



## **Chief Executive Officer's Report – April 2023**

Date: April 13, 2023  
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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Wendy Reuter, Head – Research & Insights  
416-909-6520  
wendy.reuter@ttc.ca

## **Signature**

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Richard J. Leary  
Chief Executive Officer

## **Attachments**

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Attachment 1 – Chief Executive Officer's Report – April 2023

# CEO's Report

Toronto Transit Commission

April 2023



# 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 such as 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**  
buses



**204**  
streetcars



**150**  
trains



**16,000+**  
employees



**60**  
battery-electric 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...

Free rides on 510 route to Blue Jays home opener!  
Thanks to Polar Ice Vodka for sponsoring free service on the 510 Spadina streetcar route on Tuesday, April 11 – the Toronto Blue Jays home opener versus the Detroit Tigers at the newly renovated Rogers Centre. This is the second straight year the TTC has teamed up with a sponsor to deliver free rides to the home opener. Free service runs from 5 p.m. to midnight.



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# CEO's commentary



On March 25, a tragic murder took place at Keele Station. Like all Torontonians, I am deeply saddened by the passing of Gabriel Magalhaes. Our thoughts are with his family and friends during this difficult time.

I want to be clear how seriously the entire TTC is taking this.

The safety of customers and employees is paramount to everything we do at the TTC. We remain committed to working with the City of Toronto, the police, our union partners as well as our frontline employees and customers on ways that we can all make the TTC as safe as possible.

For the past few months, we have been clear that the TTC is a transit agency and that we need help solving the issues our system is facing. We know that the challenges before us are complex and won't be solved over night.

As the weather improves, people will no longer need to take shelter in the TTC. We know this will be an issue come winter and we want to start the work now in order to find solutions on how to find shelter and support for these individuals. I am hoping that working with the City of Toronto and all our partners we can make sure we do not face the same issues again.

From our end, we have been adjusting our operations to better address what is happening since late last year. Some of the additional staff and resources we have added are:

- Streets to Homes workers to help individuals experiencing homelessness or at risk of homelessness access immediate supports like water, warm clothing and referrals to indoor space.
- Community Safety Ambassadors bolstering the work of Streets to Homes teams in addressing immediate needs of individuals

experiencing homelessness.

- Security guards trained in mental health first aid, overdose prevention and nonviolent intervention to assist people in crisis.
- De-escalation training for all TTC Chief and Mobile supervisors and scheduling adjustments to ensure these specialized skills are where they are needed most.

We have also added more TTC employees throughout the system as high-visibility support for both our employees and customers. If you see something, say something – these individuals are here to help.

We will keep these resources in the transit system as long as they are needed.

Everyone needs to feel safe riding the TTC and everyone needs to be safe riding the TTC.



# CEO's commentary

## **Strategy and Customer Experience Group**

### **TTC customer numbers remain steady**

The TTC's average weekday boardings remained at around 2.2 million in February as a result of inclement weather and closed post-secondary schools for reading weeks. As of the week ending March 10, overall weekday boardings stand at 70 per cent of pre-COVID levels at 2.27 million.

Boardings by mode continue to be highest on the bus network at 82 per cent of pre-COVID levels while streetcar and subway boardings were at 55 per cent and 64 per cent, respectively. Wheel-Trans ridership is at about 70 per cent of pre-COVID. Customer demand is expected to further increase through the year as more office employees are expected to be in-office three days per week.

### **Resumption of ticketing for fare evasion**

On March 27, the TTC resumed ticketing for fare evasion in selected stations and streetcar routes. Ticketing is focused on those customers who can pay their fares and choose not to.

Initially, TTC Fare Inspectors will focus their efforts on busy streetcar routes in the downtown core. Ticketing will also resume on subways, many of

which have multiple entry points. As ticketing resumes, the TTC will be monitoring fare compliance rates and ticketing rates as well as any other key observations. Our station staff will also be on hand to help answer questions and make sure that our customers know to pay their fares.

Over the past two years, the TTC has undertaken a number of initiatives to improve diversity and customer-focused operations in its Revenue Protection Department. This has included working with prominent experts and academics in the fields of unconscious bias awareness and race-based data collection to modernize its practices. These experts include Dr. Akwasi Owusu-Bempah and Dr. Scot Wortley from the University of Toronto who authored the Toronto Transit Commission Racial Equity Impact Assessment: Interim Report. The result of this work is new training, ticketing and data collection practices that will allow the TTC to review and evaluate its progress.

In future CEO's Reports, we will include metrics related to the resumption of ticketing and we will continue to report back to the Board on any trends.

## **ACAT applications available**

I would like to remind everyone that the Advisory Committee on Accessible Transit (ACAT) will be accepting applications for new members until 4 p.m. on August 14, 2023.

Applications will be available at [ttc.ca](http://ttc.ca) starting on April 24, 2023 for any resident of Toronto interested in joining the advisory committee. Applications can also be requested by phone at 416-393-3030 or 1-800-855-0511 (relay service for people who are deaf or hearing impaired).

Applications can be mailed to: Wheel-Trans – ACAT applications c/o Customer Service, 580 Commissioners St., Toronto ON, M4M 1A7; e-mailed to [acat@ttc.ca](mailto:acat@ttc.ca); or faxed to 416-338-0126, and must be received no later than 4 p.m. on August 14, 2023. Please visit [ttc.ca/acat](http://ttc.ca/acat) to learn more about the committee and its responsibilities.

ACAT is a 15-member committee that advises the TTC on the difficulties faced by persons with disabilities and seniors, and makes recommendations on the elimination of barriers to accessible public transit.



# CEO's commentary

## **Free rides to Blue Jays home opener!**

I want to thank our friends at Polar Ice Vodka for going to bat for TTC riders by sponsoring free service on the 510 Spadina streetcar route on Tuesday, April 11 – the Blue Jays home opener versus the Detroit Tigers at the newly renovated Rogers Centre. This is the second straight year we have teamed up with a sponsor to deliver free rides to the home opener. Free service runs from 5 p.m. to midnight.

The TTC wishes the Blue Jays all the best this year. The season holds a lot of promise and we are looking forward to welcoming Jays fans through our doors all year long. Go Jays!

## **Operations and Infrastructure Group**

### **Long-term diversion ahead for 501/301 Queen streetcars**

A major, long-term diversion on the Queen streetcar route is scheduled to begin next month in preparation for Ontario Line construction.

With the closure of Queen Street at Yonge Street for new station construction, 501 Queen streetcars will begin the first stage of a multi-year diversion. Streetcars will be operating between Roncesvalles Avenue and Neville Park Loop via Queen Street West, McCaul Street, Dundas Street West and East, Broadview Avenue and Queen Street East. Replacement buses will run between Bathurst Street and Broadview Avenue, diverting via Bay Street, Richmond/King Street East and West and Church Street.

Service will be changed on weekends as schedules are aligned with ridership demand. Streetcars and replacement buses will continue to arrive every 10 minutes or sooner.

301 Queen overnight service will continue to be replaced with buses, diverting via Bay Street, Richmond/King Street East and West, and Church Street. Buses will arrive every 30 minutes.

The diversion is scheduled to begin on Monday, May 1. The TTC will keep customers informed

about this and other diversions, and provide information on alternate routes, through various means, such as station information screens, new releases, social media channels and ttc.ca. For the most up-to-date information, follow @TTCNotices on Twitter or sign up for eAlerts.

## **Transportation and Vehicles Group**

### **Wheel-Trans bus procurement update**

The Wheel-Trans Fleet Plan currently consists of nine-metre-long, diesel-powered buses and newer six-metre and seven-metre gasoline-powered buses. This fleet provides a safe, reliable and accessible transit option for people in Toronto living with disabilities.

The TTC's commitments to innovation and sustainably include a strategy to transition to a zero-emissions Wheel-Trans fleet in line with the City of Toronto's TransformTO Net Zero Strategy, which defines a pathway to achieve net-zero greenhouse gas emissions city-wide by 2040.



# CEO's commentary

Next month, TTC staff will be providing an update to the TTC Board on the Wheel-Trans Fleet Plan, including the upcoming joint procurement of 52 new, six-metre buses with Metrolinx, our strategy for transitioning the fleet to all-electric, and our immediate next steps to initiate a pilot through our first public procurement of battery-electric Wheel-Trans buses.

## **Spring vehicle maintenance checks well underway**

At this time of year, thousands of vehicles in our fleets undergo an extensive spring maintenance checklist involving critical components ranging from air filters to wiper blades to bicycle racks on buses. Crews are busy conducting a full inspection of HVAC systems to provide optimal interior cooling performance. Service inspections include air filter changes, bicycle rack repairs, as well as overall cleaning of vehicle walls, floors, windows, ledges and seats.

The spring check program is scheduled to be completed by the end of May in advance of summer. All our vehicles undergo a similar spring checklist.

## **TTC Garage of the Year**

It is my pleasure to extend public congratulations to staff and crews at Eglinton Garage – winners of the Garage of the Year award for 2022. Each 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 organization. Congratulations to Eglinton for achieving top spot. Congratulations also to crews at Lakeshore Garage (Wheel-Trans) for finishing second in the rankings.

## **Innovation and Sustainability Program**

### **Celebrating Earth Day in April**

The TTC is proud to celebrate Earth Day on April 22. It is a reminder of the importance of public transportation as one of the most environmentally sustainable, affordable and accessible modes of travel in the city. When you are thinking about how to get around the city, consider the greenhouse gas (GHG) emissions you create. Your decision to travel using the TTC reduces GHG emissions by 79 per cent when taking one of our oldest buses and almost 100 per cent when travelling by electric bus (eBus), streetcar or subway.

As a transit leader, we are committing to doing our part, too. Through our Innovation and Sustainability Program, we are transitioning our diesel fleet to low-emissions and zero-emissions hybrid-electric and fully electric buses over the short term. By 2040, our fleet will be 100 per cent zero-emissions. Additionally, our new Environmental Sustainability Policy commits us to decarbonize our facilities, increase biodiversity on the land we care for, and reduce our consumption and waste.

We acknowledge and appreciate all that our customers and employees do to contribute towards a greener future for our city and our planet. At the TTC, we pledge to continue doing all we can to fight climate change and we will continue to keep everyone updated on our progress.



# CEO's commentary

## **Birchmount pantograph proof-of-concept**

The Birchmount Charging proof-of-concept is an exciting new project that keeps the TTC at the forefront of zero-emissions bus technology. This is the largest outdoor depot charging system with overhead pantographs in North America, and is one of the first globally to use cutting-edge centralized charging technology.

The pantographs are important to test because our storage facilities are so tightly packed that in many areas there is no space between buses for plug-in chargers. The centralized charging technology reduces the area required for chargers by half, leaving more space at our garages for the buses. This installation provides us with an opportunity to thoroughly test these future-proofing technologies before scaling-up for full-fleet electrification.

Within just two months, this now fully operational proof-of-concept will also allow for eBus operation out of Birchmount. Ten of 25 buses at Arrow Road will be moved to Birchmount for testing. As a result, for the first time, customers in the Downtown East, East York and Eastern Scarborough, including 14 Neighbourhood Improvement Areas, will begin to see the benefits of zero-emissions bus operations. Customers and residents in these areas will experience a quieter and cleaner service that will be nearly 100% emissions free.

## **Safety and Environment Group**

### **City's Multi-Disciplinary Outreach Team expands on the TTC**

On March 20, I attended an announcement at Davisville Station with Deputy Mayor Jennifer McKelvie and Councillor Shelley Carroll, who is also Chair of the Economic and Community Development Committee. Together, we announced that through LOFT (Leap of Faith Together) Community Services and the City's Multi-Disciplinary Outreach Team (MDOT) program, individuals in the transit system requiring more complex and longer-term supports will have access to case workers and health-care professionals, including registered nurses.

Through the City of Toronto's budget process, an additional \$500,000 was put forward in support of a one-year pilot for expanding MDOT teams across the TTC. We know the issues faced by people experiencing homelessness are complex and access to the services provided by LOFT are an important step in helping them in the right direction.



# CEO's commentary

## **National Day of Mourning**

Friday, April 28 is National Day of Mourning. On this day, the TTC will lower flags to half-mast as a tribute to those in our workplace who lost their life or suffered a serious injury or illness.

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 take a personal moment to reflect on the importance of safety at the TTC.

I am grateful for the hundreds of dedicated employees that serve on more than 50 of our joint management/union Health and Safety Committees. These committees allow workers and managers to equally participate in resolving health and safety matters, as well as promote workplace safety on a continual basis.

Removing barriers to safe behaviours at the TTC is a collaborative effort between management, union and Joint Health and Safety Committees to ensure that everyone goes home safely every day.

The next scheduled TTC Board meeting will be on Thursday, April 13. The public meeting will be live-streamed on the TTC's official YouTube channel, starting at 10 a.m.

Stay safe.



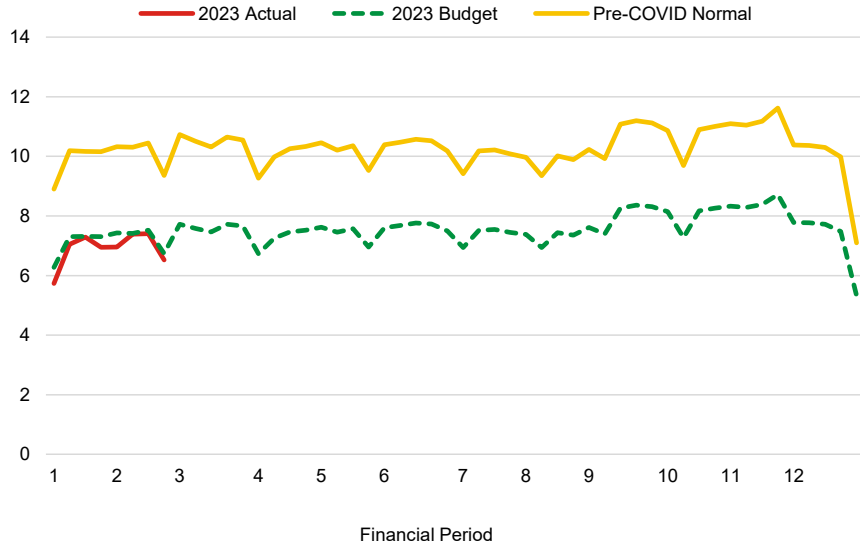
**Richard J. Leary**  
**Chief Executive Officer**  
**April 2023**





# 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 29 to February 25, 2023) revenue rides totalled 28.3 million or an average of 7.1 million per week, representing 70% of pre-COVID experience and a 4.7% increase from Period 1.

Year-to-date revenue rides totalled 55.3 million, which is 2.0 million below budget and cumulatively represents 69% of pre-COVID experience.

### Analysis

Weekly ridership levels in Period 2 reached as high as 72% of pre-COVID experience, matching budgeted levels. For the full month, Period 2 ridership averaged 70% of pre-COVID experience, primarily due to a few significant weather events in the period.

During Period 2, 2023, up to 89% of unique PRESTO riders returned to the system each week with over 1.03 million unique cards used per week on the TTC, as compared to 1.16 million in early 2020. While riders have returned to the system, the travel frequency of the riders has dropped. For example, the number of unique riders classified as “commuters” (i.e. ride four or five weekdays each week) are at 58% of March 2020 levels, below the overall ridership rate of 70% of pre-COVID experience for Period 2.

Conversely, riders who use transit less frequently are at 113% of March 2020 levels. This is indicative of a travel pattern change from former daily commuters to a now less frequent usage group likely due to hybrid work practices. These trends are further confirmed given monthly pass sales for March use total 101,948, representing 49% of pre-COVID levels, clearly demonstrating a change in travel patterns.

### Action

The 2022 experience has been used as the basis for the 2023 revenue ridership budget that forecasts ridership to reach 75% of pre-COVID levels by the end of 2023.

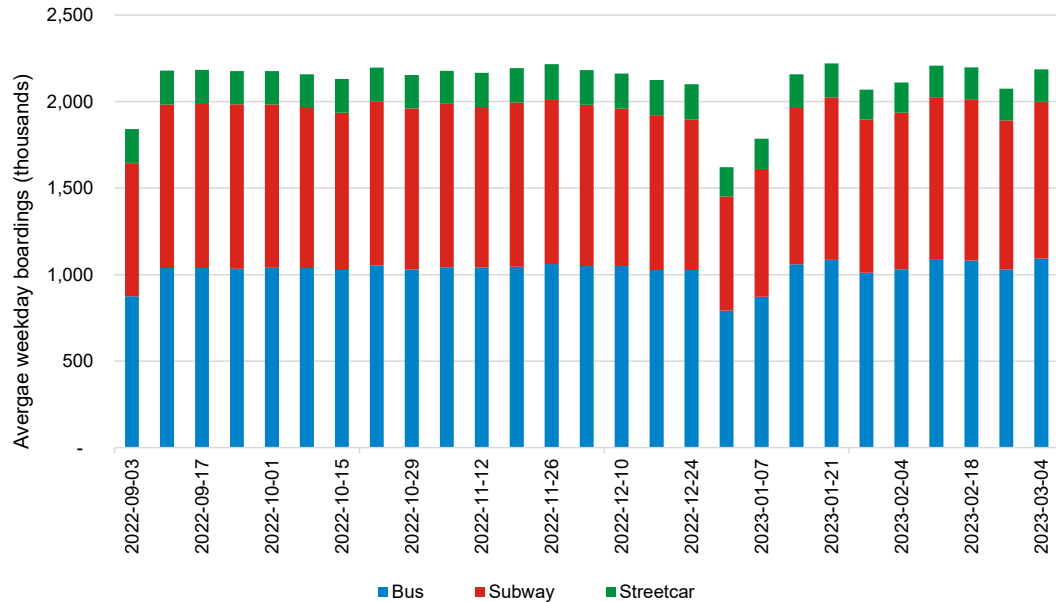
Ridership trends and recovery continue to be monitored closely for all fare concession types and ridership segments.





# 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.

\*Compared to the last week of full demand and full service March 2020. Not adjusted for summer seasonality.

### Results

Average weekday boardings of 2.19 million represents 68% of pre-COVID levels for late February.

### Analysis

Bus remains the busiest of all modes with another post-pandemic record of 1,092,000 boardings or 79% of pre-COVID for early March.

A greater portion of subway and streetcar customers are office commuters, and demand on both modes are directly affected by the hybrid work mode. Subway demand is at 61% for early March, a decline from 62% from mid-February. Streetcar demand, however, remained at 53% throughout. The intermittent inclement weather throughout the month played a significant role in the fluctuation of subway demand, as the flexibility provided by hybrid work allowed office workers to work-from-home on inclement weather days.

In addition, the closing of post-secondary schools for reading weeks at the end of February also reduced student travel and brought the system demand lower.

### Action

Continue to forecast demand and identify opportunities for ridership growth through:

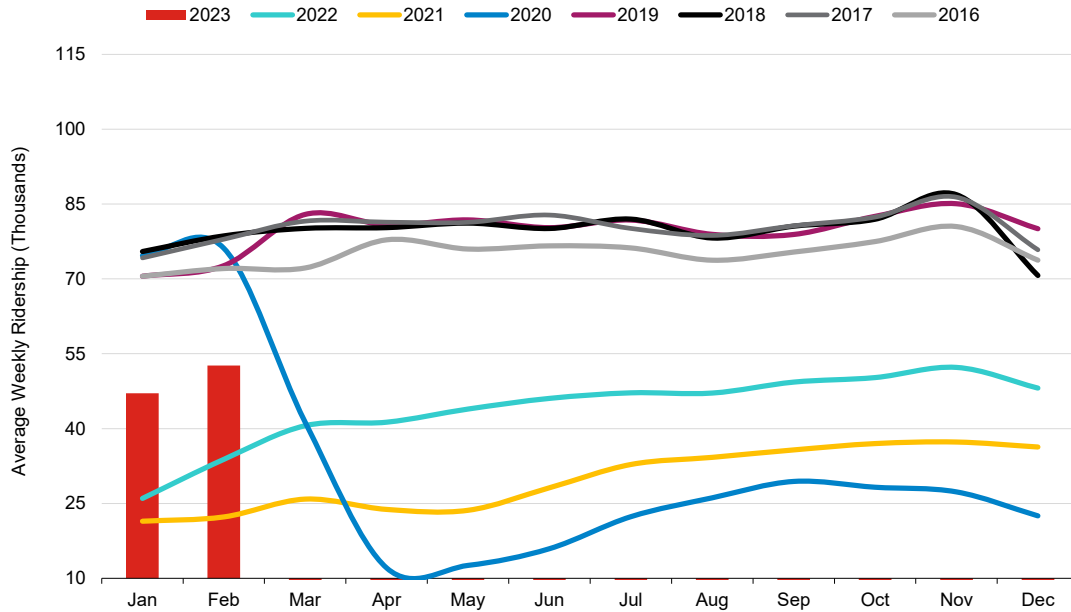
- Monitoring weekly ridership.
- TTC Toronto Employer Survey and monitoring downtown office occupancy.
- Transportation Tomorrow Survey (TTS) participation.





# Ridership

## Wheel-Trans – Trips



### Definition

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

### Results

Ridership in Period 2 was 210,502 passengers (or 52,626 passengers per week). This figure was 6.4% higher than the budgeted 49,450 customers per week. Year to date (YTD) actual ridership remains 3.8% (or 16,100 passengers) below the YTD budgeted amount. However, 2023 YTD ridership up to period 2 is 66.9% higher in comparison to YTD up to period 2 ridership in 2022. The 2023 Period 2 ridership represents 72.4% of the pre-COVID experience.

### Analysis

Wheel-Trans ridership has shown a higher-than-expected increase this period as more customers are returning to normal pre-COVID trip patterns. Trip types, such as occasional trips, have seen an increase during period 2. This suggests customers who do not normally take regular service on Wheel-Trans are choosing this service as their mode of transport. With 85% of trip bookings being completed on the Self-Booking website, customers are more inclined to easily book a trip either for same day or ahead of schedule.

### Action

Customer trip patterns continues to be reviewed to ensure service matches demand. An increase in the demand for service during the weekday PM period has been matched with an increase in service.

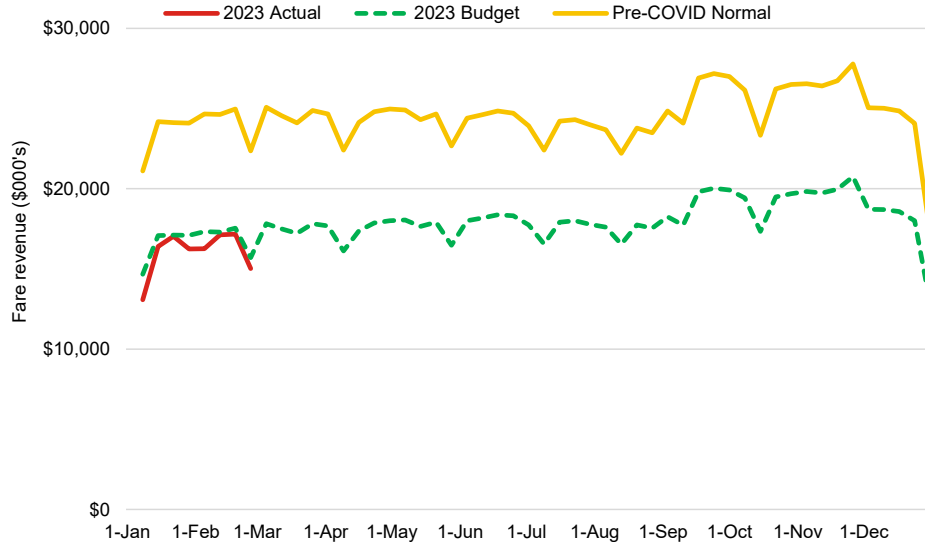
Note: Wheel-Trans ridership is not included in TTC ridership totals.





# Financial

## Fare revenue



Definition  
Revenue generated through fares.

### Results

Period 2 (January 29 to February 25, 2023) fare revenue was \$65.6 million. This is \$2.2 million or 3.3% below budgeted fare revenue for Period 2, representing 68% rather than the budgeted 70% of pre-COVID revenue. Weekly fare revenue in Period 2 averaged \$16.4 million, which represents a 4.2% increase over Period 1 weekly revenues.

On a year-to-date basis, fare revenue totalled \$128.6 million, which is \$5.2 million below budget and cumulatively represents 68% of pre-COVID experience.

### Analysis

Weekly fare revenue levels in Period 2 reached as high as 70% of pre-COVID experience, matching budgeted levels. For the full month, Period 2 fare revenue averaged 68% of pre-COVID experience, primarily due to a few significant weather events that occurred during the period.

Revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$61.3 million for Period 2 —

representing a PRESTO ridership adoption rate of 90.8% — and \$4.3 million from other media for Period 2.

Period 2 revenue was generated from the following fare concession groups: 76.4% adult, 10.7% post-secondary, 5.2% senior, 7.5% youth (ages 13-19) and 0.2% other.

### Action

The 2022 experience has been used as the basis for the 2023 revenue budget that forecasts fare revenue to reach 75% of pre-COVID experience by the end of 2023.

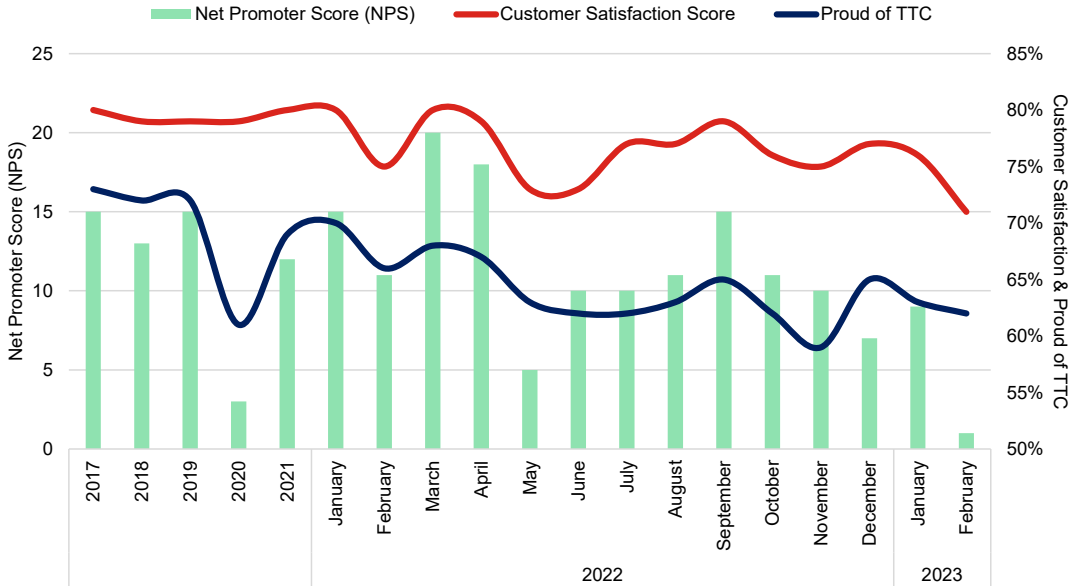
Ridership trends and recovery continue to be monitored closely for all fare concession types and ridership segments.





# 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". Net Promoter Score (NPS) measures how likely customers are to recommend the TTC to a friend, family member or colleague.

### Results

Customer satisfaction was reported at 71%, a decrease of 5% from January and 6% in December 2022, Net Promoter Score decreased to one, while the number of customers who say they are proud of the TTC and what it means to Toronto decreased to 62%.

### Analysis

February data shows a decline in customer satisfaction since January, with some key drivers contributing to this decrease. Heightened attitudes towards personal safety and security, as well as vehicle cleanliness, have been identified as the main contributors.

Despite this overall decline, streetcar customers reported an increase in satisfaction in February, with the highest level of satisfaction since post-restriction levels. However, bus and subway customer satisfaction declined. Infrequent users reported a drop in Net Promoter Score from January to February, indicating a decrease in customer loyalty and advocacy.

It is important to note that customer satisfaction is a lagging indicator, meaning it correlates with events that occurred in the previous month.

Furthermore, customer attitudes towards the TTC indicate a slight decline in pride in the transit system and its significance to Toronto.

### Action

- New vehicle cleaning contracts began in Q1 2023 for streetcars and stations.
- Vehicle Cleanliness and Personal safety and security surveys are underway for TTC riders.
- Action plan focusing on concerns about safety and security is ongoing for current and future strategies.

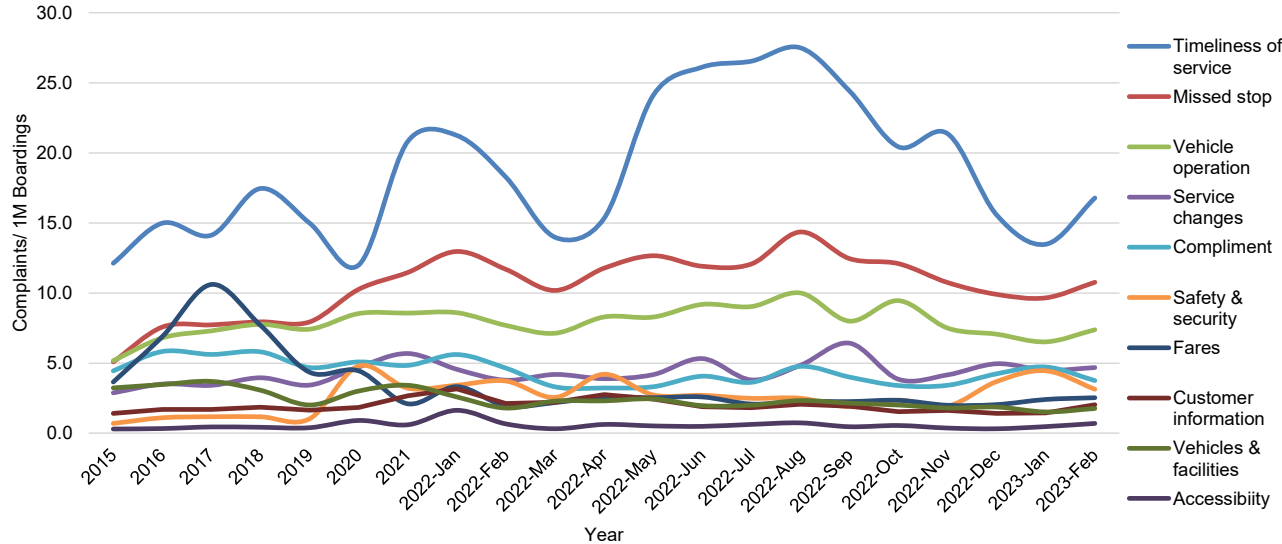






# Customer experience

## 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 11), volunteered customer feedback is also highly valuable. The TTC's Customer Service Centre receives customer input via our website, telephone, e-mail 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, e-mail and Twitter.

### Results

Customer Service Communications (CSCs) per one million boardings saw a 6% rise in February compared to January. In February, there were a total of 2,905 CSCs received over a period of 28 days, while in January, 2,898 CSCs were received over 31 days.

### Analysis

The rise in CSC per one million were principally due to increases in CSCs related to timeliness of service, missed stops and vehicle operation.

Safety & Security CSCs declined significantly in February, by 30%; though are still higher than most of 2022. Accessibility increased and has placed in the top 10 topics, replacing CSCs related to masks.

### Highlights:

- Timeliness of service CSCs increase can be attributed to a increase in stopping on route, surface delay and ahead of schedule CSCs received in February, increasing by 130%, 27% and 12% respectively.
- Missed stop CSCs increased by 12% after a steady decline since October 2022.
- Vehicle operation CSCs increased 13% in February; this increase can be attributed to increase in door operation and operation of the vehicle.





# Customer experience

## Customer service communications

### *Service-related CSCs per 1 million Boardings:*

- Service changes CSCs have increased by 4% from January to February. Two-thirds (64%) of service changes CSCs are made in customer requests for changes in service and routes. This percentage has increased by 0.2% since the month of January.
- After a spike in January 2022, safety and security CSCs have significantly dropped by 30% in February, from 4.45 to 3.1 per one million boardings.

### **Action**

#### *Service-related:*

- Route-level analysis of all surface routes, with focus on improved On-Time Performance. Improvements in running-time and reliability are being planned in upcoming May schedules.
- Ongoing improvements to workforce planning and review of operator schedule adherence are aimed at decreasing cancellation hours and improve timeliness.

- Proactive steps are being taken to address safety and security concerns by increasing the presence of Special Constables and management, conducting vehicle cleaning during peak hours, and collaborating with the City of Toronto and community partners. These efforts aim to implement both short- and long-term strategies that focus on preventing offences and improving the overall customer experience.



## Customer compliments

“My daughter and I caught the 45 bus going towards Kipling Station. When we were getting on the bus, the bus driver was very polite. He was cracking jokes with us and the other passengers. You could tell that he made everyone's night as everyone was greeted in a polite manner.

When we arrived at Kipling subway station the driver said thank you all for riding the TTC and have a great night. I just had to contact the TTC as this has got to be the best bus driver I have ever had. We got on the bus and were greeted with a smile, and we left the bus with a smile on our faces.

Please tell this bus driver he made our trip a great one.”

- Darlene A.





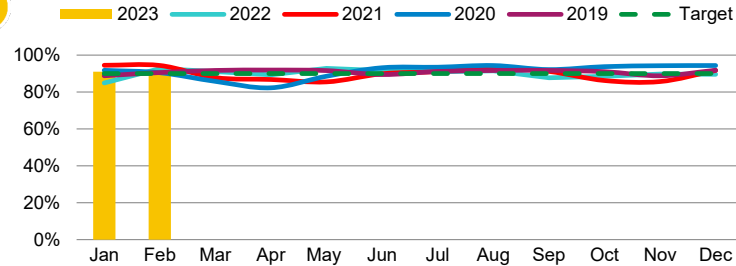
**Rich Wong**  
Chief Transportation and Vehicles Officer

**Fort Monaco**  
Chief Operations and Infrastructure Officer

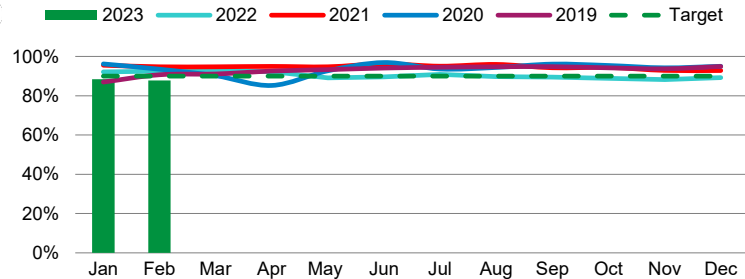
# Customer experience

## On-time performance (OTP) – Subway

1



2



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.

**ATC:** Automatic Train Control

**OPTO:** One-Person Train Operation

**SI:** Subway Infrastructure (also known as Track and Structure Department)

### Results

Line 1 OTP was 89.8% in February. This represents a decrease from last month (91.0%) and also a decrease from the same time last year (92.6%). Our target of 90% was not met.

Line 2 OTP was 87.8% in February. This represents a decrease from last month (88.4%) and also a decrease from the same time last year (92.5%). Our target of 90% was not met.

### Analysis

Overall delay minutes for Line 1 saw a 11.7% decrease in total delay minutes – from 3,024 minutes in January to 2,669 minutes in February. This was a decrease per day of 2.3% – from 98 minutes per day in January to 95 minutes per day in February.

Despite a reduction in delay minutes, there was an decrease in OTP. This decrease can be attributed to a 30.6% increase in delay incidents (as opposed to delay minutes) per day – from 27 incidents per day in January to 35 incidents per day in February. This increase was due to increases in passenger and OPTO-related delays. Additionally, there were early closures from February 6-9 and February 13-16 between Osgoode and King stations; and February 20-23 and February 27-March 2 between Osgoode and College stations for concrete rehabilitation.

Line 2 experienced a 22.7% decrease in total delay minutes – from 2,203 minutes in January to 1,704 minutes – in February. On a per day basis, this decrease was only 14.4% – from 71 minutes per day in January to 61 minutes per day in February. Despite a reduction in delay minutes, a decrease in OTP was experienced. This decrease in OTP can be explained by a 15.8% increase in delay incidents per day – from 22 incidents per day in January to 26 incidents per day in February. These increases in the number of incidents were the result of an increase in passenger-related delays.

### Action

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





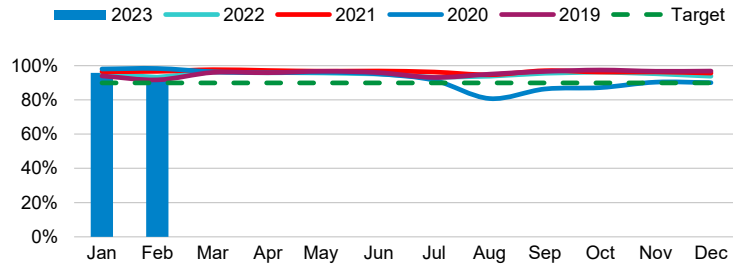
**Rich Wong**  
Chief Transportation and Vehicles Officer

**Fort Monaco**  
Chief Operations and Infrastructure Officer

# Customer experience

## On-time performance (OTP) – Subway

3



### Results

Line 3 OTP was 93.8% in February. This represents a decrease from last month (95.8%) and an increase from the same time last year (93.3%). Our target of 90% was met.

Line 4 OTP was 98.9% in February. There was no change from last month (98.9%) and an increase from the same time last year (98.8%). Our target of 90% was met.

### Analysis

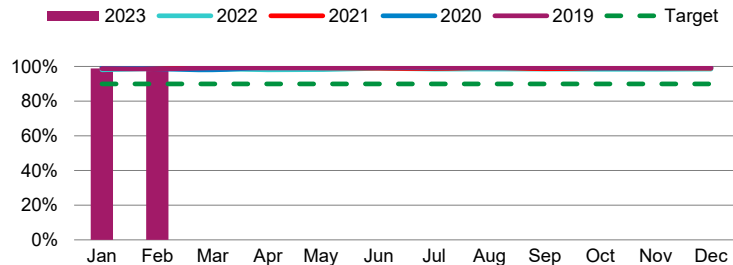
There was a 160.5% increase in total delay minutes — from 309 minutes in January to 805 minutes in February. Increases in delay minutes were seen across all sectors.

There was a 62.1% decrease in total delay minutes — from 232 minutes in January to 88 minutes in February. The reduction in delay minutes was seen across all sectors.

### Action

There are no anticipated changes for these lines.

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.



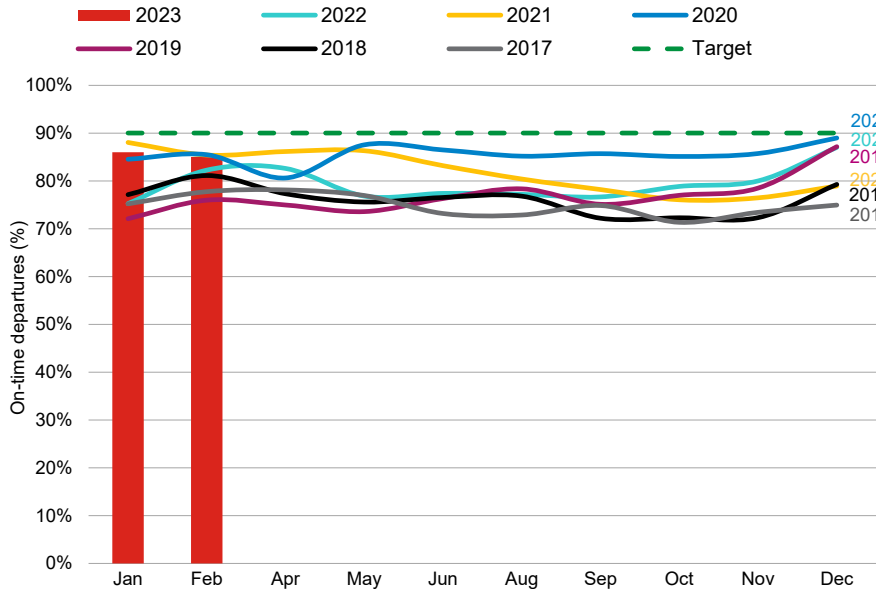


**Rich Wong**  
Chief Transportation and Vehicles Officer

**Fort Monaco**  
Chief Operations and Infrastructure Officer

# 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 for the February Board Period was 85%, a decrease compared to the January Board Period (86%), but an increase compared to the same board period last year (82%). Our target of 90% was not met.

### Analysis

Network performance was negatively impacted by the inclement weather during Weeks 8 to 10 (February 20 to March 10) where over 60 cm of snow fell on the City during this time. Weekday On-Time Performance was 88% for Weeks 7, 11 and 12. During weekends for the period, OTP was 82%. Weekend performance continues to be impacted by deficient schedules that are being addressed through the service reliability program.

During the weekdays in February, 32 of 159 routes were impacted by construction for at least three weeks of the period. Overall weekday OTP was 88% for the 127 routes not affected by construction, excluding February 27 and March 3:

- 48 routes were “On-Time” (90% OTP or better).
- 53 routes were “On the Cusp” (between 85% and 90%).
- 26 routes were “Not On-time” with OTP less than 85%. Root cause diagnostic assessments are being undertaken for all 26 routes.

In summary, 80% of the routes not affected by construction scored 85% or better.

### Action

Efforts continue with regard to workforce-schedule, end-terminal, and Operator-monitoring improvements. Some recent highlights from this work includes:

- Workforce alignment and service resiliency to ensure cancellations and unfulfilled trips are minimized: In February, the unfulfilled trip rate increased slightly but remained low at 1.3% of all trips. The increase was due to a number of vehicles being stuck in the snow during the snowstorm on March 3 and 4.
- 19 routes have received Service Reliability changes thus far in 2023. These routes combined for an On-Time score of 86% over the February board period, with two of these routes affected by construction during the period.
- Eight routes were the focus of an Operator Engagement pilot project involving weekday field supervision in February with a goal of reducing early departures. These routes (29/929 Dufferin, 45/945 Kipling, 53/953 Steeles East, 95/995 York Mills) achieved an On-Time rate of 89% in February, with an early rate of 3.0%. Due to the closure of the Dufferin/Springhurst intersection, northbound departures on routes 29/929 were excluded.



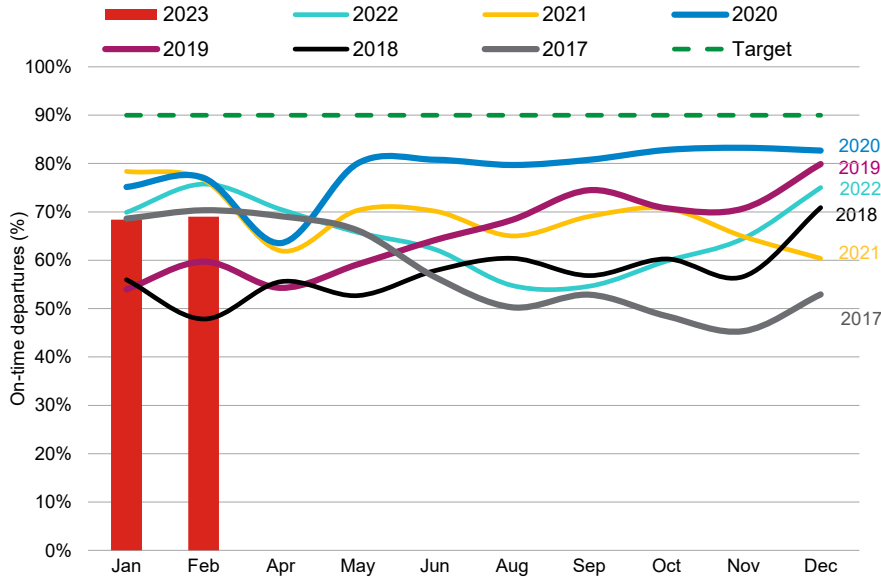


**Rich Wong**  
Chief Transportation and Vehicles Officer

**Fort Monaco**  
Chief Operations and Infrastructure Officer

# Customer experience

## On-time performance (OTP) – Streetcar



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.

\*To be updated in the May 2023 report.

### Results

Streetcar OTP for the February Board Period was 69%, an increase compared to the January Board Period (68%), but a decrease compared to the same board period last year (76%). Our target of 90% was not met.

### Analysis

Streetcar performance attained its highest level for a non-holiday board period since the March/April 2022 Board Period. This is the second straight board period this has occurred.

OTP on the streetcar network was affected by the snowfall on February 22, March 3 and March 10, and a large fire on March 15 at Queen and Augusta. For the seven routes not affected by construction, weekday OTP was 81% excluding these days. Two routes achieved 85% or better weekday performance, excluding snowfall and fire days. These were the 503 Kingston Rd and 511 Bathurst routes. The 505 Dundas route received a new schedule this board period and performed at an 80% level with these days excluded. This is a 17-percentage-point improvement over January on this route.

routes (501 and 504) for all of February. These two routes performed at a 55% On-Time level for the period. The construction impacting these routes included the King-Queen-Queensway-Roncesvalles (KQQR) intersection, emergency sewer repair work at Dufferin Gate Loop, and overhead upgrades on King Street.

Monday, January 16 was the highest performing day of the period at 82% On-time for all routes combined.

### Action

Infrastructure projects that will impact the streetcar network in 2023 are under review and will continue to be addressed through the lens of optimizing OTP for the network. Operator monitoring continues this quarter as well, for end-terminals that are not impacted by emergency incidents, such as those that impacted the network in February. Route level analyses are also underway, in order to best diagnose performance challenges on select routes.

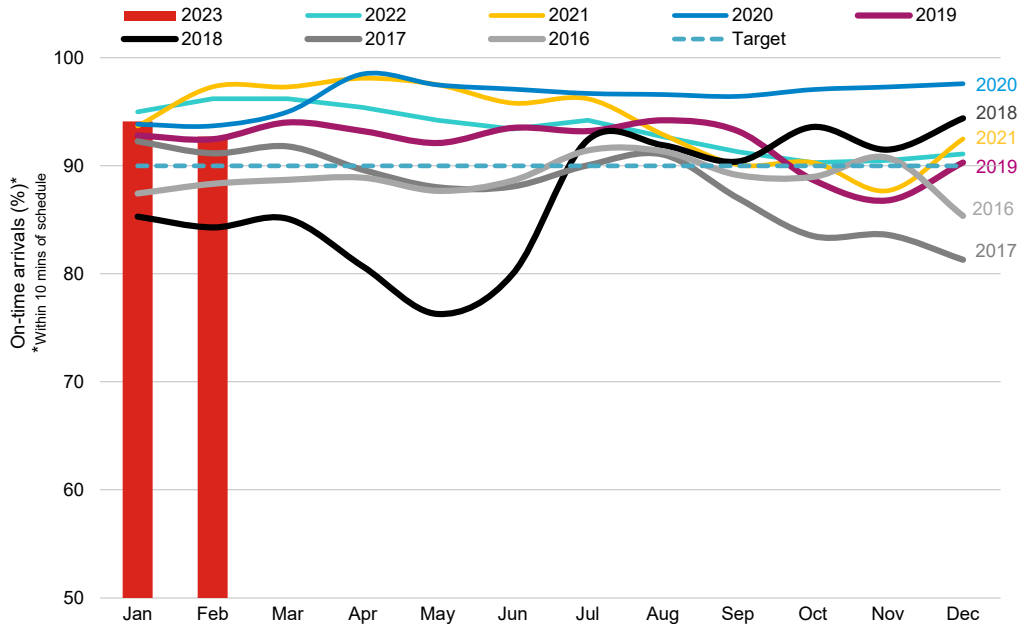
Construction projects impacted two streetcar





# Customer experience

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



### 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.

### Results

OTP in Period 2 (January 29 to February 25, 2023) decreased by 1.4% from the previous period to 92.7%, and is 3.5% lower than Period 2 in 2022. However, it still remains above our target of 90%.

### Analysis

The 3.5% decrease of OTP in February can be directly attributed to several winter storms and inclement weather directly impacting operations.

### Action

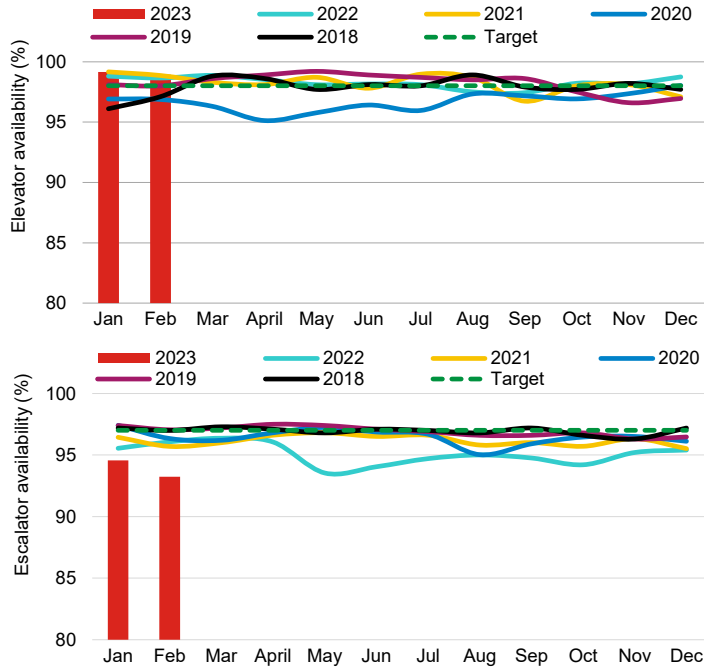
Staff will continue to strategize and use appropriate mitigation measures to maintain efficiencies and improve on-time performance.





# Customer experience

## Accessibility – Elevator and escalator availability



### Definition

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

### Results

Subway Elevator availability for February was 98.9%, exceeding the target of 98%.

Escalator availability for February was 93.2%, not meeting the target of 97%.

### Analysis

In February, elevator maintenance and repairs were completed as planned and scheduled.

A total of three escalators were removed from service due to water damage: One at Kennedy Station and two at St Andrew, resulting in 1,311.1 hours of downtime.

Three escalators are out of service to accommodate construction work: one at Castle Frank Station, one at Donlands Station, and one at High Park Station. The escalator at Castle Frank is out of service from December 2021 until December 2023; total out of service hours due to construction resulted in 1,512.8 hours of downtime.

Overhaul of two escalators at St Clair West Station and one at Queen Station continue to have an impact on downtime. Additionally, a higher-than-normal amount of stoppages attributed to employee training resulted in employees removing escalators from service.

### Action

- Continue performing preventative maintenance to meet reliability and availability targets.
- The two escalators at St. Andrew station remain out of service as we aim to have the impact of the flooding corrected. The escalator at Kennedy Station was inspected, repaired and returned to service.
- The escalators at Castle Frank, Donlands and High Park stations remain out of service to accommodate construction.
- Employee training is underway to reduce the number of stoppages and escalators out of service.

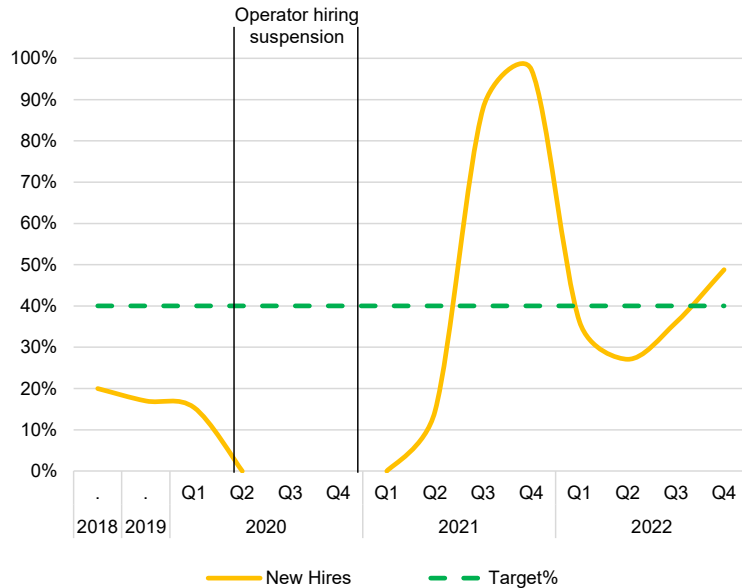






# Diversity

## Women operator new hires



### Definition

The proportion of operator new hires who identify as women. Note, this metric is reported quarterly and will next be updated in the May 2023 report.

<sup>1</sup> Source: Q4 women operator new hire data received from Urban Dimensions Group.

<sup>2</sup> Proportions only include employees for whom we have employment equity information.

### Results

In 2022, there were 841 new operators hired, including 293 women (35%) and 548 men (65%). Among the women hired in Q4 2022, 73% were racialized, 53% Black, 20% Asian, 6.7% Indigenous, 6.7% Persons with Disabilities, and 13% LGBTQ2S+. In Q4 2022, 60 women and 63 men were hired as operators, with women representing 49% of the total, meeting the target of 40% two years in a row.

### Analysis

There was an increase of 13% in the proportion of women hired from the previous quarter where they made up 36% of the overall new hires<sup>1</sup>. New women hires can be attributed to successful outreach efforts and collaborations with community partners. The outreach efforts and collaborations with community partners have led to a shift in culture where women now view the Transit Operator position as a viable career option.

### Action

- More than 1,300 participants who attended our two virtual info sessions late last year receive a bi-monthly newsletter, which showcases women in various roles in operations across the organization as well as upcoming job postings.

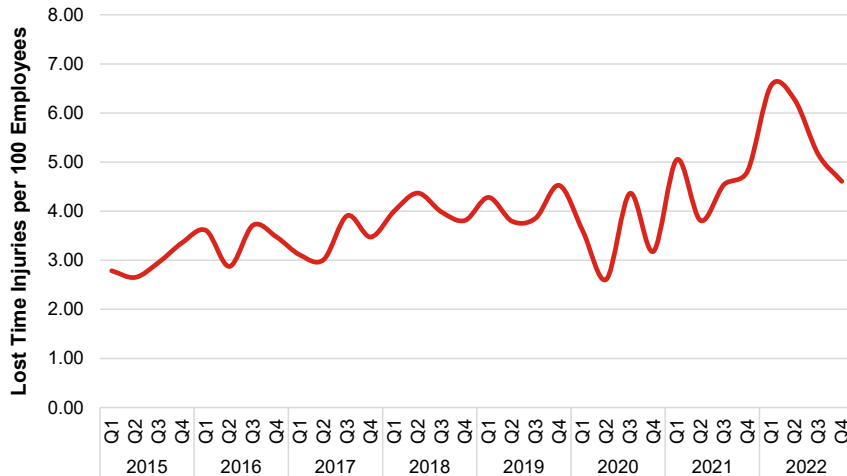
- TTC website was refreshed to include the outreach calendar and align with employer branding goals.
- Collaborate with internal and external stakeholders during the recruitment process to attract participants to attend virtual recruitment events.
- Continue to collaborate with Marketing and Customer Experience teams to monitor the TTC advertising campaign “Be Essential” to attract candidates to priority and safety-critical positions.
- Talent Management leveraged the campaign in social media advertisements to attract candidates to priority and safety-critical positions. The “everywhere” presence made the TTC an “Essential” brand that is top of mind.





# Safety and security

## Lost-time injuries rate (LTIR)



*\*Numbers have been updated due to a new system has been adopted and continuous improvements for data quality is in place.*

**Definition**  
Number of employee injuries resulting in missed work per 100 employees (annualized). Note, this metric is reported quarterly and will next be updated in the May 2023 report.

### Results

The LTIR in Q4 2022 was 4.6 injuries per 100 employees — a decrease from Q3 (5.2) and from the same period last year (4.8). The LTIR for Q4 was 18% lower than the four-quarter average. There has been an upward trend in the LTIR since 2015.

### Analysis

The increase in Q1 2022 was mainly attributed to the increase in COVID-related lost-time injuries in January due to the Omicron variant. There was a 30% drop in the Q4 LTIR since Q1 and an 31% drop since Q3.

Musculoskeletal/ergonomic-type injuries account for 19% of all lost-time injuries and represent the highest injury type. However, there was a 21% reduction in the musculoskeletal/ergonomic type injuries in 2022 compared to 2021.

Injuries due to acute emotional events account for 17% of all lost-time injuries and represent the second highest injury type.

### Action

The Ergonomic Musculoskeletal Disorder (MSD) Prevention Program focuses on preventing these types of injuries and resolving ergonomic concerns.

Specific training modules for high-risk groups have been developed and training for Wheel-Trans and Elevating Devices groups was completed in November 2022. Track and Structure group training was completed in December 2022. A new contract needs to be tendered to extend training to additional groups.

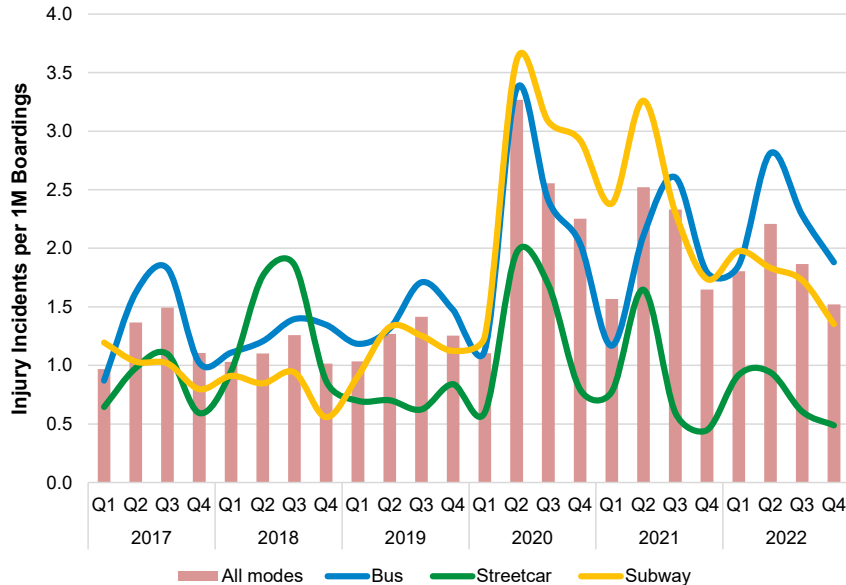
To help address the injuries due to acute emotional events, the TTC has a project underway to identify psychological health and safety (PH&S) hazards and their impact on workers at the TTC as well as to develop tools and resources to develop and implement a PH&S program. An assessment report with recommendations is currently under internal review.





# Safety and security

## Customer injury incidents rate (CIIR)



### Definition

Number of customer injury incidents per one million boardings. Note, this metric is reported quarterly and will next be updated in the May 2023 report.

### Results

The CIIR in Q4 2022 was 1.5 injury incidents per one million vehicle boardings — a decrease from Q3 (1.9) and from the same period last year (1.6). The CIIR for Q4 was 18% lower than the four-quarter average rate of 1.8 injury incidents per one million vehicle boardings. The four-quarter average, over the five years, shows a statistically significant upward trend in the CIIR.

### Analysis

The decrease in the CIIR in Q4 (down 16% from Q2) was mainly due to the decrease in bus and subway injuries (Bus CIIR is down 17% and Subway is 18% down from last quarter). Q3 and Q4 had 167 and 150 bus onboard injuries and 111 and 96 subway injuries, respectively.

### Action

We continue to monitor the CIIR and existing safety initiatives, which includes messaging to promote customer safety and safe vehicle operation. Other actions include:

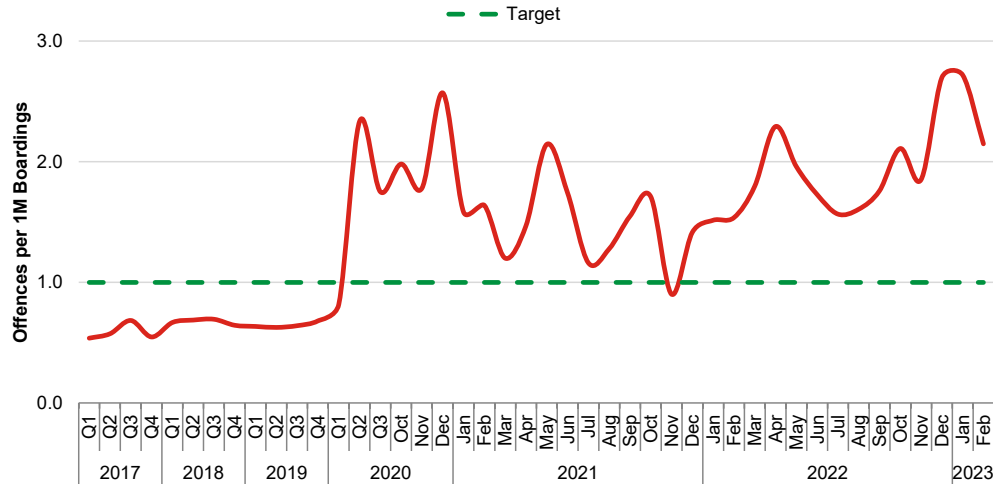
- Our reminder communications to operators include maintaining a safe following distance, being aware of your surroundings, operating to conditions and applying smooth braking and acceleration.
- We are continuing to update our safety campaigns on our vehicles and in our stations, and exploring new ways to reach our customers to communicate key safety messages.
- We launched content on our social media channels last November to highlight slips, trips and falls month and the precautions customers can take to prevent injuries.





# Safety and security

## Offences against customers



*Note: New reporting system in development. Data is still in cleaning for December and January and may have inaccuracies.*

### Definition

Number of offences against customers per one million boardings.

### Results

The number of offences against customers was 2.15 per one million boardings for February, decreasing from 2.72 in January.

### Analysis

The total number of offences decreased between January (136) and February (111), and the number of assaults and theft incidents also decreased. Additionally, Other incidents — which include mischief and harassment, among other items — decreased in February. Further, offences against customers per day decreased from January to February.

### Action

The TTC's current initiatives include:

- Multidisciplinary approach with City of Toronto and Toronto Police Service to amplify community support and incident response through short- and long-term strategies.
- Introduction of Community Safety Ambassadors and expansion of Streets to Homes to provide support and outreach for underhoused individuals.
- Increased presence of Special Constables and Security personnel throughout the TTC network to enhance safety and security of customers and staff.
- Increased staff presence and promotion of SafeTTC App and See Something Say Something campaign through stations.
- Increased streetcar cleaning will occur mid-day during peak hours, and enhanced station cleaning in order to maintain a clean environment and improved experience.

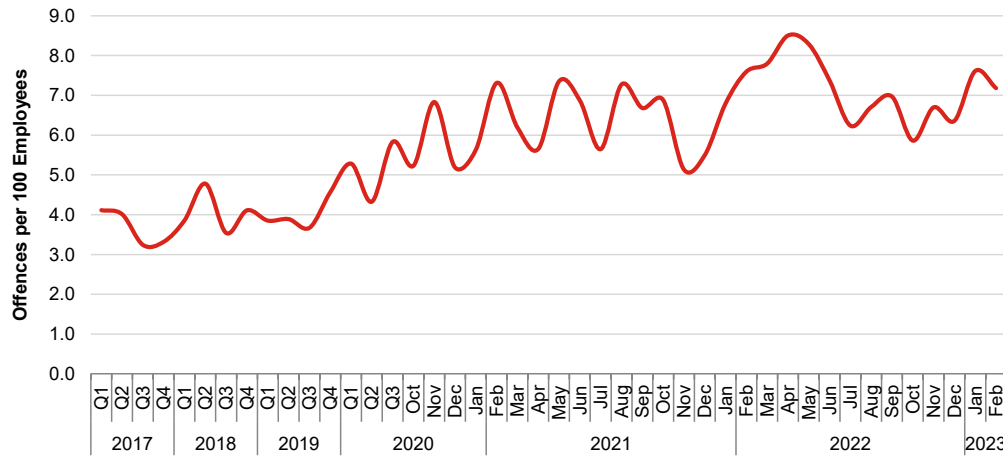
The TTC's Special Constable Service continues to monitor these statistics regularly and allocate security and support resources across the network to assist with emerging issues identified by staff and customers across the system. The TTC is in the process of hiring 55 additional Special Constables in 2023, nine of which begin in April.





# Safety and security

## Offences against employees



Note: New reporting system in development. Data is still in cleaning for Q1-2023 and may have inaccuracies.

### Definition

Number of offences against employees per 100 employees.

### Results

The number of offences against employees decreased to 8.27 offences per 100 employees in February, down from 8.69 in January.

### Analysis

In absolute terms, the number of offences decreased to 99 in February from 103 in January. The number of threats and other incidents decreased, including mischief, harassment and theft. Concurrently, offences against employees per day have decreased by 4% in February compared to January.

### Action

As part of the expansion of the 10-Point Action Plan to prevent Assaults Against Employees, the initiatives also include:

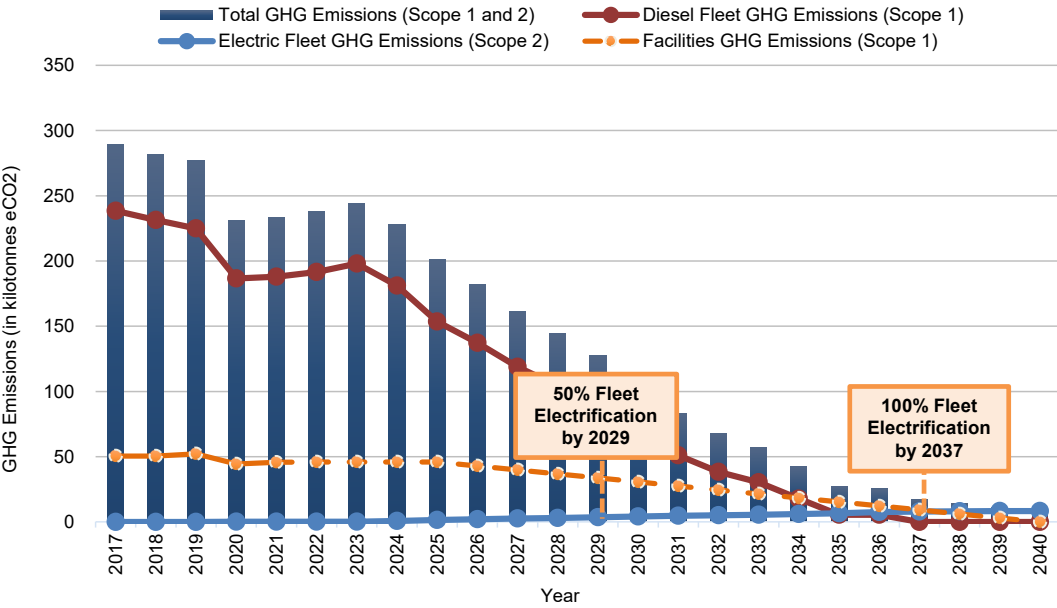
- Expanding de-escalation training to 9,000 frontline employees, including unconscious bias training. A train-the-trainer model will be used for the initial portion of the roll-out, with internal TTC instructors delivering training to frontline employees.
- Mobilizing the dispatch of blue night buses with full barriers at all bus divisions and reviewing a new prototype barrier to protect operators.
- Engaging with our unions through the Joint Labour Management Committee to provide updates on the 10-Point Action Plan and discuss recent incidents.
- Increasing the presence of both Special Constables and Security Guards through the TTC network, as well as Management personnel during peak service periods; and take multidisciplinary approaches with the City of Toronto and Toronto Police Service to improve incident response and community support through February.



# Hot topics

## Innovation and Sustainability

TTC's Net Zero Transition



### Project Snapshot

The Innovation and Sustainability Program was established to embed innovation, environmental sustainability and climate resilience into everything do. The strategy and roadmap includes the approach the TTC will take to achieve net-zero by 2040 and a plan for immediate implementation over the next five years. As the graph here illustrates, electrification of our diesel bus fleet will drive our direct emissions (Scope 1 emissions) down to near zero.

However, we will also need to decarbonize our facilities to bring down direct emissions from heating our facilities. Additionally, we need to increase the use of renewable energy to reduce indirect emissions from the generation of electricity (Scope 2 emissions).

Finally, the TTC's new Environmental Sustainability Policy, currently in draft, will set our commitments to drive down emissions from our value chain (Scope 3 emissions), and drive improvement to the TTC's overall environmental performance, such as biodiversity, water, waste and climate change resiliency.

### Action

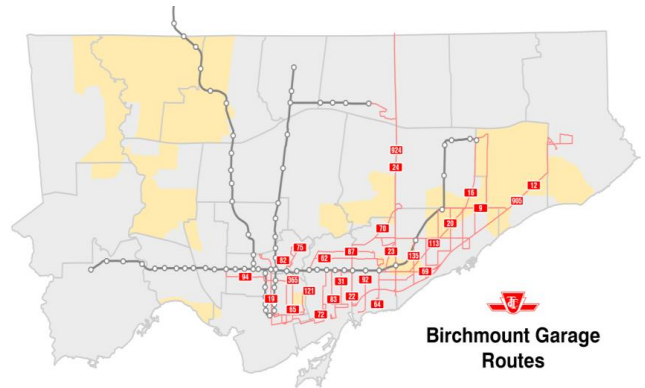
The TTC's first Innovation and Sustainability Strategy and Roadmap will be presented to the Board by Q4 of this year.

In the meantime, for more information about Scope 1, 2 and 3 emissions and how we will measure and manage emissions, visit: <https://ghgprotocol.org>.



# Hot topics

## Birchmount – Charging Proof of Concept



\*TTC will move 10 eBuses from Arrow Rd Garage to Birchmount. The 10 eBuses can serve any of these routes

### Project Snapshot

The TTC has fully commissioned 10 new eBus charging pantographs and a cutting-edge centralized charger at our Birchmount Garage. This small proof-of-concept, funded entirely by the City of Toronto, has important technical and financial implications to the TTC's overall Green Bus Program, but will also deliver immediate benefit to our customers.

The new system allows the TTC to gather and evaluate reliability and operations data prior to forging ahead with a wider call-out of this technology. Both the pantographs and more compact chargers will be instrumental in the long-term eBus deployment by saving space at bus garages and allowing for faster charging. If successful, these technologies will improve operational efficiency and allow us to minimize the encroachment of electrification infrastructure on limited bus parking space.

The location of this proof-of-concept is in southern Scarborough, allowing the TTC to start running eBuses in more parts of the city within the next couple of months. Birchmount Garage serves routes in Scarborough and the downtown, including 14 Neighbourhood Improvement Areas (NIAs). Now more of our city will have eBuses that offer a quieter, smoother, and emissions-free ride.

Finally, this project delivers strategic benefits: 1) increases charging capacity ahead of new eBus deliveries in 2024 and 2) serves as a successful demonstration of the TTC-PowerON Principal Agreement given it the first project delivered through our partnership with PowerON Energy Solutions, a subsidiary of Ontario Power Generation.

### Next Steps

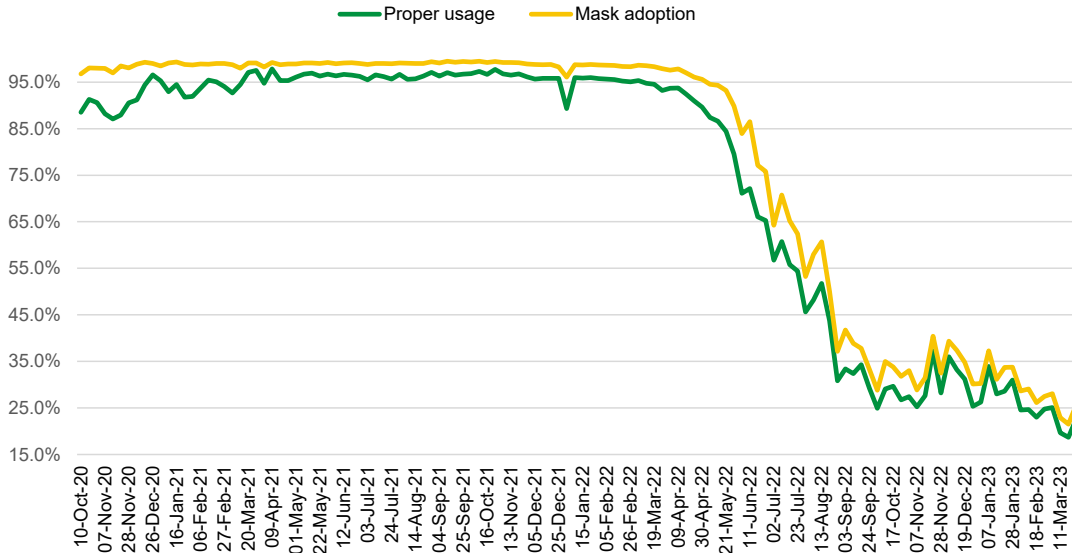
Following the official launch on Earth Day (April 22), PowerON and the TTC will monitor the reliability of the system as well as eBus performance on new routes, address any issues that arise, and then begin to optimize operational performance before deploying the technology more widely.





# 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 18, 2023, 22% of customers were wearing masks and 19% were wearing masks properly over nose, mouth and chin. There were 28,724 per week customer mask observations made across the network.

### Analysis

Since June 2020, 3.7 million free masks have been distributed to customers at schools, shelters, stations, and at high-ridership stops. The decline in mask usage and adoption progressed downward between May 2022 and August 2022. Since fall 2022, mask use has fluctuated between 30% and 40%, and this has declined to 25% and 30% in March. The TTC still strongly recommends that customers wear masks.

### Action

The TTC will continue to monitor the use of masks, which includes:

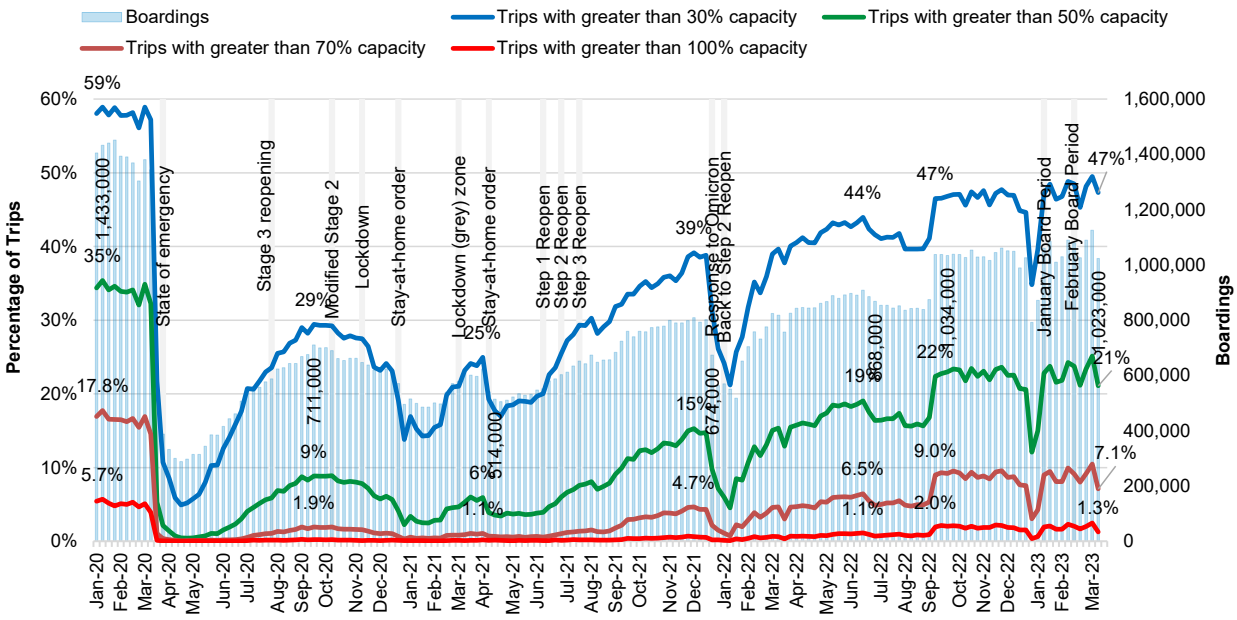
- Monitoring Customer Communications for concerns re mask use.
- Availability of free masks at stations.
- Personal Protective Equipment vending machines at select stations.
- Customer Mask Program is under review.





# 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.  
 100% of Capacity: 50 passengers onboard a standard 40-foot bus.

### Results

Bus occupancy is monitored daily. For the week ending March 23, 2023, 68% of all bus trips were under 50% occupancy, compared to 71% for the week ending February 23, 2023 and 65% pre-COVID.

### Analysis

During this time, average weekday bus boardings slightly decreased and but have remained above one million. The decrease in boardings is reflected in slight decreases to all occupancy levels, but most noticeably for trips above 70%, 80% and 100% capacity.

### Action

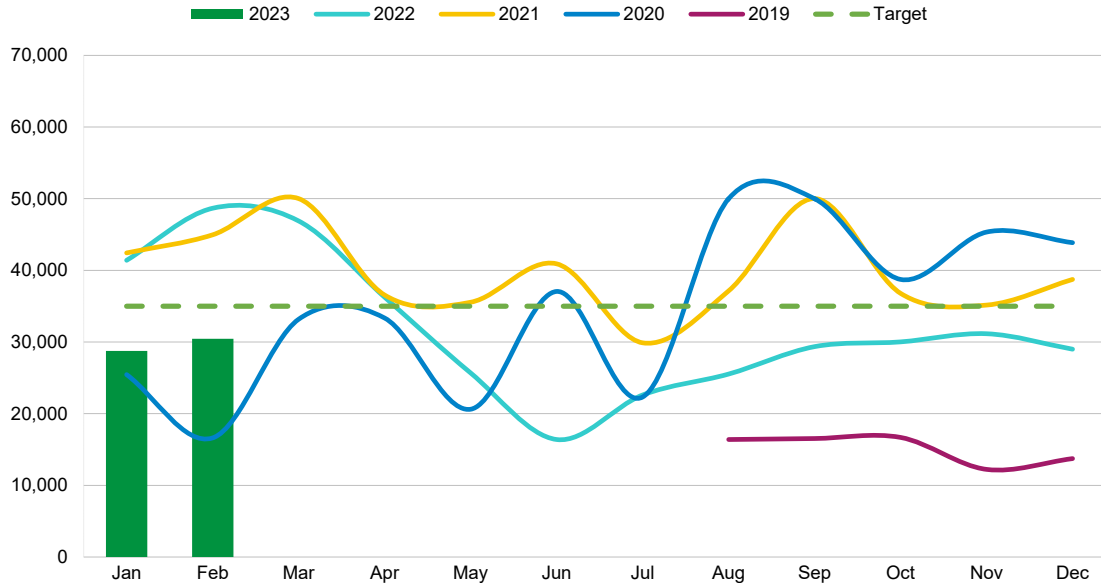
- Maintain weekly monitoring of all bus routes across 30%, 50%, 70% and 100% occupancy levels as customers settle into renewed transit routines.
- Continue weekly occupancy analysis to assist with assigning Run-As-Directed service and to inform service planning.





# Hot topics

## Streetcar mean distance between failures (MDBF)



### Definition

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

### Results

Streetcar Mean Distance Between Failures (MDBF) increased by 5.88% from January to February, after two months of consecutive decline.

### Analysis

While the MDBF remains below target, staff are addressing various operational and technical issues. Examples of operational and technical issues include quality of workmanship and premature failure of components. Improved quality assurance activities and preventative maintenance programs to address premature failures are being implemented. Corrective action so far is showing incremental improvements and staff expect targets to be achieved by April/May 2023.

### Action

Component failure data that has been collected from the last six years of vehicle fleet life is being analyzed by technical staff. Recommended preventative maintenance programs are being adjusted to reflect new information, such as premature failures and reliability of components and systems. This data collection and review process supports proper asset management principles.





**Rich Wong**  
Chief Transportation and Vehicles Officer

**Fort Monaco**  
Chief Operations and Infrastructure Officer

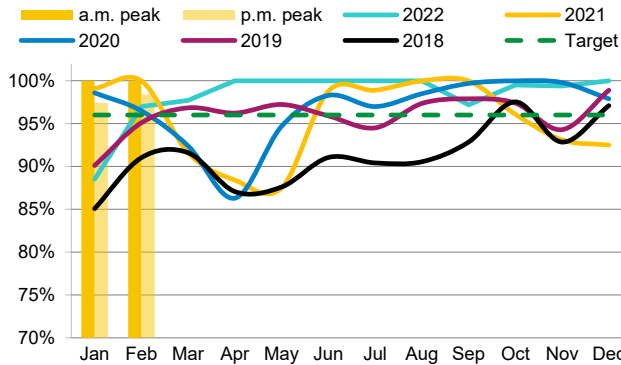
# Appendix: Service delivery

## Line 1 capacity

Total number of trains that travelled through 12 key sampling points during a.m. and p.m. peaks as a percentage of trains scheduled. Data is based on weekday service. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

**February 2023:** 100.0%  
**January 2023:** 100.0%  
**February 2022:** 97.0%

**Target:** 96.0%



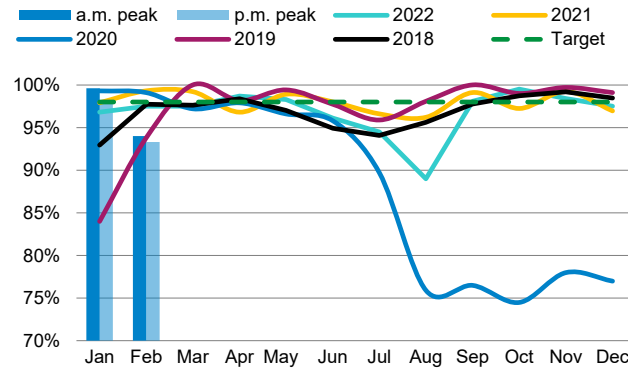
## Line 3 capacity

Total number of trains that travelled through two key sampling points during a.m. and p.m. peaks as a percentage of trains scheduled. Data is based on weekday service. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

**February 2023:** 97.3%  
**January 2023:** 98.8%  
**February 2022:** 97.5%

**Target:** 98.0%

There was an increase in rolling stock and infrastructure delays

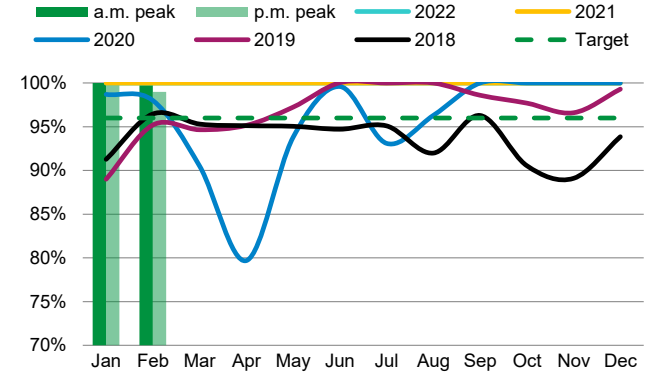


## Line 2 capacity

Total number of trains that travelled through 10 key sampling points during a.m. and p.m. peaks as a percentage of trains scheduled. Data is based on weekday service. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

**February 2023:** 100%  
**January 2023:** 100%  
**February 2022:** 100%

**Target:** 96.0%

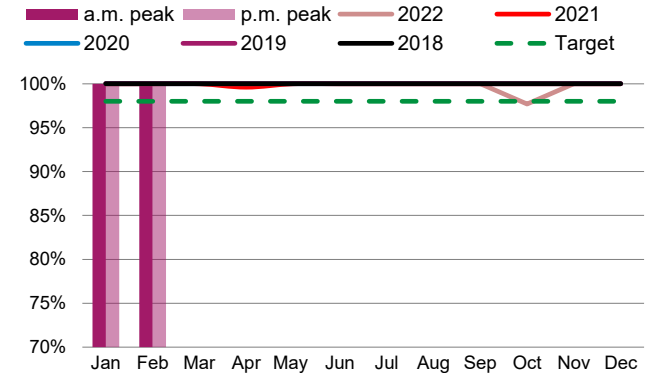


## Line 4 capacity

Total number of trains that travelled through two key sampling points during a.m. and p.m. peaks as a percentage of trains scheduled. Data is based on weekday service. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

**February 2023:** 100.0%  
**January 2023:** 100.0%  
**February 2022:** 100.0%

**Target:** 98.0%





**Rich Wong**  
Chief Transportation and Vehicles Officer

**Fort Monaco**  
Chief Operations and Infrastructure Officer

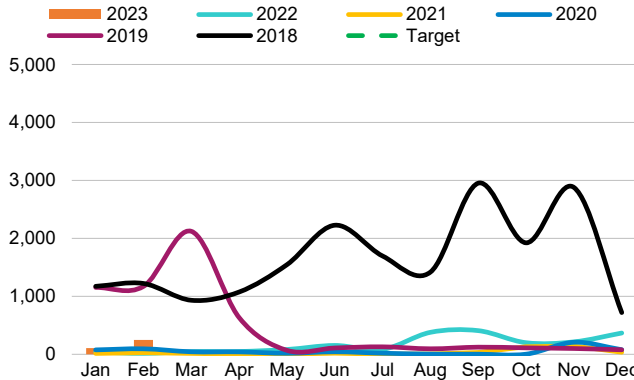
# Appendix: Service delivery

## 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 2023: 247  
January 2023: 108  
February 2022: 15

Target: This target is under review.

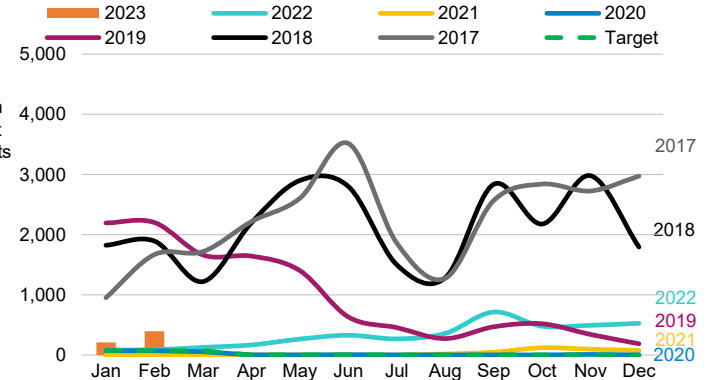


## Bus short turns

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 2023: 397  
January 2023: 209  
February 2022: 86

Target: This target is under review.

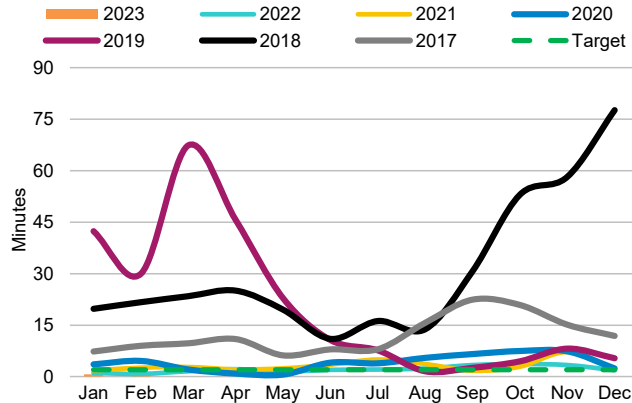


## Wheel-Trans contact centre wait time

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

February 2023: 1  
January 2023: 0.7  
February 2022: 2

Target: Less than 2



# Appendix: Cleanliness



**Rich Wong**  
Chief Transportation and Vehicles Officer

**Fort Monaco**  
Chief Operations and Infrastructure Officer

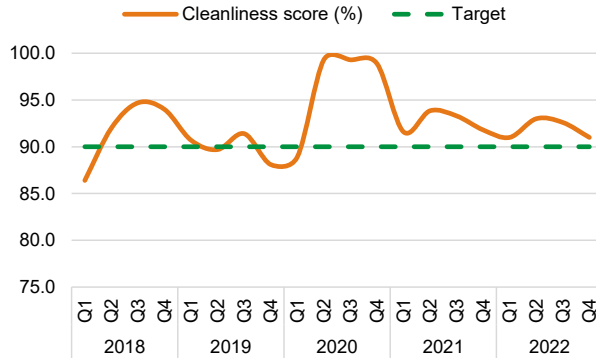
## Bus cleanliness

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

**Q4:** 90.0%  
**Q3:** 92.6%  
**Q4 2021:** 91.8%

**Target:** 90.0%

Q1 results for 2023 are pending completion of Period 3.



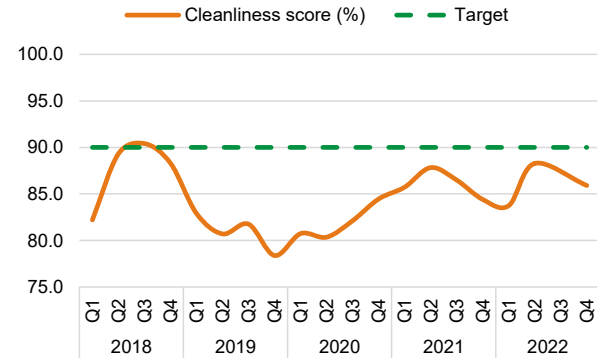
## Streetcar cleanliness

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

**Q4:** 85.9%  
**Q3:** NA  
**Q4 2021:** 84.4%

**Target:** 90.0%

Q1 results for 2023 are pending completion of Period 3.



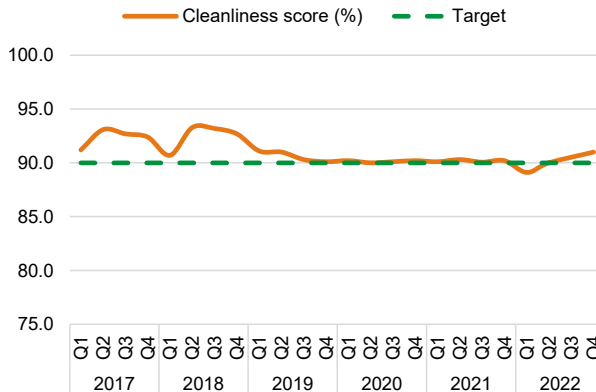
## Subway cleanliness

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

**Q4:** 91.0%  
**Q3:** NA  
**Q4 2021:** 90.0%

**Target:** 90.0%

Q1 results for 2023 are pending completion of Period 3.



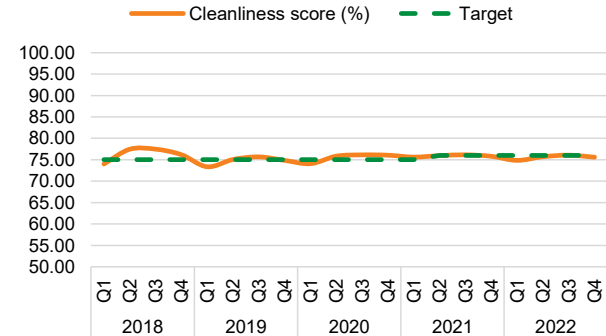
## Station cleanliness

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

**Q4:** 75.6%  
**Q3:** 76.1%  
**Q4 2021:** 75.81%

**Target:** 76.0%

Audits resumed in Q1 2023, data and reports are pending.



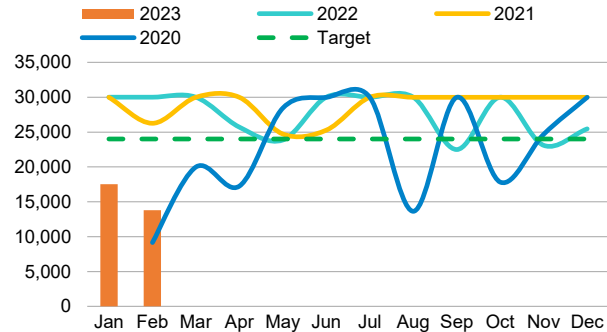
# Appendix: Asset reliability

## eBus mean distance between failures

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

**February 2023:** 13,800  
**January 2023:** 17,511  
**February 2022:** 30,000

**Target:** 24,000 km ❌

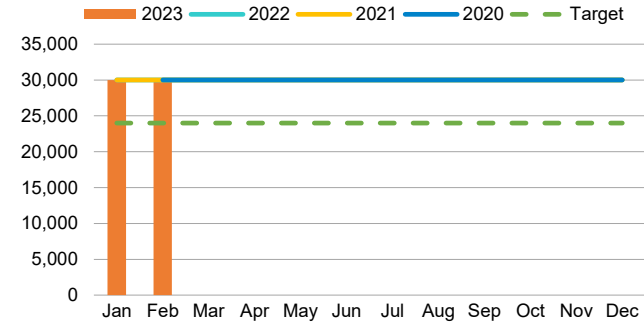


## Hybrid bus mean distance between failures

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

**February 2023:** 30,000  
**January 2023:** 30,000  
**February 2022:** 30,000

**Target:** 24,000 km ✅

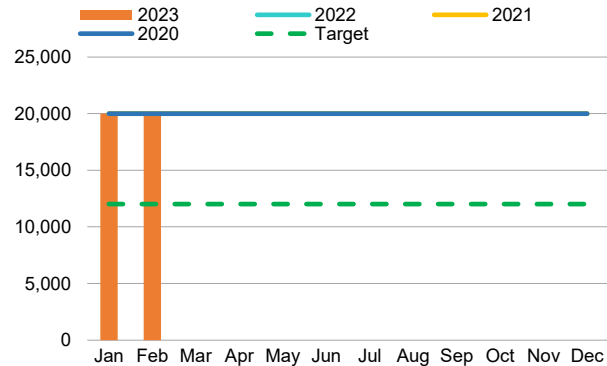


## Clean-diesel bus mean distance between failures

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

**February 2023:** 20,000  
**January 2023:** 20,000  
**February 2022:** 20,000

**Target:** 12,000 km ✅

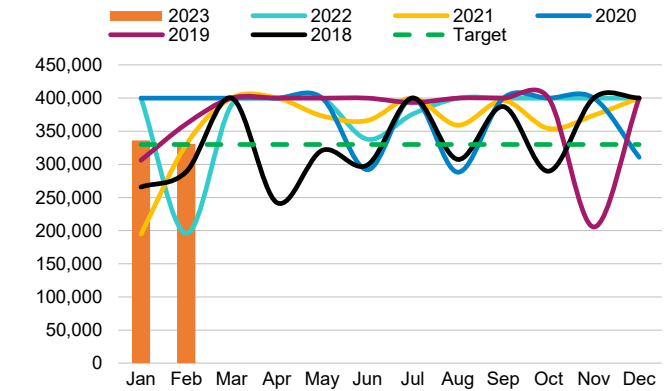


## T1 train mean distance between failures

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

**February 2023:** 331,000  
**January 2023:** 336,000  
**February 2022:** 196,000

**Target:** 330,000 km ✅





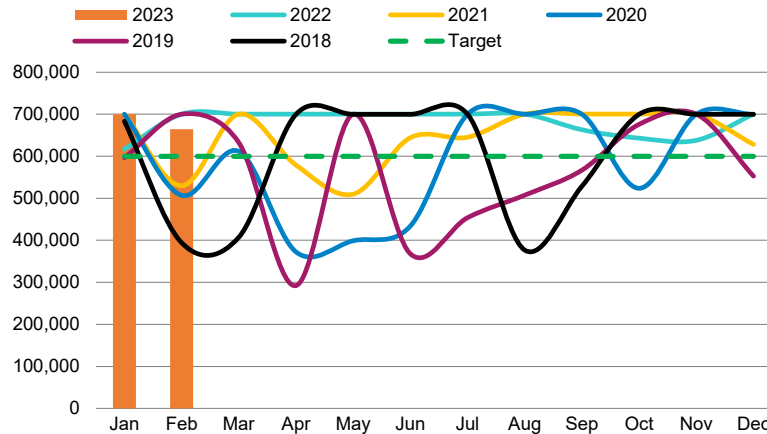
# Appendix: Asset reliability

## 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.

**February 2023:** 664,000  
**January 2023:** 700,000  
**February 2022:** 700,000

**Target:** 600,000 km

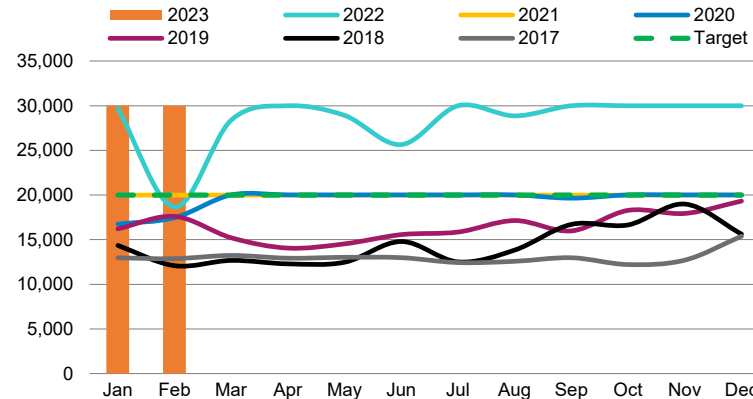


## W-T Mean distance between failures

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

**February 2023:** 30,000  
**January 2023:** 30,000  
**February 2022:** 18,678

**Target:** 20,000 km





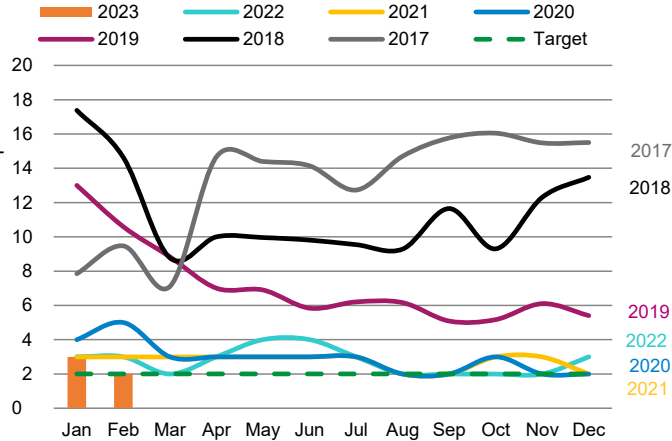
# Appendix: Asset reliability

## 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.

February 2023: 2  
January 2023: 3  
February 2022: 3

Target: Less than 2

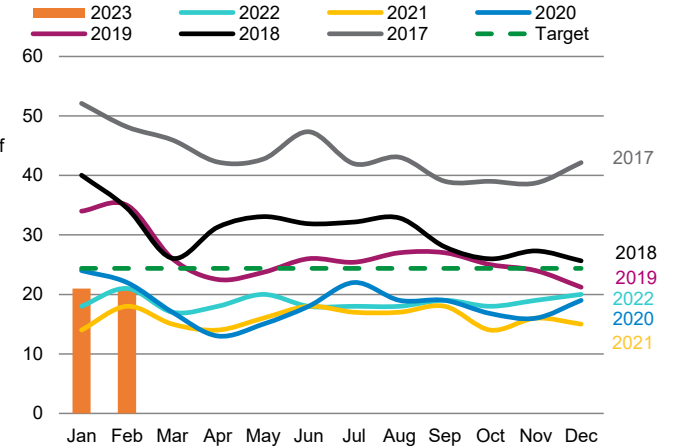


## Bus road calls and change offs

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.

February 2023: 21  
January 2023: 21  
February 2022: 21

Target: Less than 24







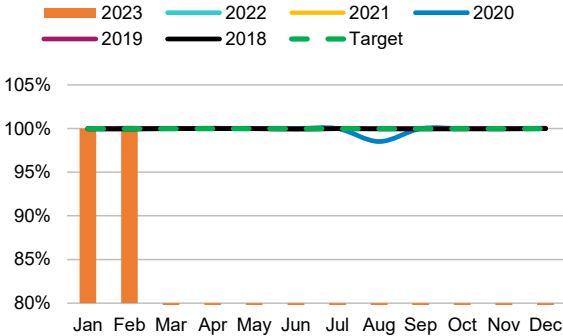
# Appendix: Asset availability

## 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 2023:** 100%  
**January 2023:** 100%  
**January 2022:** 100%

**Target (RW):** 100%

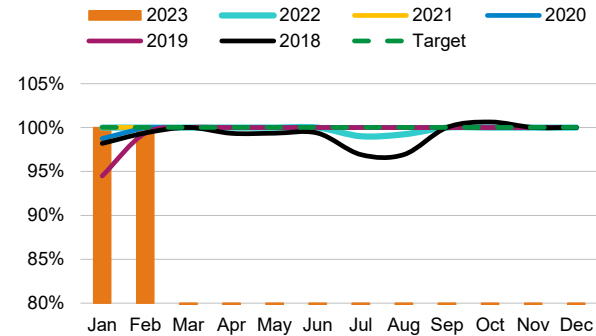


## Streetcar service availability

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

**February 2023:** 100%  
**January 2023:** 100%  
**February 2022:** 100%

**Target (RW):** 100%

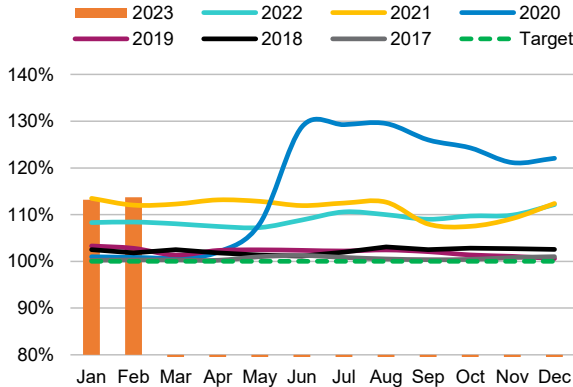


## Bus service availability

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

**February 2023:** 113.7%  
**January 2023:** 113.2%  
**February 2022:** 108.4%

**Target (RW):** 100%



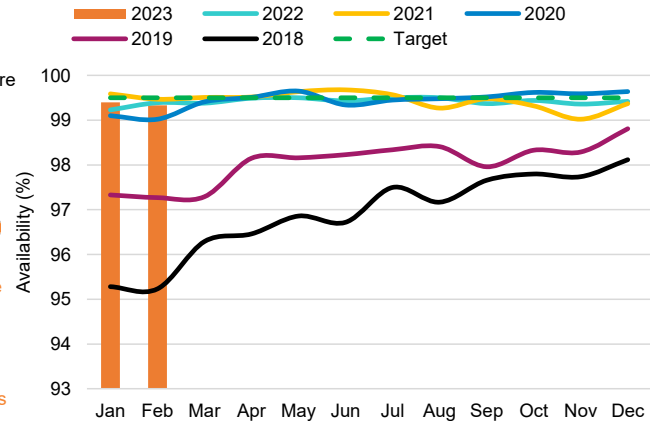
## Fare gate availability

Percentage of fare gates are available for use.

**February 2023:** 99.33%  
**January 2023:** 99.40%  
**February 2022:** 99.39%

**Target (SH):** 99.50%

A new software patch is improving availability. The other issues have been resolved and we are expecting a continued improvement in the reliability of the Fare gates through 2023





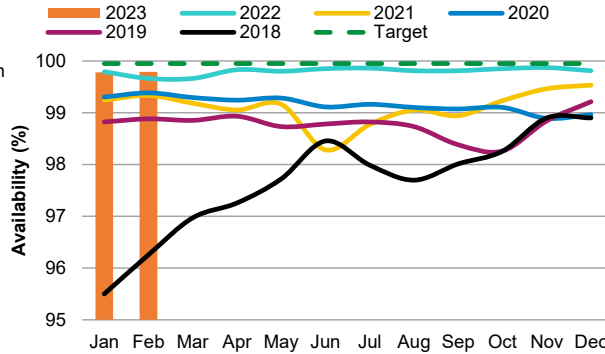
# Appendix: Asset availability

## 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 2023:** 99.79%  
**January 2023:** 99.78%  
**February 2022:** 99.66%

**Target:** 99.99% ❌  
Project to replace card readers nearing end of life started in January 2023. New fare payment card readers will improve reliability and availability.

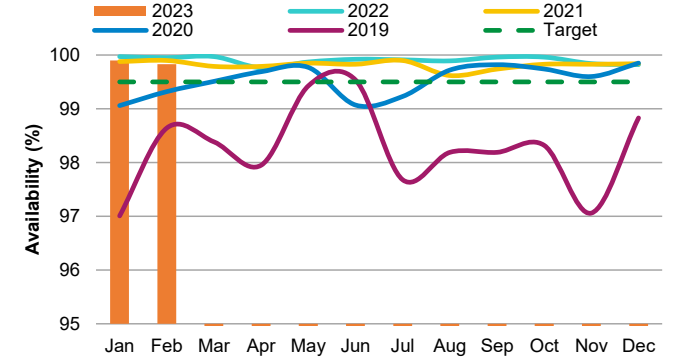


## PRESTO Fares and Transfers Machine (FTM)

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

**January:** 99.90%  
**December:** 99.82%  
**January 2022:** 99.84%

**Target:** 99.50% ✅

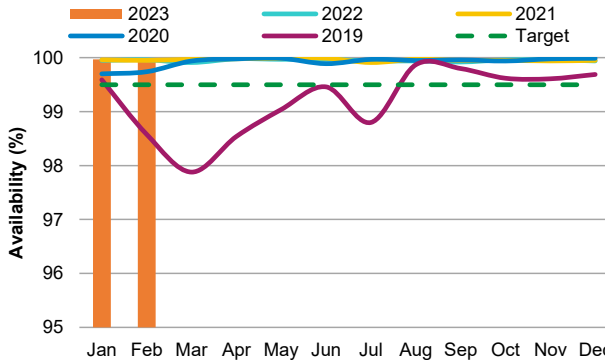


## PRESTO Self-Serve Reload Machine (SSRM)

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 2023:** 99.96%  
**January 2023:** 99.97%  
**February 2022:** 99.95%

**Target:** 99.50% ✅

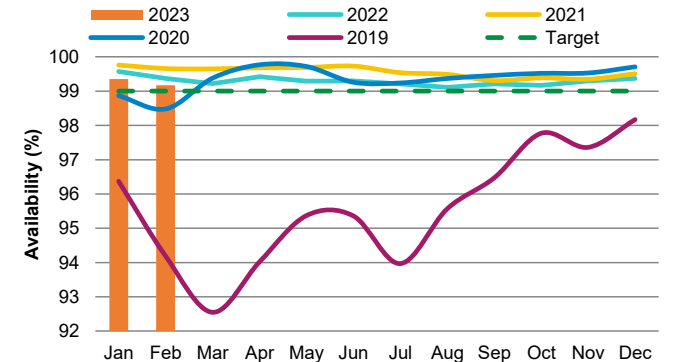


## PRESTO Fare Vending Machine (FVM)

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 2023:** 99.17%  
**January 2023:** 99.90%  
**February 2022:** 99.37%

**Target:** 99.00% ✅



# Appendix 2: Safety

## Regulatory compliance

This table summarizes the number of regulatory interactions and orders issued in 2022 (January 1 to December 31)<sup>1</sup> 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, e-mail or in person.
- Visit to a site or TTC property, pre-planned or unplanned, by a regulatory officer.

Type	Interactions/visits	Requirement orders <sup>2</sup> issued	Non-compliance orders <sup>3</sup> issued	Status
Ministry of Labour, Immigration, Training and Skills Development	89	13	11 <sup>a</sup>	Compliance achieved
Ministry of the Environment, Conservation and Parks	0	0	0	No orders issued
Technical Standards and Safety Authority	0	0	0	No orders issued
City of Toronto	4	0	1 <sup>b</sup>	Compliance achieved
Toronto Fire Services	66	0	4 <sup>c</sup>	Compliance achieved

<sup>1</sup> Next update will be available in the May 2023 CEO's Report

<sup>2</sup> Orders issued to provide documentation/information

<sup>3</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 11 MLTSD non-compliance orders were: seven non-compliance with OHSA (Duties of Employers, 25(1) and 25(2)), two non-compliance with OHSA (Powers of Inspector, 54(1)), one non-compliance with OHSA (Orders by Inspector, 57(6)), one non-compliance with O. Reg. 213/91, Construction Projects (Registration and Notices, 6(3))

<sup>b</sup> The City of Toronto non-compliance order was for a sewer bylaw exceedance at Malvern Garage.

<sup>c</sup> Two of the TFS non-compliance orders were for fire alarm panel troubles, and two were for incomplete (missing signage and unfinished paving) fire access route at Wilson Yard.

