



Chief Executive Officer's Report – May 2021

Date: May 12, 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 budget.

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 – May 2021

CEO's Report

Toronto Transit Commission

May 2021



Toronto Transit Commission



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

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

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

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

TTC by the numbers



1.7 million
riders a day
pre-pandemic



183,200
weekly service
hours pre-
pandemic



6,400+ km
of routes



2,114
accessible
buses



204
streetcars



150
trains



16,000+
employees



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

Did you know...



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

Table of contents

CEO's commentary	4
Core metrics <i>Key metrics aligned with our strategic objectives.</i>	9
• Ridership	9
• Financial	12
• Customer experience	13
• People and diversity	22
• Safety and security	23
Hot topics <i>Top of mind metrics and initiatives with in-depth analysis.</i>	27
Appendix <i>Non-core metrics. Metrics with significant changes in performance will be reported in Hot topic metrics.</i>	31



CEO's commentary



The road to recovery for the TTC will be largely dependent on the revival of downtown and discretionary trips returning. We know that this recovery may be longer than we had initially thought when the global pandemic first hit Canada last year.

Despite the dramatic changes in our ridership the pandemic has caused, we have seen our crews and fleet continue to work hard to ensure our customers making essential trips can get to where they need to go — whether it be jobs, medical appointments or the other necessary trips they rely on us to provide.

COVID-19 has demonstrated that the TTC's bus fleet is the true workhorse in the network when it comes to supporting the essential travel needs of our customers. Overall, the bus fleet has been picking up 57 per cent of all

customer boardings, compared to 33 per cent on the subway system and 10 per cent on the streetcar network. This is in contrast to pre-pandemic service when bus boardings were 42 per cent of all daily boardings. The subway, so vital to our downtown core, represented 46 per cent of daily boardings.

Last September — our busiest point during the pandemic — we were providing roughly 637,000 customer revenue rides a week across all modes with our bus services supporting 53 per cent of those trips. In the deepest phases of provincial stay-at-home orders last spring, when only the most essential trips were being taken, there were still between 300,000-400,000 daily trips on the TTC.

Over the coming months, we hope to see our customers return. As demand picks up, staff and operating crews will

continue to monitor trends and provide a demand-responsive service on the busiest routes across the network. We will continue to report back on these trends, and I look forward to the day when the global pandemic is behind us and we return to normal service levels.

People Group

Mental health and wellness outreach with TTC employees

The May 12 Board meeting will mark a full year since we started conducting public meetings virtually due to the COVID-19 pandemic. Virtual meetings are just one of many measures we've put in place at the TTC to ensure the safety of our employees and our customers.



CEO's commentary

We recognized Mental Health Week on May 3. The past year has been hard on our workforce, as it has been hard for people across the province. We have been taking the time to reach out to employees and ensure they know the mental health and wellness supports that we have available at the TTC. We know the surge in the variants has been particularly challenging and we're continuing our outreach efforts.

COVID-19 has caused many hardships for our workforce and their families. As an essential service, the TTC has had to figure out how to keep functioning this past year – we've had to be nimble and adapt very quickly. I want to take this opportunity to once again thank all employees for the work they do.

Safety and Environment Group

Vaccine information campaign for employees

As Ontario continues its second phase of vaccinations, the TTC has been proactive in

providing information to employees as well as directing them to government sources to ensure they have up-to-date information. Based on the provincial government's most recent announcement, we know that over 85 per cent of our workforce currently qualifies for a vaccine based on their age or residence.

In May, more TTC employees will become eligible for vaccinations:

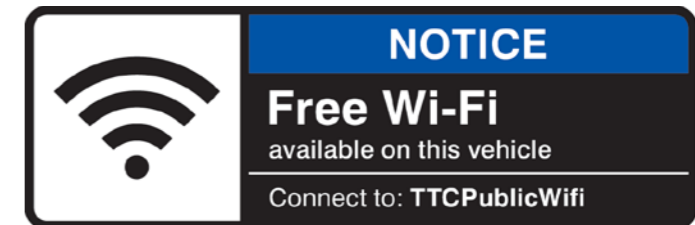
- Transit workers who do not work from home will be eligible to book through the provincial booking system as early as the week of May 10.
- Those 30 and older will be eligible to book through the provincial booking system as early as the week of May 17.
- Those 18 and older who live in a designated hot spot are now eligible to book through the provincial booking system or directly through their public health unit. Those who do not live in a designated hot spot will be eligible as early as the week of May 24.

Answers to frequently asked questions have been provided through the TTC's various internal communication channels. In the meantime, we continue to remind everyone to follow public health protocols.

Strategy and Customer Experience Group

Free Wi-Fi pilot on buses update

Later this month, the TTC will be launching free public Wi-Fi on TTC buses on key routes as part of a phased proof-of-concept trial. The TTC will begin testing on the 35 Jane route at the end of May followed by the 102 Markham Road route in early June. The proof-of-concept will be tested on over 60 buses that operate on the Jane and the Markham Road routes.



CEO's commentary

Over the summer, staff will also work with external vendors using their equipment and Wi-Fi network to further explore the TTC's options for providing internet access on its vehicles. Wi-Fi buses will be specially marked with decals to identify them as internet ready.

During the proof-of-concept, staff will evaluate the performance of the equipment on the vehicles and gather customer feedback to help inform a Request for Proposal (RFP). The objective for the RFP will be to support a fully managed customer Wi-Fi network on the buses and streetcars. The RFP will be issued later this year.

This work will ultimately better meet the needs of customers as well as increasing digital equity and access as part of the City of Toronto's ConnectTO program.

Vehicles Group

TTC hosted Instagram Live virtual event on Earth Day

In celebration of Earth Day on April 22, the TTC held a virtual question-and-answer session for the public and media on Instagram Live. It featured TTC subject matter experts discussing our many environmentally conscious programs. The recorded session has received over 1,500 views.

We received numerous audience questions about our eBus fleet, which is the largest battery-electric fleet in North America. Vehicles Chief Engineer Mike Macas provided online participants with an impromptu tour of a TTC eBus and charging station, highlighting all the vehicle's current features, as well as exciting possibilities for future models. I'd like to thank Mike, Vehicle Programs Head Bem Case, Construction's Project Manager Jason MacDonald, Corporate Communication's



CEO's commentary

Hayley Waldman and Marketing and Customer Experience's Emily Pickles and Maria Khan for engaging the community with an informative discussion on what we're doing to secure an emissions-free fleet by 2040.

Engineering, Construction and Expansion Group

Extended subway closures

At the time of writing this commentary, the TTC was in the midst of an 11-day closure, on Line 1 between Sheppard West and Wilson stations, to carry out track work and track switch installations and replacements.

The TTC has been capitalizing on reduced ridership due to the pandemic and accelerating vital state-of-good-repair work with minimal inconvenience to customers. In fact, during the previous two extended closures, staff took the opportunity to survey customers on their

satisfaction with our service, including shuttle-buses, and whether they were supportive of the 10-day closures given that they would be spared 25 weekend closures by the end of next year. Responses were very favourable.

Of the 1,420 customers who were surveyed during the March closure, 93 per cent of weekday customers were satisfied with the service and 84 per cent supported the closure. Weekend customers were 81 per cent satisfied with service and 83 per cent supported the closure.

During the earlier April closure, 1,513 customers were surveyed; 88 per cent of weekday customers were satisfied with the service, and 82 per cent supported the closure. By time of day, morning and midday customers were 97 per cent satisfied, and 93 per cent supportive of the closure. Customers riding in the p.m. peak, early evening and late evening were 82 per cent satisfied.

When the TTC performs a closure on a portion of the subway, we always try to maximize the work performed. By taking advantage of the reduced ridership, we are continuing to advance essential system improvements that will minimize customer inconvenience in the longer term. The last two extended closures included terrazzo flooring installation and repairs, asbestos removal, station cleaning as well as electrical lighting and traction power work.

The next 10-day closure on Line 1, between St George and St Andrew, is scheduled to start on May 17, 2021. Due to the success we have had on the previous two single platform closures, we will be carrying out asbestos abatement works on two platforms in this closure. This will complete the asbestos removal within this area.

The benefits to the overall network when asbestos abatement work on all four platforms are complete will be a reduction of 75 to 100 weekend closures over the next few years.



CEO's commentary

When the finishing contract is finalized later this year for these two stations, an update can be provided on the project plan and related costs savings.

The next Board meeting on May 12 is scheduled for 10 a.m. and will be live-streamed on the Official TTC YouTube Channel.



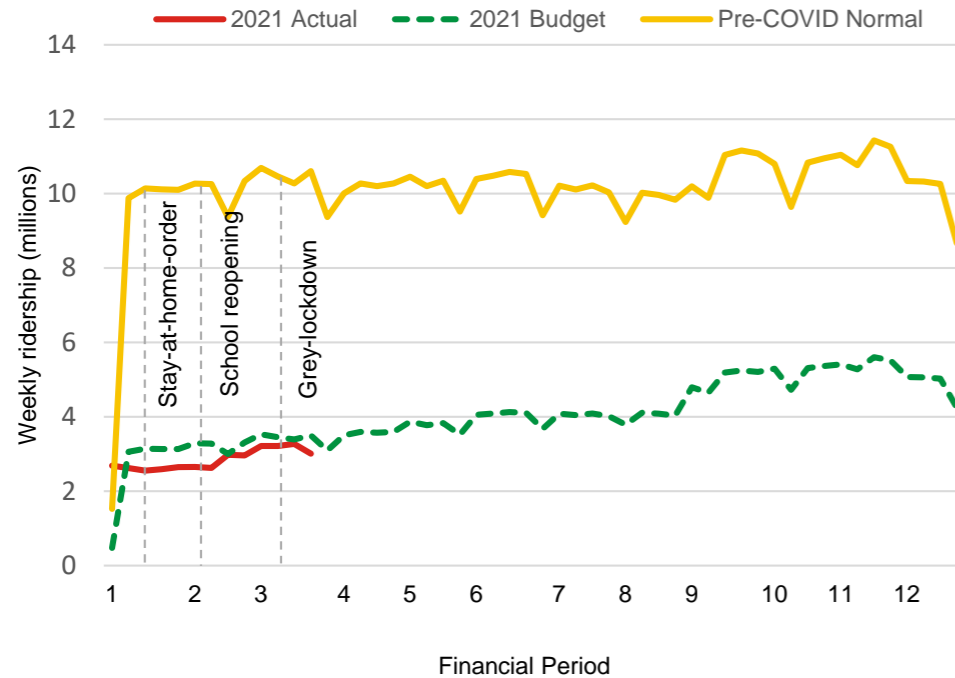
Richard J. Leary
Chief Executive Officer
May 2021





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 3 (February 28 to April 3, 2021) revenue rides totalled 15.665 million or 3.133 million passengers per week, representing 30% of pre-COVID experience. Period 3 experience reflects a 15.0% increase from Period 2, which had 2.724 million passengers per week and represented 27% of pre-COVID experience.

Analysis

Ontario lifted its stay-at-home order and returned to grey zone lockdown March 8. Weekly revenue rides averaged 2.9 million during the first week of March before the stay-at-home order was lifted and increased to 3.2 million during grey zone lockdown.

During this period, the proportion of occasional riders (five to eight taps per week) and infrequent riders (one to four taps per week) remained at 79%, while the proportion of period pass riders dropped 1%. In comparison, the proportion of infrequent and occasional riders

represented approximately 68% of all riders, while frequent and period pass riders represented 32% pre-COVID.

Period pass sales for April were approximately 46,487 — an increase of 14 over March.

Action

Ridership is expected to slowly recover as restrictions are lifted and more people are vaccinated.

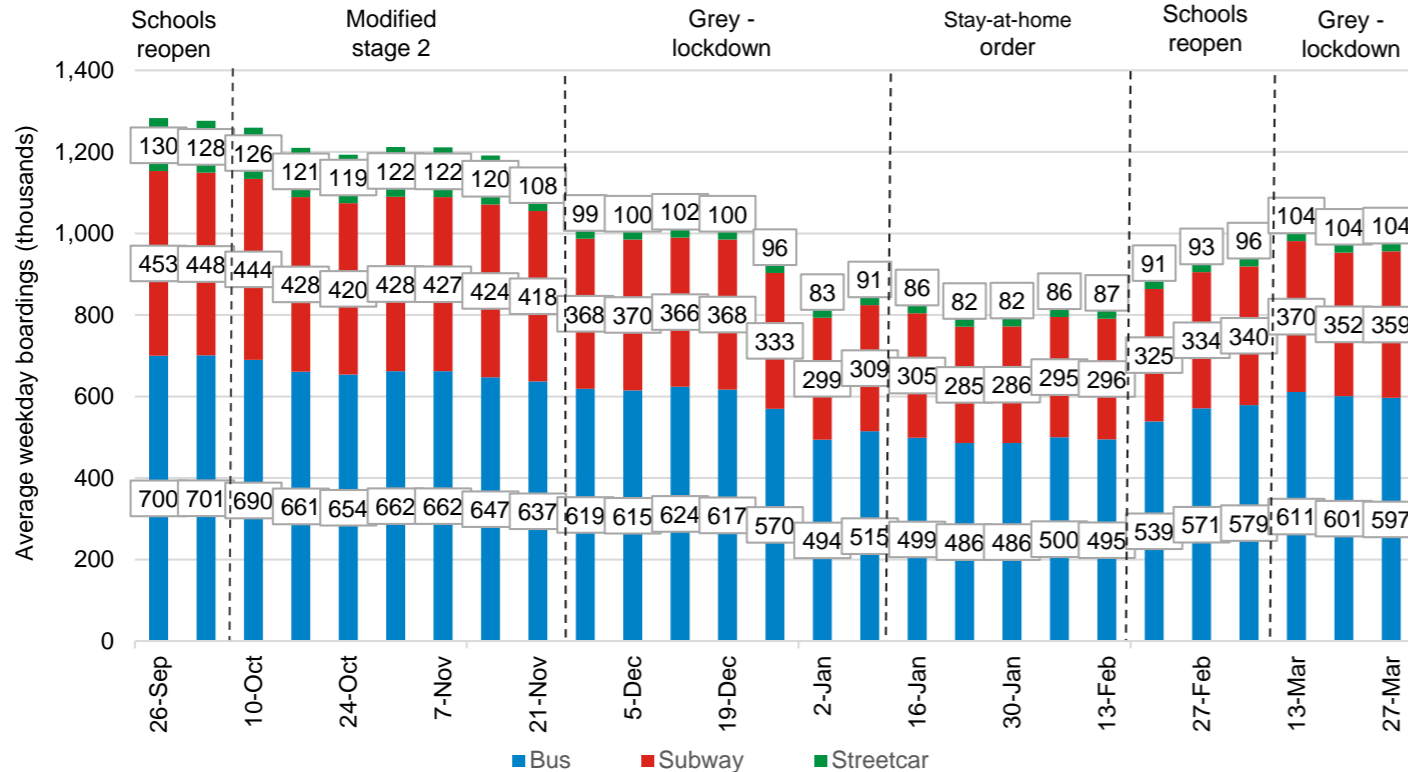
A phased customer communications campaign is planned. The first phase focuses on safety measures in place, including cleaning and sanitizing, mandatory masks, hand sanitizer, enhanced service on busy routes and improved station management to support customer comfort and awareness of safe travel on transit.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





Ridership

Customer boardings – Bus, subway and streetcar



Definition

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

Results

Customer boardings for all modes increased through March. The total of 1,060,000 boardings represents about 33% of pre-COVID demand for all modes.

Average weekday boardings were 597,000 on bus routes (43% of pre-COVID), 359,000 on subway lines (24% of pre-COVID) and 104,000 on streetcar routes (30% of pre-COVID) for the week ending March 26, 2021.

Analysis

The increased demand for all services observed in March is attributed to Toronto moving from a stay-at-home order to grey-lockdown on March 8. Bus continues to be the busiest mode with the greatest share of ridership. Bus customers are more likely to work in jobs that cannot be done from home and tend to rely more on transit for their mobility needs. Conversely, subway and streetcar boardings remain at 24%-30% of pre-COVID levels, and will increase as restrictions are lifted, particularly with work-from-home related to employers in the downtown core.

Action

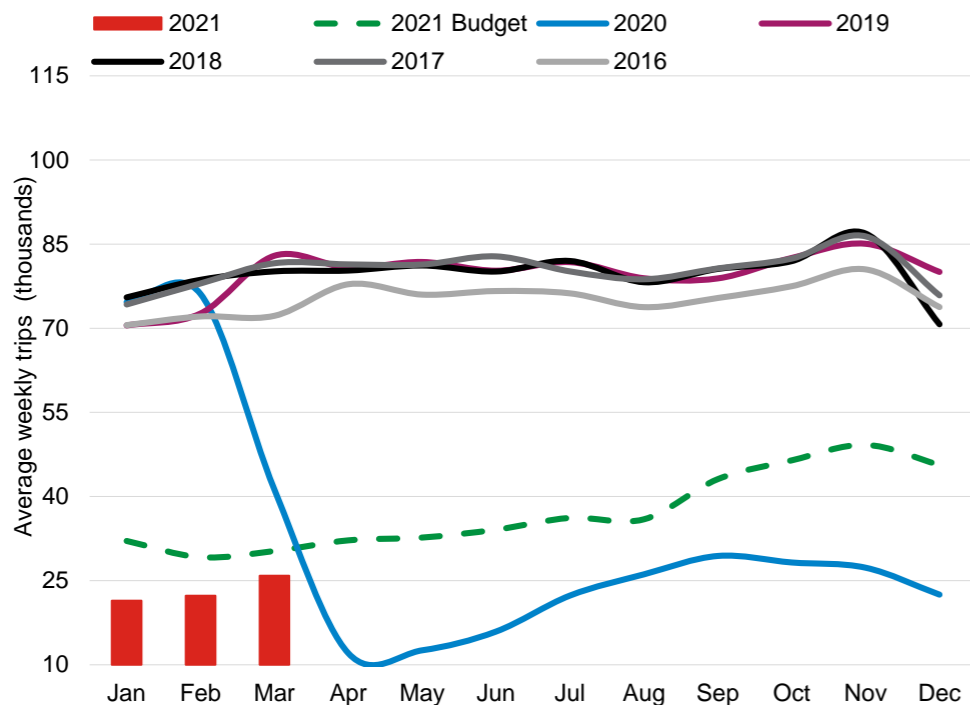
We continue to operate a demand-responsive service plan as outlined in the 2021 Annual Service Plan approved by the TTC Board in December 2020. With the implementation of stricter restrictions, including the closure of schools and a stay-at-home order in April, we expect a reduction in demand for all modes to similar levels as during the stay-at-home order in January 2021.





Ridership

Wheel-Trans – Passenger trips



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

Results

Wheel-Trans trips in Period 3 (February 28 - April 3, 2021) totalled 129,306 or 25,861 passengers per week. This figure is 14.6% lower than the budgeted 30,290 customers per week.

Year-to-date Period 3 ridership is 63.6% lower than the same period in 2020, and is currently 23.5% (95.3k) under the 2021 budget.

Analysis

With Toronto moving from a stay-at-home order to grey-lockdown on March 8, ridership levels increased, but did not reach the expected weekly average. This lower trend is expected to continue in Period 4 as customers are encouraged to only make essential trips.

Action

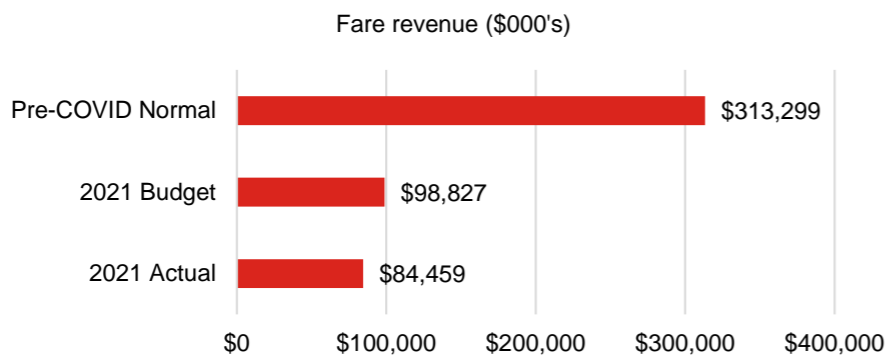
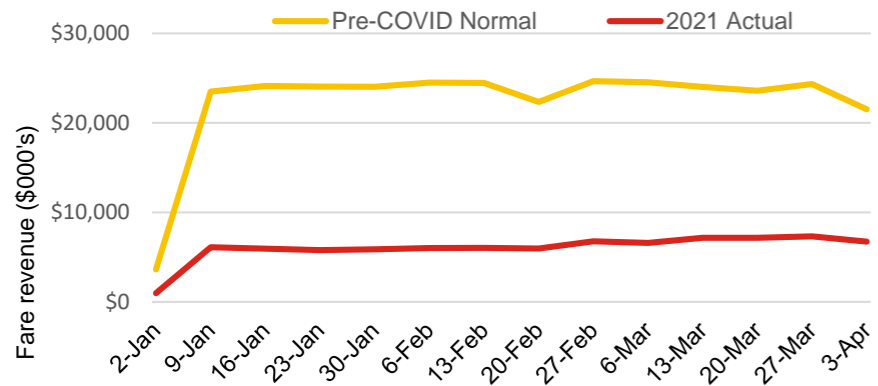
We remain focused on ensuring all essential trips are provided to customers in the safest possible manner. Solo rides (one customer per vehicle) and other safety measures, with guidance from Toronto Public Health, are the priority for service to keep customers and employees safe.





Financial

Fare revenue



Definition
Revenue generated through fares.

Results

Period 3 (February 28 to April 3, 2021) fare revenue was \$34.989 million. This is \$3.945 million, or 10.1% below budgeted fare revenue for Period 3, representing 30% of pre-COVID experience. Weekly fare revenue in Period 3 was \$6.996 million, which represents a 13% increase over Period 2 weekly revenues of \$6.195 million.

On a year-to-date basis, fare revenue was approximately \$84.772 million, which is \$14.055 million below budget or 27% of pre-COVID experience.

Analysis

The Period 3 revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$31.3 million from PRESTO — representing a PRESTO adoption rate of 90.5% — and \$3.7 million from other media.

Period 3 revenue reflected the following fare concession profile: 83.1% adult, 6.9%

senior, 4.9% post-secondary, 4.8% youth (ages 13-19) and 0.2% other.

Action

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

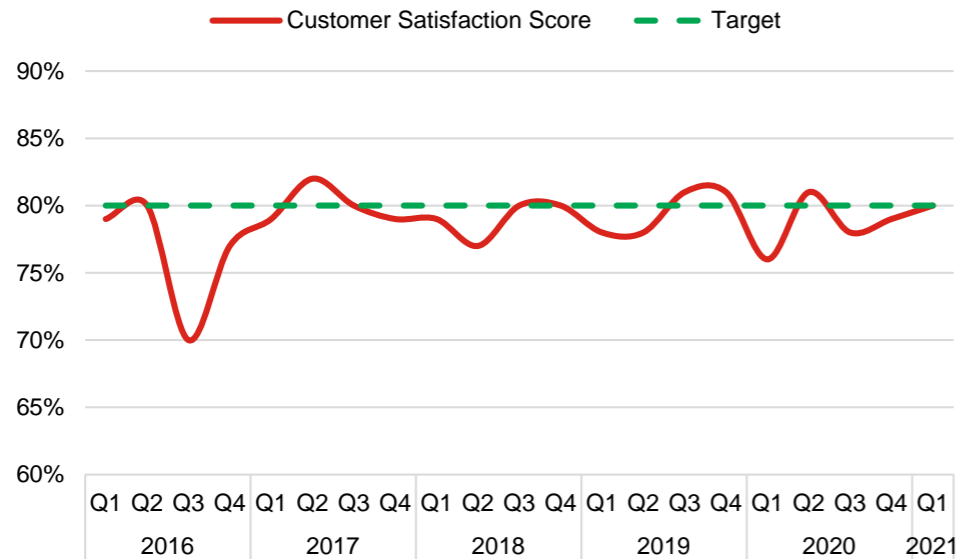
A full report, which outlines 2021 funding implications and details how the TTC is meeting SRA funding eligibility conditions will be before the Board at its May meeting.





Customer experience

Customer satisfaction



Definition

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

Results

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

Analysis

Satisfaction is consistent 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

To further support customers, we launched bus occupancy information on two leading customer journey planning mobile apps in April. Customers are now able to see the volume of passengers on vehicles approaching their stop to help choose which vehicle they're most comfortable boarding.

We will continue with enhanced cleaning and disinfection of all public places, stations and vehicles with a focus on touch and grab points to keep customers and employees safe.

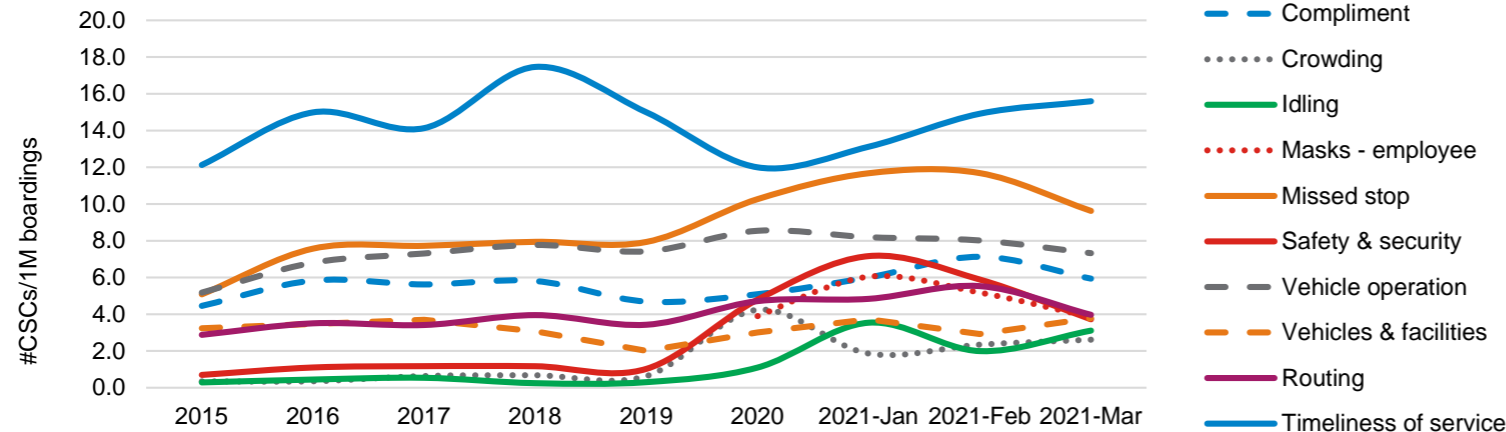




Customer experience

Customer service communications (CSCs)

We value communication with our customers. It helps inform service planning and operations, and improves our overall customer experience. Our quarterly Customer Satisfaction Survey (see page 13) 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 March, total CSCs per one million boardings decreased by 11% compared to February. While the actual number of CSCs increased, March customer boardings also increased by 44% as Toronto moved from a stay-at-home order to grey-lockdown on March 8.

The individual categories for CSCs were relatively consistent with February with only Customer information and Cleanliness falling out of the top 10 and being replaced with Idling and Vehicles & facilities.

Analysis

Overall, CSCs related to safety have started to trend down this year. Cleanliness, Masks and Safety & security all decreased in March, but remain a priority for our customers. Crowding CSCs increased by 11% this month, but are below 2020 levels.

Cleanliness CSCs have decreased significantly since January and are no longer in the top ten, with numbers now below the 2020 average. Although the pandemic has heightened customer concerns related to vehicle and station cleanliness, the recent decrease in CSCs indicates greater customer confidence in the cleanliness of our system. We continue to perform significant additional cleaning and disinfection of all public places and vehicles. We are also regularly communicating with our with customers on the measures we have in place to keep them and our employees safe.

Commentary continued on next page





Customer experience

Customer service communications

Missed Stop, Routing and Vehicle operation communications all decreased this month. However, Timeliness of service increased by 5% and remains the top CSC category.

Idling and Vehicles & facilities are both new categories to the top 10 this month and have trended up so far this year.

Vehicles & facilities is a diverse category with customers commenting on subjects ranging from lighting and temperature to vehicle condition and design.

Rounding out the CSC categories are Customer compliments, which increased in total number, but decreased as a percentage of boardings by 17% in March.

Action

Service reliability

- Deliver specific customer feedback analytics into on-time performance working group.
- Proactively mine customer feedback for actionable insights to inform operations and planning.
- We are committed to eliminating unnecessary idling of all vehicles to reduce the amount of greenhouse gases released to the atmosphere and help improve air quality. A TTC vehicle should not idle for more than one minute in a 60-minute period with some exceptions, including for training activities and emergencies.

Crowding

- Continue to operate demand-responsive service plan.
- Real-time bus occupancy information is now available on two popular mobile journey planning apps for customers to gauge how busy a bus is in advance of boarding.

Compliments

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

Customer compliment:

“The driver saw an elderly man who had fallen down on the sidewalk, and stopped to provide him assistance. The driver waited with the elderly gentleman until the ambulance crew arrived. I would like to pass on my appreciation to the driver for taking the time to stop and check on the elderly man. Neither the man nor his wife had a cell phone, and they also had a language barrier, so they were unable to call for help. Had the driver not stopped to help they may have been stuck without assistance for a very long time.”

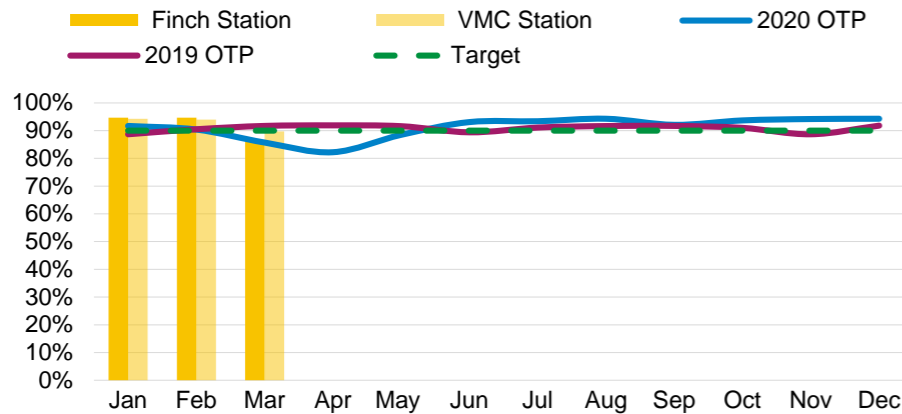




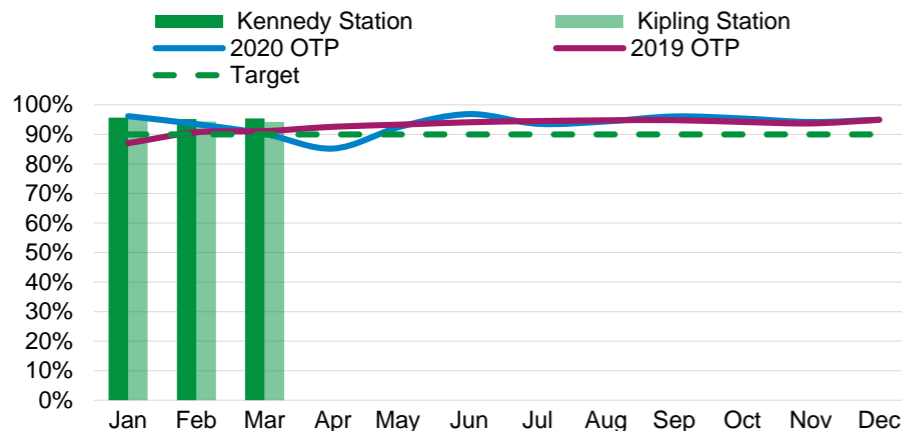
Customer experience

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 87.8% in March. This represents a decrease from last month (94.4%), but an increase from the same time last year (85.7%). Our target of 90% was not met.

Line 2: OTP was 94.8% in March. This represents an increase from the same time last year (90.2%) and is consistent with last month (94.8%). Our target of 90% has been met for the past 11 months.

Line 3: OTP was 97.7% in March — a slight increase from last month (96.7%) and the same time last year (96.5%). Our target of 90% has been met for the past five months.

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

Analysis

Line 1: From March 15 to 24, the portion of Line 1 between St George and St Andrew stations was closed for important tunnel improvements. 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 the closure, the overall average OTP for Line 1 was 91.8%.

Line 2: Total delay minutes in March decreased by 12% compared to February.

Line 3: Total delay minutes in March dropped by 76.3% compared to February.

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

Commentary continued on next page

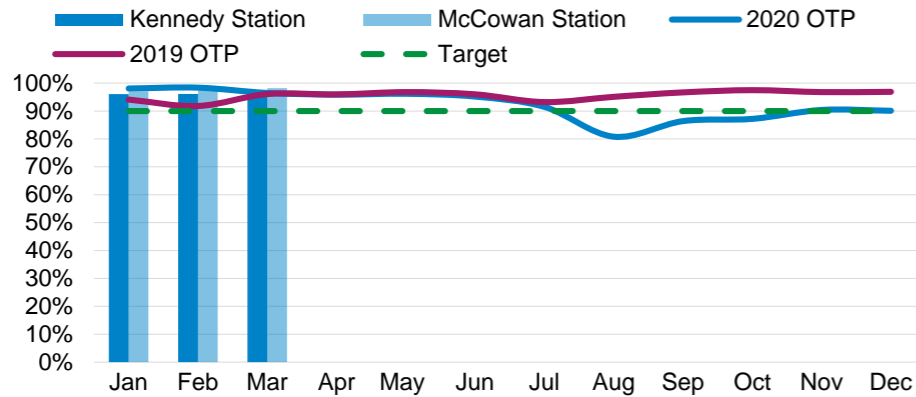




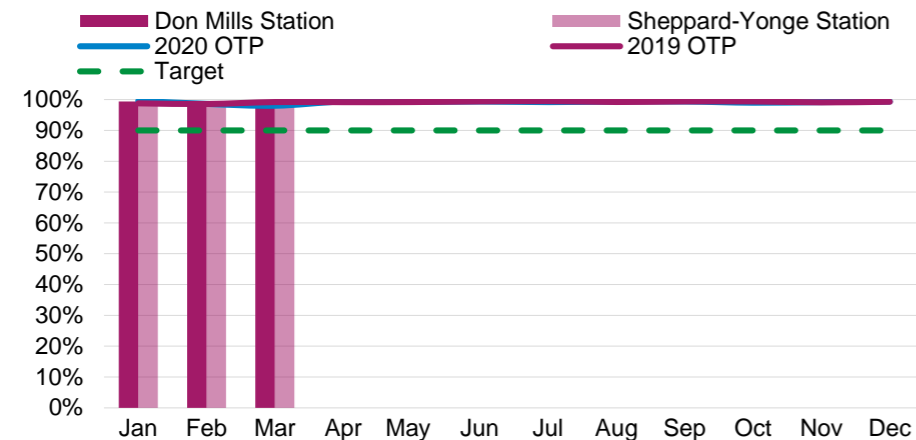
Customer experience

On-time performance (OTP) – Subway

3



4



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

Action

There was a 10-day closure on Line 1 from April 12 to 21 to accelerate much-needed state-of-good-repair and asbestos abatement work. This closure impacted service from St George to St Andrew. As with the previous closures of this scale, there was a robust communications and outreach plan in place to ensure customers were informed and could plan their travel accordingly.

Another closure on Line 1 between Sheppard West and Wilson stations for switch installation and replacement is currently underway (April 26 to May 7, 2021). Accessible shuttle buses are operating every 60 seconds or better during the morning rush period to provide safe travel and to keep customer volumes on vehicles as low as possible. The work during this ten-day closure will eliminate years of weekend and nightly early closures.

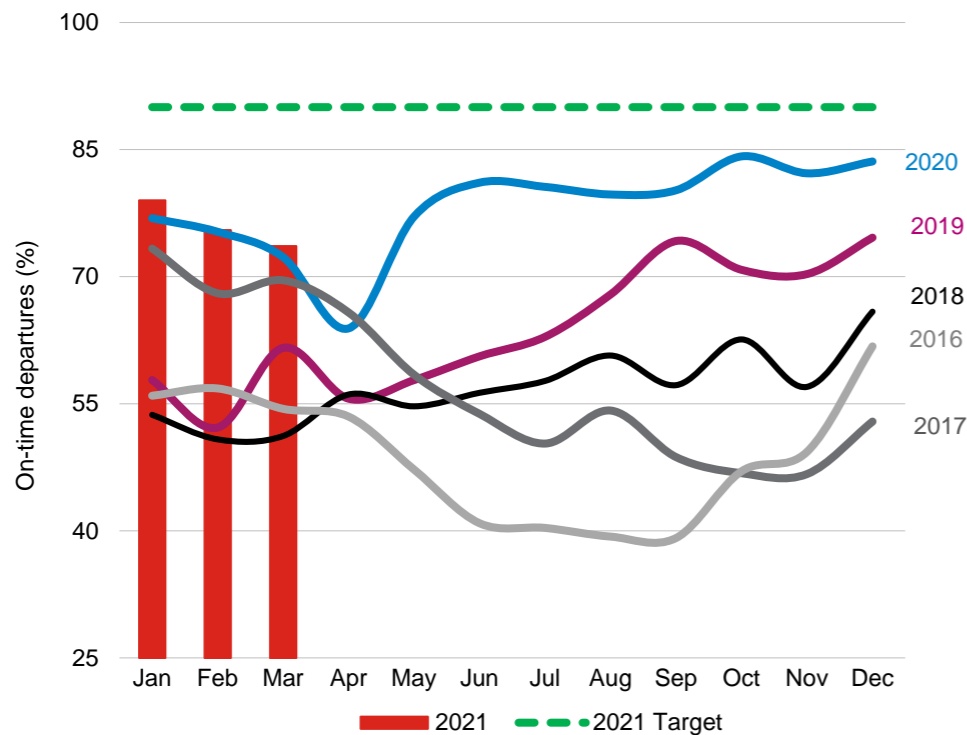
We will continue to monitor ridership and service levels and make adjustments where necessary to ensure punctual service levels are delivered.





Customer experience

On-time performance (OTP) – Streetcar



Definition

On-time performance measures vehicle departures from end terminals. Vehicles are considered on time if they depart within 59 seconds earlier or five minutes later than their scheduled departure time.

Results

OTP in March was 73.6%, which represents a decrease from February (75.5%) and an increase over the same time last year (72.3%). Our target of 90% was not met.

Analysis

Performance was high for the first three weeks of the period (weeks 10-12: 78.9%), before dropping slightly in week 13 (75.2%) and then significantly in week 14 (56.7%). The following incidents impacted performance during the last two weeks of the period:

- In week 13, a sinkhole developed on the 506 Carlton. This incident required both route branches to operate on modified routings and effectively off-schedule for the remainder of the period.
- In the same week, a 506 streetcar on diversion derailed at Spadina Avenue and Dundas Street, impacting the 506 Carlton, 510 Spadina and 505 Dundas.
- A planned replacement of a switch at Bathurst Street and Fleet Street required both the 509 Harbourfront and the 511 Bathurst to operate to non-scheduled end terminals for most of week 14.
- With the March/April Board Period

beginning at the start of Week 14, two new bus branches replaced the single branch on the 504 King. This was timed with the expected closure of the King-Queen-Queensway-Roncesvalles intersection. However, that project was delayed approximately one week. The new branches were operated off schedule and as one branch for the week in order to provide seamless travel to customers travelling through the intersection area.

- Rail clip replacement in the Spadina tunnel negatively impacted the 510 Spadina score significantly on the last day of the period.

In terms of buses operating on the streetcar network, buses performed at a 56.4% level while streetcars performed at an 82.1% level.

Action

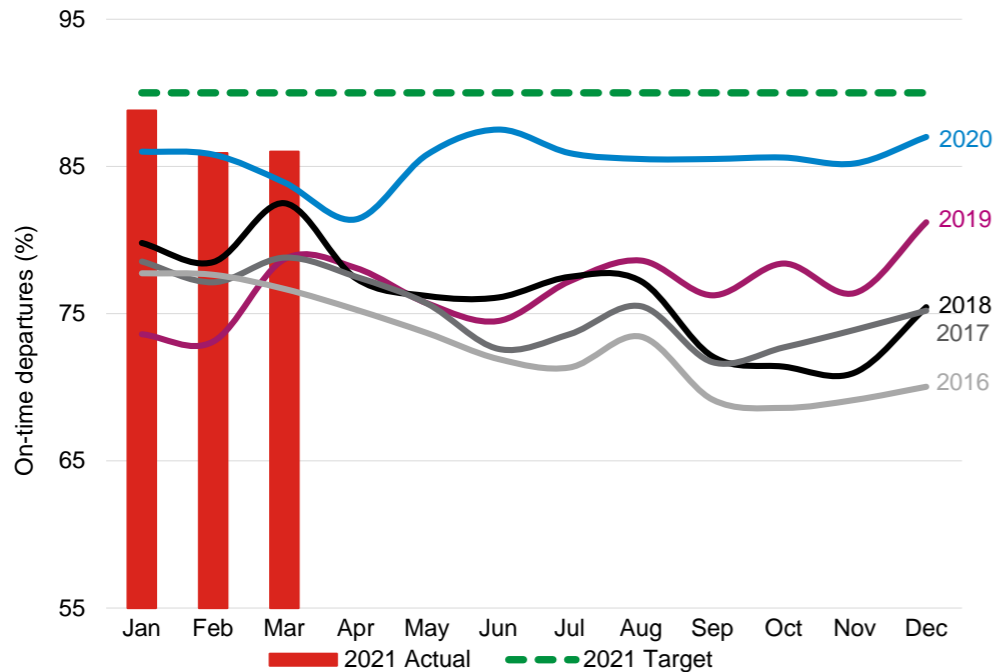
We will continue to focus on schedule development, with an emphasis on improving this work for buses operating on streetcar routes. These efforts will include establishing effective end terminals for on-time trip departures. The midday disinfection of buses operating on streetcar routes will continue to be an area of focus.





Customer experience

On-time performance (OTP) – Bus



Definition

On-time performance measures vehicle departures from end terminals. Vehicles are considered on time if they depart within 59 seconds earlier or five minutes later than their scheduled departure time.

Results

Bus OTP in March was 86.0%, which represents a slight increase from February (85.9%) and a small increase over the same period last year (83.9%). Our target of 90% was not met.

Analysis

OTP held relatively steady compared to February. The percentage of early (4.0%) and missed (3.6%) trips in March increased slightly over the previous period (3.5% for both figures in February), while the percentage of late trips decreased this period to 6.5% (7.1% in February).

The performance score for March reached a weekly high of 87.4% in week 10 with a low of 83.9% in week 12. There was a significant increase in bus service cancellation hours in week 12 — the week with the highest cancellation figure thus far this year. Week 14 was the first week of the March/April Board Period, and with it numerous bus routes shifted between bus divisions as the new McNicoll Bus Garage opened.

All bus divisions showed an OTP

improvement in week 14 compared to week 13, with week 14 (87.2%) a close second to week 10 in terms of weekly OTP for the period.

The network’s top 15 busiest routes combined for 82.2% OTP for the period, a small increase over their February combined score (81.8%). The network’s express routes combined for 82.7% OTP for the period, a small increase over the February combined score (82.0%). Network-wide, 50 routes (making up slightly less than 30% of all trips) performed above the OTP target, while the remaining 103 routes (making up slightly more than 70% of all trips) performed below target.

Action

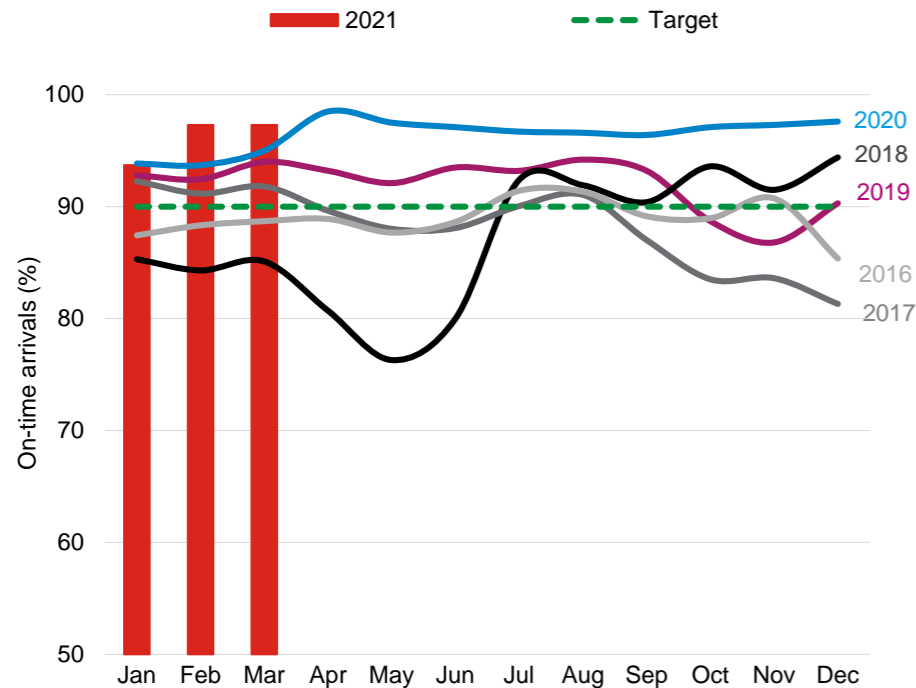
An internal working group is reviewing opportunities for improving OTP, with a particular focus on schedule improvement. Performance improvement efforts will also include reviews of end terminal and geo-fence locations. Reviews of midday bus disinfection and bus operations cancellation data are also being undertaken.





Customer experience

On-time performance (OTP) – Wheel-Trans



Results

Wheel-Trans OTP in March was 97.3%. This result is consistent with February (97.3%) and is 2.3% higher than the same time last year. Our target of 90% was met.

Analysis

With solo rides (one customer per vehicle) and decreased traffic due to the pandemic, Wheel-Trans has been able to maintain an average OTP of 96.8% for the past 13 months.

Action

We continue to strive to maintain a 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

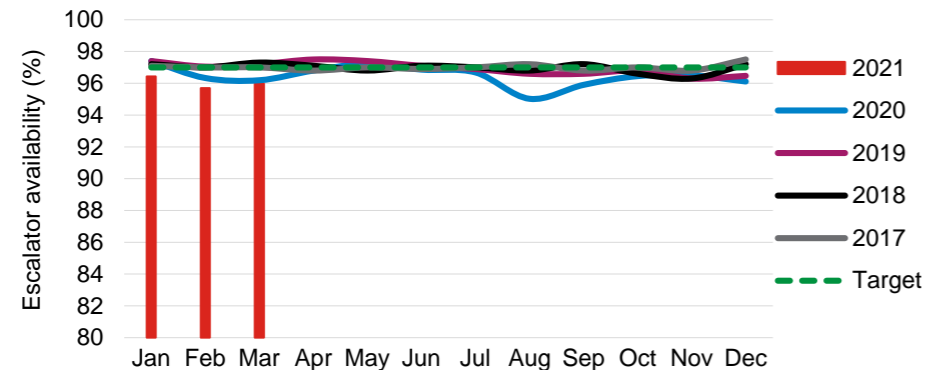
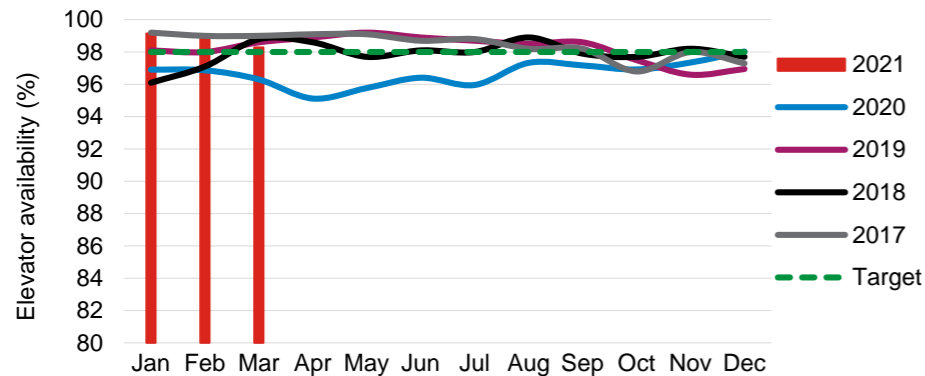
On-time performance of all trips conducted by Wheel-Trans buses. To be on time, the bus must arrive within 20 minutes of its scheduled arrival.





Customer experience

Accessibility – Elevator and escalator availability



Definition

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

Results

Elevator availability in March was 98.3%. Performance decreased slightly from last month (98.9%), but increased from the same time last year (96.3%). Our target of 97% was met.

Escalator availability in March was 96.0%. Performance increased slightly from last month (95.7%). Our target of 97% was not met.

Analysis

Elevator maintenance was completed as planned and scheduled.

Two escalators remained turned off in Lansdowne Station. The station's main entrance is currently closed to accommodate installation of elevators as part of the Easier Access program to make the station accessible.

Major flooding of escalators at Scarborough Centre and Midland stations due to fire line

breaks resulted in 1,500 hours of downtime.

Action

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

The westbound escalator at Lansdowne Station has returned to service. The escalator from the concourse to Lansdowne Avenue will remain turned off until approximately May 2021 when the main entrance is scheduled to reopen.

The flooded escalators at Scarborough Centre and Midland stations were inspected, repaired and returned to service.



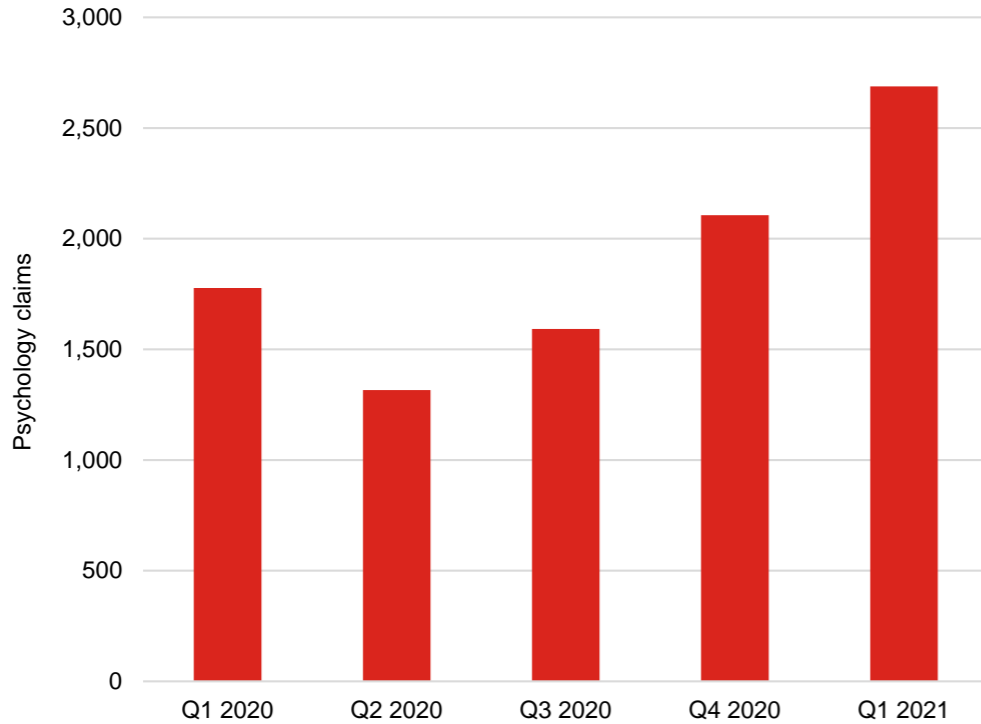


Mary Madigan-Lee
Chief People Officer

Keisha Campbell
Chief Diversity & Culture Officer

People and diversity

Mental health and well-being



The safety and well-being of our employees remains our top priority.

Throughout the pandemic, we have been closely monitoring the usage of our benefit services, particularly mental health support. Greenshield, our benefits provider, offers our employees and their dependents access to mental health professionals. In 2020, the number of employees who made mental health related claims increased to 800 — up from 400 in 2018. Total claims also increased by 51% in Q1 2021 when compared to the same time last year.

We recognized Mental Health Week on May 3, and it is very encouraging to see that our employees are seeking support for both themselves and their families.

Additional mental health resources available to staff include:

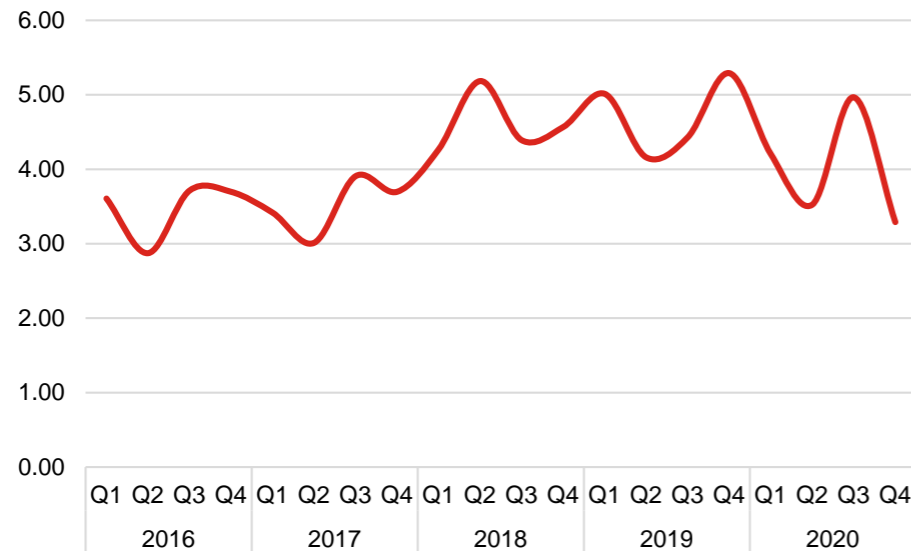
- Mind Beacon: A program that offers mental health support through live therapy sessions, guided programs, and self-help articles and tools.
- Change4Life: A digital mental-health support program aimed at helping manage mental wellness as part of overall health.
- Employee and Family Assistance Program (EFAP) through Morneau Shepell: Provides a wide range of services and supports including trauma response services, counselling, work life services and workplace support programs.





Safety and security

Lost-time injuries rate (LTIR)



Results

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

Analysis

Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition) continue to account for 23% of all lost-time injuries and represent the highest injury event type since 2014.

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

Action

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

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

Definition

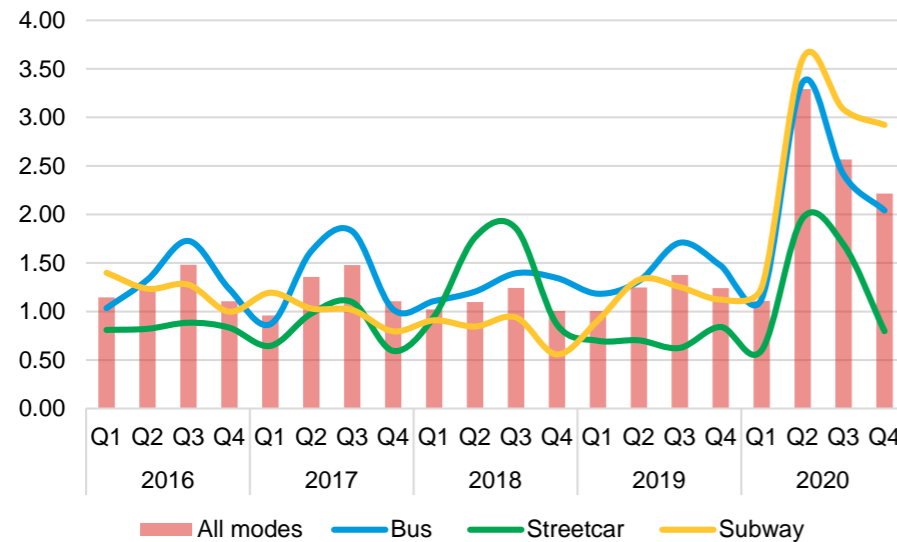
Number of employee injuries resulting in missed work per 100 employees (annualized).





Safety and security

Customer injury incidents rate (CIIR)



Definition
Number of customer injury incidents per one million boardings.

Results

The CIIR in Q4 2020 was 2.22 injury incidents per one million vehicle boardings — a decrease from Q3 (2.6) and an increase from the same period last year (1.2). The CIIR for Q4 was 3% lower than the four-quarter average rate of 2.3 injury incidents per one million vehicle boardings. The four-quarter average shows a statistically significant upward trend in the CIIR.

Analysis

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

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

Action

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

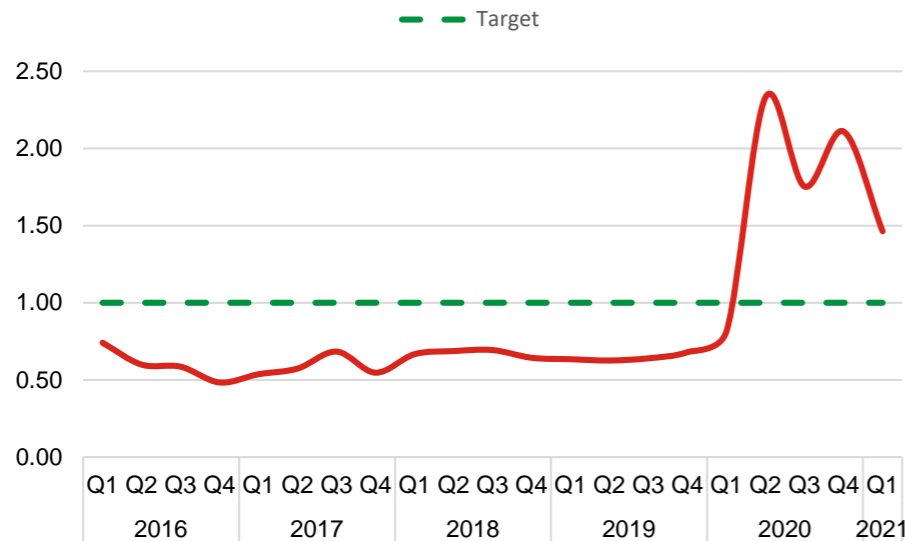
Note: Q1 2021 data will be available in the June 2021 CEO’s Report.





Safety and security

Offences against customers



Definition
Number of offences against customers per one million boardings.

Results

In 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 under-housed and/or experiencing mental health or addiction issues, and to bring sustainable solutions that benefit customers and other community stakeholders, as this is a principle factor in the safety of customers and employees.

The team has helped find shelter space, provided food vouchers and has arranged for taxi services for those in need of assistance. The pandemic has amplified social issues and we have responded by implementing a number of tactics, including:

- Enlisting the assistance of TPS patrol to attend highly impacted stations and routes.
- Creating a response team comprised of the CEU and Streets to Homes personnel.
- Organizing and participating in mask distribution campaigns.
- Special Constables have increased high visibility patrols in stations.

Special Constable recruitment continues:

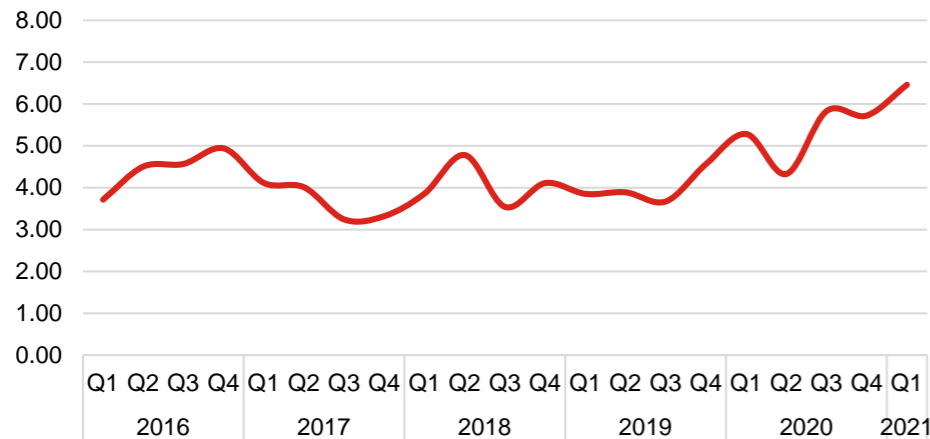
- 18 new Special Constables received their status in February.
- The next class of eight Special Constables started training in January and were deployed in April.





Safety and security

Offences against 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 against employees, which have increased during the pandemic.

Action

We are conducting further analysis to understand the rise in assaults and what actions we can take to better protect our employees. More information will be shared in the June CEO’s Report, including how we are supporting employees who have experienced workplace violence.

Definition

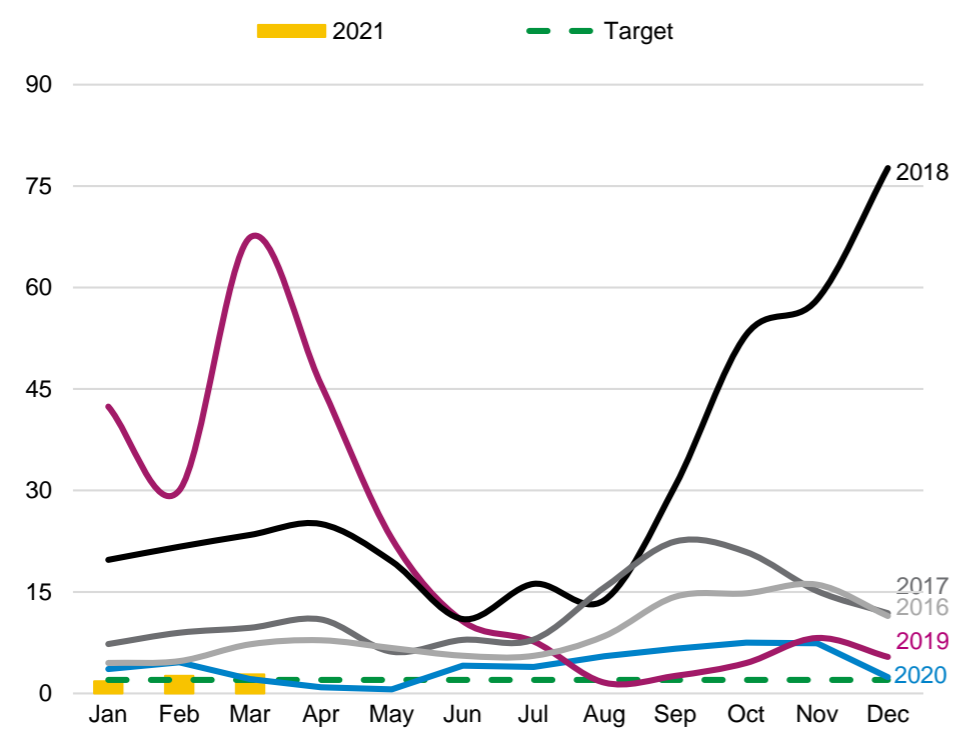
Number of offences against employees per 100 employees.





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 March, the average Wheel-Trans contact centre wait time was 2.8 minutes. This is above the 2.6 minute average in February and our target of two minutes.

Analysis

With Toronto moving from a stay-at-home order to grey-lockdown on March 8, we saw an increase in ridership this period, which in turn generated a substantial increase in call volumes. Our team responded quickly to the change in call volumes and adjusted our overflow response to keep call wait times close to the average target of two minutes.

In March, we also started rigorous testing of a work-from-home solution for our in-house reservation call takers. We will continue testing and fine tuning all functionality of our work-from-home operation to find a workable solution.

Action

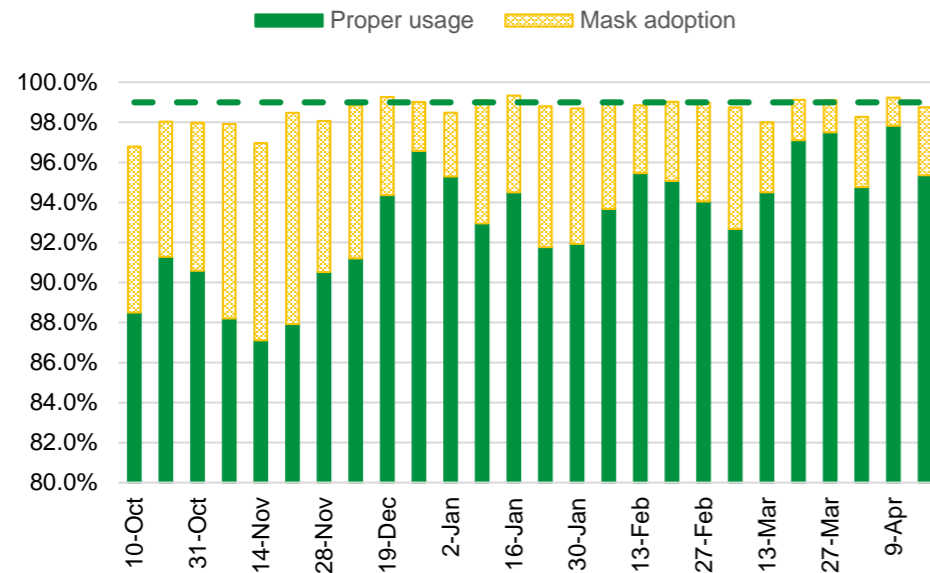
We continue to work closely with TELUS, our overflow contractor, to review call volume patterns in order to accurately forecast, as well as quickly respond to same-day staffing changes and call volumes. We anticipate ridership and call volumes will decrease with a stay-at-home order in effect. Our team will revise our forecast for the upcoming period to reflect a slight reduction in call volumes and monitor daily to ensure staffing matches demand while maintaining low wait times for our customers.





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

In April, 54,132 customer mask observations have been made so far at a sample of 21 stations across the network. Of the customers observed, 98.8% (99 out of 100 customers) were wearing masks “mask adoption”, and 95.7% (19 out of 20 customers) were wearing masks properly “mask compliance”.

Analysis

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

Action

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

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

Anticipating compliance rates may be improved with greater mask availability, we continue with broad and targeted mask distribution. Since late 2020, free masks have been distributed to customers at schools, shelters, stations, and at high ridership stops. Approximately 1.9 million masks have been distributed to customers as of April 17, 2021.

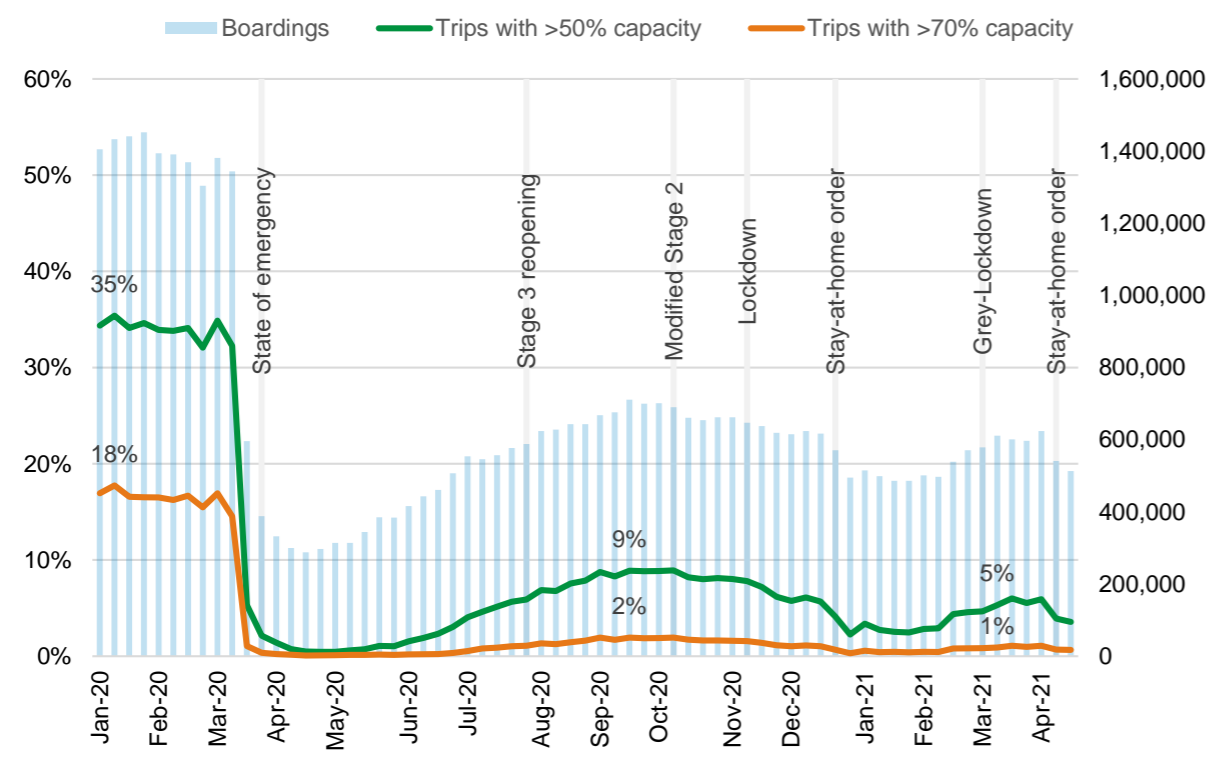
We have several mask-specific campaigns that include messaging about how to wear a mask properly. Our most recent mask campaign was launched in March on board vehicles and features customers wearing masks properly and the reason for use.





Hot topics

Bus occupancy



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

Results

For the week ending April 16, 2021, we served 513,000 bus customers on average per weekday (37% of pre-COVID). Of this, only 4% of bus trips had more than 25 customers per bus on some part of the route (50% capacity) and 0.6% of bus trips had more than 35 customers per bus (70% capacity) on some part of the route.

Analysis

The bus occupancy results are driven by two factors: demand and capacity. On the demand side, average daily bus customers have decreased by 33,000 week-over-week and by 60,000 month-over-month. With reduced boardings, overall levels of occupancy decline as do trips over 50% and over 70%. This natural reduction along with continued proactive practice of demand-responsive field deployments of buses, reduces over rates of occupancy.

Action

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

To further support customers, bus occupancy information was launched on two leading customer journey planning mobile apps in April. Adoption was measured at >400K uses in the first five days.





Hot topics

Bicycle parking infrastructure at stations

The TTC is nearing the completion of a project aimed at modernizing and expanding bicycle parking infrastructure at stations to improve the integration of cycling and transit.

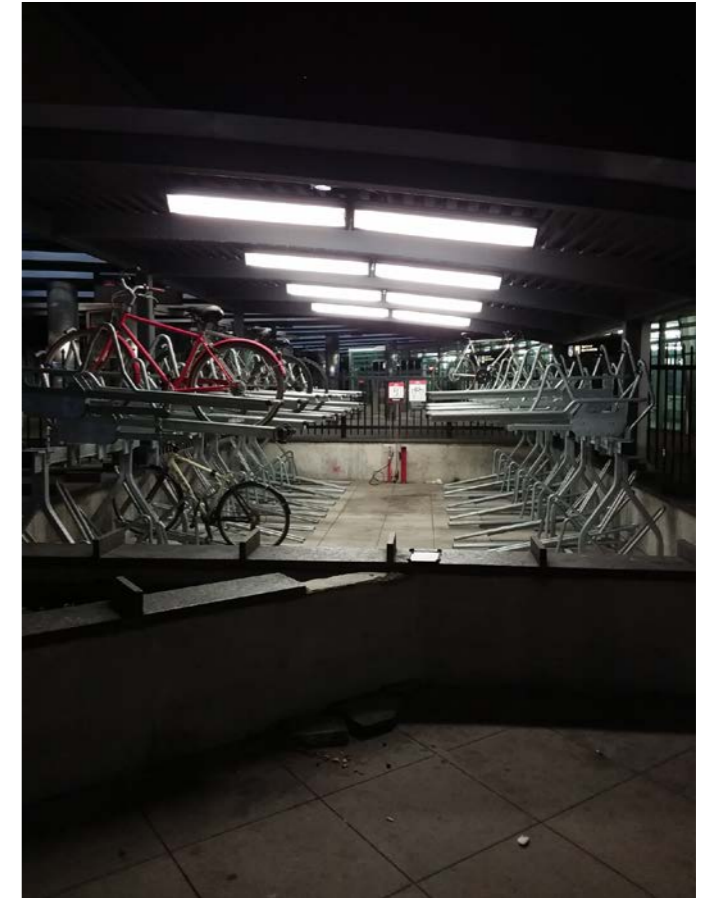
The project is jointly funded by the Government of Canada's Public Transit Infrastructure Fund and the City, and will be completed this summer with the installation of:

- Over 700 new bicycle parking spaces at TTC stations — increasing our parking supply by about 75%.
- 7 bicycle shelters.
- 25 new bicycle repair stations, which allow cyclists to make minor repairs to their bicycles on-the-go with air pumps and tools.

The new infrastructure, along with our ongoing work with Bike Share Toronto to better connect their system to the TTC's, will help more customers combine public transit with active transportation.

Enabling more people to cycle safely around Toronto is a key part of the City's restart and recovery plan. During the pandemic, the City expanded and accelerated its Cycling Network Plan as part of the ActiveTO program, with 40 kilometres of bike routes.

We will continue to provide updates in this report as our rollout progresses.



New two-tier bike racks with lift assist mechanism for upper racks installed at Pape Station.





Appendix: Service delivery

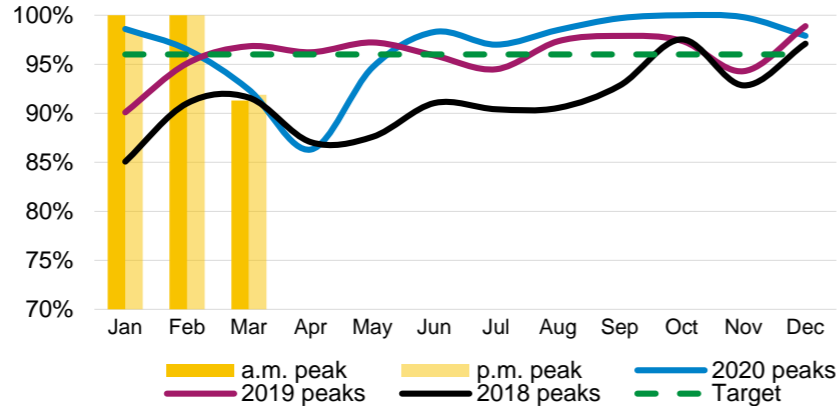
Line 1 capacity

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.

March: 91.6%
February: 100%
March 2020: 92.4%

Target: 96.0% ❌

Closure between St George and St Andrew March 15 – 24.

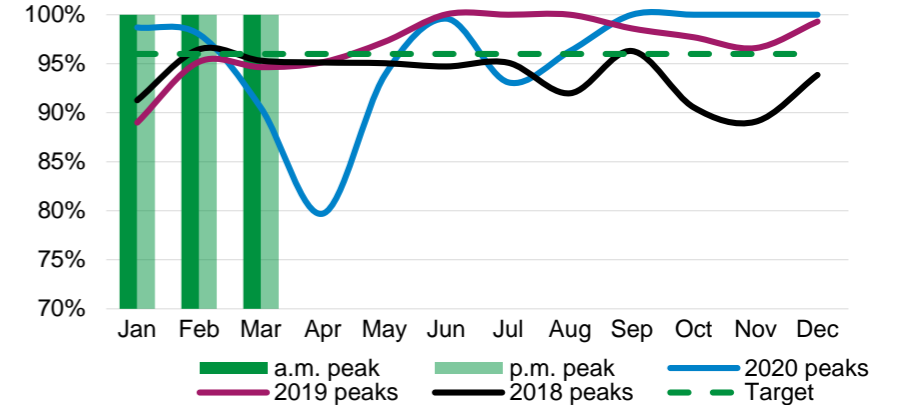


Line 2 capacity

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.

March: 100%
February: 100%
March 2020: 90.5%

Target: 96.0% ✅

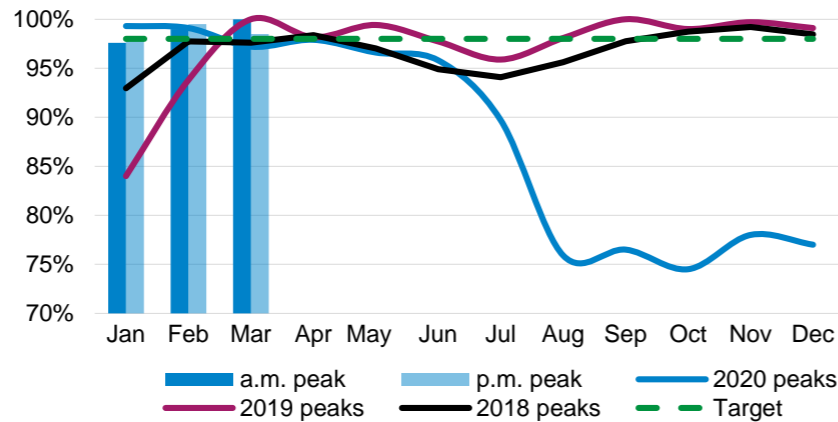


Line 3 capacity

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.

March: 99.2%
February: 99.3%
March 2020: 97.2%

Target: 96.0% ✅

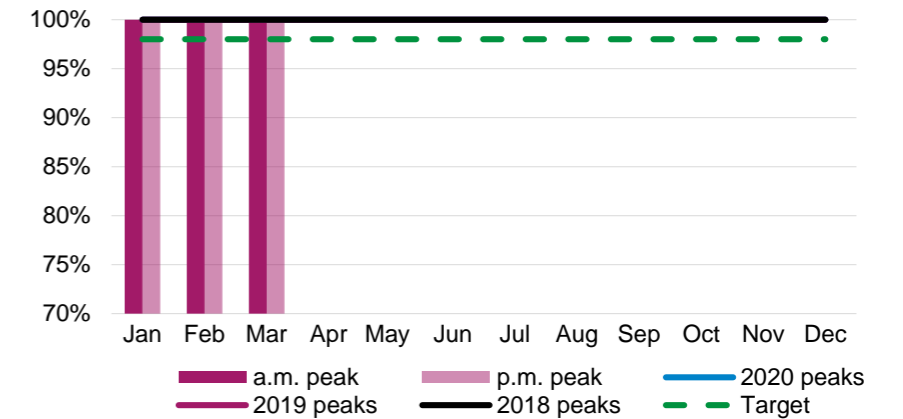


Line 4 capacity

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

March: 100%
February: 100%
March 2020: 100%

Target: 96.0% ✅





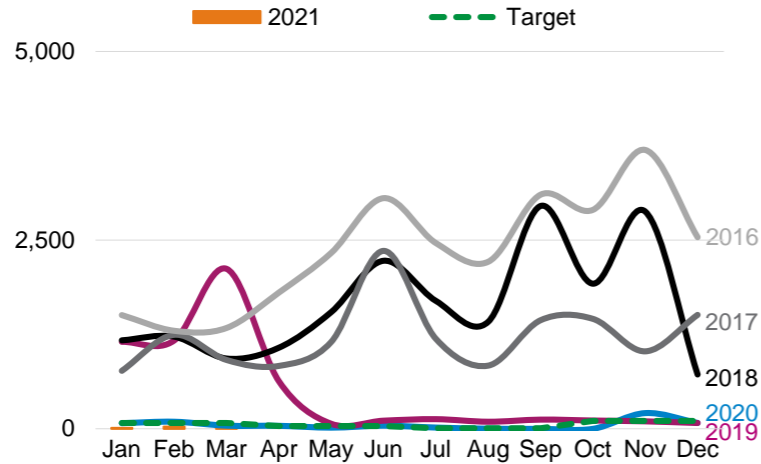
Appendix: Service delivery

Streetcar short turns

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

March: 13
February: 28
March 2020: 42

Target: 77

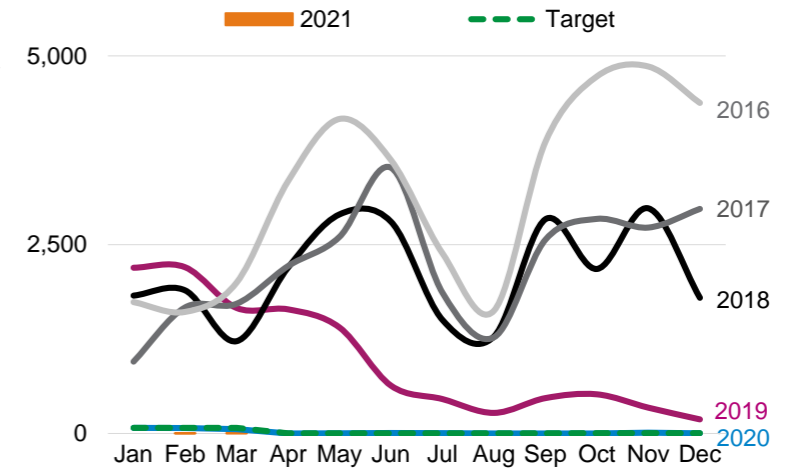


Bus short turns

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

March: 4
February: 2
March 2020: 56

Target: 74





Rich Wong
Chief of Vehicles

James Ross
Chief Operating Officer

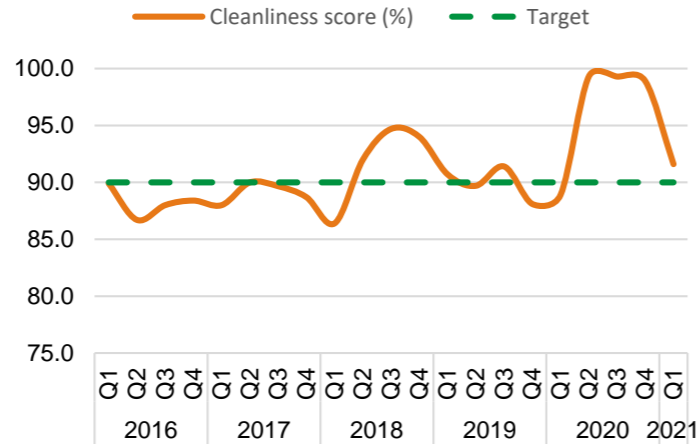
Appendix: Cleanliness

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%



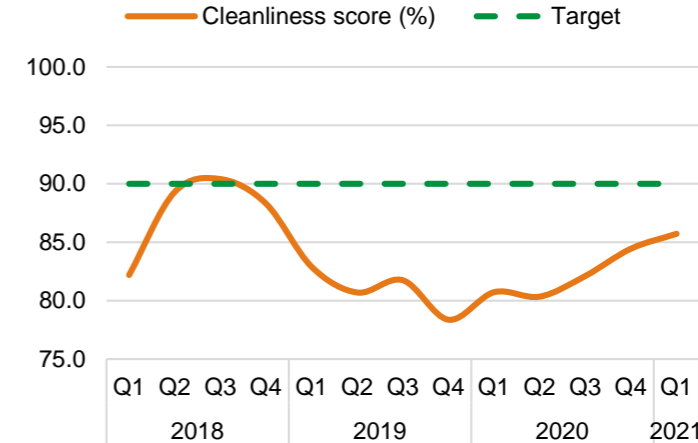
Streetcar cleanliness

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

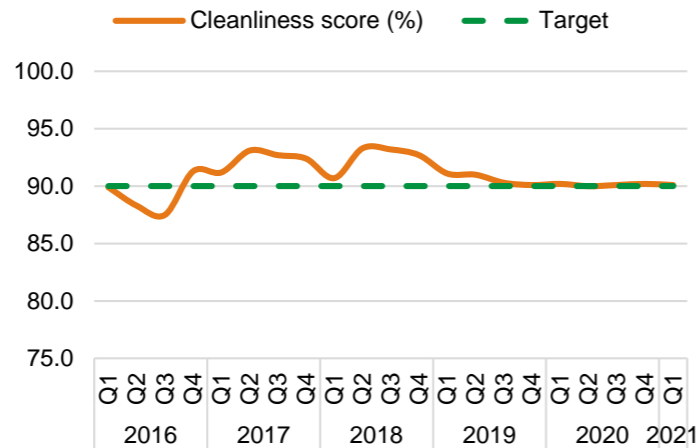


Subway cleanliness

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%

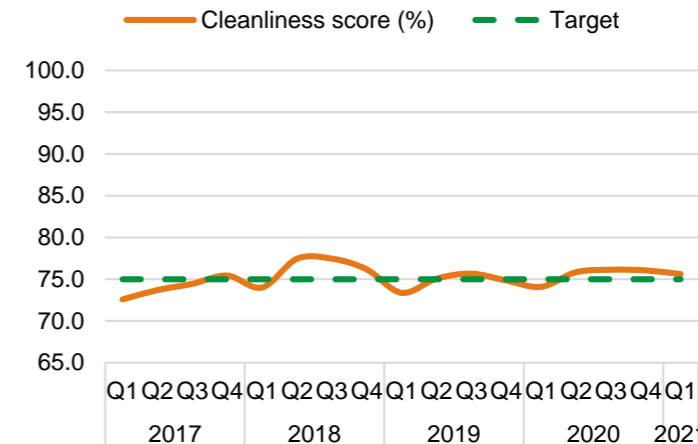


Station cleanliness

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%

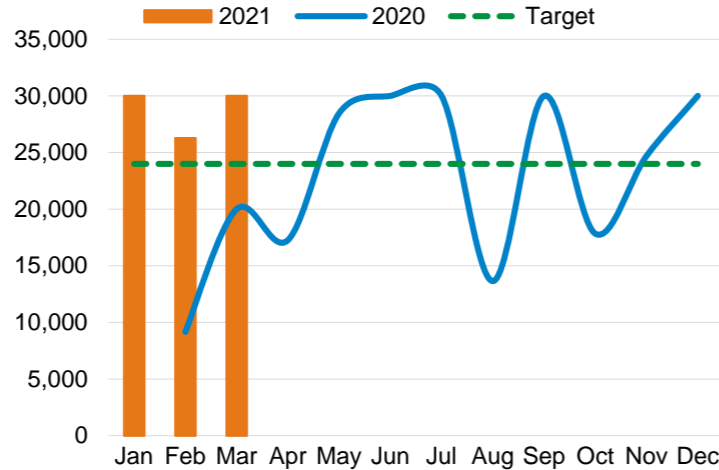




Appendix: Asset reliability

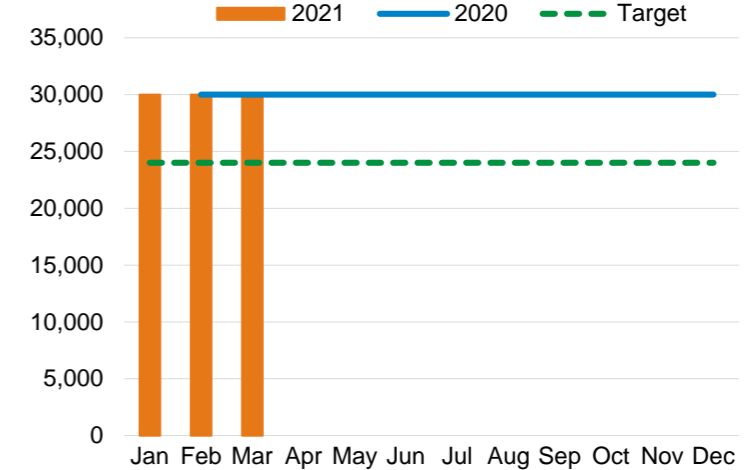
eBus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

March: 30,000 km
February: 26,277 km
March 2020: 20,000 km
Target: 24,000 km ✓



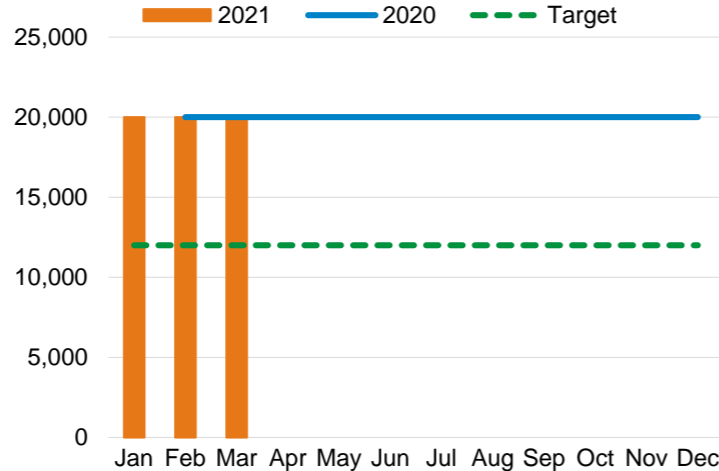
Hybrid bus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

March: 30,000 km
February: 30,000 km
March 2020: 30,000 km
Target: 24,000 km ✓



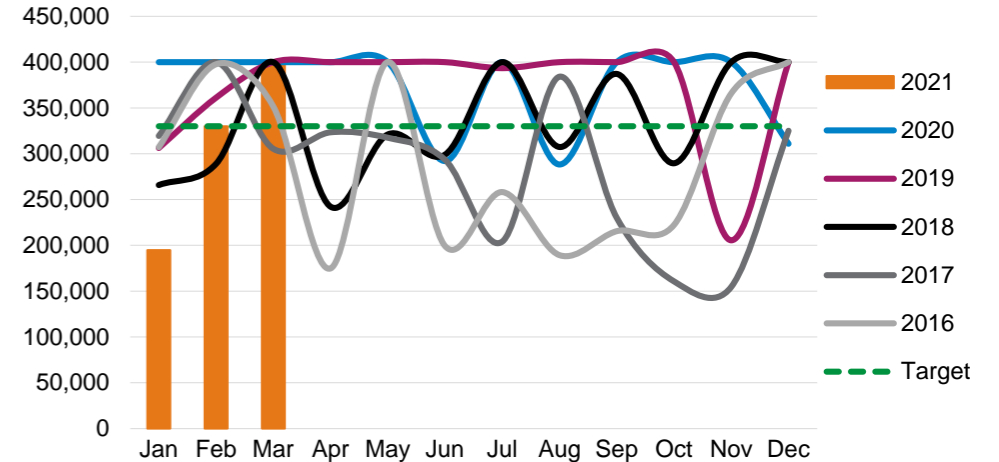
Clean-diesel bus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

March: 20,000 km
February: 20,000 km
March 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.

March: 400,000 km
February: 330,000 km
March 2020: 400,000 km
Target: 330,000 km ✓





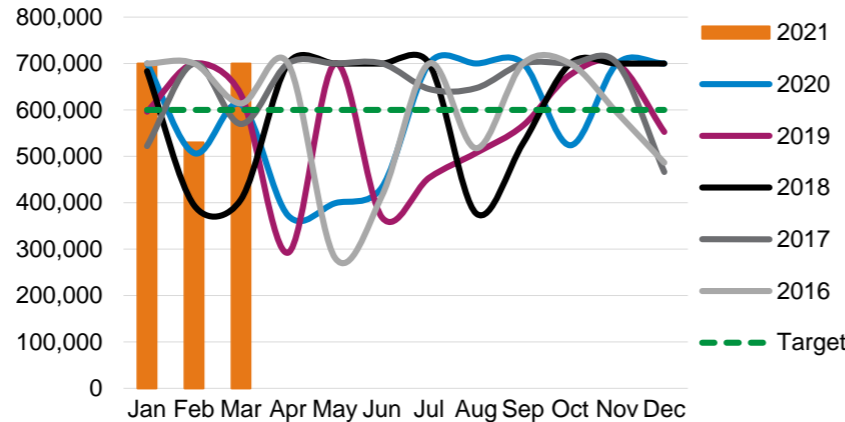
Appendix: Asset reliability

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.

March: 700,000 km
February: 530,000 km
March 2020: 611,589 km

Target: 600,000 km

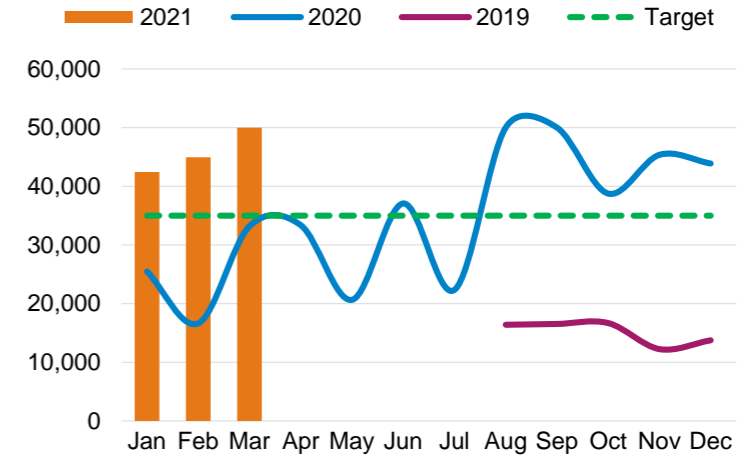


Streetcar mean distance between failures

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

March: 50,000 km
February: 44,949 km
March 2020: 31,191 km

Target: 35,000 km

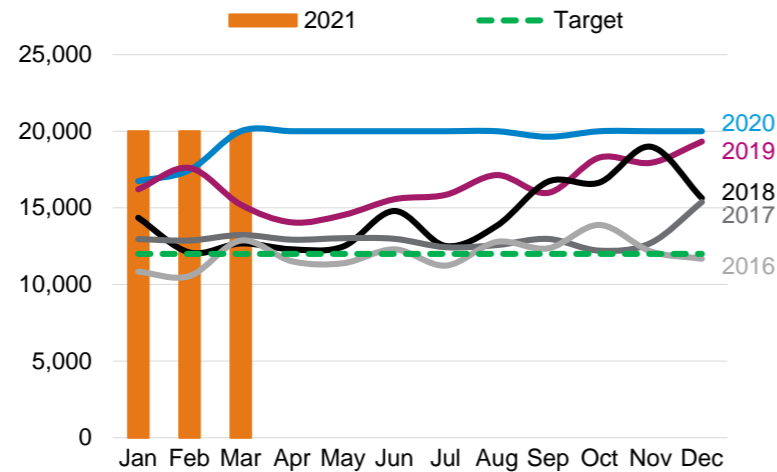


W-T Mean distance between failures

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

March: 20,000 km
February: 20,000 km
March 2020: 20,000 km

Target: 12,000 km





Appendix: Asset reliability

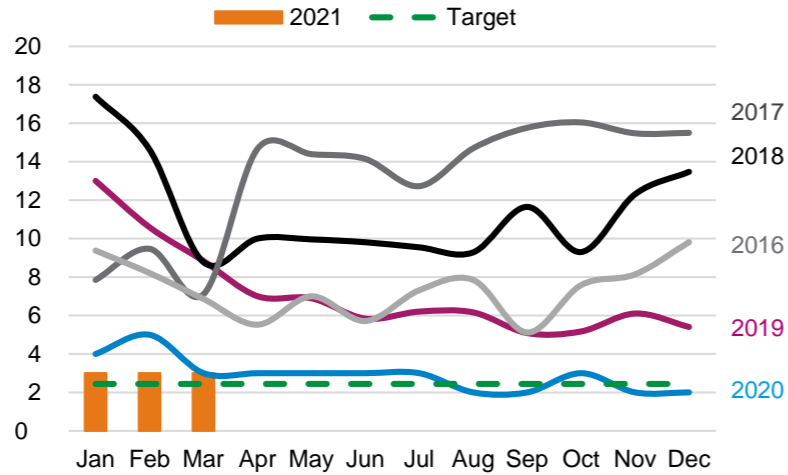
Streetcar road calls and change offs

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).

March: 3
February: 3
March 2020: 3

Target: 2.4

Averaging 0.6 above target. Main failures related to car body panels and operator control buttons.

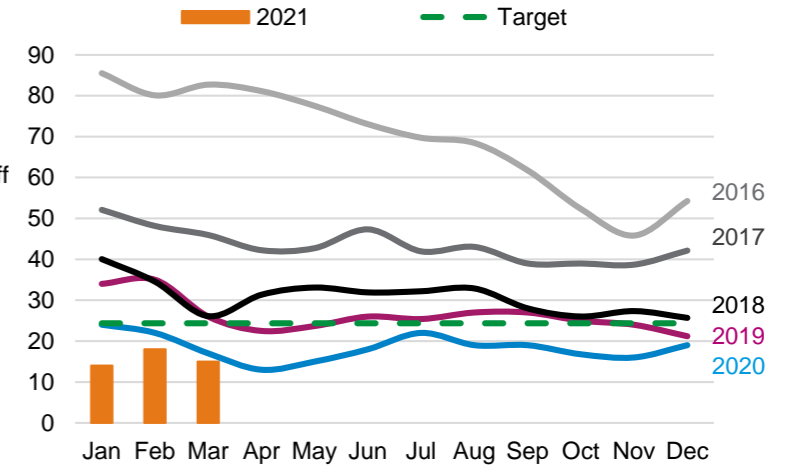


Bus road calls and change offs

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)

March: 15
February: 18
March 2020: 17

Target: 24





Rich Wong
Chief of Vehicles

Kathleen Llewellyn-Thomas
Chief Strategy & Customer Officer

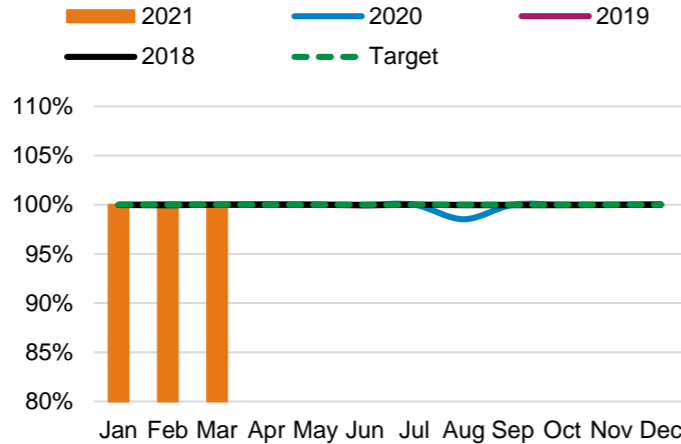
Appendix: Asset availability

Subway service availability

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

March: 100.0%
February: 100.0%
March 2020: 100.0%

Target (JR): 100.0%

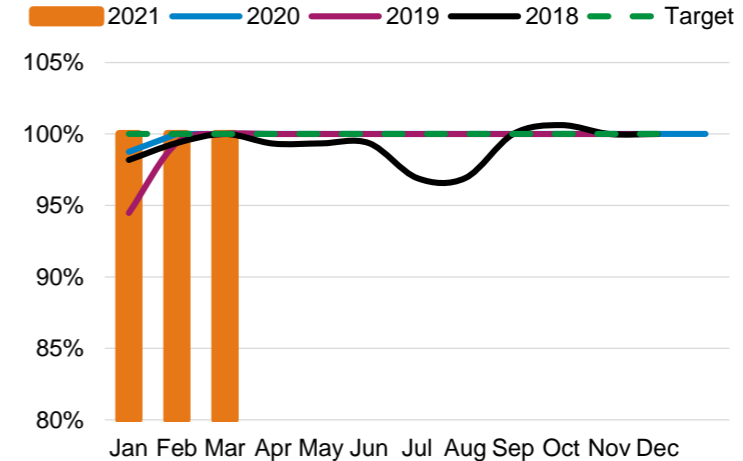


Streetcar service availability

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

March: 100.0%
February: 100.0%
March 2020: 100.0%

Target (JR): 100.0%

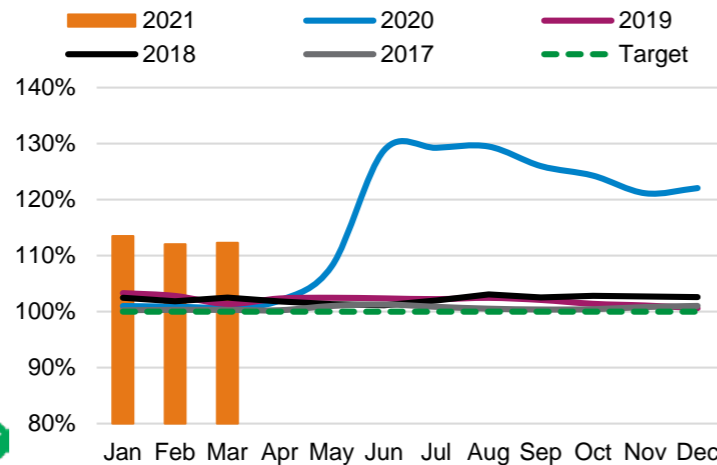


Bus service availability

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

March: 112.3%
February: 112.0%
March 2020: 100.7%

Target (JR): 100.0%

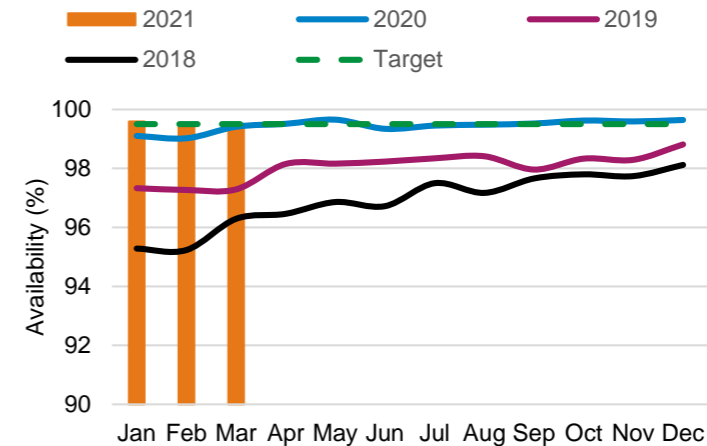


Fare gate availability

Percentage of fare gates are available for use.

March: 99.51%
February: 99.47%
March 2020: 99.41%

Target (KLT): 99.50%





Appendix: Asset availability

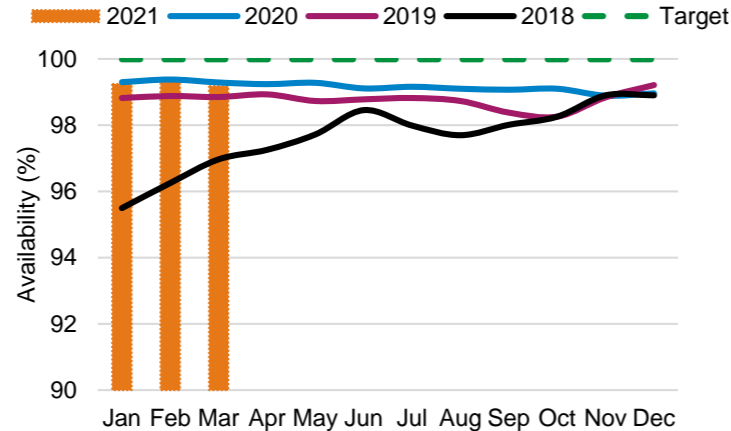
PRESTO reader

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

March: 99.18%
February: 99.33%
March 2020: 99.29%

Target: 99.99% ❌

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

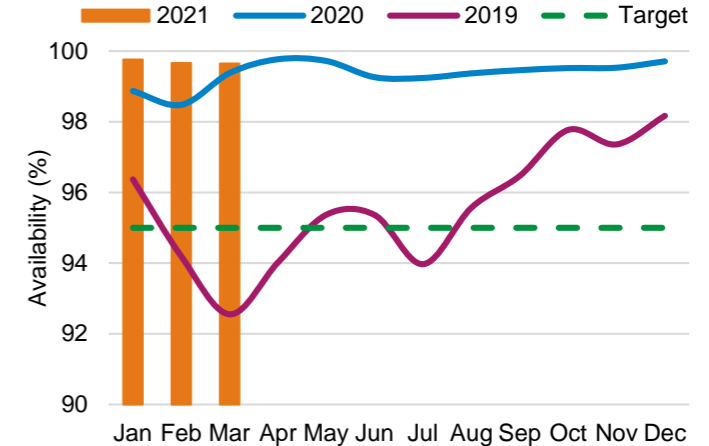


PRESTO Fares and Transfers Machine (FTM)

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

March: 99.65%
February: 99.66%
March 2020: 99.38%

Target: 95.00% ✅

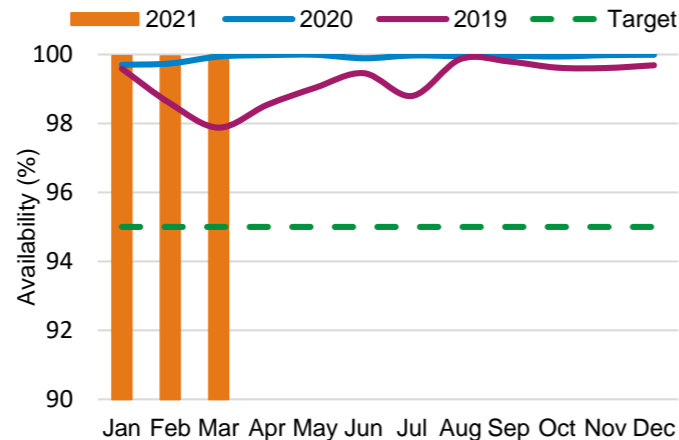


PRESTO Self-Serve Reload Machine (SSRM)

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.

March: 99.97%
February: 99.95%
March 2020: 99.94%

Target: 95.00% ✅

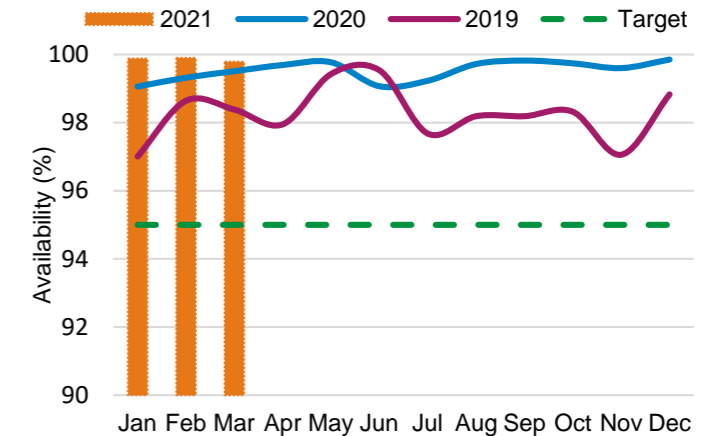


PRESTO Fare Vending Machine (FVM)

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.

March: 99.79%
February: 99.90%
March 2020: 99.51%

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 December 31, 2020 and their status.

Type	Requirement Orders ¹ issued	Non-compliance Orders ² issued	Status
Ministry of Labour Orders	7	7	Compliance Achieved
Ministry of the Environment, Conservation and Parks Orders	0	0	Not Applicable
Technical Standards and Safety Authority Orders	0	0	Not Applicable
City of Toronto – Notice of Violation	0	1	Compliance Achievement
Toronto Fire Services Code Violations	18	112	Compliance Achievement

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.

