



Chief Executive Officer's Report – April 2022

Date: April 14, 2022
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.

The CEO's Report also features a section on employees and diversity. This section includes regular updates on important projects and initiatives aimed at creating an organizational culture of inclusiveness, respect and dignity that is free from harassment or discrimination. In the summer of 2021, a new diversity section was launched to include core metrics on our Women Operators New Hires.

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

Issue Background

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

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

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

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

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Signature



Richard J. Leary
Chief Executive Officer

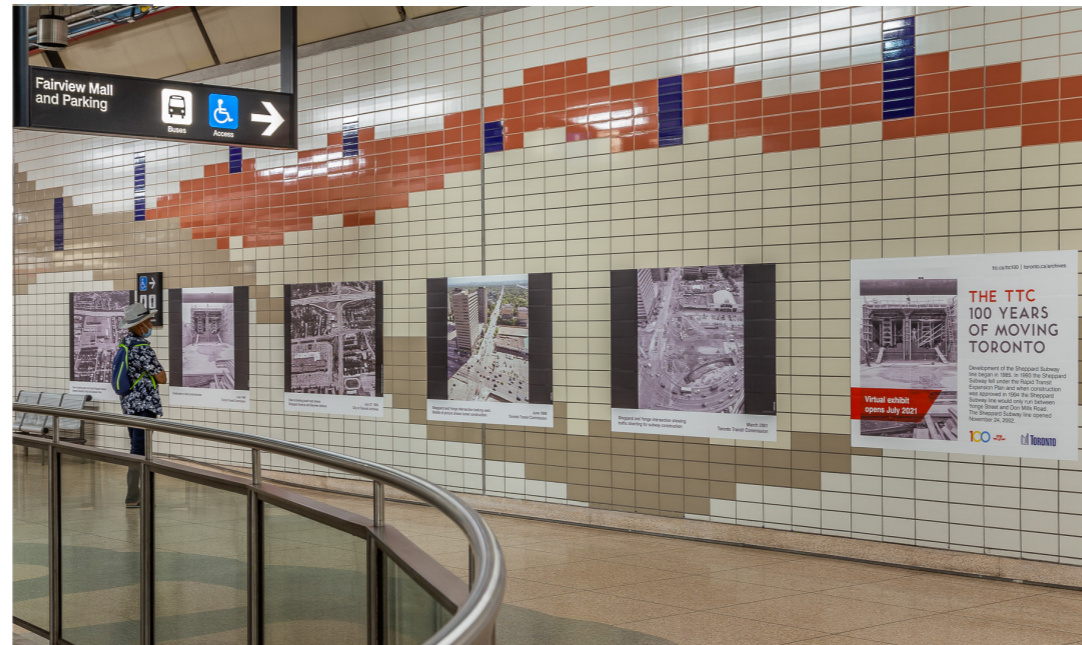
Attachments

Attachment 1 – Chief Executive Officer's Report – April 2022

CEO's Report

Toronto Transit Commission

April 2022



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.

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, accessible 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...

Did you know that the TTC has the largest battery-electric bus fleet in North America? This Earth Day, April 22, find out more about why the TTC is the greener way. Visit

<https://www.ttc.ca/riding-the-ttc/TTC-Green-Initiatives>

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CEO's commentary



We're very pleased to see our customers returning to the system, and their safety as well as the safety of our employees remains the top priority for us. Last month, Ontario's Chief Medical Officer announced that mask mandates for many indoor settings would be lifted on March 21. While public transit wasn't included in this change, Dr. Moore did say that remaining mask mandates could be lifted on April 27.

With that in mind, the TTC's mask mandate for those travelling on the TTC will remain in place until at least that date. The mandate was first approved by our Board on June 17, 2020, and gave us the flexibility to lift the mandate in consultation with Toronto's Medical Officer of Health. So for the time being, it's status quo with respect to our mask policy. I look forward to providing further updates as we get closer to the end of the month.

As we continue to move forward with reopening, the TTC continues to see ridership increases across all modes. Bus boardings continue to lead at 60 per cent of pre-COVID levels with streetcar and subway boardings at 49 per cent and 45 per cent, respectively. We expect to see more of our customers returning throughout the spring.

Nothing says spring like Toronto Blue Jays baseball. The TTC wishes the Blue Jays all the best this season as they prepare for a highly anticipated home opener against the Texas Rangers on April 8. There's no better way to get downtown to cheer on the Jays than on the TTC. This baseball season holds a lot of promise and we're looking forward to welcoming Jays fans through our doors all year long. Go Jays!

People Group

TTC's return to office

On April 4, we were excited to welcome back to the office employees who had been working remotely since the start of the pandemic. At this time, these employees will return for two-to-three days a week.

We'll continue to be flexible in our approach to meet the needs of staff from various departments across the organization while supporting the overall business of the TTC. Each step of the way during this transition, the safety and well-being of our employees continues to be the top priority. While staff remains highly productive working remotely, it's a pleasure to see our hallways and offices more active once again. Welcome back!



CEO's commentary

Diversity and Culture Group

Earth Day at the TTC

Innovation and sustainability are key priorities for the TTC, and that's just one of the reasons we're looking forward to celebrating Earth Day this year. Throughout the week of April 18-22, the TTC will be sharing a number of interesting facts and behind-the-scenes videos to remind customers why we're the greener way. This information will also be shared with employees so they all know how we're working together to help the planet.

Many of our employees are also passionate about giving back to the communities we serve. On April 23, our Mount Dennis Recreation Committee is spearheading clean-up efforts in the surrounding neighbourhood, with many TTC volunteers and family members chipping in.

Next TTC Connects virtual session

On April 28, the TTC's Talent Management team is hosting a virtual information session focused on women interested in the role of Operator and

career advancement at the TTC. This is the third such event that we've conducted to attract and develop diverse, qualified candidates for this position. I will be joining several women colleagues to talk about our career experiences and opportunities that come with working at the TTC, and the satisfaction that comes with serving our communities.

Similar to previous events, we will be working with community organizations focused on supporting women. This time, we will also be reaching out to Neighborhood Improvement Areas in Toronto. As always, the event will be advertised widely and everyone is once again welcome to register to join at ttc.ca/join.

COMTO Toronto and Region Launches a new website

As the Toronto and Region Chapter of the Conference of Minority Transportation Officials (COMTO) enters its second year, I'm pleased to see the Chapter launch a new website: www.comtotorontoandregion.ca, which will continue to feature information about upcoming events and initiatives, and most importantly how you can get involved.

COMTO is an advocacy organization whose mission is to eliminate barriers for maximum participation for equity-seeking groups across the entire transportation sector. The Toronto and Region Chapter of COMTO is the first chapter of the organization outside the United States, and many TTC employees were among its founding members.

Strategy and Customer Experience Group

Service planning: Increases to service

We continue to restore service across the city, which saw temporary reductions last November. Starting on Sunday, May 8, the TTC begins increasing service on the following bus and streetcar routes: 29 Dufferin, 41 Keele, 43 Kennedy, 68 Warden, 929 Dufferin Express, 939 Finch Express, 941 Keele Express, 943 Kennedy Express, 968 Warden Express, 985 Sheppard East Express, 512 St Clair, 365 Parliament, 16 McCowan, 17 Birchmount, 29 Dufferin, 36 Finch West, 81 Thorncliffe Park, 83 Woodbine, 927 Hwy 27 Express, 996 Wilson Express and 509 Harbourfront.



CEO's commentary

The TTC is also introducing new schedules for the following routes to improve service reliability: 29 Dufferin, 30 High Park, 33 Forest Hill, 52 Lawrence West, 60 Steeles West, 62 Mortimer, 68 Warden, 73 Royal York, 76 Royal York South, 77 Swansea, 93 Parkview Hills, 101 Downsview Park, 929 Dufferin Express, 952 Lawrence West Express and 960 Steeles West Express.

Along with seasonal increases on the 86 Scarborough, 92 Woodbine South and 175 Bluffer's Park services, we're also introducing two new seasonal routes next month: 172 Cherry Beach and 174 Ontario Place-Exhibition.

The 172 will run between Union Station and Cherry Beach, connecting Union with the Waterfront East, Distillery District and Cherry Beach. This new service will replace the previous service operated on the 121D Fort York-Esplanade branch. The 172 will operate seven days a week, from 9 a.m. to 10 p.m., Monday to Friday and Sunday. On Saturdays, service will run from 9 a.m. to 12 a.m.

The 174 will run between Exhibition Loop and Ontario Place, connecting 509 Harbourfront and 511 Bathurst streetcar routes to Ontario Place. This new service will replace the previous service operated on the 121D Fort York-Esplanade branch. The 174 will operate seven days a week, from 12 p.m. to 12 a.m. daily.



Ongoing TTC100 celebrations

If you're rediscovering the city's great attractions all over again, the Toronto Archives, in partnership with the TTC, has opened its public exhibit, *The TTC – 100 Years of Moving Toronto*. The display of artifacts and archival photographs is a continuation of our 100th anniversary celebrations.

Presidents' Conference Committee (PCC) streetcar at the intersection of Dundas Street East and Broadview Avenue. This fleet had received its major life-extension rebuild in the 1970s, which included repainting in a brighter shade of red. [ca. 1983]

The TTC – 100 Years of Moving Toronto exhibit

CEO's commentary

The exhibit is free to attend in person, weekdays from 9 a.m. to 4 p.m. The Archives is located at 255 Spadina Rd., steps from Dupont Station on Line 1 Yonge-University.

On April 4, we launched our TTC100 contest, in partnership with the Toronto District School Board, the Toronto Catholic District School Board and the STEPS Initiative. The contest invites students of all ages to submit their ideas for the future of the TTC. We're eager to see what these creative, young minds come up with and look forward to helping bring their ideas to life. The contest will culminate with an event at Nathan Phillips Square in August and an opportunity for winners to show off their mock-ups to our great city.

Infrastructure and Engineering Group

Upcoming closures

Crews from our Infrastructure and Engineering Group have another ambitious year of essential state-of-good-repair and modernization work set for 2022. Subway and surface teams plan to carry out complex installations and testing of track,

signals and other safety-critical equipment across most of the subway and streetcar networks this year; this also includes supporting critical expansion efforts at Eglinton Station as part of the Line 5 Eglinton (Crosstown LRT) work. Below is a schedule of planned nightly, full-day, late-opening and weekend-long closures this month:

Subway

For Line 5 Eglinton (Crosstown) work

- Weekend closure, April 2-3, St Clair to Lawrence
- Weekend closure, April 9-10, St Clair to Lawrence
- Weekend closure, April 16-17, St Clair to Lawrence
- Weekend closure, April 23-24, St Clair to Lawrence
- Single day closure, April 30, St Clair to Lawrence

For State of Good Repair work

- Late opening (noon) for structure maintenance/bridge beam replacement, April

- 3, St George to Broadview
- Early access (11 p.m.) for track maintenance, April 4-7, Spadina to King
- Early access (11 p.m.) for track maintenance, April 11-14, Spadina to King
- Early access (11 p.m.) for structure maintenance, April 18-21, King to Osgoode

For Scarborough Subway Extension work

- Weekend closure for Kennedy enabling work, April 16-17, Kennedy to Warden

For Automatic Train Control work

- Early access (11 p.m.) for ATC resignalling work, April 25-28, Finch West to Lawrence West

Streetcar

For overhead maintenance work

- Nightly, 12-4 a.m., April 5-7, on Spadina from Queen's Quay to Bloor



CEO's commentary

- Nightly, April 19-21, Neville Loop
- Nightly, April 26-28, St Clair West Station

For streetcar track maintenance work

- Weekend closure, 11 p.m. April 22 to 5 a.m. April 25, Harbourfront Tunnel
- Weekend closure, 8 p.m. April 29 to 5 a.m. May 2, Gerrard West of Sackville (eastbound)
- Nightly, April 4-7, Spadina and College
- Nightly, April 11-14, Broadview and Dundas

Dates are subject to change, but it's important to remember that a full-day closure is equal to generally about five weeks of nightly wayside work.

Opening of Track and Structure Training Centre

This month, the Track and Structure Training Centre will open for training at our Wilson Complex. The Training Centre offers employees the unique opportunity for hands-on training without any interruptions to service. The Training

Centre also allows employees to learn new skills without time constraints.

Vehicles Group

Canadian Content requirement for streetcar order

On May 28, 2021, the TTC successfully executed a contract amendment with Alstom SA (Alstom), increasing our streetcar fleet to 264 from 204 vehicles by the end of 2024. All of Alstom's major parts suppliers have been contracted and are currently on track to deliver on-schedule. Production at Alstom's facilities continues to ramp-up and TTC staff are providing oversight to design, quality and commercial performance.

One key commercial performance requirement is to ensure that the minimum Canadian Content requirement is achieved. The contract requires a minimum of 25% Canadian Content, which is the highest minimum that can be specified according to the Canada-European Union Comprehensive Economic and Trade Agreement. On the base

order of 204 streetcars, the TTC contracted an independent auditor who found that the Canadian Content achieved by Alstom was slightly higher than 50%.

For the production of the 60 additional streetcars, Alstom has reported a reduction in local engineering design hours compared to the base order, a few changes to its supply chain, and the transfer of production of some of its own major components from Sahagun, Mexico to its facility in La Pocatière, Quebec. While Alstom has not undertaken a detailed assessment of the impact of these changes on Canadian Content, they expect that the net impact will be relatively neutral, and that the complete 264-streetcar order will once again achieve a Canadian Content of approximately double the requirement. However, Alstom also reports that there are roughly 175 more full-time Canadian jobs working on the current options order for 60 streetcars as the result of the transfer of production for truck frames, roof and side wall structures, articulations and end portals from Mexico to Canada.



CEO's commentary

As a measure of due diligence, the TTC has once again contracted an independent audit to be undertaken to validate Alstom's report, thereby ensuring the benefits to local jobs and the Canadian economy.

Streetcar availability

Alstom is nearing the completion of its Major Repair Program (MRP) on the TTC's accessible streetcar fleet. As of March 31, a total of 51 streetcars out of 67 in the MRP have been completed for weld repairs. This work was originally scheduled to be completed by late-2023, but as a result of reduced ridership caused by the pandemic, the program was accelerated and is now scheduled for completion this summer.

As part of the MRP, Alstom was also able to complete modifications to other vehicle components that will improve overall reliability of our fleet to coincide with ridership increases that we're beginning to see, and a return to the office in many workplaces across the city. The availability

of additional streetcars will assist us with new operator training and certification.

TTC Garage of the Year

Every year, staff from our bus garages compare a number of key performance indicators, such as bus performance, safety audit results and employee attendance, in order to assess the best performing facility across the property. I'm pleased to announce that Birchmount Garage in the east end was selected as TTC Bus Garage of the Year, followed closely by Queensway Garage in the west end as most improved garage in 2021.

Safety and Environment Group

Vax and Ride clinics in the subway

Team Toronto, in partnership with the TTC, recently hosted a total of 75 vaccine clinics at 10 stations across the system. The Vax and Ride campaign kicked off on March 28 at Dufferin Station. Other stations in the two-week effort include: Sheppard West, Islington, Jane, Sheppard-Yonge, St Clair West, Bathurst,

Kennedy, Warden and York University. These clinics were offering first, second, third and pediatric doses, with no appointment necessary or TTC fare required.

As the city reopens, we're excited to welcome customers back and offer an easily accessible way to get vaccinated during their commute, or if someone is simply dropping by their local station. With more than 10,000 doses already given out on TTC sites, we'll keep on working with our city and health partners to ensure that as many people as possible have the opportunity to receive their vaccine at a convenient place and time.

We're proud of the part we're playing in getting this pandemic behind us.

National Day of Mourning

Thursday, April 28 is the National Day of Mourning. It's an annual tradition at the TTC to lower flags to half-mast as a tribute to those in our workplace who lost their life or suffered a serious injury or illness.



CEO's commentary

Our most important job at the TTC is to ensure the safety and security of our employees, customers and the communities we serve. On April 28, we encourage our workforce to reflect on the importance of safety at the TTC.

I'd also like to thank our joint management and union Health and Safety Committees for the important work they do. They perform a vital role by allowing workers and managers to equally participate in resolving health and safety matters, as well as promote workplace safety on a continual basis.

The next TTC Board meeting is scheduled for Thursday, April 14 and will be live-streamed on the Official TTC YouTube Channel, starting at 10 a.m.



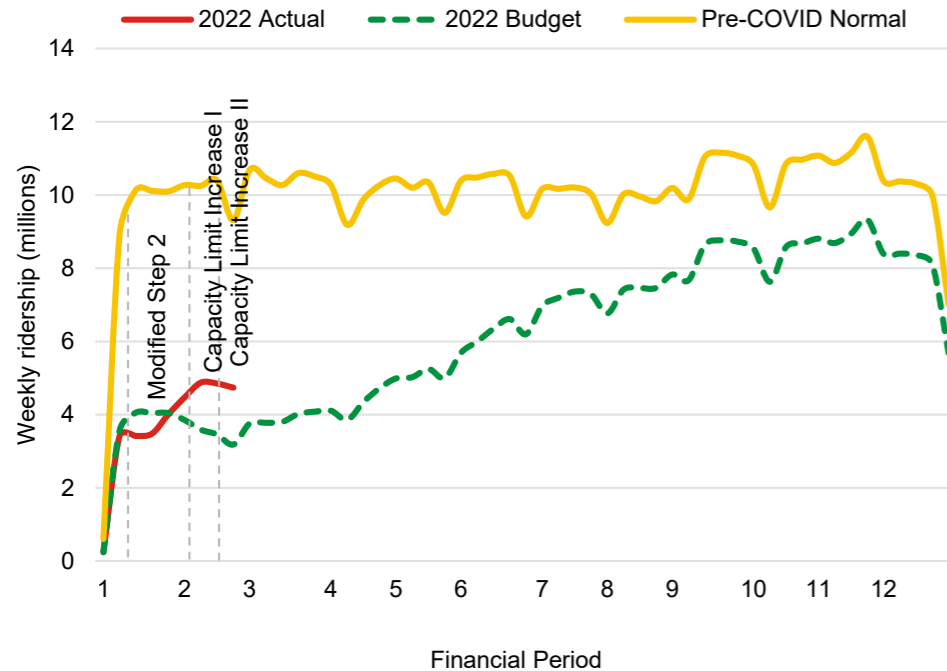
Richard J. Leary
Chief Executive Officer
April 2022





Ridership

Revenue rides



Definition

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

Results

Period 2 (January 30 to February 26, 2022) revenue rides totalled 18.937 million or 4.734 million per week, representing 47% of pre-COVID experience. Period 2 experience reflects a 10.8% increase from Period 1, which had 3.52 million revenue rides per week and represented 37% of pre-COVID experience.

Analysis

With the emergence of the Omicron variant, Ontario further increased restrictions in a number of settings on January 5. The Province was then able to accelerate their reopening plan, easing restrictions in a number of settings on January 31 and moved to the next phase of reopening on February 17. The easing of restrictions drove the weekly revenue rides to increase from 3.5 million for Period 1 to 4.7 million for Period 2. The increase in ridership during Period 2 can be attributed to an increase in work-related trips and leisure travel.

During Period 2, the proportion of occasional customers (five-to-eight taps per week) and infrequent customers (one-

to-four taps per week) decreased 3% from prior period to 81%, while the proportion of period pass customers, and those who were frequent customers (nine-plus taps per week) increased 3% from prior period to 19%. 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 March use totalled 67,760, representing 33% of pre-COVID experience. An increase of 6,173 period passes were sold for March use in comparison to sales for February use. The largest increase was observed in the adult and post-secondary group (5,693), followed by youth (354) and Senior (126).

Action

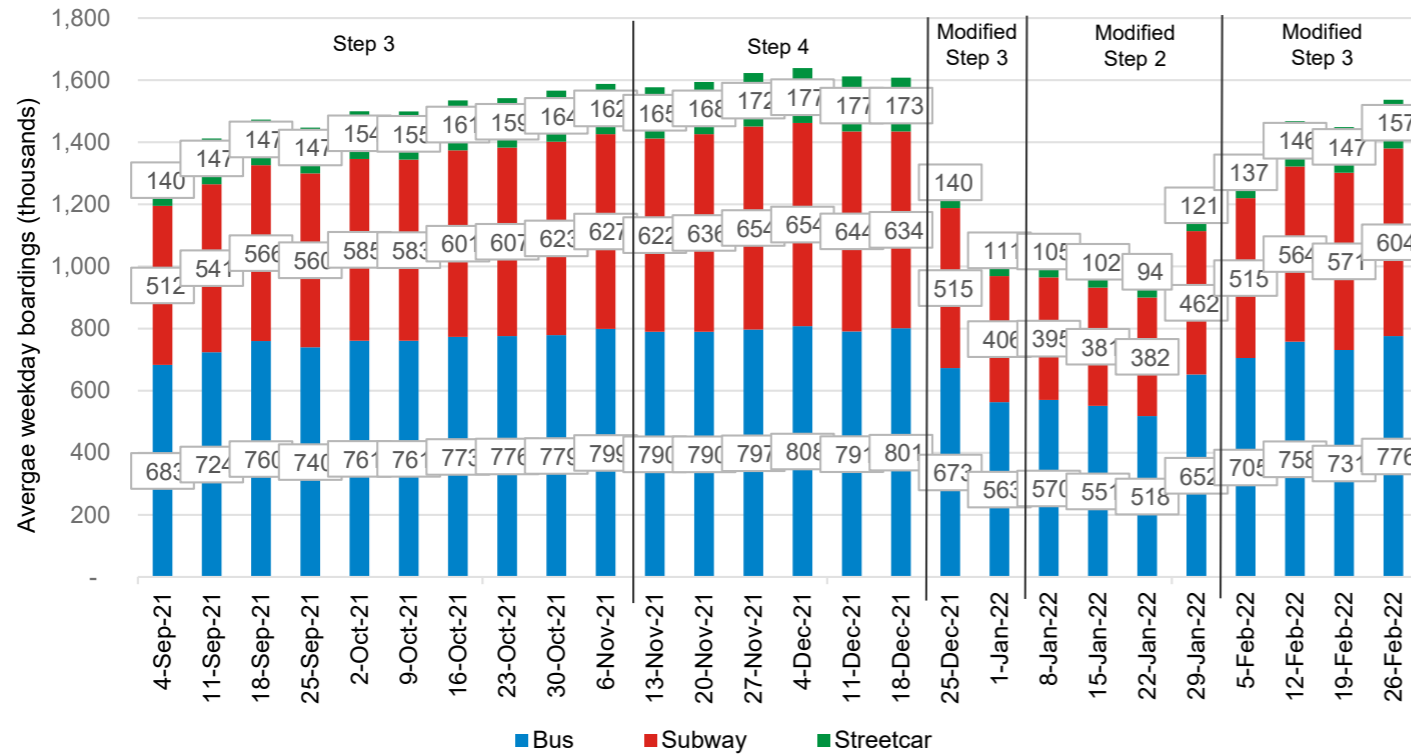
We continue to monitor actual experience closely and anticipate revenue rides to increase across all modes with the easing of public health restrictions. To account for the anticipated increased ridership, in the coming months, we will be restoring service hours to pre-pandemic levels across the network.





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 significantly improved though February to levels last seen in fall 2021, as the Province moved to Modified Step 3 in response to public health indicators showing signs of improvement. The total of 1,537,000 boardings represents about 48% of pre-COVID demand for all modes for the week ending February 26. Boardings increased 55% from a low in January to the end of February.

Analysis

The lifting of capacity restrictions, the resumption of in-class learning and some workers returning to the office continue to drive ridership growth.

Bus remains the busiest of all modes with the greatest share of pre-COVID ridership (week ending February 26: 56% of pre-COVID). Bus customers are more likely to work in jobs that cannot be done from home and tend to rely more on transit for their mobility needs. Subway and streetcar boardings were 40% and 45% of pre-COVID, respectively for the week ending February 26.

Action

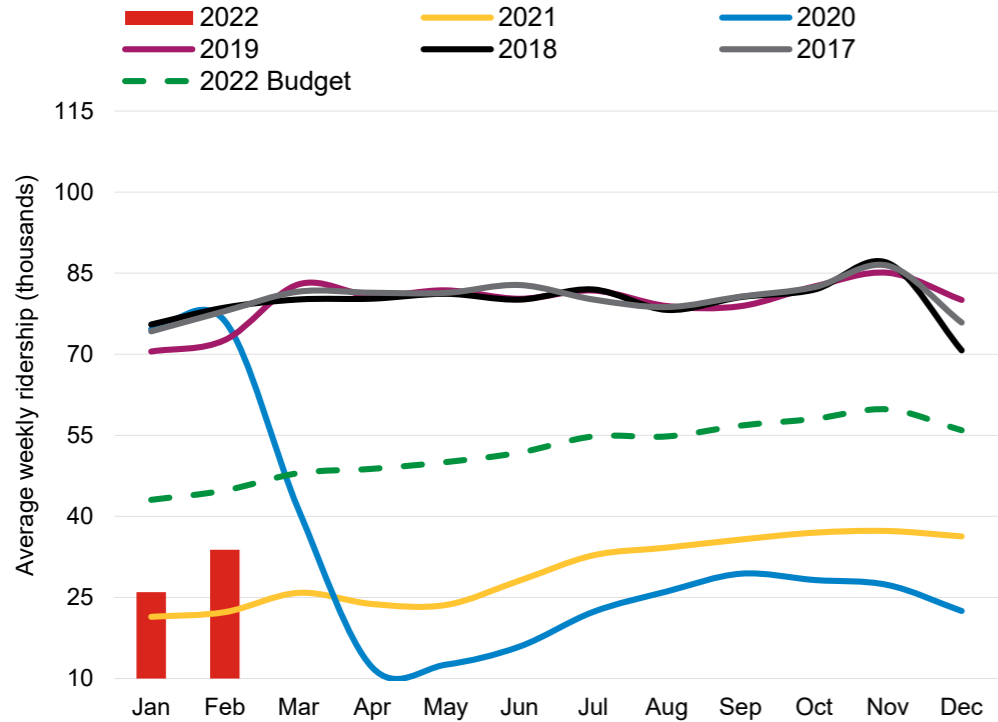
It is expected that overall demand will exceed 50% of pre-COVID levels during March and continue to grow until the end of 2022. In the coming months, we will be restoring service hours to pre-pandemic levels across the network.





Ridership

Wheel-Trans – Trips



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

Results

Wheel-Trans trips in Period 2 (January 30 to February 26, 2022) totalled 135,307, or 33,827 trips per week — representing 46.6% of the pre-COVID experience . This figure was 32.0% lower than the budgeted 44,790 trips per week.

Year-to-date ridership is 34.2% higher compared to 2021, and is 32.0% (114,500) under the year-to-date 2022 budget.

Analysis

Ridership for Period 2 was below projections, but increased month-over-month due to Ontario moving to Modified Step 3 in response to public health indicators improving.

Action

On March 20, Wheel-Trans reintroduced shared customer rides in a safe and phased approach. This was in response to the improving COVID-19 climate, where the Province has eased a number of capacity limit restrictions.

We have started shared rides on Wheel-Trans buses, our largest paratransit vehicles. Shared rides in accessible taxi vans and sedans will be reintroduced in the months to follow. Customer health screening questionnaires and mandatory masks remain in effect.

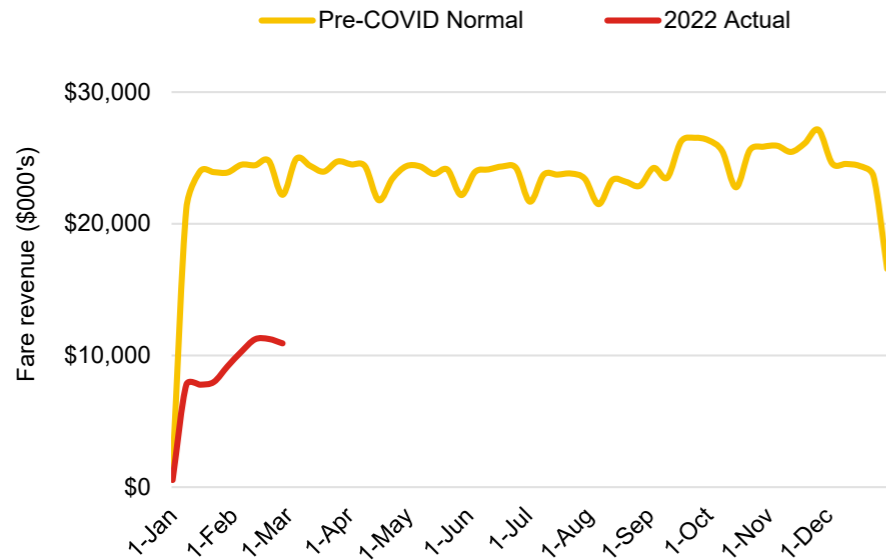
We will continue to monitor increasing ridership levels and make operational adjustments to ensure all customers are accommodated.





Financial

Fare revenue



Definition
Revenue generated through fares.

Results

Period 2 (January 30 to February 26, 2022) fare revenue was \$43.707 million. This is \$12.8 million, or 41.4% above budgeted fare revenue for Period 2, representing 46% of pre-COVID experience. Weekly fare revenue in Period 2 was \$10.927 million, which represents a 36% increase over Period 1 weekly revenues of \$8.040 million.

On a year-to-date basis, fare revenue was approximately \$77.015 million, which is \$11.529 million above budget and 40% of pre-COVID experience.

Analysis

With the emergence of the Omicron variant and the Provincial announcement advising of the return to a Modified Step 2 of the Provincial Roadmap to Reopen on January 5, the 2022 Board-approved revenue budget was revised through the City's 2022 Budget process to account for the Omicron impact, decreasing the 2022 passenger revenue by \$104.9 million, from \$845.9 million to \$741.0 million. This amendment

assumed restrictions continued throughout Q1 before recovery recommencing in Q2.

Actual results were relatively consistent with this revised expectation in January, with this Period's passenger revenue at 3.7% below the Council-approved revenue budget. Given that the effects of the Omicron variant were not as widespread as originally considered, the Province accelerated their reopening plan, easing restrictions in a number of settings on January 31 and moving to the next phase of reopening on February 17. These actions helped drive February's passenger revenue to be 41.4% higher than the Council-approved budget, but remained below the original TTC Board-approved budget, primarily due to the delayed return to the office in response to the Omicron variant.

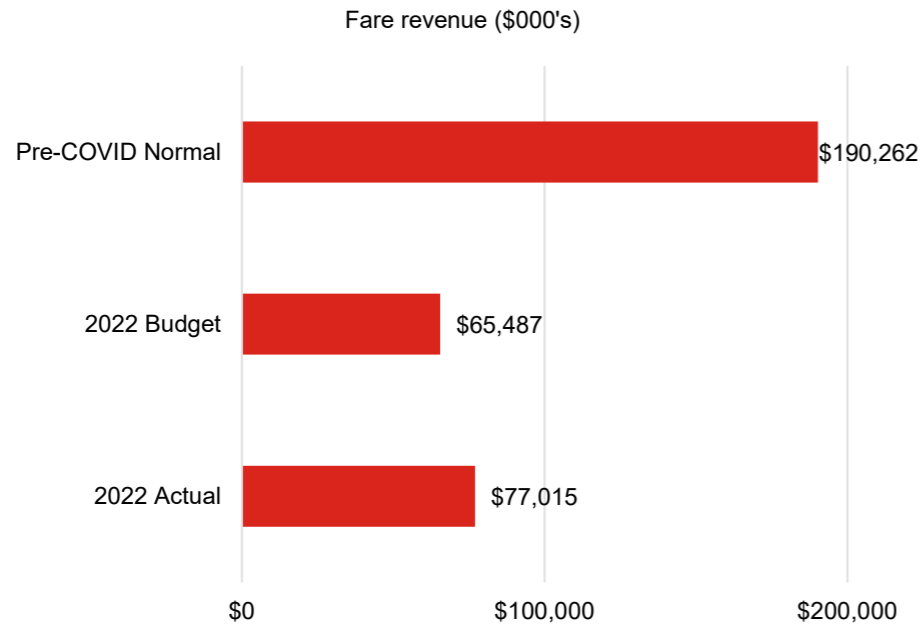
Commentary continued on next page.





Financial

Fare revenue



The Period 2 revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$40.0 million from PRESTO — representing a PRESTO ridership adoption rate of 89.1% — and \$3.7 million from other media.

Period 2 revenue reflected the following fare concession profile: 79.8% adult, 5.6% senior, 7.1% post-secondary, 7.3% youth (ages 13-19) and 0.2% other.

Action

Continued recovery is expected as many major employers have announced the adoption of a hybrid working model for their office workers starting in March and April. Ridership trends/recovery will be closely monitored moving forward, with updates included in future issues of the CEO's Report.

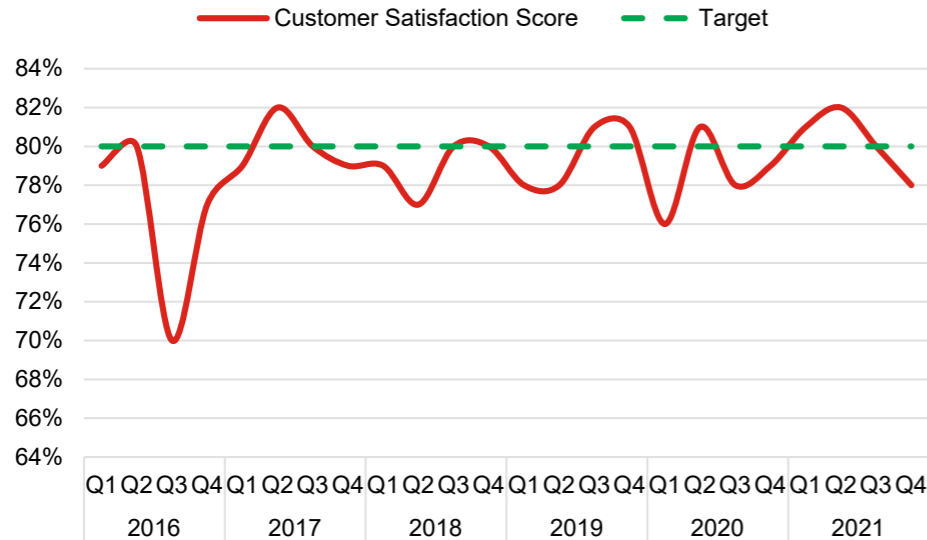
Definition
Revenue generated through fares.





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 Q4 2021, 78% of customers reported high levels of satisfaction with TTC services.

Analysis

The satisfaction score in Q4 represents a decrease from last quarter (80%) and the same time last year (79%). Overall, customer satisfaction remained stable in 2021 with an average of 80%. Customer satisfaction was lowest in December (74%), when compared to October (80%) and November (78%). Lower overall scores in December can be attributed to the implementation of new schedules on November 21 to protect and maintain scheduled service on the busiest routes after our mandatory employee vaccination policy came into effect.

Customers were least satisfied with the length of time they waited for their vehicle, level of crowding and the personal safety they feel — only 66% were satisfied with these trip elements this quarter. Customers also rated these elements of their experience as highly important to their overall customer satisfaction with the TTC.

Action

- We continue to implement measures to keep our customers safe and help them feel more confident on transit.
- Maintaining schedule plans through March, with nominal adjustments to address vehicle occupancy, service reliability and construction. In the coming months, we will be restoring service hours to pre-pandemic levels across the network.
- 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.

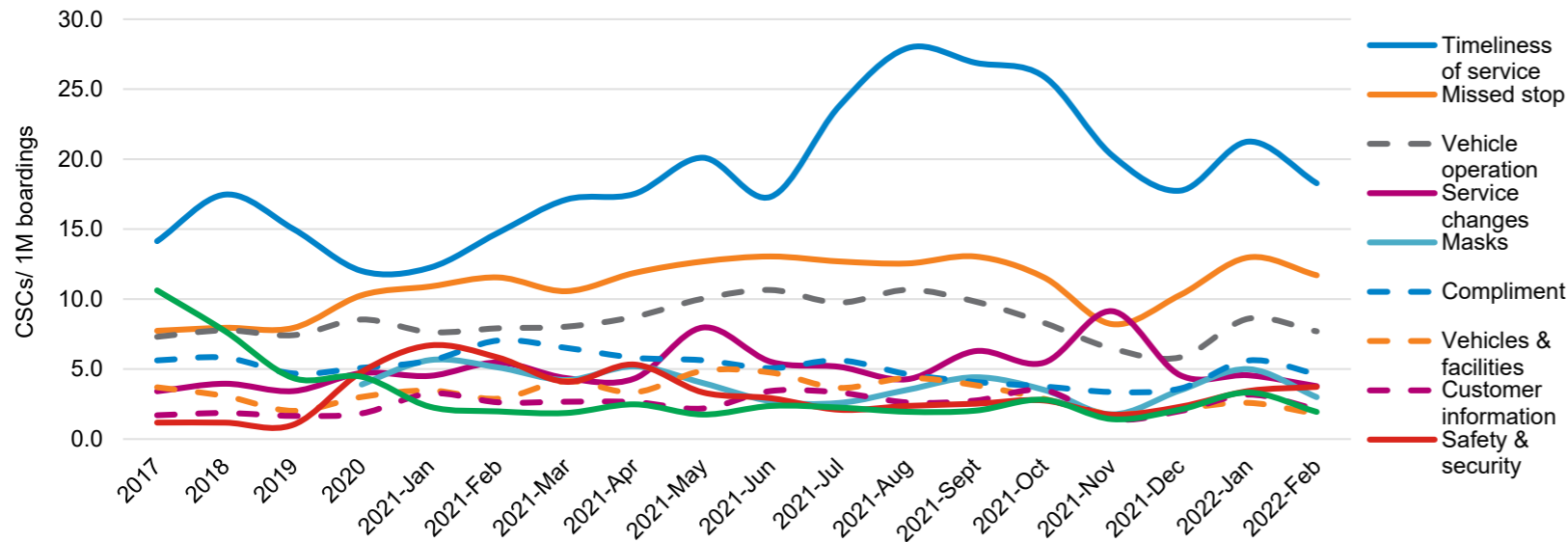




Customer experience

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 16), 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

Overall, CSCs per one million customer boardings decreased by 17% in February compared to January. The total number of CSCs increased by 8%, while customer boardings increased by 30% month-over-month.

Analysis

COVID-related CSCs:

- Communications related to employees and customers not wearing masks decreased by 40% after having trended up since November 2021. Mask audits continue to identify 95% of customers are properly wearing a mask.
- Crowding CSCs remained outside of the top 10 areas of customer concern for the fifth consecutive month and are down by 80% compared to same time last year.
- Safety & security CSCs are a smaller category, but have increased by 49% after remaining near pre-pandemic levels for most of 2021. The majority of these CSCs are related to instances of anti-social behaviour on the system.

Service-related CSCs:

- Missed stop CSCs decreased by 10% after increasing for the past several months.

Commentary continued on next page





Customer experience

Customer service communications

- Service changes CSCs continued to decrease in February, after seeing a sharp increase in November 2021 following new schedules after the implementation of our mandatory employee vaccine policy.
- Timeliness of service CSCs decreased this month (14%), and show an improving trend since August 2021. This CSC category still makes up the largest proportion, which is consistent with our on-time performance metrics (pages 21-22) where we continue to see lower performance on surface routes primarily due to City construction and TTC infrastructure work.
- Vehicle operation CSCs decreased by 11% percent this month.

Action

COVID-related (pages 28, 31-32):

- Continue to monitor mask use with system-wide observations and distribute free masks to customers. While mask mandates for most indoor settings were lifted on March 21, masks remain mandatory on the TTC.
- Vehicle occupancy data continues to drive the deployment strategy for Run-As-Directed buses.
- The TTC is actively working with the City and the Toronto Police Service to support safe transit.

Service-related (pages 19-23):

- Maintaining schedule plans for January through March, with nominal adjustments to address vehicle occupancy, service reliability and construction. In the coming months, we will be restoring service hours to

- pre-pandemic levels across the network.
- 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.

Compliments:

- Compliments made up 7% of CSCs.

Customer compliment:

“I just moved here and I am loving taking the TTC — bus and subway every morning! Your drivers are experts and the service makes me feel so able to discover this city, which is new to me! Thank you!”

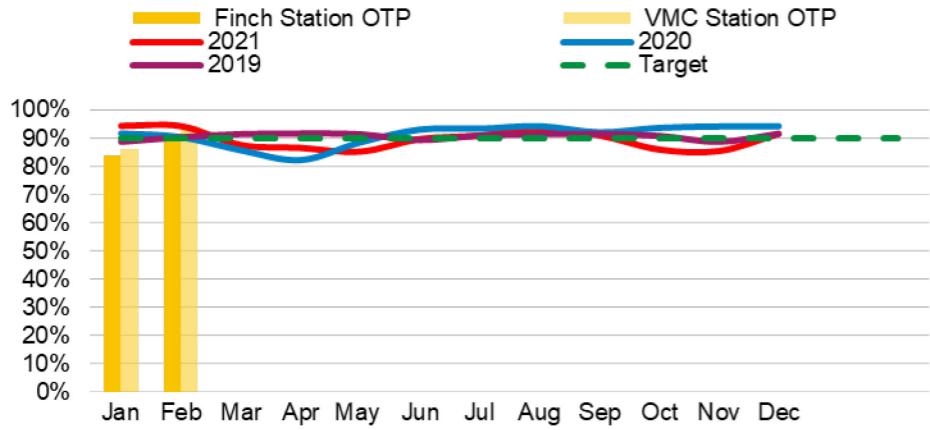




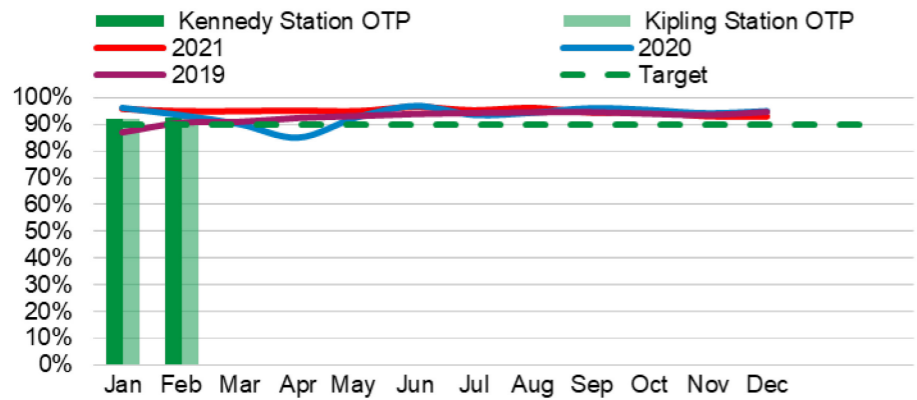
Customer experience

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 92.6% in February. This represents an improvement from last month (84.9%) and a decrease from the same time last year (94.4%). Our target of 90% was met.

Line 2: OTP was 92.5% in February. This represents a slight improvement from last month (92.1%) and a decrease from the same time last year (94.8%). Our target of 90% was met.

Line 3: OTP was 93.3% in February. This represents a decrease from last month (95.2%) and from the same time last year (96.7%). Our target of 90% was met.

Line 4: OTP was 98.8% in February. Our target of 90% was met.

Analysis

Line 1: There was a 15% decrease in total delay minutes. This is mainly attributed to an improvement in staff availability and a decrease in delay minutes related to equipment and bad weather. Security-related delays continue to negatively impact operational performance.

Line 2: There was a 23% decrease in total delay minutes in February. This is mainly attributed to an improvement staff availability and decrease in delay minutes related to equipment.

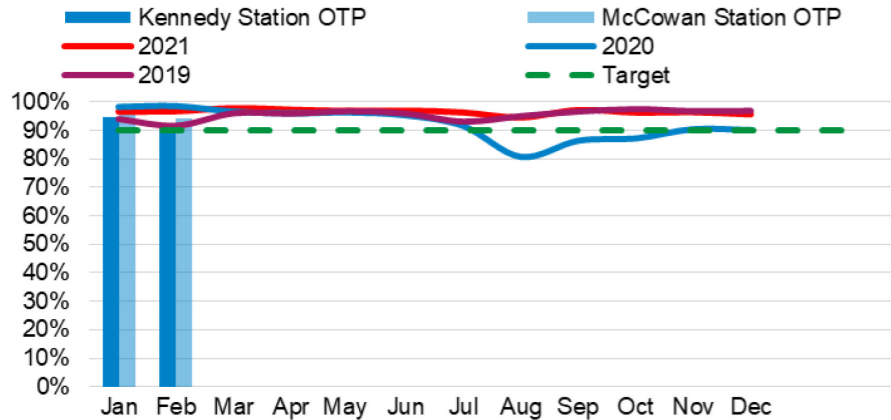




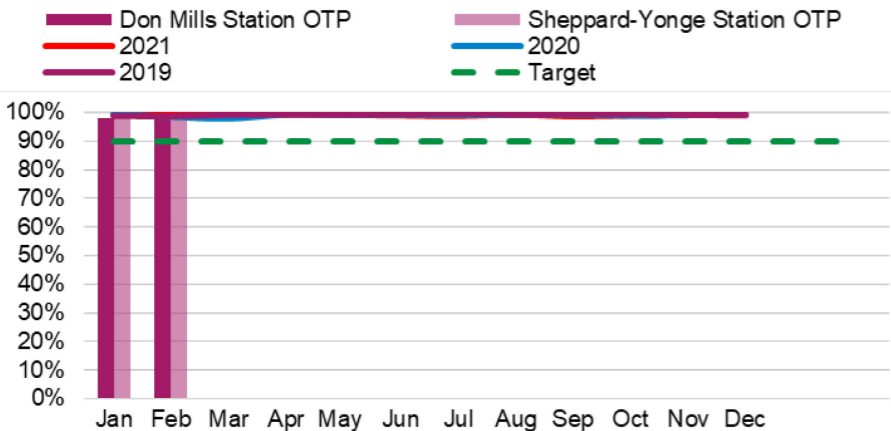
Customer experience

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.

Line 3: There was a 20% decrease in total delay minutes. This is mainly attributed to a decrease in equipment-related delays. SRT vehicle reliability and availability continue to negatively impact performance.

Line 4: There was a 21% decrease in total delay minutes in February. This is mainly attributed to an improvement in staff availability and equipment-related delays.

Action

There was no service on Line 1 between Finch and St Clair stations from February 5-6 and between Lawrence and St Clair stations from February 12-13 for work on the Eglinton Line 5 construction project and ATC signal system installation. Additionally, there was no service on Line 1 between Sheppard-Yonge and St Clair stations from February 26-27 to accommodate work on the Eglinton Line 5 construction project and the Easier Access project at Lawrence Station.

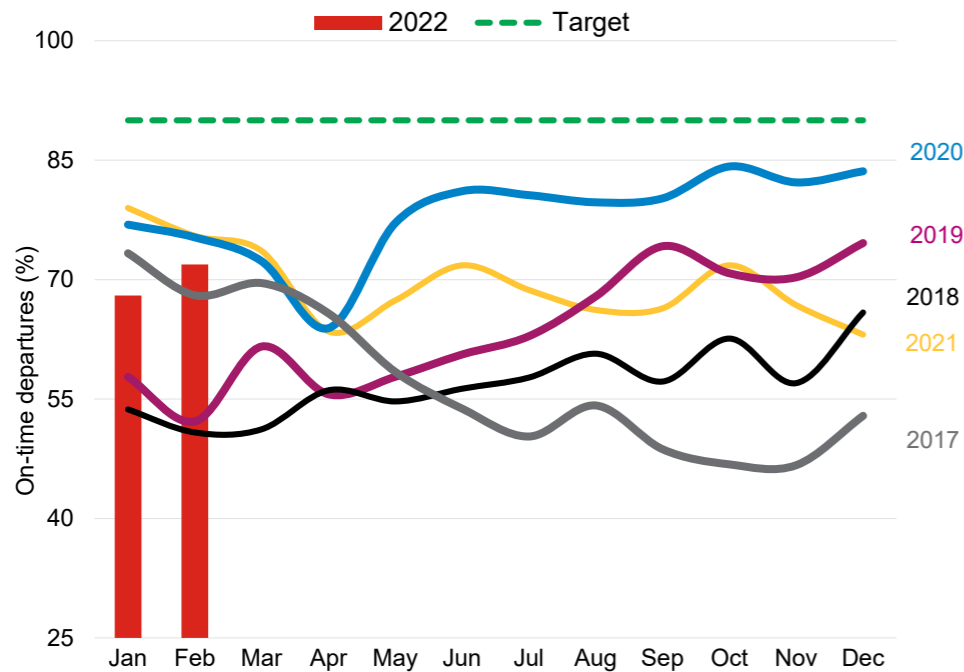
We will continue to monitor ridership and service levels and make adjustments where necessary to ensure punctual service levels are delivered.





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

Streetcar OTP in February was 73.7%, an increase compared to January (68.0%), but a decrease compared to the same period last year (75.5%). Our target of 90% was not met.

Analysis

Performance was negatively impacted by weekend demonstrations downtown, construction projects and cancellation hours.

The network performance score increases to 75.1% when assessing only weekdays. The Convoy of Freedom demonstrations impacted Streetcar OTP most significantly on February 5, with crowds and vehicles forcing detours most of the day and resulting in OTP of 53.6%.

Constructions projects impacted the 501 Queen, 504 King, 505 Dundas, and the 506 Carlton (up to and including Week 7) routes. Routes impacted by construction operated at a 70.1% level, while remaining routes combined for a performance of 79.2%.

Cancellation hours also impacted streetcar performance throughout the period, with these figures reaching a weekly high for the period in Week 8.

Action

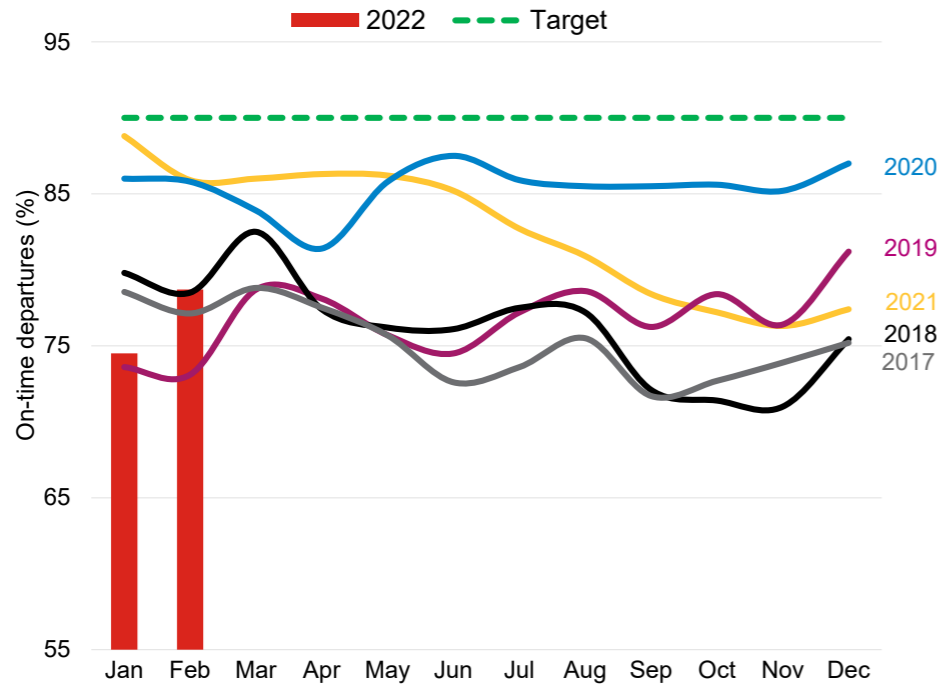
- Operator monitoring for schedule adherence at end terminal locations will be a focus area in the coming months.
- On-time communications campaign will also be launched for all surface operating divisions to reinforce importance of on-time performance.
- Continued efforts will be made in real-time at the Transit Control Centre to maximize on-time departures.
- The streetcar technical working group will continue to work towards preferred options for routings and end terminal locations that will help improve network performance.





Customer experience

On-time performance (OTP) – Bus



Definition

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

Results

Bus OTP in February was 78.7%, an increase compared to January (74.5%), but a decrease compared to the same period last year (85.9%). Our target of 90% was not met.

Analysis

Bus operations performed at a 77.1% level for the first two weeks of the period before increasing to 80.4% for the final two weeks of the period, with this shift coinciding with the start of the February Service Board Period.

Weather conditions had a negative impact on several days throughout the period. Weekend days throughout the period were also negatively impacted by demonstrations in the downtown area. Performance was generally higher on weekdays through the period, with the weekday performance averaging 79.1%, while the weekend days performed at a 76.8% level on average.

Despite this, the percentage of Missed trips

(4.0%) dropped significantly compared to the previous period.

Action

Numerous schedule improvements have been planned for the upcoming Board Periods in an effort to improve service reliability.

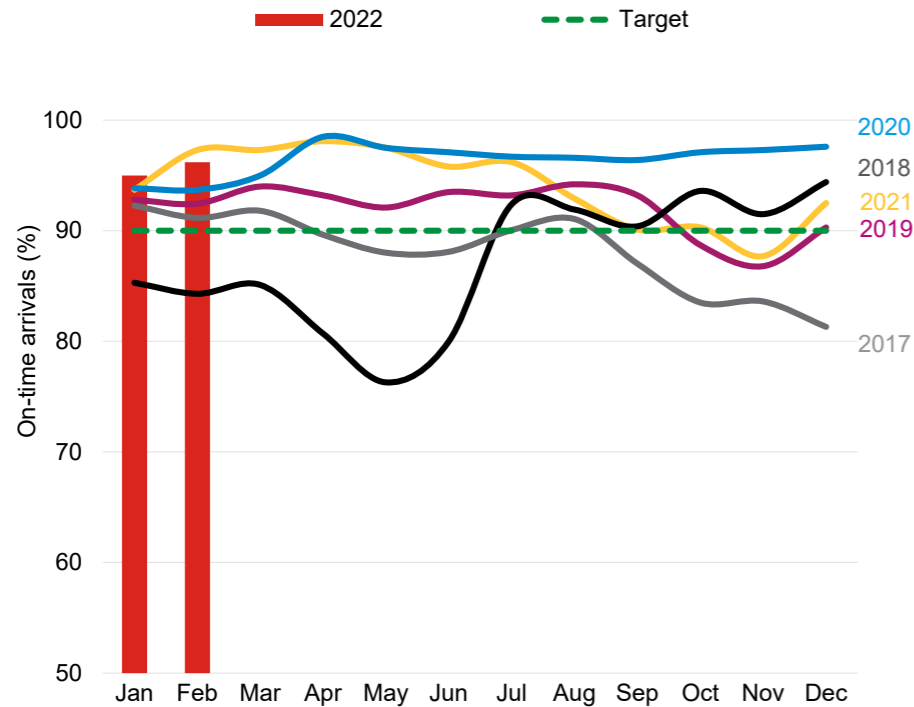
Operator monitoring at end terminals will remain a focus area, with the goal of reducing the number of early departures throughout the network. In-field Supervisors will also be deployed at key locations in order to assist with this focus area and help reinforce message of the importance of on-time performance.





Customer experience

On-time performance (OTP) – Wheel-Trans



Results

Wheel-Trans OTP in February increased by 1.2% compared to January to 96.2%, and is 1.3% higher than the same time last year.

Analysis

A renewed focus on service adjustment techniques and improving the customer experience, has resulted in a third consecutive month of improvement for this metric. The implementation of dedicated dispatchers for OTP has also contributed to the improvement in this metric.

Action

Our focus will remain on reducing wait times for our customers and providing real-time adjustments to improved the customer experience. Our team will continue to test and implement new and innovative ways to monitor our service. This includes monitoring changing traffic and customer volumes.

Definition

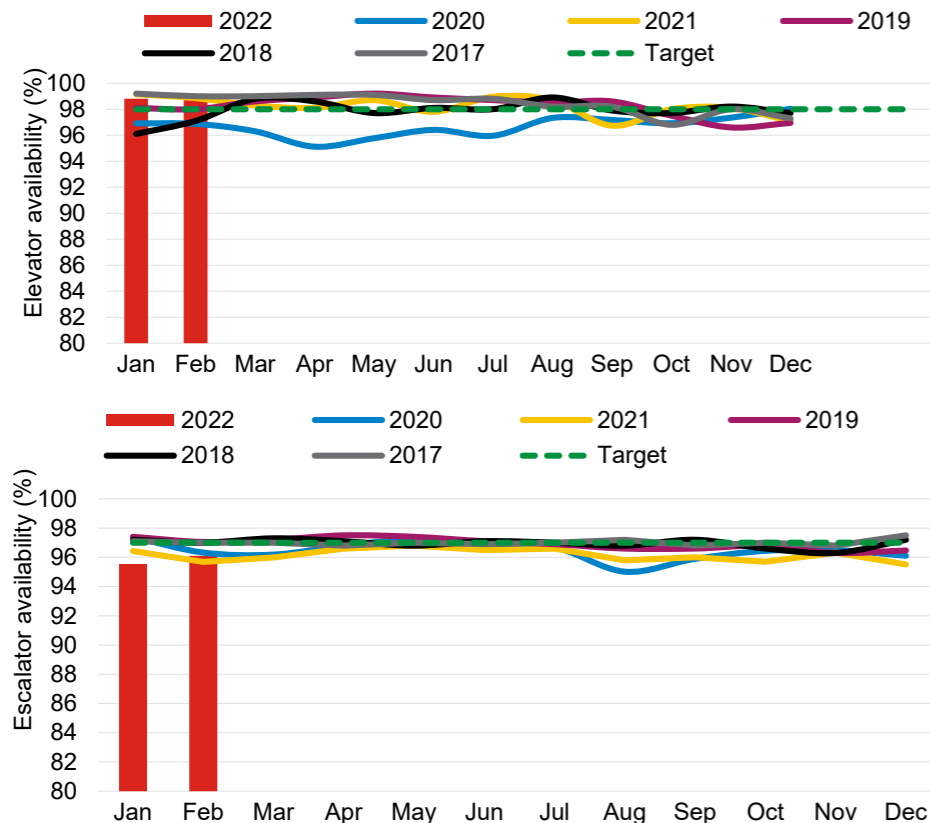
On-time performance of all trips conducted by Wheel-Trans buses. To be on time, the bus must arrive within 20 minutes of its scheduled arrival.





Customer experience

Accessibility – Elevator and escalator availability



Definition

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

Results

Elevator availability in February was 98.7%, which represents a decrease from last month (98.8%) and from the same time last year (98.9%). Availability was above our target of 98%.

Escalator availability in February was 96.1%, which represents an increase from last month (95.5%) and from from the same time last year (95.7%). Availability was under our target of 97%.

Analysis

In February, 11 escalators were removed from service due to water damage.

One escalator at Castle Frank Station is currently out-of-service to accommodate elevator installation for the TTC's Easier Access Program.

As part of our State-of-Good-Repair Program (SOGR), aging escalators motors

requiring rebuilds resulting in over 363 hours of escalator downtime.

Action

All 11 water-damaged escalators were inspected, repaired and returned to service.

The escalator at Castle Frank will remain out-of-service until the end of 2023 to accommodate elevator construction.

SOGR work will continue until end of 2024 to complete ongoing repairs of various escalators models to improve reliability. Escalator availability is expected to be impacted until end of the program.

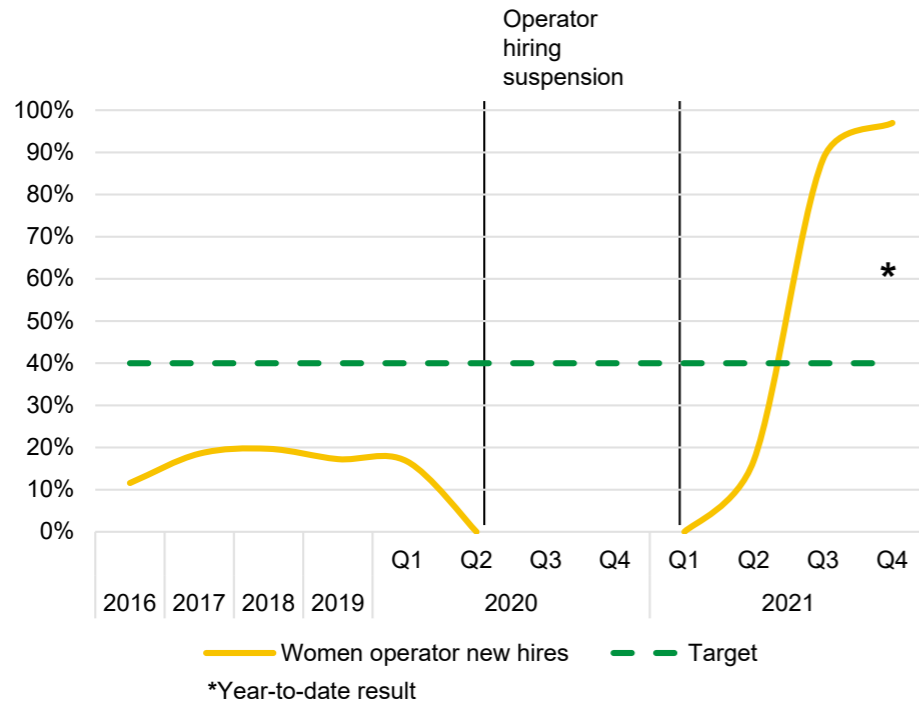
We will continue performing preventative maintenance to meet reliability and availability targets.





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. The hiring of operators was halted during the height of the pandemic and resumed in April 2021. In Q4 2021, we hired 73 operators (71 women, two men), with women representing 97% of that total. This represents an increase from the previous quarter where women made up 88% of new hires.

Analysis

In 2021, we hired a total of 336 operators — 60% are women. Among the women we hired as operators in Q4, 85% are racialized, of which 56% are Black and 29% are Asian. We have exceeded our target of 40% of operator new hires identifying as women, and are on track to continue to meet this commitment as we work towards greater representation of women in transit operations.

The operator role, which makes up the majority of the TTC’s workforce, has historically been predominately male. Earlier in 2021, we launched a special program to recruit more women to this role. This work included reviewing the hiring process from a diversity and inclusion lens to remove built-in biases.

Action

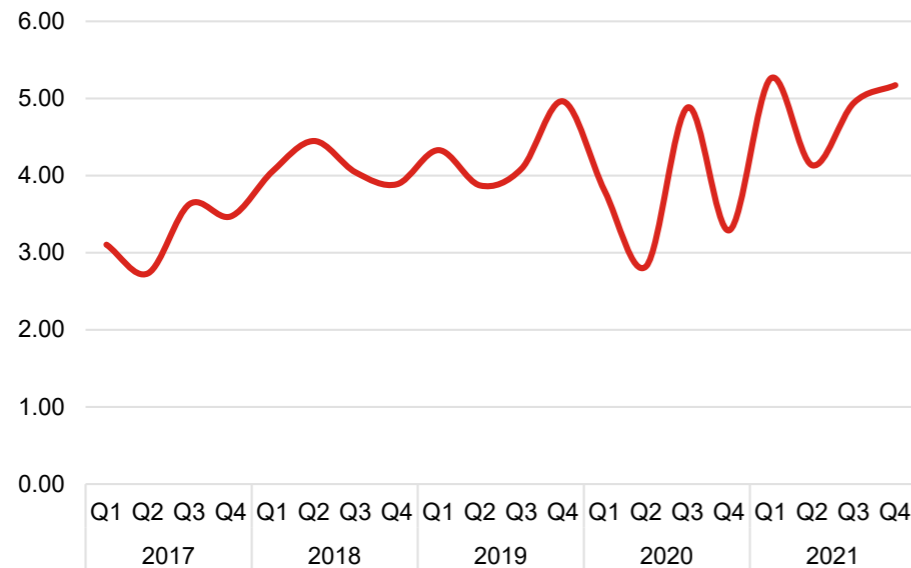
- A formalized 2022 Talent Management Outreach Plan was launched in February. The plan introduces specifics of a targeted approach to attract and source diverse, skilled talent. The four key pillars of the plan are: 1. Targeted hiring (including Neighbourhood Improvement Areas) 2. Graduates/early talent 3. Trades 4. Professionals.
- There have been leadership discussions at the executive level where we will build out targeted outreach plans based on specific needs.





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 Q4 2021 was 5.2 injuries per 100 employees — an increase from Q3 (4.9) and the same period last year (3.3). The LTIR for Q4 was 6% higher 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 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, focuses on preventing musculoskeletal/ergonomic type injuries and resolving ergonomic concerns. It is important to be proactive and address potential hazards before they lead to injuries. The purpose of the program is to increase awareness of MSD hazards, provide tools for management and employees to address hazards and to prevent injury by controlling hazards in the workplace. Specific training modules for high-risk groups have been developed. The training sessions have been deferred due to the pandemic. Resources are provided online for general instruction as well as awareness and self-assessments.

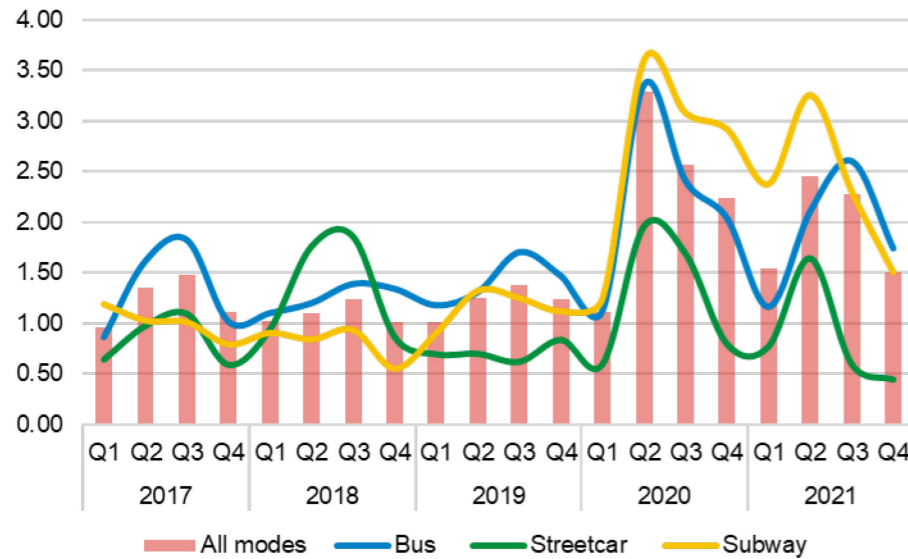
To help address acute emotional event injuries, the TTC has a project underway to identify psychological health and safety (PH&S) hazards and their impact on workers at the TTC as well as to develop tools and resources to develop and implement a PH&S program.





Safety and security

Customer injury incidents rate (CIIR)



Definition
Number of customer injury incidents per one million boardings.

Results

The CIIR in Q4 2021 was 1.51 injury incidents per one million vehicle boardings — a decrease from Q3 (2.27) and from the same period last year (1.54). The CIIR for Q4 was 23% lower than the four-quarter average rate of 1.95 injury incidents per one million vehicle boardings. The four-quarter average shows a statistically significant upward trend in the CIIR over the last five years.

Analysis

The overall increase in the CIIR in 2020 was mainly due to the significant decrease in the overall TTC ridership as a result of the COVID-19 pandemic and state-of-emergency declaration. The decrease in the CIIR from Q3 and from the same period last year, was partly due to the increase in ridership — up 54% from the same time last year and 13% from last quarter. In Q4, there were 184 customer injuries across all modes. This represents a decrease from last quarter (245) and the same time last year (178).

Action

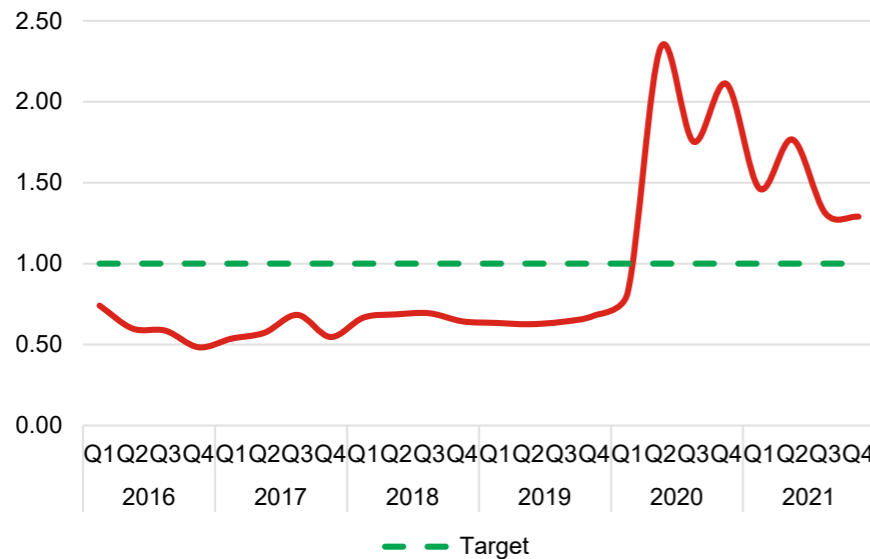
We continue to monitor the CIIR and existing safety initiatives, which includes messaging to promote customer safety and safe vehicle operation. This winter, we continued to promote reminders for customers to avoid slips, trips and falls in stations on our social media accounts. This spring, we will be updating the content and design of our safety campaigns on our vehicles and in our stations and explore new ways to reach our customers to communicate key safety messages when travelling on the TTC.





Safety and security

Offences against customers



Definition
Number of offences against customers per one million boardings.

Results

Offences against customers was 1.29 per one million boardings in Q4 2021, representing a decrease of 2% compared to Q3 and 39% decrease since same time last year.

Analysis

Proactive coordination with City programs and Toronto Police Service is having a positive impact, as is the return of more customers to the system.

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 during the pandemic.

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.

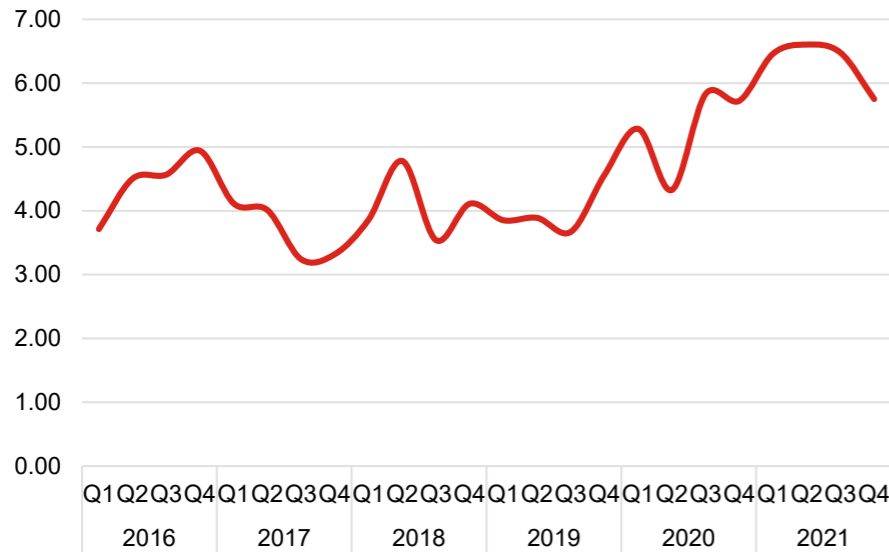
Furthering Our Community by Uniting Services (FOCUS) is an innovative and collaborative risk driven approach to Community Safety and Wellbeing co-led by the City, United Way Toronto and Toronto Police Service that aims to reduce risk, harm, crime, victimization and improve community resiliency and wellbeing. Across Toronto, weekly FOCUS Tables were established to serve the people in most need. The CEU works with more than 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 Q4 2021, the number of offences against employees was 5.75 per 100 employees. This represents an 11% decrease from Q3 and a 0.5% increase from the same time last year.

Analysis

The total number of offences against employees decreased in Q4 compared to Q3 — 208 offences and 243 offences, respectively. The top two offences were threats (50%) and assaults against employees (45%), with threats having increased by 118% since 2019.

Action

Employee and customer safety remains our highest priority. The TTC has zero tolerance for abuse faced by our staff. We have safety barriers, video surveillance, radio and non-audio equipment (push-button alerts) on every vehicle, and employee training to assist in prevention, deterrence and response.

To put an end to this harmful behaviour and better support employees, the TTC has developed a 10-Point Action Plan to address assaults on employees. An internal, cross-sectional working group has been tasked with implementing and monitoring the progress of the plan.

The plan builds on already established TTC programs and includes:

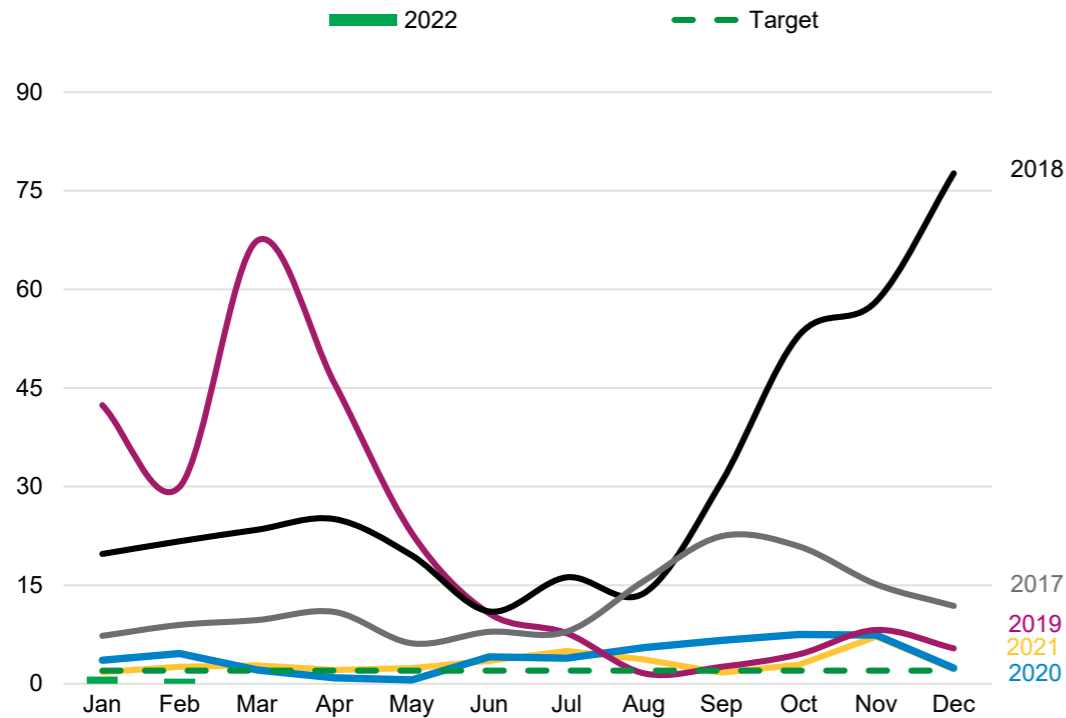
- Integrating social service resources in the Special Constable Service unit to assist individuals experiencing homelessness and people in crisis.
- Supporting stronger penalties for assaults against all transit workers.
- Delivering an operator-focused campaign reminding employees what to do if confronted by a customer.
- Enhancing protective screens for bus operators and mandating their use.





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 February, the average Wheel-Trans contact centre wait time was 0.8 minutes. This is lower than the 1.1-minute average in January, and below our target of two minutes.

Analysis

Regular close monitoring of call volumes and staffing levels has led to continued improvement in this metric. This is the third straight period that average wait times have decreased, indicating that ongoing efforts to improve the customer experience are proving effective.

Action

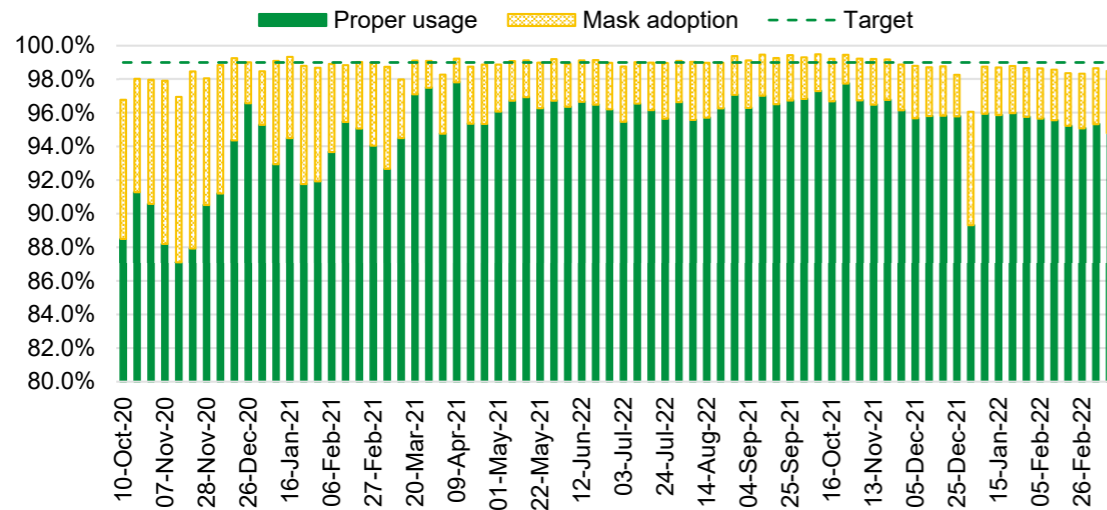
Staff will be monitoring customer trends closely as we prepare for an increase in call volumes, with the lifting of pandemic restrictions and the arrival of warmer weather. We will adjust forecasted numbers as required to ensure wait times remain short.





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

For the week ending March 12, 99% of customers were wearing masks and 95% were wearing masks properly over nose, mouth and chin. There were 70,145 customer mask observations made at 13 placements across the network.

Analysis

The proportion of customers wearing masks reached 99% in mid-December 2020. This trend has continued into 2022. Customer masks used properly over nose, mouth and chin has remained 96-97% since mid-February 2021, slowly decreasing to 95%.

Action

Mask mandates for most indoor settings were lifted on March 21. Masks will remain mandatory on the TTC until at least April 27. Our customer mask program continues to focus on awareness and supply, rather than enforcement:

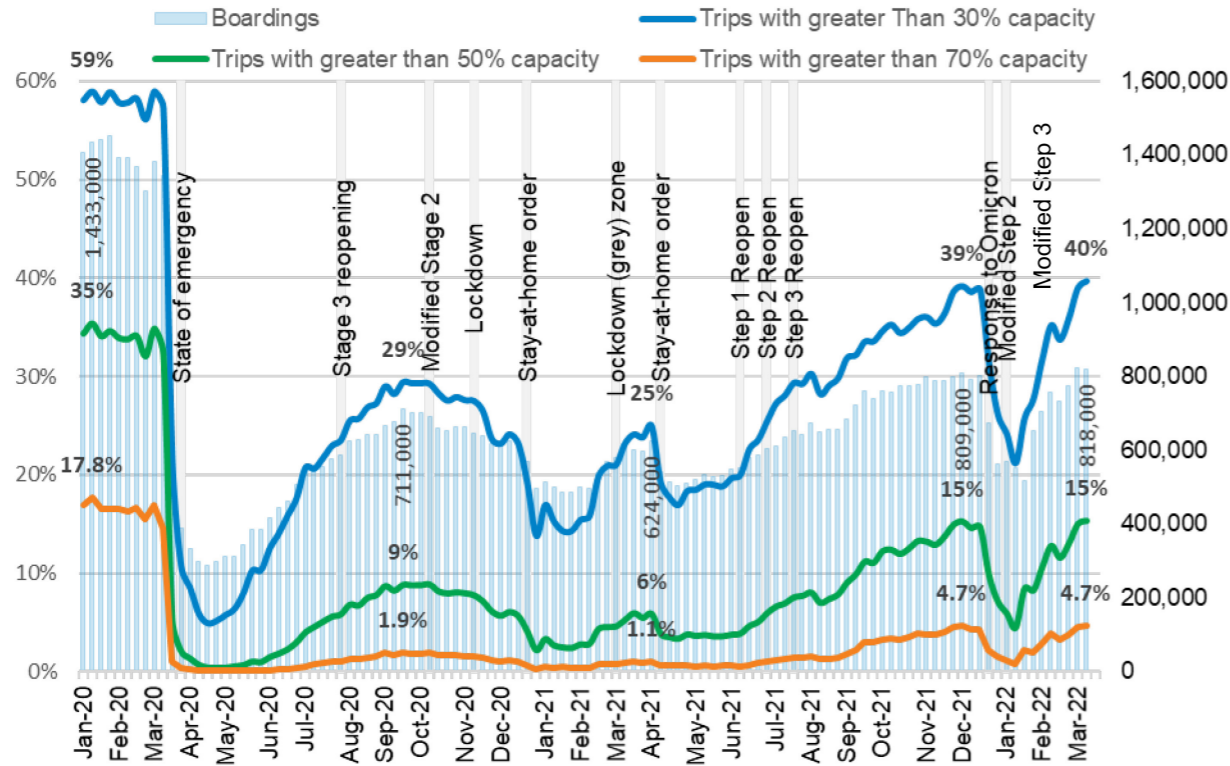
- An ongoing campaign targeted at customers returning to transit highlights mask use among other safety measures.
- Broad mask distribution on bus routes and all stations and targeted mask distribution at low points across the city.
- Since June 2020, 3.46 million free masks have been distributed to 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 March 12, 75% of all bus trips were under 50% occupancy. During this time, we served an average 818,000 bus customers per weekday, which is 59% of pre-COVID bus boardings.

Analysis

About 15% of bus trips had more than 25 customers on some part of the route (50% capacity) and 5% of bus trips had more than 35 customers per bus (70% capacity) on some part of the route.

Bus occupancy levels have increased with a rise in boardings.

Action

- Maintain weekly monitoring of all bus routes across 30%, 50% and 70% occupancy levels as customers return to transit.
- Vehicle occupancy data continues to drive the deployment strategy for Run-As-Directed buses.
- Continue weekly occupancy analysis to assist with assignment of unscheduled Run-As-Directed service.



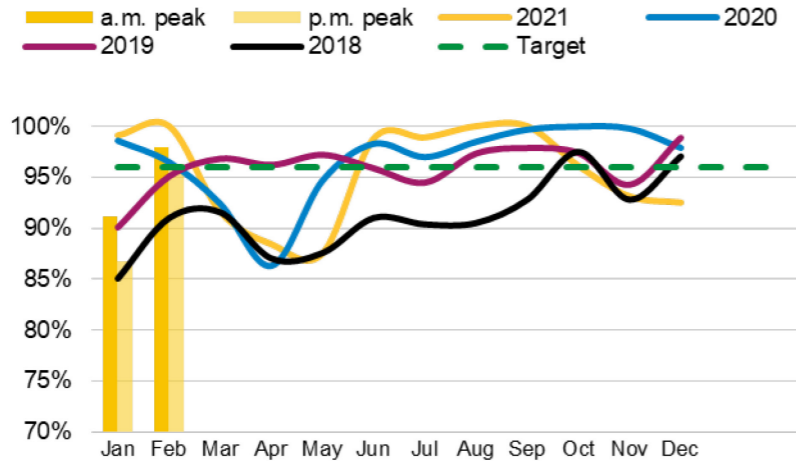


Appendix: Service delivery

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.

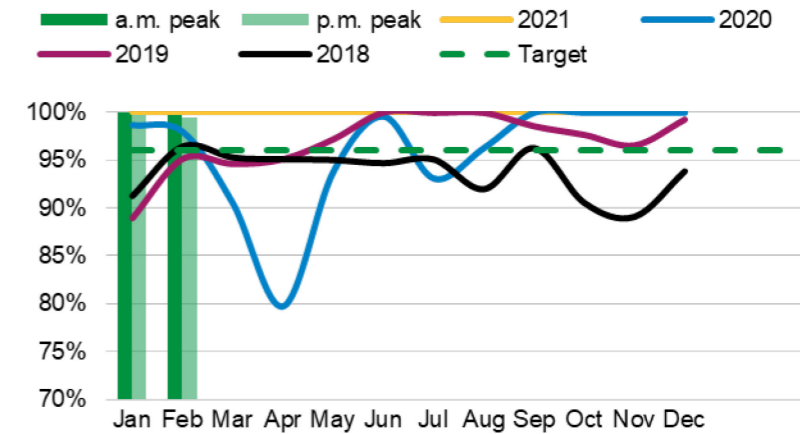
February: 97.0%
January: 88.5%
February 2021: 100%
Target: 96.0% ✓



Line 2 capacity

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

February: 100%
January: 100%
February 2021: 100%
Target: 96.0% ✓

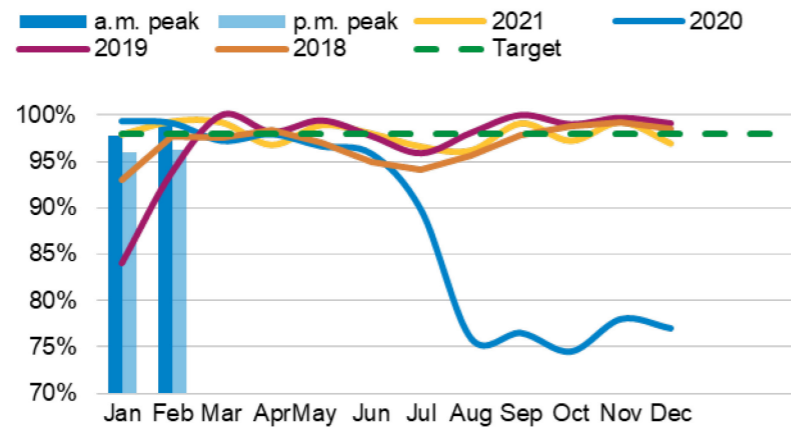


Line 3 capacity

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.

February: 97.5%
January: 96.8%
February 2021: 99.3%
Target: 98.0% ✗

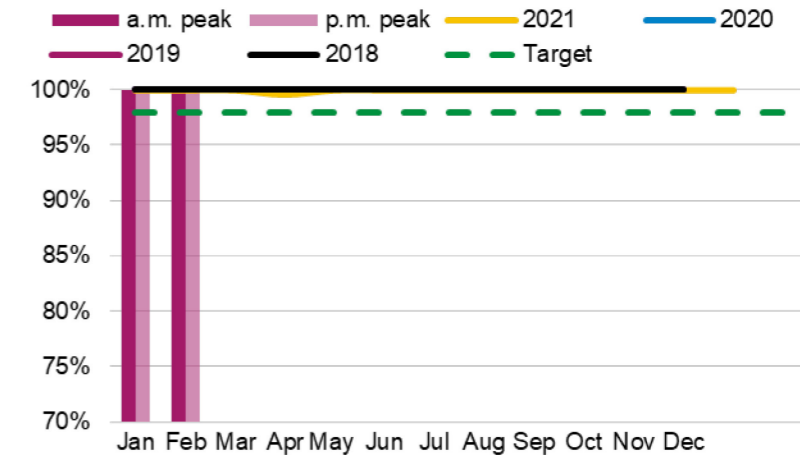
Under target due to SRT vehicle availability and reliability.



Line 4 capacity

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

February: 100%
January: 100%
February 2021: 100%
Target: 98.0% ✓





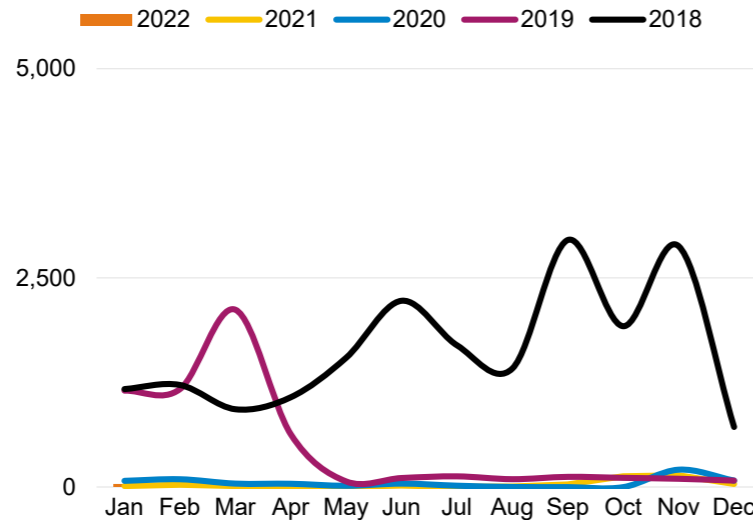
Appendix: Service delivery

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.

February: 15
January: 37
February 2021: 28

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

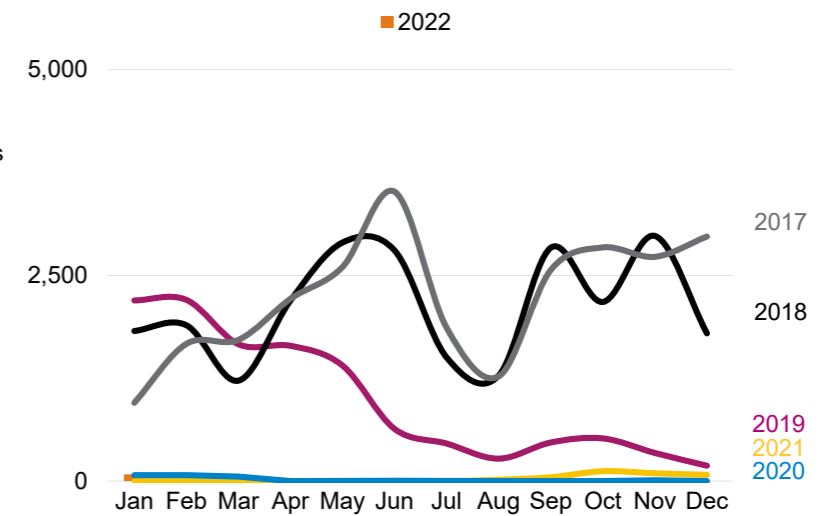


Bus short turns

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

February: 86
January: 82
February 2021: 2

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





Rich Wong
Chief of Vehicles

James Ross
Chief Operating Officer

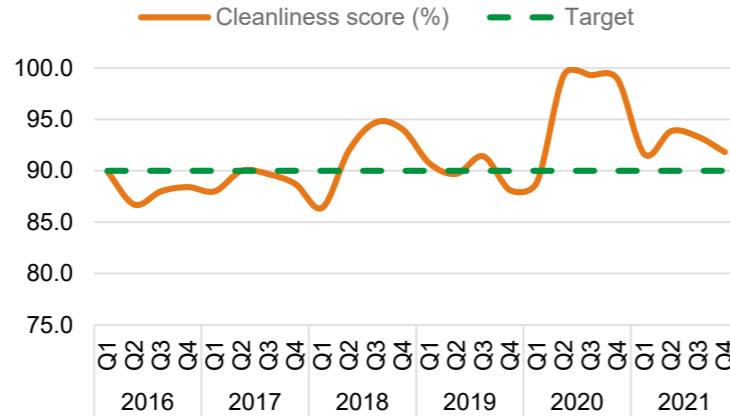
Appendix: Cleanliness

Bus cleanliness

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

Q4: 91.8%
Q3: 93.3%
Q4 2020: 98.9%

Target (RW): 90.0%



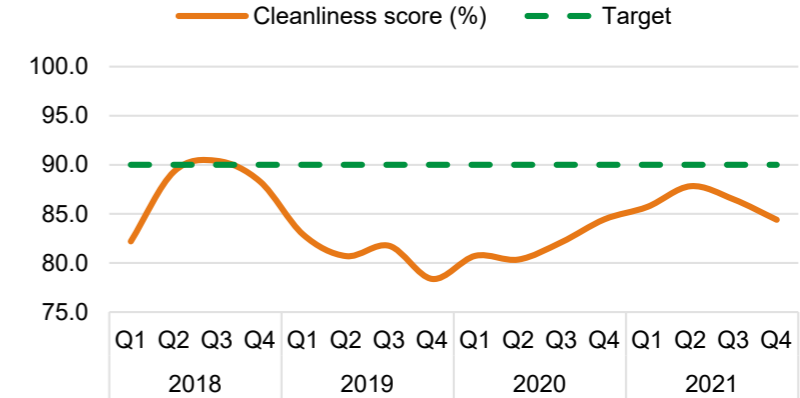
Streetcar cleanliness

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

Q4: 84.4%
Q3: 86.5%
Q4 2020: 84.5%

Target (RW): 90.0%

New cleaning service provider contractor started operations for streetcars in February 2022.

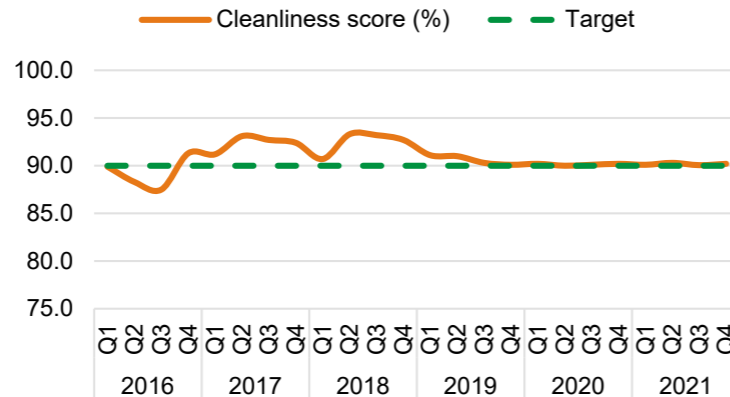


Subway cleanliness

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

Q4: 90.2%
Q3: 90.1%
Q4 2020: 90.2%

Target (RW): 90.0%

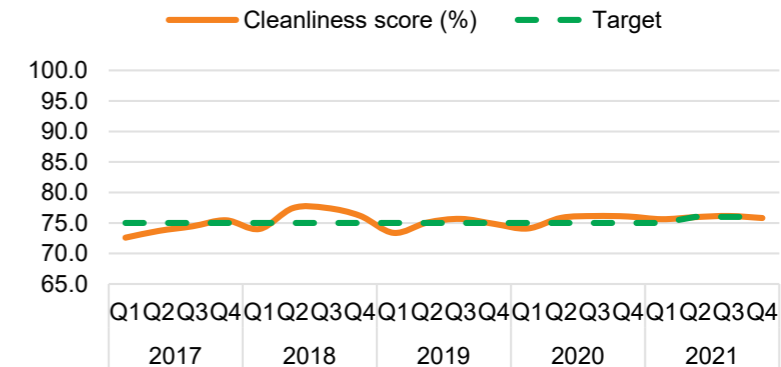


Station cleanliness

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

Q4: 75.8%
Q3: 76.2%
Q4 2020: 76.1%

Target (JR): 76.0%





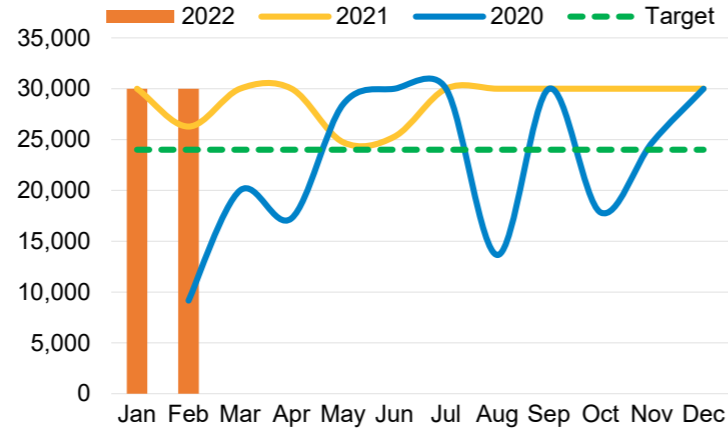
Appendix: Asset reliability

eBus mean distance between failures

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

February: 30,000 km
January: 30,000 km
February 2021: 26,277 km

Target: 24,000 km ✓

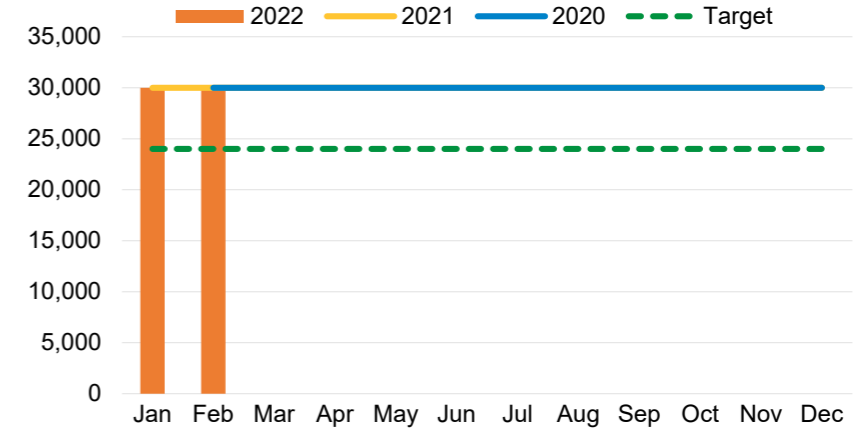


Hybrid bus mean distance between failures

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

February: 30,000 km
January: 30,000 km
February 2021: 30,000 km

Target: 24,000 km ✓

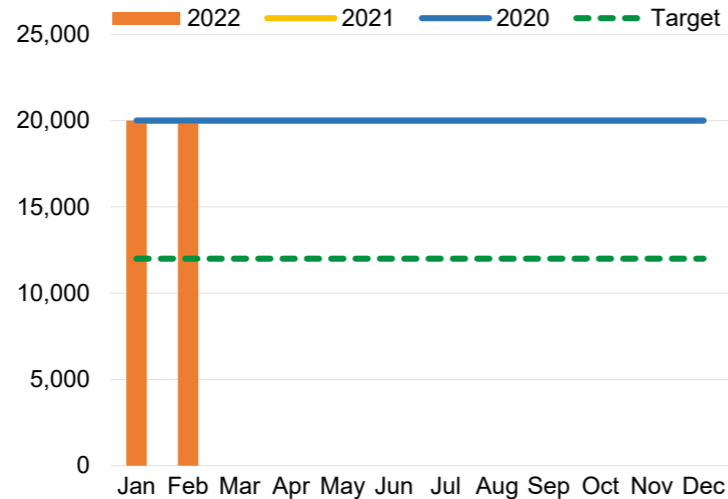


Clean-diesel bus mean distance between failures

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

February: 20,000 km
January: 20,000 km
February 2021: 20,000 km

Target: 12,000 km ✓



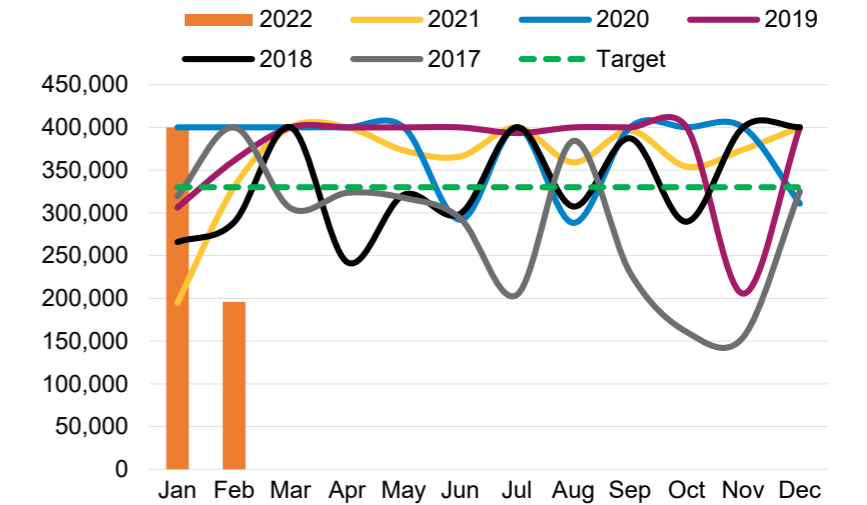
T1 train mean distance between failures

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

February: 196,000 km
January: 400,000 km
February 2021: 330,000 km

Target: 330,000 km ✗

Below target for the first time since January 2021 due to random component failures of the passenger door, brakes and truck systems. Staff is conducting a deep dive into significant drop in reliability from January to February.





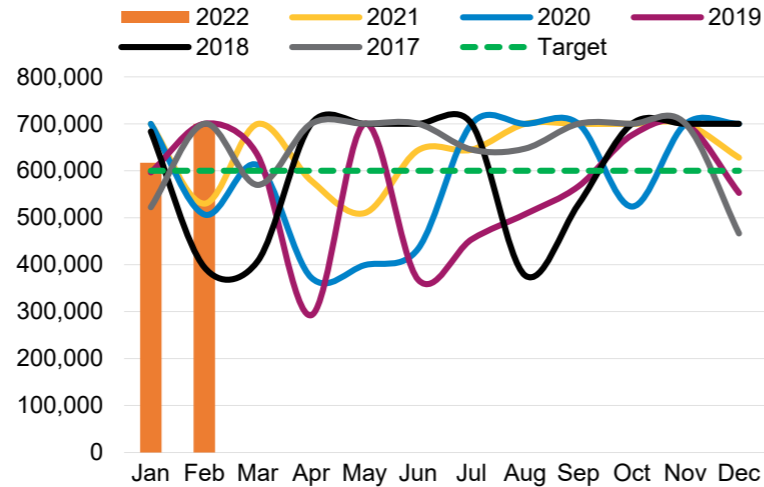
Appendix: Asset reliability

TR train mean distance between failures

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

February: 700,000 km
January: 617,000 km
February 2021: 530,000 km

Target: 600,000 km ✓

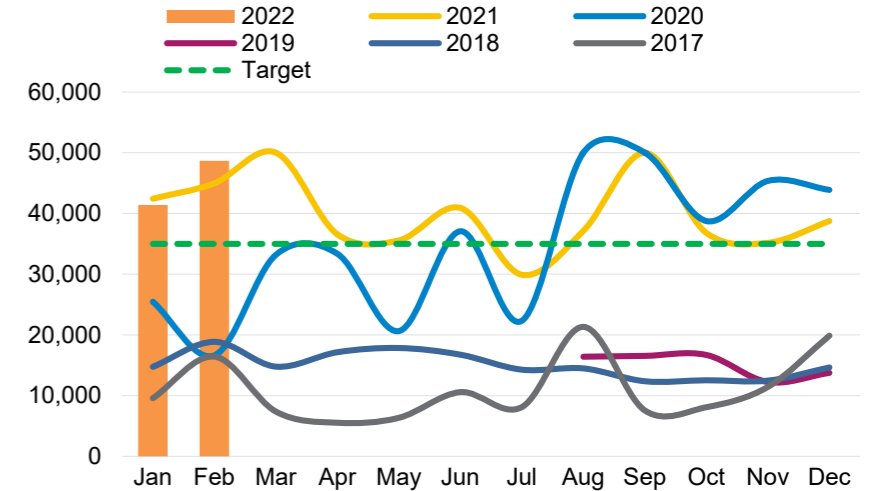


Streetcar mean distance between failures

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

February: 48,661 km
January: 41,397 km
February 2021: 44,949 km

Target: 35,000 km ✓



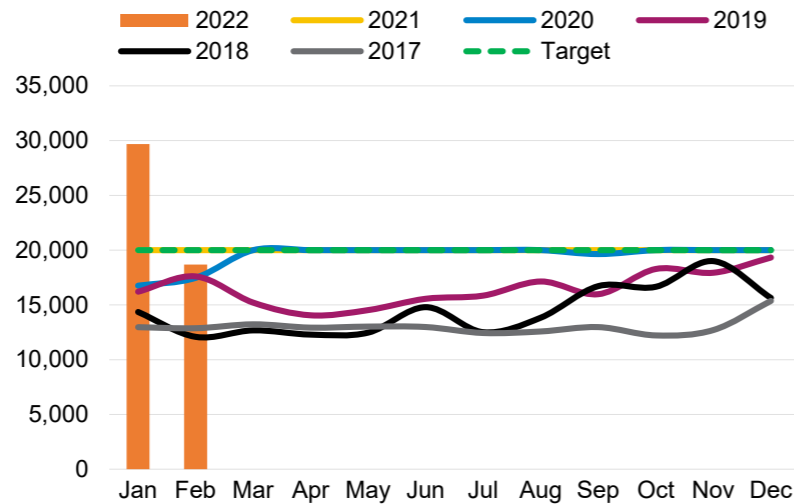
W-T Mean distance between failures

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

February: 18,678 km
January: 29,677 km
February 2021: 20,000 km

Target: 20,000 km ✗

Increased engine and driveline failures on Friendly buses. These buses are being decommissioned.





Appendix: Asset reliability

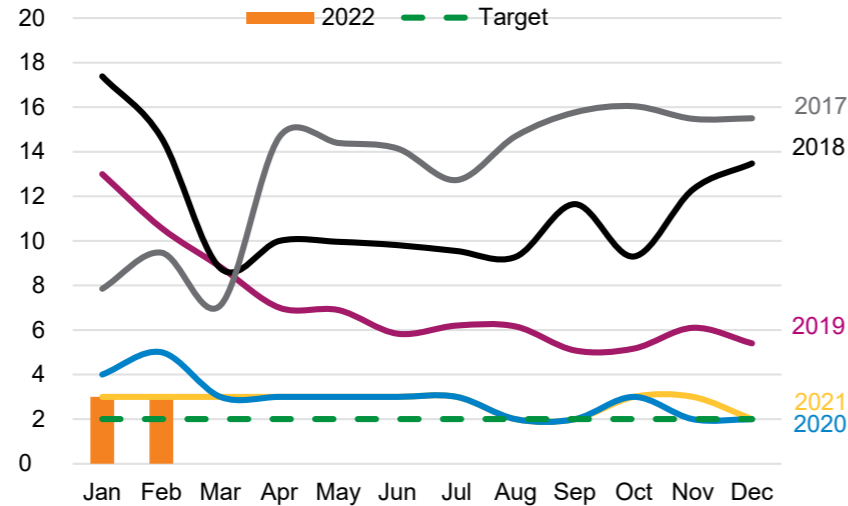
Streetcar road calls and change offs

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.

February: 3
January: 3
February 2021: 3

Target: 2

Issues related to the vehicle controls system, including failures to master controller functionality, as well as high voltage and car body systems due to main switch functionality and loose operator and passenger seats.

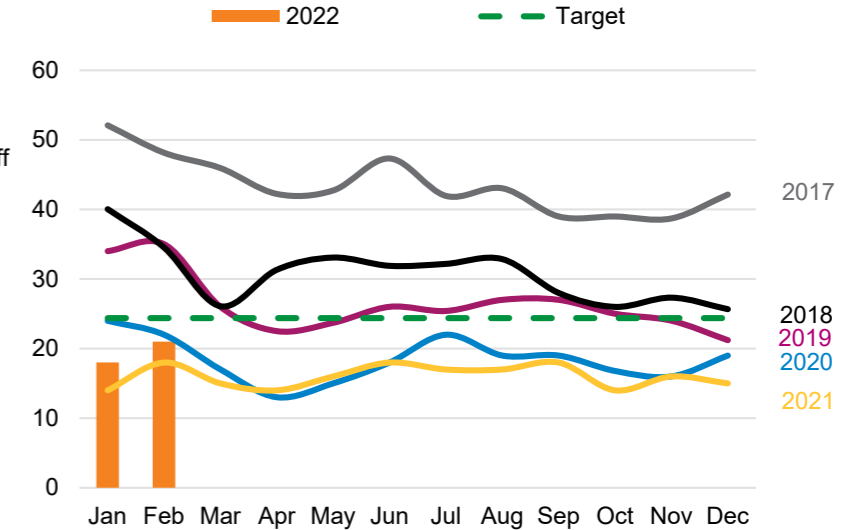


Bus road calls and change offs

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.

February: 21
January: 18
February 2021: 18

Target: 24





Rich Wong
Chief of Vehicles

Scott Haskill
Chief Strategy & Customer Officer (Acting)

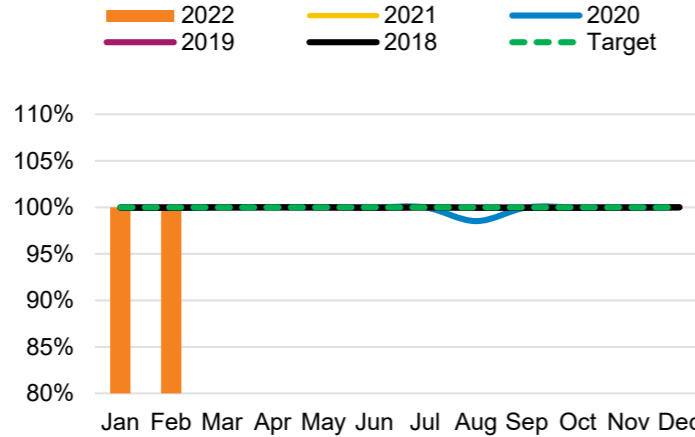
Appendix: Asset availability

Subway service availability

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

February: 100.0%
January: 100.0%
February 2021: 100.0%

Target (RW): 100.0% ✓

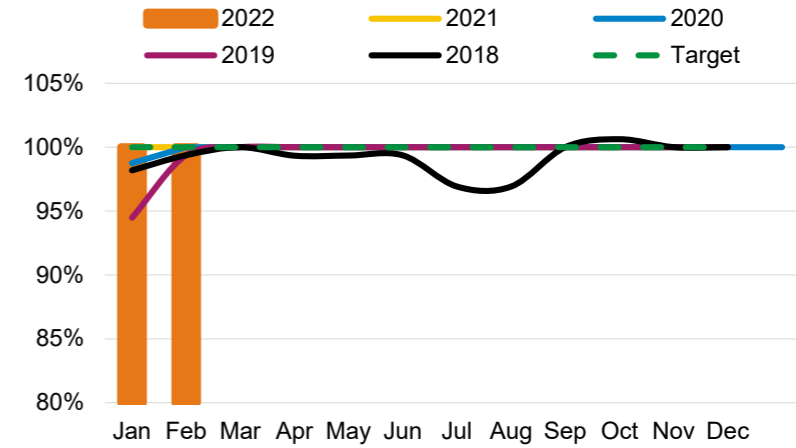


Streetcar service availability

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

February: 100.0%
January: 100.0%
February 2021: 100.0%

Target (RW): 100.0% ✓

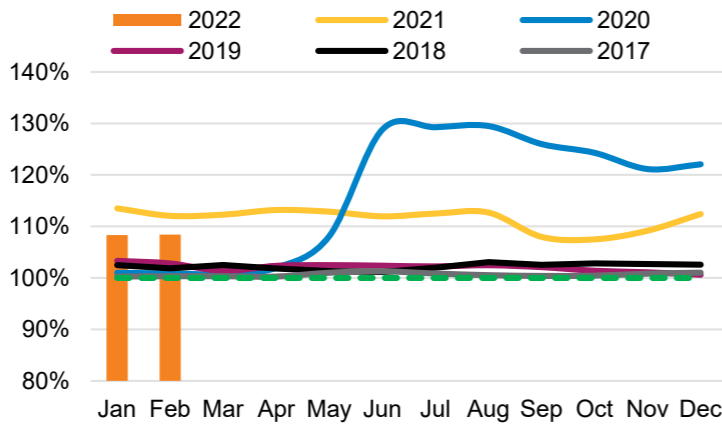


Bus service availability

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

February: 108.4%
January: 108.3%
February 2021: 112.0%

Target (RW): 100.0% ✓



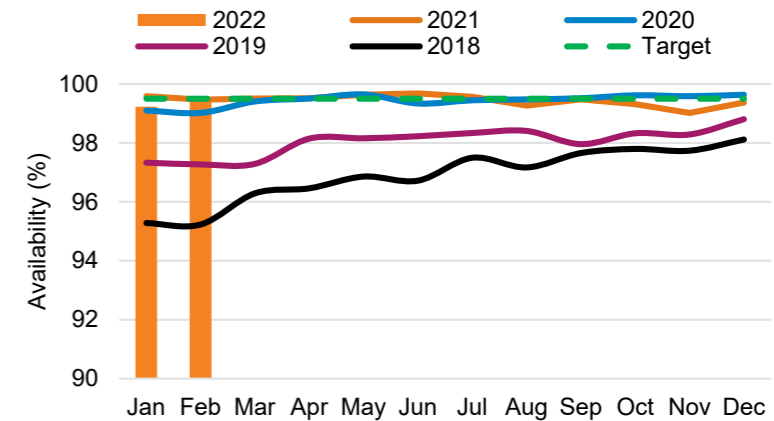
Fare gate availability

Percentage of fare gates are available for use.

February: 99.39%
January: 99.23%
February 2021: 99.47%

Target (SH): 99.50% ✗

Installed new software patch in early February and expecting an improvement in availability.





Appendix: Asset availability

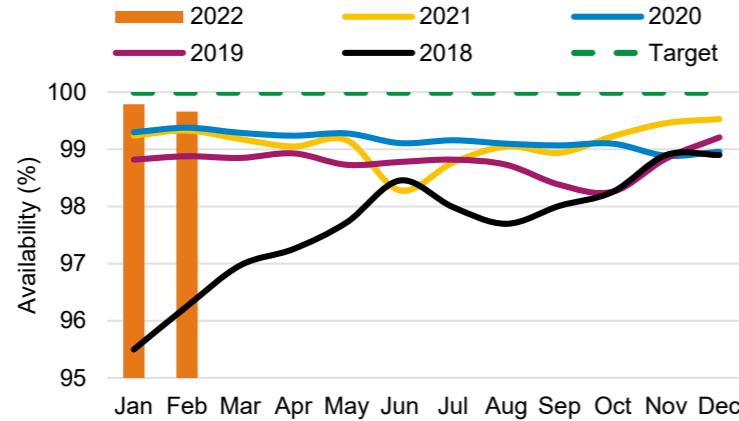
PRESTO reader

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

February: 99.66%
January: 99.79%
February 2021: 99.33%

Target: 99.99% ❌

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

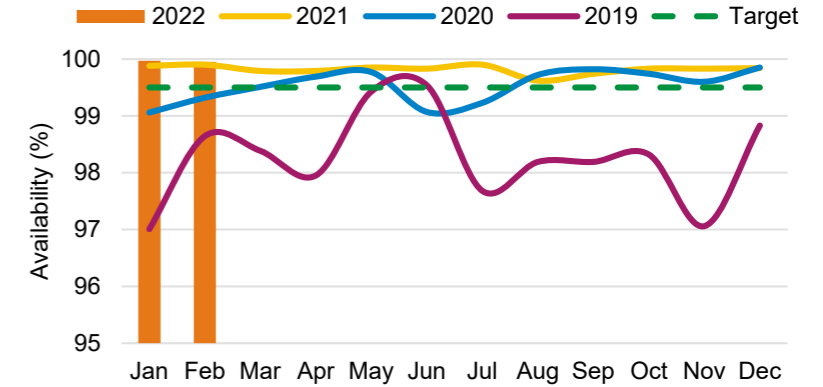


PRESTO Fares and Transfers Machine (FTM)

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

February: 99.95%
January: 99.97%
February 2021: 99.90%

Target: 95.00% ✅

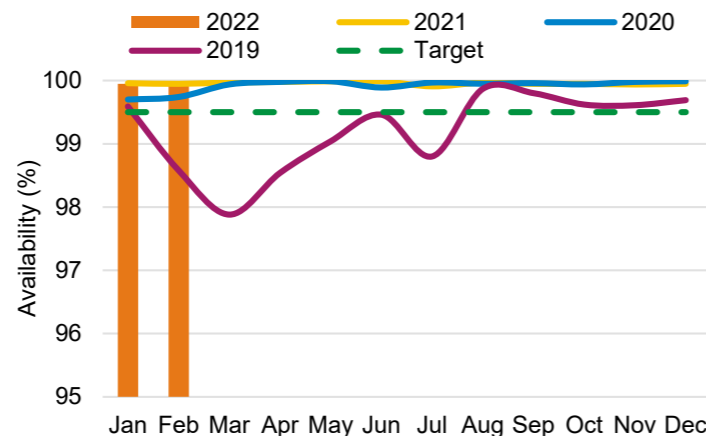


PRESTO Self-Serve Reload Machine (SSRM)

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

February: 99.96%
January: 99.95%
February 2021: 99.95%

Target: 95.00% ✅



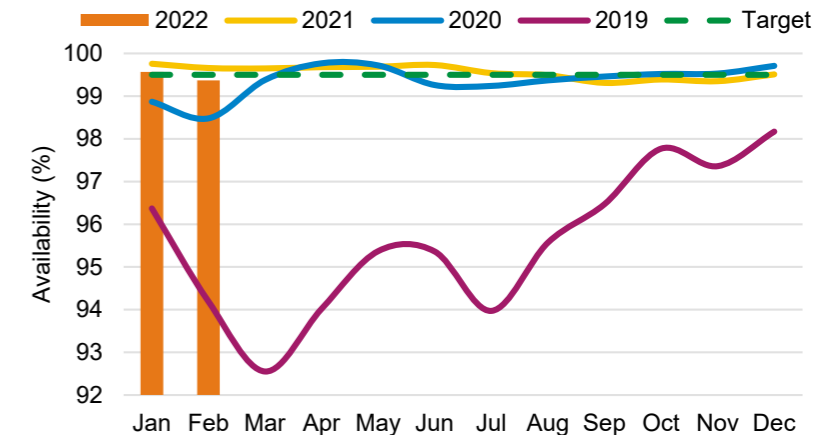
PRESTO Fare Vending Machine (FVM)

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

February: 99.37%
January: 99.57%
February 2021: 99.66%

Target: 99.50% ❌

Increase in incidents relating to bill acceptor hardware and printers. PRESTO is taking steps to reduce the impact.





Appendix 2: Safety

Regulatory compliance

This table summarizes the number of regulatory interactions and orders issued in 2021 (year-to-date) and their status.

An Interaction refers to a:

- Report made by the TTC to a regulatory agency
- Communication received from a regulatory officer requesting information, by phone, email or in person.
- Visit to a site or TTC property, pre-planned or unplanned, by a regulatory officer

Type	Interactions/ visits	Requirement orders ¹ issued	Non- compliance orders ² issued	Status
Ministry of Labour, Training and Skills Development	150	7	9 ^a	Compliance Achieved
Ministry of the Environment, Conservation and Parks	0	0	0	No Orders Issued
Technical Standards and Safety Authority	1	0	1 ^b	Compliance Achieved
City of Toronto	8	0	0	No Orders Issued
Toronto Fire Services	30	0	0	No Orders Issued

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.

^a The nine MLTSD non-compliance orders were: Safety Complaint (1), Work Refusal (3), Occupational Illness (5).

^b One TSSA order was caused by an incident.

