



Chief Executive Officer's Report – November 2021

Date: November 29, 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 – November 2021

CEO's Report

Toronto Transit Commission

November 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.

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

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.

Did you know...



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

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CEO's commentary



On October 29, the TTC was the victim of a sophisticated cybersecurity incident that impacted a number of internal and customer-facing functions. Over the past few weeks, we have been working day and night to resolve this situation — to get our affected services back online and to gain a clearer understanding of the incident.

The incident resulted in a number of the TTC's servers being encrypted and locked, resulting in the loss of our VISION system, vehicle arrival information, and online Wheel-Trans booking systems, as well as external network connectivity, including email.

We continue to investigate whether any customer or vendor information was accessed. There's no indication at this time that any of this information has been misused or shared publicly.

To support employees during this time, and as a precaution, we have purchased

credit monitoring and identify theft protection/insurance from TransUnion through their myTrueIdentity Program for all current and former employees, including pensioners. Current and former employees, including pensioners, will have coverage through TransUnion for a three-year period.

I want to express my deep regret that this has occurred to everyone who may be impacted. The fact that in the past year there have been nearly 700 similar attacks on public and private sector organizations in Canada is indicative of just how pervasive they really are. I want everyone to be assured the TTC continues to follow best practices in securing our IT infrastructure and that we have leading advisors assisting us in this endeavor. We remain fully committed to learning from this incident.

This incident has once again reminded me how fortunate I am to be surrounded by 15,000 talented employees. Not just

the TTC's IT team who have been working relentlessly to get our systems back up and running, but all our employees whose commitment to our customers has been unwavering. I want to thank all of our employees for their dedication and hard work.

The top concern for the TTC has always been protecting the health and safety of our customers and employees — the cybersecurity incident did not compromise that. We continue to post information as it becomes available on the cybersecurity incident at [ttc.ca/cyberinfo2021](https://www.ttc.ca/cyberinfo2021).

People Group

Mandatory vaccination policy update

The TTC did not make any changes to its mandatory vaccine policy despite the cybersecurity incident. We have communicated regularly with employees about the policy since mid-August.



CEO's commentary

The deadline to receive two doses (or one dose of a single dose series) remained end of day on November 20. On November 21, employees who were unvaccinated or who had not shared their status were placed on unpaid leave until their vaccination course was complete.

Safety remains the top concern for the TTC and making sure everyone working at the TTC is kept as safe as possible. Getting vaccinated is an important step in putting the pandemic behind us and ensuring that we are doing everything we can to keep our family, friends and communities healthy.

Diversity and Culture Group

Honouring Remembrance Day

This year, as in previous years, the TTC continued its annual tradition of bringing all its vehicles to a standstill as part of its Remembrance Day commemoration. On November 11, all subway trains were held on station platforms at 11 a.m. Bus and streetcar operators stopped their vehicles at a regular service stop just prior to 11

a.m. Wheel-Trans vehicles were also brought to a stop at a safe location.

Current and former members of Canada's military were able to ride the TTC for free along with a companion.

TTC buses and streetcars were also carrying a sign reading "Lest We Forget," and a special message ran on all subway platform screens.



Strategy and Customer Experience Group

Public art at Wilson Station

Last month, a new series of murals was unveiled at Wilson Station. The murals, *Daily Migration*, was created by Shalack Attack, an internationally-recognized artist, and STEPS Public Art. There are three murals that were completed and tell the stories of migration with the elements of water, fire, earth and air. These stories were shared by community members through art workshops facilitated over the past year.

We encourage customers to visit Wilson Station to view the new artwork.

Canada Running Series partnership

For a second year in a row, the TTC has partnered with Canada Running Series for the TTC Challenge. On November 15, participants started tracking their distance and began running or walking 76.5 km — the distance of the TTC subway system. To celebrate the TTC's centenary, participants can also complete 100 km within the one-month period.

CEO's commentary

To find out more about this event, visit the Canada Running Series website and look for the TTC Challenge.

PRESTO update

To provide a more equitable transit experience, we have worked with PRESTO to change the tones that some customers hear when they tap their card. Starting November 20, Wheel-Trans customers who are part of the Fair Pass Discount Program will hear the same one beep as a typical adult fare payment. This update will also be changing the tone children hear when they tap

their card (going from two beeps to a three chime sound).

This update follows a larger update that was made on all TTC vehicles and fare gates back in late September and early October.

Operations Group Update

Temporary service plans for November and December

The TTC has temporary service plans in place for November and December, which take into account

employees who were ineligible to work due to being unvaccinated or for not disclosing vaccination status. Vaccinated TTC operators were able to sign up for the next schedule service periods as of November 3. If additional employees come forward and report their vaccination status in the coming days and weeks, the TTC will work to increase service.

The November 21 schedules were planned to be reliable and predictable while protecting existing service on the TTC's busiest bus routes at the busiest times of day such as Wilson, Jane, Eglinton, Finch and Lawrence East.



Daily Migration mural by Shalack Attack (Wilson Station)

CEO's commentary

Individual route schedules for the period beginning November 21 are available on the TTC website and through all the usual real-time and online sources.

TTC ridership is at approximately 50 per cent of pre-pandemic levels.

Time capsule sealed at McNicoll Bus Division and Garage

Late last month, employees from McNicoll Bus Division and Garage sealed a time capsule containing items of significance to current employees, including masks, postcards written by employees, the TTC 100th anniversary book and more. The McNicoll Bus Division and Garage opened in March 2021 and became the TTC's ninth bus garage in the network.

The capsule will be opened by McNicoll employees on October 18, 2051, as a part of the TTC's 130th anniversary celebrations.

Safety and Environment Group

TTC holds more than 60 popup clinics

Getting vaccinated is one of the most important things all of us can do to put this pandemic behind us. To help people get their vaccination, the TTC and health partners have hosted many clinics on TTC properties for our workforce and their families, and at subway stations for our customers and the general public.

At the time of writing this commentary, we've held more than 60 clinics and administered almost 9,500 vaccine doses.

The next TTC Board meeting is scheduled for Monday, November 29 and will be live-streamed on the Official TTC YouTube Channel, starting at 10 a.m.



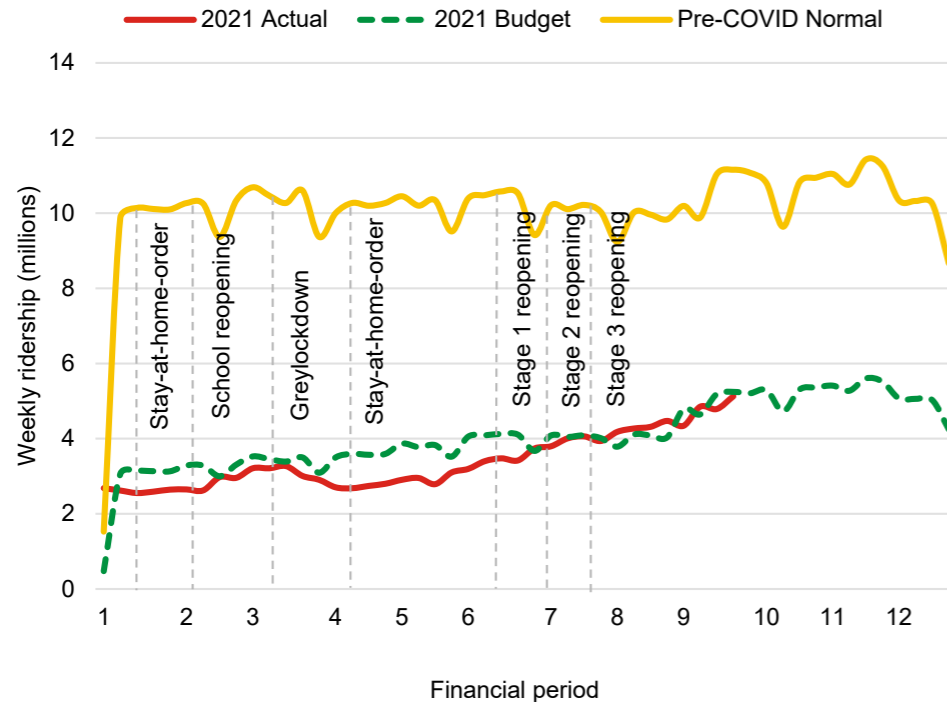
Richard J. Leary
Chief Executive Officer
November 2021





Ridership

Revenue rides



Definition

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

Results

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

Analysis

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

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

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

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

Action

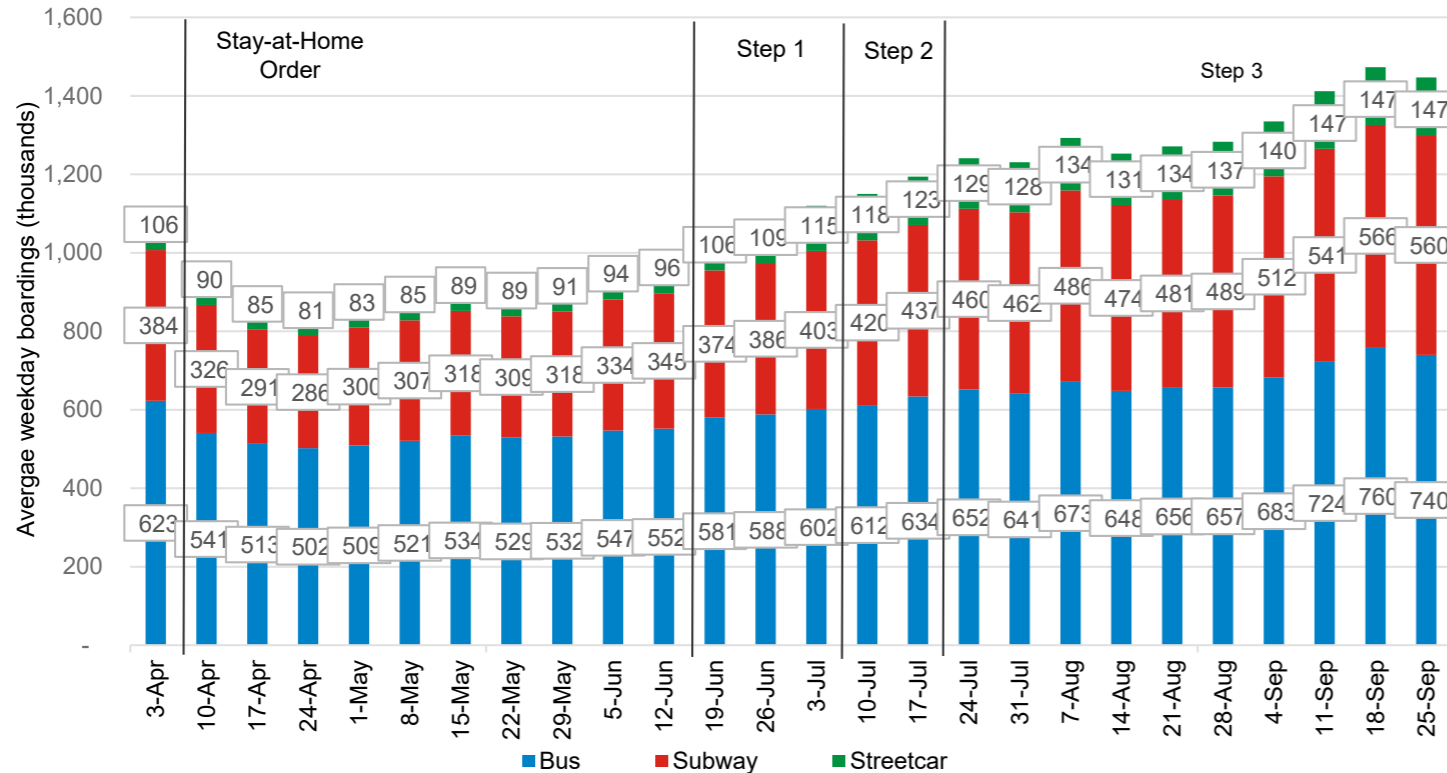
In September, the second phase of our print and digital campaign to welcome customers back to the TTC was rolled out. Phase one focused on the safety improvements we have made during the pandemic. Phase two showcases the many great places in the city people can visit by taking the TTC.





Ridership

Customer boardings – Bus, subway and streetcar



Definition

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

Results

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

Analysis

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

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

Action

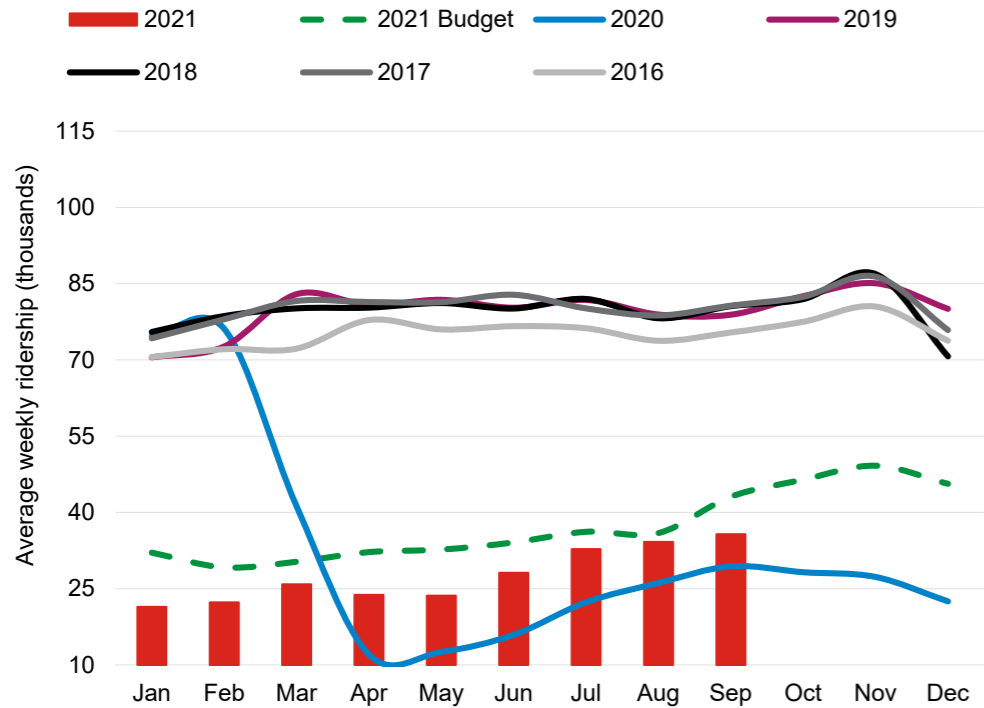
As the Province's recovery plan remains in Phase 3, we forecast overall customer demand close to 50% of pre-COVID levels by the end of the year.





Ridership

Wheel-Trans – Trips



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

Results

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

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

Analysis

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

Action

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

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

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

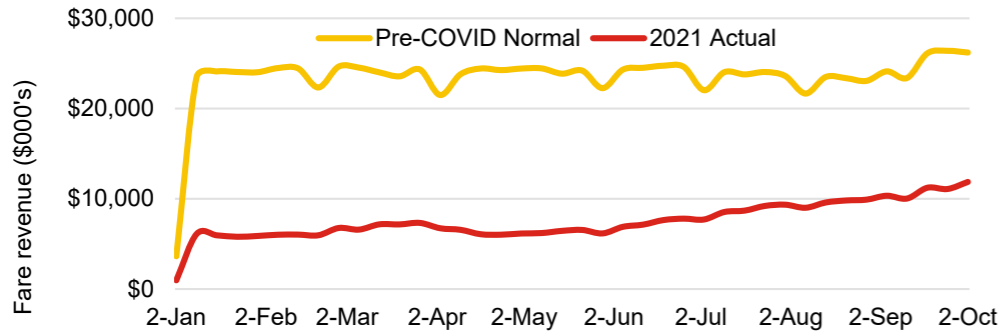
Sharing rides and other service changes will be evaluated for implementation in the coming months.





Financial

Fare revenue



Results

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

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

Analysis

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

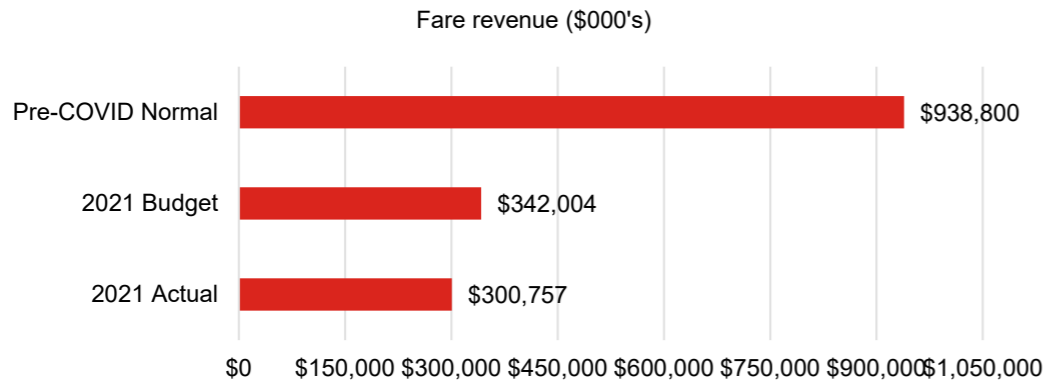
Period 9 revenue reflected the following fare concession profile: 81.3% adult, 6.3%

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

Action

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

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



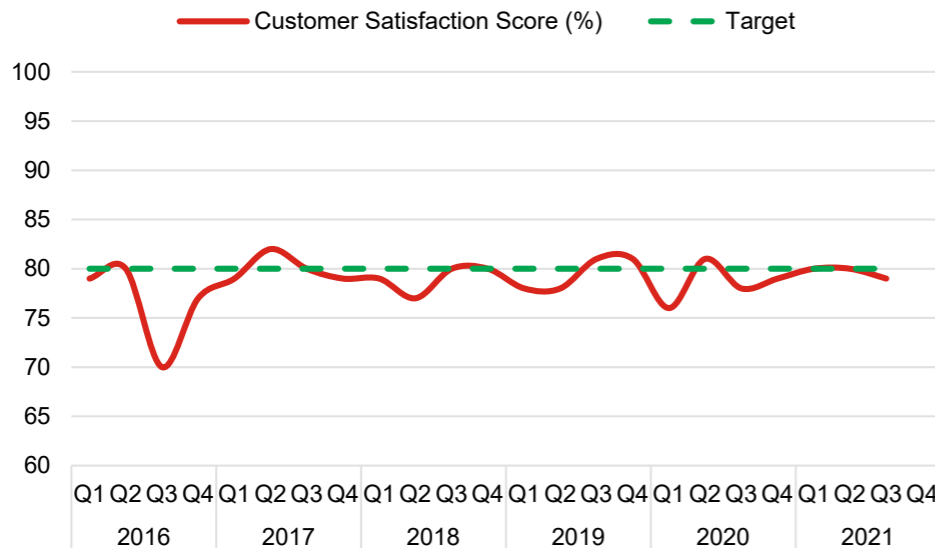
Definition
Revenue generated through fares.





Customer experience

Customer satisfaction



Definition

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

Results

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

Analysis

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

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

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

Action

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

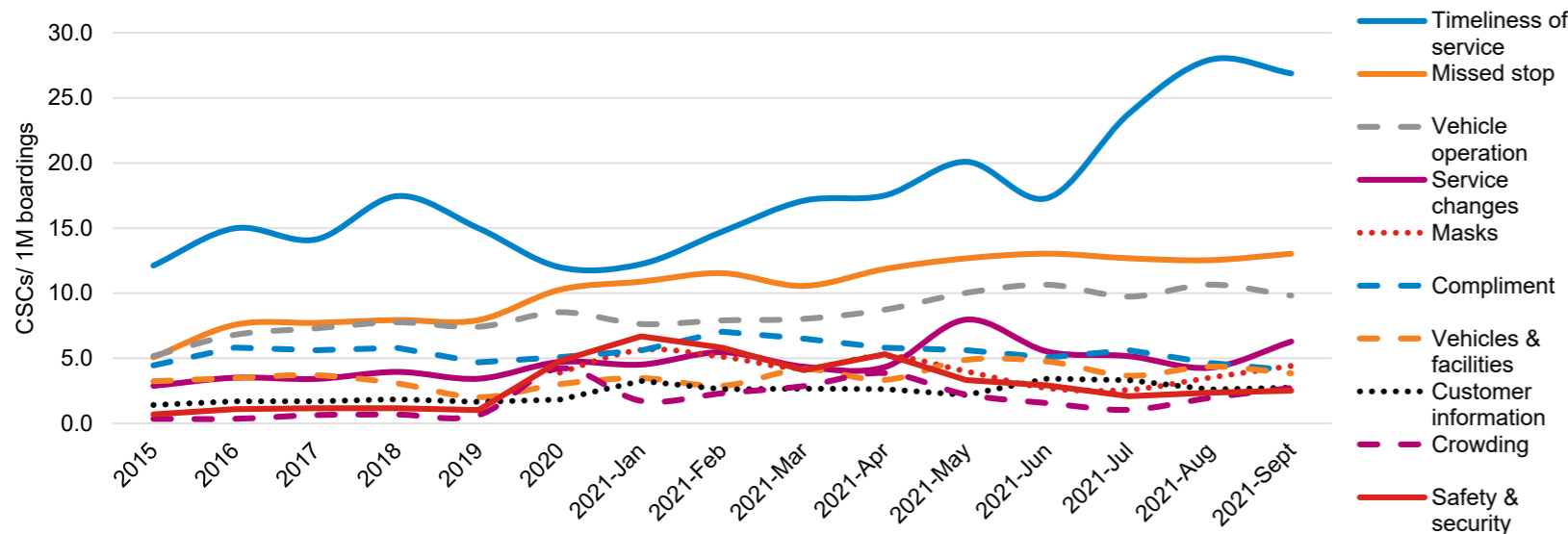




Customer experience

Customer service communications (CSCs)

We value communication with our customers. It helps inform service planning and operations, and improves our overall customer experience. In addition to our quarterly Customer Satisfaction Survey (page 12), volunteered customer feedback is also highly valuable. The TTC's Customer Service Centre receives customer input via our website, telephone, email and Twitter – each one is a CSC. CSCs are routed through the organization in order to acknowledge and respond to individual customers, and used to understand overall customer experience.



Definition

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

Results

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

Analysis

Service-related CSCs:

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

COVID-related CSCs:

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

Commentary continued on next page





Customer experience

Customer service communications

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

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

Action

Service-related (pages 15-19):

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

COVID-related (pages 28-29):

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

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

Compliments:

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

Customer compliment:

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

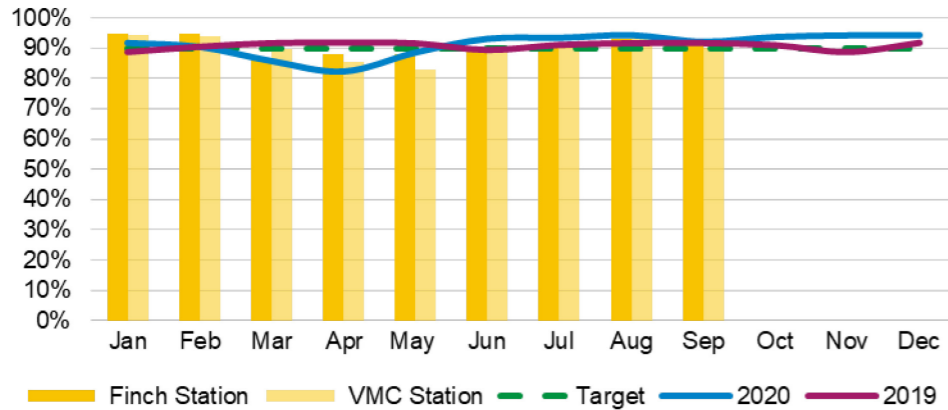




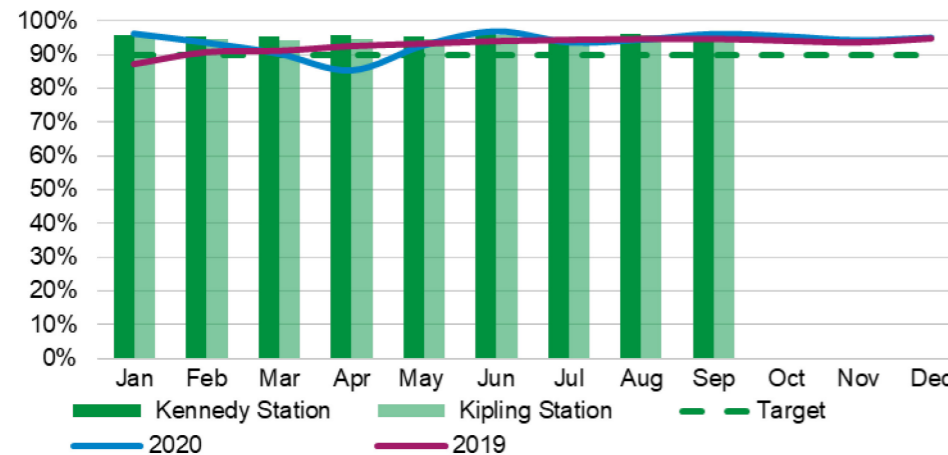
Customer experience

On-time performance (OTP) – Subway

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

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

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

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

Analysis

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

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

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

Commentary continued on next page

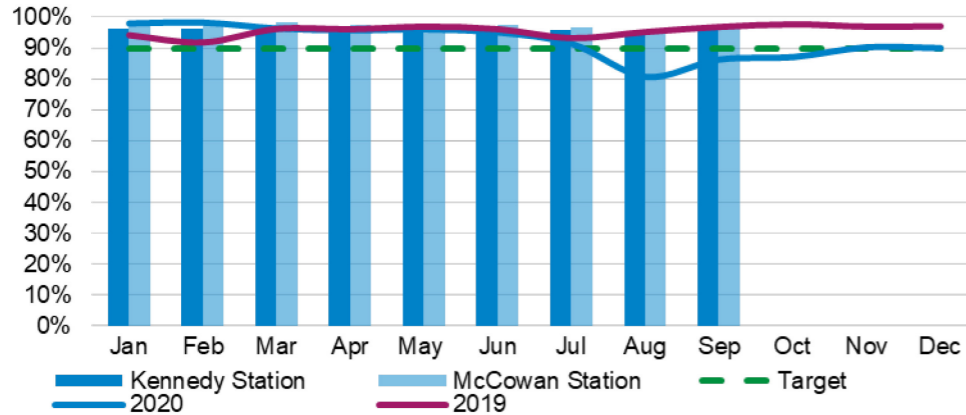




Customer experience

On-time performance (OTP) – Subway

3



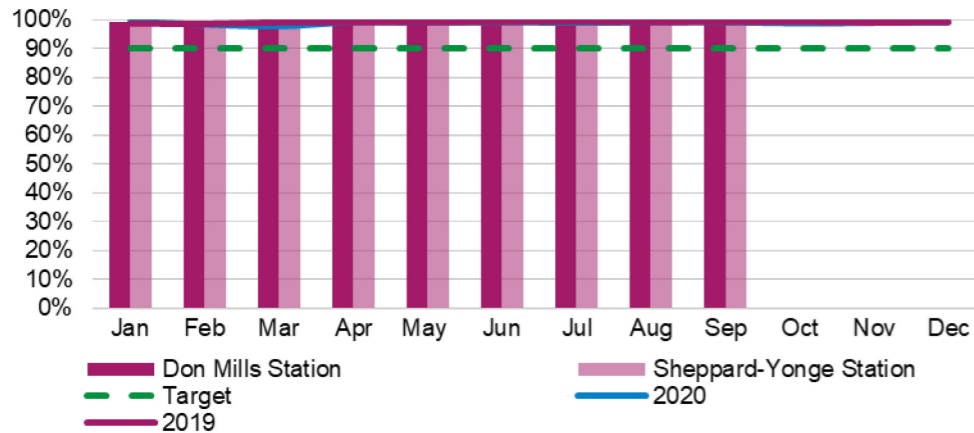
Line 4: There was a 23% increase in total delay minutes — from 133 minutes in August to 163 minutes in September.

Action

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

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

4



Definition

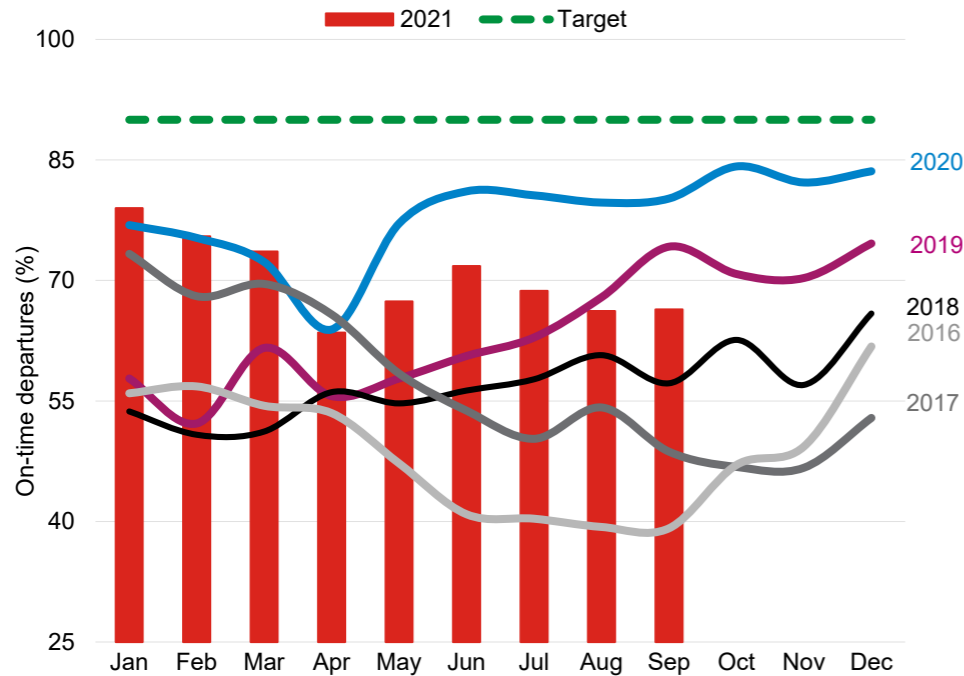
Headway (amount of time between train arrivals at a station) adherence of all service trains at end terminals. Data represents weekday service. To be on time a train must be within 1.5 times of its scheduled headway.





Customer experience

On-time performance (OTP) – Streetcar



Definition

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

Results

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

Analysis

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

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

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

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

Action

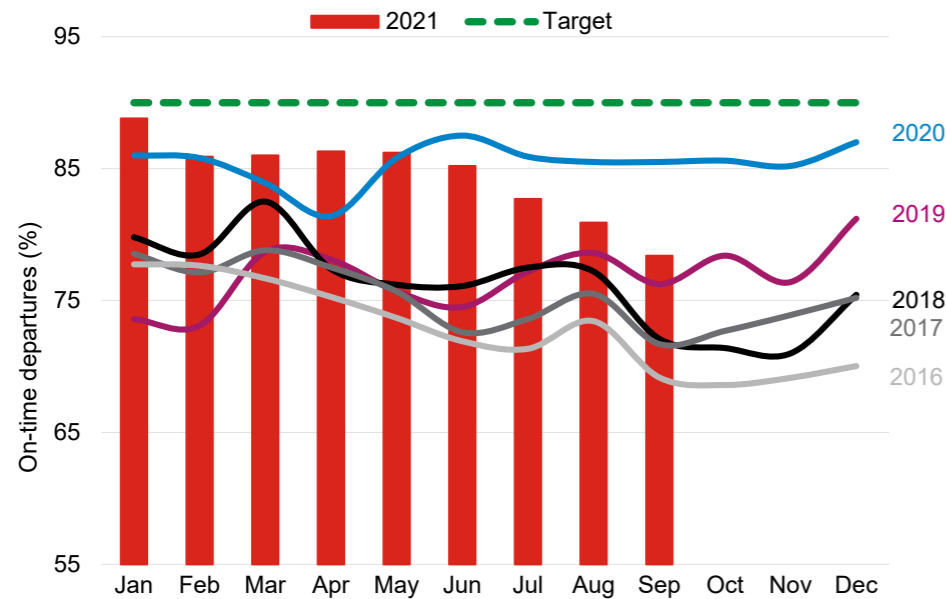
Upcoming infrastructure projects will be assessed in order to move forward with preferred options for routings and end terminal locations to continue to work to improve performance. The 504C King shuttle bus branch is expected to return to scheduled operation in the October period, which will have a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





Customer experience

On-time performance (OTP) – Bus



Definition

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

Results

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

Analysis

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

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

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

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

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

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

Action

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

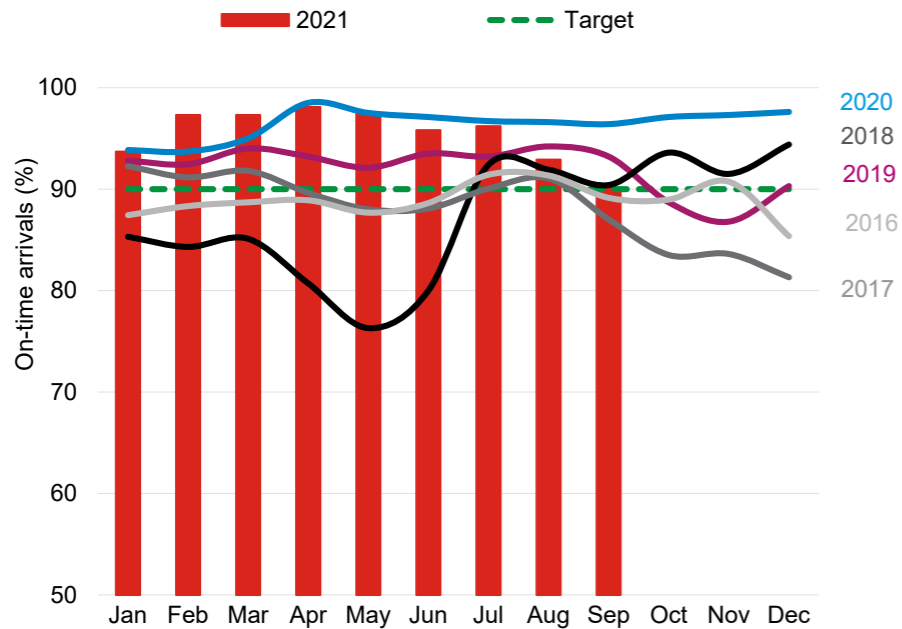
Workforce planning efforts are aimed at decreasing cancellation hours and missed trips. Operator schedule adherence monitoring at end terminals will continue.





Customer experience

On-time performance (OTP) – Wheel-Trans



Results

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

Analysis

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

Action

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

Definition

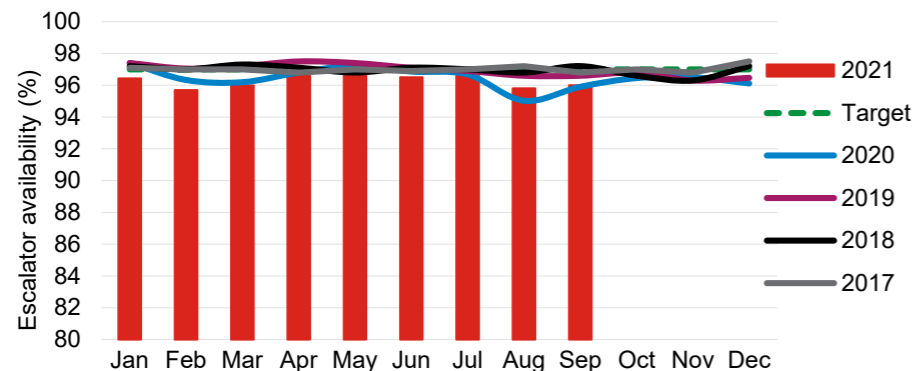
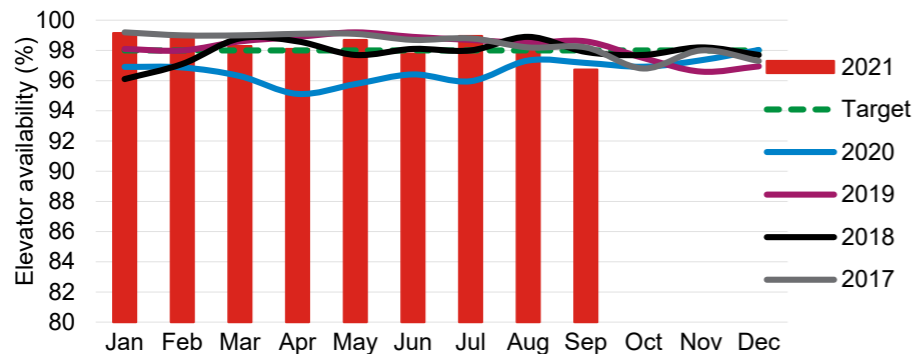
On-time performance of all trips conducted by Wheel-Trans buses. To be on time, the bus must arrive within 20 minutes of its scheduled arrival.





Customer experience

Accessibility – Elevator and escalator availability



Definition

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

Results

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

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

Analysis

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

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

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

Action

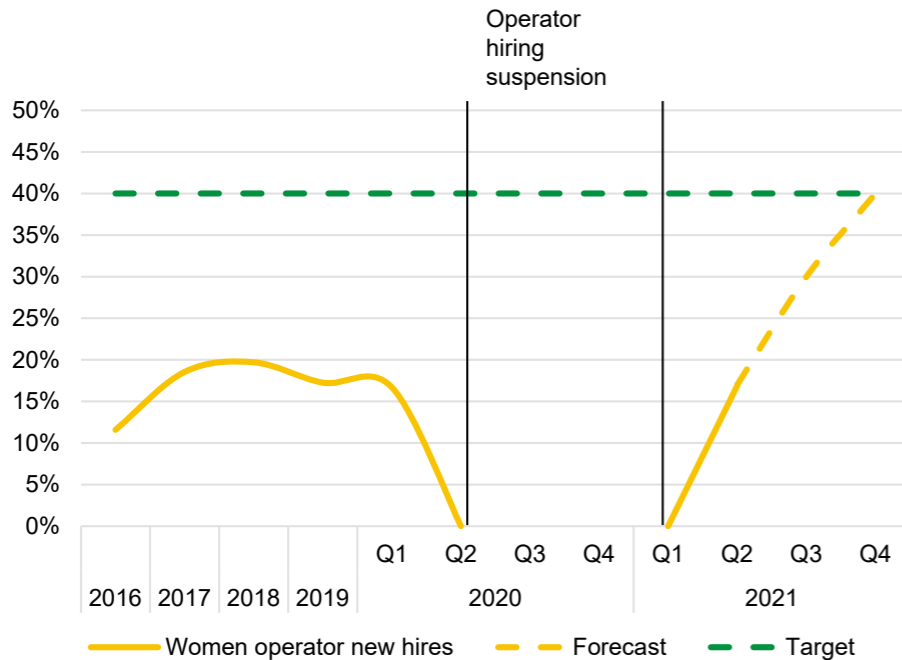
- Working with communication system vendor to reduce or eliminate network issues causing the system to fail.
- Conducted repairs to prevent future issues at Finch and Queen elevators.
- All five flooded escalators have been returned to service.
- The overhaul of escalators at Dupont Station has been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





Diversity

Women operator new hires



Definition

The proportion of operator new hires who identify as women.

Results

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

Analysis

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

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

Action

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





Diversity

New additions

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

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

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

Lenny is a trained teacher who spent 20 years

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

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

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



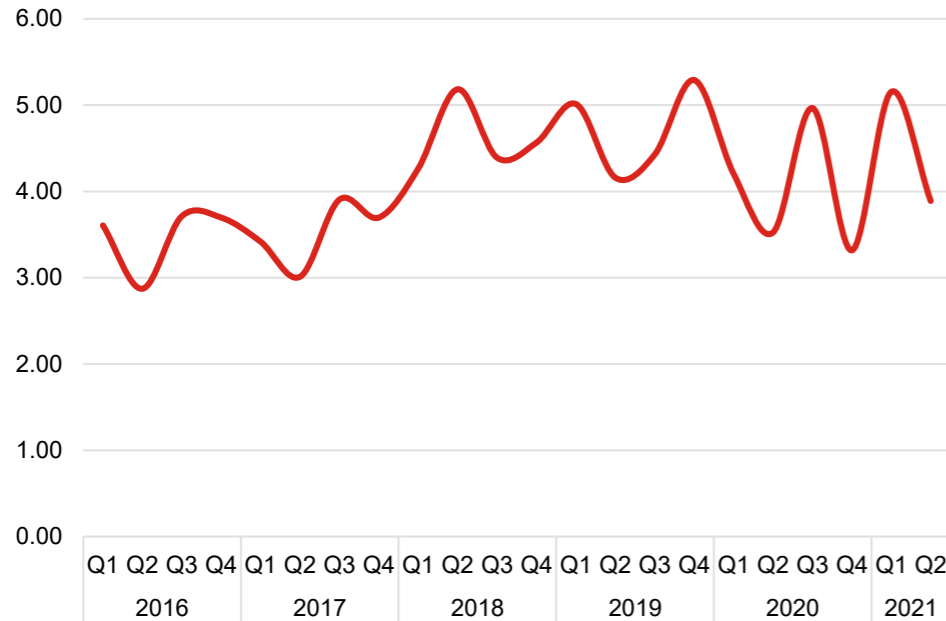
Lenny Wallace





Safety and security

Lost-time injuries rate (LTIR)



Definition

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

Results

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

Analysis

Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition) account for 22.4 % of all lost-time injuries and represent the highest injury event type since 2014. Acute emotional event injuries account for 17% of all lost-time injuries and represent the second highest injury event type.

Action

The Ergonomic Musculoskeletal Disorder Prevention Program, currently being implemented, focuses on preventing musculoskeletal/ergonomic type injuries and resolving ergonomic concerns. Specific training modules for high-risk groups have been developed. The training sessions have been further deferred to winter 2022 due to the pandemic.

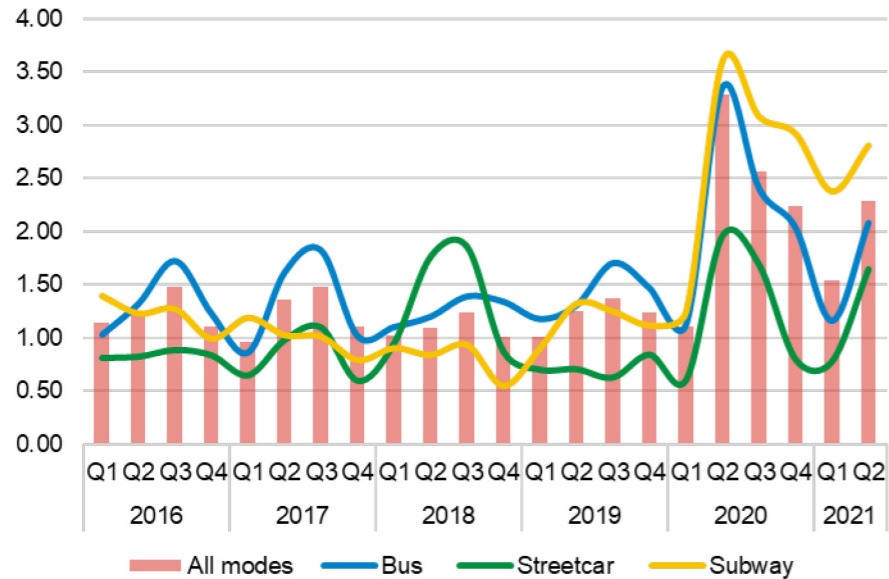
To help address the acute emotional event injuries, the TTC is initiating a project to identify strengths, areas for improvement and gaps as they pertain to psychological health and safety.





Safety and security

Customer injury incidents rate (CIIR)



Results

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

Analysis

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

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

Action

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

Definition

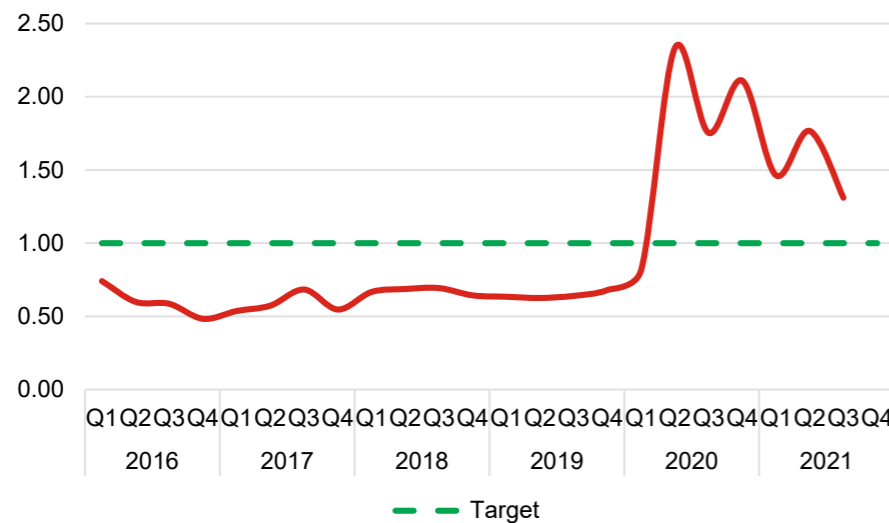
Number of customer injury incidents per one million boardings.





Safety and security

Offences against customers



Definition

Number of offences against customers per one million boardings.

Results

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

Analysis

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

Action

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

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

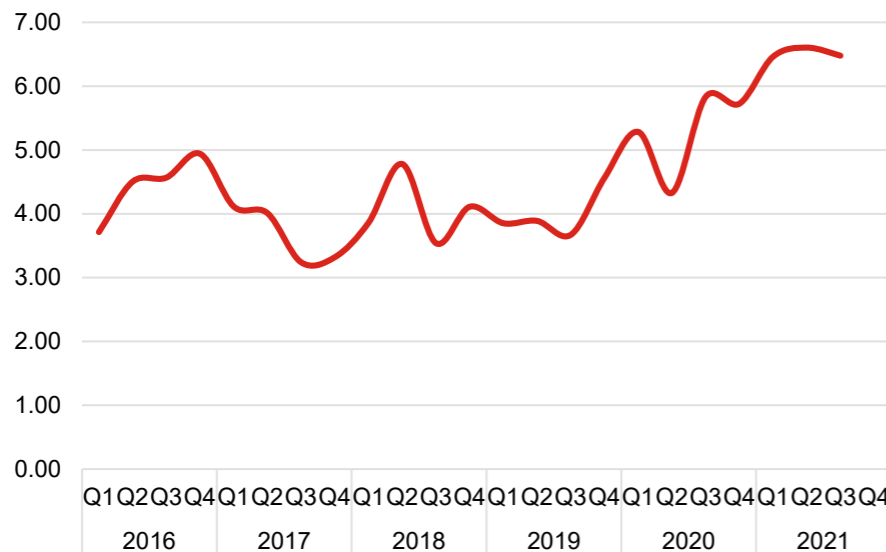
Furthering Our Community by Uniting Services (FOCUS) is an innovative, collaborative risk driven approach to Community Safety and Wellbeing co-led by the City, United Way Toronto and Toronto Police Service that aims to reduce risk, harm, crime, victimization and improve community resiliency and wellbeing.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





Safety and security

Offences against employees



Definition

Number of offences against employees per 100 employees.

Results

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

Analysis

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

Action

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

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

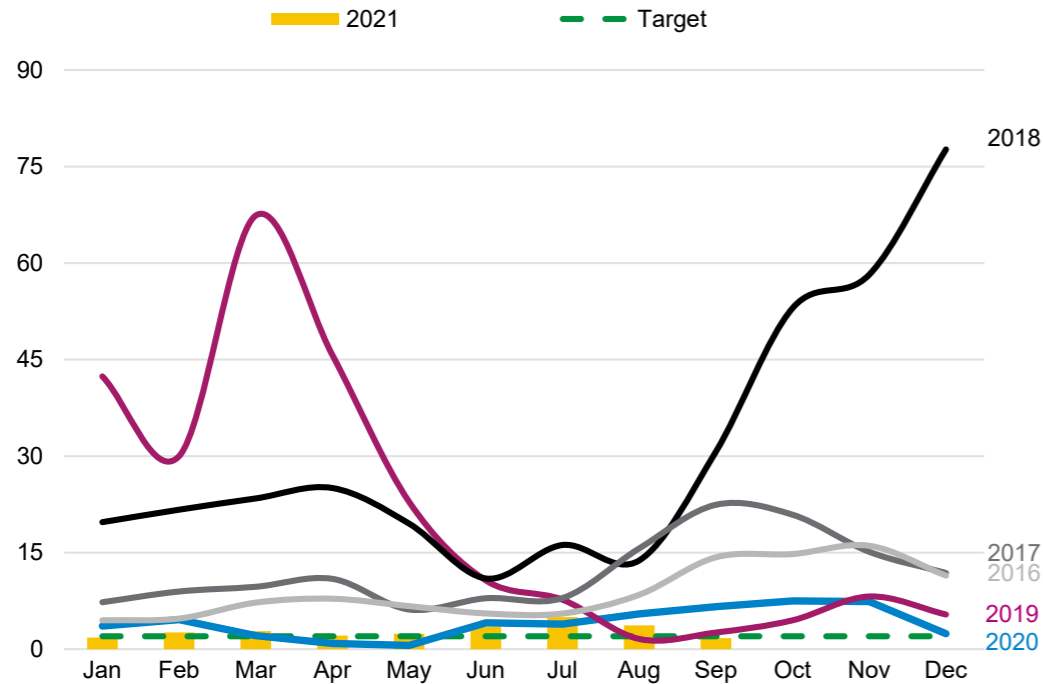
- Installing extended barriers to operator compartments as an additional layer of protection. Approximately 60 per cent of our bus fleet have these new upgrades. The remainder of the fleet will be equipped by mid-2022 due to a global shortage in material required.
- Launched a customer campaign that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





Hot topics

Wheel-Trans contact centre wait time



Definition

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

Results

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

Analysis

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

Action

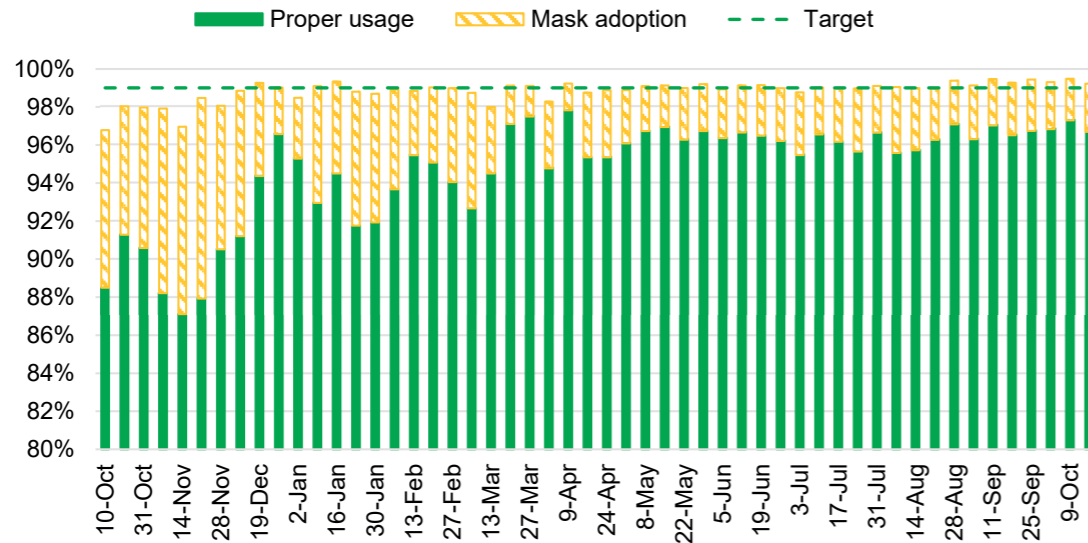
We will continue to monitor call volumes and demand to maintain wait times below our two minute target. Software upgrades will continue as part of the Wheel-Trans Transformation Program. These upgrades will assist in improving the customer experience when calling the contact centre and help to reduce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





Hot topics

Customer mask use



Definition

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

Results

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

Analysis

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

Action

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

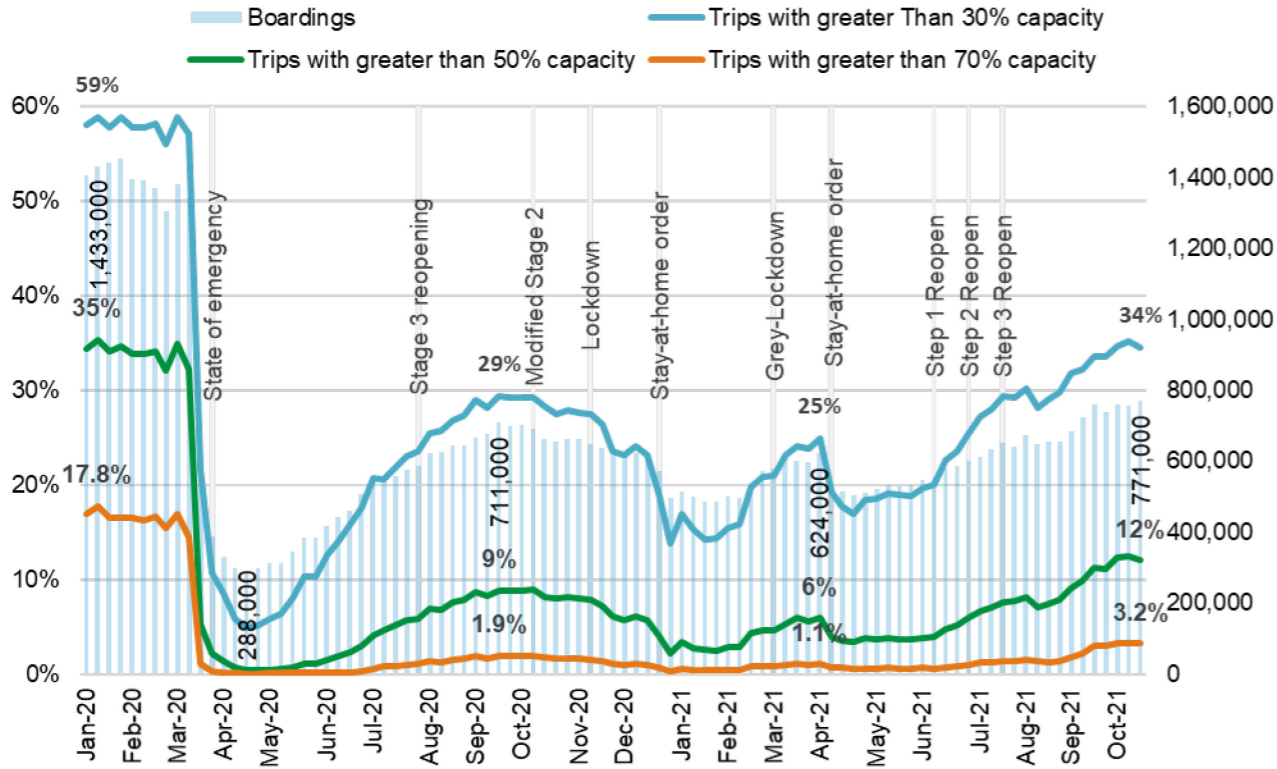
- Current mask campaign on-board vehicles and in stations features customers wearing masks properly and why it's important to wear one.
- An ongoing campaign targeted at customers returning to transit highlights mask use among other safety measures.
- Broad mask distribution on bus routes and all stations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





Hot topics

Bus occupancy



Definition

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

Results

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

Analysis

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

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

Action

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





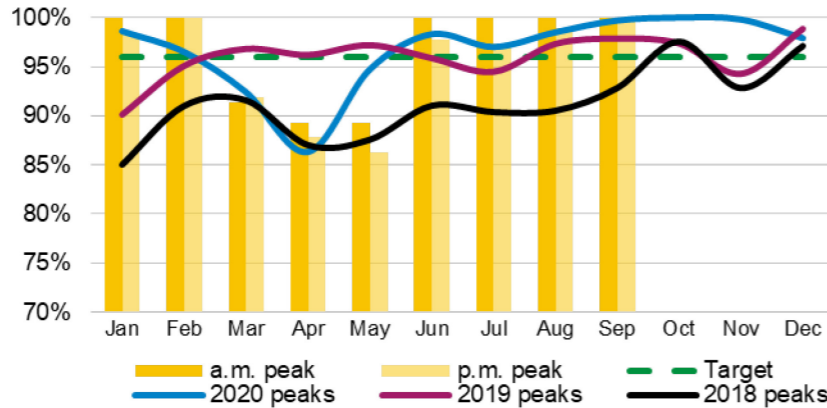
Appendix: Service delivery

Line 1 capacity

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

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

Target: 96.0%

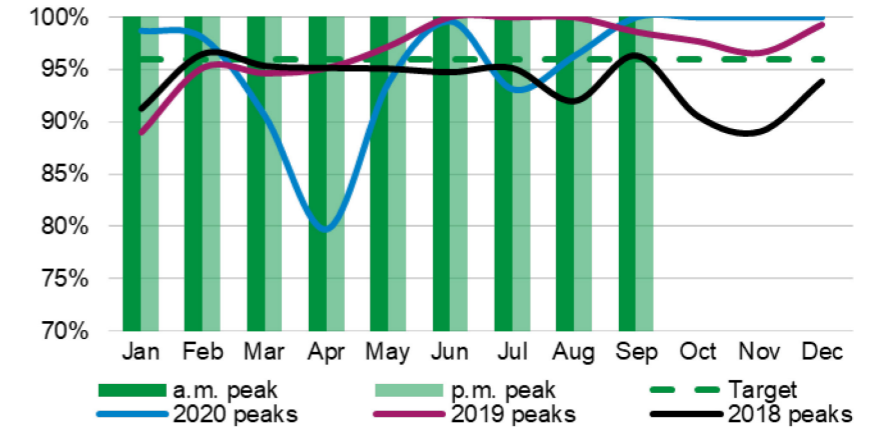


Line 2 capacity

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

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

Target: 96.0%

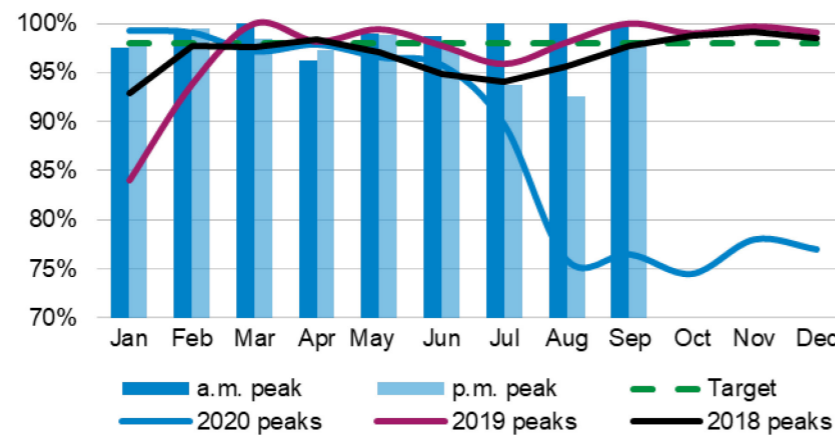


Line 3 capacity

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

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

Target: 98.0%

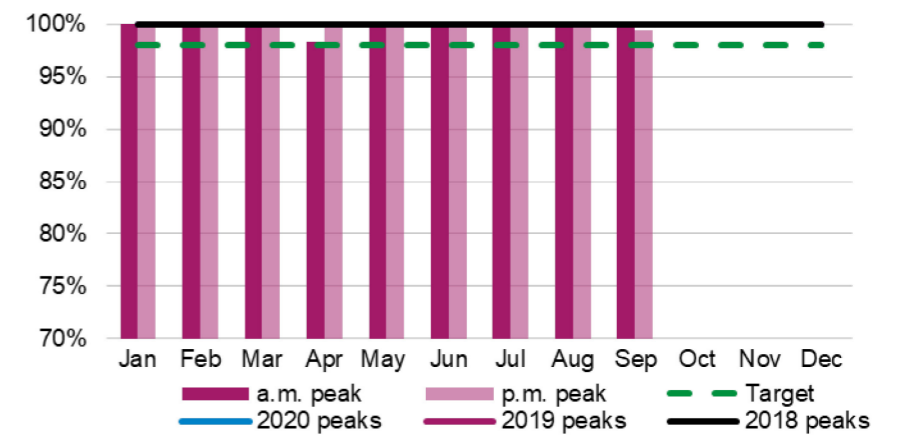


Line 4 capacity

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

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

Target: 98.0%





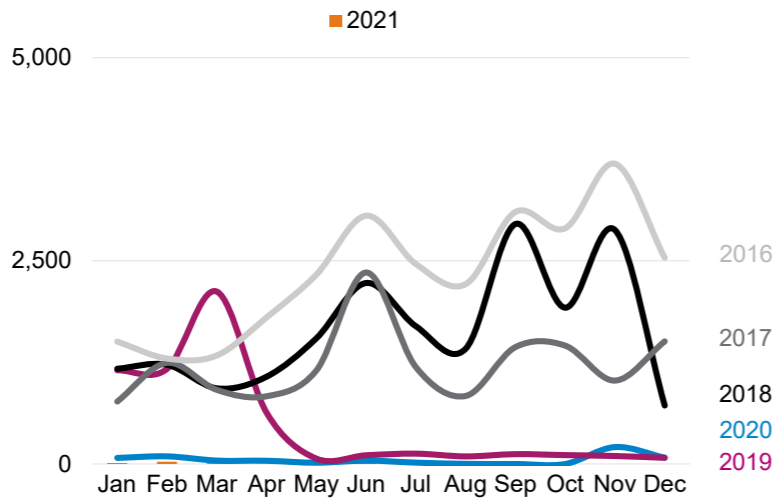
Appendix: Service delivery

Streetcar short turns

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

September: 32
August: 7
September 2020: 0

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

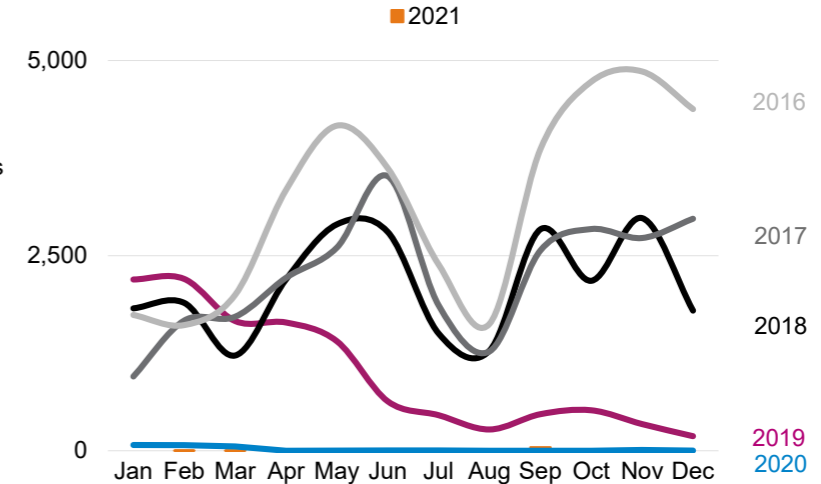


Bus short turns

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

September: 47
August: 17
September 2020: 0

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





Rich Wong
Chief of Vehicles

James Ross
Chief Operating Officer

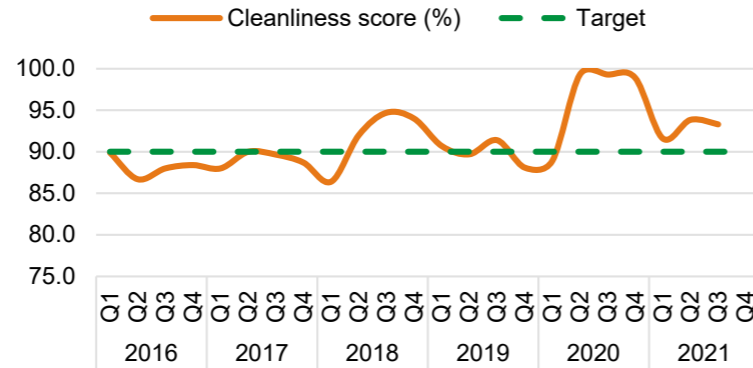
Appendix: Cleanliness

Bus cleanliness

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

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

Target (RW): 90.0%

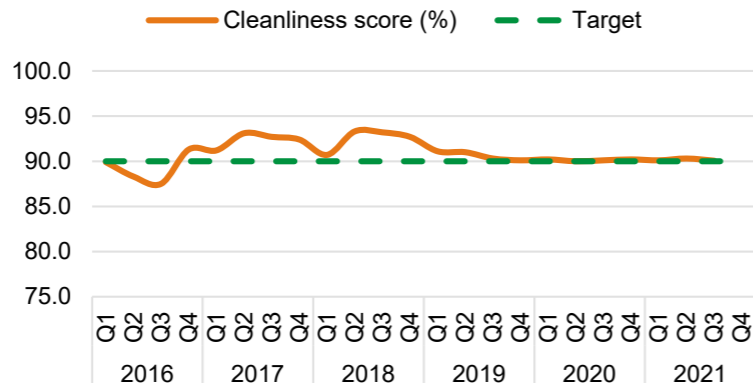


Subway cleanliness

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

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

Target (RW): 90.0%



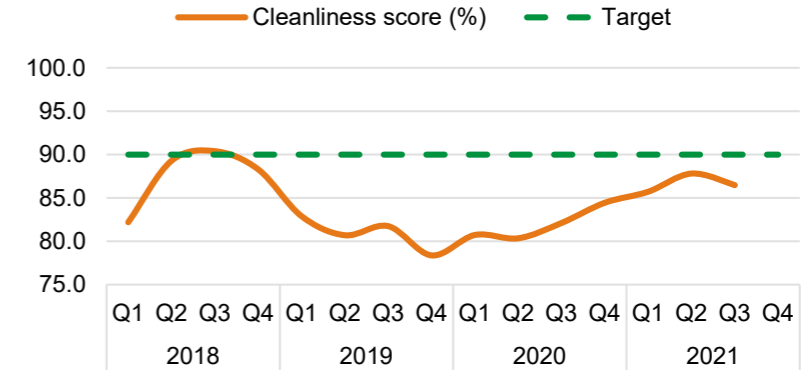
Streetcar cleanliness

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

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

Target (RW): 90.0%

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

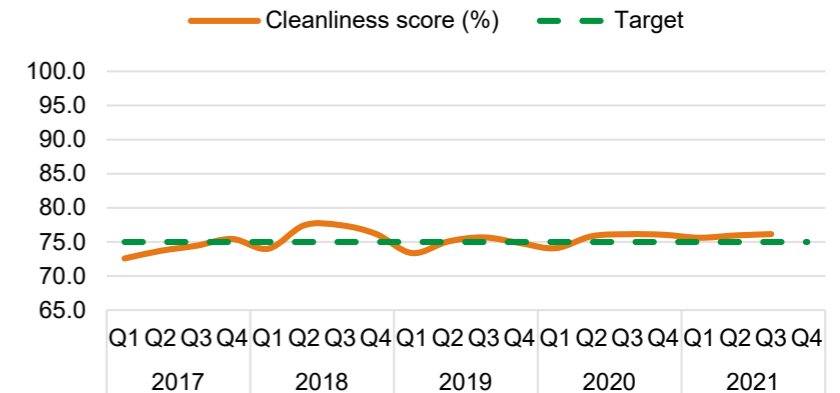


Station cleanliness

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

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

Target (JR): 76.0%





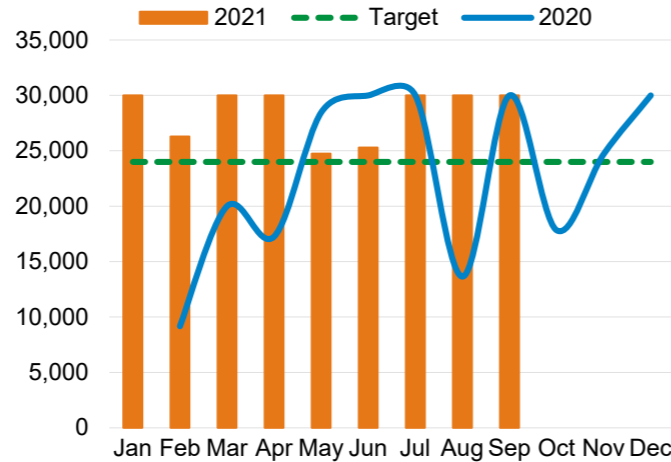
Appendix: Asset reliability

eBus mean distance between failures

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

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

Target: 24,000 km

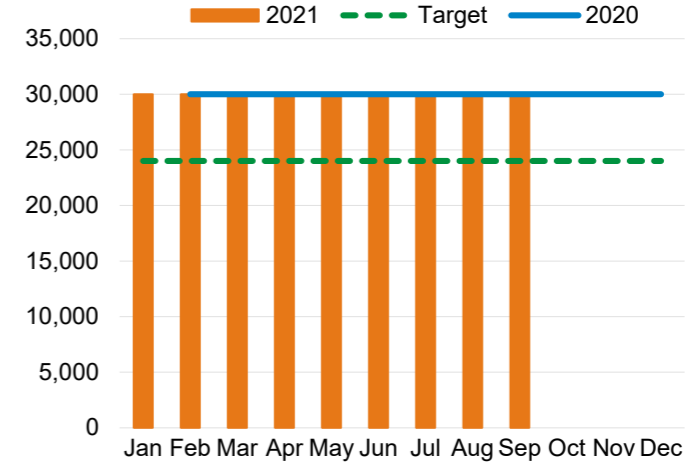


Hybrid bus mean distance between failures

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

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

Target: 24,000 km

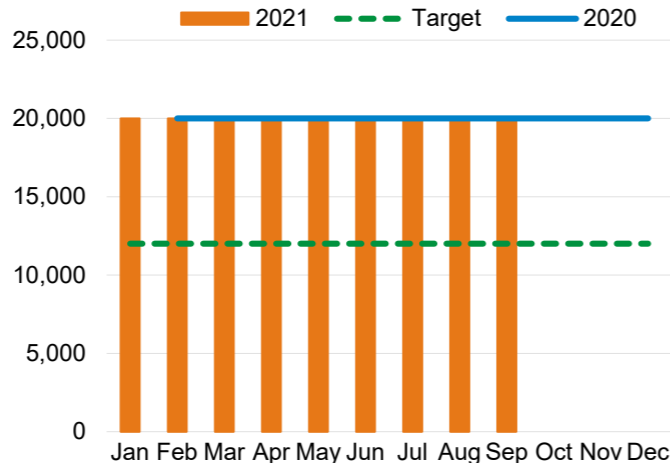


Clean-diesel bus mean distance between failures

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

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

Target: 12,000 km

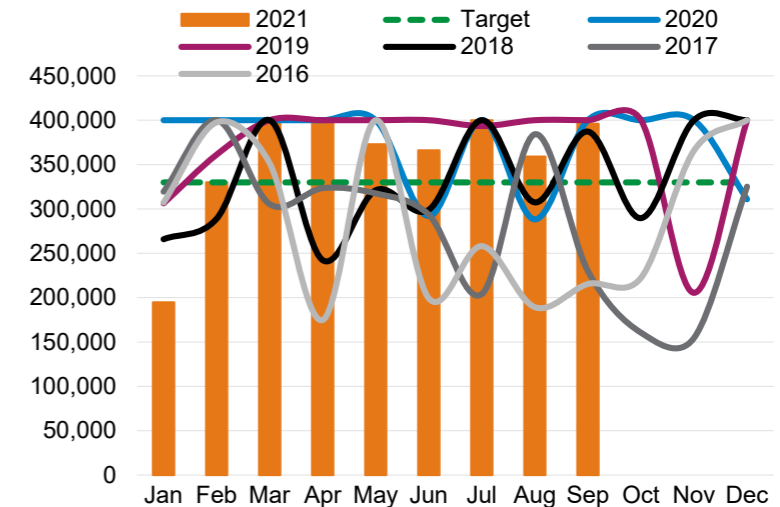


T1 train mean distance between failures

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

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

Target: 330,000 km





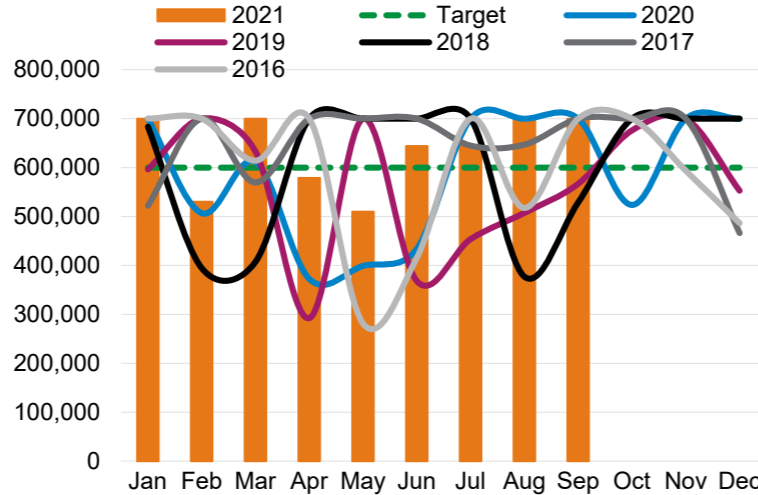
Appendix: Asset reliability

TR train mean distance between failures

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

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

Target: 600,000 km ✓

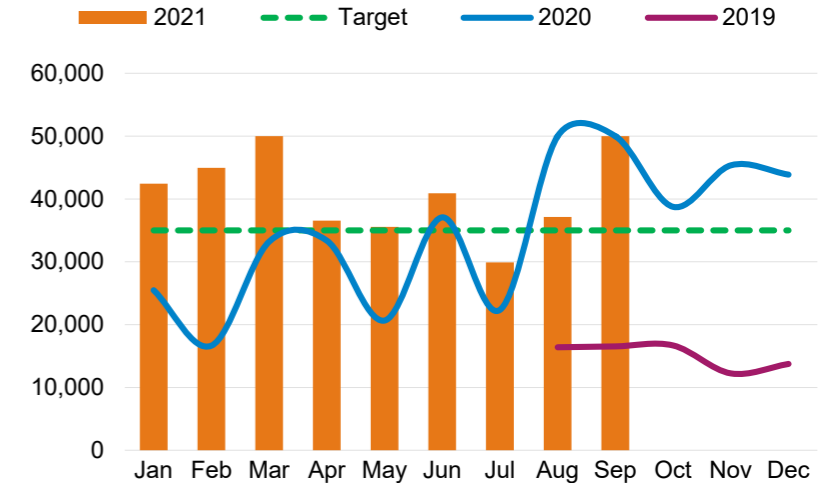


Streetcar mean distance between failures

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

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

Target: 35,000 km ✓

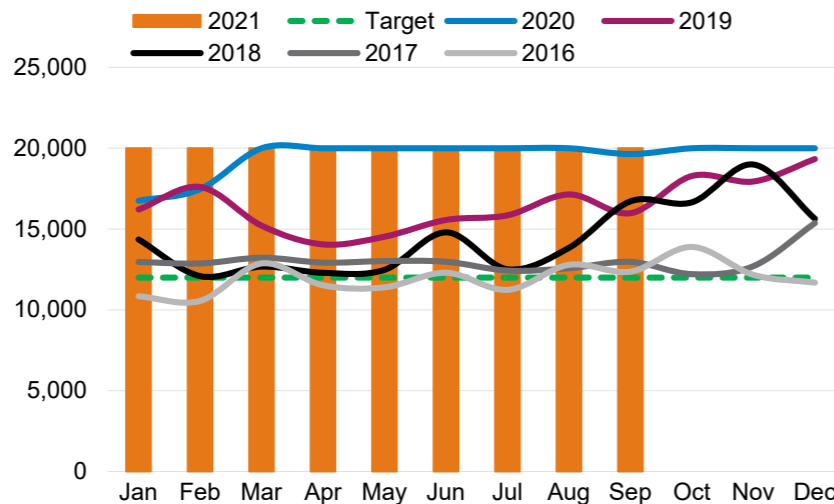


W-T Mean distance between failures

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

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

Target: 12,000 km ✓





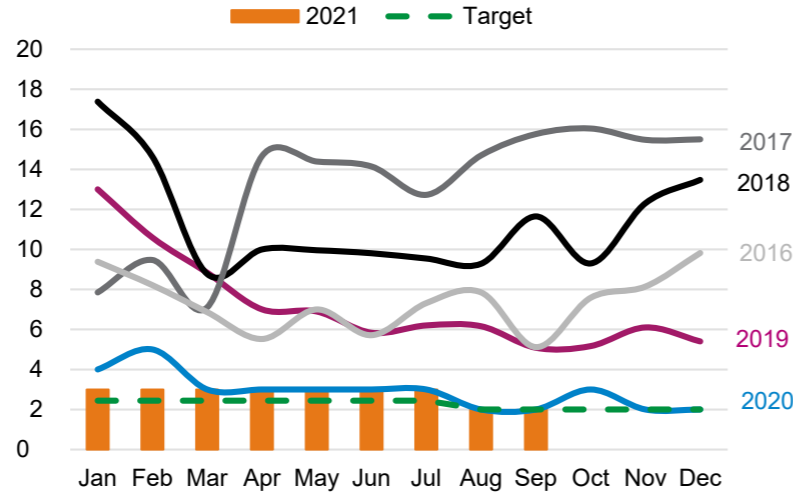
Appendix: Asset reliability

Streetcar road calls and change offs

Average daily number of vehicle equipment failures requiring a road call for service repair or a change-off to a repair facility for a replacement vehicle (weekday data). Lower number is favourable.

September: 2
August: 2
September 2020: 2

Target: 2

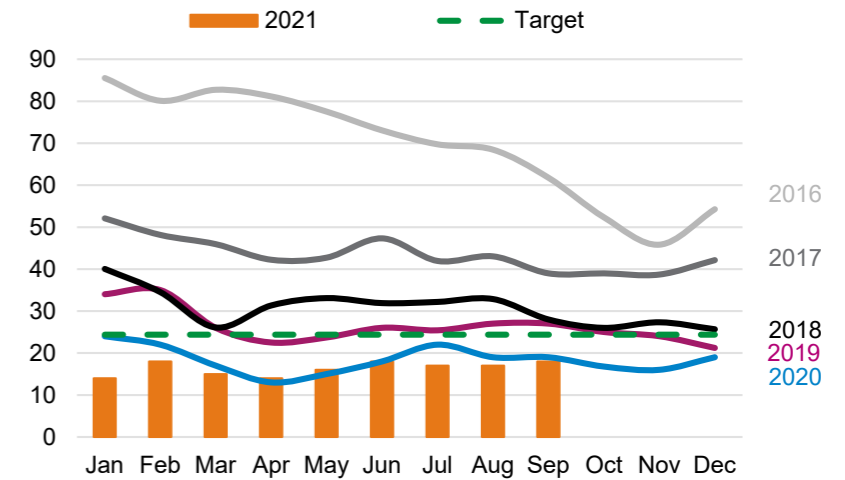


Bus road calls and change offs

Average daily number of vehicle equipment failures requiring a road call for service repair or a change off to a repair facility for a replacement vehicle (weekday data). Lower number is favourable.

September: 18
August: 17
September 2020: 19

Target: 24





Rich Wong
Chief of Vehicles

Scott Haskill
Chief Strategy & Customer Officer (Acting)

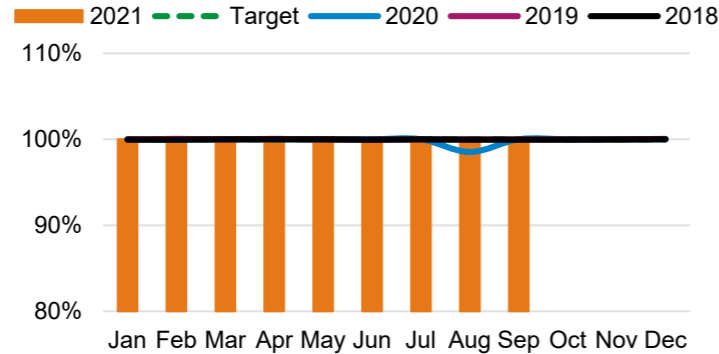
Appendix: Asset availability

Subway service availability

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

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

Target (RW): 100.0% ✓

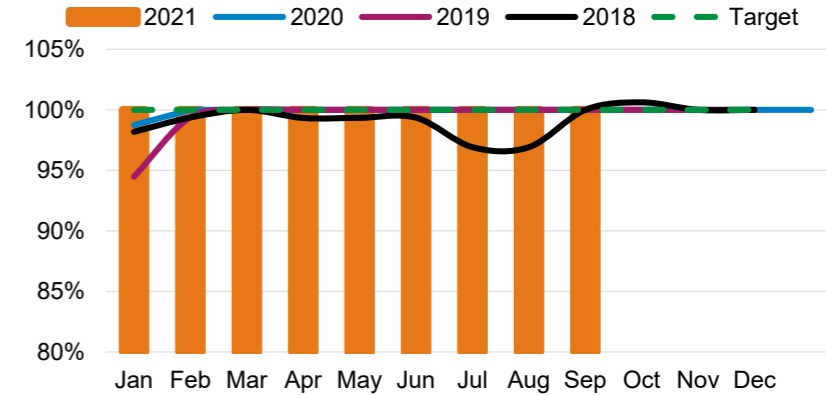


Streetcar service availability

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

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

Target (RW): 100.0% ✓

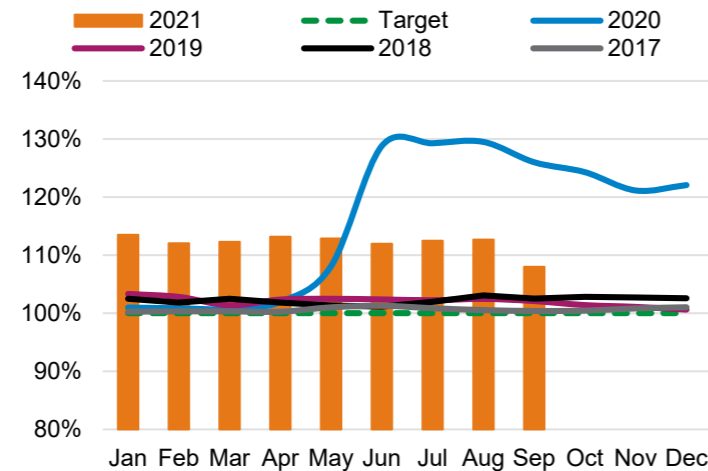


Bus service availability

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

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

Target (RW): 100.0% ✓



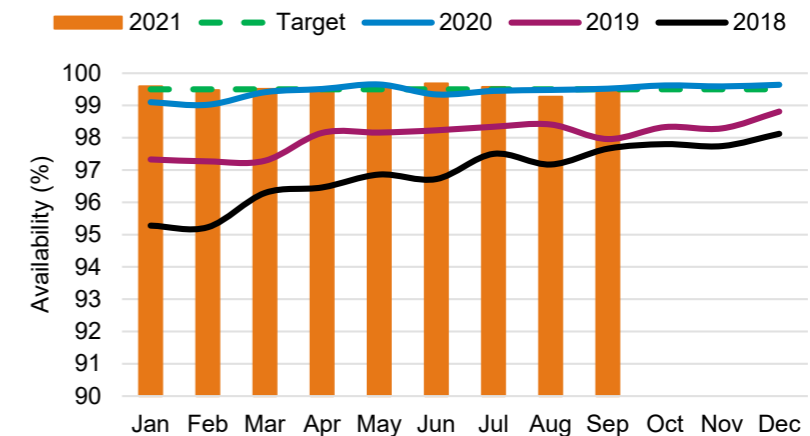
Fare gate availability

Percentage of fare gates are available for use.

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

Target (SH): 99.50% ✗

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





Appendix: Asset availability

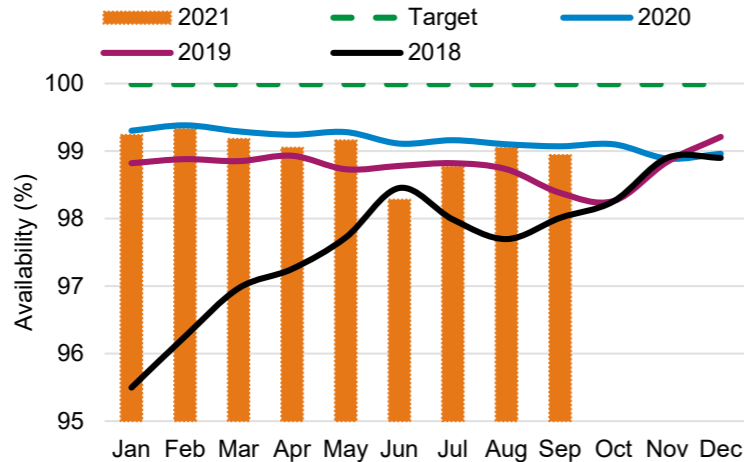
PRESTO reader

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

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

Target: 99.99% ❌

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

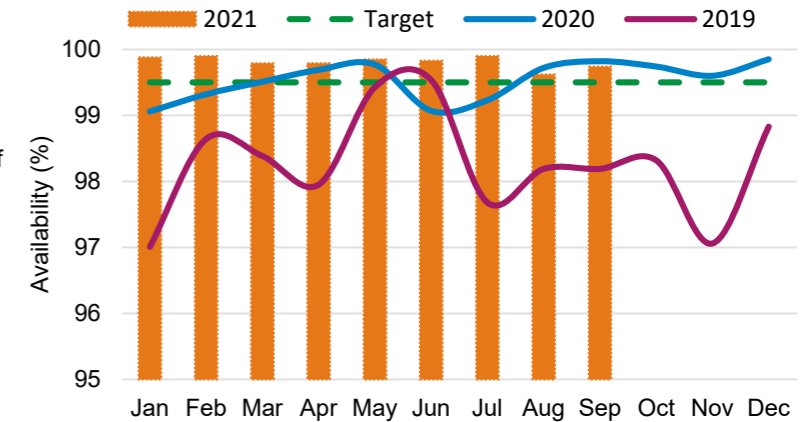


PRESTO Fares and Transfers Machine (FTM)

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

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

Target: 95.00% ✅

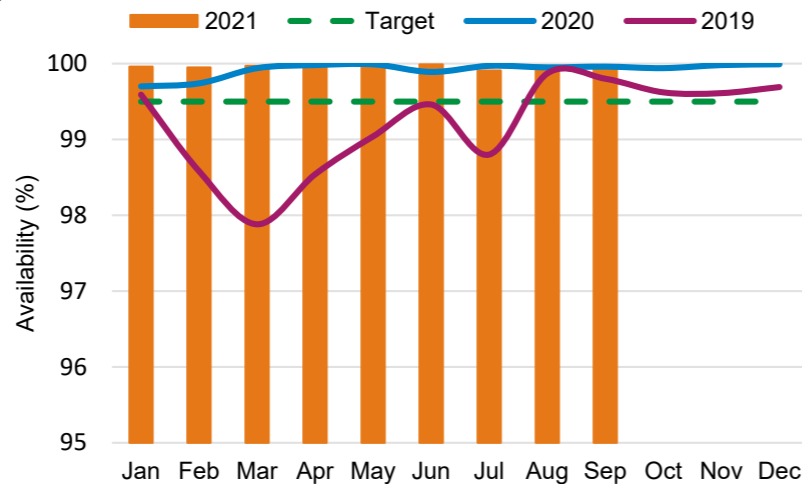


PRESTO Self-Serve Reload Machine (SSRM)

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

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

Target: 95.00% ✅



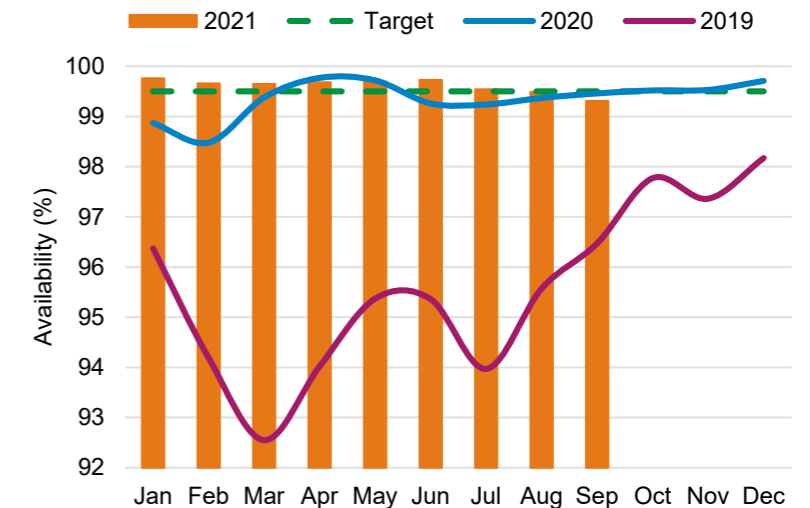
PRESTO Fare Vending Machine (FVM)

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

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

Target: 99.50% ❌

Metrolinx investigating an increase in bill jams causing lower availability.





Appendix 2: Safety

Regulatory compliance

At the May 29, 2019 Audit and Risk Management Committee meeting, a commitment was made to report to the Board on compliance to Safety, Health and Environment regulatory orders and to provide assurance that Commissioners have discharged their legal responsibilities. The table summarizes the number of regulatory orders issued from January 1 to July 3, 2021 and their status.

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

¹ Orders issued to provide documentation/information.

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

