



## **Chief Executive Officer's Report – May 2022**

Date: May 18, 2022

To: TTC Board

From: Chief Executive Officer

### **Summary**

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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**

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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**

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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**

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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.

## **Contact**

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## **Signature**

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Richard J. Leary  
Chief Executive Officer

## **Attachments**

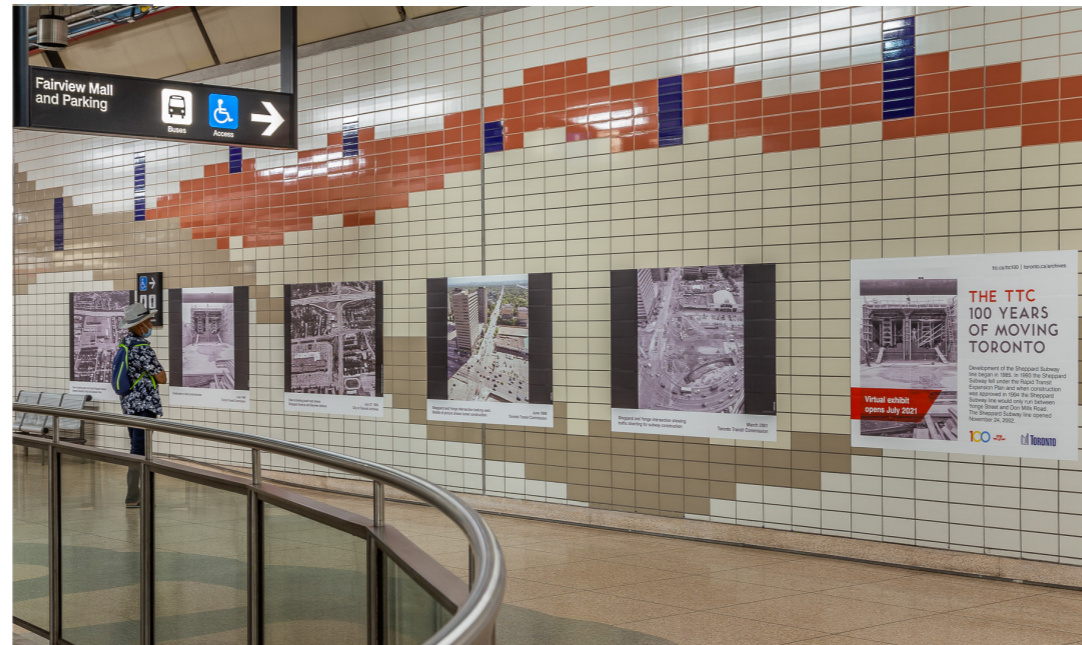
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Attachment 1 – Chief Executive Officer's Report – May 2022

# CEO's Report

Toronto Transit Commission

May 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's Advisory Committee on Accessible Transit (ACAT) is celebrating its 30<sup>th</sup> anniversary on May 19. ACAT has played an important role in making sure the TTC meets the needs of all its customers. To find out more, visit <https://www.ttc.ca/about-the-ttc/the-advisory-committee-on-accessible-transit>



# Table of contents

<b><u>CEO's commentary</u></b>	4
<b><u>Core metrics</u></b> <i>Key metrics aligned with our strategic objectives.</i>	9
• <u>Ridership</u>	7
• <u>Financial</u>	12
• <u>Customer experience</u>	14
• <u>Diversity</u>	23
• <u>Safety and security</u>	24
<b><u>Hot topics</u></b> <i>This month: Data innovation at the TTC and more...</i>	28
<b><u>Appendix</u></b> <i>Non-core metrics. Metrics with significant changes in performance will be reported in Hot topic metrics.</i>	34



# CEO's commentary



With the City and Province continuing to move forward with reopening, the TTC is seeing its customers return across all modes. Bus boardings continue to lead at 61 per cent of pre-COVID levels with streetcar and subway boardings at 52 per cent and 45 per cent, respectively. As employees from across Toronto begin returning to the office after spending roughly the past two years working from home, we anticipate that our ridership numbers will continue to rise through the spring.

We continue to welcome our customers back and we've been working hard to keep them informed about what the TTC has been doing to ensure the entire transit network is ready. Some of the measures include enhanced cleaning of vehicles, hand sanitizer available in stations and on streetcars, as well as partnering with Rocketman and Transit mobile apps to provide real-time bus passenger count information in an easy-to-read format.

Last month, the Province announced further changes to its masking rules beyond April 27. Masks continue to be a requirement on public transit systems through to June 11. This of course includes all TTC properties, including vehicles and stations. The TTC will continue running updated safety reminders about our mask policy for customers returning to the TTC across the system and on social media platforms.

We know that life is slowly beginning to return to normal and many, including the TTC, are working to figure out just what the new normal is. There was a nice reminder last month when our friends at Corby Wine and Spirit sponsored free rides on the 504 King streetcar route on April 8 – the Blue Jays home opener. It was an exciting 10-8 win for the home team in front of a packed house at Rogers Centre.

The TTC played a big part in getting fans to and from the game. This season holds a lot of promise and we're looking forward to welcoming Jays fans through our doors all year long. TTC employees are fans too and we all wish the Blue Jays the best of luck this season.

## **Diversity and Culture Group**

### **TTC recognizes Asian Heritage Month**

This month, for the first time, the TTC is recognizing Asian Heritage Month across all its properties. Throughout the month, employees who identify as Asian, Southeast Asian and South Asian are sharing parts of their heritage with the TTC through posters, employee TVs, the employee app and MyTTC | Weekly.



# CEO's commentary

Recognizing Asian Heritage Month is an important part of our broader commitment to build a more equitable and inclusive transit system for everyone. We've done a lot of good work, but we all know there is still work to do as we continue to develop important programs and initiatives to address racism and discrimination.

## COMTO Event – Asian Canadians and Stereotypes in the Workplace

On May 17, the Toronto and Region Chapter of the Conference of Minority Transportation Officials (COMTO) is holding a virtual event to recognize Asian Heritage Month. The panel discussion featuring Ruby Dhillon, founder of Pink Attitude, Rosel Kim, staff lawyer with the Women's Legal Education and Action Fund, and Shirley Samujh-Dayal, Director of Operations of Coast Mountain Bus Company, will touch on the dangerous impacts of bias and stereotypes in the workplace.

To find out more, or to watch a recording of the event, visit the COMTO Toronto and Region website at [www.comtotorontoandregion.ca](http://www.comtotorontoandregion.ca).

## Earth Day clean up at Mount Dennis


As part of Earth Week activities in April, the Mount Dennis Division Recreation Committee organized a community clean-up in the Mount Dennis and Black Creek area. About 100 volunteer employees and their families as well as community members collected and disposed the equivalent of two bus loads of trash uncovered by the spring thaw.

The TTC continues to be a transit leader in innovation, sustainability and green initiatives year round. Our public transit network plays a vital role in helping to create a greener, more sustainable future for Toronto and neighbouring regions in the GTA. To find out more about what the TTC is doing in this area, visit [www.ttc.ca/riding-the-ttc/TTC-Green-Initiatives](http://www.ttc.ca/riding-the-ttc/TTC-Green-Initiatives).

## Strategy and Customer Experience Group


### Advancing Analytics at the TTC

Employees from our Advancing Analytics working group have been studying data innovation and technology for the last several months to



**AURORA ZHU**

Business Process Expert,  
Wheel-Trans

Canada 

"Celebrating Asian heritage allows us to learn about the diverse Asian cultures, traditions, and religions, without forgetting that our Asian identity informs, but doesn't define, our experiences."

# CEO's commentary

determine how to best use the wealth of data collected by the TTC. This is one of the subjects in the Hot Topics section (pgs. 28-30) in this month's report. We look forward to sharing how we're using data and analytics to improve our operations and customer experience.

## **ACAT celebrates 30 years**

Since 1992, the Advisory Committee on Accessible Transit (ACAT) has provided their experience and expertise to TTC staff on the difficulties faced by people with disabilities and seniors, and recommendations to eliminate barriers to accessible public transit.

The TTC has made huge advancements over the past three decades to make public transit increasingly barrier-free. ACAT, which celebrates its 30th anniversary on May 19, has been there with us at every turn, making certain we're recognizing the diversity and mobility of our riders so that the TTC is everyone's system.

On behalf of Wheel-Trans, and the entire TTC organization, I'd like to thank and congratulate the

current members of ACAT: Jonathan Marriot (Chair), Debbie Gillespie and Anita Dressler (Vice Chairs), Angela Marley, Bobbi Moore, Carmen Galven, Craig Nicol, Erica Tanny, Gwyneth Dalzell, Howard Wax, Janice Shachter, Lauren Foote, Lauri Sue Robertson, Sean Hollingsworth, Wangari Muriuki, and pool members Lorraine Le Camp and Robert Hampson.

## **TTC 100 – A look to the future**

Last month, we launched the TTC 100 contest inviting students from kindergarten all the way up to Grade 12 (our next generation of riders) to share their vision for the TTC of the future. We asked students to send us their best ideas using illustrations, photos, drawings, models or short essays. Submissions are being accepted until May 15 and the winners will be announced on June 8.

The contest celebrates the TTC's 100 years in service and is held in partnership with the Toronto District School Board, the Toronto Catholic District School Board and the STEPS Initiative. Contest winners will be invited to show off their creativity at a public transit fair to be held at Nathan Phillips

Square on August 22. Winners will also receive a prize pack of TTC merchandise and have their idea incorporated into a future community station art mural produced by a local Toronto artist.

## **Operations**

### **Service increases, reliability improvements continue**

The TTC continues to restore service levels on some of the routes that had temporary reductions late last year. We remain committed to restoring service to pre-pandemic levels this year.

On May 8, customers saw service increases and reliability improvements on the following routes: 16, 17, 29, 36, 41, 43, 68, 81, 83, 365, 509, 512, 927, 929, 939, 941, 943, 968, 985 and 996. Several other routes saw new schedules to improve service reliability. Along with seasonal increases on the 86 Scarborough, 92 Woodbine South and 175 Bluffer's Park services, we also introduced two new seasonal routes: 172 Cherry Beach and 174 Ontario Place-Exhibition.





# CEO's commentary

Starting on Sunday, June 19, the TTC is set to begin service increases and reliability improvements on the following bus routes: 39 Finch East, 72 Pape, 189 Stockyards, 939 Finch East Express, 21 Brimley, 86 Scarborough, 134 Progress, 927 Highway 27 Express, 929 Dufferin Express and 30 High Park (seasonal).

## Vehicles Group

### **Temporary streetcar operations at High Park Loop**

In April, the TTC started rerouting temporary bus and streetcar services through High Park Loop while track reconstruction and platform and overhead wire modifications take place at Dundas West Station. While work is planned to continue into June, overnight streetcars are scheduled to be replaced with buses starting on May 8.

In an effort to reduce noise levels from streetcar operations even further, additional mitigation efforts have been taken, including adding an in-ground lubricator at the loop as well as onboard lubricators, of which 102 streetcars are currently

using at curves and turns across the network and while operating through High Park Loop.

The TTC is also continuing to install noise dampening rings on the streetcar fleet to help reduce wheels from squealing. To date, 72 streetcars are equipped with these specially designed rings, with another 19 vehicles expected to have them this year.

We're also reminding operators travelling through High Park Loop to adhere to the posted speed limit, and dispatching a track sweeper to keep rails clear of debris, as required.

A combination of all these measures should help reduce excessive streetcar noise for the residents living in the surrounding High Park neighbourhood. TTC staff will continually monitor the area and keep residents updated on our progress.

### **Partnership with Centennial College**

The TTC has partnered with Centennial College to deliver the in-school portion of the Light Rail Vehicle (LRV) Technician Apprentice Program.

This program falls under the Railway Car Technician Program (or 268R) that requires approximately 8,000 hours of on-the-job training and three levels of in-school training. Centennial College recently announced that it was approved for provincial funding to offer this program. My thanks to Chief Vehicles Officer Rich Wong for his leadership, and staff's efforts, on this initiative.

The first of three, eight-week, in-school apprentice training sessions is scheduled to start in late-2022 or early-2023. The classes will consist of 20 TTC LRV Technician Apprentices. All participants will be required to complete the 268R Program as well as complete an additional level (Level 4) of in-school training consisting of TTC-specific streetcar components and accessories.

The TTC is working with Centennial College to secure dedicated space on campus and at our streetcar maintenance facilities. The TTC will also support the college by providing specific streetcar components for training purposes. With recent expansion of LRVs in Toronto, Centennial College is also looking at developing a Modified



# CEO's commentary

Apprenticeship Program (MAP), which will offer high school graduates an opportunity to further their education by taking a rail technical program that delivers the in-school portion of the 268R Program – ahead of being registered as an apprentice. High school students will have the opportunity to go right into the apprenticeship program if they meet the criteria. This will benefit transit agencies, such as the TTC, because this will allow companies to hire new talent interested in pursuing the trade as well as provide students a great opportunity right after graduating from high school.

## **Innovation and Sustainability Group**

### **Innovative partnerships supporting future electricity needs**

Innovation and sustainability are key priorities for the TTC. On Earth Day (April 22), the Independent Electricity System Operator (IESO), in partnership with the TTC, City of Toronto and PowerON Energy Solutions LP, announced a \$14.6-million joint investment in two projects at the TTC that are

designed to explore how battery storage capacity and regenerative braking can help eBuses and subway trains reduce peak demand on the power grid. This partnership with the IESO, which operates Ontario's power grid, will help make the transit system more sustainable and efficient by leveraging existing TTC infrastructure, and ultimately contribute to a cleaner and greener city.

## **Safety and Environment Group**

### **Vaccination clinics update**

Team Toronto, in partnership with the TTC, hosted several vaccine clinics at subway stations across the system. Between March 31 and April 17, more than 3,300 people were vaccinated, bringing the doses administered at TTC sites to over 13,000. These clinics offered first, second, third and pediatric doses, with no appointment necessary or TTC fare required. TTC staff will continue to work diligently with our City and health partners to find opportunities for as many people as possible to get vaccinated and protected from COVID-19 at a convenient place and time.

Vaccines are the best protection against the virus, and with Toronto in the midst of a sixth wave, it's important as ever to take every precaution and follow safety measures diligently and consistently.

The next TTC Board meeting is scheduled for Wednesday, May 18 and will be live-streamed on the Official TTC YouTube Channel, starting at 10 a.m.

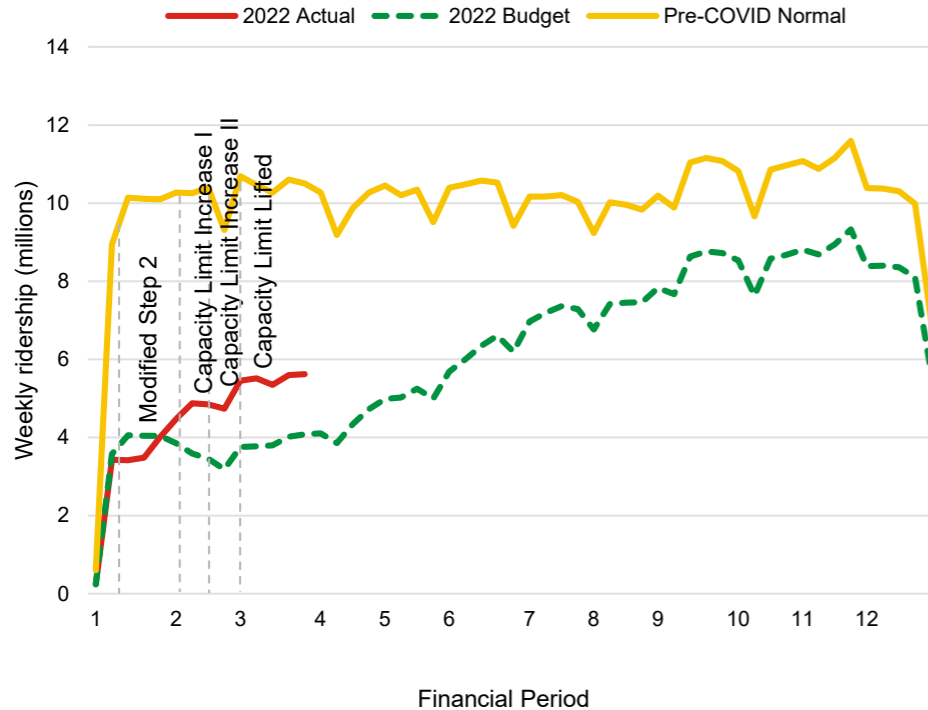


**Richard J. Leary**  
**Chief Executive Officer**  
**May 2022**



# 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 3 (February 27 to April 2, 2022) revenue rides totalled 27.538 million or an average of 5.508 million per week, representing 52% of pre-COVID experience. Period 3 experience reflects a 16.3% increase from Period 2, which averaged 4.734 million revenue rides per week and represented 47% of pre-COVID experience.

### Analysis

The Province's accelerated easing of public health restrictions coming out the Omicron wave continued to drive an increase in revenue rides with average weekly revenue ridership increasing from 4.7 million for Period 2 to 5.5 million for Period 3. The increase in ridership during Period 3 can be attributed to an increase in work-related trips and leisure travel.

During Period 3, occasional customers (five-to-eight taps per week) and infrequent customers (one-to-four taps per week) decreased 1% from the prior period to 80%, while the proportion of monthly pass customers, and frequent customers (nine-plus taps per week) increased 1%

from prior period to 20%. Prior to the pandemic, 68% were infrequent/occasional and 32% were frequent/monthly pass holders.

Monthly pass sales for April use totalled 70,056, representing 35% of pre-COVID experience. There were 2,296 more passes sold for April use compared to March. The largest increase was observed in the adult group (1,368), followed by post-secondary (663), youth (174) and seniors (91).

### Action Plan

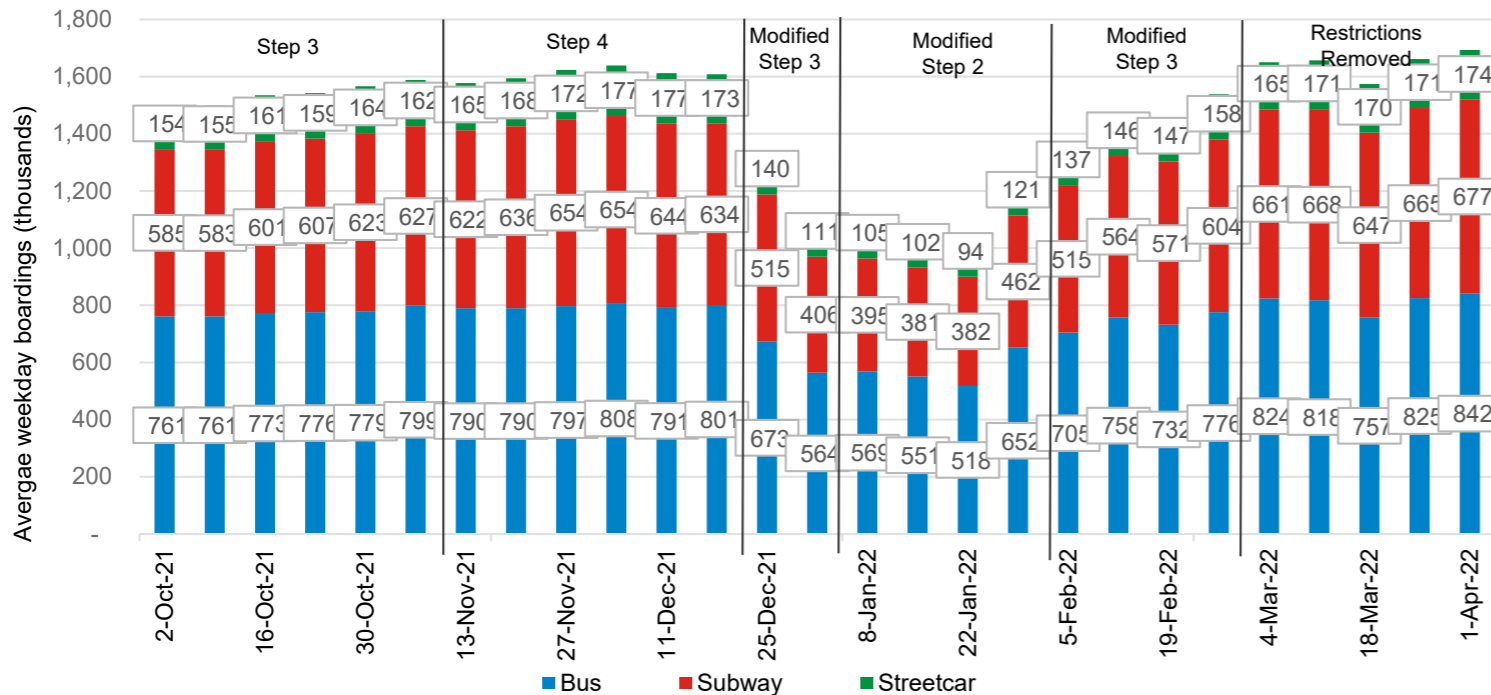
We continue to monitor actual use closely and anticipate revenue rides will continue to increase across all modes with the easing of public health restrictions. However, with potential future COVID waves, some uncertainty remains on whether revenue ridership will reach budgeted levels in the second half of the year. 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

With the majority of restrictions being lifted on March 1, new pandemic records were set for bus, subway and the overall system boardings. The total of 1,693,000 boardings for the week ending April 1 represents about 53% of pre-COVID demand for all modes. Boardings have increased 25% since the beginning of February.

### Analysis

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 April 1: 61% 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 demand (week ending April 1: 45% of pre-COVID) has increased 30% since the beginning of February compared to 19% on bus and 27% on streetcar (week ending April 1: 50%) as travel demand in the downtown core increases.

### Action

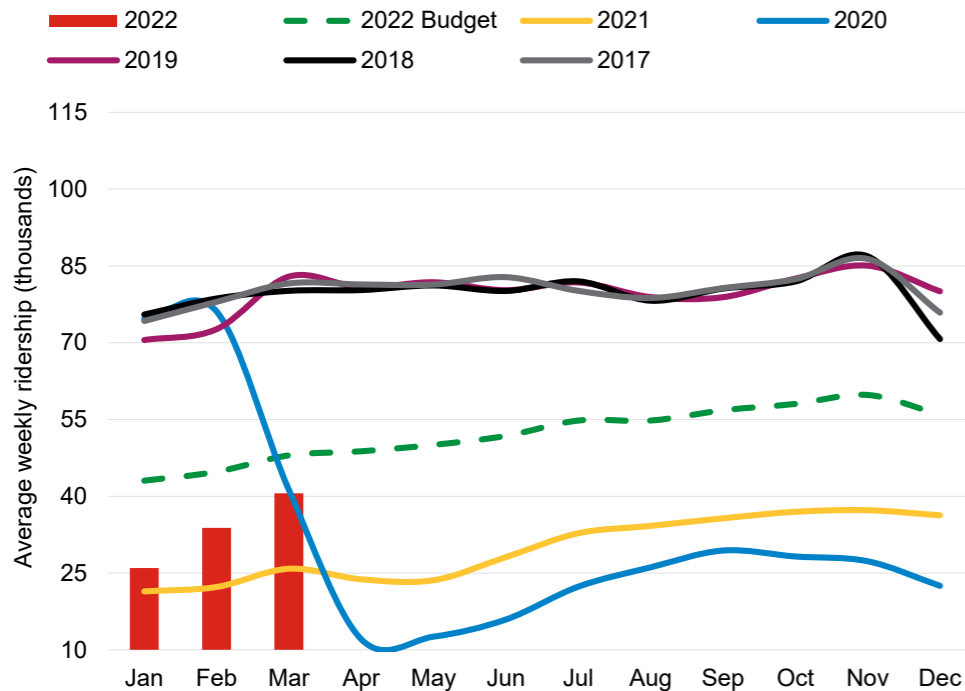
With the sixth wave of the pandemic and the winding down of post-secondary classes, ridership growth flattened temporarily in April. However, commuter return-to-office is increasing, with downtown office occupancy expected to reach 30% by the end of May. This, coupled with special events returning to the city, should boost transit demand as the summer approaches.





# 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 3 (February 27 to April 2, 2022) totalled 202,926, or 40,585 trips per week — representing 48.9% of the pre-COVID experience. This figure was 15.4% lower than the budgeted 47,990 trips per week.

Year-to-date ridership is 43.7% higher compared to the same period in 2021, and is 25.4% (151,000) under the year-to-date 2022 budget.

### Analysis

With most restrictions lifted, our ridership continues to increase month-over-month. On March 20, we reintroduced ridesharing on our Wheel-Trans buses to coincide with the lifting of restrictions; customer demand subsequently increased.

### Action

We anticipate that the current trend of month-over-month ridership growth will continue and plans are in place to match

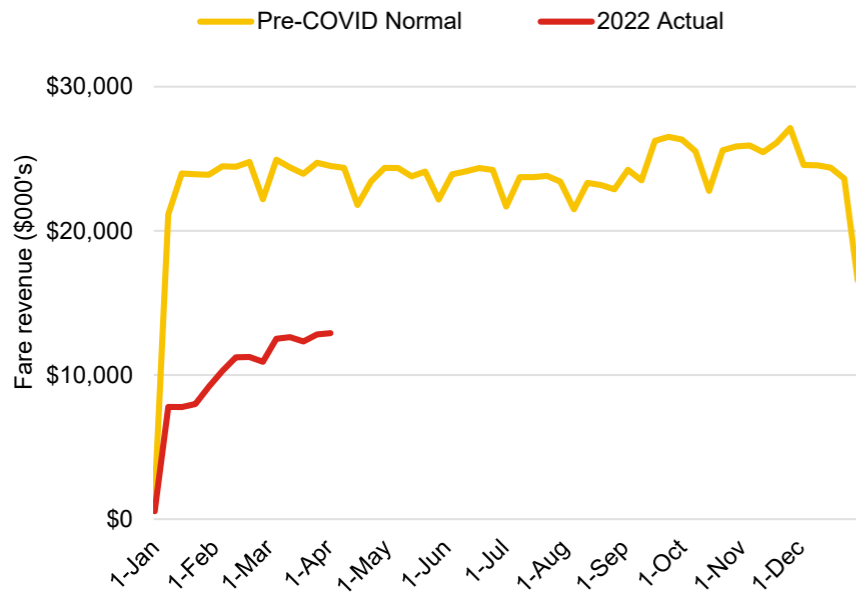
available service with demand. Along with this, safety measures will remain in effect in line with public health recommendations.





# Financial

## Fare revenue



Definition  
Revenue generated through fares.

### Results

Period 3 (February 27 to April 2, 2022) fare revenue was \$63.183 million. This is \$21.3 million, or 50.9% above budgeted fare revenue for Period 3, representing 52% of pre-COVID experience. Weekly fare revenue in Period 3 averaged \$12.637 million, which represents a 16% increase over Period 2 average weekly revenues of \$10.927 million.

On a year-to-date basis, fare revenue totalled \$140.199 million, which is \$32.829 million above budget and represented 45% of pre-COVID experience.

### Analysis

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 budget amendment assumed restrictions would continue throughout Q1 before recovery recommencing in Q2.

In actual experience, the Omicron impact on revenue was limited to January, with February and March recovering to ridership revenue levels comparable with late Q4 2021 experience, given the effects of the Omicron variant were not as widespread as originally considered. The Province accelerated their reopening plan, gradually easing public health restrictions starting on January 31, with the majority of measures lifted by March 1 and removal of the mask mandate in a number of settings on March 21. These actions helped drive Period 3's passenger revenue to be 50.9% 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 Omicron and its subvariants.

*Commentary continued on next page.*





# Financial

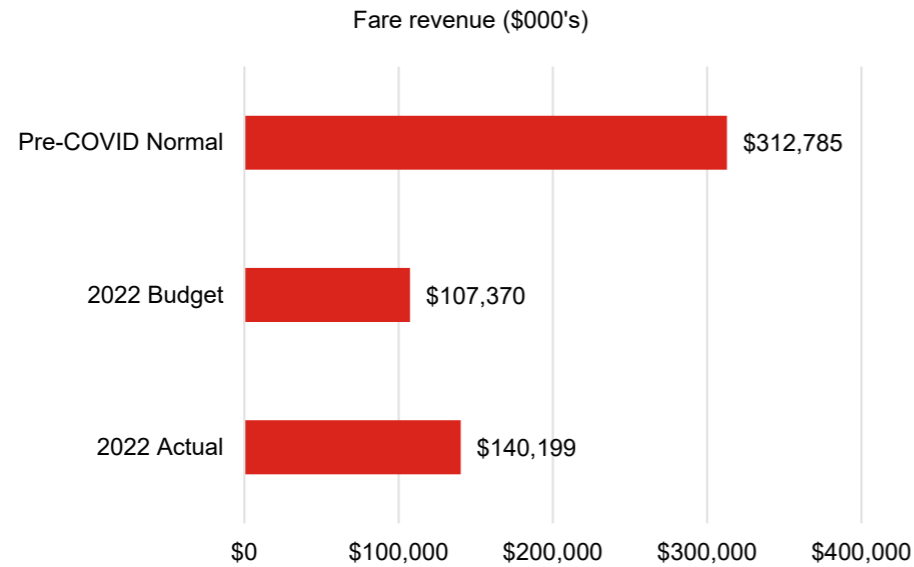
## Fare revenue

The Period 3 revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$57.9 million from PRESTO — representing a PRESTO ridership adoption rate of 89.3% — and \$5.3 million from other media.

Period 3 revenue reflected the following fare concession profile: 79.3% adult, 7.4% post-secondary, 7.4% youth (ages 13-19), 5.6% senior and 0.2% other.

### Action Plan

Ridership trends/recovery will be closely monitored. Continued recovery is expected as many major employers have announced the transition to return-to-work utilizing a hybrid working model. However, with potential future COVID waves, some uncertainty remains on whether budgeted passenger revenue levels in the second half of the year will be achieved.



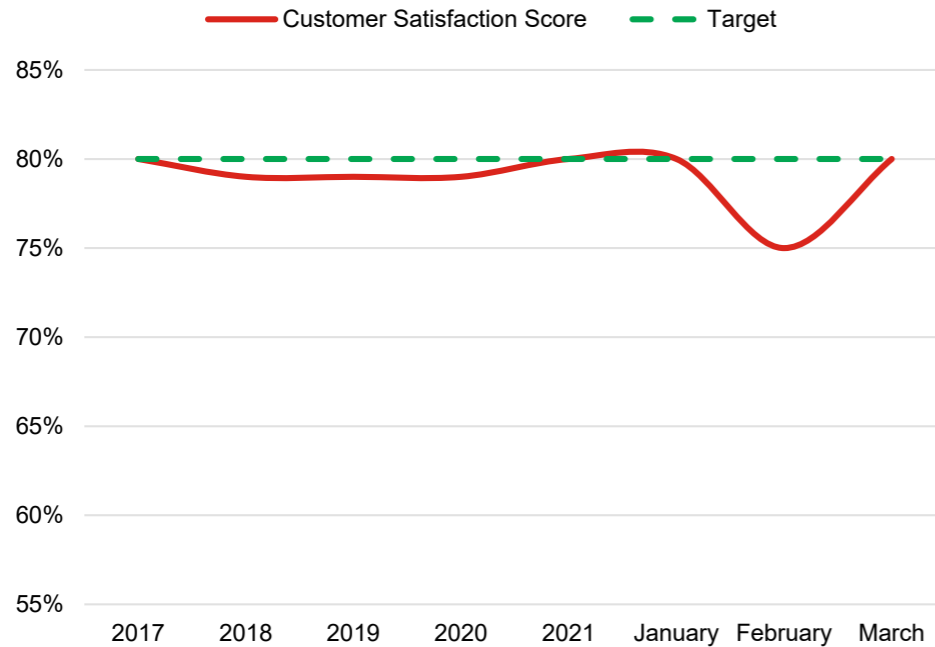
Definition  
Revenue generated through fares.





# Customer experience

## Customer satisfaction



### Definition

Monthly customer survey of 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 March, 80% of customers reported high levels of satisfaction with TTC services.

### Analysis

The satisfaction score in March represents an increase from last month (75%), where satisfaction dipped due mainly to decreases in satisfaction with wait time and comfort of ride. Overall, customer satisfaction remained stable in 2021 with an average of 80%.

In March, customers were most satisfied with the length of time their trip took and overall comfort of their ride — 76% and 71%, respectively. Customers were least satisfied with the level of crowding and the personal safety they feel in the system — only 61% and 69% were satisfied with these trip elements, respectively. Customers also rated these elements of their experience as important to their overall customer satisfaction with the TTC.

### Action

- We continue to work with the City and Toronto Police Service to keep our customers safe.
- In the coming months, we will be restoring service hours to pre-pandemic levels across the network.



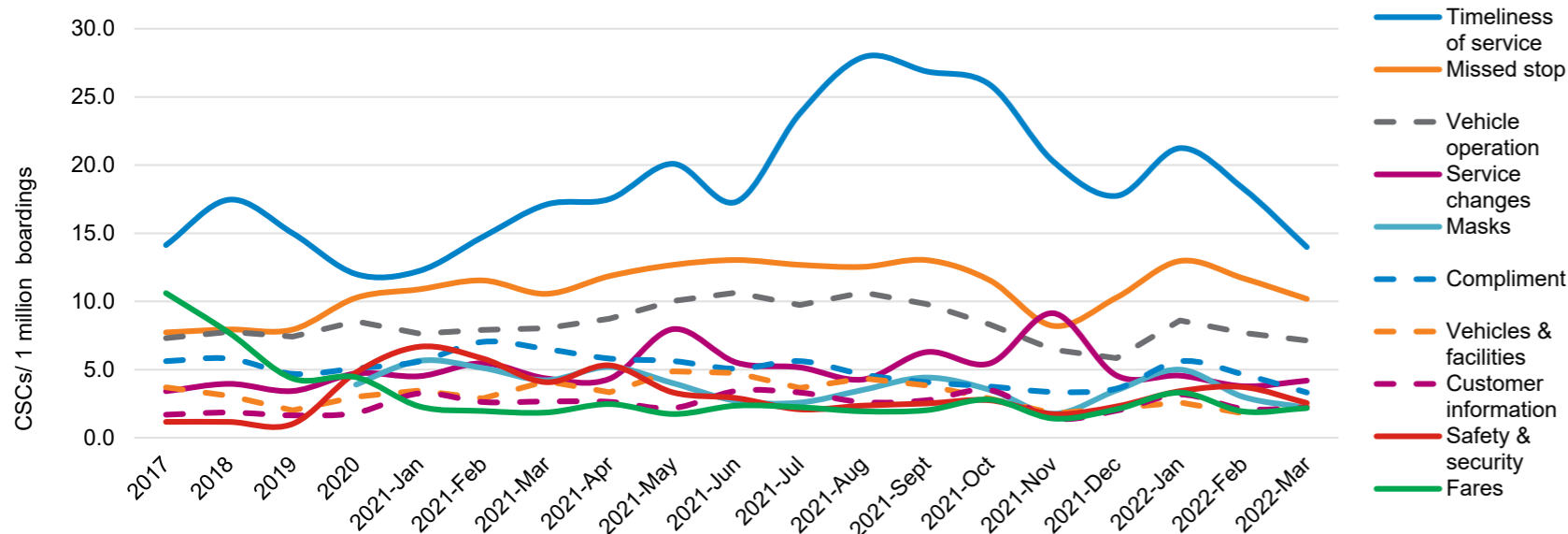




# Customer experience

## 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 Customer Satisfaction Survey (page 14), 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 14% in March compared to February. The total number of CSCs increased by 10%, while customer boardings increased by 28% month-over-month.

### Analysis

The majority CSC categories improved this month, with the exception of service changes, vehicles and facilities, and fares.

#### COVID-related CSCs:

- Communications related to employees and customers not wearing masks decreased (26%) for the second consecutive month after having trended up since November 2021.
- Crowding CSCs remained outside of the top 10 areas of customer concern for the sixth consecutive month and are down significantly compared to same time last year.
- Safety & security CSCs decreased by 33%. The majority of these CSCs are related to instances of anti-social behaviour on the system.

#### Service-related CSCs:

- Missed stop CSCs improved (-13%) for the second month in a row after increasing for several months.

Commentary continued on next page





# Customer experience

## Customer service communications

- Service changes CSCs to increased in March by 11%, with customers noting infrequent service on some routes and new schedules being implemented on March 27.
- Timeliness of service CSCs continued to decrease this month (-23%), showing an improving trend since August 2021. Our on-time performance metrics (pages 19-20) have also started to improve in 2022.
- Vehicle operation CSCs improved again this month, decreasing by 7%.

### Compliments:

- Compliments made up 6% of CSCs, down from 7% last month.

### Action

#### COVID-related:

- Continue to monitor mask use with system-wide observations and distribute free masks to customers. Masks remain mandatory on the TTC. On April 22, 2022, the Province extended its mask mandates for some public settings, including public transit, until June 11. (page 32)
- Vehicle occupancy data continues to drive the deployment strategy for Run-As-Directed buses. (page 33)
- We are currently operating 100% of planned subway service.
- The TTC is actively working with the City and the Toronto Police Service to support safe transit.

#### Service-related (pages 17-21):

- Continue to review and update schedules to improve service reliability,

- with a large number of changes planned for the May Board Period.
- 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.

### Customer compliment

“While visiting friends in the city, my car decided to stall right in the middle of the street. This ordeal occurred during rush hour just before 5 p.m. To make matters worse, my car was blocking the TTC streetcar. As I was trying to collect myself and freaking out in the car, the kindest Angel emerged! This kind operator came out of the streetcar and helped me navigate this ordeal. The individual was incredibly reassuring and kind and likely will never understand what his gesture meant for me in that particular moment of panic.”

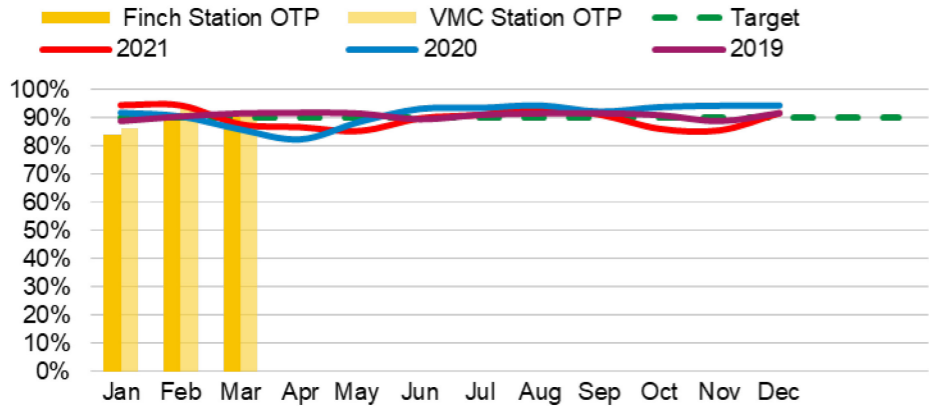




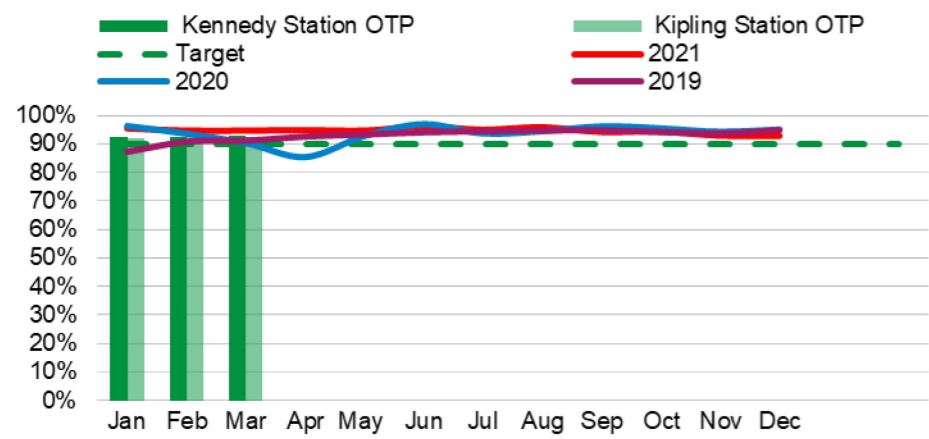
# Customer experience

## 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 91.1% in March. This represents a decrease from last month (92.6%) and an improvement from the same time last year (87.8%). Our target of 90% was met.

Line 2: OTP was 92.6% in March. This represents a slight improvement from last month (92.5%) and a decrease from the same time last year (94.8%). Our target of 90% was met.

Line 3: OTP was 96.4% in March. This represents an improvement from last month (93.3%) but a decrease from the same time last year (97.7%). Our target of 90% was met.

Line 4: OTP was 98.7% in March. This represents a slight decrease from last month (98.8%) and a decrease from the same time last year (99.2%). Our target of 90% was met.

### Analysis

Line 1: There was a 0.7% increase in total delay minutes in March. A decrease in One-Person-Train-Operation (OPTO) related delays and improved staff availability was offset by increases in Automatic Train Control (ATC) related delays and customer injuries on the tracks. Security-related delays also continue to negatively impact the operational performance of the subway network.

Line 2: There was a 5.1% increase in total delay minutes in March. A decrease in delay minutes due to smoke/fire incidents was offset by an increase in delay minutes caused by customer injuries on the tracks.

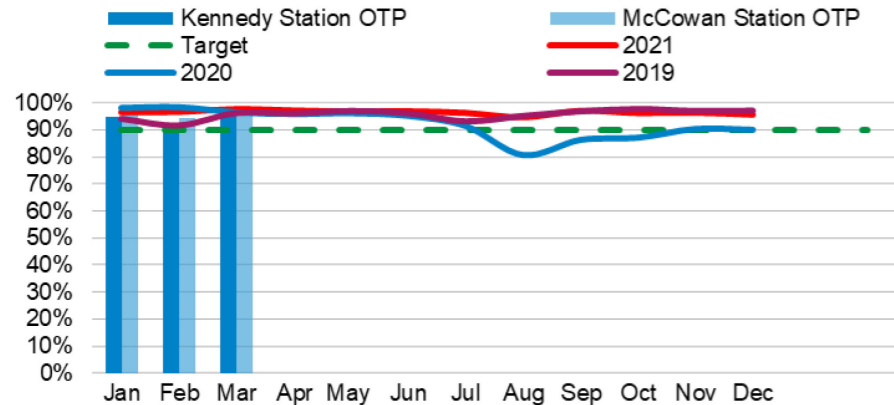




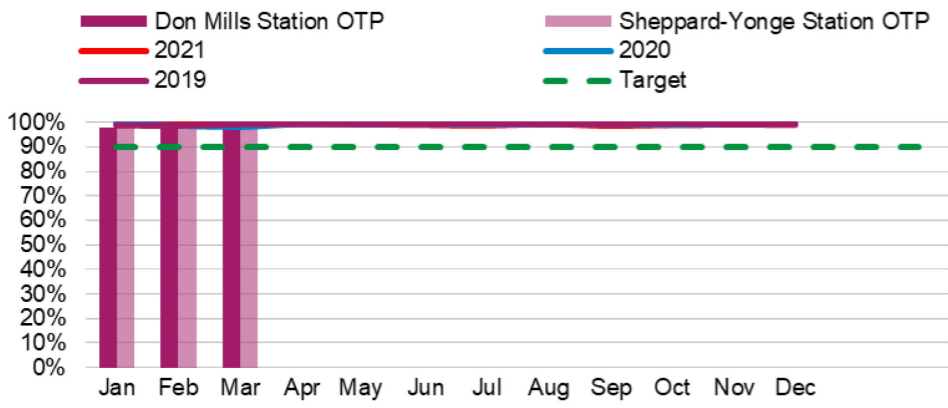
# Customer experience

## 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 33.8% decrease in total delay minutes in March. An increase in subway infrastructure delay minutes was offset by a decrease in smoke/fire incidents, vehicle and security-related delay minutes.

Line 4: There was a 132% increase in total delay minutes in March. A decrease in delay minutes due to security-related incidents was offset by an increase in delays minutes due to subway equipment and a smoke/fire incident.

### Action

We are coordinating with City programs and the Toronto Police Service (TPS) to support safe transit and reduce security-related incidents. TPS has recently increased its presence on the system.

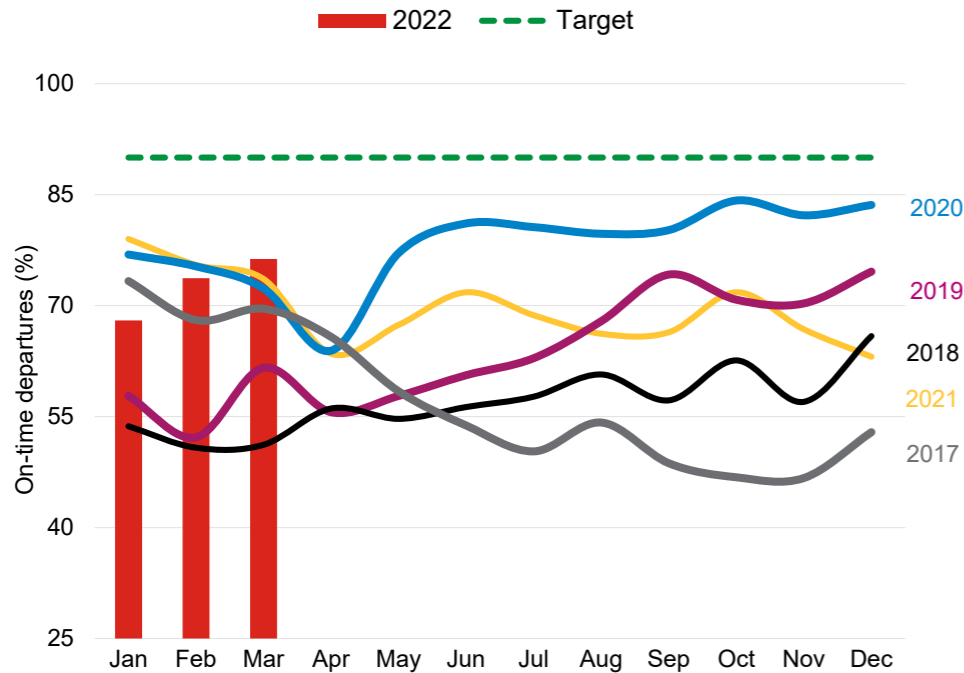
We will continue to monitor ridership and service levels and make adjustments where necessary to ensure punctual service levels are delivered.





# 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 March was 76.3%, an increase compared to February (73.7%) and an increase compared to the same period last year (73.6%). Our target of 90% was not met.

### Analysis

In March, streetcar performance improved for the third consecutive period. OTP for this period was the best performance level experienced since January 2021.

Construction projects continue to negatively impact performance. Several routes are currently being supplemented with shuttle buses, or are turning back before their normal end terminal. The three routes impacted by construction (501 Queen, 504 King, and 505 Dundas) operated at a 75.0% level, while other routes operated at a combined performance level of 77.9%.

Cancellation hours due to operators being unavailable for scheduled service continued

to impact performance this period. For example, the week with the lowest number of cancellation hours this period (Week 12) was also the week with the highest overall performance for the period (79.4%).

### Action

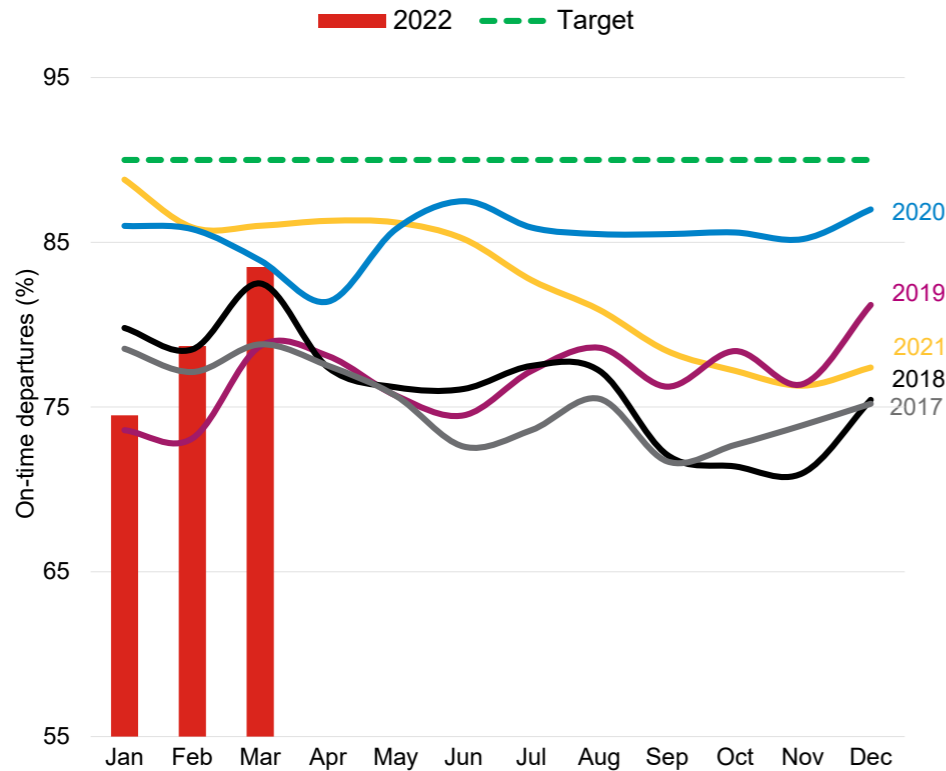
The streetcar technical working group meets regularly to plan for upcoming construction projects that will impact streetcar operations and performance. This group continues to work towards preferred options for routings and end terminal locations based on all known information leading into future Board Periods. Streetcar performance is also being improved by a renewed emphasis on operator monitoring for schedule adherence at end terminal locations.





# Customer experience

## On-time performance (OTP) – Bus



### Definition

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

### Results

Bus OTP in March was 83.5%, an increase compared to February (78.7%), but a decrease compared to the same period last year (86.0%). Our target of 90% was not met.

### Analysis

Bus performance continued to improve in March. OTP for this period was the best performance level experienced since June 2021.

Overall, 118 of the 155 bus routes performed at an 80% level or greater for the period. This is an increase of 36 routes compared to February.

Early departures decreased in March (5.8%) compared to February (7.5%), with this largely due to a broad effort to improve this metric across the network. Less snowfall in March also helped improve performance.

Similar to past periods, performance reached higher levels on weekdays, averaging 84.8%

on weekdays and 78.8% on weekends. The highest performing day since Week 17 in 2021 was the first weekday of the March Board Period (March 28), when bus network performance reached an 88.6% level with improved schedules.

### Action

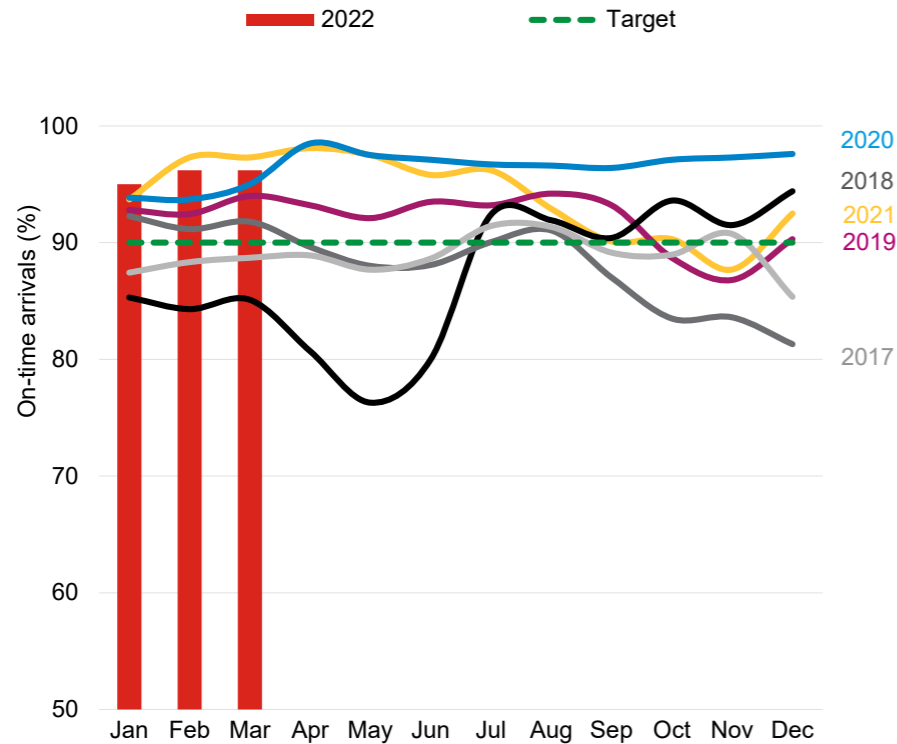
- Bus schedules continue to be reviewed and updated in an effort to improve service reliability, with a large number of changes planned for the May Board Period.
- Monitoring departures from end terminals will continue to be a key focus area as we work towards achieving the 90% target.
- The route management team continues to be supported by in-field Supervisors, who are actively engaging with Operators and helping to raise the awareness level of the importance of on-time performance.





# Customer experience

## On-time performance (OTP) – Wheel-Trans



### Results

Wheel-Trans OTP in March was consistent with February (96.2%), and is 1.1% lower than the same time last year.

### Analysis

Our dispatch team continues to focus on effective route management techniques to keep performance at a high level. This has resulted in shorter wait times for our customers and an improved customer experience.

### Action

The focus will remain on reducing wait times for our customers and providing real-time adjustments. Staff plans to monitor changing traffic patterns and ridership levels. This will be a top priority in our efforts to maintain a high quality of service for our customers.

### Definition

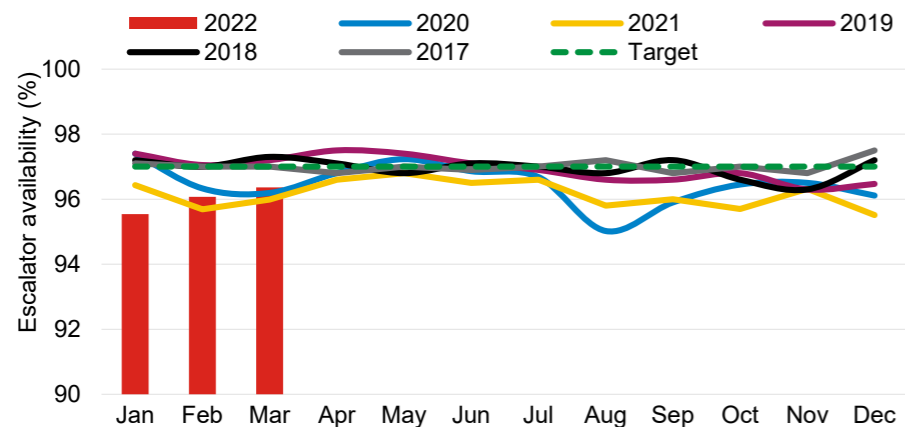
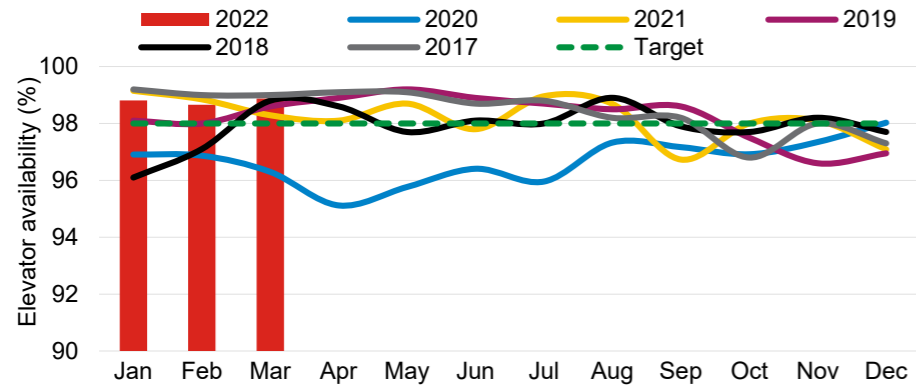
On-time performance of all trips conducted by Wheel-Trans buses. To be on time, the bus must arrive within 20 minutes of its scheduled arrival.





# Customer experience

## Accessibility – Elevator and escalator availability



### Definition

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

### Results

Elevator availability in March was 98.9%, which represents an increase from last month (98.7%) and from the same time last year (98.3%). Availability was above our target of 98%.

Escalator availability in March was 96.4%, which represents an increase from last month (96.1%) and from the same time last year (96.0%). Availability was under our target of 97%.

### Analysis

In March, eight 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.

### Action

All eight 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.

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

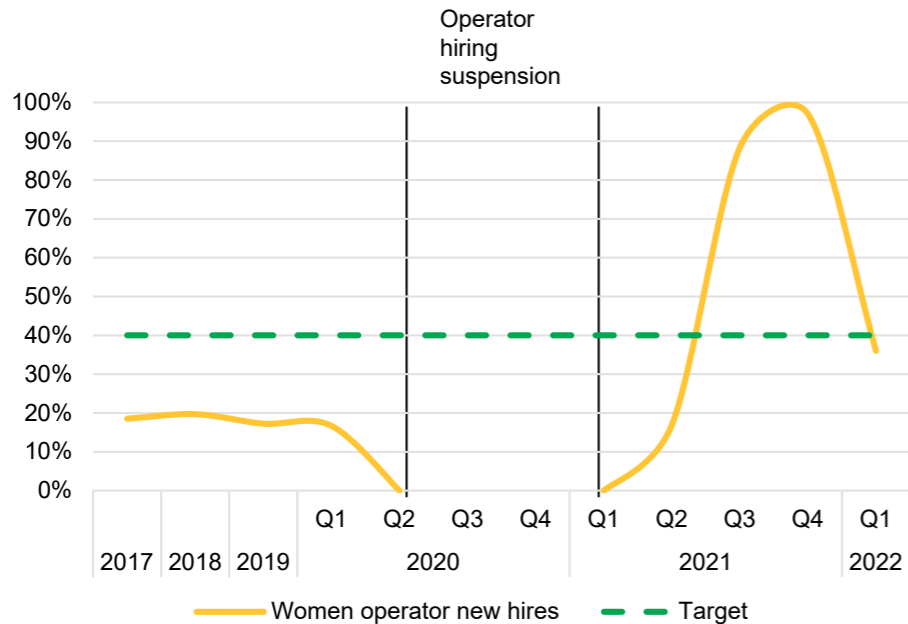






# Diversity

## Women operator new hires



### 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. Last year, we surpassed our goal with 60% of new hires identifying as women. The hiring of operators was halted during the height of the pandemic and resumed in April 2021.

In Q1 2022, we hired 149 operators (54 women, 95 men), with women representing 36% of that total. This proportion of women hired is a decrease from the previous quarter where they made up 97% of new hires.

### Analysis

Among the women we hired as operators in Q1, 2022, 89% are racialized, of which 46% are Black and 40% are Asian.

Similar to Q1 2021 results, we have started off the year slow but we continue to stay committed to finishing 2022 above our target. We also have some challenges ahead as many industries face a labour shortage.

### Action

Several events as part of the 2022 Talent Management Outreach Plan are underway to continue attracting women to the transit operator role. Additional tactics are being added using social media as well having notices with links to apply in City Councilor newsletters.

### Definition

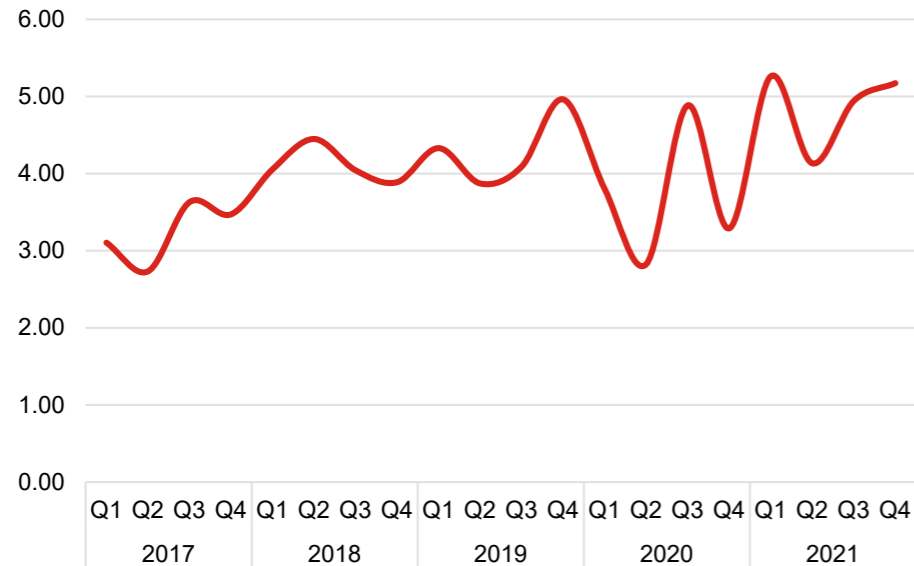
The proportion of operator new hires who identify as women.





# 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.

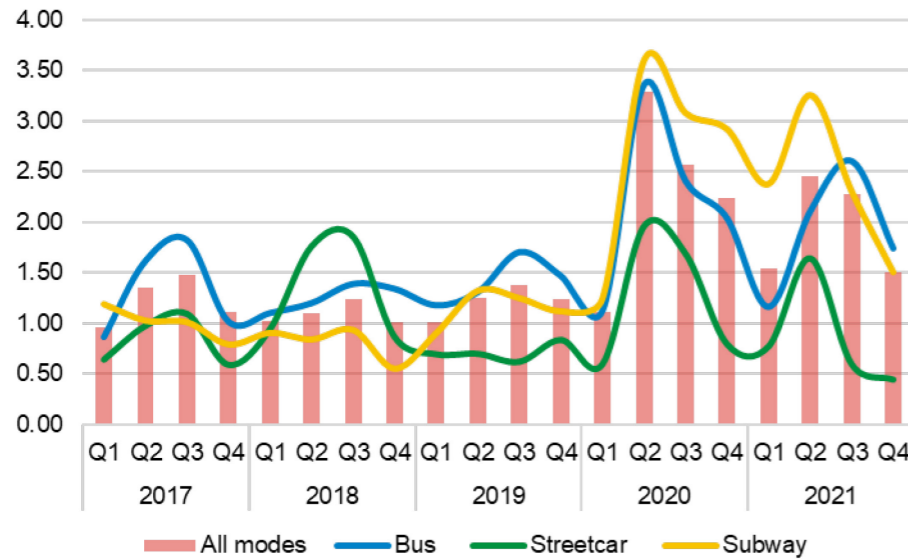
To help address acute emotional event injuries, the TTC has a project underway to identify psychological health and safety (PH&S) hazards and their impact on workers at the TTC as well as to develop tools and resources to develop and implement a PH&S program.





# 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 an increase from the same time last year (178).

### Action

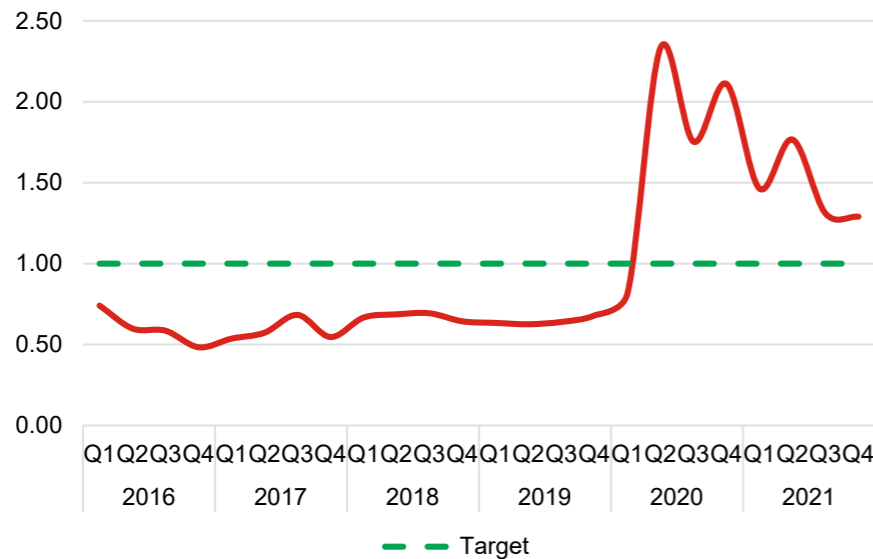
We continue to monitor the CIIR and existing safety initiatives, which includes messaging to promote customer safety and safe vehicle operation. Last winter, we continued to promote reminders for customers to avoid slips, trips and falls in stations on our social media accounts. This spring, we are updating 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



Note: We are in the process of updating our data systems that support this KPI. Q1 2022 results will be available in the June report.

### 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.

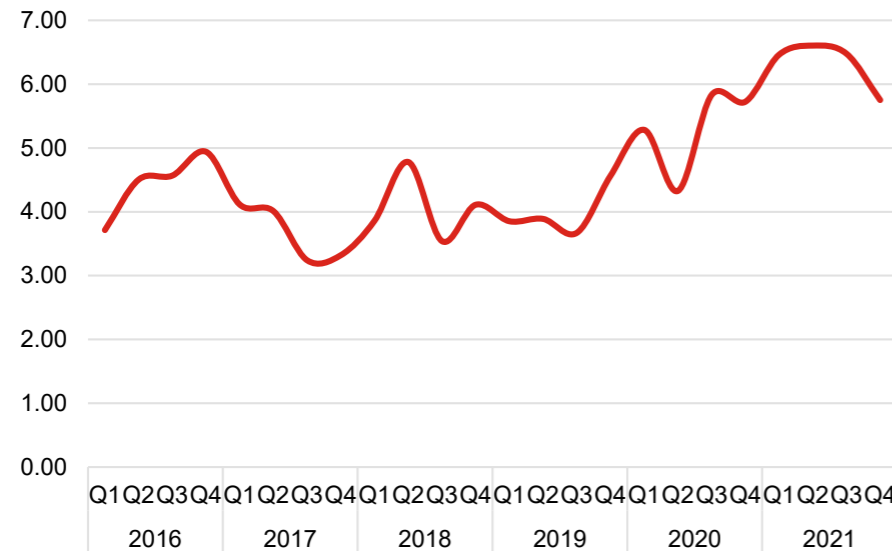
Furthering Our Community by Uniting Services (FOCUS) is an innovative and collaborative risk driven approach to Community Safety and Wellbeing co-led by the City, United Way Toronto and Toronto Police Service that aims to reduce risk, harm, crime, victimization and improve community resiliency and wellbeing. 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



Note: We are in the process of updating our data systems that support this KPI. Q1 2022 results will be available in the June report.

### 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 continues to monitor the progress of its 10-point action plan to prevent assaults. This includes implementing the recommendations recently approved by the TTC Board:

- Request the Government of Canada to amend subsection 269.01 of the Criminal Code to include all transit workers in these provisions, not just operators.
- Direct TTC staff to coordinate a table with representatives from all three levels of government to work with ATU Local 113 on a national framework aimed at eliminating transit worker assaults.
- Request TTC staff to explore options, in consultation with ATU Local 113, to continue to raise public awareness of transit worker safety and respect for TTC employees, as soon as possible.
- The TTC is committed to working with our Unions through the formation of a Joint Labour-Management Committee focusing on assault prevention. The committee will provide a forum to discuss and communicate updates on the 10-point action plan and related programs and initiatives.





# Hot topics

## Data innovation

In recent years, the TTC has made significant headway in data and analytics, but there is still more work ahead. Over the past several months, the TTC's Advancing Analytics working group has brought together senior staff, with deep knowledge of our data and systems, to work towards shared objectives and make recommendations for the organization. You can find out more about our data, systems and our proposed analytics operating model in the slides ahead.



### Five Year Corporate Plan (2018-2022) Critical Path 5: Innovate for the Long Term

*“The greater our ability to analyze, understand and act on that data, the more flexible and efficient we can be in meeting customer needs.”*

### Advancing Analytics working group objectives:

- Initiate a community of best practices and enable the exchange of ideas across the organization.
- Establish an inventory of data collection systems — status of data and organizational capabilities.
- High-level summaries of the systems and the data being collected.
- Identify barriers and opportunities to answering the organizations big questions.
- Make recommendations for advancing analytics at the TTC.





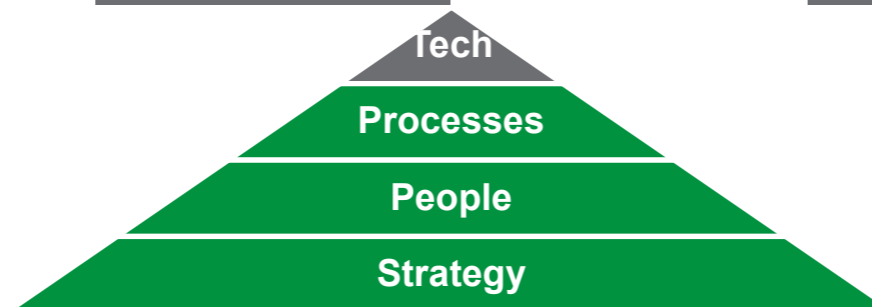
# Hot topics

## Data innovation: Beyond technology

Data is the new asset. Through the advancement of technology, we have created a wealth of data at the TTC. But technology is only one piece of the puzzle. Our current operating model for data analytics and advancement is decentralized — embedded in the business units. We have sparks of data innovation arising in some areas, and our IT Services department is developing an advanced Business Intelligence architecture. However, many areas of the organization are focused on historical data reporting, with limited capacity for purpose-driven analytics. Advancing the TTC’s data analytics capabilities beyond current state, to world class, requires a collective focus for data strategy, people resources and processes, as well as technology.

### TTC Core Systems

<b>VISION</b> Bus and streetcar operations	<b>Maximo</b> Asset management	<b>Trapeze</b> Scheduling and crewing	<b>PRESTO</b> Customer use	<b>SAP – HR</b> Employee data, Payroll Learning	<b>SAP-Future</b> Attendance, costing, procurement and assets
<b>CSS</b> Subway operations	<b>SCS</b> Crimes and ticketing	<b>Giro/Init</b> Wheel-Trans scheduling & operations	<b>Automatic Passenger Counters</b> Bus and streetcar boardings	<b>UDG</b> Employee demographics	<b>Brandwatch/Google Analytics</b> Social media, ttc.ca
<b>Capital Projects</b> Independent ecosystem - Migrating to SAP	<b>Safety Connect</b> Incidents and investigation	<b>Esri/ArcGIS and Open GIS</b> Geo-Spatial	<b>Fare gates</b> Customer station use	<b>MS CRM</b> CSCs and Wheel-Trans customer accounts	<b>Customer Research</b> Customer panel and surveys





# Hot topics

## Data innovation: A new model for data analytics at the TTC

The TTC is Developing a Centre of Excellence (COE) to advance data strategy and execution. The vision for the Data & Analytics COE is a hub and spoke model to establish enterprise-wide consistency for data strategy while enabling business unit innovation.

### The Hub

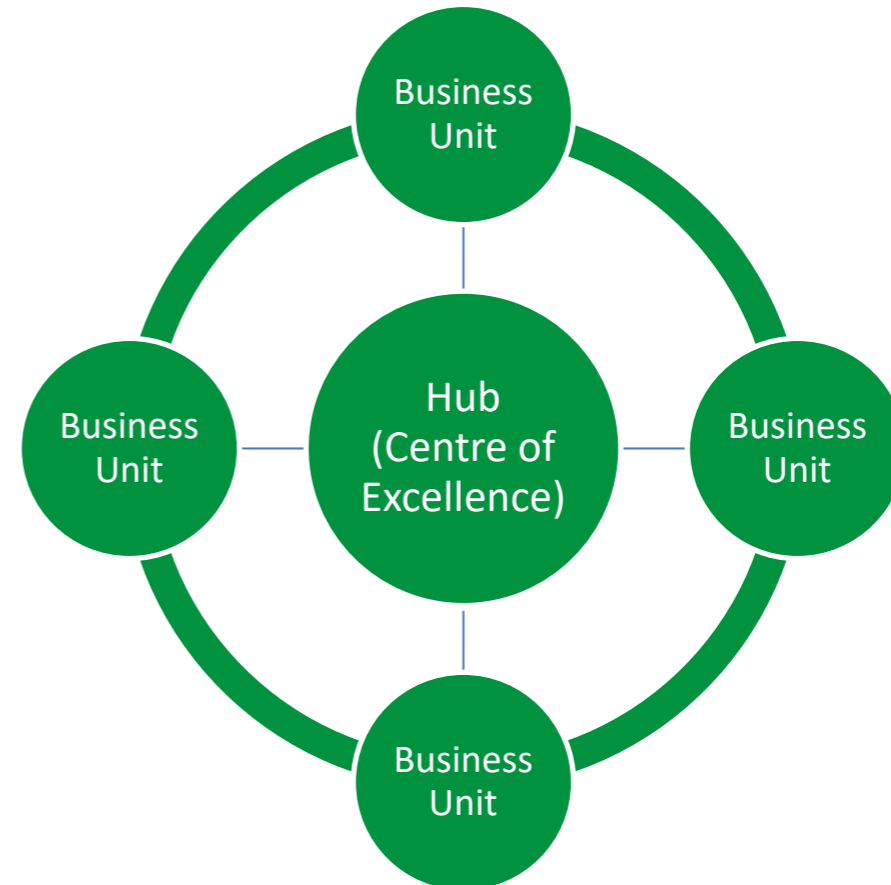
Drive corporate data and analytics strategy and ensure alignment between the business units and strategy:

- Establish priorities for data enablement, governance and advancement.
- Facilitate cross-functional data analytics.
- Develop central advanced analytics team.
- Support skills development and data culture transformation in Spokes.
- Drive data innovation exploration: Advance Artificial Intelligence (AI) and Machine Learning (ML), and external partners.
- Collaborate priorities with IT for implementation of data enablement, development, governance, and technology.
- Coordinate communications and organizational reporting.

### The Spokes (Business Units)

Continued role of subject matter experts with strong knowledge of business units:

- Elevate responsibility for data stewardship.
- Advance data development and analytics practice in business units.
- Active engagement in cross-functional analytics and reporting.

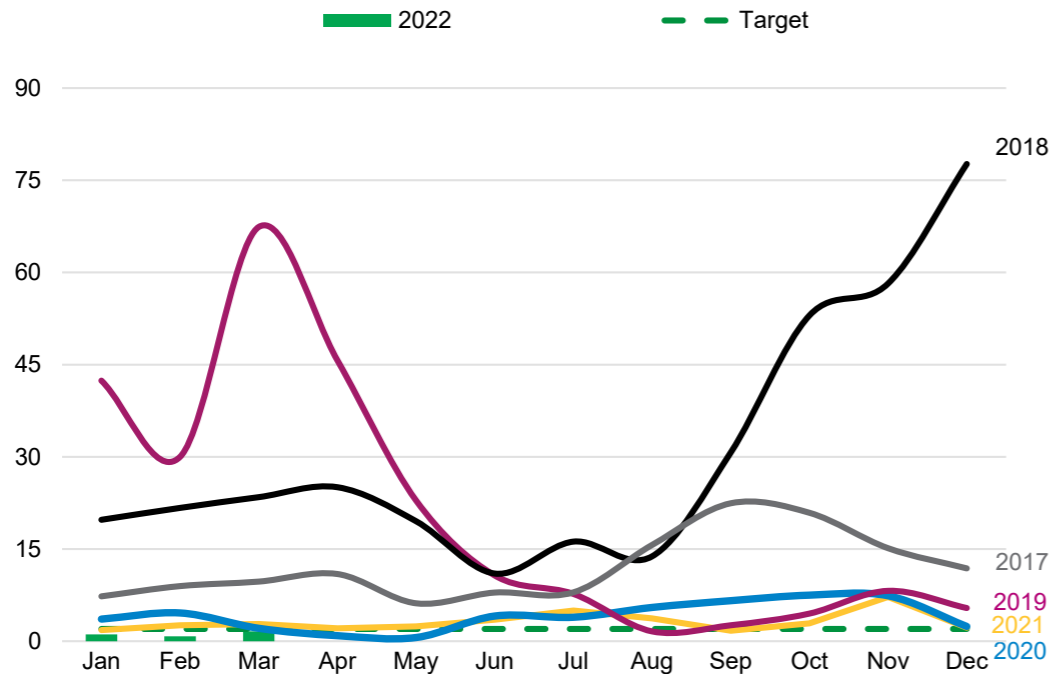






# Hot topics

## Wheel-Trans contact centre wait time



### Definition

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

### Results

In March, the average Wheel-Trans contact centre wait time was 1.6 minutes. This is higher than the 0.8-minute average in February, but below our target of two minutes.

### Analysis

With most pandemic restrictions lifted on March 1, call volumes are gradually increasing. We have been able to consistently match staffing levels with demand to keep the overall wait time below our target of two minutes.

### Action

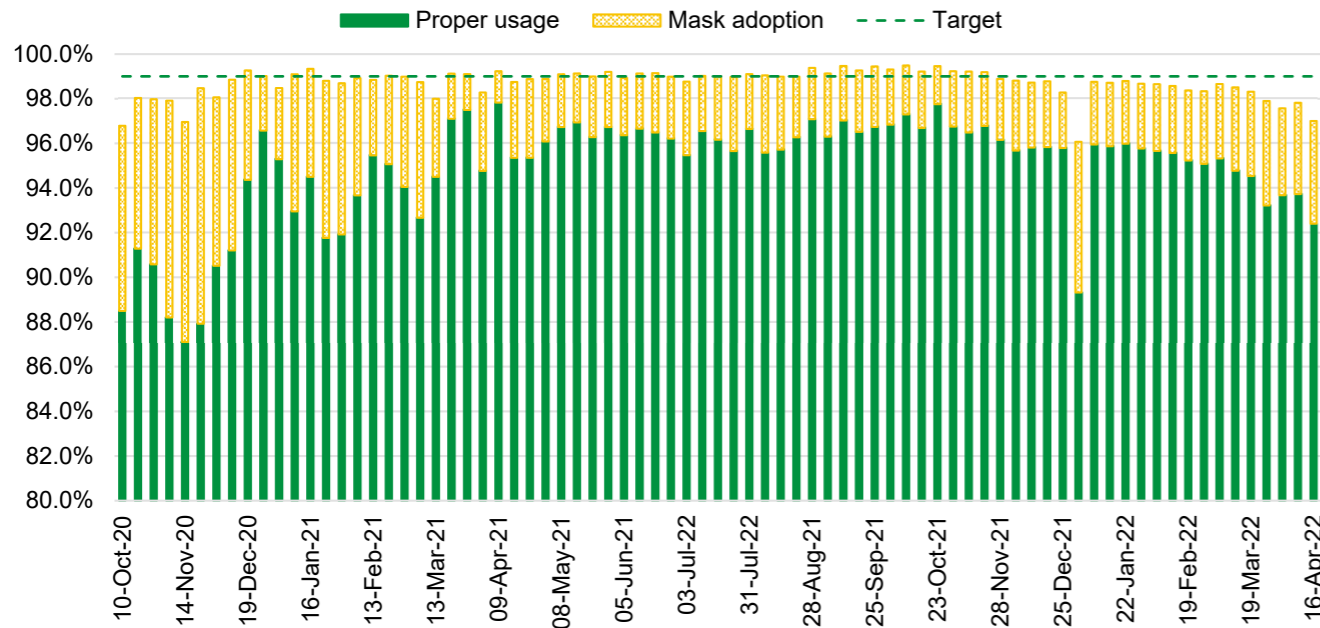
Plans are underway to adjust forecasted staffing numbers as demand increases to ensure service is appropriate to maintain a high level of customer service.





# 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 April 16, 97% of customers were wearing masks and 92% were wearing masks properly over nose, mouth and chin. There were 24,428 customer mask observations made at x placements across the network.

### Analysis

The proportion of customers wearing masks reached 99% in mid-December 2020 and has remained high throughout the pandemic. Customer masks used properly over nose, mouth and chin remained between 96 and 97 per cent since mid-February 2021, but has begun to slowly decrease in March and April to 92%.

### Action

Masks remain mandatory on the TTC. On April 22, the Province extended its mask mandate for some public settings, including public transit, until June 11. Our customer mask program continues to focus on awareness and supply, rather than enforcement:

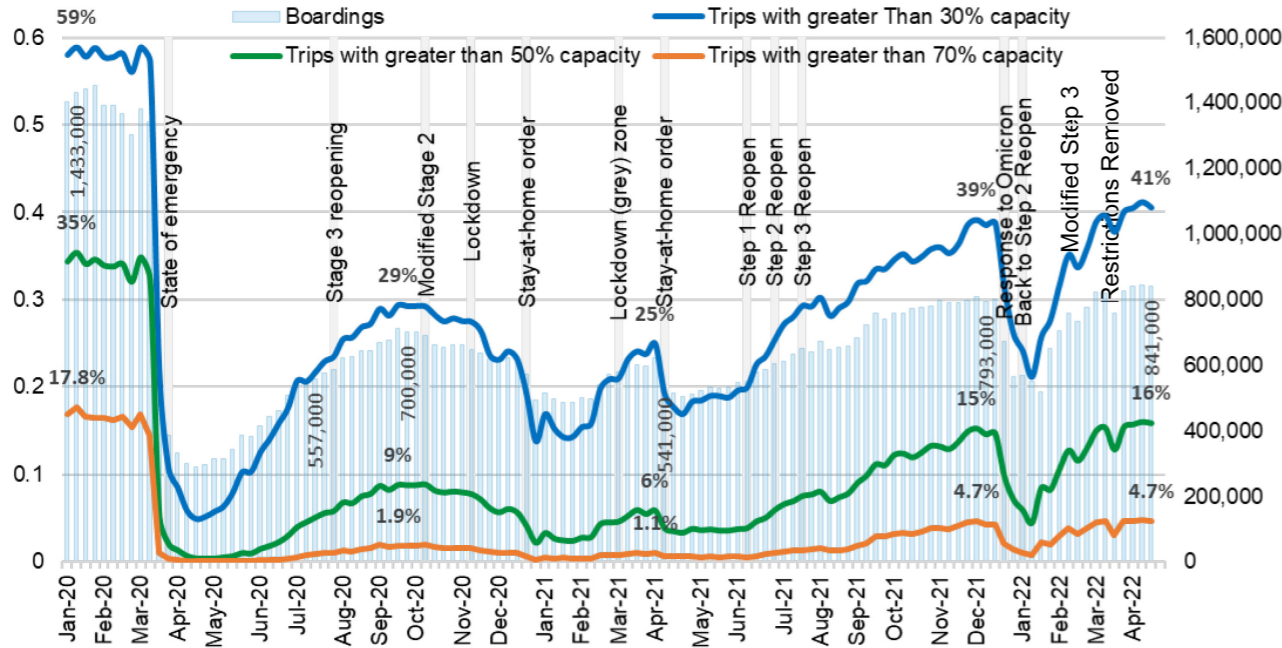
- Regular surveys on customer sentiment related to mask use.
- Broad mask distribution on bus routes and all stations and targeted mask distribution at low points across the city. Since June 2020, 3.49 million free masks have been distributed to customers at schools, shelters, stations, and at high-ridership 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 April 16, 84% of all bus trips were under 50% occupancy. During this time, we served an average 841,000 bus customers per weekday, which is 61% of pre-COVID bus boardings.

### Analysis

About 16% 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 held steady in recent weeks, with boardings remaining relatively flat in April.

### Action

- Maintain weekly monitoring of all bus routes across 30%, 50% and 70% occupancy levels as customers return to transit.
- Continue weekly occupancy analysis to assist with assignment of unscheduled Run-As-Directed service and inform service planning schedules.





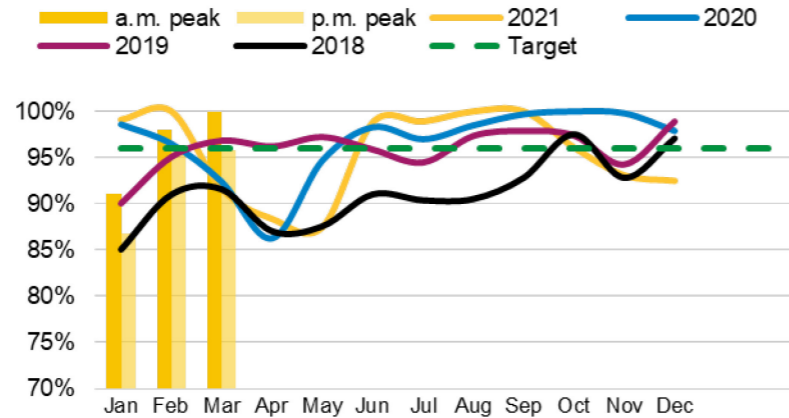
# Appendix: Service delivery

## Line 1 capacity

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

March: 97.7%  
February: 97.0%  
March 2021: 91.6%

Target: 96.0%

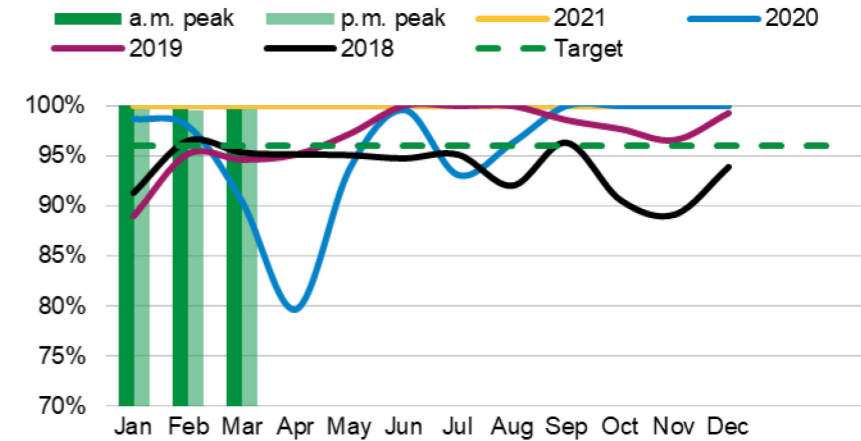


## Line 2 capacity

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.

March: 100%  
February: 100%  
March 2021: 100%

Target: 96.0%



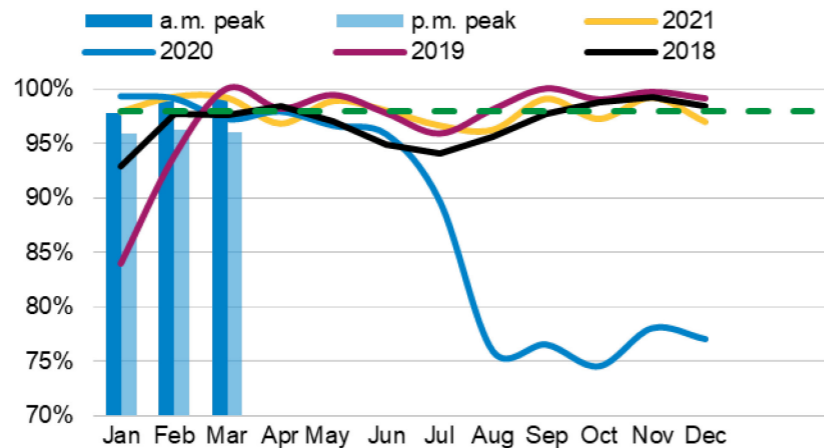
## Line 3 capacity

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.

March: 97.5%  
February: 97.5%  
March 2021: 99.2%

Target: 98.0%

Under target due to SRT vehicle availability and reliability.

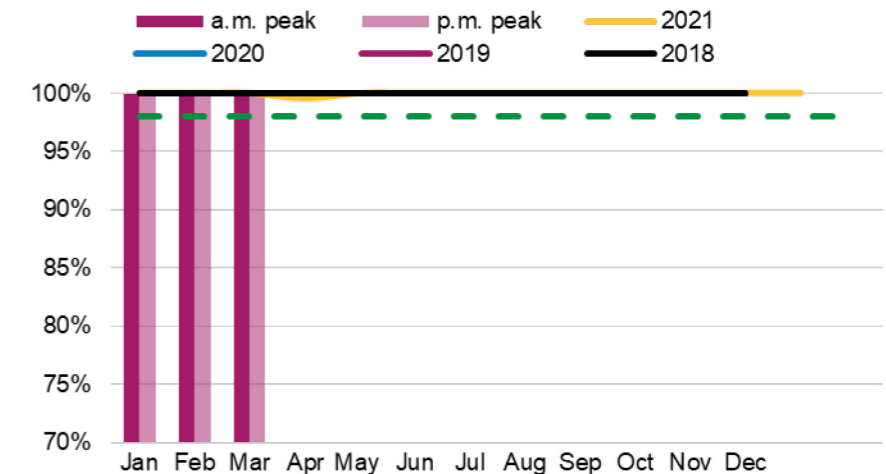


## Line 4 capacity

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.

March: 100%  
February: 100%  
March 2021: 100%

Target: 98.0%





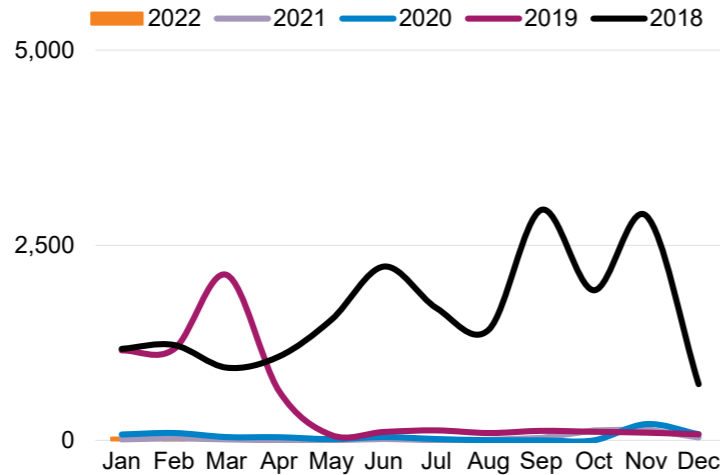
# Appendix: Service delivery

## 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.

**March:** 45  
**February:** 15  
**March 2021:** 13

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

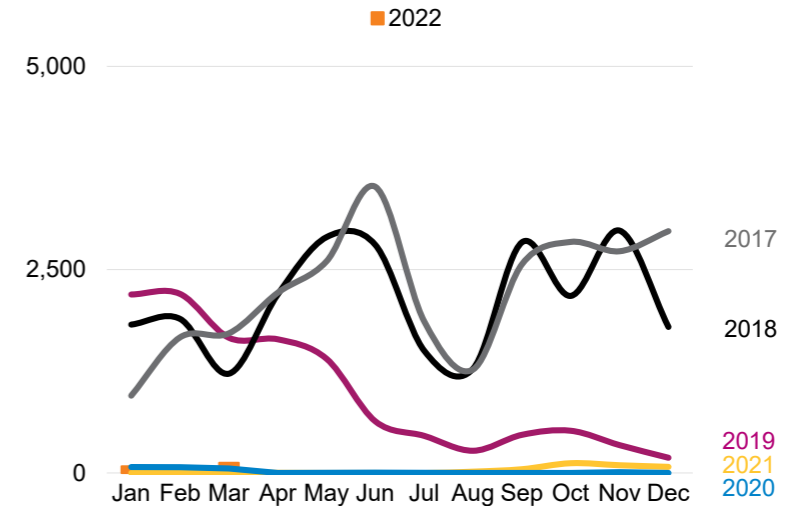


## Bus short turns

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

**March:** 126  
**February:** 86  
**March 2021:** 4

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





**Rich Wong**  
Chief of Vehicles

**James Ross**  
Chief Operating Officer

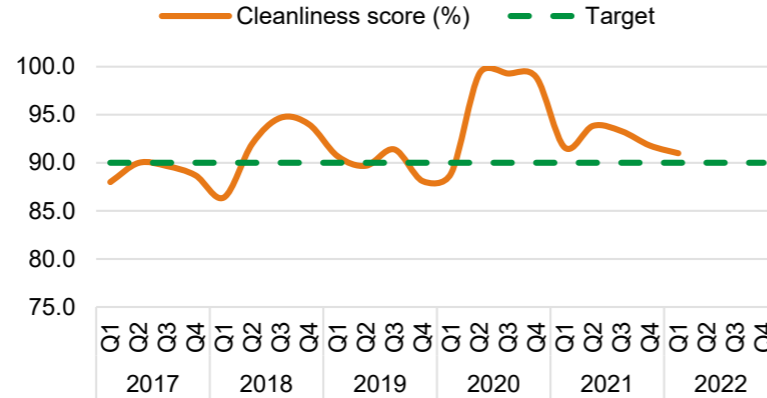
# Appendix: Cleanliness

## Bus cleanliness

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

**Q1:** 91.6%  
**Q4:** 91.8%  
**Q1 2021:** 98.9%

**Target (RW):** 90.0%



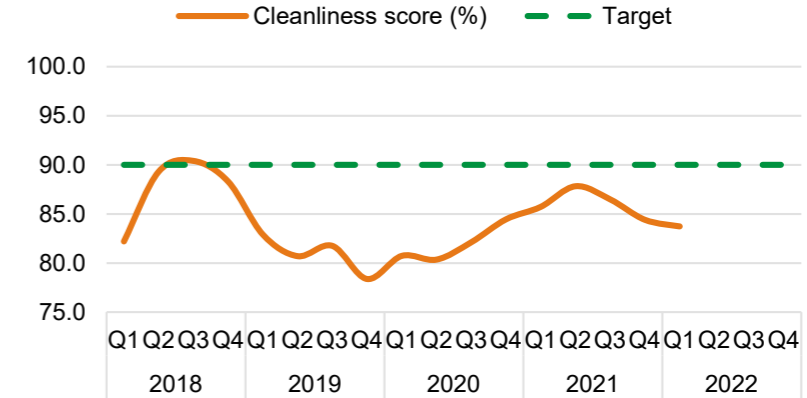
## Streetcar cleanliness

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

**Q1:** 83.7%  
**Q4:** 84.4%  
**Q1 2021:** 85.7%

**Target (RW):** 90.0%

Seats identified as an area requiring improvement. Fleet wide audit of passenger seats has been completed and replacements are underway.



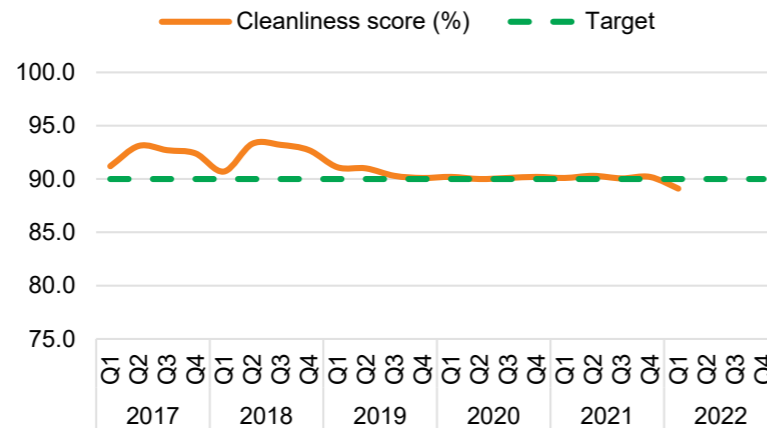
## Subway cleanliness

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

**Q1:** 89.1%  
**Q4:** 90.2%  
**Q1 2021:** 90.1%

**Target (RW):** 90.0%

Inclement weather and staff availability, contributed to a score slightly below target.



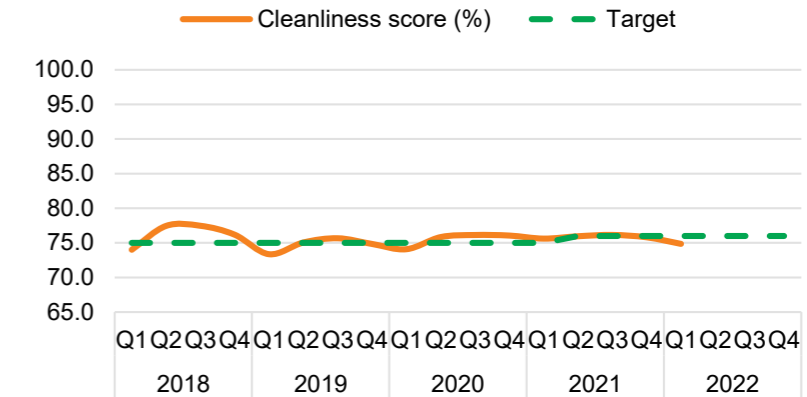
## Station cleanliness

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

**Q1:** 74.9%  
**Q4:** 75.8%  
**Q1 2021:** 75.6%

**Target (JR):** 76.0%

Inclement weather contributed to a score slightly below target.





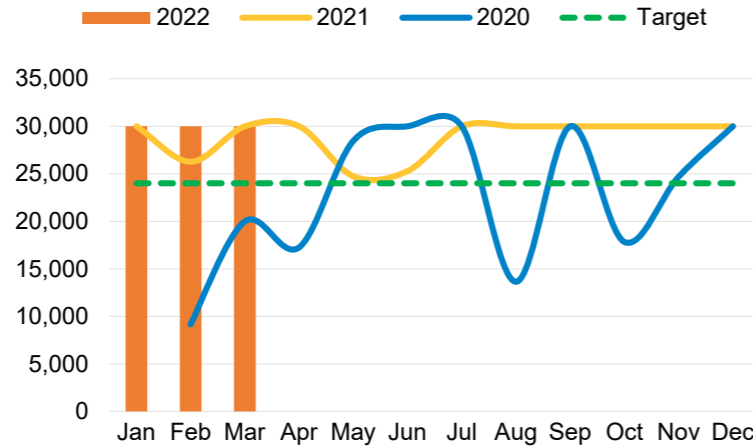
# Appendix: Asset reliability

## eBus mean distance between failures

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

March: 30,000 km  
February: 30,000 km  
March 2021: 30,000 km

Target: 24,000 km

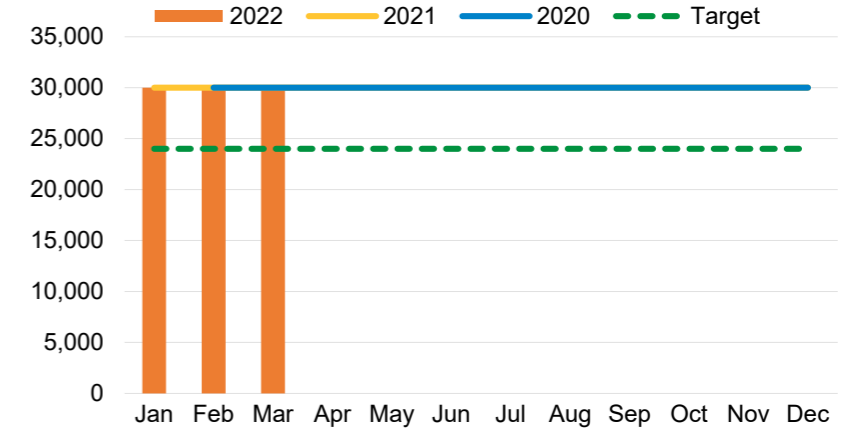


## Hybrid bus mean distance between failures

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

March: 30,000 km  
February: 30,000 km  
March 2021: 30,000 km

Target: 24,000 km

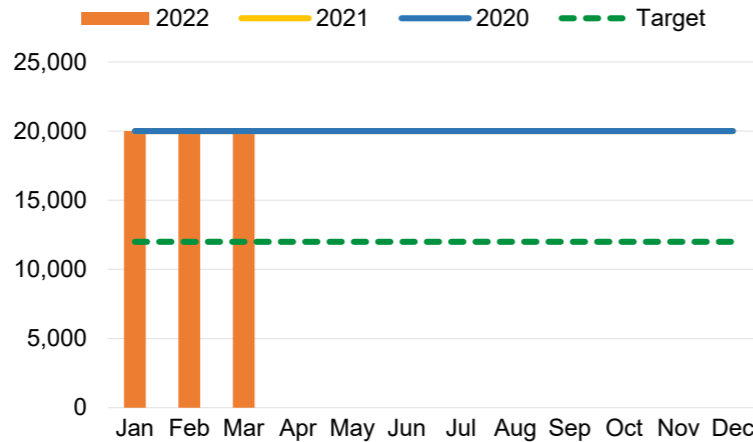


## Clean-diesel bus mean distance between failures

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

March: 20,000 km  
February: 20,000 km  
March 2021: 20,000 km

Target: 12,000 km

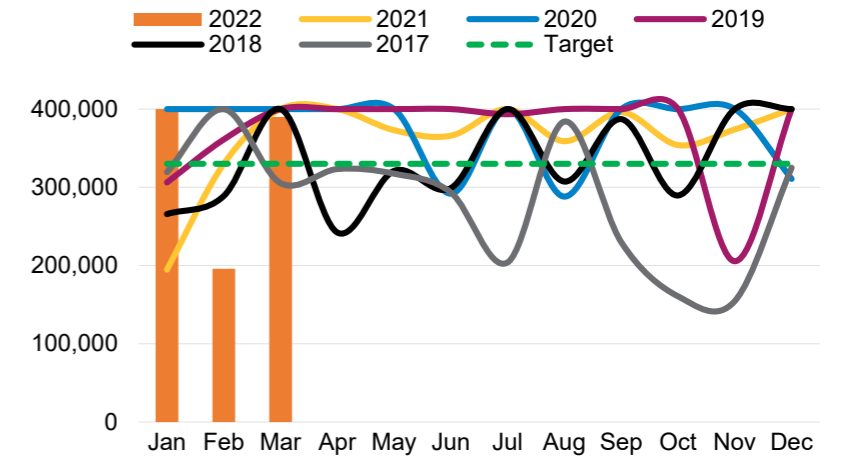


## T1 train mean distance between failures

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

March: 390,000 km  
February: 196,000 km  
March 2021: 400,000 km

Target: 330,000 km





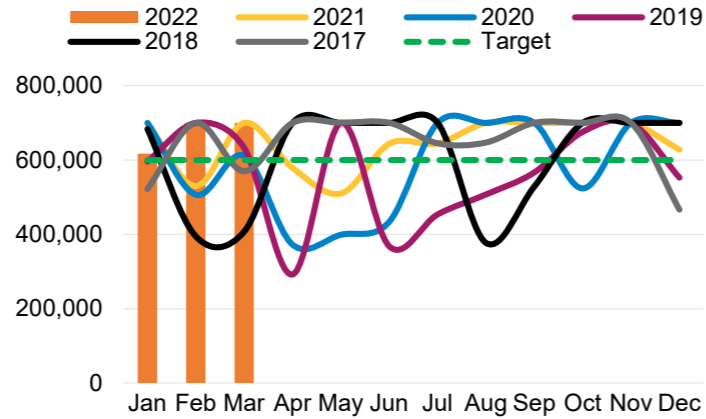
# Appendix: Asset reliability

## TR train mean distance between failures

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

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

Target: 600,000 km

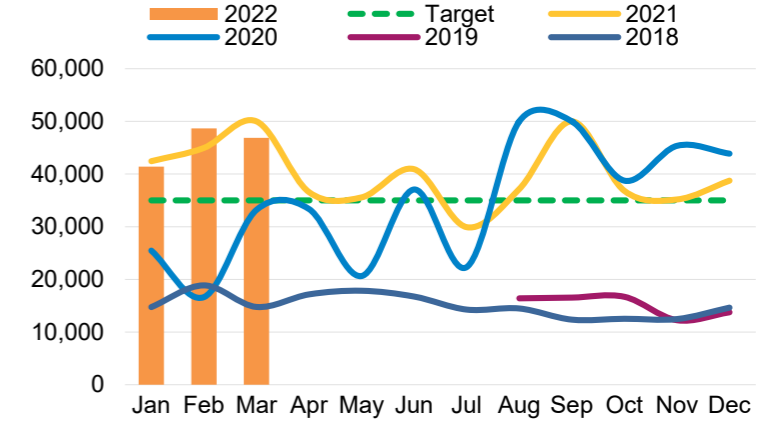


## Streetcar mean distance between failures

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

March: 46,885 km  
February: 48,661 km  
March 2021: 50,000 km

Target: 35,000 km

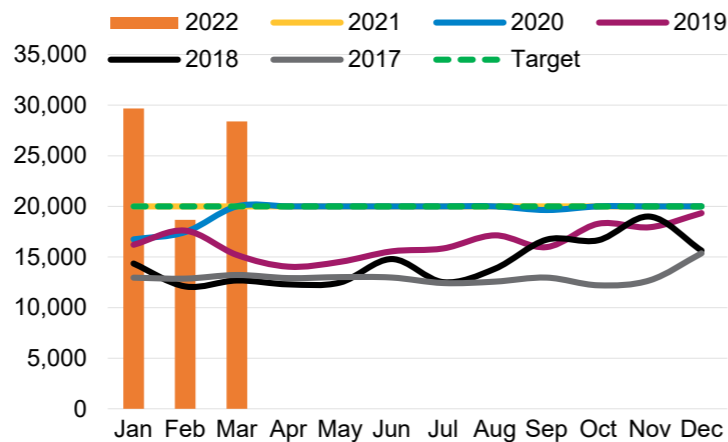


## W-T Mean distance between failures

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

March: 28,394 km  
February: 18,678 km  
March 2021: 20,000 km

Target: 20,000 km







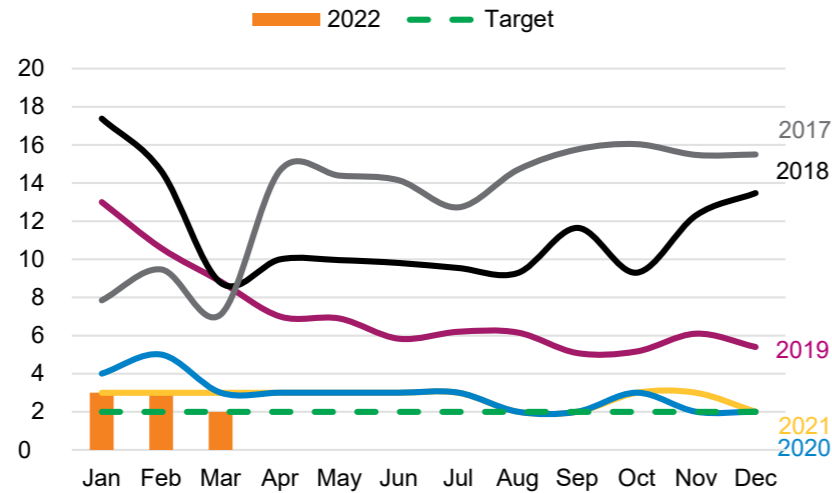
# Appendix: Asset reliability

## 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.

March: 2  
February: 3  
March 2021: 3

Target: 2

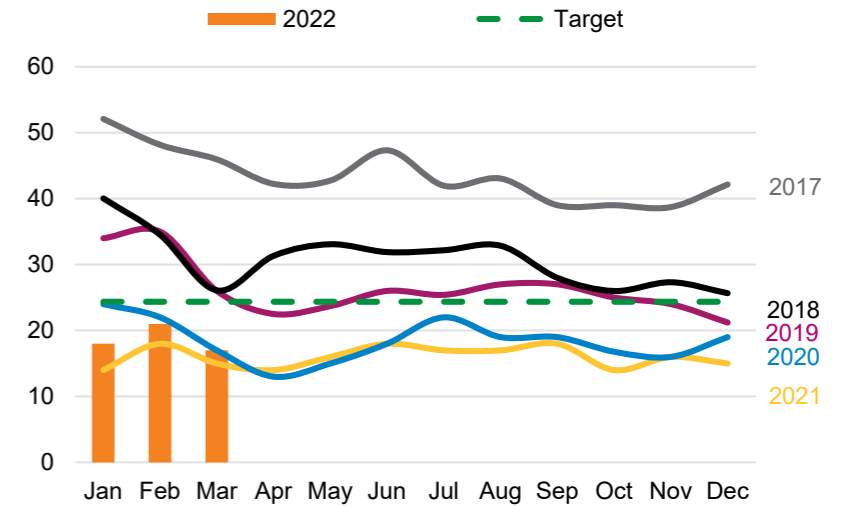


## Bus road calls and change offs

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.

March: 17  
February: 21  
March 2021: 15

Target: 24





**Rich Wong**  
Chief of Vehicles

**Scott Haskill**  
Chief Strategy & Customer Officer (Acting)

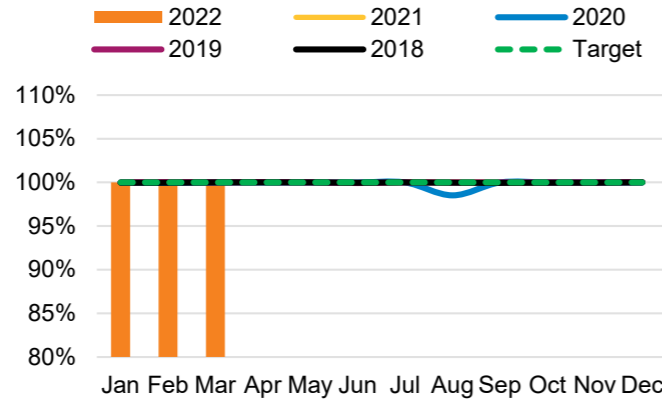
# Appendix: Asset availability

## Subway service availability

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

**March:** 100.0%  
**February:** 100.0%  
**March 2021:** 100.0%

**Target (RW):** 100.0% ✓

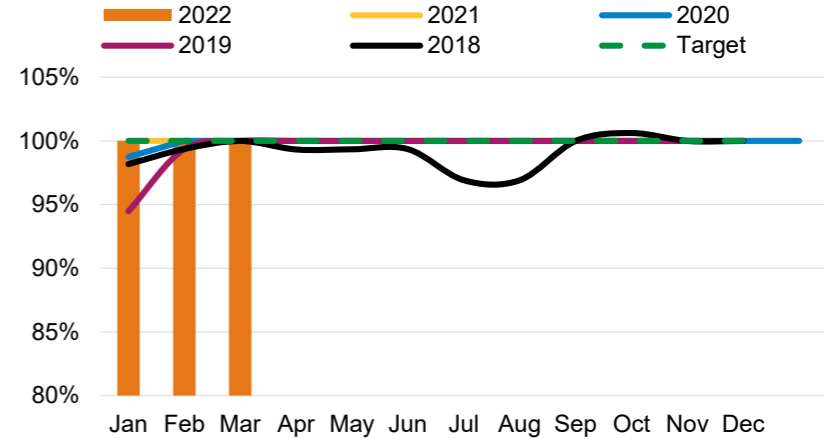


## Streetcar service availability

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

**March:** 100.0%  
**February:** 100.0%  
**March 2021:** 100.0%

**Target (RW):** 100.0% ✓

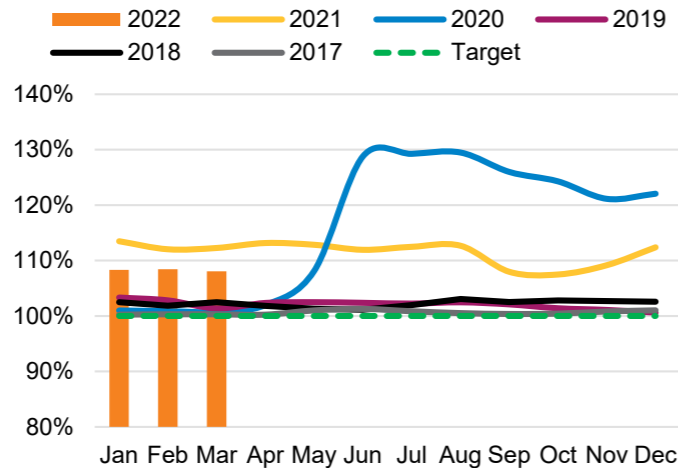


## Bus service availability

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

**March:** 108.1%  
**February:** 108.4%  
**March 2021:** 112.3%

**Target (RW):** 100.0% ✓



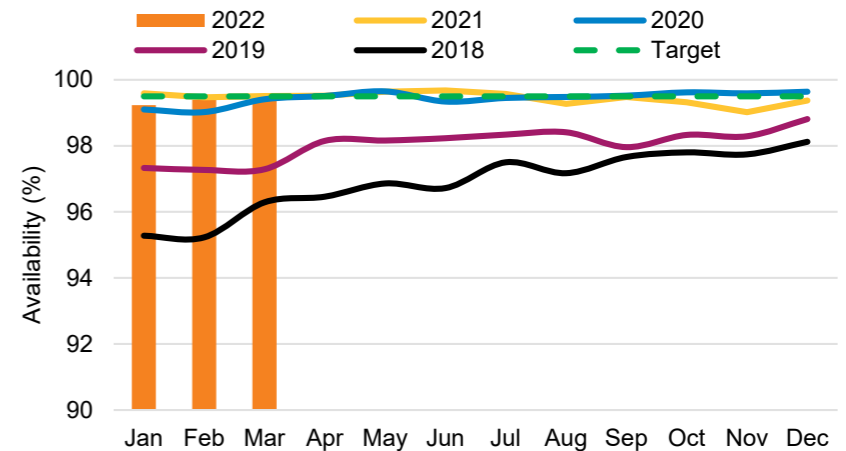
## Fare gate availability

Percentage of fare gates are available for use.

**March:** 99.38%  
**February:** 99.39%  
**March 2021:** 99.51%

**Target (SH):** 99.50% ✗

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





# Appendix: Asset availability

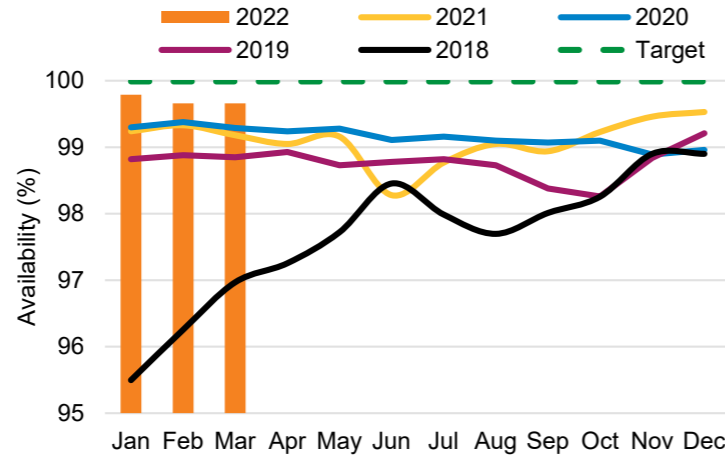
## PRESTO reader

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

**March:** 99.66%  
**February:** 99.66%  
**March 2021:** 99.18%

**Target:** 99.99% ❌

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

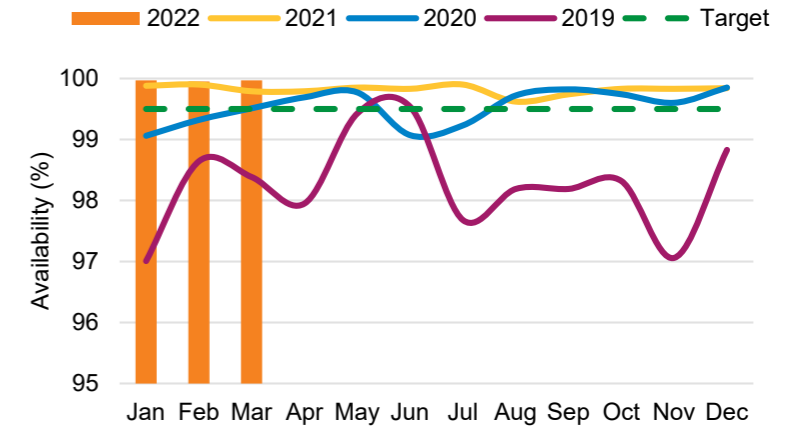


## PRESTO Fares and Transfers Machine (FTM)

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

**March:** 99.79%  
**February:** 99.95%  
**March 2021:** 99.90%

**Target:** 95.00% ✅

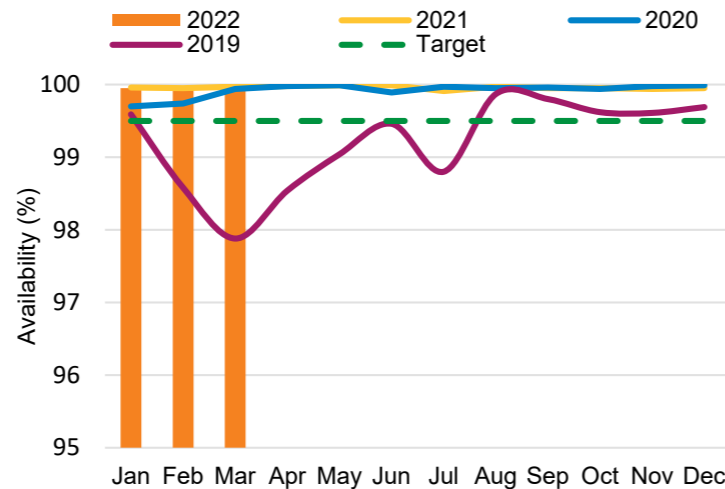


## PRESTO Self-Serve Reload Machine (SSRM)

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.

**March:** 99.91%  
**February:** 99.96%  
**March 2021:** 99.97%

**Target:** 95.00% ✅



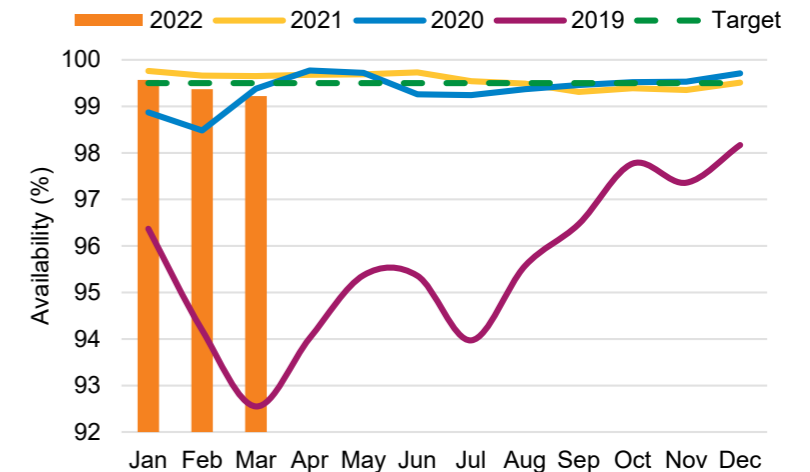
## PRESTO Fare Vending Machine (FVM)

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

**March:** 99.22%  
**February:** 99.37%  
**March 2021:** 99.65%

**Target:** 99.50% ❌

Increase in incidents relating to bill acceptor hardware and printers. PRESTO has identified cause and 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 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 <sup>1</sup> issued	Non- compliance orders <sup>2</sup> issued	Status
Ministry of Labour, Training and Skills Development	150	7	9 <sup>a</sup>	Compliance Achieved
Ministry of the Environment, Conservation and Parks	0	0	0	No Orders Issued
Technical Standards and Safety Authority	1	0	1 <sup>b</sup>	Compliance Achieved
City of Toronto	8	0	0	No Orders Issued
Toronto Fire Services	30	0	0	No Orders Issued

<sup>1</sup> Orders issued to provide documentation/information.

<sup>2</sup> 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.

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

<sup>b</sup> One TSSA order was caused by an incident.

