



Chief Executive Officer's Report – December 2024

Date: December 3, 2024

To: TTC Board

From: Interim Chief Executive Officer

Summary

The Chief Executive Officer's Report is submitted each month to the TTC Board for information. Copies of the report are also forwarded to Members of Toronto City Council, the City Manager and the City Chief Financial Officer. The CEO report and monthly KPIs report are made available to the public on the TTC's website.

December CEO Report

For December, the CEO's Report covers themes of operation and infrastructure, improving service, and increasing service levels next year, and hot topics include:

- Customer Demand: Downtown Ridership Increase
- New Bus Barriers Showcased at ATU Roadshow
- Wayfinding Strategy Update

Financial Summary

There are no financial impacts associated with the Board's receipt of this report.

The Chief Financial Officer has reviewed this report and agrees with the financial summary information.

Equity/Accessibility Matters

The TTC is committed to promoting and supporting diversity and inclusion as well as removing barriers in all corporate policies, procedures, processes, programs and services in order to reflect and respond to the needs of employees, contractors and customers.

The CEO's Report also includes a section that showcases new projects, milestones, achievements and vital initiatives.

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

Issue Background

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

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

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

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

In December 2024, as we begin to update the CEO Report to align with the new 2024-2028 Corporate Plan, the current CEO Report focuses on hot topics and provides KPIs on the TTC's public website.

Going forward, the KPIs will be published on the TTC's website. Please refer to the following page: [Monthly Corporate Metrics](#)

Contact

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Signature



Gregory W. Percy
Interim Chief Executive Officer

Attachments

Attachment 1 – Chief Executive Officer's Report – December 2024



CEO's Report

Toronto Transit Commission
November/December 2024





Our Vision

Moving Toronto towards a more equitable, sustainable and prosperous future.

Our Mission

To serve the needs of transit riders by providing a safe, reliable, efficient and accessible mass public transit service through a seamless integrated network to create access to opportunity for everyone.

Our Values

Safety, Service and Courtesy.

Toronto Transit Commission

TTC by the numbers

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.



Up to 2.7 million

Customer boardings per weekday



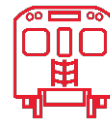
1.3 million

Customer boardings per weekday on bus



233K

Customer boardings per weekday on streetcar



1.1 million

Customer boardings per weekday on subway

1.4 million

Revenue rides trips per weekday



1,983

buses



230

streetcars



143

trains



185K

weekly service hours



62

battery-electric buses — the largest fleet in North America



16,000+

employees



6,400+ km
of routes



Did you know?

The TTC is offering free rides on 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,

November/December 2024

January 1, 2025, courtesy of Corby Spirit and Wine. This will be the 10th time Corby has sponsored free travel to encourage revellers to celebrate the holidays responsibly and leave the driving to the TTC.



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CEO's commentary



As we quickly approach the end of 2024, I would like to take this opportunity to thank everyone at the TTC for their hard work, professionalism, and dedication to our customers. The recent Taylor Swift concerts in Toronto – along with the Canadian Urban Transit Association (CUTA) Conference and Transit Show as well as Leafs and Raptors games at Scotiabank Arena – were a great reminder of the TTC's excellent work in providing our riders and visitors with the best transit experience possible.

In 2024, the TTC remained focused on moving growing numbers of customers safely and swiftly across the city. Thanks to our Board members' support, we have increased service levels across the network, and we are well on our way to a third straight year of ridership recovery and growth. I also want to extend appreciation to date to all our unions and TTC staff for the hard work to sign new collective agreements, avoiding service disruptions.

This year, the TTC introduced its new five-year Corporate Plan, *Moving Toronto*,

Connecting Communities. Our new vision and mission statements promote the many environmental, social equity and economic benefits that the TTC already provides. The Corporate Plan will guide our organization and reinforce our key priorities as we continue to deliver service to hundreds of millions of customers a year. We are working hard to make sure we are there for customers when they need us and where they need us.

For the week ending November 2, the overall weekday boardings stood at 2.7 million per day, similar to levels observed throughout October 2024. Overall demand was three per cent higher compared to the same week in 2023. Weekday boardings by mode continue to be highest on the bus network at 1.3 million, whereas streetcar and subway boardings were at 238,000 and 1.1 million, respectively. Compared to the same week a year ago, subway demand increased by six per cent and streetcar increased by five per cent, whereas bus demand remained at similar levels. The overall customer demand is anticipated to remain at this level for the rest of the year.



Above: the cover art for the TTC's special Eras Edition Ride Guide is also available for purchase as posters and t-shirts at ttcshop.ca. The TTC collaborated for a second time with Tim Singleton (timsingleton.rocks), the artist behind the vibrant illustration that appears on the cover of the 2024 Ride Guide. The result is a Swiftie-inspired variation of Singleton's artwork, *Riding Through the City*, jam-packed full of T-Swift easter eggs.

CEO's commentary

People and Culture Group

United Way campaign update

The TTC/United Way fundraising campaign wraps up in early December. I would like to take this opportunity to thank all of our volunteers and canvassers for their time and effort in making this year's drive fun and successful, as always. Halloween Fest at Bay Lower, for example, was spectacular and attracted more than 10,000 visitors of all ages to raise funds for United Way Greater Toronto.

Over the years, TTC employees and pensioners have raised millions of dollars for this worthy cause. Our workforce has always been generous with their time and compassion. We witness first-hand the need out there, and we know that our contributions benefit many people who are supported by the 280 community agencies funded by the United Way. At the TTC, we are all united in knowing that we can make a difference.

Strategy and Customer Experience Group

TTC hosts CUTA Conference

On behalf of everyone at the TTC, I want to say it was a pleasure to host hundreds of transit delegates representing dozens of transit properties from across

Canada. All were in Toronto recently for the CUTA Annual Conference and Transit Show. I hope their visit and experience in the city, and on the TTC, was a memorable one.

Apart from Toronto's world-renowned attractions, the TTC and CUTA planned many exciting tours and experiences for our visitors. It was also a great opportunity to share news about our industry's latest technology and innovation. We all share a common and deep-rooted commitment to promoting public transit and the vital role it plays in our communities. Public transit is essential not only for the mobility of our towns and cities, but for the economic health of our provinces and country.

The CUTA conference is our industry's megaphone to deliver a message loud and clear that public transit is *the better way*.

MADD campaign

Early in November, the TTC joined Mothers Against Drunk Driving (MADD) Toronto, Toronto Police, Fire, Paramedic Services, and the OPP, to help MADD launch its annual Project Red Ribbon Campaign at Wilson Garage.

The poignant campaign is running on several TTC buses in the lead-up to the holiday season. The photos unveiled in the bus ads campaign serve as reminders of families who will spend the holidays missing a loved one lost to impaired driving. We are proud to support MADD and the victims' families present for this crucial effort.

At the event, I expressed our sympathies to the family members and thanked them for bravely sharing their stories. We all know about the dangers of impaired driving. Public transit plays an important prevention role. With the holiday season quickly approaching, now is the time to remind everyone: if you are drinking or impaired in any way, you should not be driving. There are many safe alternatives available, including taking the TTC.

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 10th time Corby has sponsored free travel to encourage revellers to celebrate the holidays responsibly and leave the driving to the TTC.



CEO's commentary

Transportation and Vehicles Group

Winter readiness at the TTC

While the first day of winter (December 21) is still weeks away, the TTC has been preparing well in advance for the winter season by ensuring inventory and equipment are replenished and ready for the cold weather. We also use the off-season to enhance training and modify our severe weather operations plans. All key departments have reviewed their tactics and are ready to take on what lies ahead.

Our inclement weather checklist includes some of the following activities:

- Heating system checks on all vehicles to ensure riders stay warm during their daily commutes.
- Anti-icing vehicles are stocked up and prepared for use.
- Snow throwers and power-rail brushwork cars are inspected. Snow thrower work cars clear subway tracks when heavy snow accumulates. Power rail brushes keep the third rail clear of snow to keep trains moving in the open cuts.
- Every station is stocked with snow removal equipment, such as shovels, ice choppers, salt and scoop/pails to ensure riders have a clear path as soon as possible.

TTC customers are reminded to leave extra time in their commutes and to check ahead on the status of their TTC service by following @TTCNotices on X (formerly Twitter) or by signing up for eAlerts.

Lest We Forget

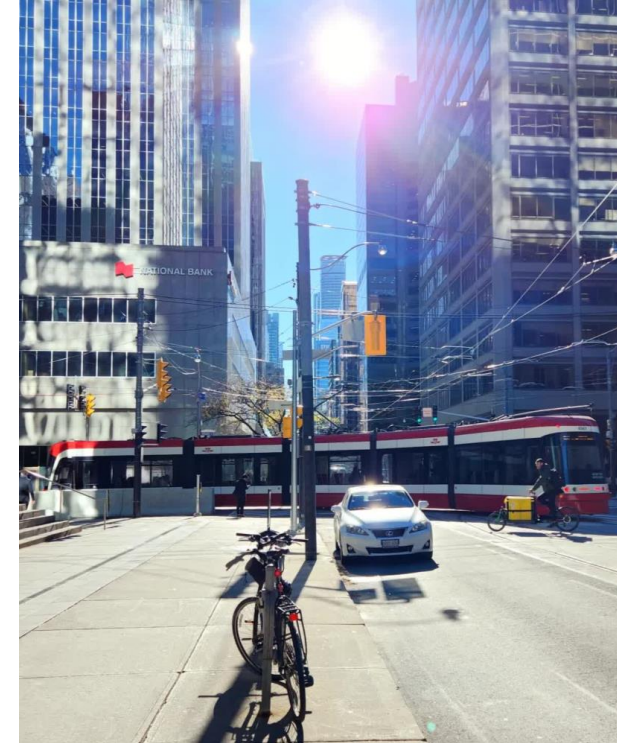
On November 11, Remembrance Day, it was my honour to lay a wreath on behalf of all TTC employees at the Cenotaph in front of Old City Hall. Our Honour Guard was also part of official Remembrance Day Ceremonies.

At 11 a.m. on November 11, all TTC vehicles stopped for two minutes in remembrance of those that served and paid the ultimate price for our freedom. As in previous years, all current members of the Canadian Armed Forces in uniform, war and peacekeeping veterans, and one companion, rode free of charge on Remembrance Day. Lest We Forget.

Operations and Infrastructure Group

Improvements arrive on 501 Queen streetcar route

With the completion of track and overhead work on Adelaide, Richmond and York streets, the TTC improved 501 Queen streetcar service between Neville Park and South Etobicoke on November 10.



Above: 501 Queen streetcar turning onto York from Queen.

CEO's commentary

I want to thank our partners at Metrolinx and the City for their collaboration on the new track work.

Restoring the streetcar service on the Queen Street corridor not only allows for an uninterrupted customer journey, but also improves efficiency for customers.

This routing allows for the restoration of service as close to Queen Street as possible, while making allowances for Ontario Line construction. It also removes the need for replacement buses in the area.

Update on Reduced Speed Zones

As of November 11, the TTC had 17 Reduced Speed Zones (RSZ) in place in the subway system. A RSZ is a stretch of track where trains are required to travel at a slower-than-normal speed to minimize rail wear and allow maintenance work to be completed. RSZs are used as a safety precaution and do not indicate that the track is unsafe for operation. Regular inspections will continue to identify new or existing defects that require a restricted zone to be installed. A complete list of zones is available at ttc.ca.

Engineering, Construction and Expansion Group

Elevators in service at Castle Frank Station

Castle Frank became the TTC's 57th accessible station and the 25th station with elevators on Line 2 Bloor-Danforth in mid-October. Castle Frank is the third station we made accessible this year. Six more stations are scheduled to have elevators in service in 2025.

Elevator construction continues at the following stations: College, Summerhill, Rosedale, Greenwood, Lawrence, Christie, High Park, Spadina, Museum, Islington, Warden (EA component), and King.

I want to extend my appreciation to our community partners, our construction partners, and the numerous TTC departments that work extensively and collaboratively to make each accessible station a reality. All of us at the TTC take immense pride in the work being done to realizing a system without barriers.

SRT update

Work to remove SRT infrastructure along the decommissioned Line 3 Scarborough began in September and is contracted as part of the overall \$96-million busway project. Crews are removing old rail, concrete and signalling equipment, while also improving drainage and grade improvements to accommodate busway construction that is scheduled to begin next spring.

We expect demolition to carry into the new year, but it could be done earlier if the weather co-operates. Overall construction is expected to take approximately two years if all goes as planned.

Innovation and Sustainability Program

Fleet update

In late September, the TTC received two new battery-electric buses, which are now in revenue service. Another 14 eBuses have arrived on the property and are being commissioned for service. When all 340 vehicles are received, we will have 400 eBuses, by far the largest fleet in North America.



CEO's commentary

On the streetcar side, 27 new accessible streetcars have been delivered so far this year, with 26 of those in revenue service. The TTC now has a total fleet of 230 streetcars serving customers. Our streetcar fleet will grow to a total of 264 by the end of next year.

A zero-emissions fleet is critical as we move toward modernizing our service and achieving our long-term environmental objectives. We will continue to update the Board on these initiatives.

Safety and Environment Group

Transit Worker Assault Awareness Day

On Tuesday, December 17, Toronto will again recognize Transit Worker Assault Awareness Day. The proclamation will bring attention to the critical role played by people working in our industry and the challenges they face each day.

All transit workers have a right to a safe, healthy, and supportive work environment. Yet, abuse, harassment, and threats directed at transit workers while performing their duties occurs daily. The TTC does not tolerate any level of assault on our employees. We continue to explore solutions through our multidisciplinary 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 and our riders.

The next scheduled TTC Board meeting will be on Tuesday, December 3. The public meeting will be live-streamed on the Official TTC YouTube Channel.



Greg Percy

*Interim Chief Executive Officer
November 2024*

**THERE'S A WISER WAY
HOME THAN WALKING
HOME IN THE COLD.**

**TAKE THE TTC FOR FREE ON NEW YEAR'S EVE,
COURTESY OF J.P. WISER'S.**



J.P. WISER'S
WISELY DONE



For more information, visit TTC.ca/en.
Please drink responsibly.

Above: Transit ad for free New Year service.



Hot topics

Customer Demand: Increasing Downtown Transit Demand in Early Fall

Disproportionate uptake in downtown office commutes and population not seen in the last two Septembers

Station	Year-Over-Year Change	% of Pre-Pandemic Levels
Union	+27%	109%
Spadina	+23%	97%
St. George	+15%	88%
Queen's Park	+13%	77%
Queen	+12%	69%
Downtown Overall	+10%	83%
Bloor-Yonge	+9%	79%
St. Andrew	+8%	59%
St. Patrick	+8%	79%
King	+7%	67%
Osgoode	+5%	77%
Dundas	+4%	87%
Bay	+4%	63%
College	+1%	80%
Wellesley	0%	119%
Sherbourne	-6%	118%
Museum	-7%	76%

Above: table showing year-over-year change in average weekday downtown station usage (i.e. entries and exits)

Josh Colle

Chief Strategy and Customer Experience Officer

Overview

In September 2024, average weekday customer boardings stood at 90% of pre-pandemic levels on bus, 71% on streetcar, 77% on subway, and 82% system-wide. Although the demand recovery for streetcar and subway have been lagging bus since the end of the pandemic, recent ridership trends shows a reversal of this pattern.

Increase in Downtown Commutes and Activities

Weekday station usage for the month, measured by entries and exits through fare gates, show distinct year-over-year growth for stations located in the downtown core at 10% and those outside of downtown at 5% only. Moreover, streetcar and subway demand in September 2024, respectively, saw an increase of 14% and 9% compared to same time last year, whereas only 2% increase was observed on bus.

Since 2022, there has been a clear relationship between downtown transit demand and downtown office commute rates, and the recent surge in downtown transit demand indicated a further uptake of in-office days. In fact, trends have shown that the average downtown commute rate have increased from 2.5-3 days per week in September 2023 to 3-3.5 days per week in September 2024.

Most subway stations saw an increase in weekday usage compared to a year ago, but Union, Wellesley and Sherbourne stations saw additional growth over the past few year. Union Station surged the most by 27% over the past year due to One Fare introduced since February 2024 attracting downtown commuters to use Line 1 for the first-and last-mile connection to GO Transit. On the other hand, occupancy of new residential development near Wellesley and Sherbourne stations has caused usage to exceed pre-pandemic levels.

Next Steps

Current observations indicate that sufficient service is provided to accommodate the rise in customer demand and the TTC will keep monitoring demand at key points and adjust service levels as necessary.



Hot topics

Innovation: New Bus Barriers Showcased at ATU Roadshow

To enhance safety of bus Operators, the Bus Design Innovation Program is prototyping new fully enclosed barrier designs. Three new barrier designs were showcased at a recent ATU Conference in Hamilton to solicit feedback from Operators for iterative development.

Program Overview

The Bus Design Innovation Program (BDIP) is an applied research initiative that brings together labour, management and academia to re-imagine how we can enhance safety and the customer experience. This includes the sourcing of ideas through innovation challenges, iterative development of designs and prototypes to gather data and feedback from Operators that inform the final design. Further, the BDIP is working with bus manufacturers and peer agencies in Canada and the United States to inform standards and future bus procurements.

Design Showcase at ATU Conference, Hamilton

In September 2024, the TTC showcased three variations of Operator barrier designs at the Amalgamated Transit Union (ATU) Canada Conference, gathering feedback from approximately 300 ATU representatives from across the country. Both the Operator barriers and BDIP's agile and collaborative approach have received strong support from ATU.

Operator Feedback and Next Steps

Next steps include hosting roadshows at all the TTC's bus divisions, conduct an in-service pilot, gather more feedback from Operators, produce a new 'golden' prototype that reflects the input gathered, and then deploy the new barriers.

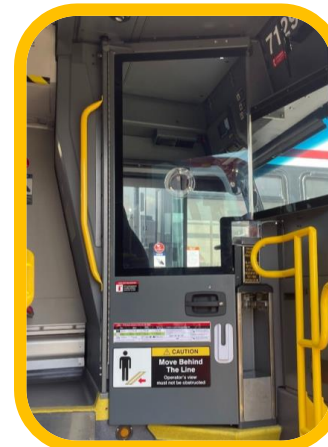


Bem Case

Executive Director – Innovation and Sustainability



Left to right: John Di Nino, Greg Percy, John Costa, Marvin Alfred, Paul Stanley.



Above: Two of three new fully enclosed bus barrier designs.



Hot topics

Wayfinding Strategy Update

The TTC's Wayfinding Strategy aims to guide and align all parts of the TTC network that affect how customers find their way. A clear and simple wayfinding system can make public transit easier, more attractive, and more user-friendly.



Above: Highway 407 Station Wayfinding.

Josh Colle

Chief Strategy and Customer Experience Officer

Project Snapshot

TTC Wayfinding Strategy

The TTC aims to enhance usability, accessibility and appeal through the implementation of a clear, intuitive wayfinding strategy.

The Wayfinding Strategy has four main drivers: Considering navigation tools beyond static signage; providing additional customer support during service disruptions; full implementation of improved wayfinding standards; and integration of Metrolinx's regional wayfinding standards. Additionally, the strategy will address an expanded scope of the following key wayfinding elements: Static and digital signage, universal design, maps, accessibility, language, customer support, integration with cityscape, audio, transit partner connections, illumination of pathways and sustainability.

The strategy will be developed through a blend of research and consultations with customers, employees, stakeholders and transit partners (regional and international), to review the gaps in current wayfinding and strategize solutions to the problems. An audit of wayfinding elements throughout the TTC network was completed in September 2024. It has been determined that further funding is needed to align with present-day requirements.

Next Steps

In 2025, the TTC will report on the updated Wayfinding Strategy scope, including initial audit findings, details on the key wayfinding elements and considerations related to the Metrolinx regional standard.

The target date for the Wayfinding Strategy report is May 2025.