



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

Date: May 8, 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 – May 2023

# CEO's Report

Toronto Transit Commission

May 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...

Did you know that one full bus can mean up to 70 fewer single-occupancy cars on the road?

To find out more about how the TTC is working toward having a 100 per cent zero emissions fleet by 2040 visit

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



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# CEO's commentary



## **Subway wireless update**

At the last Board meeting, we heard from our new partners at Rogers regarding the acquisition of BAI Canada, making Rogers the supplier of record for the TTC's subway wireless program.

I'm pleased to advise that on April 24 we finalized a separate agreement with Rogers with respect to the future of this important initiative. The agreement is in keeping with the terms of reference approved by the TTC Board in 2022.

The plan is for the entire TTC subway system to have a modern 5G network and full 9-1-1 access in approximately two years regardless of mobile carrier.

Rogers has committed to working with the other Canadian telecommunications companies to provide access for everyone.

This is already done in multiple other transit agencies and other public places (office towers, shopping centres, etc.) across Canada and we don't see the TTC as being any different.

As part of this new agreement, Rogers will be our partner until at least 2042 with a net benefit to the TTC of at least \$49 million plus other financial and in-kind benefits – almost double the guaranteed revenue of the original 20-year contract.

We continue to work with Rogers to plan their build in conjunction with our own subway infrastructure work.

This is an exciting new partnership that will modernize the TTC while addressing safety concerns we've heard.

## **TTC Green Fleet update**

The TTC has committed to transition our bus fleet to be 50 per cent zero emissions by 2028-2032 and our entire bus fleet to 100 per cent zero emissions technology by 2040 or sooner. In celebration of Earth Day this year, the TTC made two significant announcements that will help us achieve this objective.

The TTC received the first of 336 additional hybrid-electric buses. These new buses, which began arriving in April,

helps the TTC move toward a completely zero-emissions fleet. The buses will enter service this month after undergoing inspection and testing. This process will be ongoing as buses continue to arrive through to early next year.

All of these vehicles will replace existing buses that have reached the end of their useful life. The 68 1.83-metre (60-foot) hybrid-electric buses will replace older (40-foot) buses, adding significant capacity to the fleet and reducing travel times. These buses will be based out of the TTC's Mount Dennis and Wilson divisions and will serve routes in midtown, downtown, North York, and Etobicoke.

The TTC also unveiled 10 newly commissioned battery-electric bus (ebus) charging pantographs as part of a pilot project at Birchmount Garage, expanding the TTC's charging capacity. The new pantographs will support overhead charging, allowing electricity to be delivered from a centralized power source to chargers mounted on top of battery-electric buses.



# CEO's commentary

This innovative transit charging system represents the first phase of a 20-year agreement between the TTC and Ontario Power Generation subsidiary, PowerON. Under the agreement, PowerON designs, builds, co-invests in, and operates charging as well as related infrastructure to electrify the TTC's bus fleet and facilities. This initial Birchmount pilot is funded by the City of Toronto. The TTC will use the system to gather and evaluate reliability and operations data prior to broader deployment.

We continue to share this good news with our customers – many of whom are continuing to take transit as our ridership numbers remain steady. As of the week ending March 31, the TTC's average weekday boardings stand at 71 per cent of pre-COVID levels at 2.28 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 58 per cent and 63 per cent, respectively. Wheel-Trans ridership is at about 71 per cent of pre-COVID.

As post-secondary schools transition into examination weeks in April, overall customer demand was expected to subside throughout the month due to a reduction in post-secondary travel.

Although more office employees are expected to return to the office at least two-to-three days per week through the year, demand we currently experience is not expected to return until after summer

## Diversity and Culture Group

### **TTC celebrates Asian Heritage Month**

For a second year, the TTC is proud to highlight Asian Heritage Month in May as a time to showcase the transformative work of Asian Canadians, including TTC employees. Within the organization, we will once again be celebrating this rich culture by sharing stories from our employees who are of Asian, Southeast Asian and South Asian heritage.

Recognizing Asian Heritage Month is an important part of our broader commitment to a more equitable and inclusive transit system for everyone. We have achieved a lot of good work through our 10-Point Action Plan and Five-Year Diversity and Human Rights Plan, but we know there is still more work ahead as we continue building programs and initiatives to address racism and discrimination.

Diversity and inclusion remain priorities for this organization, and the TTC needs to reflect the city and communities that it serves. We are striving to do all we can to ensure the TTC is a welcoming place

for everyone.

### **Earth Day clean-up in Mount Dennis neighbourhood**

I want to thank and commend our volunteers from Mount Dennis Division for organizing an Earth Day clean-up on April 22.

This annual event brought together employees, their friends and family members. Equipped with rakes and shovels, the group spent the day litter picking and tidying the Mount Dennis community where they work. The day was made complete with a barbecue put on by the division's recreation committee. Great job by everyone!

## Strategy and Customer Experience Group

### **Video explainers available for TTC customers**

The TTC recently created and posted two informational videos to help customers understand the employee resources that are available in stations should they need assistance. The first is called, *In Case of Emergency*. This short video explains the variety of features found throughout our subway system to provide assistance, safety and security for our customers on their journey if they should need it. The video highlights where to find these safety features and how they function.



# CEO's commentary

The second video is titled, *Who's Who in TTC Stations*. This one tells customers about the trained employees in uniform who are prepared to help when approached by anyone in need of assistance, emergency or otherwise.

For example, if the station has a Fare Collector, they can be found at the main entrance of a subway station, near the fare gates on all subway lines. Customer Service Agents, on the other hand, are available beside the fare gates at Line 1 stations from Vaughan Metropolitan Centre to Lawrence West. They and other uniformed personnel, including Operators, Supervisors and Maintenance staff, can help answer questions, provide customer service and deal with issues that may arise throughout the day or night.

For more information about safety on the TTC, and to view the videos, please visit [ttc.ca/ridingtheTTC](http://ttc.ca/ridingtheTTC).

## Operations and Infrastructure Group

### **Dufferin Gate Loop back in service ahead of schedule**

I am pleased to report that the 504 King and 29/929 Dufferin services resumed service to the Dufferin Gate Loop one month ahead of schedule after a sewer collapsed in the area.

Last January, bus and streetcar service was diverted from the Dufferin Gate Loop after the emergency closure on Dufferin Street at Springhurst Avenue. Emergency work by City crews required the complete excavation of streetcar tracks and removal of overhead cabling. Once sewer and road repairs were completed in March, a dedicated team from our Streetcar Infrastructure Department began the urgent and complex work of track reconstruction and installation of new overhead cables. Although this work was scheduled for completion in early May, crews worked diligently and around-the-clock so TTC services through Dufferin Gate Loop could resume by April 1.

I am very proud of our incredible team of engineers and repair crews. They completely rebuilt the loop and streetcar tracks, re-established and aligned new overhead cables, and tested and commissioned the work for the successful resumption of service for the benefit of our riders.

### **Cleaning blitz at all TTC stations**

The spring station-cleaning blitz gets underway in May. To achieve this task, the TTC is once again hiring 100 post-secondary summer students to join the Stations Department. This year, all 75 stations will be covered under the cleaning blitz, which runs through to the end of August. Tasks undertaken by our student janitors include: cleaning ceilings, walls, floors and all metal surfaces and touchpoints.

Last year, the blitz team of summer students were divided into 13 groups, each spending a week at a time at an assigned station to manually scrub walls and stairs, and perform detailed cleaning of stainless steel doors, door/window frames, waste receptacles, elevators, escalators and benches.

## Transportation and Vehicles Group

### **May service changes**

Starting Sunday, May 7, we will be implementing a number of service changes across the city to align service to ridership while improving reliability and on-time performance. These adjustments also take into consideration construction as well as seasonal adjustments.





# CEO's commentary

There will be 13 routes with service adjustments to projected or observed ridership, with some of the resources reallocated to invest in improved services on the system, including: new express service on Markham Road between Sheppard Avenue and Steeles Avenue; improved overnight service on Finch, Jane and Wilson; and better weekend daytime service on The Queensway and Lawrence Avenue East.

We will also be bringing back our popular Bluffer's Park seasonal services as part of a system-wide seasonal service refresh. Look for routes 200 Toronto Zoo (new service from Rouge Hill GO), 201 Bluffer's Park (formerly 175) and 202 Cherry Beach (formerly 172) starting on May 7.

## **TTC continues to look at new safety measures**

As you know, the safety of our employees and our customers remains our top priority. In April, customers riding T1 trains on Line 2 Bloor-Danforth began to see a barrier installed onboard to provide additional space for Operators and Guards to perform their duties in a safe manner.

The use of this barrier is intended to keep the guarding areas adjacent to the cab clear of passengers during revenue service. Although not mandatory, its use is highly recommended to provide a clear and consistent indicator to riders about the restricted seating area. This new procedure is part of the larger review of safety and security measures underway at the TTC.

## **Innovation and Sustainability Program**

### **Innovation challenge for young transit employees**

The TTC is excited to be an inaugural participant in the International Youth Alliance for Innovation (IYAI) Innovation Challenge. The IYAI Challenge is a competition among transit agencies throughout North America designed to encourage young people aged 18 to 25 to develop innovative solutions to some of the world's most pressing challenges. This has been a great opportunity to engage the youth within the TTC to help drive innovation.

The theme of the challenge this year is Sustainable Mobility. The TTC formed two volunteer teams of five youth innovators. Mentors from the Innovation and Sustainability Group provide weekly guidance

throughout the challenge. The teams are each developing an innovation to advance sustainable mobility.

In mid-May, the teams will be presenting their ideas to TTC Executives and one team will be selected to represent the TTC at the North American competition in June. Both teams will be featured along with their sustainable mobility innovations in an upcoming CEO's Report.

## **Engineering, Construction and Expansion Group**

### **New Community Office coming soon**

A new community office for the Bloor-Yonge Capacity Improvements project is scheduled to open to the public in May. The accessible office is located at 25 Hayden St., directly across the street from Bloor-Yonge Station's Hayden exit.

In keeping with the TTC's renewed commitment to modernization, proactive community engagement and communications, the community office will serve downtown neighbourhood residents and businesses throughout the construction process to ensure any concerns that may arise are addressed directly by TTC staff on the ground.



# CEO's commentary

The TTC has already mailed letters to impacted property owners to inform them of the early works at Bloor-Yonge Station and demolition of some buildings in the area. Thousands of flyers will also be distributed in the surrounding neighbourhood.

Advanced construction for the expansion of Bloor-Yonge Station began in March on Bloor Street East, between Yonge Street and Park Road, adjacent to Sherlock Holmes Walkway. Major construction is scheduled to begin in Q4 2024, which includes the construction of a new eastbound Line 2 passenger platform and the expansion of both Line 1 platforms, enhancements to the concourse level, entrances, exits and improved accessibility features.

The TTC recognizes that construction of this magnitude can be challenging for residents and local businesses. Before preliminary construction begins, the TTC wants to reach out to ensure that businesses and residents are aware of this project, and how to get in contact with the project team should they have questions or concerns to discuss.

A preliminary overview of the plans is posted on the project website at [www.ttc.ca/blooryonge](http://www.ttc.ca/blooryonge).

## Safety and Environment Group

### **Ongoing approach to safety on the TTC**

It simply cannot be overstated: the safety of our customers and employees is our top priority. Over the past several months, the TTC has enacted and implemented numerous measures and initiatives to enhance our safety and security practices and policies.

We know the challenges facing us are complex and cannot be solved overnight. That is why we continue to work with our City colleagues, our union partners as well as our frontline employees and customers on ways that we can make the TTC as safe as possible for everyone.

The TTC and its partners continue efforts to make the TTC as safe as possible and achieve the following objectives:

- Increase community safety and sense of safety throughout the network for customers

and employees.

- Provide alternative resources to persons experiencing homelessness and individuals with complex needs using TTC spaces for shelter.
- Leverage multidisciplinary, community-focused and data-driven approaches.

I want to commend everyone for doing their part, especially TTC staff. The past few months have been challenging and our employees have gone above and beyond their normal duties.

The next scheduled TTC Board meeting will be on Monday, May 8. The public meeting will be live-streamed on the Official TTC YouTube Channel, starting at 10 a.m.

Stay safe

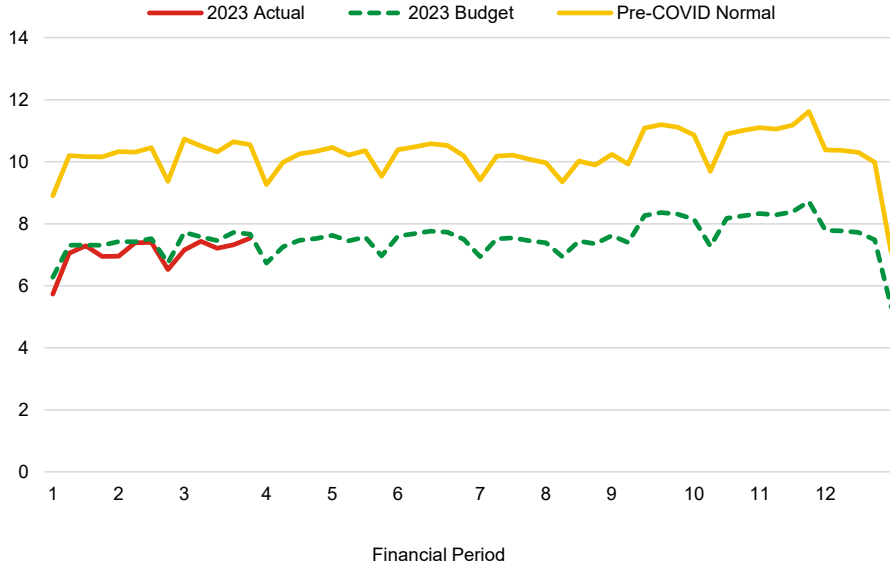


**Richard J. Leary**  
**Chief Executive Officer**  
**May 2023**



# 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 3 (February 26 to April 1, 2023) revenue rides totalled 36.7 million or an average of 7.3 million per week, representing 69% of pre-COVID experience and a 0.4% decrease from Period 2.

Year-to-date revenue rides totalled 91.9 million, which is 3.5 million below budget and cumulatively represents 69% of pre-COVID experience.

### Analysis

Weekly ridership levels in Period 3 reached as high as 71% of pre-COVID experience. However, for the full month, Period 3 ridership averaged 69% of pre-COVID experience, below budget of 72%, primarily due to a few significant weather events that took place during March in which there was a direct reduction in ridership and revenue experienced on those days with inclement weather.

During Period 3, 2023, up to 90% of unique PRESTO riders returned to the system each week with over 1.04 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 59% of March 2020 levels, below the overall ridership rate of 69% of pre-COVID experience for Period 3.

Conversely, riders who use transit less frequently are at 112% 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 April use total 100,307, representing 50% 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.

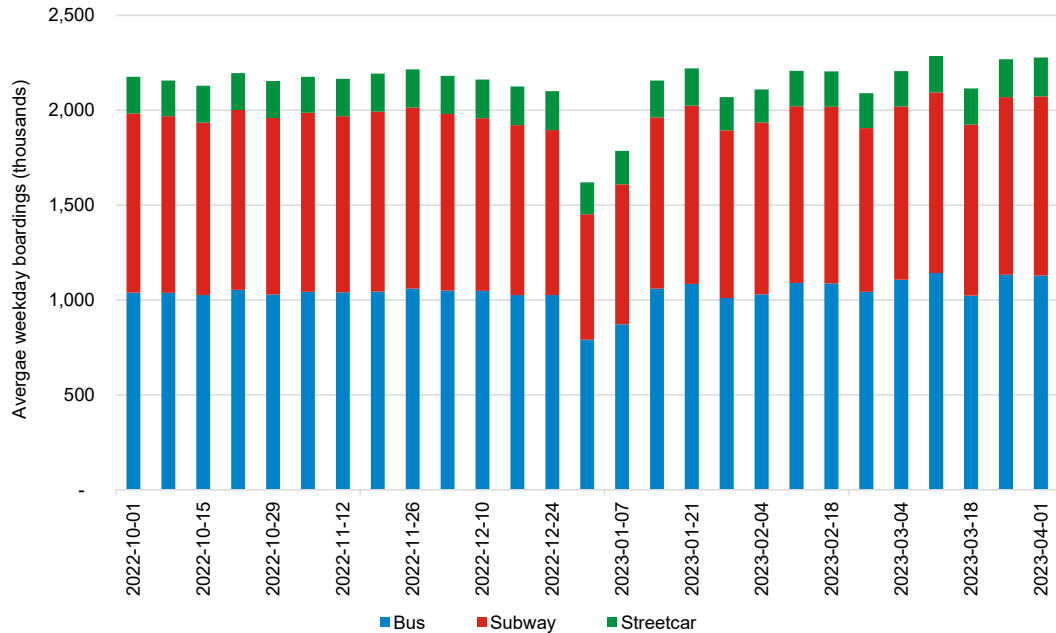
Ridership trends and recovery continue to be monitored closely for all fare concession types and ridership segments.





# 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 2.28 million represents 71% of pre-COVID levels for week ending March 31.

### Analysis

Bus remains the busiest of all modes with another post-pandemic record of 1.13 million boardings or 82% of pre-COVID for week ending March 31.

Proportionately, a greater portion of subway and streetcar customers are office workers than bus customers, and demand on these two modes is more directly affected by hybrid work.. Subway demand is at 63% pre-COVID for week ending March 31, an increase from 58% at the end of February. Streetcar demand also increased to 58% of pre-COVID compared to 53% in February. Both the slow increase in office work and the absence of inclement weather supported the steady increases in customer demand throughout March as office workers tended to commute slightly more than two days per week on average.

Overall customer demand is expected to subside throughout the month as post-secondary customers reduce school-based travel.

### Action

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

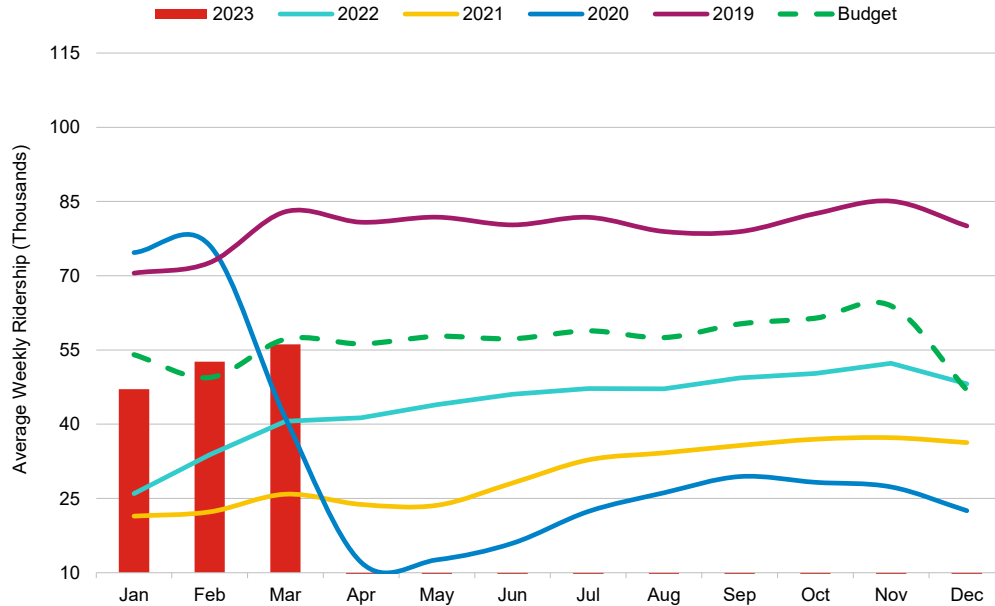
- Monitoring weekly ridership.
- TTC Toronto Employer Survey and monitoring downtown office occupancy.
- Transportation Tomorrow Survey (TTS) participation.





# 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 Period 3 (February 26 to April 1, 2023) was 280,596 (or 56,120 passengers per week). This figure was 1.9% lower than the budgeted 57,200 customers per week and lower than the year to date budgeted amount. The Period 3 year to date actual ridership, however, was 53.9% higher compared to the same period in 2022. The 2023 Period 3 ridership represents 67.7% of the pre-COVID experience.

### Analysis

The overall ridership trend for the previous three periods has shown a steady increase. This signifies customer confidence in our service as we have now surpassed 65% of pre-COVID ridership levels.

Customer ability to book their trips on demand has also contributed to the increase in ridership as more than 80% of trip bookings are completed via the Self-Booking website. Also, call centre response times are at a consistently low number, resulting in customers being able to easily book their trips via phone.

### Action

With the steady ridership increases, service availability will be constantly re-evaluated to ensure customer trip requests are always honoured.

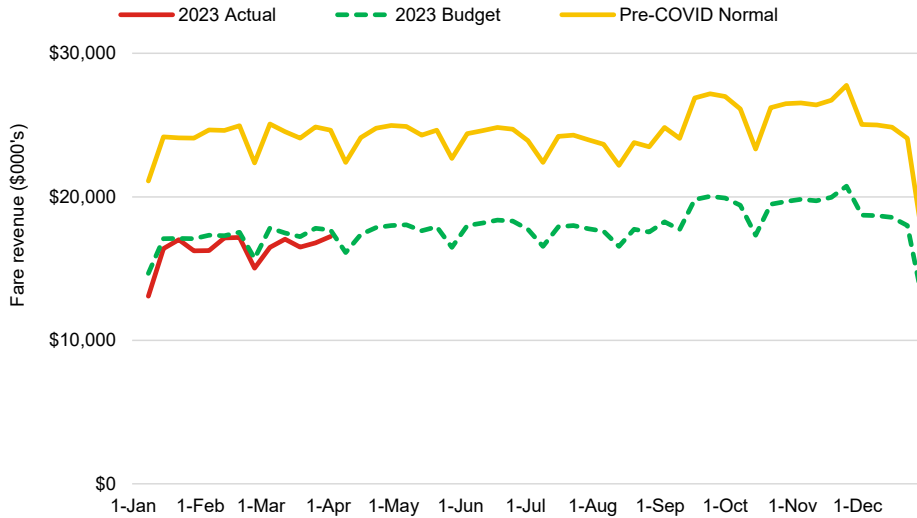
Note: Wheel-Trans ridership is not included in TTC ridership totals.





# Financial

## Fare revenue



Definition  
Revenue generated through fares.

### Results

Period 3 (February 26 to April 1, 2023) fare revenue was \$84.5 million. This is \$3.6 million or 4.1% below budgeted fare revenue for Period 3, representing 69% rather than the budgeted 71% of pre-COVID revenue. Although Period 3 revenue is less than budget, Period 3 average weekly fare revenue of \$16.9 million increased 3% over Period 2.

On a year-to-date basis, fare revenue totalled \$213.0 million, which is \$8.8 million below budget and cumulatively represents 68% of pre-COVID experience.

### Analysis

Weekly fare revenue levels in Period 3 reached as high as 70% of pre-COVID experience. However, for the full month, Period 3 fare revenue averaged 69% of pre-COVID experience, below budget of 71%, primarily due to a few significant weather events that occurred during the period in which a direct correlation was viewed between fare revenue levels on those days with inclement weather.

Revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$78.4 million for Period 3 — representing a PRESTO ridership adoption rate of 90.6% — and \$6.1 million from other media for Period 3.

Period 3 revenue was generated from the following fare concession groups: 76.8% adult, 10.1% post-secondary, 5.4% 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.

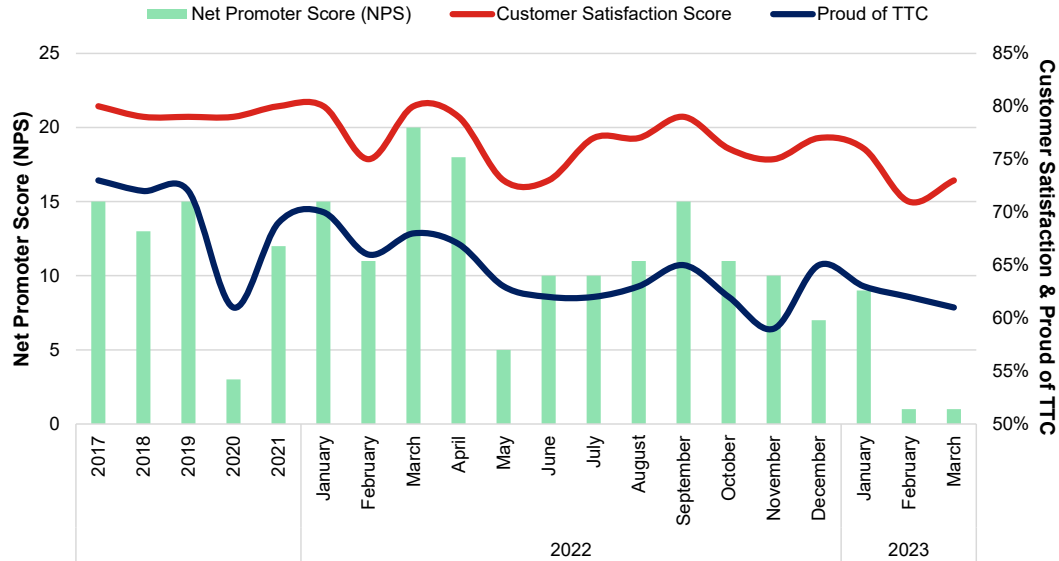
Ridership trends and recovery continue to be monitored closely for all fare concession types and ridership segments.





# 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 73%, an increase of 2% from February, Net Promoter Score remains the same, while the number of customers who say they are proud of the TTC and what it means to Toronto decreased to 61%.

### Analysis

March data shows a slight increase in customer satisfaction since February, with some key drivers contributing to this increase. The notable improvements in ride comfort, reduced crowding, and helpfulness of staff have all been significant factors contributing to the increase in overall customer satisfaction levels for both bus and subway riders.

While personal safety and security, as well as vehicle cleanliness, are still primary concerns for customers across all mode, satisfaction with personal safety increased 2%, contributing to the improvement in overall satisfaction.

In light of this improvement, bus and subway customers reported an increase in satisfaction in March, with the highest level of satisfaction since

post-restriction levels in February. Streetcar customer satisfaction declined but remaining higher than post restriction low in October 2022. Net Promoter Score from February to March remains steady, indicating a consistent level of customer loyalty and advocacy. Additionally, customer attitudes towards the TTC suggest a slight decrease in pride in the transit system and its importance to Toronto, though higher than Fall 2022.

It is important to note that customer satisfaction is a lagging indicator, relating to events that occurred in the previous month.

### Action

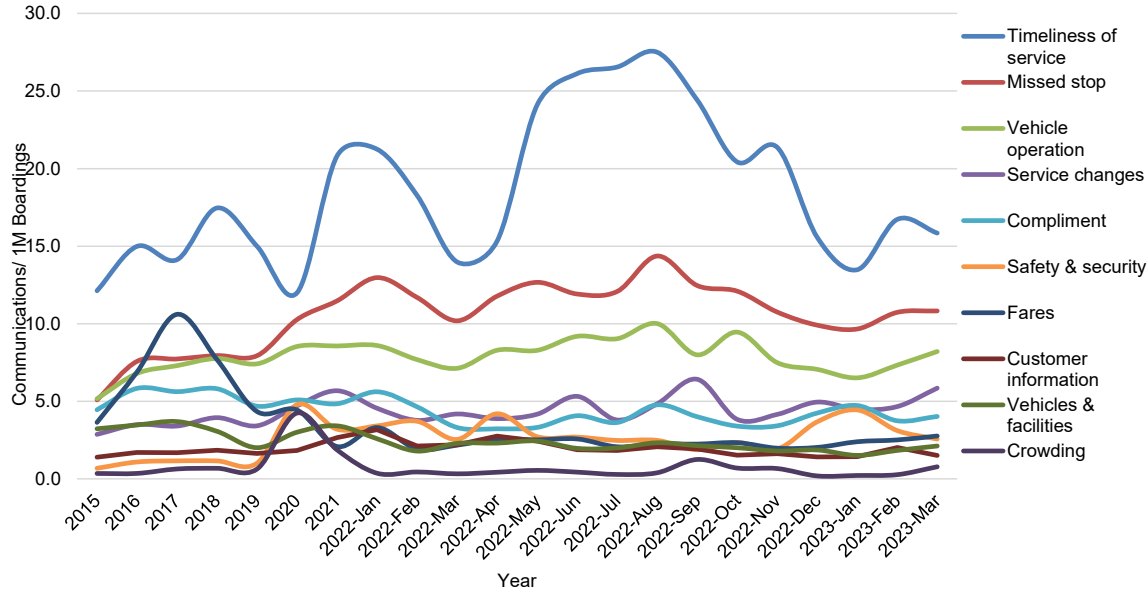
- New vehicle cleaning contracts began in Q1 2023 for streetcars and stations.
- Vehicle Cleanliness and Personal safety and security surveys are underway for TTC riders.
- Action plan focusing on concerns about safety and security is ongoing for current and future strategies.





# 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), voluntary communication to TTC's Customer Service Centre are routed through the organization to inform TT, 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 2% rise in March compared to February. In March, there were a total of 3,555 CSCs, while in February, 2,909 CSCs were received. Overall, weighted for customer boardings and days/month CSC/day declined 7%.

### Analysis

CSCs seeing an increase include service changes and vehicle operation which represent 9% and 14% of all CSCs, and increased 25% and 12% respectively.

At the same time Safety & Security CSCs, which represent 5% of CSCs continued to decline significantly in March by 18% compared to February. This follows a 30% decline from January.

Timeliness of Service which historically is the most common topic for CSCs, represents 29% of CSCs in March, declined from 32% of all CSCs compared to February.

### Highlights:

- Decrease in timeliness of service CSCs decrease can be attributed to a decrease in CSCs related to trips ahead of schedule, stopping on route, and surface delay, decreasing by 26%, 23% and 5% respectively.
- Missed stop CSCs increased by 1% after a steady decline since October 2022.
- Vehicle operation CSCs increased 12% in March; this increase can be attributed to increase in door operation and operation of the vehicle.







# Customer experience

## Customer service communications

### Service-related CSCs:

- Service changes CSCs have increased by 25% from February to March. Almost three quarters (72%) of service changes CSCs were related to customer requests for changes in service and routes. This percentage has increased by 39% since the month of February, and anticipated to be due to anticipated service adjustments in March.

### Action

#### Service-related and Timeliness of Service

- 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 improving timeliness.

#### Community Safety Related

- Proactive steps are being taken to address safety and security concerns by increasing the presence of Special Constables and uniformed

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.

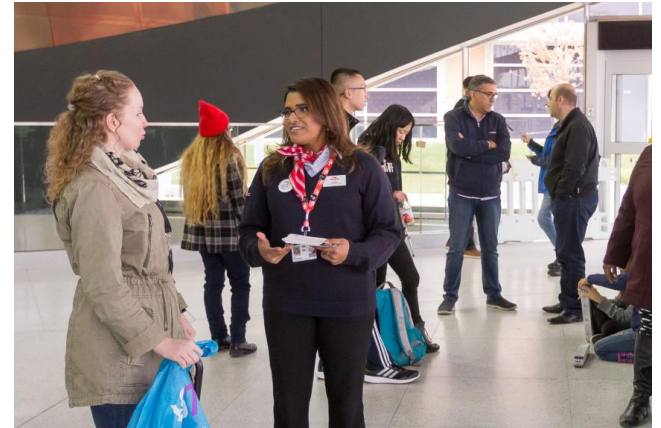
## Customer compliments

“On Thursday, we were travelling downtown with more than 35 Grade 4 students from Etobicoke. We took the bus to Lawrence Station. Upon our arrival, the ticket booth collector immediately came out to escort us through the turnstiles and all the way down to the platform. She waited with us until we were all safely on the subway heading south.

On our return trip, again a Customer Service Agent led us through the station, and ensured we all were able to secure room on the bus to take us back to school again. The staff were efficient, friendly and supportive. Travel by TTC with a school group can be worrisome, but the staff made it so much easier.

Thank you from the staff, parents and students of St. Maurice Catholic School.”

- Tara R.



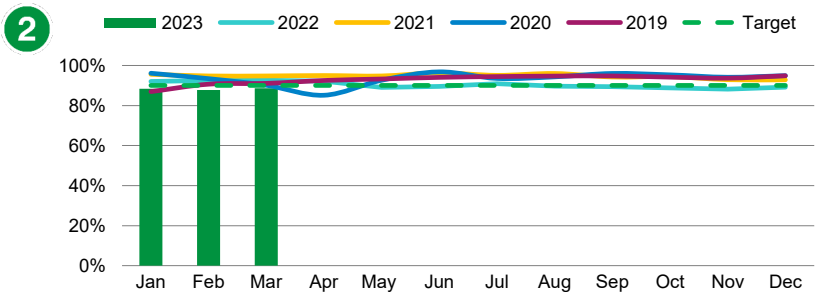
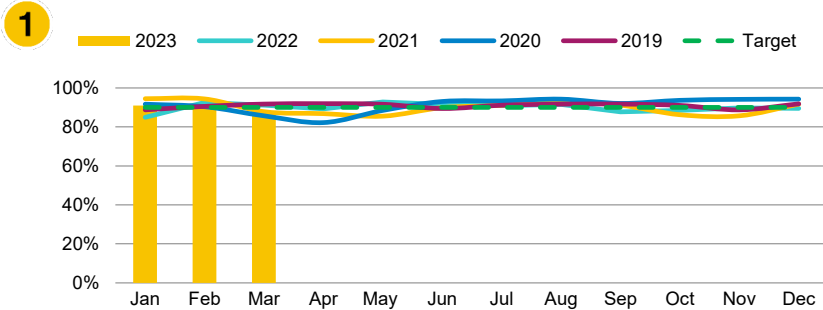


**Rich Wong**  
Chief Transportation and Vehicles Officer

**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.

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

### Results

Line 1 OTP was 88.2% in March. This represents a decrease from last month (89.8%) and also a decrease from the same time last year (91.1%). Our target of 90% was not met.

Line 2 OTP was 88.6% in March. This represents an increase from last month (87.8%) and a decrease from the same time last year (92.6%). Our target of 90% was not met.

### Analysis

There was a 12% increase in average daily delay minutes – from 95 minutes per day in February to 107 minutes per day in March on Line 1. While there was a reduction in delay minutes due to subway infrastructure and Plan Bs (incidents of smoke at track level), these were offset by increases in delay minutes due to passenger-related delays (security, injury at track level and ill passengers). Passenger-related delays made up more than 70% of total delay incidents and total delay minutes in March.

Further, OTP calculations during March were affected by early closures from March 6 to 9 between Osgoode and College for concrete rehabilitation; and March 13 to 16 and March 20 to 23 between St Clair and Lawrence for Eglinton Crosstown LRT work. There was also single line operation late evenings from March 13 to 16, March 20 to 23 and March 27 to 30 between Vaughan Metropolitan Centre and Pioneer Village for tunnel leak remediation.

On Line 2 there was a 26% increase in average daily delay minutes – from 61 minutes per day in February to 77 minutes per day in March. Increases were seen in subway infrastructure, staff- and security-related delays. Passenger-related delays made up 70% of total delay incidents and 67% of total delay minutes in March.

### Action

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



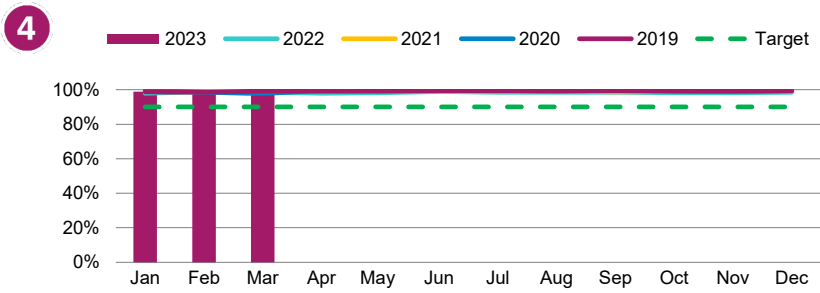
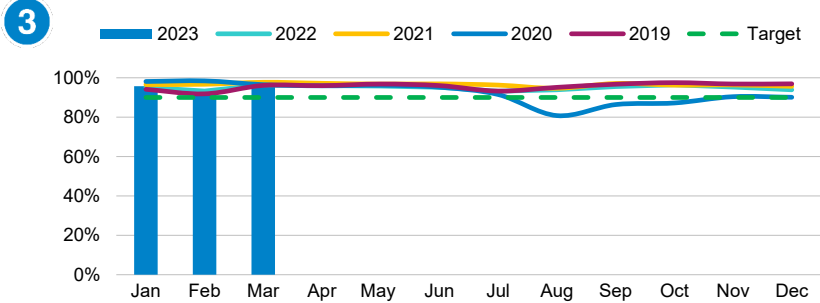


**Rich Wong**  
Chief Transportation and Vehicles Officer

**Fort Monaco**  
Chief Operations and Infrastructure Officer

# Customer experience

## On-time performance (OTP) – Subway



**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.

### Results

Line 3 OTP was 95.4% in March. This represents an increase from last month (93.8%) and a decrease from the same time last year (96.4%). Our target of 90% was met.

Line 4 OTP was 98.5% in March. This represents a decrease from last month (98.9%) and a decrease from the same time last year (98.7%). Our target of 90% was met.

### Analysis

On Line 3, there was a 50.7% decrease in average delay minutes per day – from 28.8 in February to 14.6 in March. Based on recent history, February was higher than normal as there were three major delays associated with rolling stock. There were some increases in passenger-related and miscellaneous delays in March that slightly offset this reduction.

On Line 4, there was a 123% increase in average delay minutes per day – from 3.1 in February to 6.9 in March. February was an unusually low month for delays on Line 4. Over the past 12 months, there was an average of 7.9 delay minutes per day, which is line with March data.

### Action

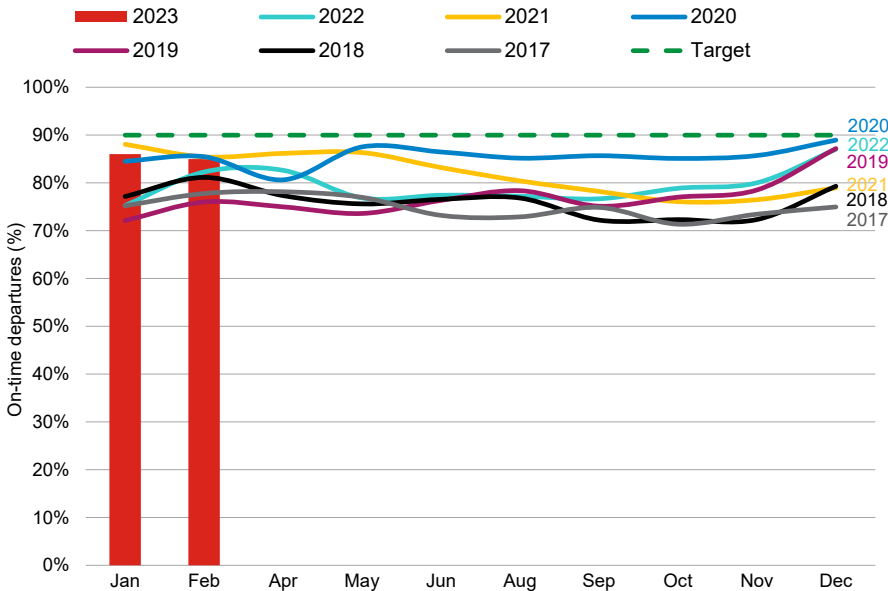
There are no anticipated changes for these lines.





# 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. (-1 to +5)

As of March 31, the TTC was in the March/April Board Period, which runs from March 26 to May 6. OTP results from the March Board Period will be included in the next CEO's Report.

The following analysis is for the February Board Period, which includes February 16 to March 25, 2023.

### 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 service board period last year (82%). Our target of 90% was not met.

### Analysis

Network performance was negatively impacted by the inclement weather the weeks of February 20 to March 10, where over 60 centimetres 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%.

During February, 32 of 159 weekday 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:

- 48 routes were "On-Time" (90% OTP or better).
- 53 routes were "On the Cusp" (85-90%).

- 26 routes were "Not On-time" with OTP less than 85%. 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:

- 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.
- Root cause assessments for 26 low OTP routes.
- 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%.



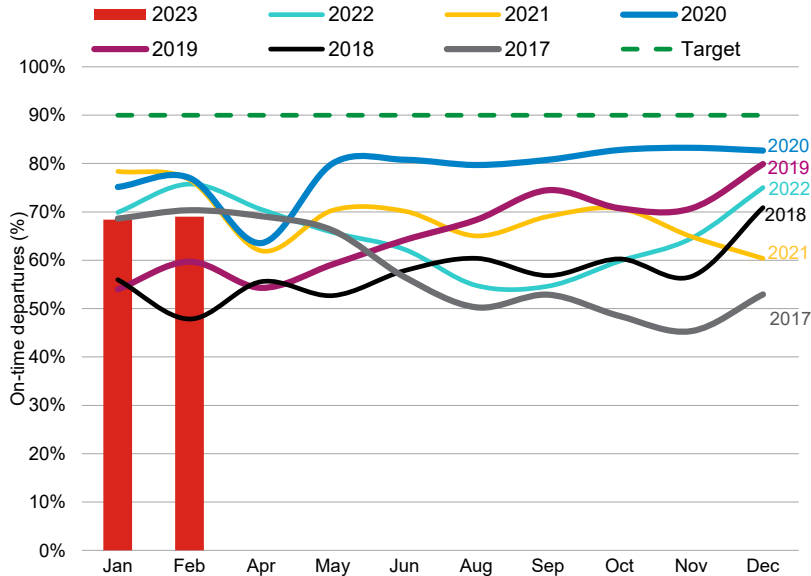


**Rich Wong**  
Chief Transportation and Vehicles Officer

**Fort Monaco**  
Chief Operations and Infrastructure Officer

# Customer experience

## On-time performance (OTP) – Streetcar



As of March 31, the TTC was in the March/April Board Period, which runs from March 26 to May 6. OTP results from the March Board Period will be included in the next CEO's Report.

The following analysis is for the February Board Period, which includes February 16 to March 25, 2023.

### 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 service 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 March/April 2022. This is the second straight board period this has occurred.

For the seven routes not affected by construction, weekday OTP was 81%\*. The 503 Kingston and 511 Bathurst routes achieved 85% or better weekday performance, excluding snowfall and fire days. The 505 Dundas route received a new schedule this board period and performed at an 80% level with these days excluded, improving 17% over January.

Construction projects impacted the 501 and 504 streetcar routes 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.

*\*Excluding three extreme weather days and significant third-party fire.*

### Definition

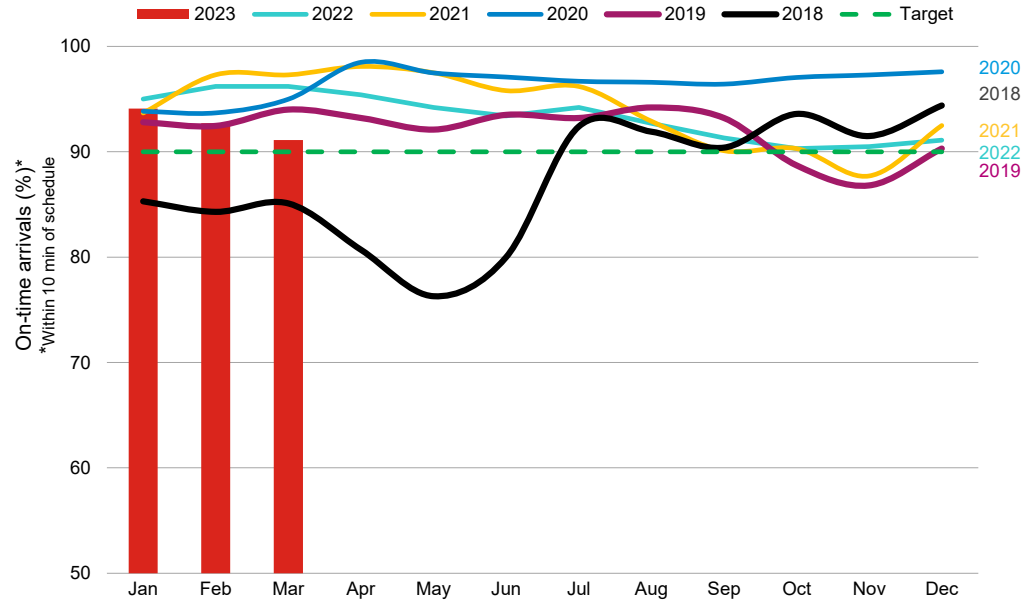
On-time performance measures vehicle departures from end terminals. Vehicles are considered on time if they depart within 59 seconds earlier or five minutes later than their scheduled departure time. (-1 to +5)





# 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 3 (February 26 to April 1, 2023) decreased by 1.6% from the previous period to 91.1%, and is 5.1% lower than Period 3 in 2022. However, it still remains above our target of 90%.

### Analysis

The decrease in On-time performance during this period can be attributed to an increase in ridership demand resulting in additional time being required to complete runs. In addition, road closure and construction impacts increased during this period.

### Action

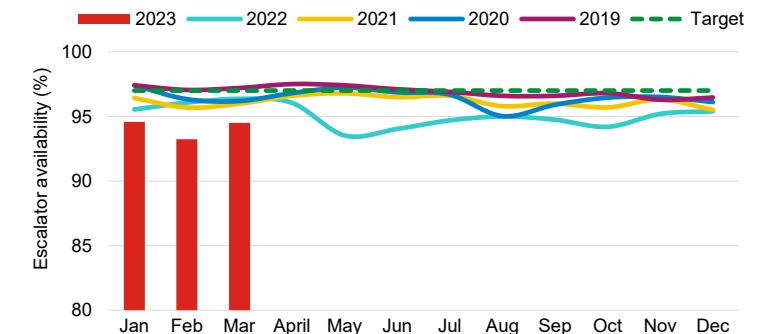
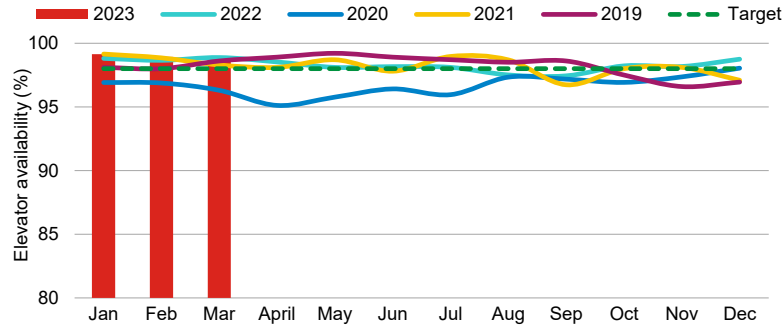
Our Dispatch, Service Planning and Project teams are strategizing new techniques, including scheduled time adjustments during peak service hours in an effort to further maintain efficiencies, mitigate delays and increase On-time performance.





# 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 March was 98.88%, exceeding the target of 98%.

Escalator availability for March was 94.5%, not meeting the target of 97%.

### Analysis

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

A total of seven escalators were removed from service due to water damage: two at St Andrew Station, two at Pioneer Village Station, two at Sheppard West Station and one at Kennedy Station resulting in 1,613.6 hours of downtime.

Four escalators are out of service to accommodate construction work: one at Castle Frank Station, one at Glencairn 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 has resulted in 1,351.4 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. In addition, more than 262.2 hours of downtime have resulted from motor rebuilds required to repair aging escalators.

### Action

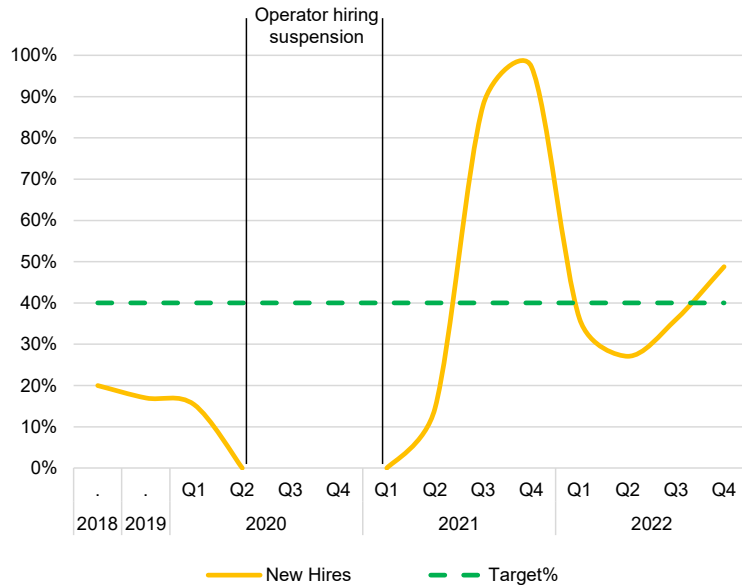
- Continue performing preventative maintenance to meet reliability and availability targets.
- The two escalators at St Andrew Station remain out of service as the electrical system is being built by a third-party. They are anticipated to be returned to service by end of May. The five other escalators, were inspected, repaired and returned to service.
- The escalators at Castle Frank and Donlands stations remain out of service to accommodate construction. Escalators at High Park and Glencairn stations have returned to service.
- Employee re-training on escalator operation is underway to reduce the number of stoppages.





# 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 June 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+2. 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 points 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 2,000 registrants to our two virtual info sessions 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.

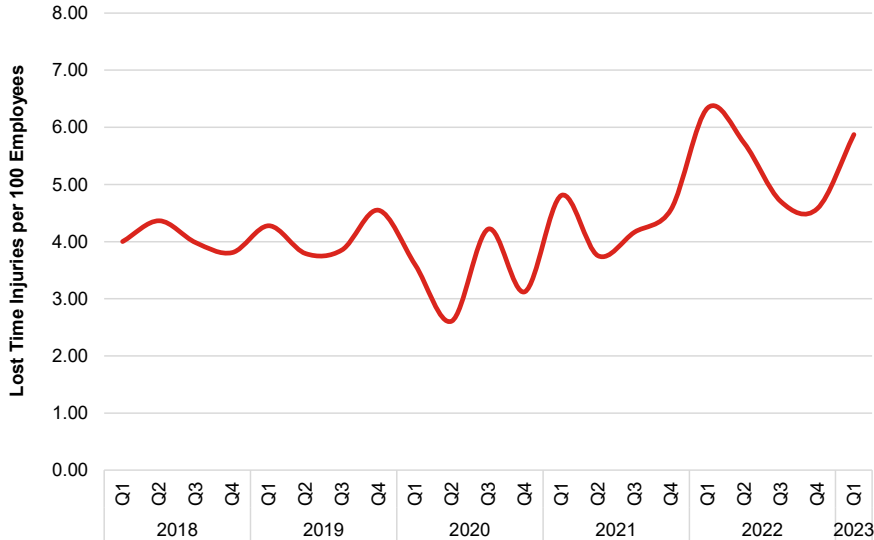






# Safety and security

## 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 September 2023 report.

### Results

The LTIR in Q1 2023 was 5.9 injuries per 100 employees — an increase from Q4 (4.6) and a decrease from the same period last year (6.3). The LTIR for Q1 was 13% higher than the four-quarter average. There has been an upward trend in the LTIR since 2015.

### Analysis

The increase in Q1 LTIR compared to Q4 is mainly attributed to the increase in acute emotional event and slip/trip injury events. Injuries due to acute emotional events account for 18% of all lost-time injuries and represent the second highest injury event type. Injuries due to slip/trip incidents account for 14% of all lost-time injuries and represent the third highest injury event type. This increase is seasonal and observed during the winter months.

Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition) continue to represent the highest injury event type and account for 19% of all lost-time injuries. However, this event type is not driving the increase in the overall LTIR for Q1. There is a 21% reduction in the musculoskeletal/ergonomic type injuries in 2022 compared to 2021.

### Action

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. The TTC also has a Suicide Prevention program, which outlines current practices to prevent suicide incidents involving the TTC and to mitigate the impact when incidents cannot be prevented.

As part of winter readiness planning, communications were issued to TTC employees about staying safe during winter months, including slip and trip prevention.

The Corporate Ergonomics program focuses on preventing musculoskeletal disorders (MSD) stemming from improper manual material handling and poor office ergonomics. In 2021, it was identified that there were lost-time injuries due to manual material handling. Back care training modules for high-risk groups were delivered in the train-the-trainer model for Wheel-Trans, Elevating Devices and Track and Structure groups in 2022. The trainers were educated on the theory behind MSD and measures to prevent injury through safe manual-handling techniques.

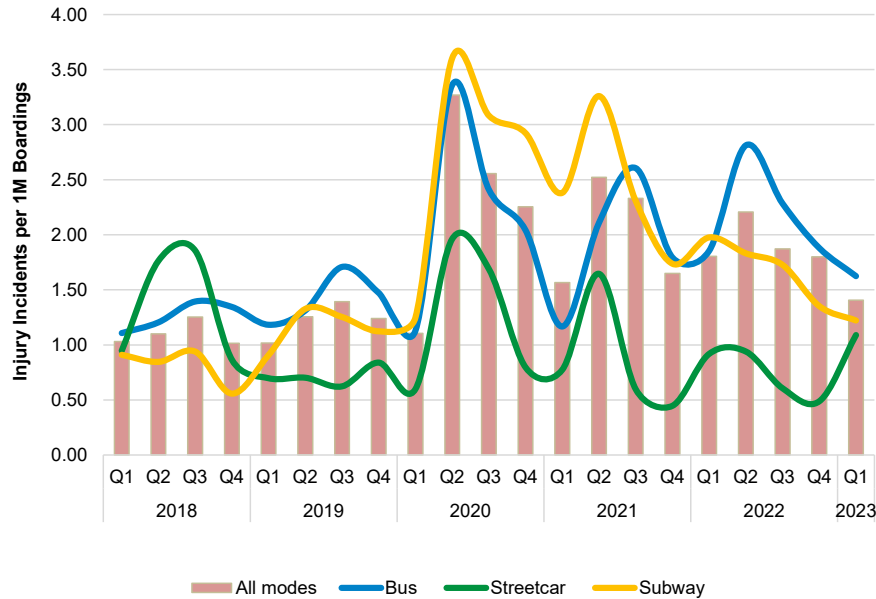
As next steps, we will continue to monitor and analyze injury statistics to guide our decisions and the corporate program for ergonomics will be updated.





# 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 September 2023 report.

### Results

The CIIR in Q1 2023 was 1.4 injury incidents per one million vehicle boardings — a decrease from Q4 (1.8) and from the same period last year (1.8). The CIIR for Q1 was 23% 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 Q1 (down 22% from Q4, 2022), was mainly due to the decrease in bus and subway injuries (Bus CIIR is down 16%, and Subway is 10% down from last quarter). Q4 and Q1 had 150 and 136 bus onboard injuries and 96 and 87 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.

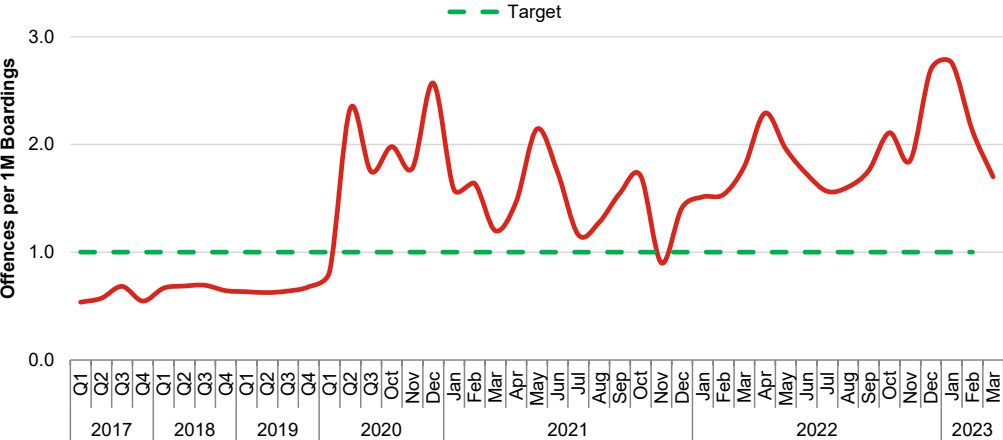
- Over the winter months, we launched content on our social media channels to highlight slips, trips and falls and the precautions customers can take to prevent injuries.
- Our upcoming communications to operators include a spring campaign that will emphasize being aware of your surroundings, maintaining a safe following distance, operating to conditions and applying smooth braking and acceleration.
- We continue to update our safety campaigns across the system and exploring new ways to reach our customers to communicate key safety messages.





# Safety and security

## Offences against customers



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

**Definition**  
Number of offences against customers per one million boardings.

### Results

The number of offences against customers was 1.70 per one million boardings for March, decreasing from 2.15 in February.

### Analysis

The total number of offences increased between February (110) and March (117), and the number of assaults and theft incidents increased. Additionally, other incidents decreased in March, which include mischief and harassment, among other items. Further, offences against customers per day decreased from February to March.

### 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 midday during peak hours, and enhanced station cleaning in order to maintain a clean environment and improved experience.

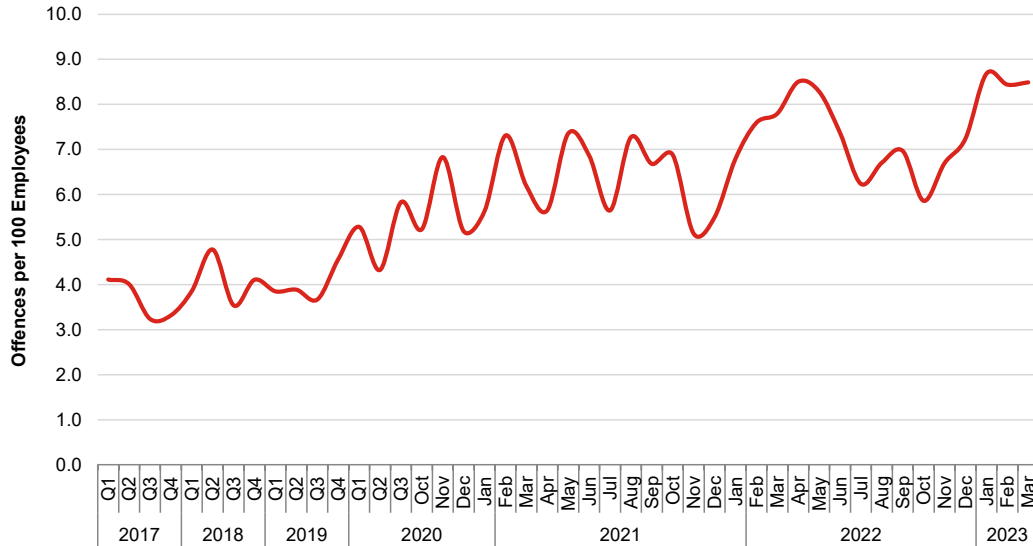
The TTC's Special Constable Service continues to monitor these statistics regularly and allocate security and support resources across the network to assist with emerging issues identified by staff and customers across the system. The TTC is in the process of hiring 55 additional Special Constables in 2023 – nine began their duties 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 increased to 8.49 offences per 100 employees in March, up from 8.27 in February.

### Analysis

In absolute terms, the number of offences increased to 127 in March from 101 in February. The number of threats and other incidents increased, including mischief and harassment. Concurrently, offences against employees per day have increased by 2% in March compared to February.

### Action

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

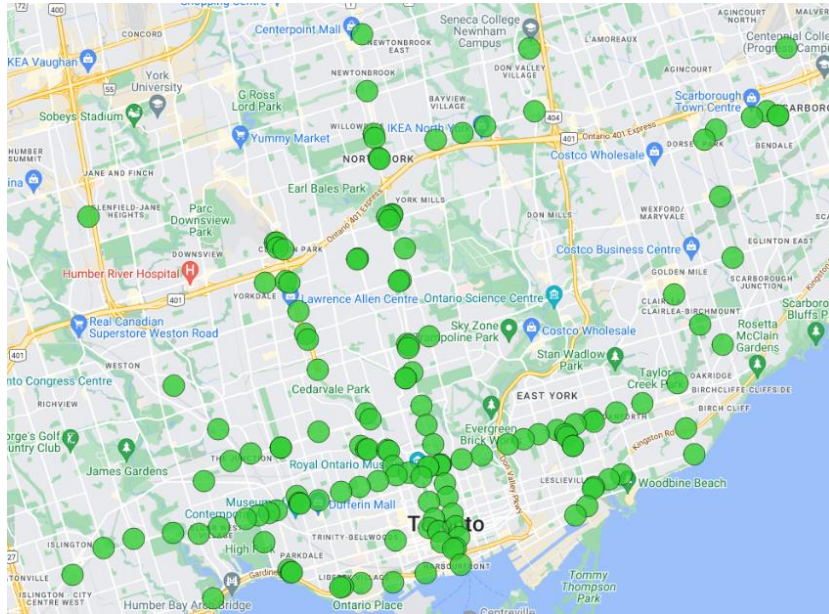
- Expanding de-escalation training to 9,000 frontline employees, including unconscious bias training. A train-the-trainer model will be used for the initial portion of the roll-out, with internal TTC instructors delivering training to frontline employees.
- Mobilizing the dispatch of overnight buses 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.





# Hot topics

## Innovation Program Update – Hybrid Buses



Map showing EV Operation Zones for New Hybrid Buses

### Electric Vehicle (EV) Operations of new Hybrid Buses in Green Transit Zones

All 336 new hybrid-electric buses that start to arrive in the second quarter this year will have EV Mode capabilities.

This system will detect when the hybrid-electric bus enters a designated geo-fenced area or “green bus transit zone” and, if there is sufficient battery capacity on-board, will go into EV Mode. As shown on the adjacent map, these zones consist of TTC garages, subway stations, bus platforms and loops where there are the most people, where dwell times are the highest and where buses operate in a confined area.

The system will turn off the diesel engine for the duration of its travels through the designated area, running purely in EV mode. After leaving the designated area, the diesel generator resumes normal operations, recharging the on-board batteries before entering the next Green Bus Transit Zone.

This technology has been under pilot on 10 hybrid-electric buses over the past two years and has proven to be 98% reliable.

#### Benefits:

- Improves air quality and reduces noise pollution in areas highly populated or confined areas.
- Reduction of emissions at TTC garage locations.

#### Next Steps:

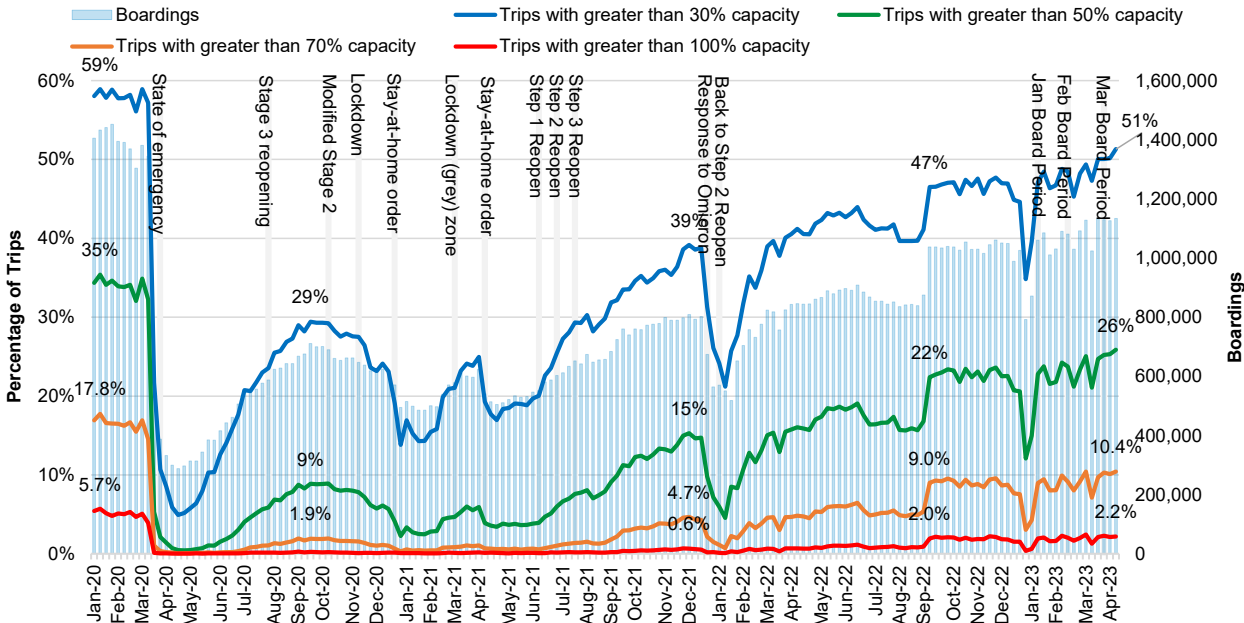
- Consider deployment of EV Mode technology to all of our existing fleet of 255 hybrid-electric buses and increase Green Bus Transit Zones to include other areas of the city most sensitive to air and noise emissions.





# Hot topics

## Bus occupancy



**Definition**  
Percentage of weekday bus trips with more than 30%, 50%, 70% and 100% occupancy.  
100% of Capacity: 50 customers onboard a standard 12-metre (40-foot) bus.

### Results

For the second week of April 2023, the frequency of bus trips with occupancy under 30% was 50%, while the frequency of bus trips with a single point of occupancy over 100% was 2.2%.

### Analysis

Occupancy rates at all thresholds are increasing with customer use. However, the frequency of high-occupancy trips are consistently increasing at only half the pace of the frequency of low-occupancy trips, indicating positive trend in managing capacity on buses.

The frequency of bus trips with less than 30% occupancy is 89% of the frequency pre-COVID, while the frequency of bus trips over 100% occupancy are 2.2% compared to 4.7% pre-COVID resulting in 43% of pre-COVID frequency. This is in comparison to customer boardings of 82% pre-COVID levels.

### Action

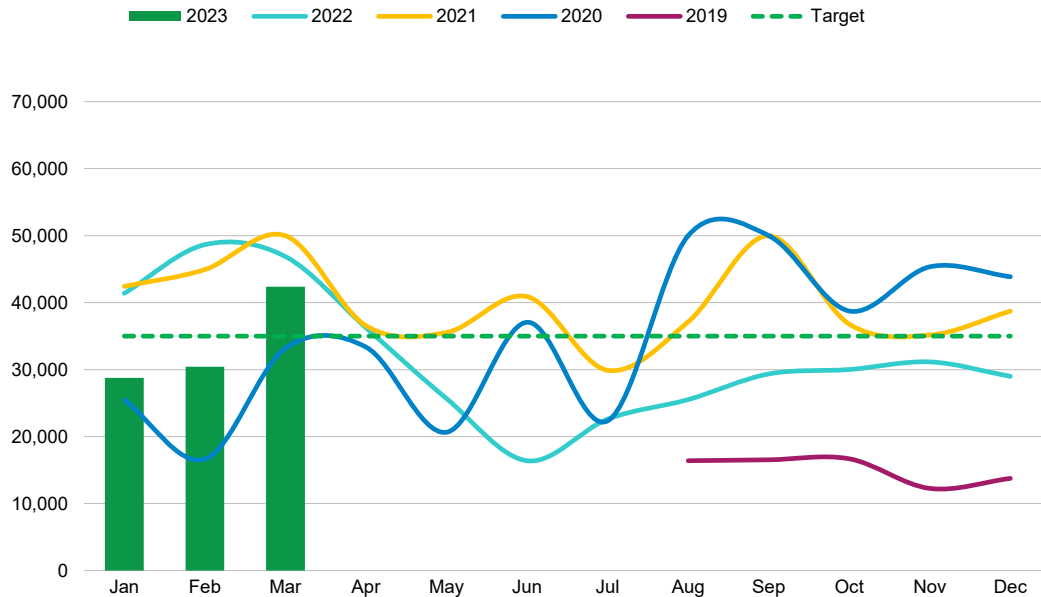
- Continued focus to identify trips with high occupancy and adjust services.
- Maintain weekly monitoring of all bus routes across 30%, 50%, 70% and 100% thresholds through each service board period and as customers return.
- Continue weekly occupancy analysis to inform demand responsive services.
- Demand responsive services are not included in schedules.





# 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

The reliability of the streetcar fleet increased by 39% from February to March and now meets target.

### Analysis

Improvement to the MDBF are the result of improved quality assurance measures and recent technical solutions implemented for the data logger and master controller systems.

### 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

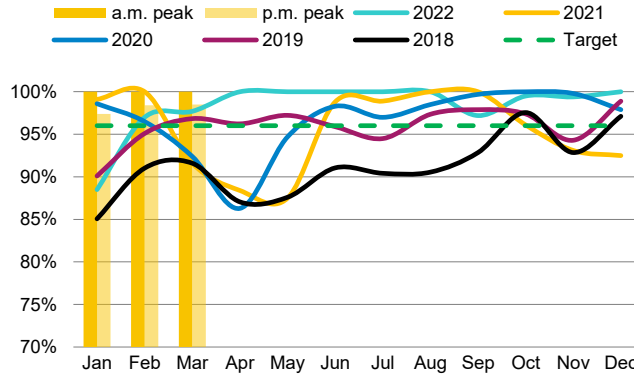
# Appendix: Service delivery

## 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.

**March 2023:** 100.0%  
**February 2023:** 100.0%  
**March 2022:** 97.7%

**Target:** 96.0%

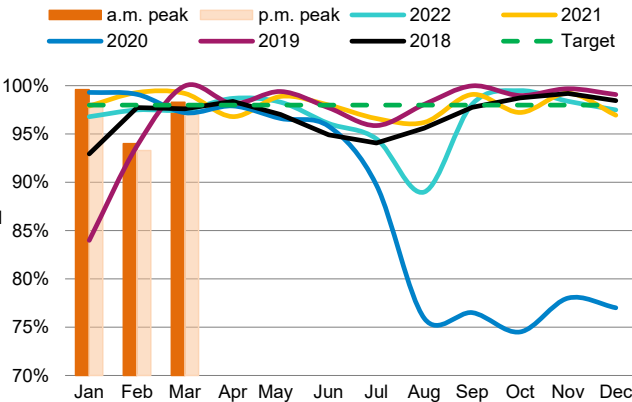


## Line 3 capacity

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.

**March 2023:** 97.6%  
**February 2023:** 93.7%  
**March 2022:** 97.5%

**Target:** 98.0%

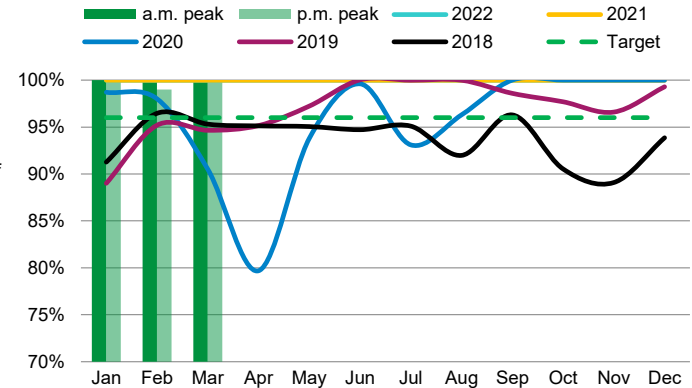


## Line 2 capacity

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.

**March 2023:** 100%  
**February 2023:** 100%  
**March 2022:** 100%

**Target:** 96.0%

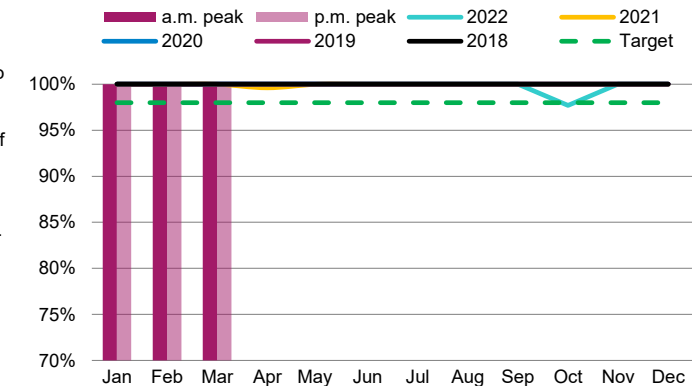


## Line 4 capacity

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.

**March 2023:** 100.0%  
**February 2023:** 100.0%  
**March 2022:** 100.0%

**Target:** 98.0%



AM capacity met target  
PM capacity did not







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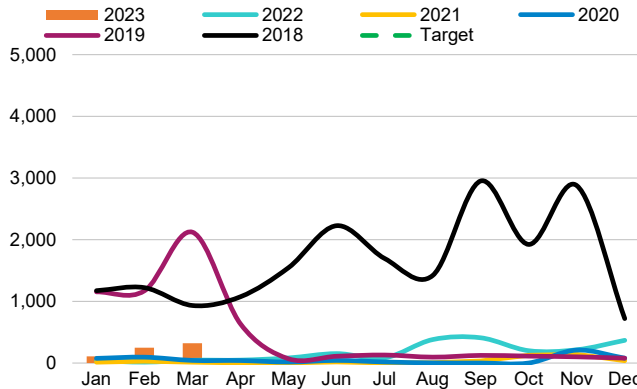
# Appendix: Service delivery

## Streetcar short turns

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

**March 2023:** 321  
**February 2023:** 247  
**March 2022:** 45

**Target:** This target is under review.

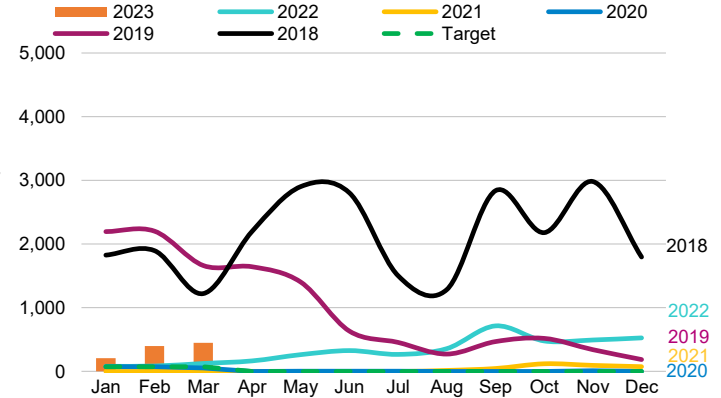


## Bus short turns

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

**March 2023:** 449  
**February 2023:** 397  
**March 2022:** 126

**Target:** This target is under review.

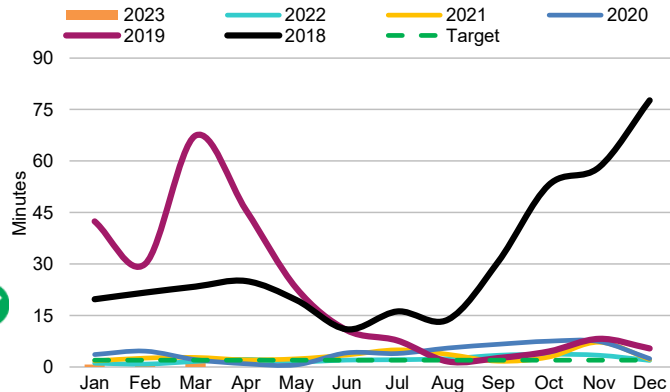


## Wheel-Trans contact centre wait time

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

**March 2023:** 1  
**February 2023:** 1  
**March 2022:** 1.6

**Target:** Less than 2





**Rich Wong**  
Chief Transportation and Vehicles Officer

**Fort Monaco**  
Chief Operations and Infrastructure Officer

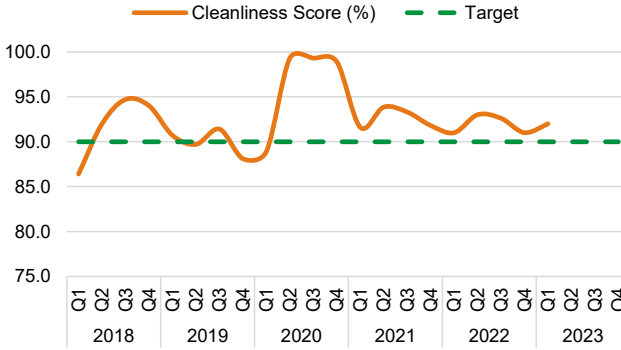
# Appendix: Cleanliness

## Bus cleanliness

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

**Q1 2023:** 92.0%  
**Q4 2022:** 90.0%  
**Q1 2022:** 91.0%

**Target:** 90.0%

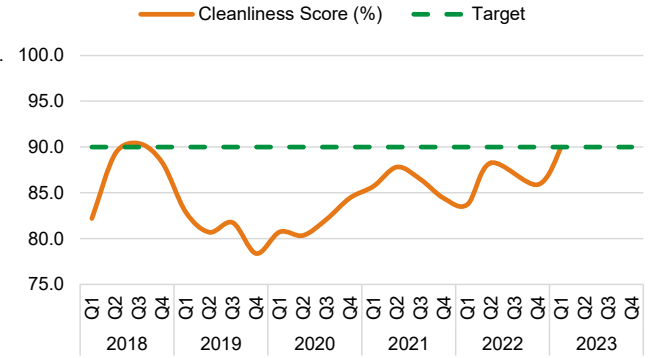


## Streetcar cleanliness

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

**Q1 2023:** 90.0%  
**Q4 2022:** 85.9%  
**Q1 2022:** 83.7%

**Target:** 90.0%



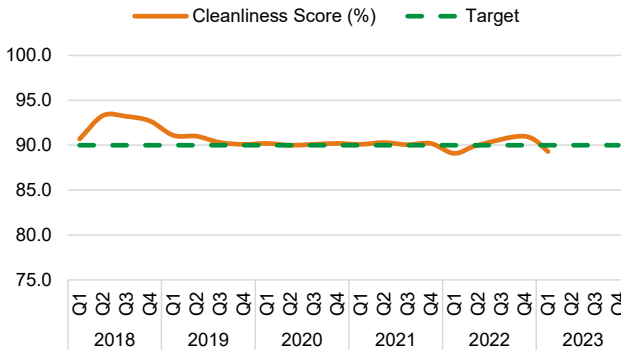
## Subway cleanliness

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

**Q1 2023:** 89.3%  
**Q4 2022:** 91.0%  
**Q1 2022:** 89.1%

**Target:** 90.0%

Leverage insights from third-party audits to inform improvements



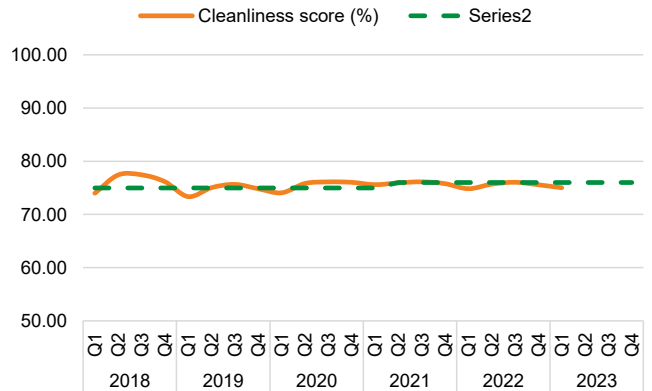
## Station cleanliness

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

**Q1 2023:** 75.04%  
**Q4 2022:** 75.6%  
**Q1 2022:** 74.86%

**Target:** 76.0%

Leverage insights from third-party audits to inform improvements





# Appendix: Asset reliability

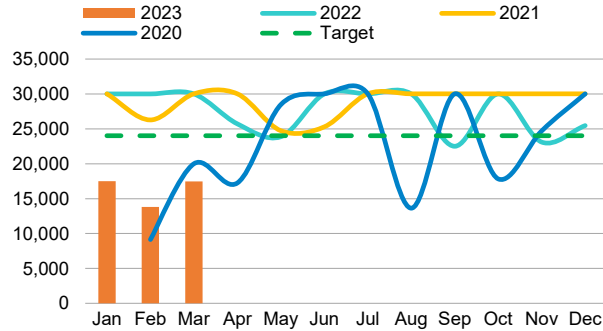
## eBus mean distance between failures

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

**March 2023:** 17,454  
**February 2023:** 13,800  
**March 2022:** 30,000

**Target:** 24,000 km ❌

Will be a Hot Topic next month.

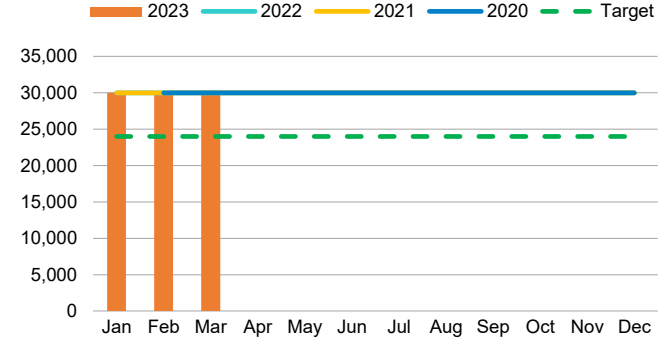


## Hybrid bus mean distance between failures

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

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

**Target:** 24,000 km ✅

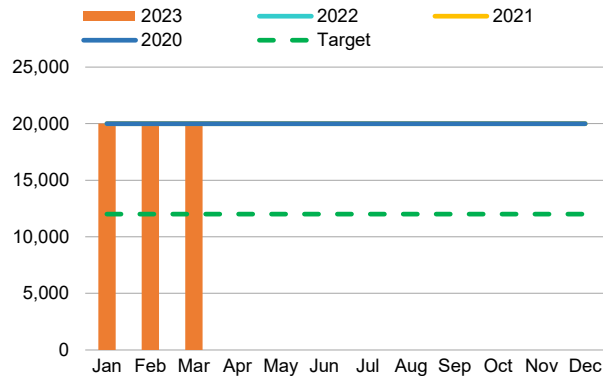


## Clean-diesel bus mean distance between failures

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

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

**Target:** 12,000 km ✅

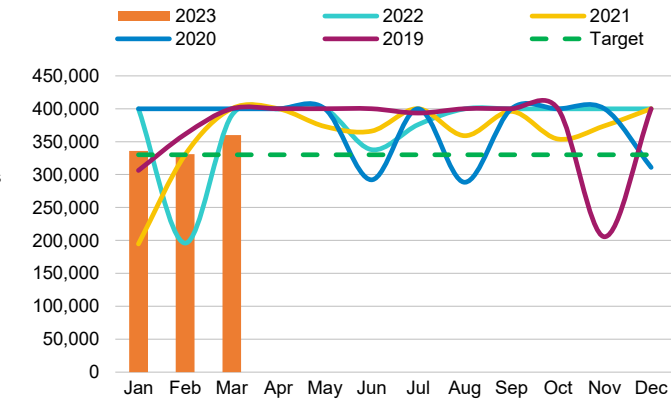


## T1 train mean distance between failures

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

**March 2023:** 360,000  
**February 2023:** 331,000  
**March 2022:** 390,000

**Target:** 330,000 km ✅





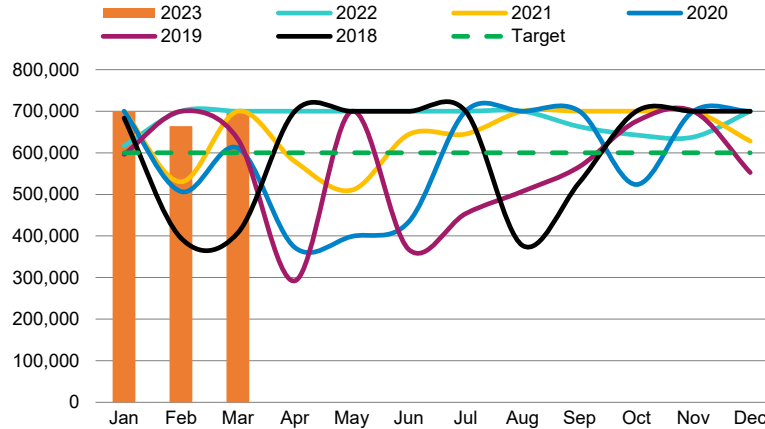
# Appendix: Asset reliability

## 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.

March 2023: 700,000  
February 2023: 700,000  
March 2022: 700,000

Target: 600,000 km

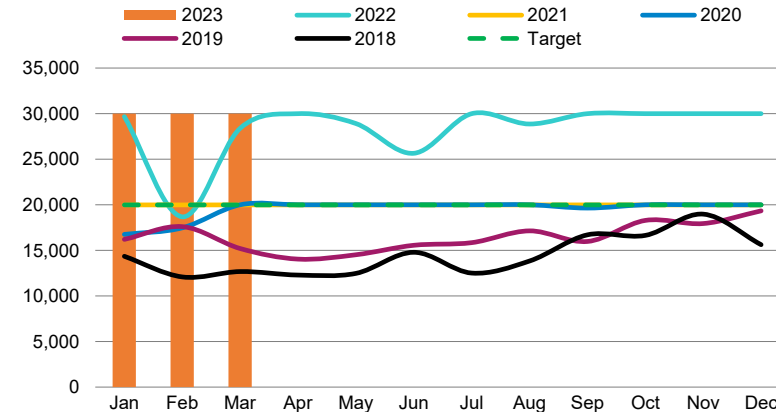


## W-T Mean distance between failures

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

March 2023: 30,000  
February 2023: 30,000  
March 2022: 28,394

Target: 20,000 km





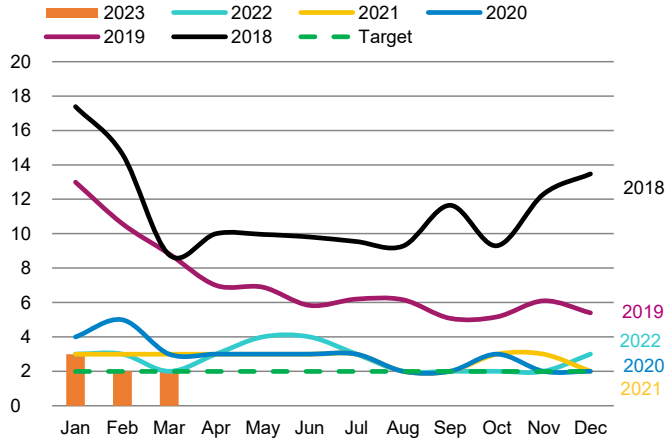
# Appendix: Asset reliability

## Streetcar road calls and change offs

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

March 2023: 2  
February 2023: 2  
March 2022: 3

Target: Less than 2

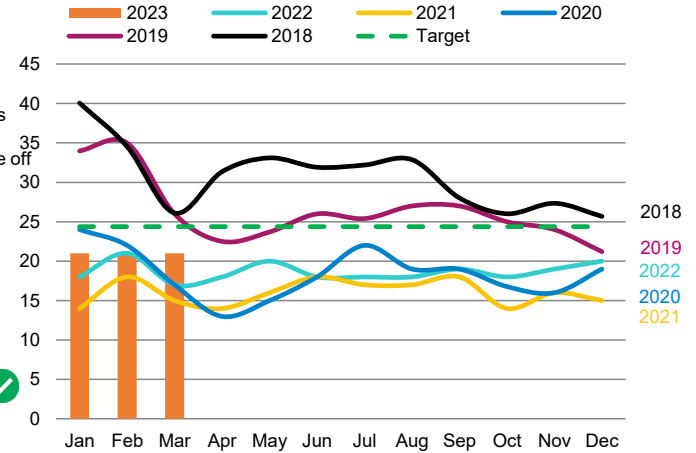


## Bus road calls and change offs

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.

March 2023: 21  
February 2023: 21  
March 2022: 17

Target: Less than 24





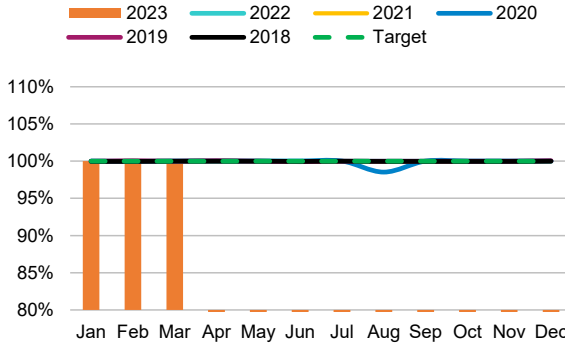
# Appendix: Asset availability

## Subway service availability

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

**March 2023:** 100%  
**February 2023:** 100%  
**March 2022:** 100%

**Target (RW):** 100%

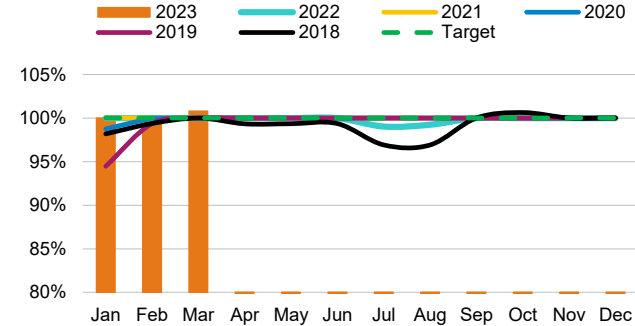


## Streetcar service availability

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

**March 2023:** 100.8%  
**February 2023:** 100%  
**March 2022:** 100%

**Target (RW):** 100%

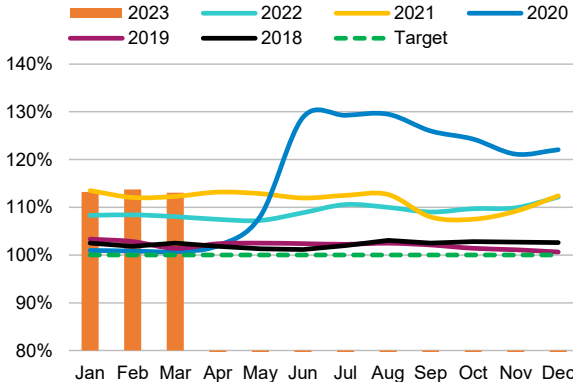


## Bus service availability

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

**March 2023:** 113.0%  
**February 2023:** 113.7%  
**March 2022:** 108.1%

**Target (RW):** 100%



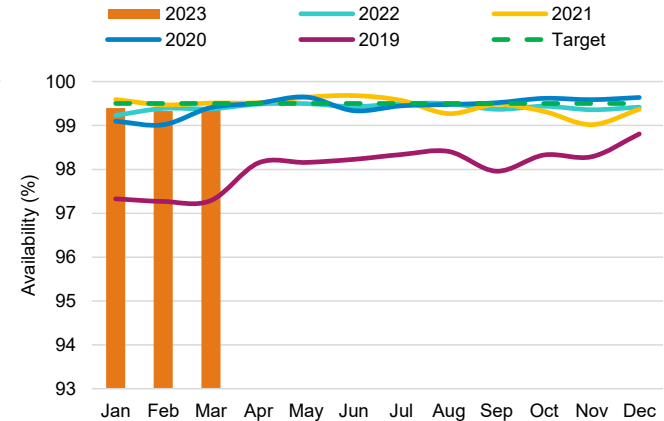
## Fare gate availability

Percentage of fare gates are available for use.

**March 2023:** 99.38%  
**February 2023:** 99.33%  
**March 2022:** 99.38%

**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





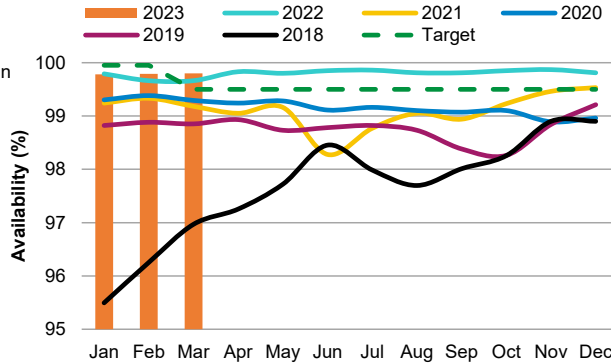
# Appendix: Asset availability

## 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.

**March 2023:** %  
**February 2023:** 99.79%  
**March 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.

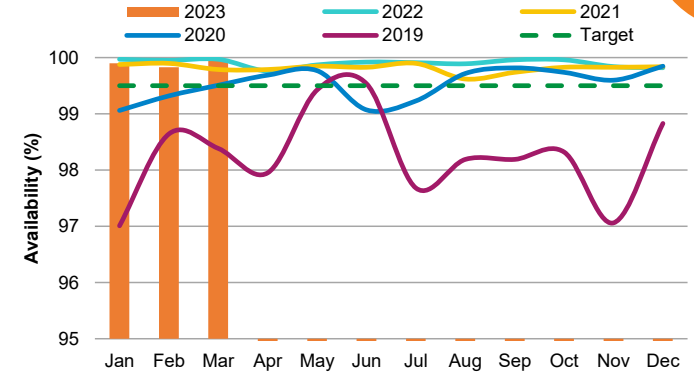


## PRESTO Fares and Transfers Machine (FTM)

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

**March 2023:** 99.97%  
**February 2023:** 99.83%  
**March 2022:** 99.97%

**Target:** 99.50% ✅

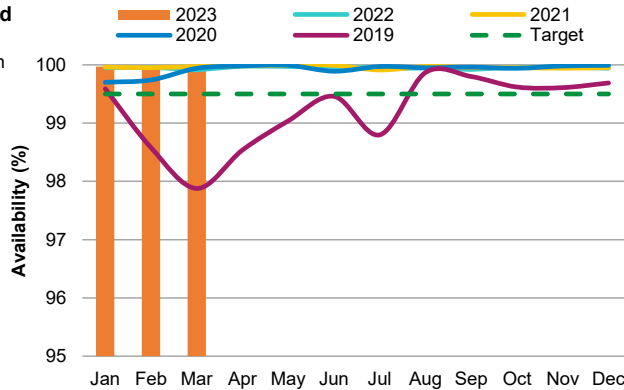


## PRESTO Self-Serve Reload Machine (SSRM)

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.

**March 2023:** 99.93%  
**February 2023:** 99.96%  
**March 2022:** 99.91%

**Target:** 99.50% ✅

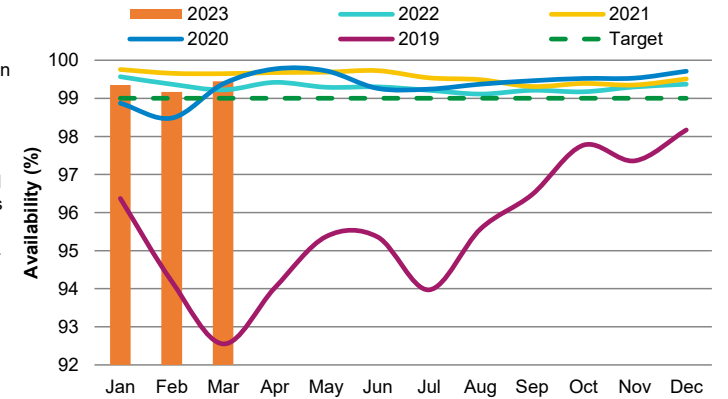


## PRESTO Fare Vending Machine (FVM)

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.

**March 2023:** 99.45%  
**February 2023:** 99.17%  
**March 2022:** 99.22%

**Target:** 99.00% ✅





# Appendix 2: Safety

## Regulatory compliance

This table summarizes the number of regulatory interactions and orders issued in 2023 (January 1 to April 1)<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	22	0	0	No orders issued
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	0	0	0	No orders issued

<sup>1</sup> Next update will be available in the September 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, Technical Standards and Safety Authority and City of Toronto Sewers By-Law and Ontario Fire Code







# Appendix: Ridership what is it?

## Revenue Rides and 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 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. 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 2-hour transfer rides. Excludes fare evasion.

#### Definition in TTC CEO Report

Revenue rides are equivalent to linked trips, and represent a customer journey from origin to destination, including transfers. The CEO 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 its important: Represents use on the system, by mode, by vehicle, by times of day, and ties to occupancy. 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 FTA for funding.
- Boardings aligns with APTA (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 TTC CEO 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 report includes the average daily boardings per mode.