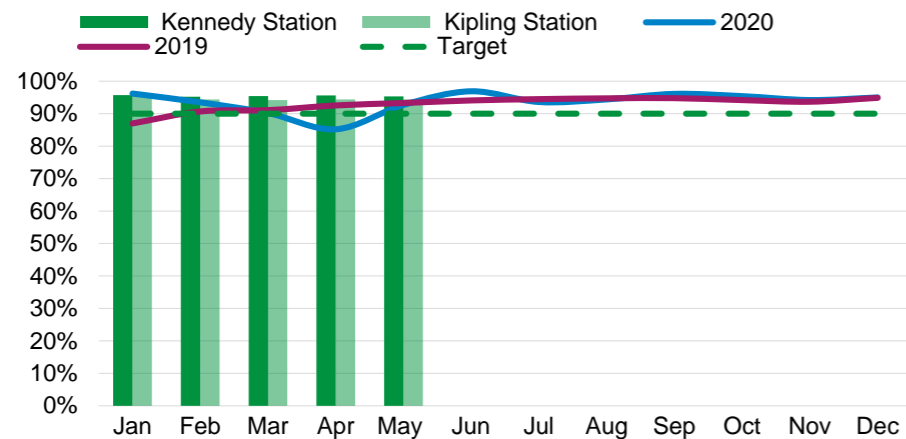
Customer experience

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: OTP was 85.5% in May. This represents a slight decrease from last month (86.8%), and from the same time last year (88.5%). Our target of 90% was not met.

Line 2: OTP was 94.8% in May. This represents a slight decrease from last month (95.0%), but an increase from the same time last year (92.7%). Our target of 90% has been met for the past 13 months.

Line 3: OTP was 96.8% in May. This represents a slight decrease from last month (97.2%), but an increase from the same time last year (96.2%). Our target of 90% has been met for the past seven months.

Line 4: OTP was 99.2% in May. Our target of 90% was met.

Analysis

Line 1: From May 17 to 26, the portion of Line 1 between St George and St Andrew stations was closed for important tunnel and subway infrastructure improvements, asbestos abatement and station cleaning. While this extended closure allowed the TTC to take advantage of reduced ridership during the pandemic and carry out vital state-of-good-repair work, it negatively impacted OTP. Excluding this closure, the overall average OTP for Line 1 was 89.7%.

Comparing May to April, there was a 16.0% decrease in total delay minutes. This improvement is mainly attributed to a decrease in subway transportation and subway infrastructure staff-related delays.

Line 2: Comparing May to April, there was a 18.4% increase in total delay minutes. This increase is mainly attributed to customer and security-related delays.

Commentary continued on next page

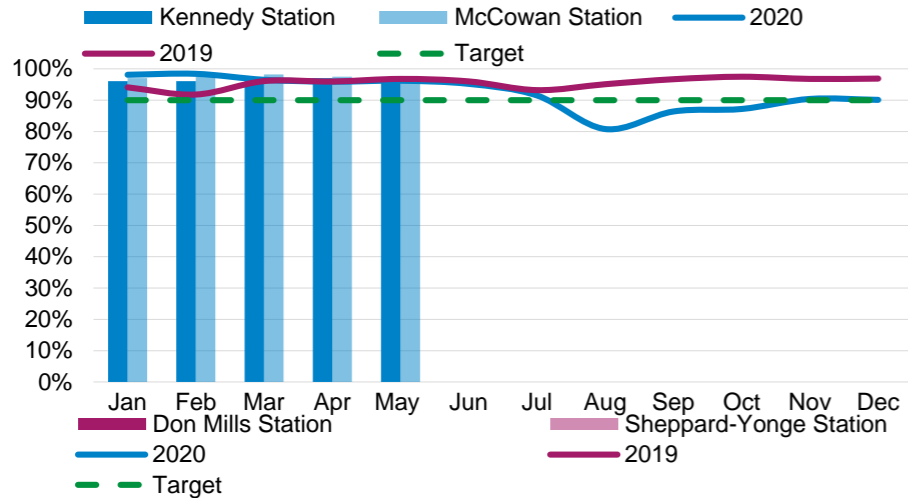




Customer experience

On-time performance (OTP) – Subway

3



Line 3: There was a 90% increase in total delay minutes — from 320 minutes in April to 608 minutes in May. This increase is mainly attributed to subway infrastructure equipment and customer injury-related delays.

Line 4: Comparing May to April, there was a 10.6% decrease in total delay minutes.

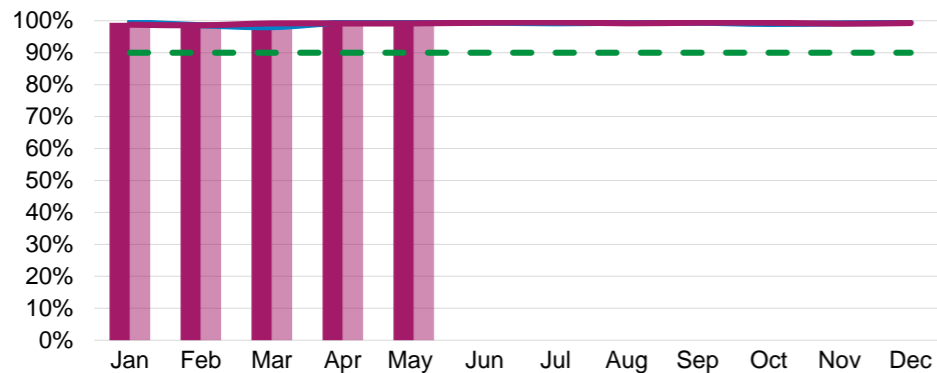
This improvement is mainly attributed to a decrease in subway infrastructure equipment-related delays.

Action

We completed a weekend closure (June 12-13) on Line 1 between Finch and St Clair stations to accommodate work on the Eglinton Crosstown Light Rail Transit construction project. The TTC took advantage of this closure to conduct work on the Automatic Train Control signal system, rail maintenance and asbestos removal.

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

4



Definition

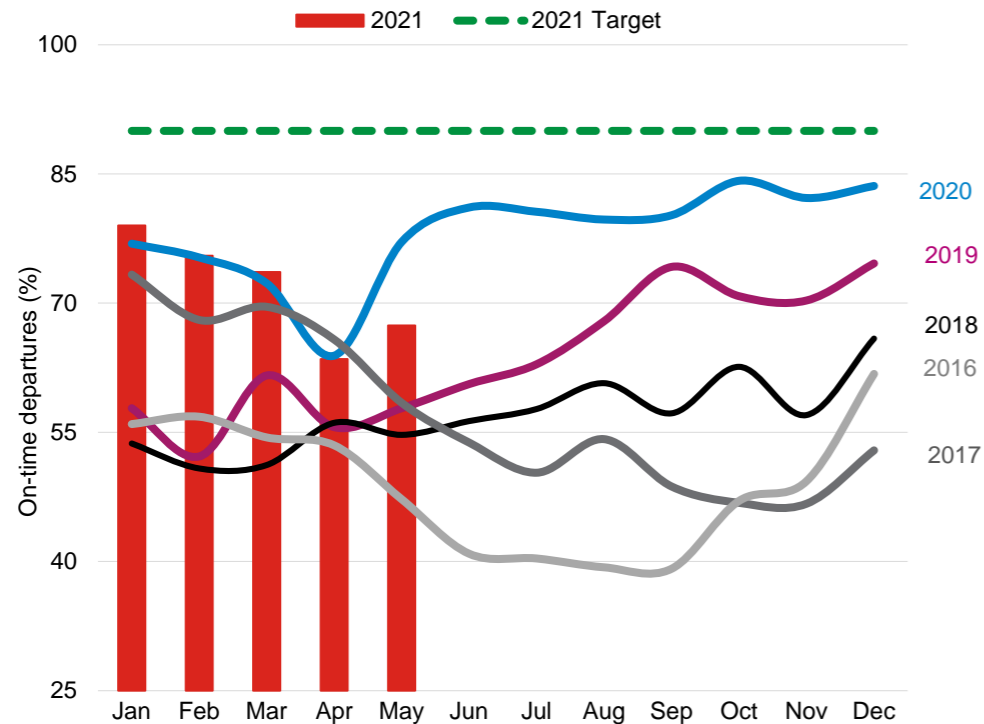
Headway (amount of time between train arrivals at a station) adherence of all service trains at end terminals. Data represents weekday service. To be on time a train must be within 1.5 times of its scheduled headway.





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 May was 67.4%, which represents an increase compared to April (63.5%) and a decrease over the same time last year (77.1%). Our target of 90% was not met.

Analysis

Performance improved week-over-week throughout the period, from a low of 60.6% in week 19 to a high of 70.4% in week 22.

The 506 Carlton had the lowest performance of the period (53.3%) — mainly due to the large sinkhole that developed in March. The 505 Dundas performed well the first week of the period (82.5%), but then dropped significantly for the rest of the period (45.2%) with the start of the May Board Period. The May Board Period saw the introduction of a construction schedule on this route due to watermain replacement on Broadview Avenue. This work requires streetcars to turn back westbound before Broadview Station. The westbound departures are challenging. The 501 Queen (bus: 55.8%; streetcar 75.9%) and 504 King (bus: 30.9%; streetcar: 83.9%) continued to experience performance challenges with bus branches, which are required due to construction projects. The performance of the streetcar branch of the

501 Queen also fell this period compared to April (75.9%, down from 92.1%), largely due to a construction-related routing change with the start of the May Board Period. 501 Queen streetcars are sharing Charlotte Loop with 503 Kingston Rd streetcars as a west end terminal.

The following planned diversions also had a negative impact on performance:

- 512 St Clair turned back westbound at St Clair West Station on the May 8 weekend.
- Rail clip replacement in the Spadina tunnel negatively impacted the 510 Spadina performance on the May 15 weekend.
- Harbourfront tunnel inspection on May 29 required 509 Harbourfront replacement buses and the 510 Spadina to turn back at Spadina Avenue and Queens Quay.

Action

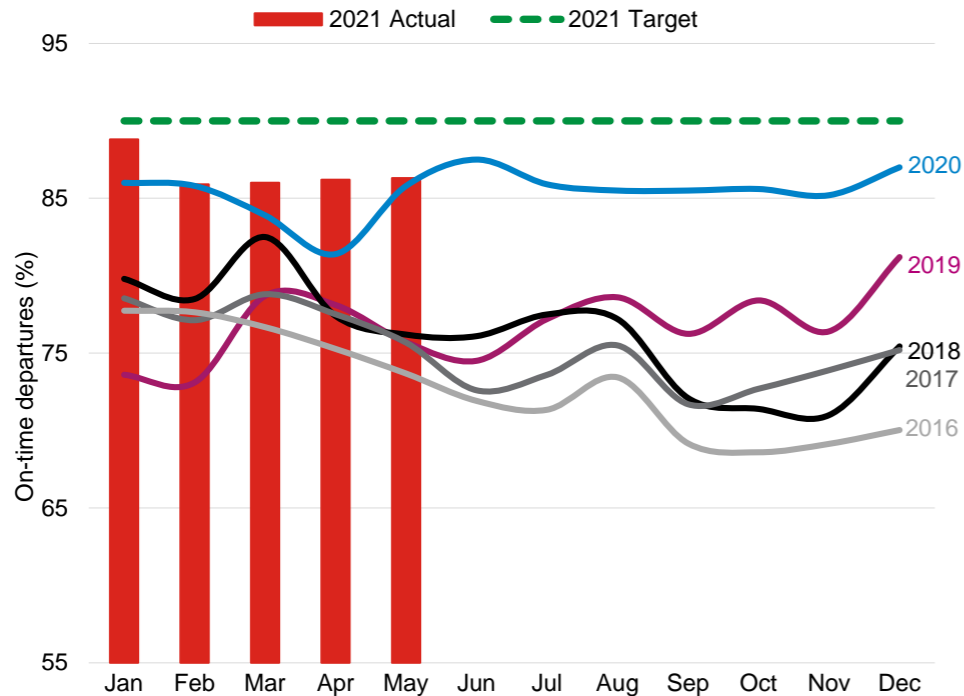
Construction will have a significant impact on performance for the remainder of the year. Planning and analysis work is underway for September. Several schedules and route configurations are under review for September and the fall periods. This work includes reviewing end terminal locations and adjusting where possible.





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 May was 86.2%, which represents a slight decrease compared to April (86.3%), but an increase over the same time last year (85.8%). Our target of 90% was not met.

Analysis

Performance improved week-over-week throughout the period, from a low of 84.7% in week 19 to a high of 87.2% in week 22. When compared to April, the percentage of early trips (4.1%) and late trips (6.5%) increased slightly (4.0% and 5.9% in April, respectively), while the percentage of missed trips (3.2%) decreased slightly (3.9% in April).

As performance increased through each week of the period, bus service cancellation hours decreased. The number of cancelled service hours for bus reached a year-to-date high in the first week of the period, which had the highest percentage of missed trips and lowest OTP.

The bus network's top 15 busiest routes combined for an 83.3% performance figure for the period, a small increase over April

(83.1%). Of the top 15 routes, the 29 Dufferin had the lowest score (71.8%). Express routes combined for an 84.5% performance figure for the period, a small increase over April (83.8%). When reviewing performance network-wide, the highest ridership routes (by number of trips), which make up the top 20% of all network trips, scored 83.1%. The lowest ridership routes, which make up the bottom 20% of all network trips, scored 85.0% for the period. The middle group of routes, which make up half of the total routes, performed at an 87.7% level for the period. Overall, about one-third of all bus routes operated at a performance level meeting or exceeding the 90% OTP target in May.

Action

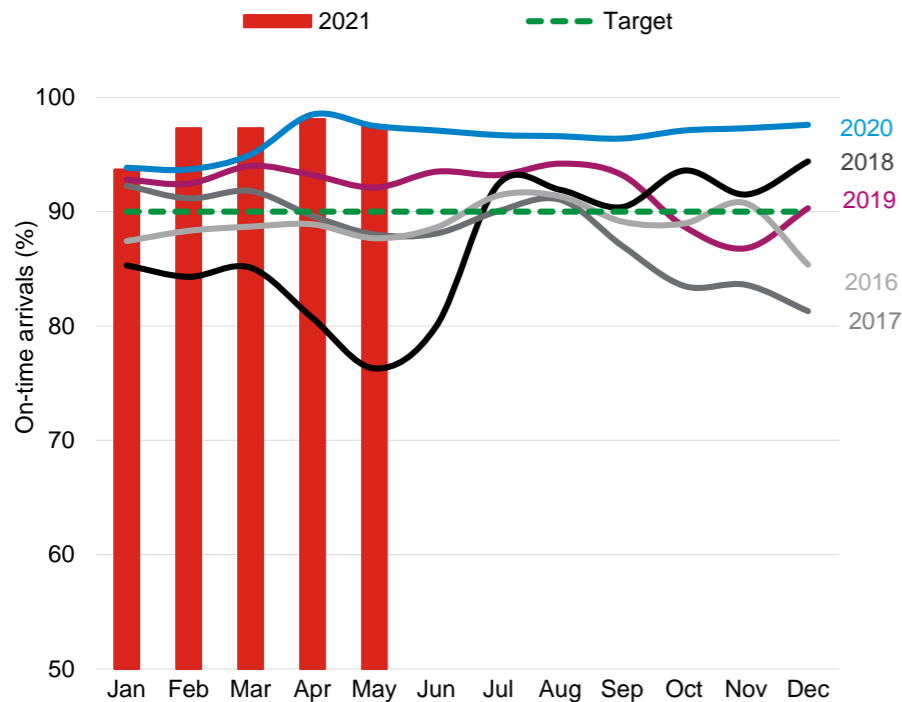
Reviews of schedules and end terminals continue, with numerous routes to receive service reliability schedule changes for September. Network-wide end terminal review work is also well underway. This work includes reviewing end terminal locations and adjusting these where possible.





Customer experience

On-time performance (OTP) – Wheel-Trans



Results

OTP in May was 97.5%. This result represents a slight decrease from April (98.1%) and is consistent with the same time last year (97.5%)

Analysis

Wheel-Trains OTP has remained above our target of 90% for the past 18 months.

Action

We continue to strive to maintain high OTP in order to ensure that customers are not waiting beyond their scheduled pickup time. We remain focused on the safety of employees and customers.

Definition

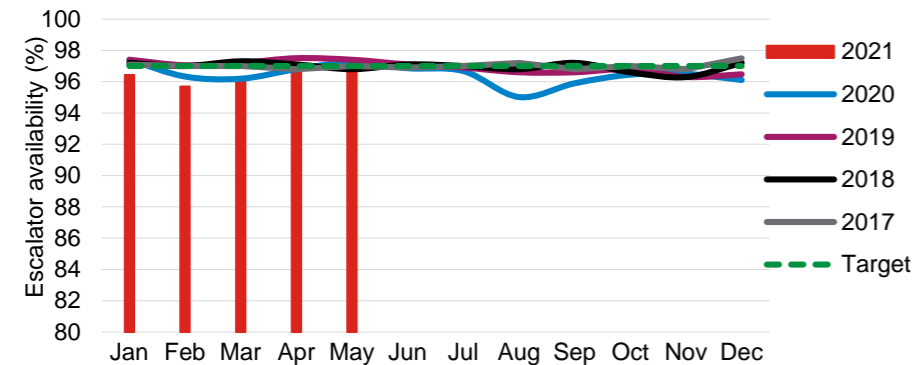
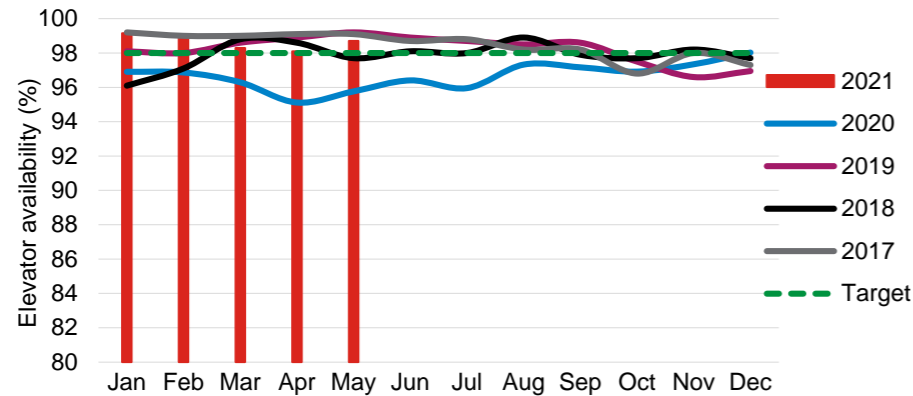
On-time performance of all trips conducted by Wheel-Trans buses. To be on time, the bus must arrive within 20 minutes of its scheduled arrival.





Customer experience

Accessibility – Elevator and escalator availability



Definition

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

Results

Elevator availability in May was 98.7%, meeting our target of 98%.

Escalator availability in May was 96.8%, below our target of 97%.

Analysis

Elevator maintenance was completed as planned and scheduled.

The escalator at Lansdowne Station between the concourse and Lansdowne Avenue East remained off until May 17. The station's main entrance was closed to accommodate installation of elevators as part of the Easier Access program to make the station accessible.

Two escalators serving the south-east entrance of Dupont Station were removed from service to perform end-of-life overhauls. Normally, we will only overhaul one station escalator at a time. However, Dupont's south-east entrance is an anomaly

due to space restrictions and the size of the escalators. Both escalators must be overhauled at the same time to maintain safe pathways for customers and to maintain safe work spaces for technicians. Having an additional escalator out of service will significantly impact performance until fall of 2021.

Action

The Lansdowne Station escalator is back in-service.

Plans have been implemented to accelerate the overhaul of escalators at Dupont Station and to return them to service by November 2021.

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





Mary Madigan-Lee
Chief People Officer

Keisha Campbell
Chief Diversity & Culture Officer

People and diversity

New Fare Inspector & Special Constable Complaints (FISCC) Office

The TTC's 10-Point Action Plan on Diversity and Inclusion highlights our commitment to a more inclusive transit system. Following through on its promises in the action plan, the TTC launched its new Fare Inspector and Special Constable Complaints (FISCC) Office on June 30. This office will help ensure all complaints regarding TTC Fare Inspectors and Special Constables are handled fairly, impartially and in a timely manner.

Guided by the principles of equity, integrity, transparency and accountability, the FISCC Office will investigate concerns about TTC Fare Inspectors and Special Constables, as well as the policies and services of the Revenue Protection or Special Constable Service departments. The FISCC Office reports to TTC's Chief Diversity and Culture Officer under the TTC's Human Rights and Investigations Department, and will operate independently from other TTC departments and staff.

The FISCC Office will be led by Denise Crawford. Denise has worked in various public sector roles over the past 12 years, operating within the diversity and inclusion space. A new team of investigators have also joined the FISCC office, leveraging specialized training and a diversity and human rights lens in their work.

Any individual may submit a complaint to the FISCC office by phone, e-mail, letter mail or in-person. The updated public complaints procedures process has undergone internal and external expert stakeholder review, and will continue to be updated following future public consultations. The TTC strives to meet the needs of the diverse communities that it serves.

More information about the FISCC Office can be found on ttc.ca.

Welcoming back summer students

Due to the COVID-19 pandemic, the TTC suspended its summer student program in December 2020. Recently, the program was relaunched with a diverse cohort of students. The

Talent Management team reached out to more than 21 organizations, including Toronto Community Housing, Miziwe Biik, Indigenous Affairs, Youth Employment Partnerships (YEP), and Confronting Anti-Black Racism (CABR) and The 519, among others. These community partners support underrepresented communities and were leveraged to fill 190 positions over 12 job types, including Janitors, Electrical Helpers, Landscapers, Carhouse Helpers, and Administrative Clerks.

Applicants for these positions were given the opportunity to complete a demographic survey. Of those who applied: 35% identified as female, 86% identified their race or ethnicity as not white (European descent) and 9% identified as gender non-binary.

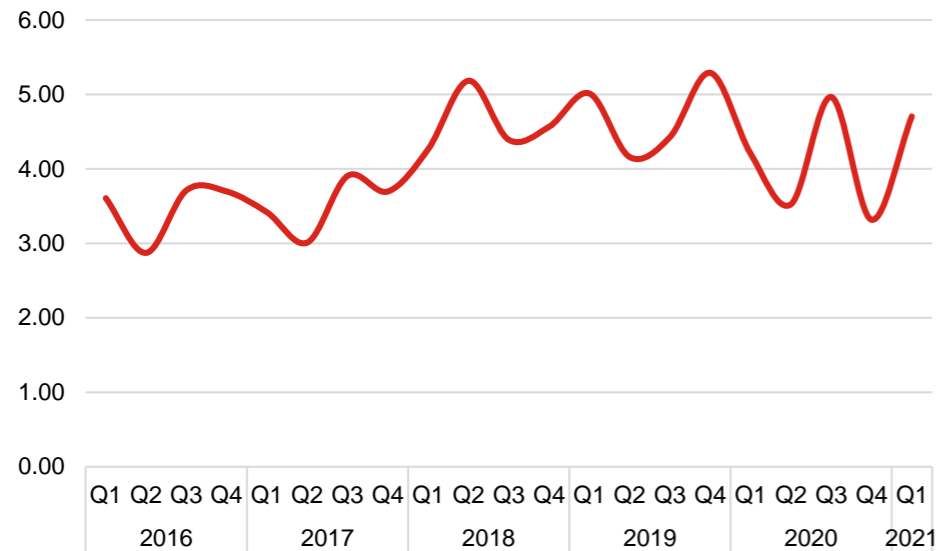
The TTC is excited to welcome the 2021 summer students.





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 Q1 2021 was 4.7 injuries per 100 employees — an increase from Q4 (3.3) and the same period last year (4.2). The LTIR for Q4 was 14% higher than the four-quarter average. Moreover, there has been an upward trend in the LTIR since 2015.

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. The training sessions have been deferred to winter 2021 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.

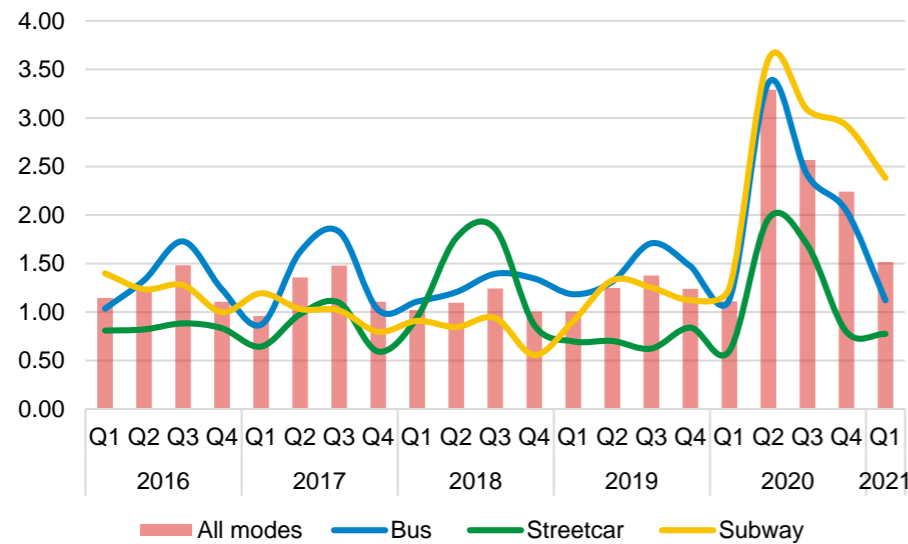
Note: Q2 2021 data will be available in the September 2021 CEO's Report.





Safety and security

Customer injury incidents rate (CIIR)



Definition
Number of customer injury incidents per one million boardings.

Results

The CIIR in Q1 2021 was 1.5 injury incidents per one million vehicle boardings — a decrease from Q4 (2.2) and an increase from the same period last year (1.1). The CIIR for Q1 was 37% lower than the four-quarter average rate of 2.4 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 the overall TTC ridership as a result of the COVID-19 pandemic and state-of-emergency declaration.

The decrease in the CIIR over the last three quarters 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, which include messaging to promote customer safety and safe vehicle operation. For example, social media channels included messages reminding customers to watch their step when boarding or exiting TTC vehicles to avoid slips, trips and falls.

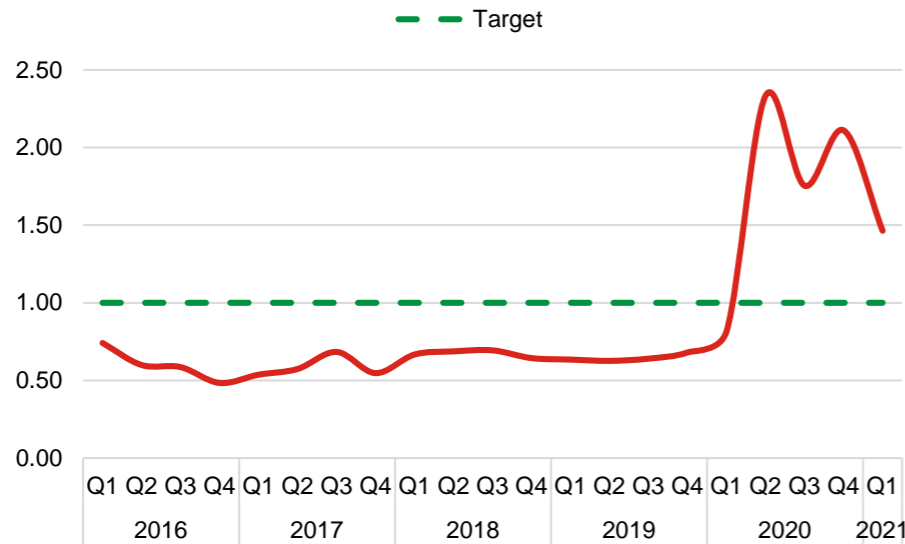
Note: Q2 2021 data will be available in the September 2021 CEO’s Report.





Safety and security

Offences against customers



Definition
Number of offences against customers per one million boardings.

Results

In Q1, the number of offences against customers per one million boardings was 1.46. This is a 31% decrease from Q4 and a 79% increase from the same time last year.

Analysis

Q1 saw an improvement in the rate of offences against customers per one million boardings compared to Q4 due to both the reduction in overall offences and the increase in customer boardings this period. The number of offences decreased 34% compared to the previous quarter — 109 compared to 167 offences, respectively. The greatest decrease was in assaults — 111 in Q4 compared to 71 in Q1.

Action

The TTC's Community Engagement Unit (CEU) continues to focus on the needs of customers who are underhoused and/or experiencing 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 of Toronto 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 443 engagements with customers: 64 were provided food and transportation services, 35 requesting shelter space were accommodated (13 were not due to space not being available) and 315 refused services or help.

In addition to this program, we have implemented a number of strategies, including:

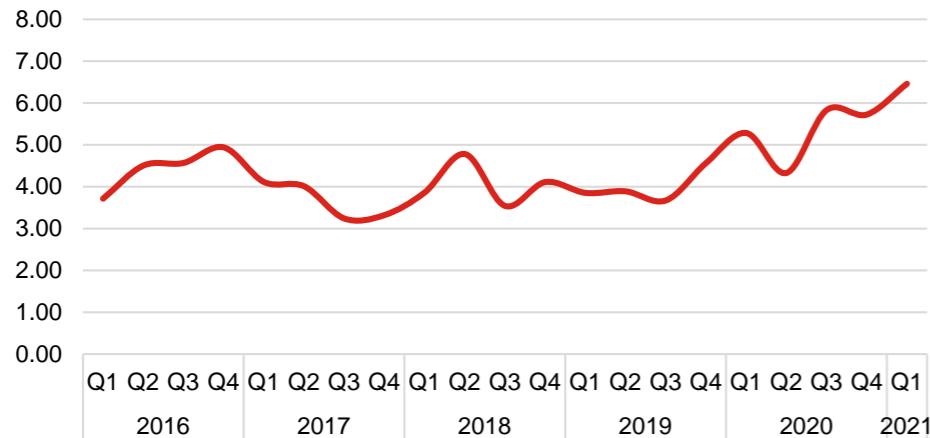
- Enlisting the assistance of TPS patrol to attend highly impacted stations and routes.
- Organizing and participating in mask distribution campaigns.





Safety and security

Offences against employees



Definition

Number of offences against employees per 100 employees.

Results

In Q1 2021, the number of offences against employees per 100 employees was 6.46. This represents a 12.9% increase from Q4 2020 and a 22.3% increase compared to Q1 2020.

Analysis

The total number of offences against employees increased in Q1 2021 compared to Q4 2020 — 243 offences and 209 offences, respectively. The majority of these offences were assaults or threats of assault against employees, which have increased during the pandemic.

Action

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

We are in ongoing discussions with the City and Toronto Police Services to see how we can work together to better support our employees. Police Officers are being asked to increase their presence on TTC properties and vehicles where possible.

Most recently, we have assembled an internal, cross-sectional working group tasked with creating a 10-point action plan.

Frontline operations training includes de-escalation techniques and covers disengaging during confrontations, effective communication and assisting customers experiencing mental health issues. Next month, we are targeting Operators with a de-escalation safety campaign.

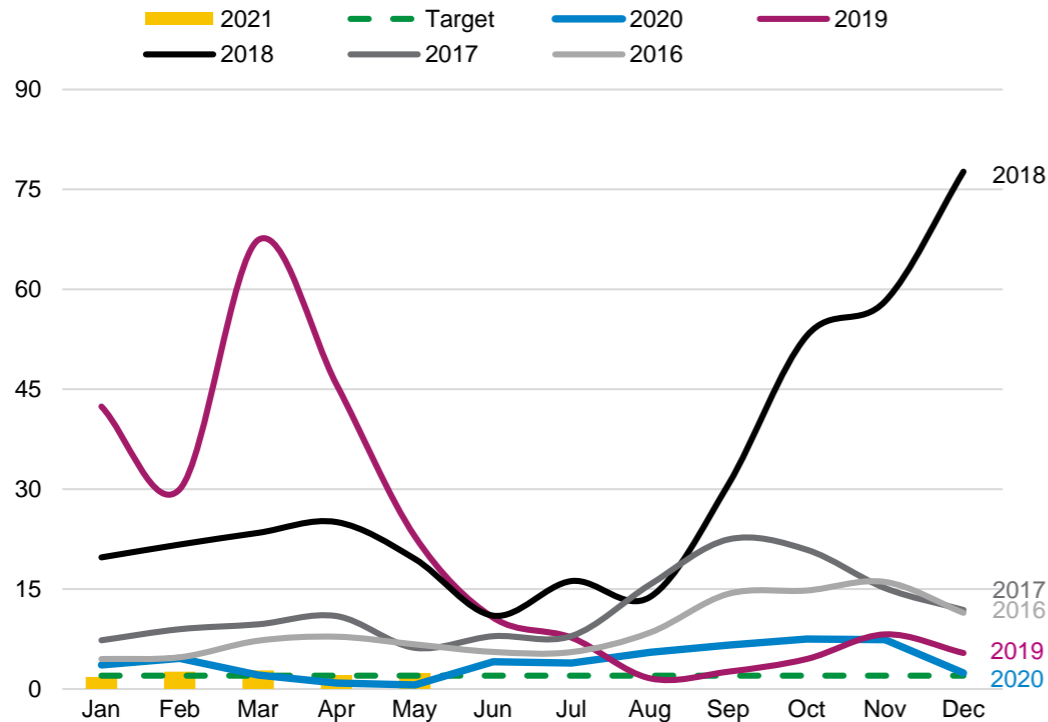
Finally, the TTC is producing a communications campaign reinforcing this message to everyone who rides the system.





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 May, the average Wheel-Trans contact centre wait time was 2.4 minutes. This is higher than the 2.1 minute average in April, and slightly above our target of 2 minutes.

Analysis

Since April, COVID-19 cases have been consistently decreasing resulting in an increase in customer activity and call volumes. As vaccination rates increase and the Province moves forward with its reopening plans, we expect call volumes to continue to rise with workforce levels being adjusted to match the demand as required.

Action

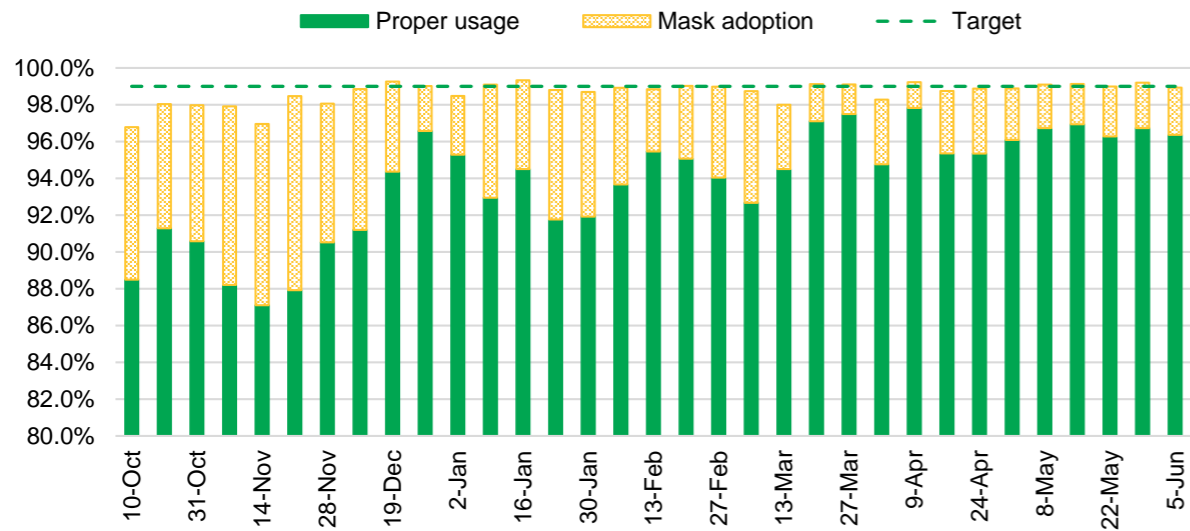
We will continue to actively monitor call volumes and trends as the city re-opens. We have been forecasting our staffing levels weekly and will ensure contingency plans appropriately account for sudden spikes in the queue. Collaborative efforts with our overflow provider, TELUS, will continue to be an important tool in addressing ongoing changes in demand.





Hot topics

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

For the week ending June 4, 99% of customers were wearing masks and 96% were wearing masks properly over nose, mouth and chin (mask compliance).

36,600 customer mask observations were made at 26 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

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

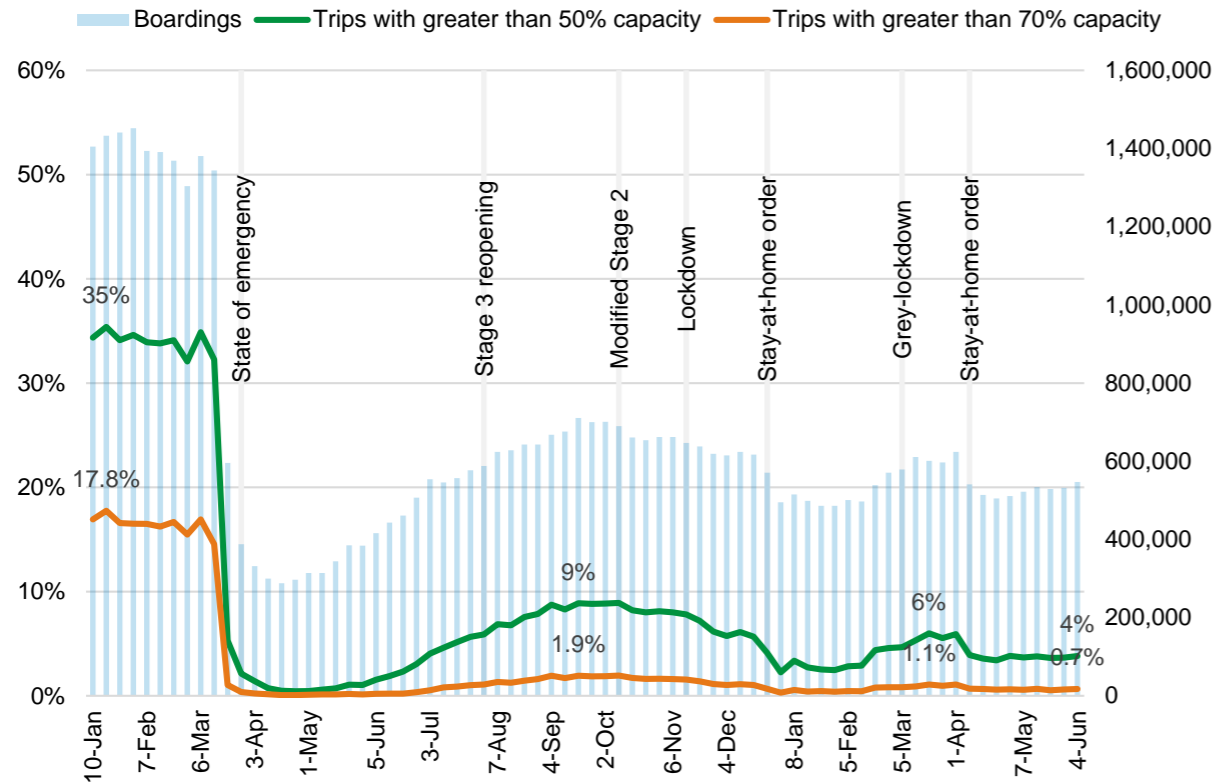
- Mask requirements across the system and customer communications.
- Current mask campaign on-board vehicles and in stations features customers wearing masks properly and why its important to wear one.
- An upcoming, campaign targeted at customers returning to transit will highlight mask use among other safety measures.
- Broad mask distribution on bus routes and all stations and targeted mask distribution at low points across the City. From June 2020-June 5, 2021, 2.1M free masks have been distributed to customers at schools, shelters, stations, and at high ridership stops.
- Weekly monitoring of customer mask use over 12-50K 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

For the week ending June 4, 2021, 4.7% of bus trips were over 50% occupancy. During this time we served an average 532,000 bus customers per weekday (37% of pre-COVID).

Analysis

4% of bus trips had more than 25 customers on some part of the route (50% capacity) and 0.7% of bus trips had more than 35 customers per bus (70% capacity) on some part of the route. September 2020 has the highest ridership during COVID (to date), and during this time 9% of trips had some portion over 50% capacity and 1.9% over 70% capacity

We anticipate bus occupancy levels will rise as the Province proceeds with its reopening plan and more customers return to transit.

Action

- Weekly monitoring of for all bus routes across 30%, 50% and 70% occupancy levels as customers return to service.
- Weekly occupancy analysis to assist with assignment of unscheduled Run-as Directed Service.
- Frequent planned schedule changes to with each Board period to optimize resources from low demand service (fewer than 25 customers i.e. <50% capacity) to high demand bus service (more than 35 customers i.e. >70% capacity) through each Board Period May – October.





Appendix: Service delivery

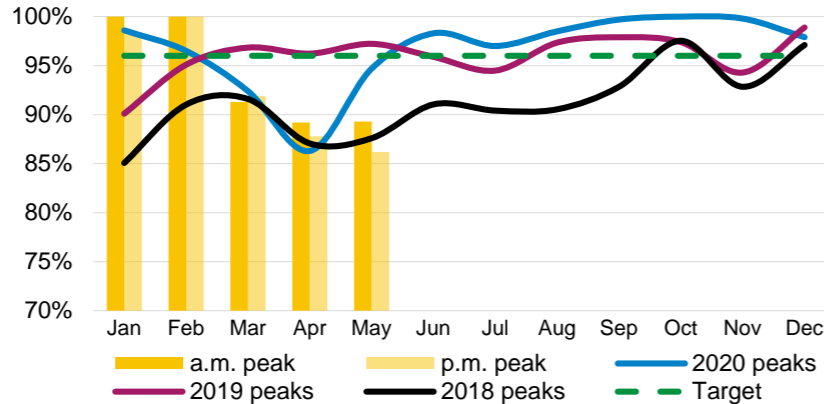
Line 1 capacity

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.

May: 87.5%
April: 88.4%
May 2020: 94.7%

Target: 96.0% ❌

Planned 10-day closure between St George and St Andrew.

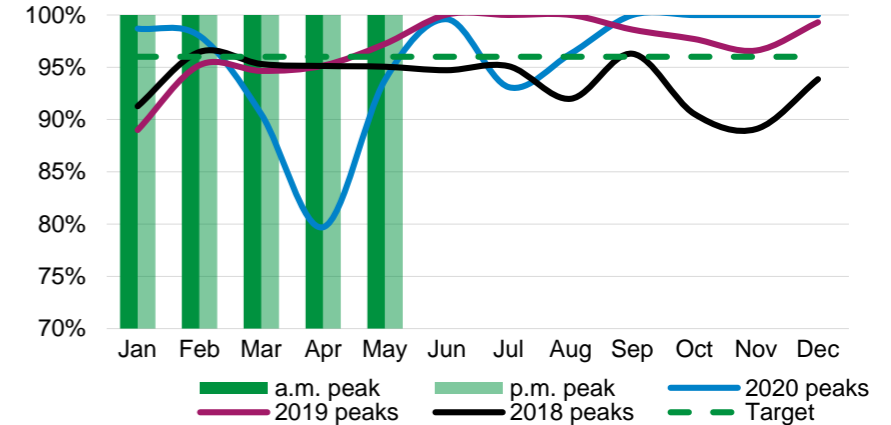


Line 2 capacity

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.

May: 100%
April: 100%
May 2020: 93.8%

Target: 96.0% ✅

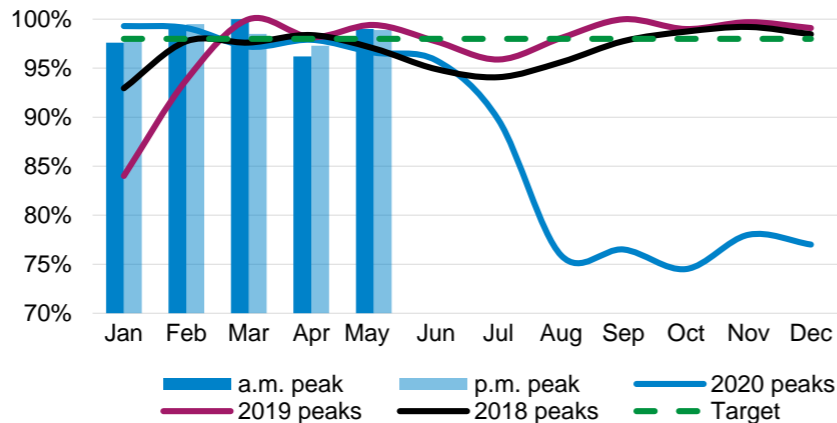


Line 3 capacity

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.

May: 98.9%
April: 96.8%
May 2020: 96.6%

Target: 98.0% ✅

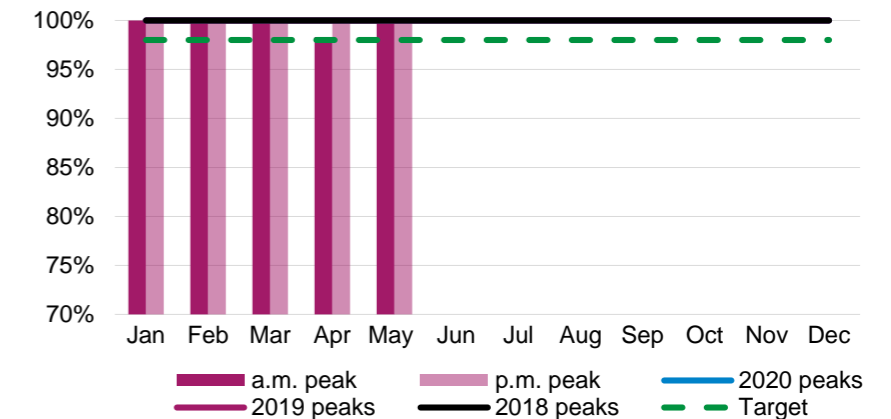


Line 4 capacity

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.

May: 100%
April: 99.6%
May 2020: 100%

Target: 98.0% ✅





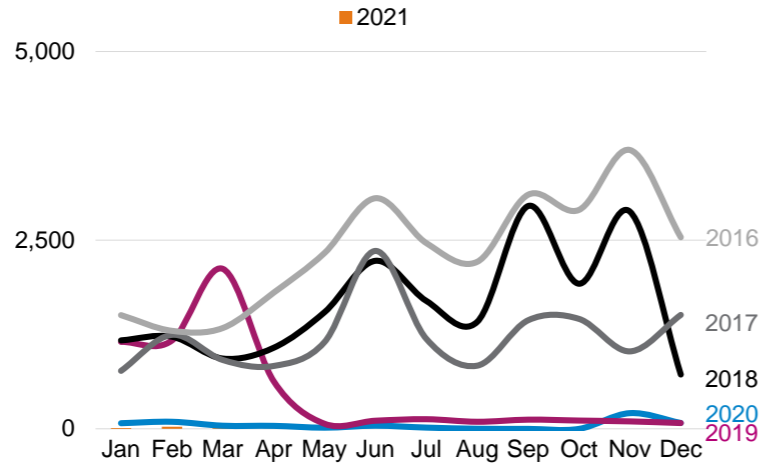
Appendix: Service delivery

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.

May: 3
April: 1
May 2020: 16

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

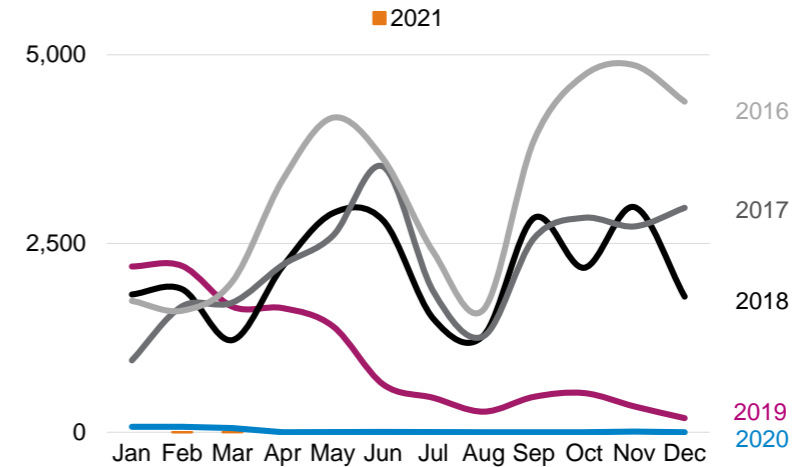


Bus short turns

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

May: 1
April: 3
May 2020: 2

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

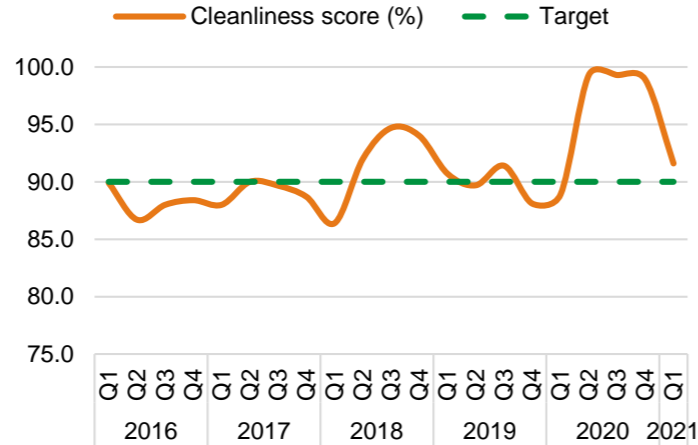
Bus cleanliness

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

Q1: 91.6%
Q4: 98.9%
Q1 2020: 88.9%

Target (RW): 90.0%

Q2, Q3 and Q4 2020 results significantly above normal performance. Audit results are under investigation.



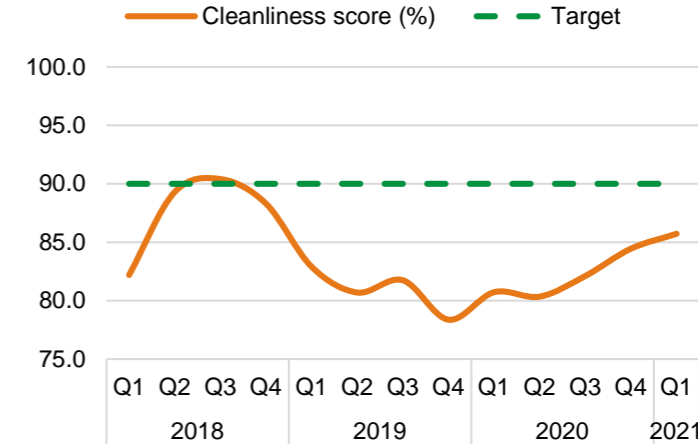
Streetcar cleanliness

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

Q1: 85.7%
Q4: 84.5%
Q1 2020: 80.7%

Target (RW): 90.0%

Staff is reviewing and adjusting cleaning frequencies and programs to improve quality of vehicle cleanliness.

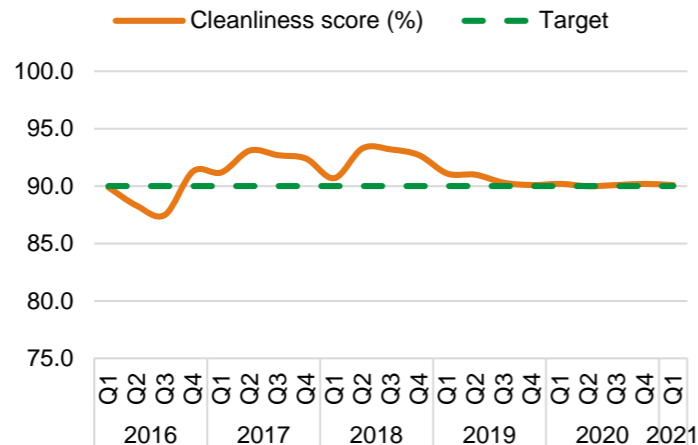


Subway cleanliness

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

Q1: 90.1%
Q4: 90.2%
Q1 2020: 90.2%

Target (RW): 90.0%

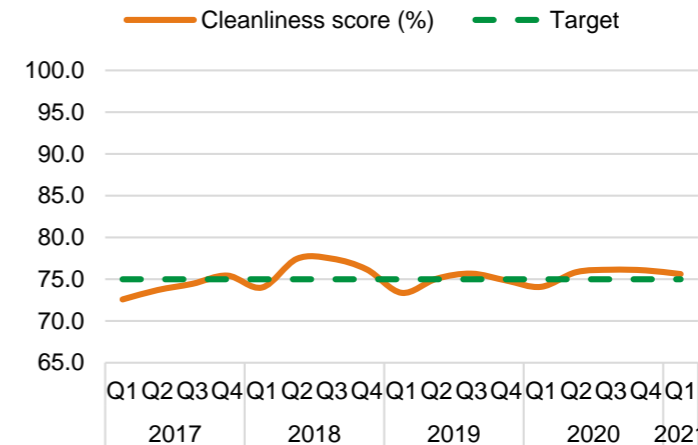


Station cleanliness

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

Q1: 75.6%
Q4: 76.1%
Q1 2020: 74.1%

Target (JR): 75.0%



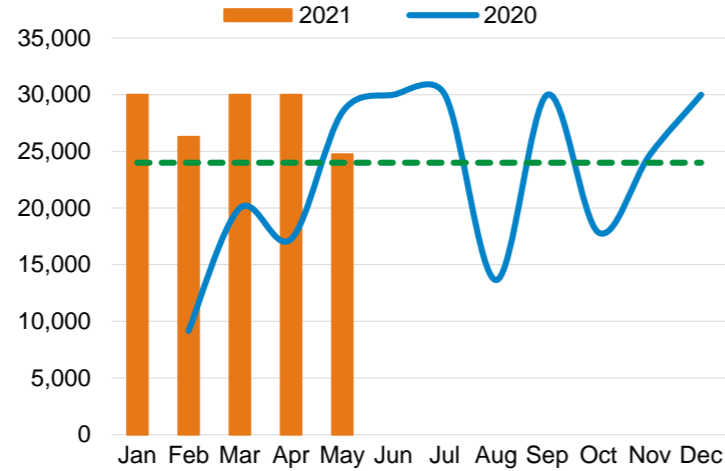


Appendix: Asset reliability

eBus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

May: 24,739 km
April: 30,000 km
May 2020: 28,464 km

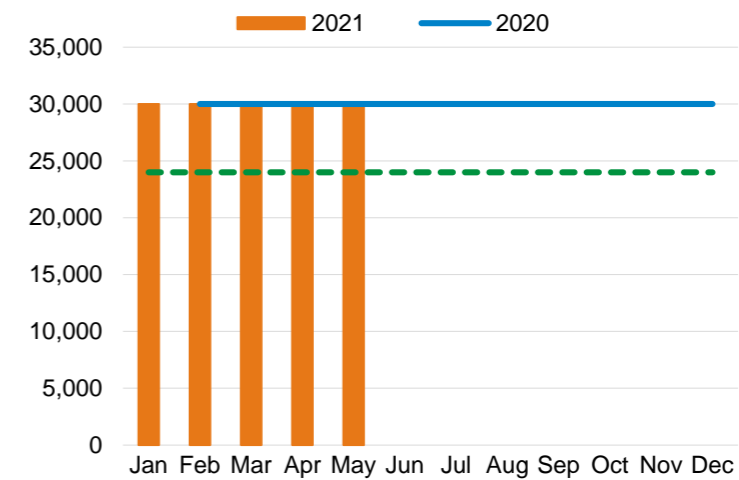
Target: 24,000 km ✓



Hybrid bus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

May: 30,000 km
April: 30,000 km
May 2020: 30,000 km

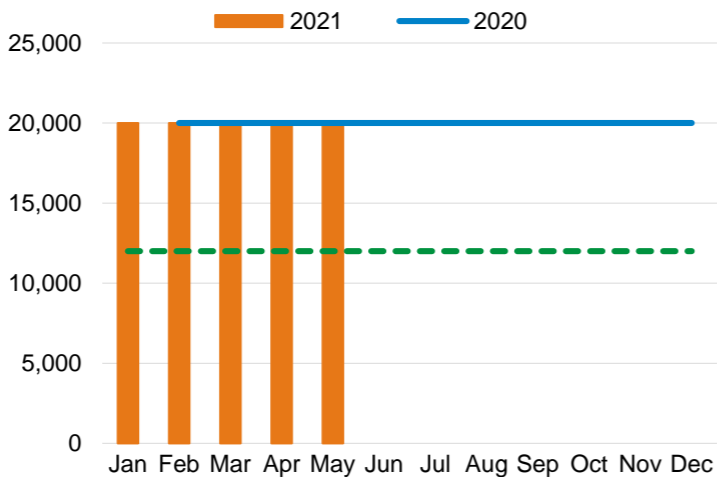
Target: 24,000 km ✓



Clean-diesel bus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

May: 20,000 km
April: 20,000 km
May 2020: 20,000 km

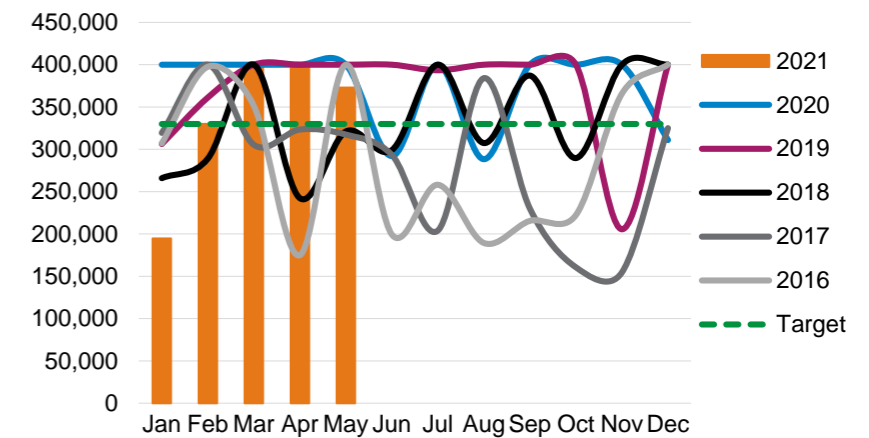
Target: 12,000 km ✓



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.

May: 373,000 km
April: 400,000 km
May 2020: 400,000 km

Target: 330,000 km ✓





Appendix: Asset reliability

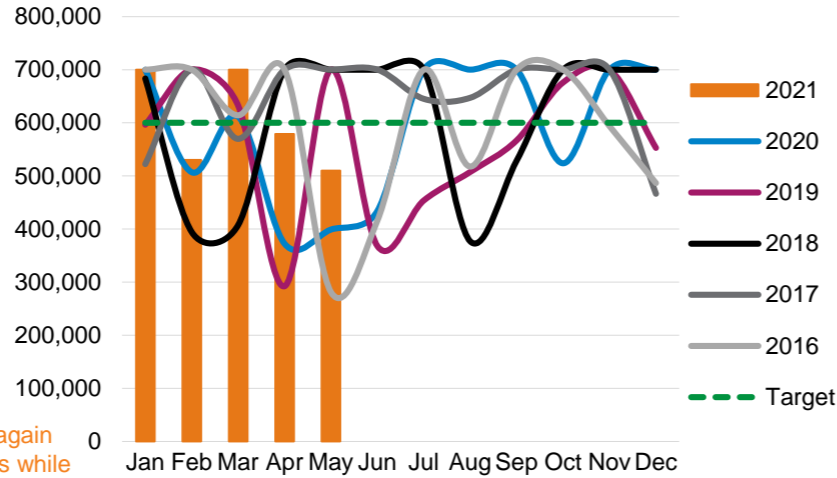
TR train mean distance between failures

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.

May: 510,000 km
April: 579,000 km
May 2020: 398,966 km

Target: 600,000 km ✗

Kilometres travelled decreased again this month due to Line 1 closures while the number of delay incidents (5) was consistent with recent months. Delays were primarily due to door faults.

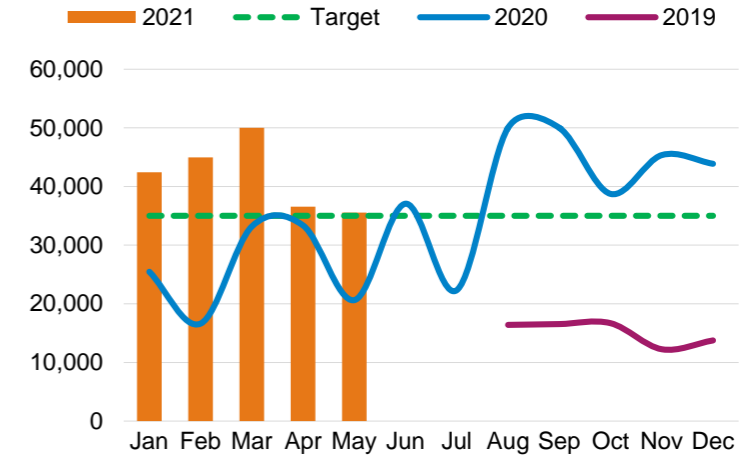


Streetcar mean distance between failures

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

May: 35,556 km
April: 36,563 km
May 2020: 20,638 km

Target: 35,000 km ✔

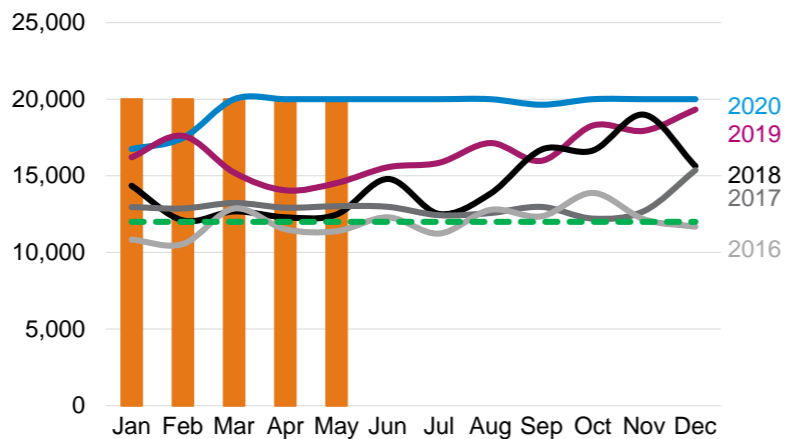


W-T Mean distance between failures

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

May: 20,000 km
April: 20,000 km
May 2020: 20,000 km

Target: 12,000 km ✔





Appendix: Asset reliability

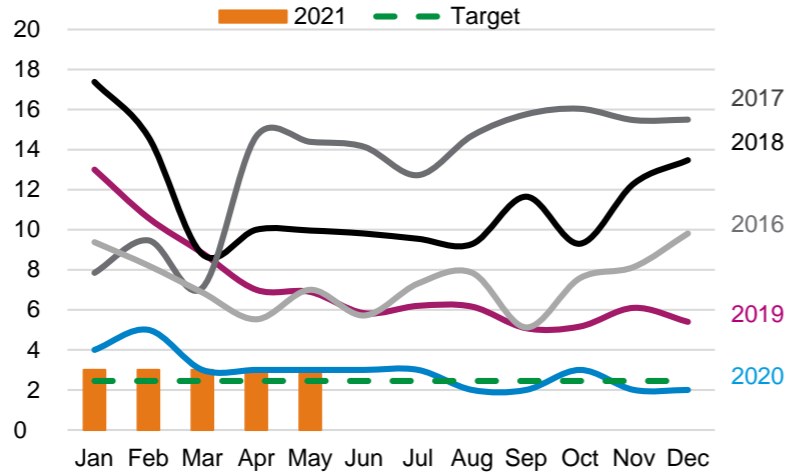
Streetcar road calls and change offs

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.

May: 3
April: 3
May 2020: 3

Target: 2.4

Averaging 0.6 above target. Main failures are related to vehicle control, door and ramp systems.

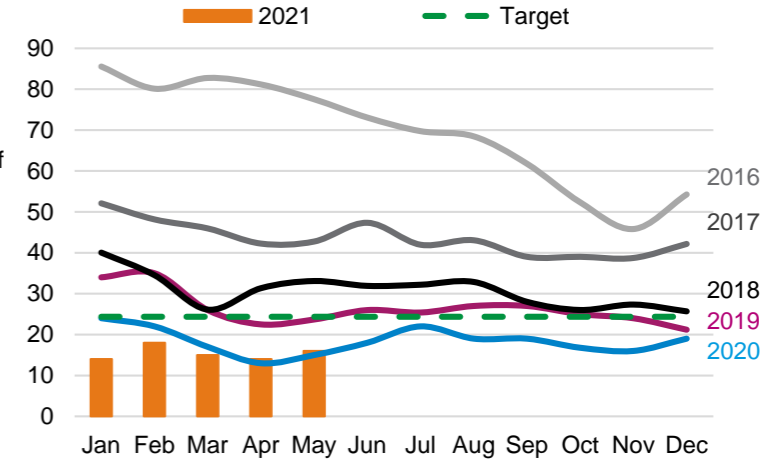


Bus road calls and change offs

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.

May: 16
April: 14
May 2020: 15

Target: 24





Rich Wong
Chief of Vehicles

Kathleen Llewellyn-Thomas
Chief Strategy & Customer Officer

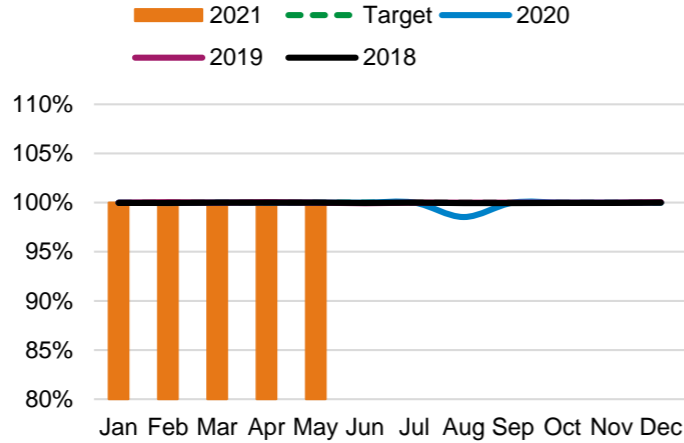
Appendix: Asset availability

Subway service availability

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

May: 100.0%
April: 100.0%
May 2020: 100.0%

Target (RW): 100.0%

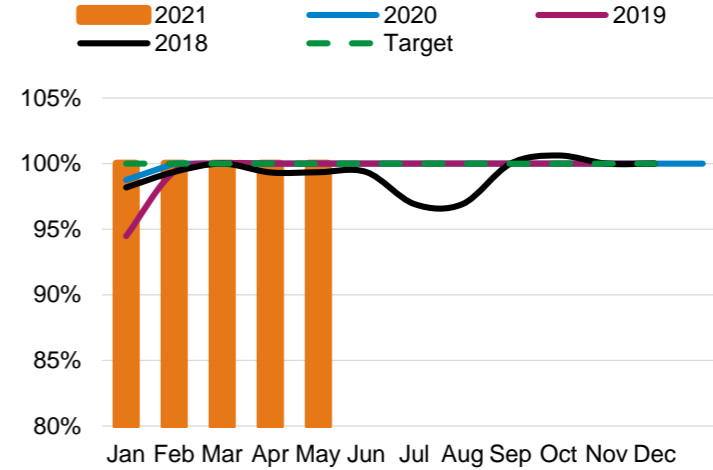


Streetcar service availability

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

May: 100.0%
April: 100.0%
May 2020: 100.0%

Target (RW): 100.0%

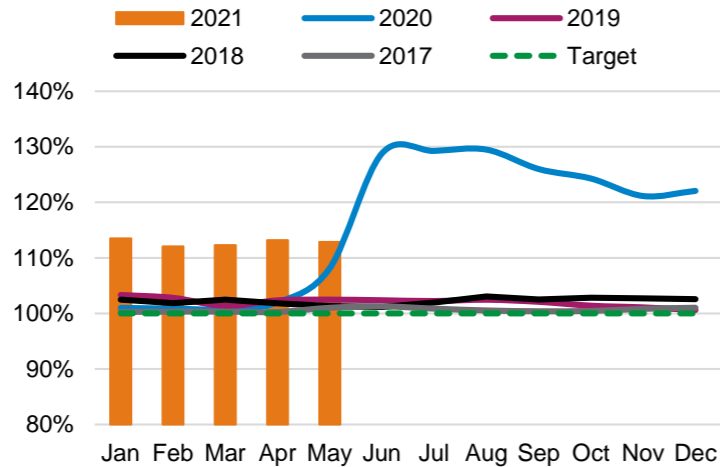


Bus service availability

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

May: 112.9%
April: 113.2%
May 2020: 108.1%

Target (RW): 100.0%

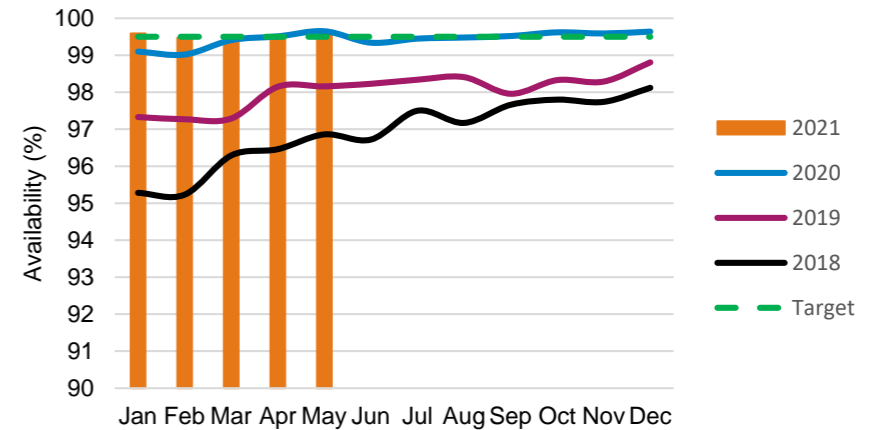


Fare gate availability

Percentage of fare gates are available for use.

May: 99.64%
April: 99.52%
May 2020: 99.65%

Target (KLT): 99.50%





Appendix: Asset availability

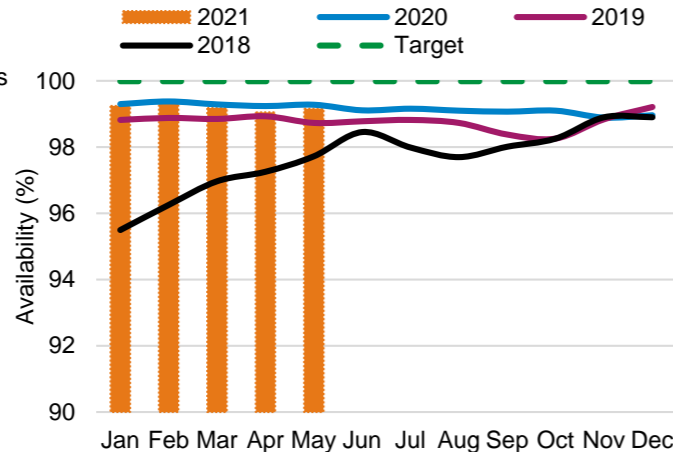
PRESTO reader

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

May: 99.16%
April: 99.05%
May 2020: 99.28%

Target: 99.99% ❌

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

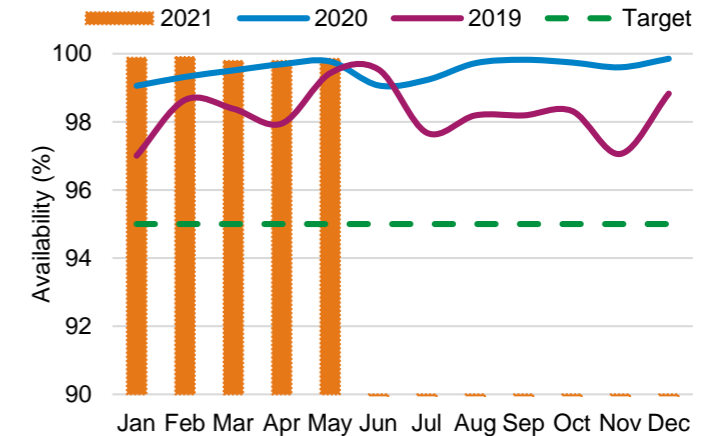


PRESTO Fares and Transfers Machine (FTM)

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

May: 99.85%
April: 99.79%
May 2020: 99.77%

Target: 95.00% ✅

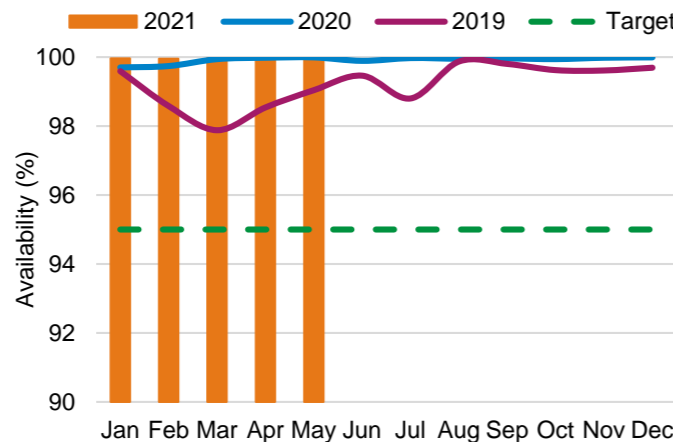


PRESTO Self-Serve Reload Machine (SSRM)

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.

May: 99.99%
April: 99.98%
May 2020: 99.99%

Target: 95.00% ✅

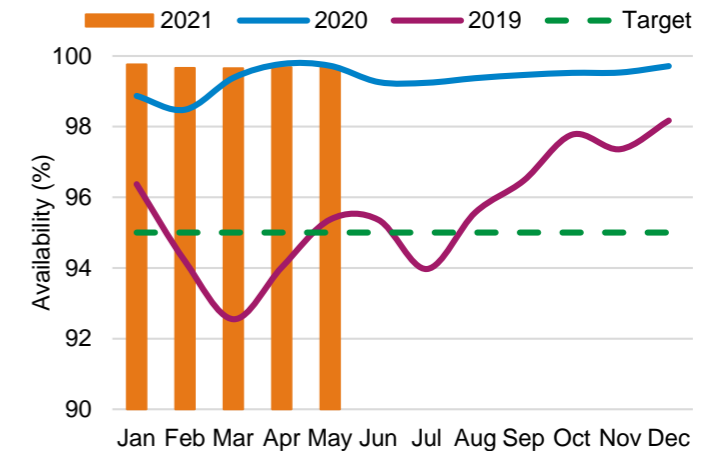


PRESTO Fare Vending Machine (FVM)

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.

May: 99.69%
April: 99.68%
May 2020: 99.72%

Target: 95.00% ✅





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 April 3, 2021 and their status.

Type	Requirement Orders ¹ issued	Non-compliance Orders ² issued	Status
Ministry of Labour Orders	2	3	Compliance Achieved
Ministry of the Environment, Conservation and Parks Orders	0	0	Not Applicable
Technical Standards and Safety Authority Orders	0	0	Not Applicable
City of Toronto – Notice of Violation	0	0	Not Applicable
Toronto Fire Services Code Violations	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.

