



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

Date: December 7, 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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## **Signature**

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Richard J. Leary  
Chief Executive Officer

## **Attachments**

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

# CEO's Report

Toronto Transit Commission

December 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



**1.3 million**  
Rides per  
weekday



**185K**  
weekly  
service hours



**6,400+** km  
of routes



**2,114**  
buses



**206**  
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...

Did you know that the TTC has been increasing regular service hours since September? Service increased to 95 per cent in November, with bus service at 99 per cent of pre-pandemic levels.



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*Note: Since the December Board meeting is December 7, this report has been modified to include Key Performance Indicators (KPIs) that have data available, however KPIs such as Surface OTP and Diversity have been excluded. The January CEO Report will resume with all KPIs.*



# CEO's commentary



In 2023, the TTC continued to play an essential role in the lives of our customers, who trust us to help them get around Toronto. Whether it is to get to work, to appointments, or to shop for groceries – our customers continue to rely on us on a daily basis.

This year has been marked by a steady return in ridership. For the week ending November 17, the TTC's average weekday boardings stand at 80 per cent of pre-COVID levels. Boardings by mode continue to be highest on the bus network at 94 per cent of pre-COVID levels, while streetcar and subway boardings were 67 per cent and 71 per cent, respectively. Wheel-Trans ridership is at 76 per cent of pre-COVID.

This year, the TTC has moved the needle on several fronts. This CEO Commentary captures some of the highlights of 2023 – from improving service to introducing open payment to procuring an energy-efficient fleet – we have accomplished a lot as an organization.

Our successes are attributable to the most important part of the TTC – our employees. They were essential in keeping Toronto moving this year and continue to be the engine that drives us forward to provide excellent service to the city we serve.

I want to give a heartfelt thanks to all our employees, and I look forward to working with you all in 2024.

## Diversity and Culture Group

### **Celebrating our diversity**

Diversity, equity and inclusion remain priorities for the TTC. This year, we had several customer-facing campaigns where we wrapped our vehicles to celebrate Toronto's diversity and also to raise awareness across the city.



*Streetcar wrapped celebrating diversity.*



# CEO's commentary

We began the year by celebrating the Lunar New Year and sending good wishes to those who celebrated the Year of the Rabbit. In February, we participated in Black History Month with customer and employee campaigns, focusing on this year's theme of *Moving Legacies: Celebrating Black Innovation and Resistance in Ontario*. In June, the TTC recognized both Pride and Indigenous Peoples Month. The theme for this year's Indigenous Peoples Month campaign was *Gathering and Sharing Stories*. Led by Indigenous members of the Diversity and Culture Group, stunning artwork by Toronto's Indigenous artists, many of whom are two-spirited, was showcased on bus and streetcar wraps travelling around the city.

This summer, for the first time, the TTC participated in the Toronto Caribbean Carnival and had a wrapped bus in the Grand Parade. Employees were encouraged to attend and led several events across the Commission to mark the occasion.

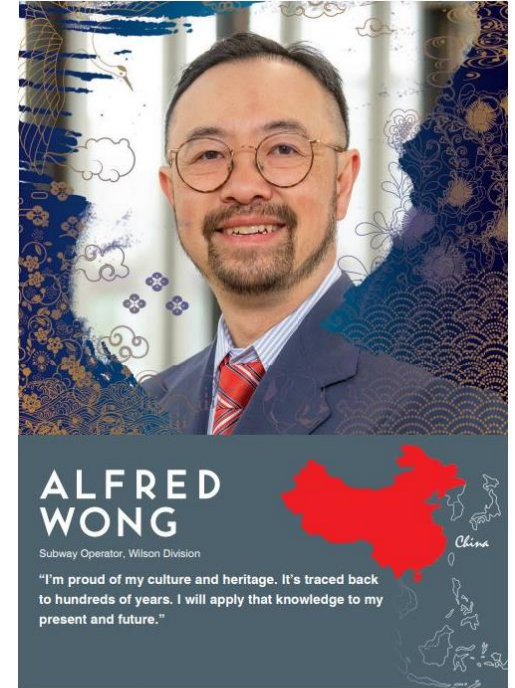
Along with the campaigns already mentioned, the TTC celebrated its employees through comprehensive internal communications campaigns recognizing Asian Heritage Month, Caribbean Heritage Month, and Latin American Heritage Month.

The TTC continues to work hard to fulfill its commitments under its 10-Point Action Plan on Diversity and Inclusion, which was launched in December 2020. Together, we will continue to build an inclusive transit system and workplace where everyone feels welcome.

## Employee Accessibility and Inclusion Survey: Your Voice Matters

To support the TTC's goal of becoming a more accessible and inclusive workplace for all employees, the Diversity Department, in partnership with the Engineering Department, launched the Employee Accessibility and Inclusion Survey: Your Voice Matters last month. This survey will help the TTC understand the diverse accessibility needs of employees, and identify and remove barriers to accessibility in the workplace.

Stay tuned for updates on this important work in the new year.



We proudly support our employees of Asian descent and celebrate Asian Heritage Month on our path to build a more inclusive TTC.



#AHMxTTC

Employee poster campaign recognizing Asian Heritage Month.



# CEO's commentary

Recognizing the challenges faced by individuals with intellectual disabilities on public transit, the TTC offers support services. At Special Olympics Ontario events, the TTC provided a bus and encouraged athletes as well as their families to board the bus and get comfortable, in turn reducing anxiety. Information on MagnusMode's MagnusCards, and step-by-step guides for TTC use were provided. A designated Travel Trainer was present on the bus to address questions, and additional materials included "Please Offer Me a Seat" buttons, Family of Services information, and TTC colouring books.

Congratulations to all those who supported this important work!

## **Strategy and Customer Experience Group**

### **Free rides on New Year's Eve**

Our friends at Corby Spirit and Wine will be back to sponsor free TTC rides this New Year's Eve. The TTC will be free of charge starting at 7 p.m. on December 31 until 8 a.m. on New Year's Day, January 1. This will be the ninth time Corby has sponsored free travel to encourage revellers to

celebrate the holidays responsibly and leave the driving to the TTC.

### **Open Payment introduced on the TTC**

In August, Open Payment was introduced on the TTC. TTC customers can now use their credit or debit cards to pay fares, including cards on a smartphone or smartwatch. Open Payment increases customer convenience, and it is particularly helpful for those visiting from out of town.

The TTC has been partnering with VISA and AMEX among others to support the use of Open Payment. Both companies have made substantial advertising buys on the TTC. Additionally, Interac has offered free rides to TTC customers who are tapping into the system with their Interac card, and Rogers has offered a similar discount to customers using their bank card.

### **TTC welcomed new ACAT Chair**

The Advisory Committee on Accessible Transit (ACAT) has been a strong and guiding voice on issues of accessibility, eligibility, and new technology for more than three decades. The TTC welcomed

new Chair Anita Dressler at the start of the year. Ms. Dressler has served on numerous boards, tribunals, appeal panels and committees throughout her career, and most recently was ACAT's Vice-Chair. She is very passionate about her work and the positive impacts her work has had on improving the lives of seniors and persons with disabilities.

## **Transportation and Vehicles Group**

### **Line 3 Bus Replacement Plan**

The Line 3 Bus Replacement Plan, with full transit priority measures, including an express corridor between Scarborough Centre and Kennedy stations, got underway on November 19.

The interim express service was replaced by extended bus service between Scarborough Centre and Kennedy on the following routes: 38 Highland Creek/938 Highland Creek Express, 129 McCowan North, 131 Nugget, 133 Neilson, 903 Kennedy-Scarborough Centre Express, 939 Finch Express and 985 Sheppard East Express.





# CEO's commentary

Service changes have helped reduce travel times and improve the quality of trips for customers travelling between those stations as well as to and from Centenary Hospital, Centennial College, University of Toronto Scarborough Campus and Rouge Hill GO.



Image of new Wheel-Trans buses.

## Wheel-Trans launched its new mobile app in 2023

This year, Wheel-Trans launched its new mobile app on September 25. Customers can use the app with a smartphone to plan door-to-door and Family of Services (FOS) trips, track vehicle location on a map in real-time, receive service alerts, view trip history, reset passwords, and modify their communication preferences. The app is available for iOS and Android users and supports most functions on the Wheel-Trans Self-booking website. The app is another important tool that offers riders spontaneity and autonomy in trip planning.

My thanks to Wheel-Trans staff who have been working diligently to re-register customers who had registered for the specialized service prior to January 2017. More than 5,000 riders and counting have been re-registered in 2023 alone.

This app is just one example of how we are continuing to look at improving our customer experience.

## Newest accessible streetcar enters service on 504 King route

We were thrilled last month to launch our newest accessible streetcar into service.

Federal, Provincial and City officials joined us for Car #4604's first official run on the 504 route on November 17. The TTC has two new vehicles on property, and over the next couple of years, we will receive 60 streetcars, bringing the total fleet size to 264. We are grateful for the continued support from all levels of government as we plan for the future growth and ridership in our great city.

My thanks to following public officials for joining us for the milestone event: The Honourable Deputy Prime Minister Chrystia Freeland, Minister of Transportation Prabmeet Sarkaria, Associate Minister of Transportation Vijay Thanigasalam, MPP Hardeep Singh Grewal, Mayor Olivia Chow and TTC Chair Jamaal Myers.



TTC joined by Federal, Provincial and City officials supporting the launch of new accessible streetcar.



# CEO's commentary



## Service on Line 3 Scarborough is ending November 2023

For more details and translated information,  
visit [ttc.ca/line3](http://ttc.ca/line3)



*Service on Line 3 is ending poster.*

### Operations and Infrastructure Group

#### **Improved 5G access on the TTC**

Rogers expanded the rollout of their modern 5G network in November. This means 5G wireless service is now available at all subway stations and the tunnels on Line 1 from Sheppard West to Vaughan Metropolitan Centre for Rogers customers.

It also means more reliable 9-1-1 access for all cellphone users in those areas. I understand that they have been working with Bell and Telus to ensure all carriers are on board as soon as possible.

The TTC and Rogers are working to develop a schedule for installing infrastructure on the remaining tunnelled areas of the TTC subway to meet the Federal government's 2026 deadline for completion of a network for all customers regardless of carrier. We will continue to keep you updated on this file.

#### **Goodbye, SRT!**

In September, we officially said goodbye to the Scarborough RT. The TTC held

an open house for customers and employees at Scarborough Centre Station to wish a fond farewell to Line 3. Thousands attended to celebrate nearly 40 years of RT rail service in Scarborough.

In August, the TTC confirmed that train service, originally scheduled to end in November, would not restart following the July 24 derailment. Over the years, TTC operations and maintenance crews performed exceptional work to keep the line running well beyond its design life.

The SRT has been a huge part of Scarborough, and we were thrilled that many of our employees and the public could join us to share their memories of the SRT and to say goodbye one last time.

### Engineering, Construction and Expansion Group

#### **Bloor Yonge Capacity Improvement Project continues to move forward**

This spring, the TTC officially opened its Bloor-Yonge Capacity Improvements

Project community office at 25 Hayden St. The community office is critical in providing a place for members of the community to meet with TTC project staff, ask questions, and address concerns related to the upcoming expansion and rehabilitation of the TTC's Bloor-Yonge subway station.

In December 2022, the federal, provincial, and municipal governments announced joint funding of up to \$1.5 billion for the expansion and rehabilitation of Bloor-Yonge Station.

The funding will allow the TTC to improve efficiency and capacity and reduce overcrowding during rush hours in the existing interchange station. Work will include the construction of a second platform on Line 2 for eastbound service, an expansion of the Line 1 northbound and southbound platforms, new elevators, escalators, and stairs, and the construction of a new accessible entrance and exit on Bloor Street East.

Stay tuned for more updates in the coming year.



# CEO's commentary

## Innovation and Sustainability Group

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

In April, we launched our first 10 eBus pantograph charging systems with a cutting-edge, compact, centralized rectification system at Birchmount Garage. While overhead pantograph charging systems are not novel to the transit industry, it is a first for the TTC.

Our garage facilities vary in size, capacity, structure, layout and operations, and as such, it is important to explore different types of charging systems and configurations to determine the best charging technology for us. The centralized rectification system reduces the area required for chargers by half compared to our current decentralized installation, leaving more space at our garages for the buses.

This installation provides us with an opportunity for a thorough testing of these future-proofing technologies before scaling-up for full-fleet electrification.

This now fully operational proof-of-concept allows for eBus operation out of Birchmount. Ten of 25 buses at Arrow Road were moved to Birchmount to support this installation. As a result, for the first time, customers in the Downtown East, East York and Eastern Scarborough, including 14 Neighbourhood Improvement Areas, began to see the benefits of nearly 100-per-cent emissions-free bus operations.

### **More hybrid-electric buses enter fleet**

Earlier this year, the TTC began receiving the first of 336 additional hybrid-electric buses as part of the transition to a completely zero-emissions fleet. These comfortable, reliable, and eco-friendly buses began entering revenue service in May and will continue to arrive through to early next year. With this procurement, a third of the TTC's bus fleet will be made up of low- or zero-emissions buses by mid-2024. This is the final hybrid-electric bus procurement before the TTC transitions to eBus-only purchases.

## Safety and Environment Group

### **Transit Worker Assault Awareness Day**

Transit Worker Assault Awareness Day will be recognized on Sunday, December 17. This day of recognition brings attention to the abuse and assault that transit workers, including our very own employees, face on a daily basis while performing their duties.

This year, the TTC introduced a new Trauma Assist Program to support employees exposed to traumatic incidents in their workplace, such as a traumatic injury, violent act, or death. Offered through the TTC's Employee and Family Assistance Program, this program provides specialized care to treat individuals, manage symptoms, and build resiliency through a flexible program that adapts to the needs of each individual. This program helps individuals quickly access and receive assistance and counselling from specialized clinicians.



# CEO's commentary

It cannot be stressed enough that the TTC takes all instances of physical abuse, harassment, and threats seriously. The safety and security of TTC employees, as well as our customers, is our top priority. The TTC is continuously looking at solutions to support our workers and customers better.

The TTC continues its multi-disciplinary approach and collaboration with the City of Toronto, other orders of government, external agencies, and Union partners to ensure the safety and well-being of employees, customers, and members of the public. We collaborate with the City through the Interdivisional Table, engage with the Amalgamated Transit Union Local 113 through the Joint Labour Management Committee as well as participate in CUTA's Safety and Security Task Force.

As always, I want to extend a special thanks to everyone working through the holidays to ensure our customers get where they need to go safely and quickly.

Wishing everyone a happy Holiday Season and New Year!

The next scheduled TTC Board meeting will be on Thursday, December 7. The public meeting will be live-streamed on the Official TTC YouTube Channel.

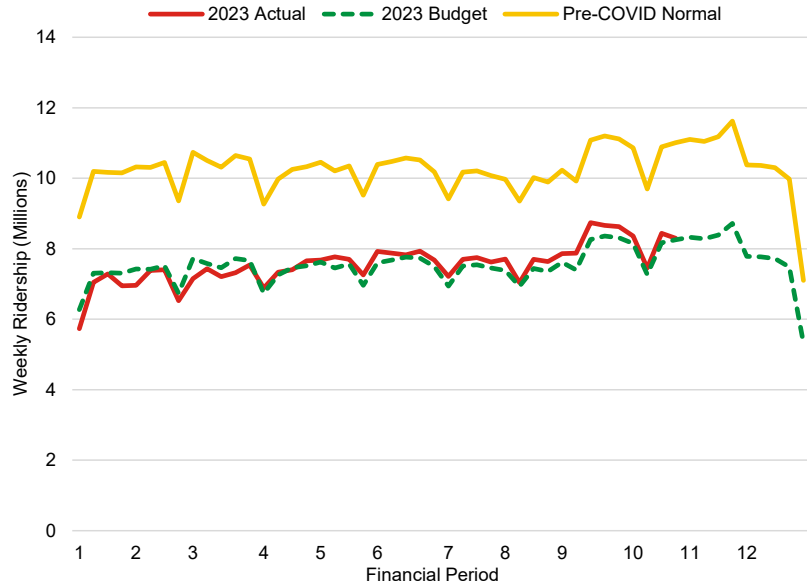
**Richard J. Leary**  
**Chief Executive Officer**  
**December 2023**





# 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 10 (October 1 to October 28, 2023) revenue rides totalled 32.6 million, representing 77% of pre-COVID experience and 0.7 million or 2.2% above budgeted revenue rides. Period 10 average weekly ridership decreased to 8.1 million rides per week from 8.4 million revenue rides per week in Period 9.

Year-to-date revenue rides totalled 325.6 million, which is 2.9 million above budget and cumulatively represents 74% of pre-COVID experience.

### Analysis

Revenue ridership has seen steady growth thus far in 2023. Ridership was slightly below budget in the first quarter due to a few significant weather events that occurred during the first three months of the year. With no significant weather events after March, ridership has remained slightly above budget since the first quarter. Similar to

pre-COVID experience and in line with seasonality, weekly ridership increased again in September before decreasing slightly in October. However, Period 10 ridership still remains higher than expected, averaging 2.2% above budgeted levels for Period 10, as noted above.

Consistent with the decrease in weekly ridership from September to October, the percentage of unique PRESTO riders using the system each week saw a corresponding drop to up to 94% of pre-COVID levels in Period 10 from 97% reported in Period 9. While travel frequency patterns of riders continue to reflect higher usage amongst riders using the system less frequently, actual frequency experienced in Period 10 resulted in the number of unique riders classified as “commuters” (i.e. ride four of five weekdays per week) at 62% of March 2020 levels in Period 10 (versus 65% in Period 9) and riders who use transit less

frequently (ride less than four weekdays per week) at 116% of March 2020 levels (versus 121% in Period 9). The overall ridership decline from Period 9 to Period 10 is likely due to an increase in seasonal illness, the holiday long weekend (Thanksgiving) and post-secondary fall reading weeks.

Day-of-week use continues to be highest and consistent across Tuesday to Thursday, averaging approximately 76% of pre-COVID levels. Weekend recovery is at approximately 88% of pre-COVID levels, demonstrating a consistently stronger recovery rate than experienced on weekdays.

### Action

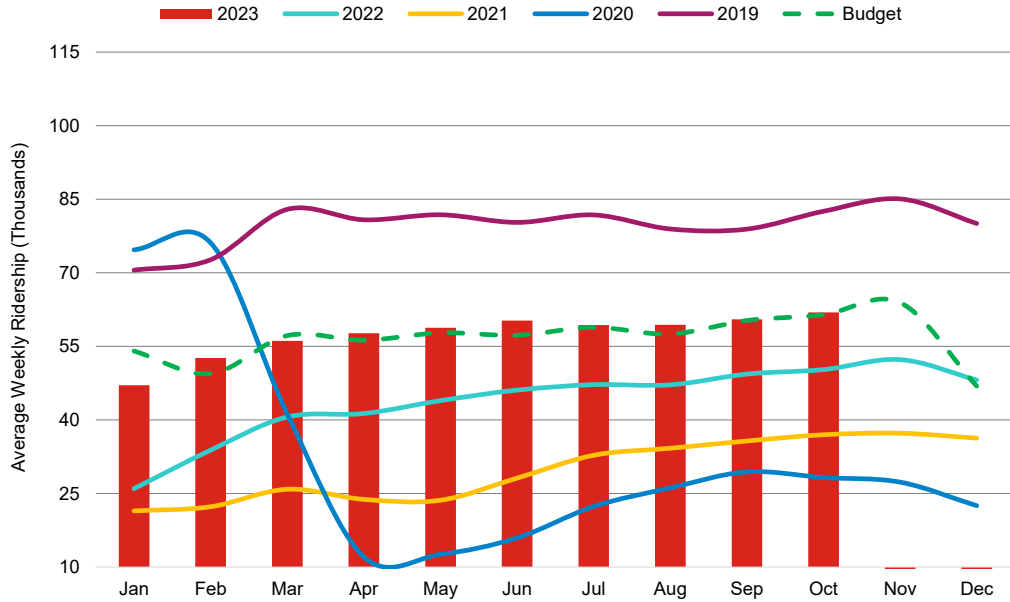
Actual fall experience will continue to be monitored as it will be critical to understand any change to commuter patterns or discretionary travel, further informing projections to year-end and the 2024 Budget.





# 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 10 (October 1 to October 28, 2023) was 247,782 (or 61,946 passengers per week). This figure was 0.8% higher than the budgeted 61,440 customers per week. In terms of year-over-year growth, the Period 10 year-to-date (YTD) ridership is **34.6% higher compared to the same period in 2022** and is 0.6% (15,700) over the 2023 YTD budget. The 2023 YTD ridership represents 71.7% of the pre-COVID experience in Period 10 2019.

### Analysis

The ridership recovery seen in 2023 is expected to continue for the rest of the year and into 2024 (as submitted via the 2024 Ridership Projection). Wheel-Trans registrant growth has remained relatively flat from the previous period while customer trip frequency has increased slightly. As we enter the holiday travel season, we expect there to be an increase in ridership in line with seasonal trends.

### Action

Record high accommodation levels of 99.9% (the rate of customer trip requests resulting in the customer being accommodated with a booking), combined with record low response time to incoming calls, has had a positive impact on the ability for customers to book trips (refer to page 29 in appendix). Wheel-Trans will continue to monitor customer travel patterns/trends to track the impacts on ridership.

Wheel-Trans is also working on winter readiness to ensure ridership demand is met even in challenging weather conditions.

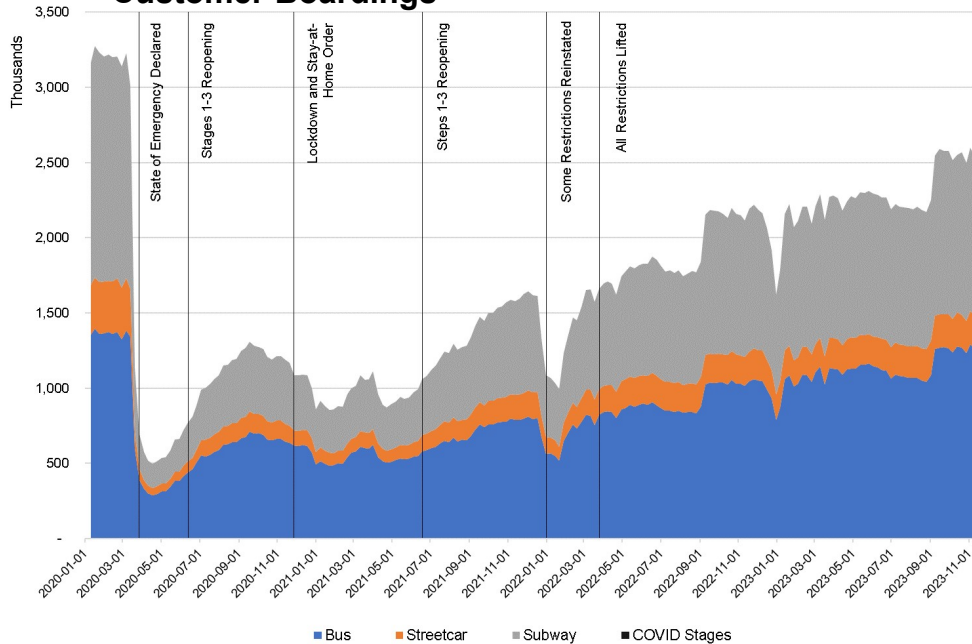
Note: Wheel-Trans ridership is not included in TTC ridership totals





# Ridership

## Customer Boardings



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

### Results

Average weekday boardings were 2.54 million for the first three weeks of November 2023, unchanged from October 2023. This is down 0.5% from September 2023, although the first week of November represents a post-pandemic record.

### Analysis

Average weekday boardings slightly increased over October boardings for streetcar (+1.1%) while bus and subway remained unchanged.

Demand continues to vary across weekdays as the impacts of remote work continue. Compared to seasonally adjusted pre-COVID levels, average weekday boardings in mid-November are 94% for bus, 67% for streetcar, and 71% for subway. The busiest weekday, however, is 98% for bus, 70% for streetcar, and 75% for subway. Recovery by route and time of day continues to vary significantly.

Weekend demand also continues to outpace weekday demand, being 103% in mid-November. All modes are at or above 100% recovery on weekends.

### Action

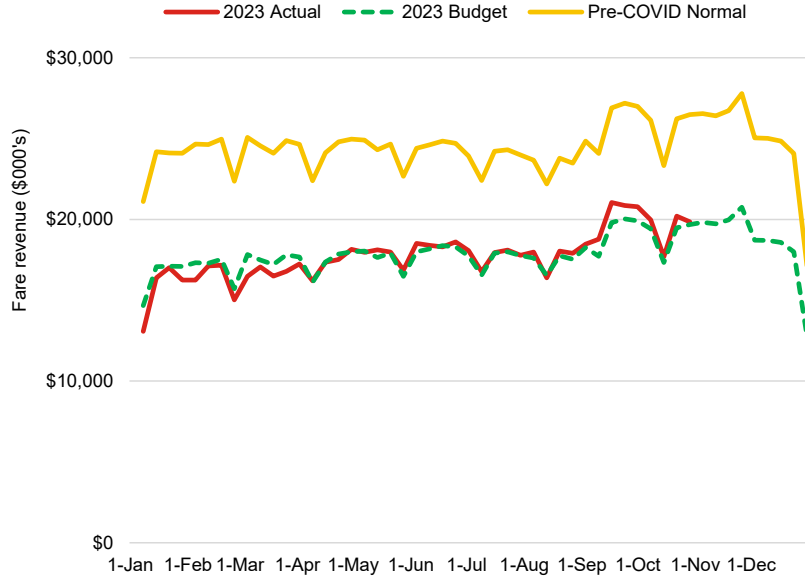
- Continual monitoring of customer demand across the network.
- Monitoring surface route occupancy levels and hot spot analysis to inform run-as-directed additional service.
- Review of demand incorporating higher-than-expected September increases.
- Continued outreach to understand the pace of change in hybrid work.
- Continue collaborative work on 2022 Transportation Tomorrow Survey to provide post-COVID household travel insights.





# Financial

## Fare revenue



Definition  
Revenue generated through fares.

### Results

Period 10 (October 1 to October 28, 2023) fare revenue was \$78.1 million. This represents 76% of pre-COVID revenue and is \$2.2 million or 2.8% above budgeted fare revenue for Period 10. Period 10 average weekly fare revenue of \$19.5 million decreased 2.6% over Period 9.

On a year-to-date basis, fare revenue totalled \$765.4 million, which cumulatively represents 73% of pre-COVID experience and is \$2.3 million above the year-to-date budget.

### Analysis

Fare revenue has seen steady growth thus far in 2023. A few significant weather events during the first three months of the year caused a direct reduction in ridership on those days with significant inclement weather, resulting in fare revenue to be \$8.8 million below budget in the first quarter. With no significant weather events after March, fare

revenue has remained at/or slightly above budget since the first quarter. Similar to pre-COVID experience and in line with seasonality, weekly fare revenue increased again in September before decreasing slightly in October. The fare revenue decline from Period 9 to Period 10 is likely due to an increase in seasonal illness, the holiday long weekend (Thanksgiving) and post-secondary fall reading weeks bringing down Period 10's ridership. However, Period 10 fare revenue still remains higher than expected, averaging 2.8% above budgeted levels for Period 10, as noted above.

The revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$73.5 million for Period 10 — representing a PRESTO ridership adoption rate of 91.2% — and \$4.6 million from other media for Period 10. With the launch of Open Payments on August 15, the adoption of the

Open Payment method has continued to grow, with 8.4% of weekly rides paid using the Open Payment method for the week ending October 28.

Period 10 revenue was generated from the following fare concession groups: 76.3% adult, 10.4% post-secondary, 5.4% senior, 7.7% youth (ages 13-19) and 0.2% other. Revenue from the adult concession has seen steady growth since 2022, driven by a return to office.

### Action

Actual fall experience will continue to be monitored as it will be critical to understand any change to commuter patterns or discretionary travel, further informing projections to year-end and the 2024 Budget. The TTC is also monitoring and reporting the use of the Open Payment method of payment and the changes of fare media used by customers. Refer to the Open Payments Hot Topics page for further insights.

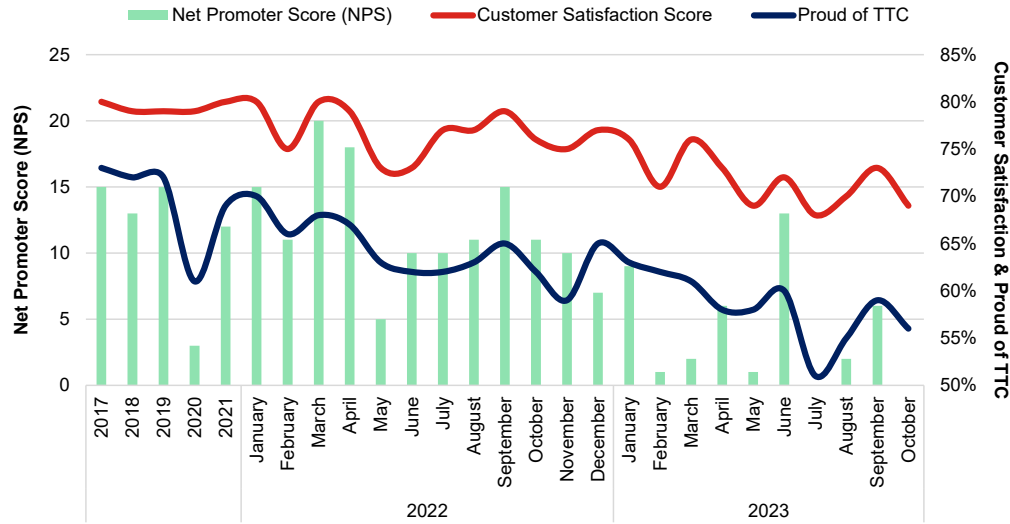






# Customer experience

## 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.

**Note: the customer satisfaction is a lagging indicator, relating to events that occurred in the previous month.**

### Results

Customer satisfaction has decreased since September from 73% to 69% in October. Net Promoter Score (NPS) decreased to zero from six, and the number of customers who say they are proud of the TTC and what it means to Toronto decreased to 56% from 59%.

### Analysis

Satisfaction levels for streetcar and bus customers remained steady. Comfort of ride aspect increased for streetcar and bus customers and is a key success area.

Subway satisfaction dipped, principally related to overall trip experience (comfort and smoothness), station cleanliness and crowding. Personal safety satisfaction decreased from 60% in September to 54% in October, reaching a similar decline as July 2023. It remains a top concern for all customers. These appear to be related to increased ridership and movements, as calls into Customer Service with concerns about cleanliness, crowding and safety, all declined during the same period.

The overall NPS experienced a decline for subway and streetcar. However, it remains positive for bus at four points. Streetcar users showed a one-point increase in reporting being Proud of TTC.

### Action

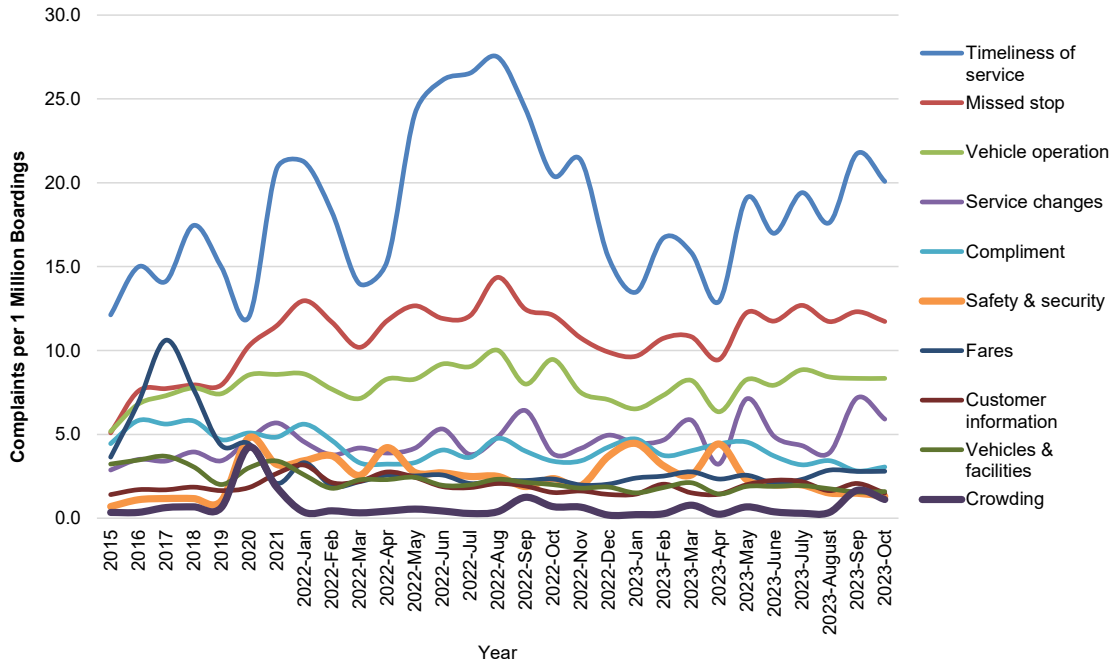
- Continue to monitor customer satisfaction with sense of personal safety as a key driver of customer satisfaction, and effect of Community Safety program.
- Monitoring customer sentiment through ongoing customer satisfaction survey and customer service communications.
- An in-depth study is underway to understand drivers and experiences that evoke customer sense of pride in the TTC.





# Customer experience

## Customer service communications (CSCs)



### Definition

Top 10 categories of CSCs (number of communications) per one million boardings. Customers provide feedback to the TTC via our website, telephone, e-mail and Twitter, which become CSCs for follow-up and monitoring.

### Results

In October, overall Customer Service Communications (CSCs) received per one million boardings fell by 8% from September. Total CSCs decreased to 4,002 in October compared to 4,409 in September, during a period of 1% decrease in boardings.

### Analysis

Among the top four ranked categories – Timeliness of Service, Missed Stops, Service Changes and Vehicle Operation – there were decreases of 8%, 5%, no change, and 18% decrease respectively, indicating improvements through fewer CSCs of concern.

CSCs related to safety and security have shown a consistent decline, now lower than during COVID, with a 43% decrease since October 2023. Additionally, Crowding decreased by 33%, which now accounts for 2% of the total CSCs in October.

### Action

- Continuing route level analysis for service reliability and impacts of construction and congestion.
- Further schedule changes with October and November schedules bringing service up to 95% pre-COVID levels.
- Monitoring Crowding levels across all buses, Line 1 and 2
- Increasing staff presence in stations to further support customer safety and experience.
- Embed Customer Satisfaction, customer research, and Customer Service Communications priorities in upcoming Customer Experience Action Plan.





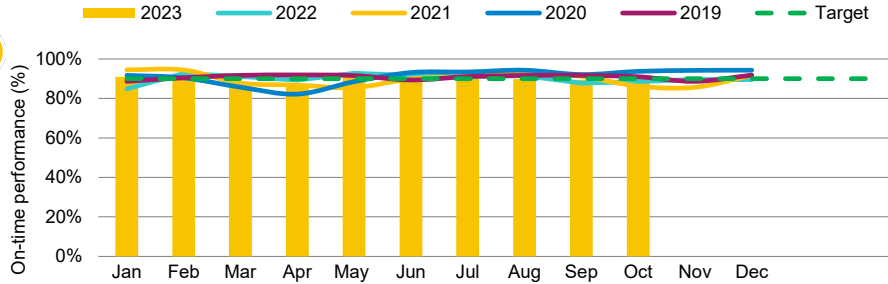
**Rich Wong**  
Chief Transportation and Vehicles Officer

**Fort Monaco**  
Chief Operations and Infrastructure Officer

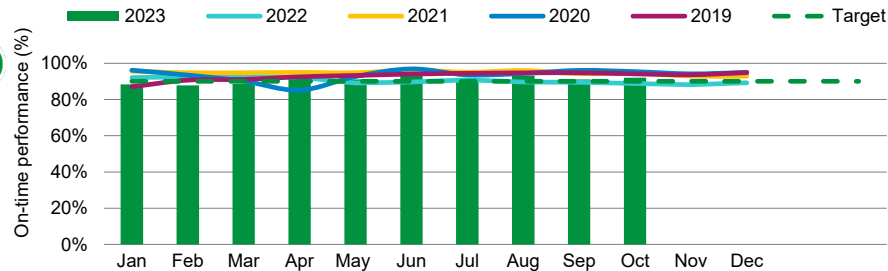
# Customer experience

## On-time performance (OTP) – Subway

1



2



### Definition

Subway OTP is determined by headway adherence of service trains at end terminals. Headway is the amount of time between train arrivals at a station. Data represents weekday service. To be on time a train must be within 1.5 times of scheduled headway.

ATC: Automatic Train Control    OPTO: One-Person Train Operation

### Results

Line 1 OTP was 90.1% in October. This represents an increase from last month (89.5%) and an increase from the same time last year (88.5%). Our target of 90% was met.

Line 2 OTP was 92.0% in October. This represents an increase from last month (91.1%) and an increase from the same time last year (88.8%). Our target of 90% was met.

### Analysis

On Line 1, there was a 7.0% decrease in total delay minutes – from 3,270 minutes in September to 3,041 minutes in October. Decreases in delay minutes were seen across all areas except for ATC and staff-related. Passenger-related delays still make up 60% of the total delay minutes.

On Line 2, there was a 24.6% decrease in total delay minutes – from 2,272 delay minutes in September to 1,714 delay minutes in October. Decreases in delay minutes were seen across all sectors except for staff-related delays. Passenger-related delay minutes accounted for 77% of the total delay minutes, the highest yet.

### Action

- Continued monitoring of ridership and service levels and making adjustments where necessary to ensure punctual service levels are delivered.
- Increase in frontline staff.
- Proactive approach to deter incidents by CCTV monitoring.
- Enhanced training for all employees to better identify potential issues and reporting to Transit Control Centre.



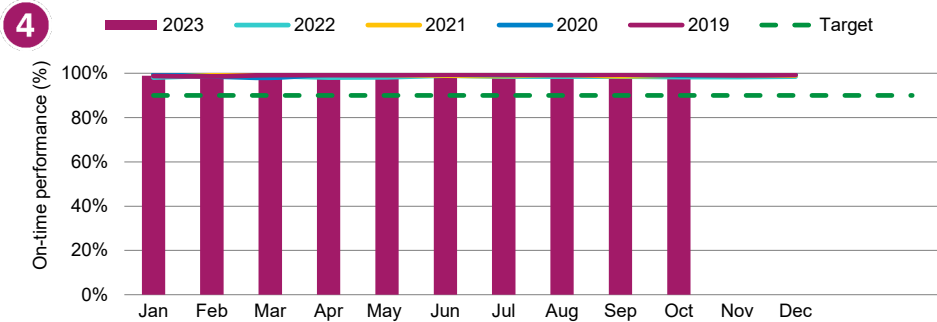


**Rich Wong**  
Chief Transportation and Vehicles Officer

**Fort Monaco**  
Chief Operations and Infrastructure Officer

# Customer experience

## On-time performance (OTP) – Subway



### Definition

Subway OTP is determined by headway adherence of service trains at end terminals. Headway is the amount of time between train arrivals at a station. Data represents weekday service. To be on time a train must be within 1.5 times of scheduled headway.

Line 3 is permanently shut down and has been replaced with 903 bus since September 2023, and is now included in bus OTP.

### Results

Line 4 OTP was 98.8% in October. This represents no change from last month (98.8%) and an increase from the same time last year (98.3%). Our target of 90% was met.

### Analysis

On Line 4, there was a 29.9% increase in total delay minutes — from 154 delay minutes in September to 200 delay minutes in October. Passenger-related delays offset the decrease in delay minutes across all categories.

### Action

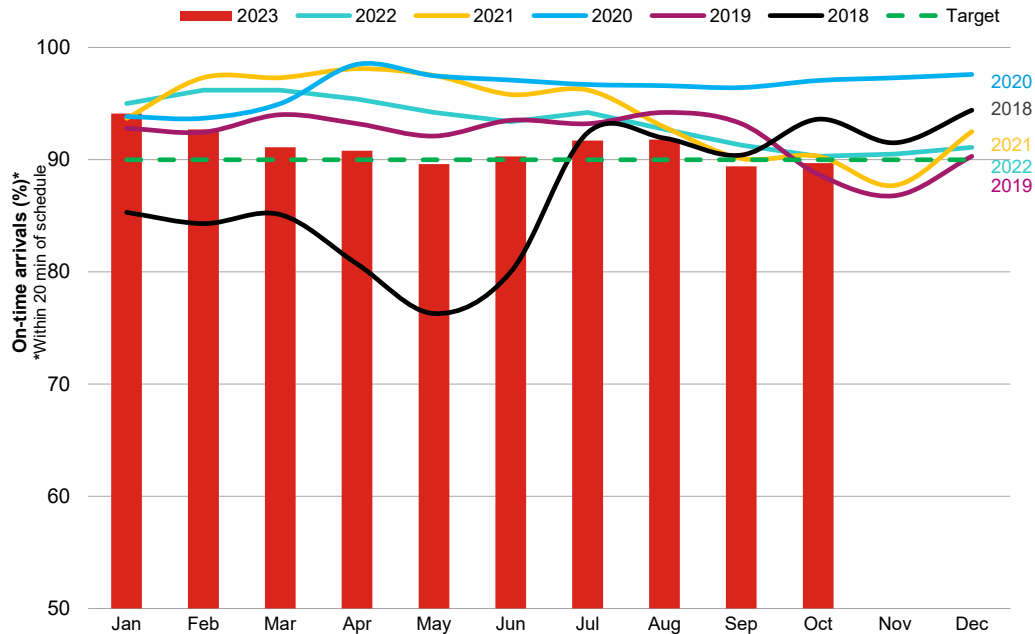
Line 4 is consistently meeting OTP targets. There are no anticipated changes for Line 4.





# 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 10 (October 1 to October 28, 2023) increased by 0.3% from the previous period to 89.7% and is (-0.6%) lower than Period 10 in 2022.

### Analysis

Period 10 OTP increased from the previous period due to dedicated staff monitoring and taking action on late trips. However, we were 0.3% short of our 90% target so work will continue to ensure we achieve our target.

### Action

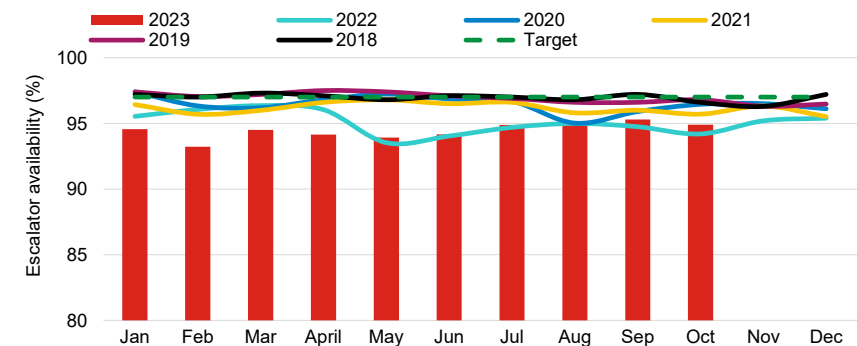
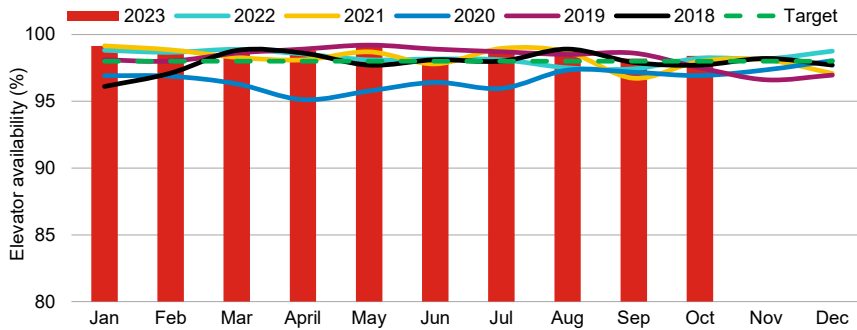
Strategic placement of extra service, as well as continuing to schedule dedicated staff to monitor and action timely service adjustments will assist in achieving OTP above 90%. We will also ensure that schedules and service is adequately adjusted to account for road closures and major events that negatively affect OTP.





# Customer experience

## Accessibility – Elevator and escalator availability



### Results

Subway Elevator availability for October was 98.4% exceeding the target of 98%.

Escalator availability for October was 94.9%, not meeting the target of 97%.

### Analysis

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

Five escalators are out of service to accommodate construction work, with one at each of Donlands Station, Greenwood Station, Glencarin Station, Castle Frank Station and King Station, which will be out of service September 2023 until June 2025.

Overhaul of two escalators at St Clair West Station and one at Queen Station continue to have an impact on downtime.

Two escalators at Sheppard stations remain out of service due to water damage.

Total out of service hours due to:

- Construction: 2,602 hours; and
- Water damage: 766 hours.

The escalators at Greenwood Station, Castle Frank Station, and King Station remain out of service to accommodate construction. The two escalators at Sheppard Station are expected to return to service by the end of November. The escalators at Donlands and Glencarin stations were returned to service.

### Action

In order to mitigate accessibility impact on customers, the following are in place:

- TTC website is updated with elevator status.
- Accessible alternative signage is located at each elevator.
- Elevator out-of-service status is communicated through Live "service alerts" on the website and the TV screens in stations and on platforms.
- Appropriate signage for annual maintenance, overhauls, and construction is posted near elevators/escalators.

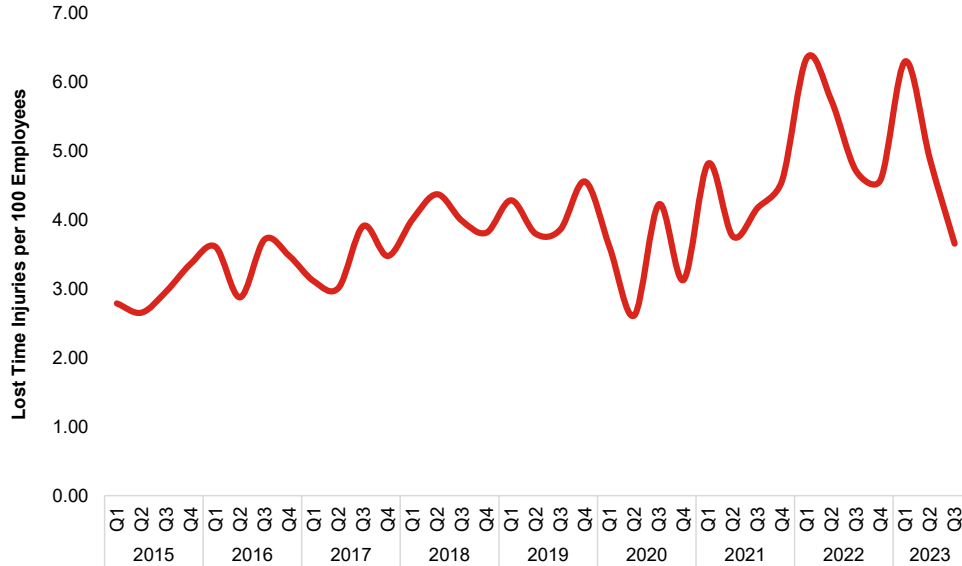
**Definition**  
Percentage of total available elevator and escalator service hours during subway service.





# 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).

### Results

The LTIR in Q3 2023 was 3.7 injuries per 100 employees — a decrease from Q2 (3.8) and the same period last year (4.7). The LTIR for Q3 was 20% lower than the four-quarter average. There has been an upward trend in the LTIR since 2018. The latest available data shows 57 lost-time injuries in October, which was 19% higher than the average of 48 lost-time injuries in Q3.

### Analysis

The decrease in Q3 LTIR compared to Q2 is mainly attributed to a slight reduction in Assault/Threat events. Acute Emotional Injury events show a minor increase in Q3 compared to Q2.

### Action

The TTC has current corporate objectives aimed at reducing the frequency and severity of lost-time injuries. Initiatives target top five injury event types, such as preventing assaults and threats, reviewing musculoskeletal-related incident data to identify high-priority areas to reduce overexertion injuries, and developing a strategy and priorities to address emotional trauma injuries.

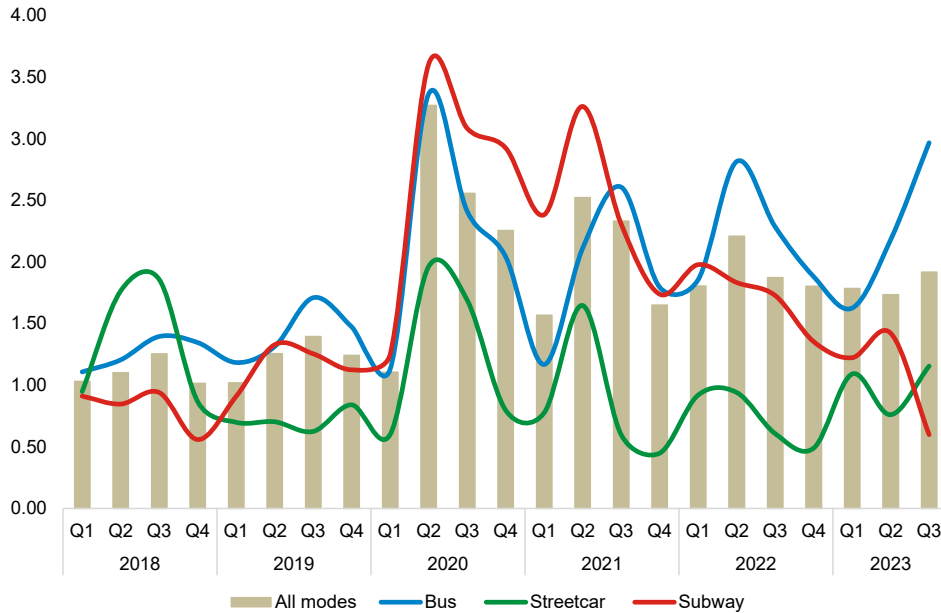
Note: Next quarterly update will be available in the February 2024 CEO's Report.





# Safety and security

## Customer injury incidents rate (CIIR)



**Definition**  
Number of customer injury incidents per one million boardings.

### Results

The CIIR in Q3 2023 was 1.9 injury incidents per one million vehicle boardings — an increase from Q2 (1.7) and from the same period last year (1.87). The CIIR for Q3 was 6% higher 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. The latest available data shows 84 customer injury incidents in October which was 30% lower than the average of 121 customer injury incidents in Q3.

### Analysis

The slight increase in the CIIR in Q3 (up 11% from Q2), was mainly due to the increase in bus injury incidents (Bus CIIR is up 36% from last quarter). September had 117 bus customer injury incidents compared to the monthly average of 63 bus customer injury incidents in Q2. Back to school and increased ridership is associated with this seasonal increase in Bus CIIR rates. October is showing a return to more typical levels where there were 69 bus customer injury incidents.

### Action

The TTC continues to monitor the CIIR and existing safety initiatives, which include messaging to promote customer safety and safe vehicle operation.

Fall communications to Operators included reminders about seasonal weather changes and the importance of scanning ahead, maintaining a safe following distance and operating to conditions.

The TTC is updating the winter safety campaign and exploring new ways to communicate key safety messages.

Note: Next update will be available in the February 2024 CEO's Report.

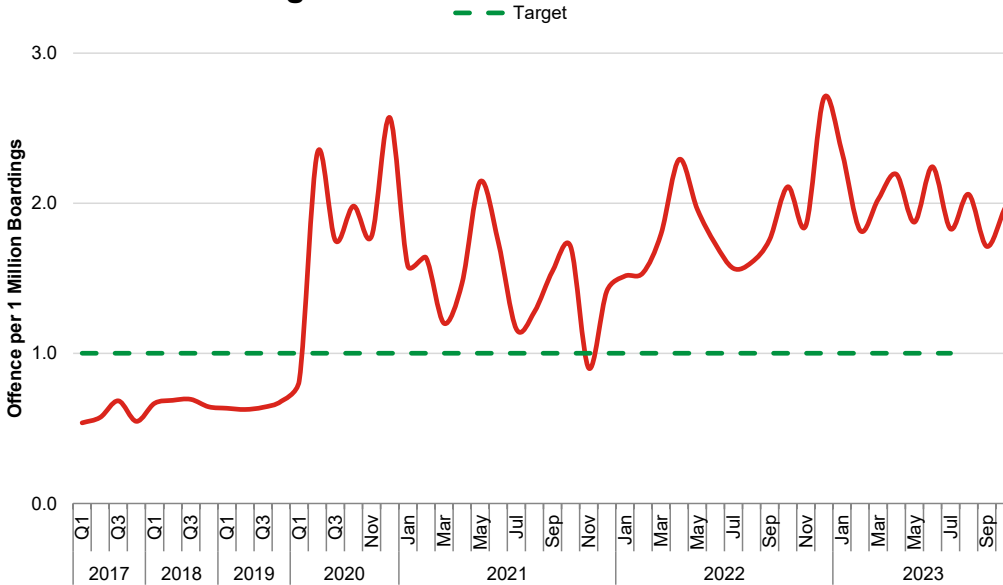






# Safety and security

## Offences against customers



Note: Prior period data may be restated as offences are further reviewed.

### Definition

Number of offences against customers per one million boardings.

### Results

The number of offences against customers was 1.96 per one million boardings for October, increasing from 1.71 in September.

### Analysis

The total number of offences per day increased from September to October, increasing to 4.3 from 3.8. Since January 2023, there has been an overall decrease of 27% in rate offenses against customers.

### Action

- Hiring of 161 new customer-facing personnel, vastly increasing the visible presence of TTC staff across the system. This includes 130 new Customer Service Agents in subway stations, one clerk to support administration duties, and 30 new Supervisors to be positioned at key locations. Hiring of personnel is on track for year-end.
- Multidisciplinary approach with City of Toronto and Toronto Police Service to amplify community support and incident response through short- and long-term strategies. Detailed updates have been captured in the Update in the TTC's Partnership Approach to Community Safety and Well-being on Public Transit Report (September).
- Community Safety Ambassadors and Streets to Homes continue to provide support and outreach for underhoused individuals since February 2023.
- Increasing promotion of SafeTTC App and See *Something Say Something* campaign through stations and review of signage for Passenger Assistance Intercoms.
- The TTC continues the recruiting of hiring 50 additional Special Constables.

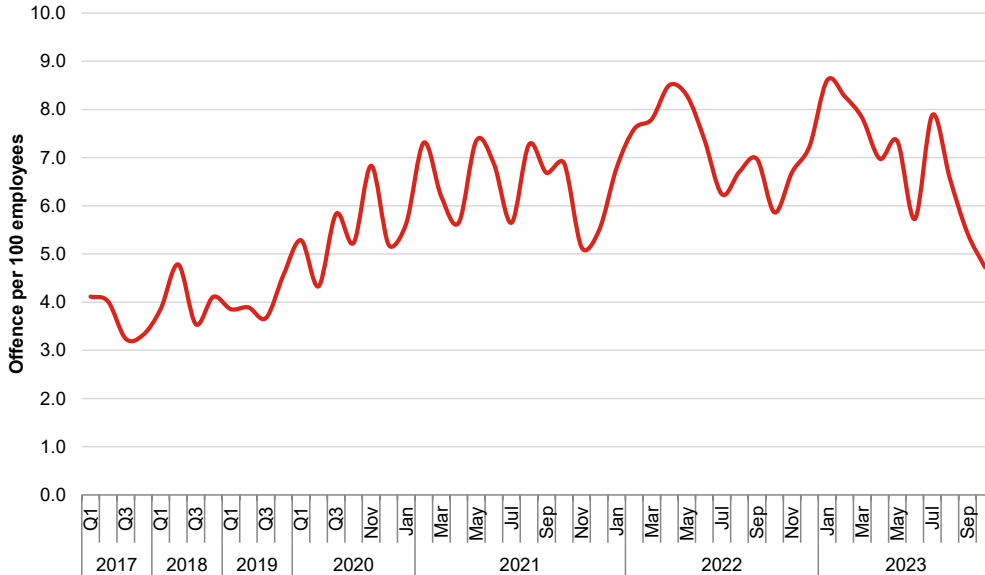
The TTC's Special Constable Service continues to monitor these statistics regularly, and report up to the multidisciplinary table, and reallocate resources across the network to assist with emerging issues.





# Safety and security

## Offences against employees



Note: Prior period data may be restated as offences are further reviewed.

### Definition

Number of offences against employees per 100 employees.

### Results

The number of offences against employees decreased to 4.72 offences per 100 employees in October, down 45% from 5.43 in September.

### Analysis

The reduction is seen in both a decline in absolute number, with the 30% decline, attributable to a reduction of all offences, from September to October. Since January 2023, the overall rate of offences for assaults, threat and other offences against employees has decreased by 45%.

### Action

As part of the action plan to prevent offences against employees, the initiatives include:

- Continuing high-visibility presence from community safety supports, including Special Constables, Security Guards and Toronto Police Officers, and increasing the presence of TTC staff across the system to improve incident response.
- Supporting 24 proactive site visits, from March 29 to November 14, 2023, conducted by the Ministry of Labour, Immigration, Training and Skills Development and reviewing risk assessments, reporting processes, training and control measures.
- Providing de-escalation training to nearly 2,000 of 9,000 frontline employees, including unconscious bias training, between April 5 and November 21, 2023.
- Engaging with our unions through quarterly Joint Labour Management Committee meetings to provide updates on the action plan and discuss recent incidents.
- Multidisciplinary approaches with the City of Toronto and Toronto Police Service to improve incident response and community support.
- Detailed updates have been captured in the TTC's Partnership Approach to Community Safety and Well-being on Public Transit Report ([September](#)).





# Hot Topics

## Line 3 Bus Replacement Plan Communications



### Line 3 Bus Replacement Plan

The official Line 3 Bus Replacement Plan with full Transit Priority Measures and express corridor between Scarborough Centre and Kennedy stations takes effect **November 19, 2023**.

Service changes affect eight major routes and service for **Centenary Hospital, Centennial College, Humber College, Rouge Hill GO and U of T Scarborough Campus**.

For full details and translated information visit [ttc.ca/line3](https://ttc.ca/line3)



**Full Line 3 bus replacement service starts November 19.**



For more details and translated information, visit [ttc.ca/line3](https://ttc.ca/line3) or scan the QR code



### Line 3 Bus Replacement Plan

The official Line 3 Bus Replacement Plan with full Transit Priority Measures and express corridor between Scarborough Centre and Kennedy stations takes effect **November 19, 2023**.

Service changes affect eight major routes and service for **Centenary Hospital, Centennial College, Humber College, Rouge Hill GO and U of T Scarborough Campus**.



[Click for full details](#)

### Project Snapshot

The official Line 3 Bus Replacement Plan with full transit priority measures and full priority routing was effective on November 19, 2023. The adjustments implemented with the Line 3 Bus Replacement Plan will reduce travel times and improve the quality of service for customers travelling between Kennedy and Scarborough Centre stations.

The interim express service was replaced by extended bus service between Scarborough Centre and Kennedy stations on the following routes: 38 Highland Creek/938 Highland Creek Express, 129 McCowan North, 131 Nugget, 133 Neilson, 903 Kennedy Stn-Scarborough Express, 939 Finch Express and 985 Sheppard East Express. The extended bus service is a significant change for customers travelling between Kennedy and Scarborough Centre stations, who will no longer need to transfer from connecting routes to the 903 Kennedy Stn-Scarborough Express.

### Action

The TTC has implemented a comprehensive communication plan that includes multiple touch-points with Scarborough residents and former Line 3 customers. The campaign includes extensive out-of-home advertising: digital billboards, transit shelter ads; CSRs, postcard for handout and mass mailing within a two-kilometre radius of Line 3 (over 70,000 households/businesses), social media posts and short explainer video, PVS, PA announcements, onboard vehicle announcements, digital ads, digital billboards/out-of-home, pre-written e-blast for Wheel-Trans, CNIB, City of Toronto Accessibility Unit, MyTTC e-alerts, pole cards and station signage.



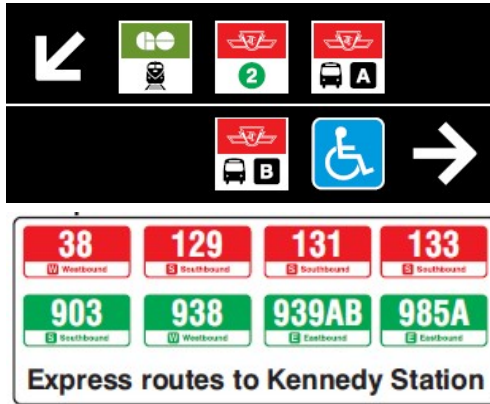
# Hot Topics

## Customer experience at Scarborough Centre and Kennedy stations

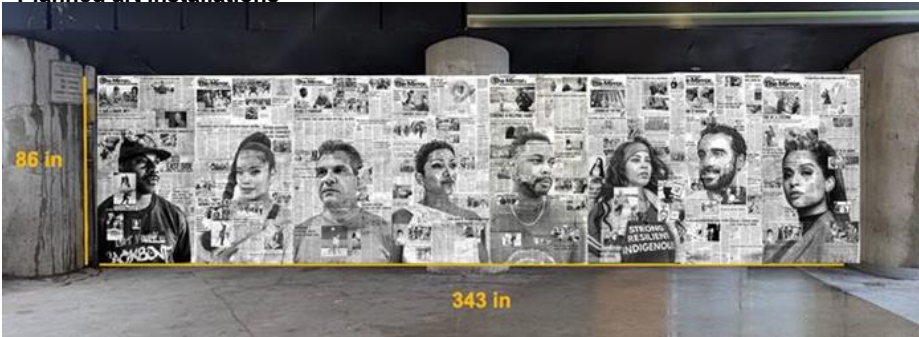
Additional System Route Map stations





New directional signage



Planned art installations



 **Wendy Reuter**  
Chief Strategy and Customer Experience Officer (Acting)

 **Fort Monaco**  
Chief Operations and Infrastructure Officer



### Project Snapshot

The Line 3 bus replacement isn't only about schedules and communications. Work is underway to improve the customer experience at Scarborough Centre and Kennedy stations, as more customers travel through these stations on buses replacing the former train service on Line 3.

All points of a customer's journey are being looked at, including bus boarding locations, entry points through fare lines, station cleanliness, wayfinding, opportunities for art, updating retail spaces and infrastructure improvements.

### Action

- New bus route signage has been installed at both stations to indicate the boarding locations for the new routes servicing the stations.
- New permanent wayfinding signs are being installed, removing all references to Line 3.
- Reviews have been done to determine the locations for new System Route Maps at the bus platform level.
- Decommissioned retail space has been refaced at Scarborough Centre Station.
- Both stations thoroughly cleaned.
- An initiative to beautify the outside of the closed Line 3 stations is underway, which will involve installing art on the windows and doors at the stations. More information will be shared on TTC.ca and social media channels about this initiative, prior to installation.
- Multiple routes now provide service from Kennedy to Lawrence, Ellesmere, or Scarborough Centre and offer customers even more options on how to get to these locations quickly. Review is underway to inform customers of these options and to consider if these routes can also be serviced by a common bus bay at Kennedy.
- Additional staff to support customer and fare gate flow at Kennedy.

All of this work combined will enhance the customer experience at these stations and positively impact the customer journey on the TTC.



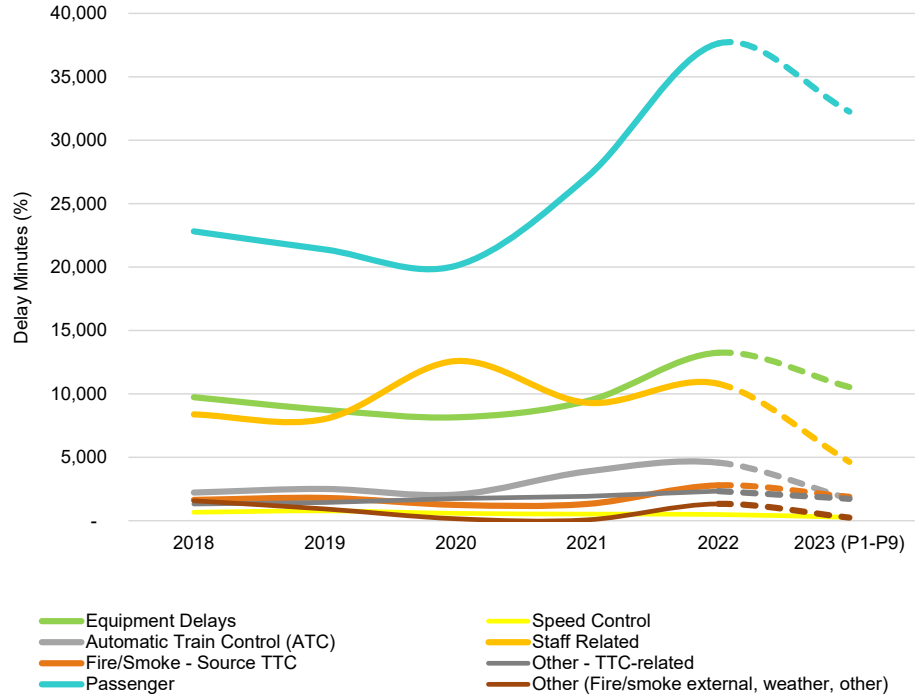
# Hot topic



**Fort Monaco**  
 Chief Operations and Infrastructure Officer  
**Rich Wong**  
 Chief Transportation and Vehicles Officer  
**Wendy Reuter**  
 Chief Strategy and Customer Experience Officer (Acting)

## Subway & SRT Delays

Subway Delays – Minutes, 2018-2023 YTD



### Overview

Since 2019, Subway and SRT delay minutes have increased by 61%, from 45,506 in 2019 to 73,097 in 2022.

Of the delays incidents to date in 2023, 33% are Operational delays comprising of Equipment, Staff, Speed Control, ATC, and Fire-Smoke, while 67% are related to external factors, customer, community, weather and fire, with customer and community representing almost 100%.

### Customer and community-related delays

- Delay related to Disorderly patrons increased by 81% from 2019 to 2022, and account for 23% of total customer- and community-related delay minutes in YTD 2023.
- Unauthorized at Track Level represent 15% and increased by 203% from 2019 to 2022.

### Operational delays

Equipment-related delay minutes accounted for 18% of all delays in 2022.

- Delays minutes due to Equipment – Subway Infrastructure increased by 13% in 2022, compared to 2019.
- OPTO/Train Door monitoring delay minutes show declining trend in 2023.

- Staff-related delays increased during COVID, however are now on track to be lower than 2019.

### Action

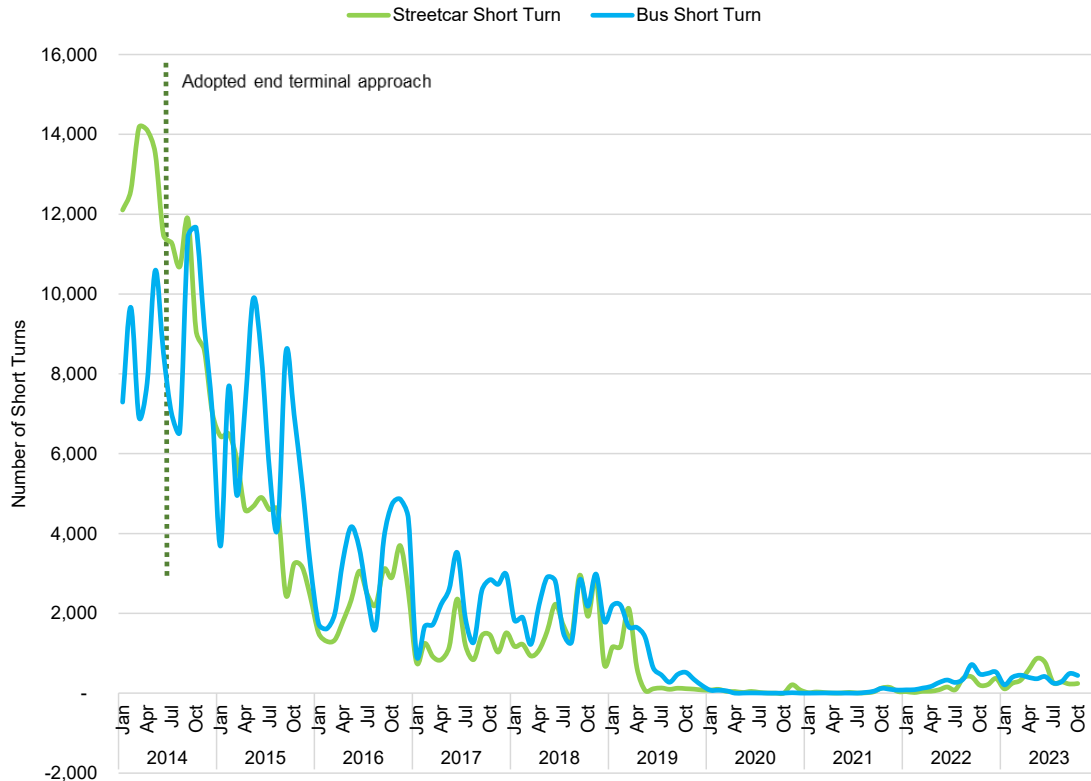
- Ensure continuous monitoring of passenger-related delays, and work with Community partners.
- Completion of ATC project, and continued progress on OPTO.
- Line 2 Rolling Stock and Infrastructure modernization is currently under review.
- Regular safety announcements throughout the subway system aimed at preventing customer-related injuries and delays.
- Enhanced training for Station Supervisors to prevent customer and community-related incidents.
- Implementation of CCTV Hubs at key subway stations to proactively monitor and deter incidents, with the goal of improving customer experience.





# Hot topics

## Bus and Streetcar Short Turns



### Short Turns as an Operational Tool

Short turns involve Operators dropping off passengers and heading directly to another point on the route due to road conditions, weather or traffic delays. Short turns are deployed to realign TTC buses and streetcars with their schedules. Currently, short turns are less than 2% of what they were 10 years ago.

### From Headway-Based to End Terminal-Based Measurements

Before 2014, the TTC used headway-based measurements for short turn management, resulting in frequent short turns.

In 2014, an innovative, zero-tolerance approach was introduced to reduce short turns. Shifting the focus to end terminals rather than headway-based measurements resulted in a 77% reduction in short turns over subsequent years.

### Improving Service Reliability (2021 onward)

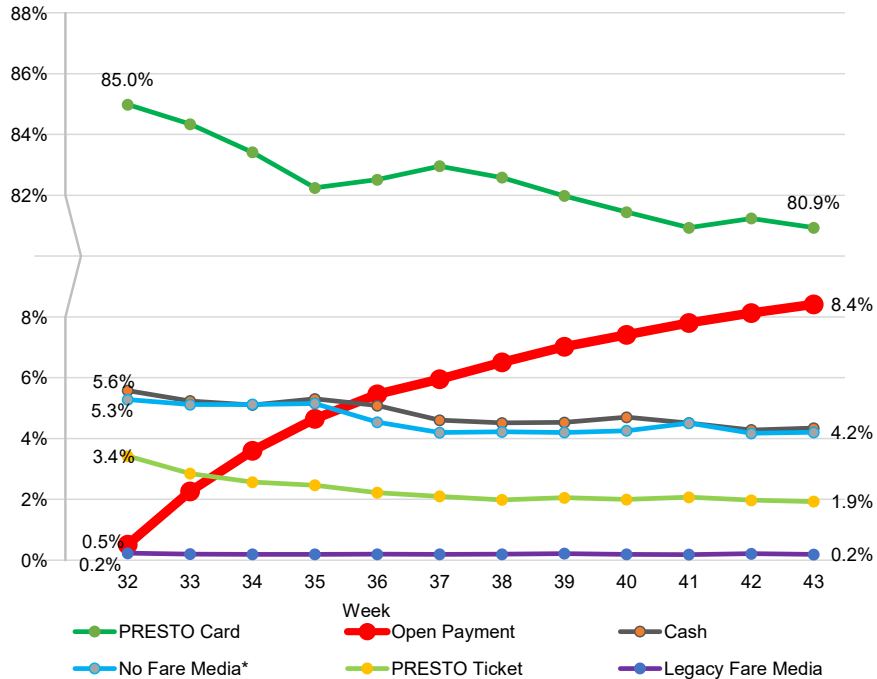
In 2021, the introduction of the TTC's Computer-Aided Dispatch and Automatic Vehicle Location (dubbed VISION) procurement streamlined short turn management. The current target is 1% short turn rate for streetcars and 0.1% for scheduled bus trips, equivalent to about 200 bus turns and 265-275 streetcar turns per week, depending on the service board period.



# Hot topics

## Open Payments

Fare Media Mix



\* Child rides without PRESTO

### Overview

The PRESTO Open Payment option for transit riders was launched at the TTC on August 15, allowing customers to tap their credit or debit cards to pay for adult single-use fares, including cards on a smartphone or smartwatch across the entire TTC network, including the conventional and Wheel-Trans fleets. An Open Payment dashboard, inclusive of this graph, has been established to monitor the use of Open Payments and changes in types of fare media used by customers.

### Analysis

- The adoption of Open Payment continues to grow and for the week ending October 28\* 0.70 million rides, representing 8.4% of weekly rides, were paid using the Open Payment method. In total, to date as of October 28, 5.56 million rides were paid using the Open Payment method, representing \$18.4 million.
- As riders transitioned to Open Payments, the percentage of rides from PRESTO cards, PRESTO tickets, cash and legacy token and tickets has resulted in a corresponding decrease. The largest transition to Open Payments came from the PRESTO card, with the percentage of weekly rides paid with the PRESTO card decreasing from 85% at the launch of Open Payments to 80.9% for the week ending October 28.
- Open Payment usage reached a daily high of 0.116 million rides paid with Open Payment on Thursday, October 26.
- Open Payment usage was highest during peak travel time periods and predominately used for rides initiating on subway (51%), versus bus (38%) and streetcar (11%).

### Action

The TTC has established a weekly Open Payment Dashboard to monitor and report the use of the Open Payment method of payment and capture the changes of fare media used by customers.

\*Week 43



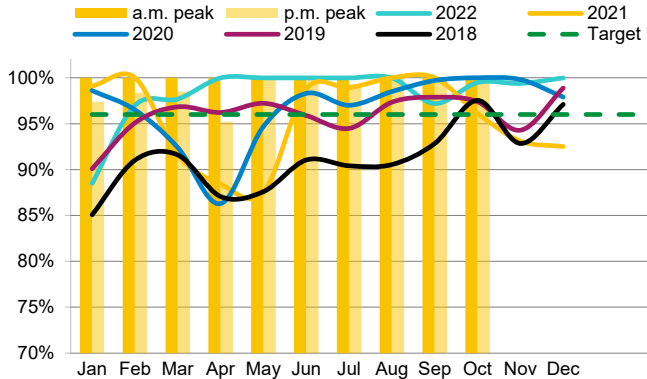
# Appendix: Service delivery

## 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.

**Oct 2023:** 100.0%  
**Sep 2023:** 100.0%  
**Oct 2022:** 97.2%

**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.

**Oct 2023:** N/A%  
**Sep 2023:** N/A%  
**Oct 2022:** 98.1%

**Target:** 98.0%

Line 3 was shutdown on July 24, 2023 and is now closed permanently. Service was initially provided by shuttle buses. As of November 19, the Line 3 Bus Replacement Plan is in effect with complete transit priority measures and routing.

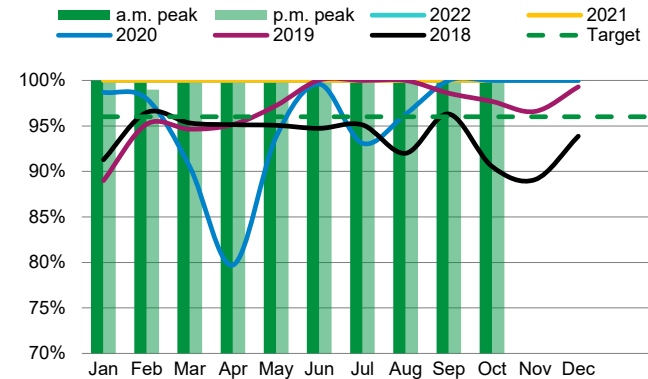
**Lines 1, 2 and 4 all exceeded capacity targets**

## 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.

**Oct 2023:** 100.0%  
**Sep 2023:** 100.0%  
**Oct 2022:** 100.0%

**Target:** 96.0%

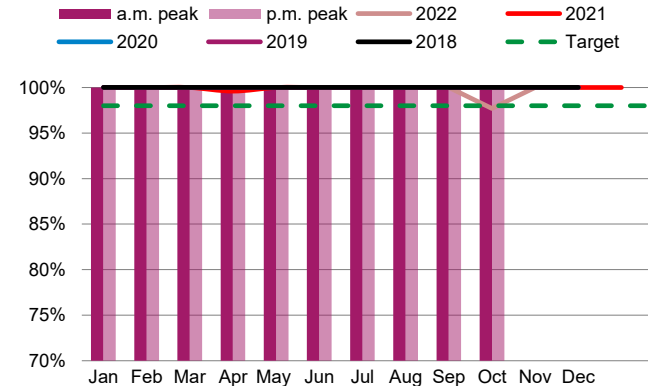


## Line 4 capacity

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.

**Oct 2023:** 100.0%  
**Sep 2023:** 100.0%  
**Oct 2022:** 100.0%

**Target:** 98.0%







**Rich Wong**  
Chief Transportation and Vehicles Officer

**Fort Monaco**  
Chief Operations and Infrastructure Officer

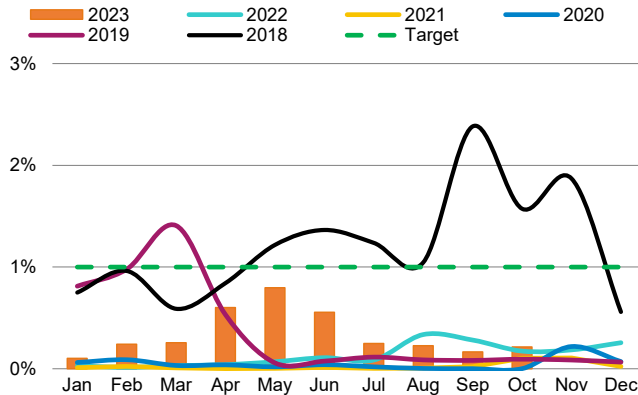
# Appendix: Service delivery

## 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 (percent of departures).

Oct 2023: 0.21%  
Sep 2023: 0.16%  
Oct 2022: 0.17%

Target: 1%

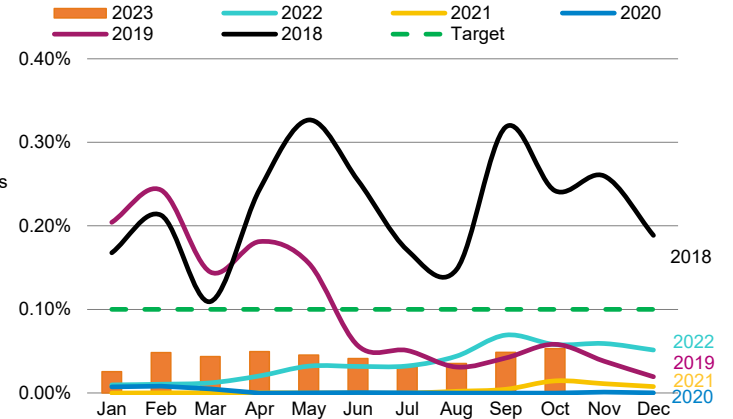


## Bus short turns

A short turn occurs when a vehicle is turned back and taken out of service before it can reach the end of its route (per 100 departures).

Oct 2023: 0.05%  
Sep 2023: 0.05%  
Oct 2022: 0.06%

Target: 0.10%

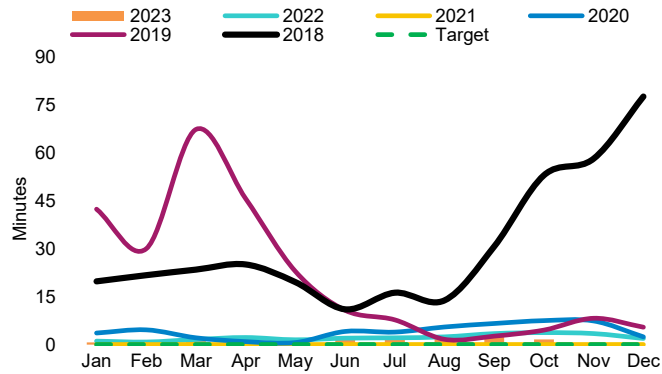


## Wheel-Trans contact centre wait time

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

Oct 2023: 1.6  
Sep 2023: 3.2  
Oct 2022: 3.7

Target: Less than 2





**Rich Wong**  
Chief Transportation and Vehicles Officer

**Fort Monaco**  
Chief Operations and Infrastructure Officer

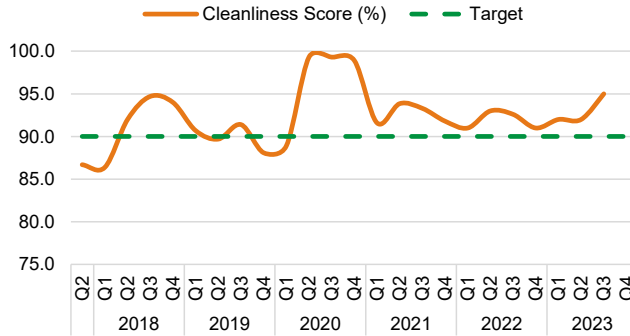
# Appendix: Cleanliness

## Bus cleanliness

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

**Q3 2023:** 95.0%  
**Q2 2023:** 92.0%  
**Q3 2022:** 92.6%

**Target:** 90.0%

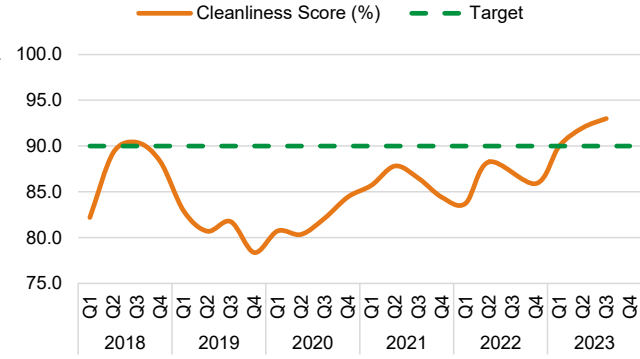


## Streetcar cleanliness

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

**Q3 2023:** 93.0%  
**Q2 2023:** 92.0%  
**Q3 2022:** N/A

**Target:** 90.0%

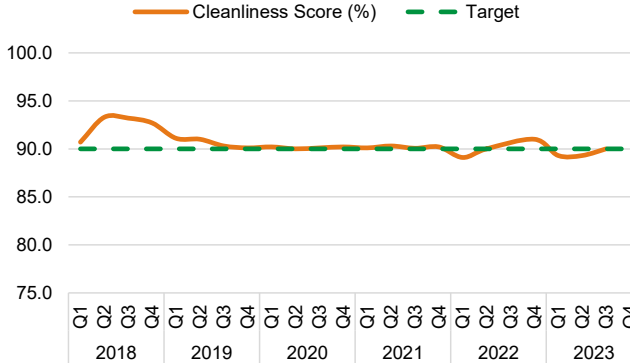


## Subway cleanliness

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

**Q3 2023:** 90.0%  
**Q2 2023:** 89.8%  
**Q3 2022:** N/A

**Target:** 90.0%

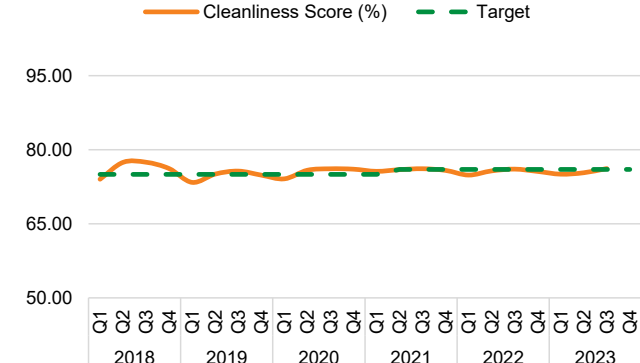


## Station cleanliness

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

**Q3 2023:** 76.19%  
**Q2 2023:** 75.33%  
**Q3 2022:** 76.07%

**Target:** 76.0%





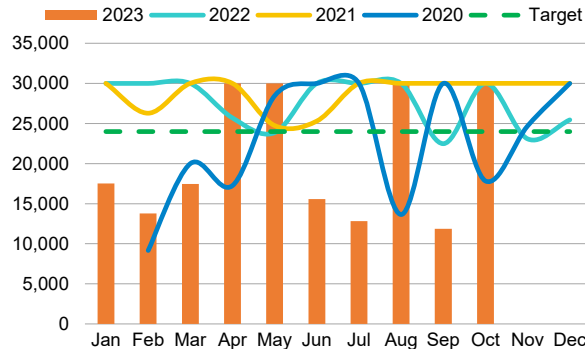
# Appendix: Asset reliability

## eBus mean distance between failures

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

Oct 2023: 30,009  
Sep 2023: 11,876  
Oct 2022: 30,000

Target: 24,000 km

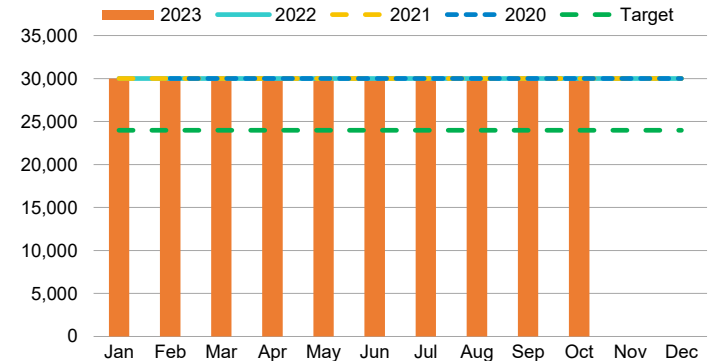


## Hybrid bus mean distance between failures

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

Oct 2023: 30,000  
Sep 2023: 30,000  
Oct 2022: 30,000

Target: 24,000 km

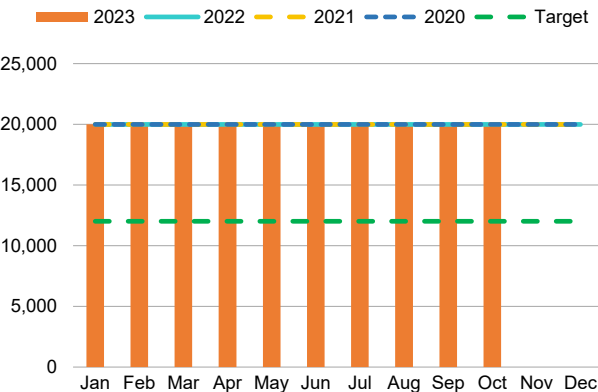


## Clean-diesel bus mean distance between failures

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

Oct 2023: 20,000  
Sep 2023: 20,000  
Oct 2022: 20,000

Target: 12,000 km

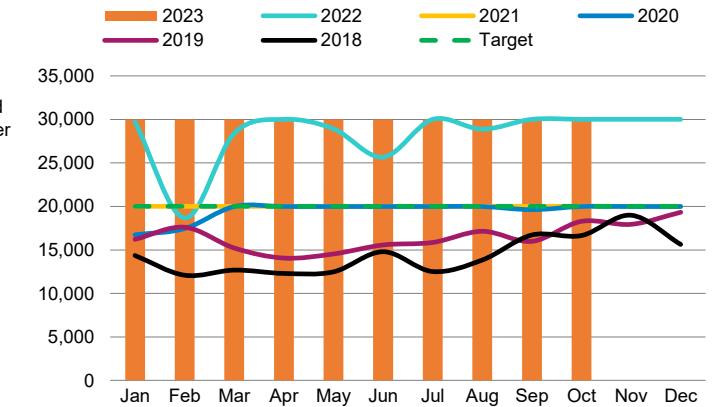


## W-T Mean distance between failures

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

Oct 2023: 30,000  
Sep 2023: 30,000  
Oct 2022: 30,000

Target: 20,000 km





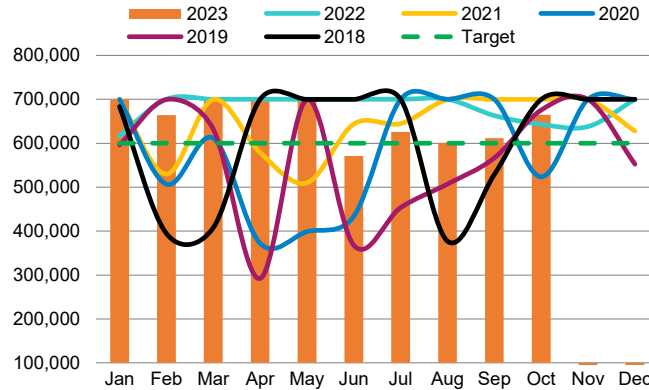
# Appendix: Asset reliability

## 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.

Oct 2023: 665,000  
Sep 2023: 612,000  
Oct 2022: 643,000

Target: 600,000 km

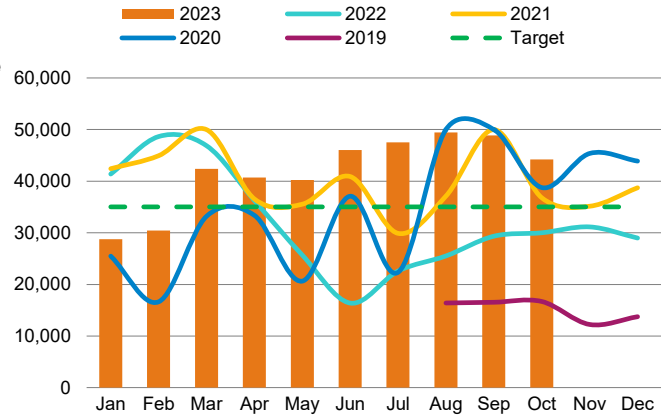


## Streetcar mean distance between failures

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

Oct 2023: 44,214  
Sep 2023: 48,883  
Oct 2022: 30,020

Target: 35,000 km

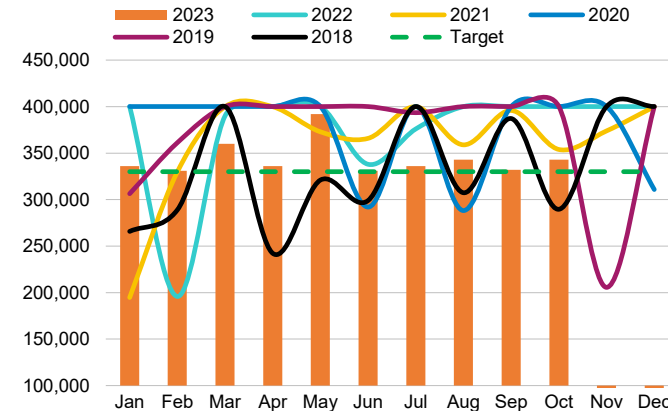


## T1 train mean distance between failures

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

Oct 2023: 343,000  
Sep 2023: 330,000  
Oct 2022: 448,000

Target: 330,000 km





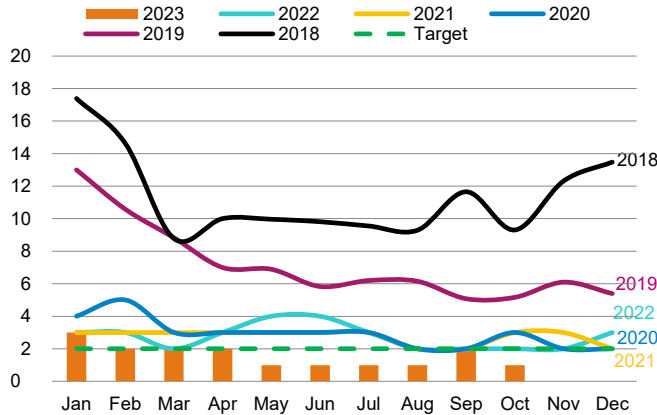
# Appendix: Asset reliability

## 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.

Oct 2023: 1  
Sep 2023: 1  
Oct 2022: 2

Target: Less than 2

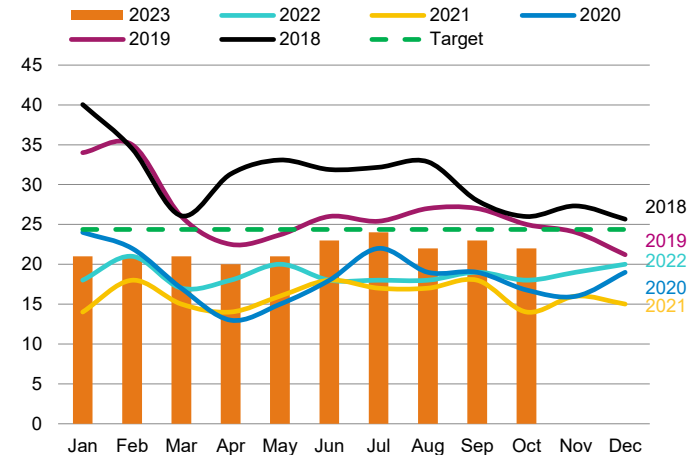


## Bus road calls and change offs

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. Target is 1.5% of peak revenue service

Oct 2023: 22  
Sep 2023: 23  
Oct 2022: 18

Target: Less than 24





**Rich Wong**  
Chief Transportation and Vehicles Officer

**Wendy Reuter**  
Chief Strategy and Customer Experience Officer (Acting)

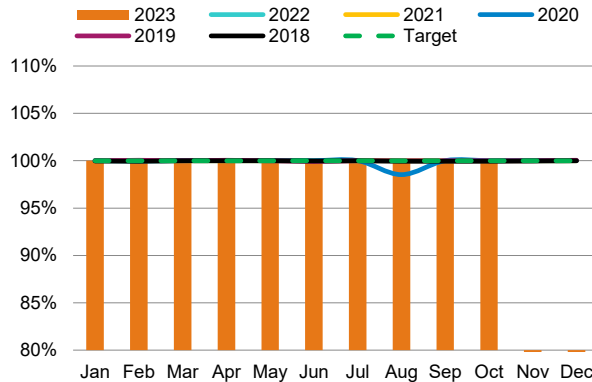
# Appendix: Asset availability

## Subway service availability

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

**Oct 2023:** 100.0%  
**Sep 2023:** 100.0%  
**Oct 2022:** 100.0%

**Target (RW):** 100%

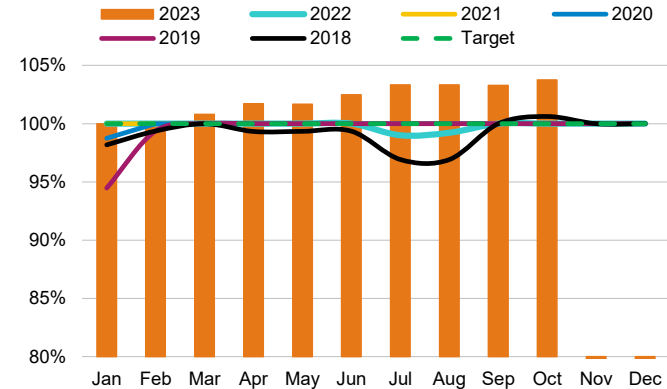


## Streetcar service availability

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

**Oct 2023:** 103.8%  
**Sep 2023:** 103.3%  
**Oct 2022:** 100.0%

**Target (RW):** 100%

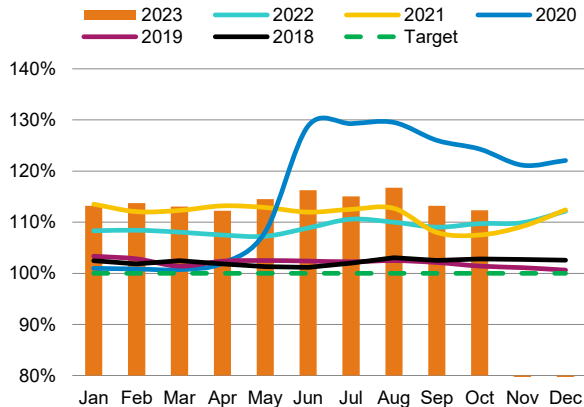


## Bus service availability

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

**Oct 2023:** 112.3%  
**Sep 2023:** 113.2%  
**Oct 2022:** 109.7%

**Target (RW):** 100%



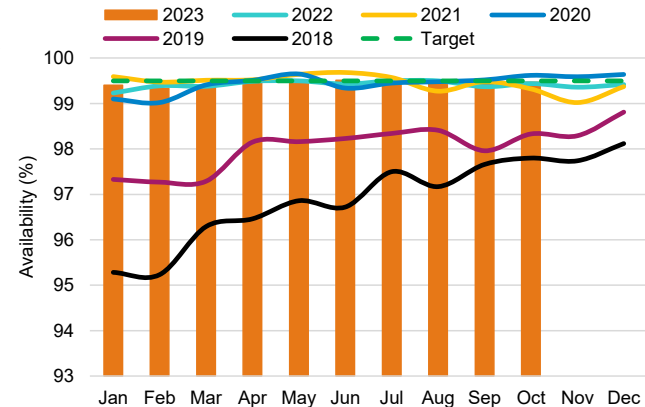
## Fare gate availability

Percentage of fare gates are available for use.

**Oct 2023:** 99.47%  
**Sep 2023:** 99.48%  
**Oct 2022:** 99.50%

**Target (SH):** 99.50%

Work is underway to implement a new software patch to improve availability and continued improvement on the reliability of the Faregates through 2024.





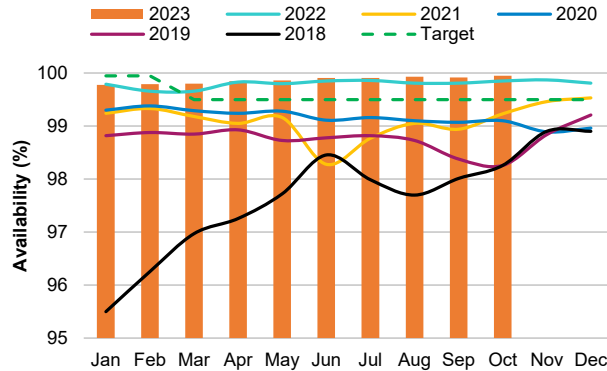
# Appendix: Asset availability

## 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.

**Oct 2023:** 99.95%  
**Sep 2023:** 99.92%  
**Oct 2022:** 99.85%

**Target:** 99.50%

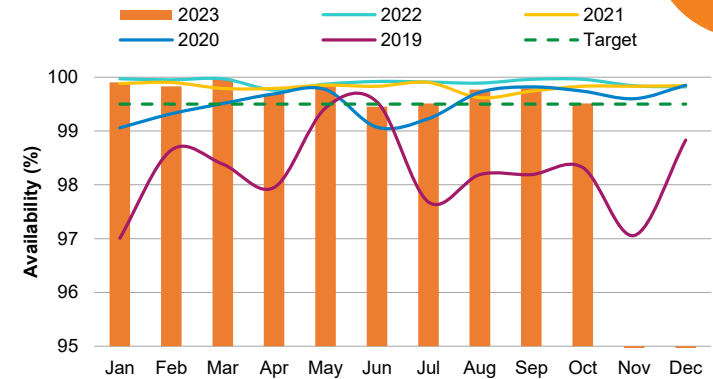


## PRESTO Fares and Transfers Machine (FTM)

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.

**Oct 2023:** 99.51%  
**Sep 2023:** 99.79%  
**Oct 2022:** 99.96%

**Target:** 99.50%

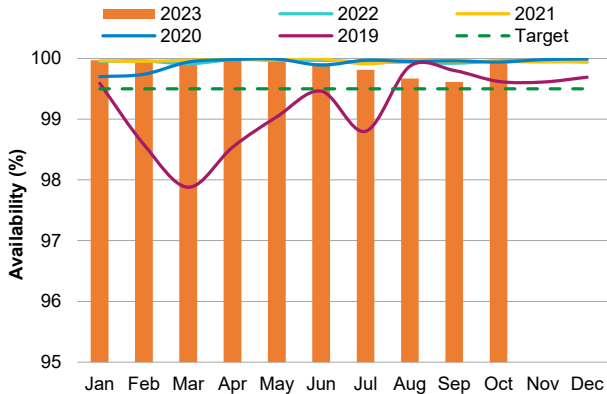


## PRESTO Self-Serve Reload Machine (SSRM)

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.

**Oct 2023:** 99.93%  
**Sep 2023:** 99.61%  
**Oct 2022:** 99.96%

**Target:** 99.50%

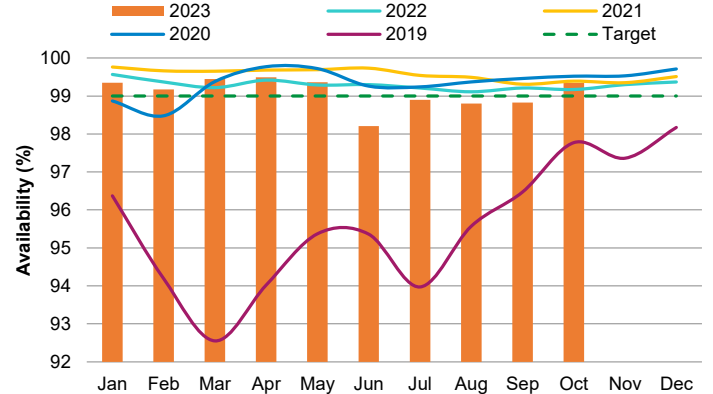


## PRESTO Fare Vending Machine (FVM)

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.

**Oct 2023:** 99.34%  
**Sep 2023:** 98.83%  
**Oct 2022:** 99.17%

**Target:** 99.00%





# Appendix 2: Safety

## Regulatory compliance – Q3 2023

This table summarizes the number of regulatory interactions and orders issued in 2023 (January 1 to September 30) 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>1</sup> issued	Non- compliance orders <sup>2</sup> issued	Status
Ministry of Labour, Immigration, Training and Skills Development	77	4	3 <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	0	0	0	No orders issued
Toronto Fire Services	5	0	2 <sup>b</sup>	Compliance Achieved

<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, Technical Standards and Safety Authority and City of Toronto Sewers By-Law and Ontario Fire Code

<sup>a</sup> The three MLITSD non-compliance orders were:

- One order was regarding the employer's responsibility to ensure that information and instruction is provided to workers on the task of using work cars during the setup of impassable work zones.
- Two orders were related to an employer shall assess risks of workplace violence that may arise from the nature of the workplace, the type of work or the conditions of work.

<sup>b</sup> The two TFS non-compliance orders were:

- One order was regarding Fire Alarm Panel room issues at McBrien Building.
- One order was regarding hydrant issues at Greenwood Yard.





# Appendix: How ridership is measured

## Revenue Rides versus Customer Boardings

Revenue Rides and Customer Boardings are both measures of transit ridership. Some transit agencies report ridership as 'Linked Trips' others report ridership as Boardings. Like many agencies the TTC uses both.

### Revenue Rides

Revenue rides are linked trips. They represent a customer journey from origin-to-destination one-way, including transfers.

Why this is important: Indicates how many paid trips customers have made, and ties to fare revenue. This is the basis for forecasting and collecting fare revenue.

In the public transit industry:

- Can be referred to as 'linked trips', and 'ridership'.
- "Revenue Rides" are used by MTO to determine Gas Tax funding allocations.
- "Revenue Rides" aligns with CUTA's (Canadian Urban Transit Association) definition of "ridership", standardizing ridership reporting across Canadian transit agencies.
- Includes all fare groups as well as those with \$0 fares, including child and two-hour transfer rides. Excludes fare evasion.

#### Definition in the TTC CEO's Report

Revenue rides are equivalent to linked trips, and represent a customer journey from origin to destination, including transfers. The CEO's Report includes the average number of customer linked trips per week, including paid and free trips (children 12 and under).

### Customer Boardings

Boardings measure customer use of the system. Customers are counted each time they board a TTC vehicle.

Why this is important: Represents use on the system, by mode, by vehicle, by times of day, and ties to occupancy. This is the basis for customer demand and service planning.

In the public transit industry:

- Can be referred to as 'unlinked trips' and 'ridership'.
- Is used by US transit agencies reporting to Federal Transit Administration for funding.
- Boardings aligns with APTA's (American Public Transit Association) definition of "ridership", which includes select Canadian transit agencies,
- [www.apta.com/research-technical-resources/transit-statistics/ridership-report/](http://www.apta.com/research-technical-resources/transit-statistics/ridership-report/).
- Some Canadian transit agencies use Boardings to report ridership.
- Includes both paid and unpaid use.

#### Definition in the TTC CEO's Report

Customer Boardings measure customer use of the system, by mode and by location. Customers are counted each time they board a TTC vehicle. The CEO's report includes the average daily boardings per mode.