



Chief Executive Officer's Report – February 2024

Date: February 22, 2024

To: TTC Board

From: 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 report is also made available to the public on the TTC's website.

Financial Summary

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

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 periodic updates on the TTC's Easier Access Program.

The CEO's Report also features updates on employees and diversity, encompassing important information about projects and initiatives aimed at creating an organizational culture of inclusiveness, respect and dignity that is free from harassment or discrimination.

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.

Contact

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Signature



Richard J. Leary
Chief Executive Officer

Attachments

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

CEO's Report

Toronto Transit Commission

February 2024



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.

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.

TTC by the numbers



1.3 million
Rides per week
day



185K
weekly
service hours



6,400+ km
of routes



2,114
buses



206
streetcars



143
trains



16,000+
employees



60
battery-electric buses — the
largest fleet in North America

Did you know...

Did you know that the TTC is celebrating Black History Month for a fourth year in a row. This year, the TTC is wrapping a number of vehicles and putting up signage in stations highlighting Black Canadians who have helped build Toronto. To find out more, visit: <https://www.ttc.ca/about-the-ttc/Making-TTC-a-Diverse-and-Inclusive-Organization/TTC-celebrating-Black-History-Month-2024>.



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CEO's commentary



The TTC was honoured to welcome the Stanley Cup and NHL All-Star Tomas Kaberle aboard a Line 1 train for a historic trip from Davisville to Union stations last month. The surprise trip was an absolute delight for riders and hockey fans who took selfies with the Cup and received autographs along the way to its final stop at Union Station.

The event was a lead-up to NHL All-Star Weekend earlier this month when the TTC welcomed thousands of hockey fans from near and far. The TTC is *the better way* for sports fans and elite athletes all year round. Whether it is a game day or any other day, we are committed to taking our customers wherever they need to go. Our thanks to Rogers, in particular, for making this historic ride with the Stanley Cup possible. The experience brought immense joy to our riders.

On February 8, All-Stars MVP Auston Matthews and the rest of the Maple Leafs boarded a Line 1 train at Union Station for their annual journey to their outdoor practice at Nathan Phillips Square. TTC customers chatted with players in full uniform before the team exited at Queen Station. It was great fun for everyone.

For the week ending January 26, overall weekday ridership stands at 77 per cent of pre-COVID levels, a three-per-cent decline from levels observed in fall 2023. The slight decline can be attributed to exam week for TDSB and TDCSB secondary schools, temporarily reducing student demand. Due to exam weeks spanning over the following reporting week, similar levels were expected. Weekday boardings by mode continue to be highest on the bus network at 89 per cent of pre-COVID levels, while streetcar and subway boardings were at 66 per cent and 68 per cent, respectively.

People Group

TTC wins United Way Outstanding Campaign of the Year Award

I am proud that the TTC has won United Way Greater Toronto's Outstanding Campaign of the Year Award for our 2023 employee fundraising campaign. Last year, we raised more than \$678,000 for services that benefit our community. Employees and pensioners held a donation drive and organized fundraisers, such as barbecues, a fun run, garage sales, a very popular Halloween Fest at Bay Lower and an open house at Greenwood Yard.



Above: The Stanley Cup arrives at Union on Line 1 train.

Below: NHL All-Star Tomas Kaberle and Mayor Olivia Chow with Stanley Cup.



CEO's commentary

This amazing result would not be possible without the hard work of our employees, pensioners and Union partners. Well done, all!

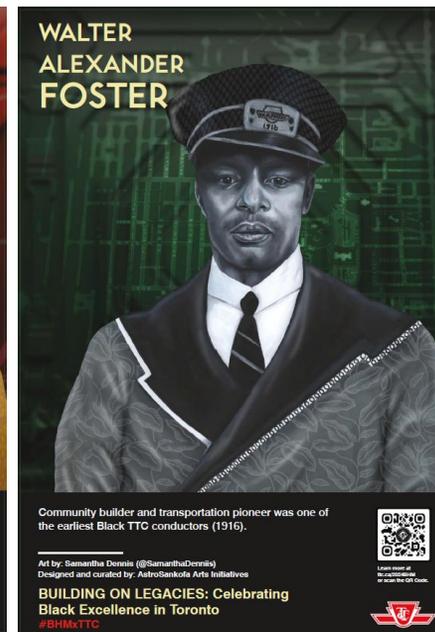
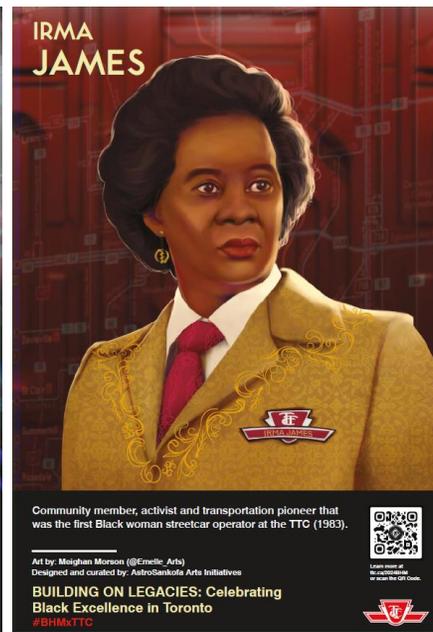
Diversity and Culture Group

Celebrating Black History Month

The TTC is proud to once again celebrate Black History Month. This year, the TTC partnered with AstroSankofa Arts Initiatives for a second time.

Specially wrapped buses and streetcars are travelling across Toronto, showcasing this year's campaign theme, *Moving Legacies: Celebrating Black Excellence in Toronto*. Among those being honoured on our vehicles and spaces are the TTC Board's first woman Vice-Chair, the late Dr. Beverly Salmon, the TTC's first Black woman streetcar Operator, Irma James, and Walter Alexander Foster, one of the earliest Black streetcar conductors who worked for the Toronto Railway Company.

The artwork spotlights key Black figures who have played an important role in civil rights, law, culture, government, health, sport, education, and transit. The TTC encourages everyone to experience these inspiring art installations and learn more about Black Canadians' significant contributions to our city.



TTC posters celebrating Black History Month, *Moving Legacies: Celebrating Black Excellence in Toronto*. Among those being honoured on our vehicles and spaces are the late Dr. Beverly Salmon, Irma James, and Walter Alexander Foster.



CEO's commentary

Riders can use the digital Black History Month Ride and Find Guide to take the TTC to visit high-profile locations across the city where key Black figures have left a legacy mark. The guide is available at www.ttc.ca/BHM.

AstroSankofa Arts Initiatives is a not-for-profit organization that provides opportunities for Black artists and youth to be more visible through public art projects. The TTC thanks the following artists for their inspiring work: Indiigo Cocoa (Shashann M.T.), Samantha Dennis, Gordon Rowe, Jovita Odegua Akahome, Andrew Patterson, Camille Lauren, Mya Salau, Meighan Morson and the Astrosankofa Artist Collective.

Our first-ever, employee-inspired campaign kicked-off at Leslie Barns with guest speakers, refreshments and African Diaspora music. The event was attended by Mayor Olivia Chow and TTC Chair Jamaal Myers, and included a specially wrapped streetcar on display. Company-wide posters and videos are spotlighting Black employees from various departments and vocations. I want to thank all our employees who have helped the TTC recognize this important month.

TTC recognizes the Year of the Dragon

This month, the TTC recognizes Lunar New Year – the Year of the Dragon – a symbol of strength, courage

and a strong moral compass. The TTC will join the celebrations throughout the month by operating specially wrapped streetcars and buses travelling across the city, such as on the 510 Spadina and 506 Carlton routes.

A special campaign within the TTC has our employees sharing their stories about how they celebrate the Lunar New Year with families, friends, co-workers and their communities. My thanks to everyone who is participating this year.

Strategy and Customer Experience Group

One Fare program launches this month

Starting on February 26, transit customers will no longer have to pay a double fare when they take the TTC and GO Transit or the TTC and another municipal transit agency (MiWay, Brampton Transit, York Region Transit, Durham Region Transit) when they pay with a PRESTO fare card, PRESTO in Mobile Wallet, debit card or credit card.

Premier Doug Ford, Mayor Olivia Chow and other dignitaries and elected officials were at Downsview Park GO Station to make the official announcement on February 5.

Customers transferring between the TTC and GO Transit will be reimbursed for their single-ride TTC fare, and customers transferring between the TTC and a municipal transit agency will be able to transfer to or from these agencies using their two-hour transfer without paying a second fare.



Mayor Olivia Chow at the employee-inspired opening ceremony for Black History Month.

CEO's commentary

Transportation and Vehicles Group

Service changes in February

Starting on Sunday, February 18, the TTC will be introducing service and reliability improvements to better match capacity to demand, and to better match observed operating conditions, on the following routes: 29 Dufferin, 35 Jane, 41 Keele, 125 Drewry, 935 Jane Express, 941 Keele Express, 960 Steeles West Express, 33 Forest Hill, 63 Ossington, 126 Christie, 127 Davenport and 505 Dundas.

The TTC will also be introducing new schedules to the following services due to various construction activity along these routes: 63 Ossington, 304 King, 501 Queen, 504 King, 505 Dundas and 508 Lakeshore.

TTC riders can follow @TTCNotices on X (formerly Twitter) or check ttc.ca for the most up-to-date information.

Engineering, Construction and Expansion Group

King Street West water main replacement and track renewal project

Beginning Sunday, February 18, the City of Toronto and the TTC will be replacing aging water mains and renewing streetcar tracks along King Street West, between Shaw and Dufferin streets. This critical state-of-good repair work will impact the 501, 504, 508, and 304 streetcars as well as the 63 Ossington bus service.

The TTC is working to ensure that customers who are impacted by these changes have efficient and reliable service during construction. Customer service agents will be on-site to help direct commuters. The TTC will also have information about route changes on our website, social media, and printed flyers and postcards.

This work is expected to be completed by December 2024.

Pre-qualified bidders announced for BYCI project

The Bloor-Yonge Capacity Improvements (BYCI) project continues to move forward. Three qualified bidders have been shortlisted to participate in the Request for Proposal for the BYCI Progressive Design-Build project.

The qualified bidders are Bloor-Yonge Crossline Partners, EllisDon-Barnard Joint Venture and Kenaidan Murphy Joint Venture. These pre-qualified teams have the combined construction, design and financial capacity to undertake a project of this size and complexity. The winning bidder will be announced once all three teams have submitted their proposals.

Construction is expected to begin as early as 2026.

The Bloor-Yonge project will significantly expand and rehabilitate the existing interchange station to improve efficiency and capacity and reduce overcrowding during rush hours.



CEO's commentary

Safety and Environment Group

More TTC staff now carry naloxone

The TTC has taken further steps to improve access to naloxone to help prevent and respond to drug overdoses in the system. Last month, Fare Inspectors began carrying naloxone, similar to Special Constables. Since these employees are mobile and respond to situations throughout the TTC, carrying naloxone will ensure they can readily access and administer doses when required.

TTC employees designated to administer naloxone also include station supervisory staff, Mobile and Chief Supervisors, Training Instructors, and designated first-aid attendants. All designated staff are certified in first aid and have completed naloxone training. Employees may also provide the naloxone spray to a bystander who volunteers to administer it.

Access to naloxone is available at all subway station Collector Booths and Hubs.

Finally, I want to wish everyone a Happy Family Day on Monday, February 19.

The next meeting of the TTC Board is set for Thursday, February 22, and will be live-streamed on the Official TTC YouTube Channel.

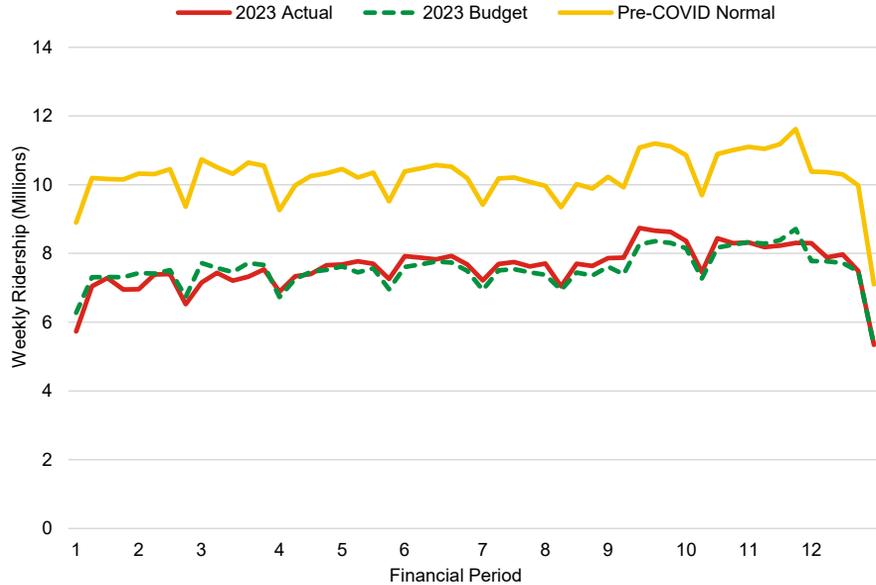
Richard J. Leary
Chief Executive Officer
February 2024





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 12 (November 26 to December 31, 2023) revenue rides totalled 37.7 million, representing 77% of pre-COVID experience and 1.1 million or 3.0% above budgeted revenue rides. Period 12 average weekly ridership decreased to 7.3 million rides per week from 8.3 million revenue rides per week in Period 11, due to the Holiday season and in line with seasonality.

On a full year basis, 2023 revenue rides totalled 396.3 million, which is 3.3 million above budget and represents an average ridership rate of 74% of pre-COVID experience over the 12-month period.

Analysis

Revenue ridership saw steady growth in 2023, stabilizing in the fall, with future ridership growth restricted by the continuation of hybrid work averaging approximately 2.5 days per week in-office.

The percentage of unique PRESTO riders using the system each week dropped to 88% of pre-COVID levels in Period 12 from 91% reported in Period 11. While travel frequency patterns of riders continued to reflect higher usage amongst riders using the system less frequently, actual frequency experienced in Period 12 resulted in the number of unique riders classified as “commuters” (i.e. ride four of five weekdays per

week) reaching 60% of March 2020 levels in Period 12 while riders who use transit less frequently (ride less than four weekdays per week) represented 116% of March 2020 levels.

For the full year 2023, unique PRESTO riders averaged 89% of pre-COVID levels with “commuters” averaging 56% of March 2020 levels and riders who use transit less frequency averaging 117% of March 2020 levels.

Day-of-week use continued to be highest and consistent across Tuesday to Thursday, averaging up to approximately 79% of pre-COVID levels in Period 12. Weekend ridership recovery averaged up to approximately 88% of pre-COVID levels, demonstrating a consistently stronger recovery rate than experienced on weekdays. Similarly, the full year 2023 average weekend ridership recovery of 85% was consistently stronger than the full year 2023 Tuesday to Thursday average recovery of 73%.

Action

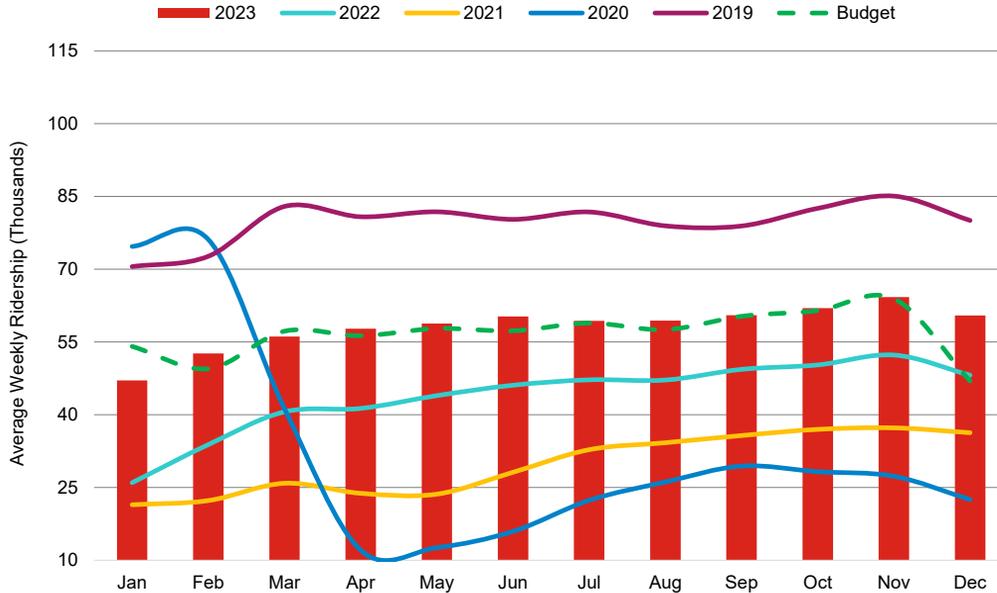
Ridership stabilized in fall 2023, and 2024 budgeted ridership is projected to start at 78% of pre-COVID levels, similar to the 77% of pre-COVID levels experienced at the end of 2023. Ridership trends and recovery continue to be monitored closely for all fare concession types and ridership segments.





Ridership

Wheel-Trans – Trips



Definition

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

Results

Ridership in Period 12 (November 26 to December 31, 2023) was 302,155 (or 60,431 passengers per week). This figure was 28.8% higher than the budgeted 46,920 customers per week. In terms of year-over-year growth, the Period 12 year-to-date (YTD) ridership is 32.6% higher compared to the same period in 2022, and is 2.9% (84,600) over the 2023 YTD budget. The 2023 YTD ridership represents 73.2% of the pre-COVID experience in Period 12 2019.

Analysis

Wheel-Trans ridership continues to trend higher periodically for 2023. Customer same-day cancellation trended downward for December, which attributed to the higher ridership figure. Registrant growth increased by 1% for that period, indicating Wheel-Trans is acquiring new customers and growth in riders.

Same-day trip booking continues to increase as customers are able to have their trip requests accommodated and the number of abandoned calls has remained below target over the past three periods allowing a better response to customer trip requests.

Action

Ridership trends and service levels will continuously be monitored as we enter 2024. With the increased ridership trend for 2023 over 2022, we expect to see similar or higher ridership levels for 2024.

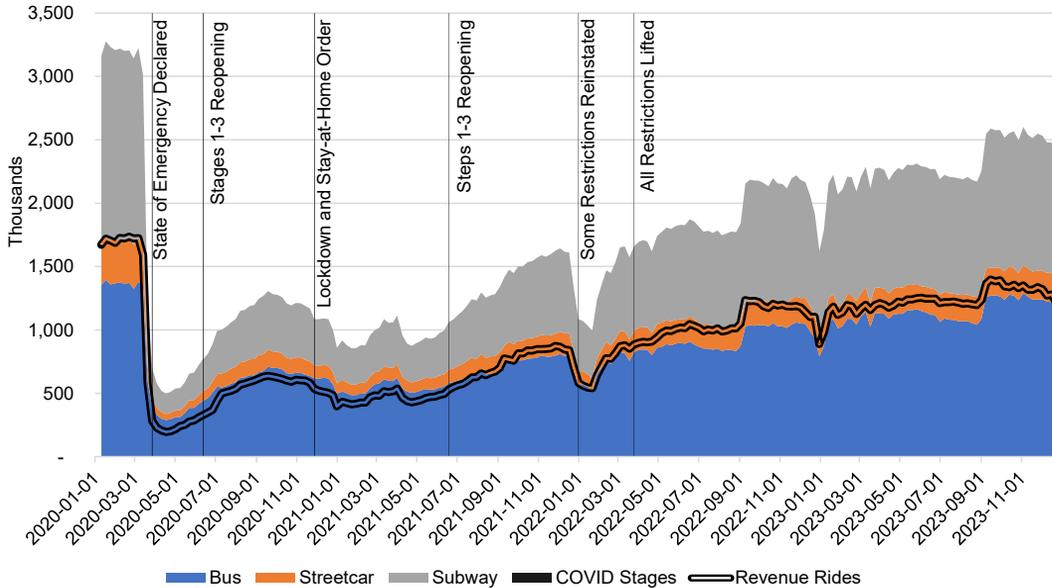
Note: Wheel-Trans ridership is not included in TTC ridership totals.





Ridership

Customer Boardings



Definition

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

Results

Average weekday boardings declined by 9% to 2.33 million in December from 2.55 million in November.

Analysis

With fewer post-secondary student travelling during exam season and fewer work commutes in the weeks leading to the year-end holidays, customer demand declined in December. Average weekday boardings for bus and subway, respectively, declined by 9% and 10%, whereas streetcar decline was relatively minor at 2% due to seasonal demand to Christmas Market in the Distillery District.

Demand continues to vary across weekdays as the impacts of hybrid work continue. Compared to seasonally adjusted pre-COVID levels, average weekday boardings in December before the holiday weeks was 93% for bus, 68% for streetcar, and 69% for subway. The busiest weekday, however, is 95% for bus, 71% for streetcar, and 72% for subway. Recovery by route and time of day continues to vary significantly.

Demand during the holidays, generally, was near or above pre-COVID levels. Christmas Day, Boxing Day, and New Year's Day reached 106%, 96% and 106%, respectively. Compared to their 2022 counterpart, these holidays showed an increase in the range of 16-23%. In terms of annual customer boardings, 2023 saw 736 million boardings, which was up by 27% from 578 million in 2022.

Action

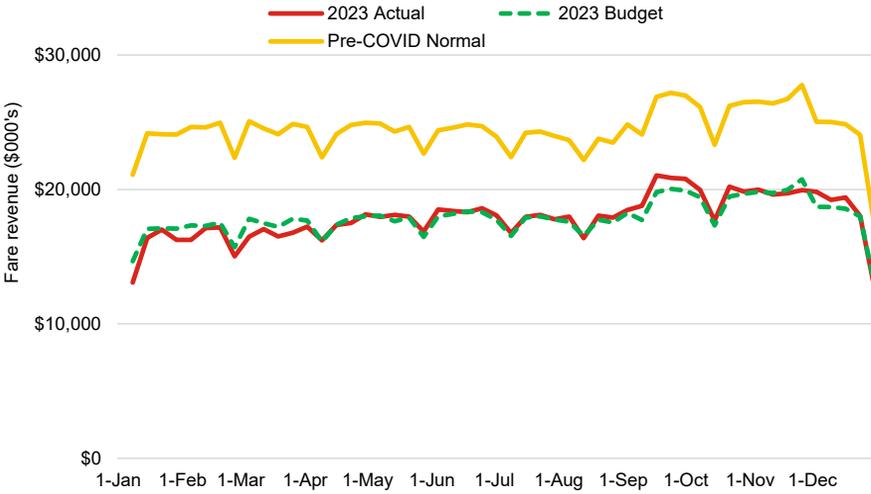
- Analyze fall 2023 customer use data to inform capacity adjustments through reallocation and planned service increases throughout 2024.
- Monitor personal safety as a key driver of customer satisfaction and the impact of Community Safety program.
- Monitor customer sentiment through ongoing customer satisfaction survey and customer service communications for actionable insights to enhance customer experience.





Financial

Fare revenue



Definition
Revenue generated through fares.

Results

Period 12 (November 26 to December 31, 2023) fare revenue was \$90.4 million. This represents 77% of pre-COVID revenue and is \$2.3 million or 2.6% above budgeted fare revenue for Period 12. Period 12 average weekly fare revenue of \$17.6 million decreased 12.2% over Period 11, due to the Holiday season and in line with seasonality.

While still subject to year-end audit adjustments, 2023 fare revenue totalled \$935.8 million, which is \$4.3 million above budget and cumulatively represents 73% of pre-COVID experience.

Analysis

Fare revenue grew steadily in 2023, stabilizing in the fall, with future ridership growth restricted by the continuation of hybrid work averaging approximately 2.5 days per week in-office.

The revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$85.3 million for Period 12 — representing a PRESTO ridership adoption rate of 90.5% — and \$5.1 million from other media for Period 12. With the launch of Open

Payments on August 15 and the Virtual PRESTO Card on November 14, the adoption of the Open Payment and Virtual PRESTO Card payment methods continued to grow, with up to 10.9% of weekly rides paid using the Open Payment method or the Virtual PRESTO card by year-end.

Period 12 revenue was generated from the following fare concession groups: 79.2% adult, 8.1% post-secondary, 5.5% senior, 7.0% youth (ages 13-19) and 0.2% other. Full year 2023 was – 77.8% adult, 9.5% post-secondary, 5.5% senior, 7.0% youth and 0.2% other. Revenue from the adult concession has seen steady growth since 2022, driven by a return to office.

Action

Fare revenue stabilized in fall 2023 and 2024 budgeted fare revenue is projected to start at 77% of pre-COVID levels, in line with the 77% of pre-COVID levels experienced at the end of 2023. Actual experience will continue to be monitored as it will be critical to understand any changes to commuter patterns or discretionary travel.





Customer experience

Customer satisfaction



Definition

Monthly customer survey of 500 TTC customers.

Customers are asked: How satisfied were you overall with the quality of the TTC's service on the last TTC trip you took, on a scale of one to 10 where one is "extremely dissatisfied" and 10 is "extremely satisfied".

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

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

Results

Customer satisfaction has decreased since November, from 70% to 68% in December. Net Promoter Score (NPS) decreased to two from five, and the number of customers who say they are proud of the TTC and what it means to Toronto has remained stable at 57%.

Analysis

Satisfaction levels across all modes have declined since November. Despite a drop in overall satisfaction, specific customer satisfaction aspects, such as trip time length, comfort of ride, smoothness of trip, cleanliness of platform, station and stop, and wait time, have improved in December when compared to November across the TTC network.

Both streetcar and bus have experienced declines in NPS and "Proud of TTC" metrics have decreased in December, but "Proud of TTC" for subway remained stable since November.

In 2023, a positive trend characterized

various customer satisfaction aspects and key drivers. Subway customers positively rated maps, signage, ride comfort, and staff helpfulness. Bus customers consistently rated trip time and cleanliness positively, promoting cleanliness to a key success area. Streetcar customers rated consistent access to real-time information, marking it as the most improved category with no key challenge areas.

Action

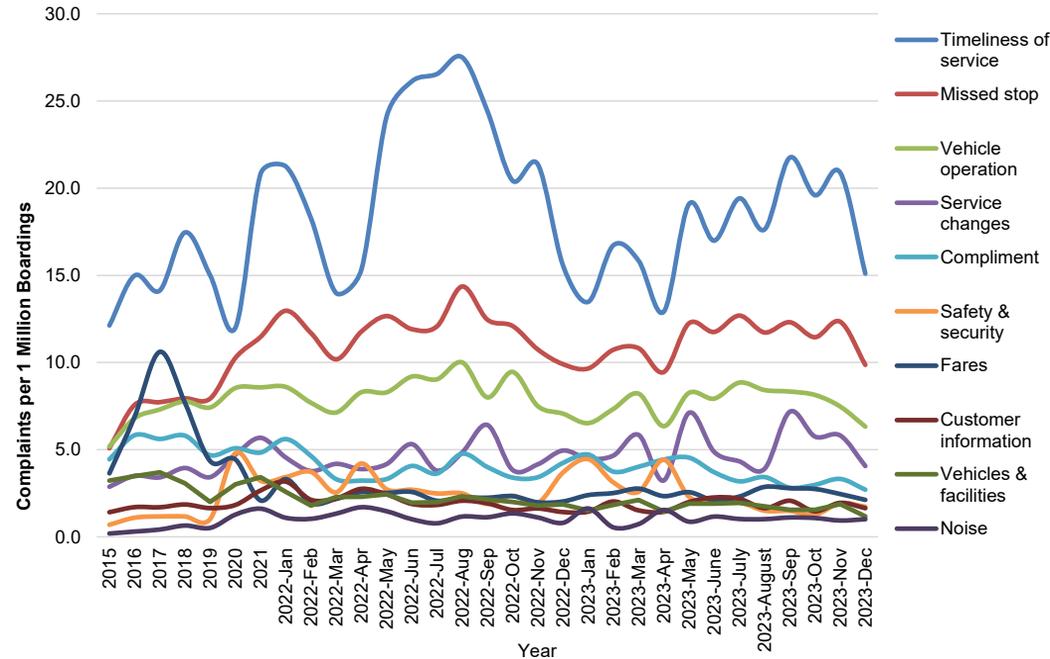
- Continue to monitor customer satisfaction with personal safety, and the effect of Community Safety program.
- Monitoring customer sentiment through ongoing customer satisfaction survey and customer service communications.
- An in-depth study is underway to understand social and environmental factors that resonate with TTC customers.
- Embed Customer Satisfaction, customer research, and CSC priorities in upcoming Customer Experience Action Plan.





Customer experience

Customer service communications (CSCs)



Definition

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

Results

In December, Customer Service Communications (CSCs) per one million boardings decreased by 11% from November. Total CSCs decreased to 3,282 in December compared to 4,252 in November, during a period of 4% increase in boardings. This trend is similar to December 2022, both per CSCs per 1 million and total CSCs received declined compared to the whole year.

Analysis

The top three ranked CSCs categories were Timeliness of Service, Missed Stops, and Vehicle Operation. All three categories showed decreases since November peak. The overall trend has remained lower than 2022 levels, indicating reduced level of customer complaints in the top three categories.

CSCs related to safety and security have decreased by 10% since November and 53% lower than December 2022. Additionally, the overall rank has remained low at seven out of the 10 categories and accounts for 3% of CSCs.

Staff presence has increased in stations, hiring was completed in December 2023 and could be a potential reason for decrease in CSCs related to safety and security.

Action

- Continuing route level analysis for service reliability, and impacts of construction and congestion.
- Monitoring and reporting ongoing customer communications via live dashboard to help Bus Operations deliver improved customer service.
- Review of Customer Service Communications response time and establishing plans to continuously enhance the experience our customers have when submitting their feedback to the TTC.
- Monitoring Crowding levels across all buses and Line 1.
- Increasing staff presence in stations to further support customer safety and experience by opening and closing subway stations, being present in the concourse, providing customer service, deterring fare evasion, and assisting in emergencies.

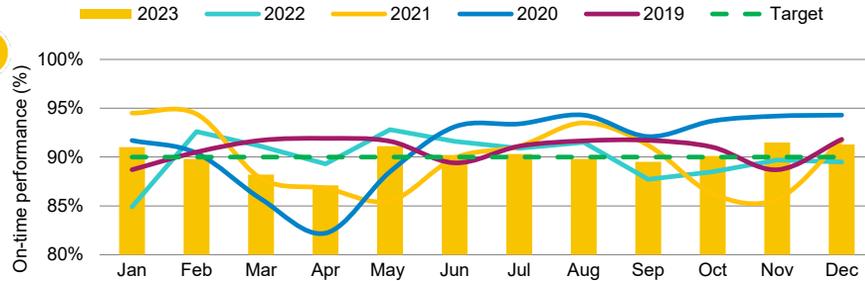




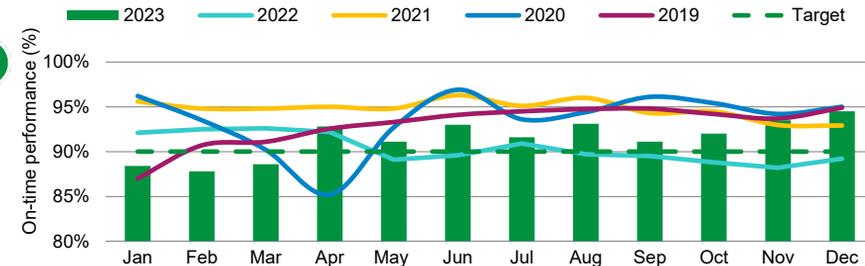
Customer experience

On-time performance (OTP) – Subway

1



2



Definition

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

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

Results

Line 1 OTP was 91.3% in December. This represents a decrease from last month (91.5%) and an increase from the same time last year (89.5%). Our target of 90% was met.

Line 2 OTP was 94.5% in December. This represents an increase from last month (93.5%) and an increase from the same time last year (89.2%). Our target of 90% was met.

Analysis

On Line 1, there a 19.0% increase in total delay minutes – from 2,543 minutes in November to 3,025 minutes in December. Increases in delay minutes were seen in staff-related and passenger-related delays. There were 2,191 passenger-related delay minutes accounting for 72.4% of the total delay minutes. The largest two categories of passenger-related delays were Disorderly Patron – 636 minutes (up 124.7% from November), and Injury at Track Level – 321 minutes (there were none in November).

On Line 2, there was a 3.4% decrease in total delay minutes – from 1,845 delay minutes in November to 1,782 delay minutes in December. Decreases in delay minutes were seen across all sectors except passenger-related delays. There were 1,399 passenger-related delay minutes accounting for 78.5% of the total delay minutes. The largest two categories of passenger-related delays were Disorderly Patrons – 314 minutes (up 61.9% from November) and Passenger Security Other – 207 delay minutes (down 8.0% from November).

Action

We will continue to monitor ridership and service levels and make adjustments where necessary to ensure punctual service levels are delivered. Additionally, the following is also being implemented to decrease delays:

- Increase in frontline staff, proactive approach to deter incidents by CCTV monitoring, enhanced training for all employees to better identify potential issues and reporting to Transit Control Centre.



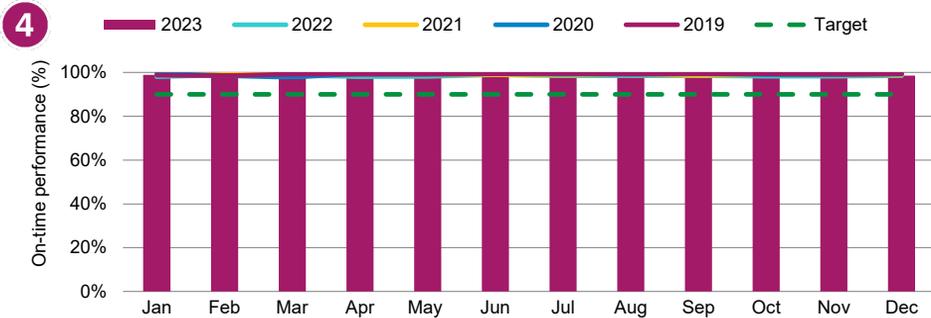


Rich Wong
Chief Transportation and Vehicles Officer

Fort Monaco
Chief Operations and Infrastructure Officer

Customer experience

On-time performance (OTP) – Subway



Definition

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

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

Results

Line 4 OTP was 98.6% in December. This represents a decrease from last month (98.7%) and an increase from the same time last year (98.5%). Our target of 90% was met.

Analysis

On Line 4, there was a 101.5% increase in total delay minutes — from 273 delay minutes in November to 550 delay minutes in December. Increases in delay minutes were seen across all sectors.

Action

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



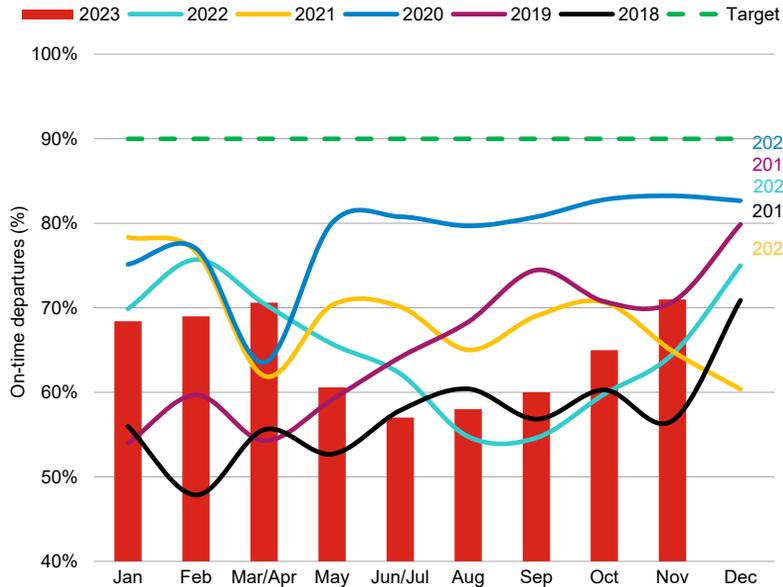


Rich Wong
Chief Transportation and Vehicles Officer

Fort Monaco
Chief Operations and Infrastructure Officer

Customer experience

On-time performance (OTP) – Streetcar



Definition

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

*November Board Period is from November 19 to December 23, 2023.

Results

Streetcar OTP for the November Board Period* was 71%, an increase of 6 percentage-points compared to the October Board Period (65%). This is also a six percentage-point increase in OTP compared to the same board period last year (65%). The target of 90% was not met.

Analysis

Weekday OTP was 75%, excluding the 504 King (59% OTP), which was impacted by construction. 507 Long Branch service was reinstated and scored highest at 90% on-time. Four routes operated below 70% On-time, summarized below.

The 509 Harbourfront (61% OTP) and 510 Spadina (68% OTP) continue to be challenged by capacity constraints at Union Station. Excluding that end of line, both routes performed better – 67% for the 509 and 74% for the 510.

The 503 Kingston Rd (63%), 504 King (59%) and 508 Lake Shore (38%) routes were negatively impacted by congestion along the King Street corridor. 508 Lakeshore service was also challenged with on-street departures in the westbound direction on Dundas Street at Broadview Avenue.

Performance for all routes combined reached a 78% level on Mondays through the board period, due largely to the reduced traffic volumes on that day of the week.

Actions

- Use of key sections of the streetcar right-of-way for 512 St Clair buses to improve reliability.
- Continue to develop operational strategy on King Street with City of Toronto.
- Review of operational strategy and schedule on 509 Harbourfront.
- Review of 508 Lake Shore westbound end of line.

	On Time (≥ 90%)	On the Cusp (80% - 90%)	Not-On-Time (< 80%)	Construction
Streetcar Routes	1	1	8	1
Weekday OTP	75%			57%



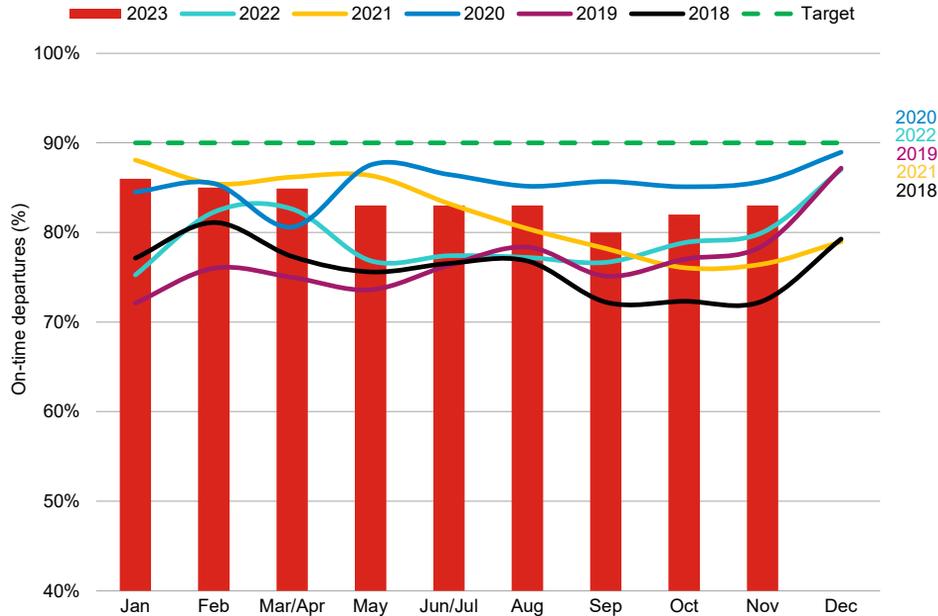


Rich Wong
Chief Transportation and Vehicles Officer

Fort Monaco
Chief Operations and Infrastructure Officer

Customer experience

On-time performance (OTP) – Bus



Definition
On-time performance measures vehicle departures from end terminals. Vehicles are considered on time if they depart within 59 seconds earlier or five minutes later than their scheduled departure time. (-1 to +5)
*November Board Period is from November 19 to December 23, 2023.

Results

Bus OTP for the November Board Period* was 83%, an increase of one percentage-point compared to the October Board Period (82%). This is a three-percentage-point increase in OTP compared to the same board period last year (80%). The target of 90% was not met.

Analysis

In summary, 82% of the routes not affected by construction scored 80% or better.

Year-to-date, the 74 routes that have received Service Reliability updates operated at an 86% level for the November Board Period.

Weekend OTP was 81% for the November Board Period, overall, a one percentage-point increase over the October Board Period. The Saturday Afternoon/Early Evening periods were the worst performing weekend time period at 73% On-Time.

During the weekdays this board period, OTP performed at a 90% level during the AM Peak Period, while dropping to 73% On-Time during the PM Peak Period.

Actions

- Root cause diagnostic assessments for all 23 “Not On-time” routes.
- Focus on PM Peak period and weekend schedule improvements.
- Fulsome review of deadheading times across the network to improve first trip OTP.
- New set of “On the Cusp” routes for Supervisory field presence began in January.
- Comprehensive review of challenging end terminals on select routes.

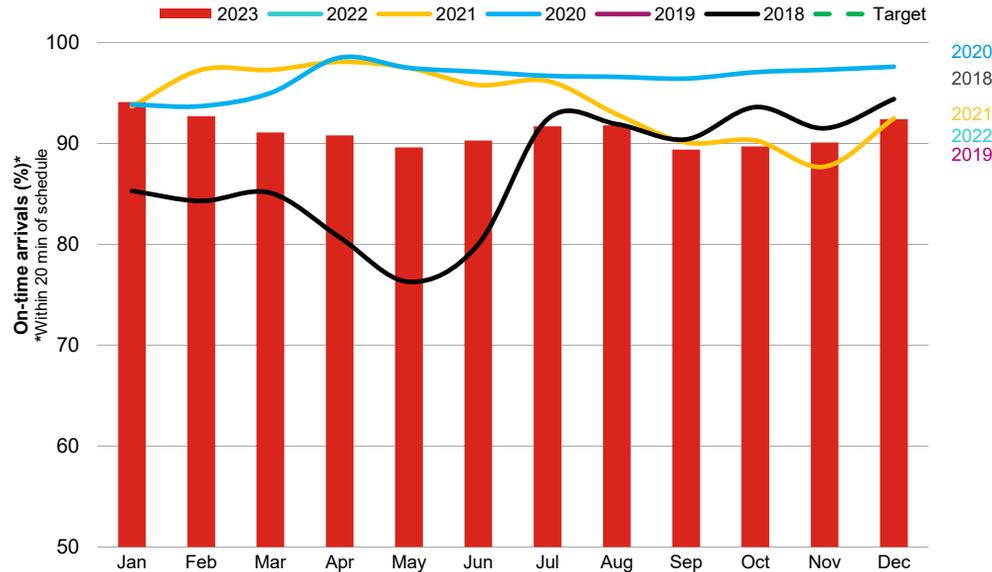
	On Time (≥ 90%)	On the Cusp (80% - 90%)	Not-On-Time (< 80%)	Construction
Bus Routes	41	62	23	38
Weekday OTP	85%			73%





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 12 (November 26 to December 31, 2023) increased by 2.3% from the previous period to 92.4%, and is 1.3% higher than Period 12 in 2022.

Analysis

Period 12 OTP improved slightly from Period 11. OTP remained stable even as ridership numbers increased from October to November, 257,032 to 302,155, respectively. Ridership levels are slightly lower than same period in 2018 (303,311) and 2019 (354,575). With ridership continuing to return to pre-COVID levels, efforts will be focused to maintain the 90% OTP target throughout 2024.

Action

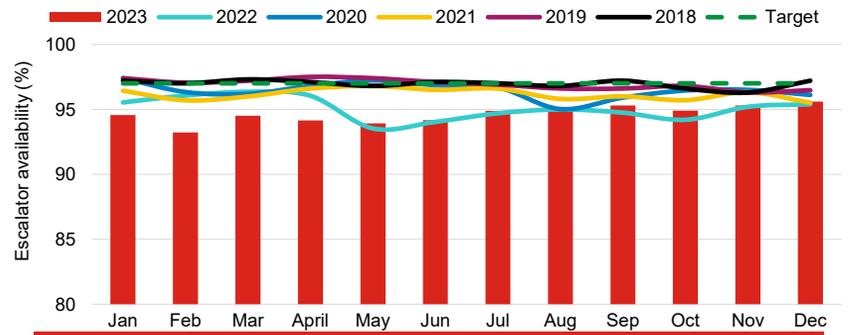
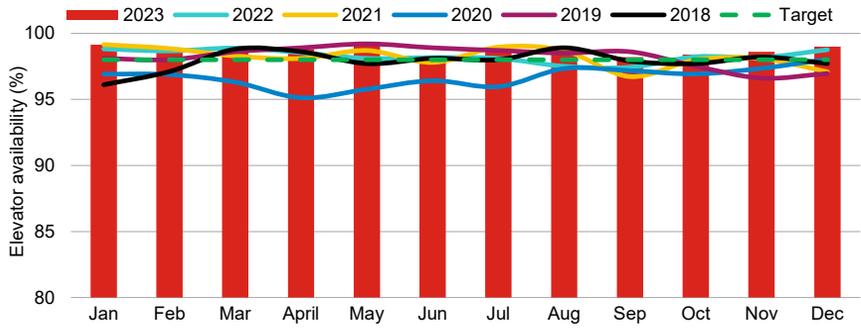
Decreasing vehicle speed factor in our scheduling system (the speed at which a vehicle is able to travel in the city) to more accurately reflect traffic conditions during Period 12 has resulted in higher OTP without impacting Daily Modal Percentage Delivered. The updated speed factor setting will be maintained in 2024 and close monitoring by dedicated staff will result in OTP remaining above 90%.





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 December was 99%, exceeding the target of 98%. Escalator availability for December was 95.6%, not meeting the target of 97%.

Analysis

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

Escalators

- Four escalators are out of service to accommodate **construction** work, with one at Castle Frank Station, Greenwood Station, Kipling Station and King Station, which will be out of service September 2023 until June 2025.
- **Overhaul** of two escalators at Queen Station and one at St Clair Station continue to have an impact on downtime.
- Two escalators at Sheppard Station are out of service due to **water damage**.

Total out of service hours was 2,017 due to; Construction: 1,977 hours and Water damage: 40 hours.

Action

The escalators at Greenwood Station, Castle Frank Station and King Station remain out of service to accommodate construction. The escalators at Kipling and Sheppard stations were returned to service.

To mitigate accessibility impact on customers:

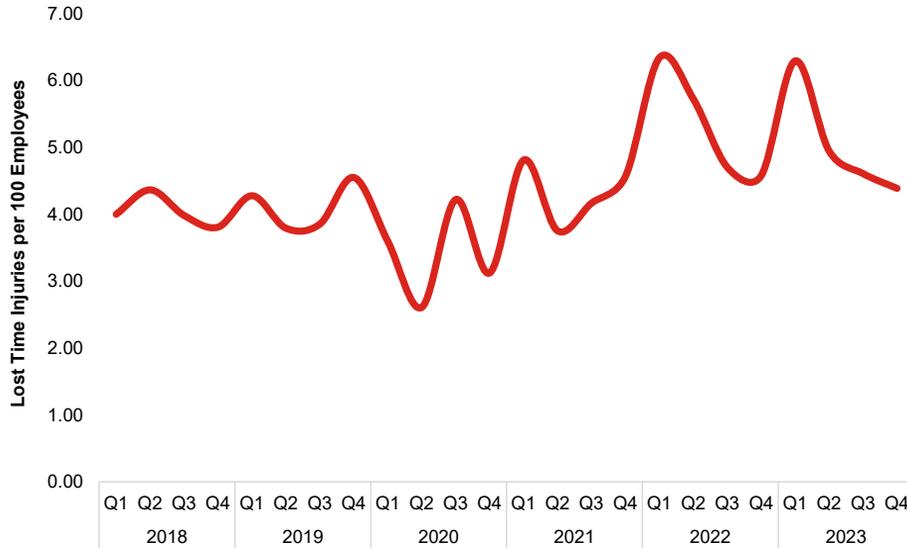
- TTC website is updated with elevator status.
- "Accessible alternative" signage is located at each elevator.
- Elevator out-of-service status is communicated through Live "service alerts" on the website and the TV screens in stations and on platforms.
- Appropriate signage for annual maintenance, overhauls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





Safety and security

Lost-time injuries rate (LTIR)



Results

The Lost-Time Injury Rate (LTIR) for Q4 2023 was 4.4 injuries per 100 employees — a decrease from Q3 (4.6) and from the same period last year (4.6). The LTIR for Q4 was 14% lower than the four-quarter average. An overall upward trend in the LTIR has been observed since 2018.

Analysis

The slight decrease in Q4 LTIR compared to Q3 is mainly attributed to a 60% reduction in slip/trip injury events. Injuries due to slip/trip incidents account for 6% of all lost-time injuries and represent the fourth highest injury event type in Q4. Injuries due to acute emotional events account for 46% of all lost-time injuries in Q4 and continues to represent the highest injury event type of 2023.

Action

The TTC has current corporate objectives aimed at reducing the frequency and severity of lost-time injuries – such as initiatives to prevent assaults and threats, reviewing musculoskeletal related incident data to identify high-priority areas to reduce overexertion injuries, and developing a strategy and priorities to address emotional trauma injuries.

Definition

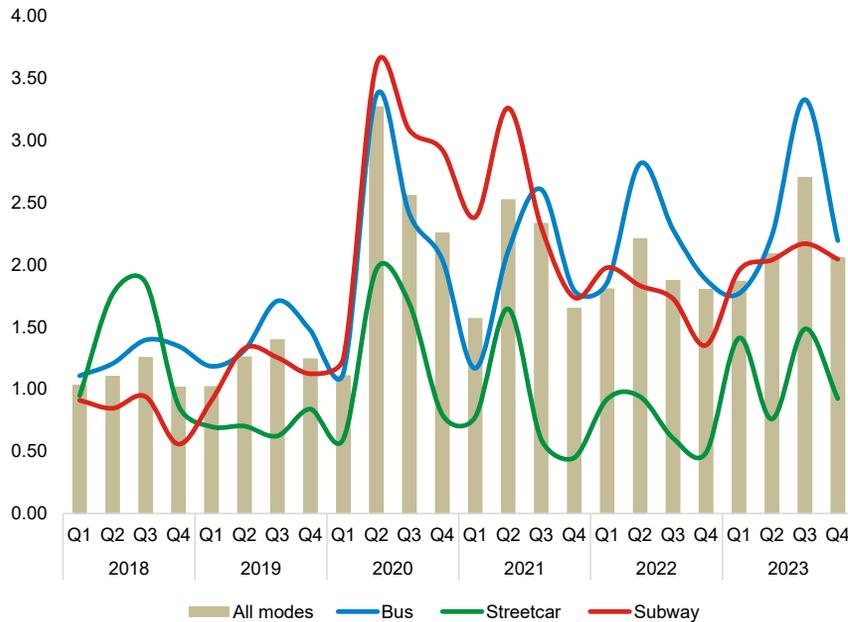
Number of employee injuries resulting in missed work per 100 employees (annualized).





Safety and security

Customer injury incidents rate (CIIR)



Results

The CIIR in Q4 2023 was 2.05 injury incidents per one million vehicle boardings — a decrease from Q3 (2.7) and an increase from the same period last year (1.80). The CIIR for Q4 was 6% lower than the four-quarter average rate of 2.18 injury incidents per one million vehicle boardings. The four-quarter average, over the five years, shows a statistically significant upward trend in the CIIR.

Analysis

The decrease in the CIIR in Q4 (down 24% from Q3), was mainly due to the decrease in bus and streetcar injuries (bus CIIR is down 20% and streetcar CIIR is 37% down from Q3). Q3 and Q4 had 303 and 213 bus onboard injuries and 27 and 17 streetcar onboard injuries, respectively.

Action

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

Communications to Operators include reminders about smooth braking and acceleration, safe speed when turning, maintaining a safe following distance and operating more slowly when visibility is reduced.

The TTC prepares year-round for winter by reviewing severe weather plans and preparing for seasonal weather changes to mitigate safety impacts to customers.

Definition

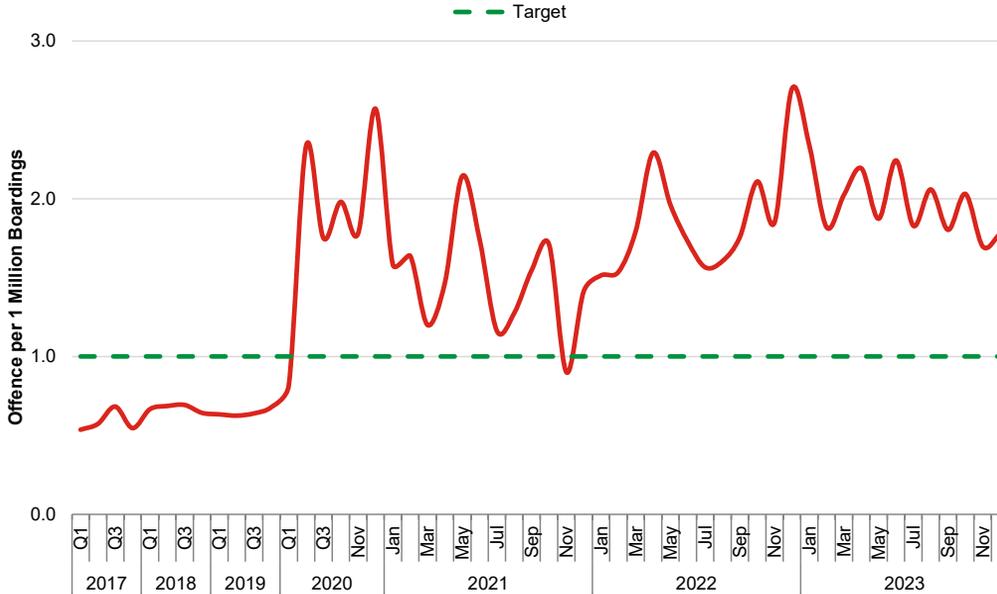
Number of customer injury incidents per one million boardings.





Safety and security

Offences against customers



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

Definition
Number of offences against customers per one million boardings.

Results

The number of offences against customers was 1.76 per one million boardings for December, increasing from 1.70 in November.

Analysis

The rate of offences has increased, and correspondingly the per day rate also increased, 2.86 in 2022 to 3.57 in 2023. Since January 2023, there has been an overall decrease of 24% in rate offenses against customers.

Action

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

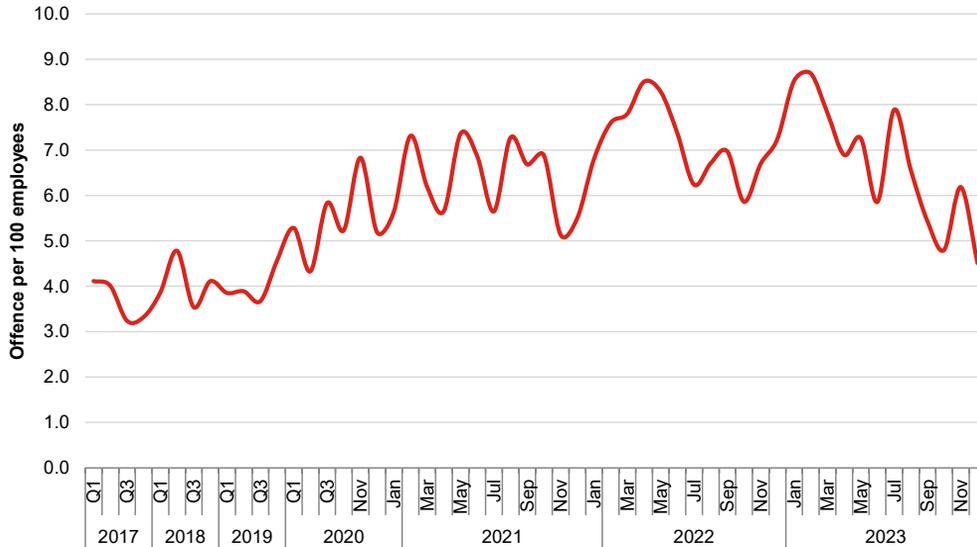
The TTC's Special Constable Service continues to monitor these statistics regularly, and report up to the multidisciplinary table, and reallocate resources across the network to assist with emerging issues.





Safety and security

Offences against employees



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

Definition

Number of offences against employees per 100 employees.

Results

The number of offences against employees per 100 employees (annualized rate) decreased in December compared to November, to 4.51 from 6.18.

Analysis

The total number of offences have decreased from 2.7 to two per day. Since January 2023, the overall rate of offences (annualized rate) has decreased by 47%.

Action

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

- Continuing high-visibility presence from community safety supports, including Special Constables, Security Guards and Toronto Police Officers, and increasing the presence of TTC staff across the system to improve incident response.
- Supporting 26 proactive site visits in 2023, with more planned for 2024, conducted by the Ministry of Labour, Immigration, Training and Skills Development and reviewing risk assessments, reporting processes, training and control measures.
- As of January 19, 2024, provided de-escalation training to 3,089 of 9,000 frontline employees, including unconscious bias training.
- Engaging with our Unions through quarterly Joint Labour Management Committee meetings to provide updates on the action plan and discuss recent incidents.
- Multidisciplinary approaches with the City of Toronto and Toronto Police Service to improve incident response and community support.
- Detailed updates have been captured in the TTC's Partnership Approach to Community Safety and Well-being on Public Transit Report ([September](#)).





Hot topics

Line 3 Bus Replacement Plan – Interim Bus Service and Busway Conversion

Early
2024

Interim Bus Service Update

L3BR in operation since November 2023, with improved Transit Priority Measures. On February 18, Metrolinx to handover temporary drop-off only platform at Kennedy to support SSE enabling works. Continuous updates to service levels, travel time efficiencies where possible through monitoring. Design and wayfinding changes to improve customer service.

Late
2024

Busway Conversion Update

In Q4 2024, staff to report back to TTC Board on the final detailed design of the busway conversion, and provide a status update on funding, property acquisition and TPAP.

2025-
2027

Busway Construction

Subject to funding, construction to commence in 2025, with the busway expected to open in 2027.

Project Snapshot

Following the derailment and decommissioning of Line 3 Scarborough, the TTC extended bus service between Scarborough Centre Station and Kennedy Station on eight routes in November 2023. This service carries approximately 18,000 customers on an average weekday.

Service primarily operates on Kennedy Road, Ellesmere Road, and Midland Avenue. Transit priority measures including red priority bus lanes, transit signal priority, and expanded stop infrastructure have been implemented to support the extended service. Scarborough Centre Station bus terminal was modified and a new temporary terminal at Kennedy Station (Platform B) was built to support increased service. Temporary signage installed at Scarborough Centre and Kennedy stations to assist customers with changes and highlight routes that use the new bus lanes. New illuminated signage will be installed in the next several months.

As of early December 2023, peak travel times between Scarborough Centre and Kennedy stations have reduced, on average, by three minutes, or a 17% reduction compared to September 2023 operations. Travel time data will be monitored to adjust schedules to reflect improvements to transit priority implemented since fall 2023. Any savings will be reinvested into bus routes in Scarborough affected by the closure of Line 3. Additionally, vehicles have been designed to have more capacity and expanded customer amenities on board.

In January 2024, staff reported to the Board the 60% detailed design, and identified next steps on property acquisition, funding, and TPAP requirements. Staff to report back on the above actions later this year.

Starting February Board Period (February 18), Kennedy Station will enter into its next stage of construction. The north side of Kennedy Station bus Platform A will be closed for Metrolinx’s Kennedy Enabling Works, and a new drop-off only bus platform and signal will be opened between Platforms A and B. This stage will last to approximately 2027.

Scope and Progress as of January 26, 2024





Hot topics

Fare Integration



Image of integrated faregates (left), customers using faregates (right).

Overview

The One Fare program will be implemented on February 26, 2024. With the implementation of this program, customers will no longer have to pay a double fare when they take the TTC and GO Transit or the TTC and another municipal transit agency when they pay with a PRESTO fare card, PRESTO in Mobile Wallet, debit card or credit card.

Customers transferring between the TTC and GO Transit will be reimbursed for their single-ride TTC fare, and customers transferring between the TTC and a municipal transit agency will be able to transfer to or from those agencies using their two-hour transfer without paying a second fare.

At its November meeting last year, the TTC Board approved entering Ontario's One Fare program to eliminate double fares for customers transferring between the TTC, GO and neighbouring transit systems. The TTC will continue to establish fare policy and set fares for our services. The Province of Ontario, through Metrolinx, will reimburse 100 per cent of eligible trips to transit systems for their respective foregone farebox revenue.

The One Fare program is available to adult, youth, senior, post-secondary and Fair Pass Transit Discount Program customers when using the PRESTO fare card, PRESTO in Mobile Wallet, or open payment methods including debit card or credit card. Children 12 and under always travel for free on the TTC. It is important to note that this fare integration initiative does not apply to riders paying with cash, TTC ticket or token.





Rich Wong
Chief Transportation and Vehicles Officer

Fort Monaco
Chief Operations and Infrastructure Officer

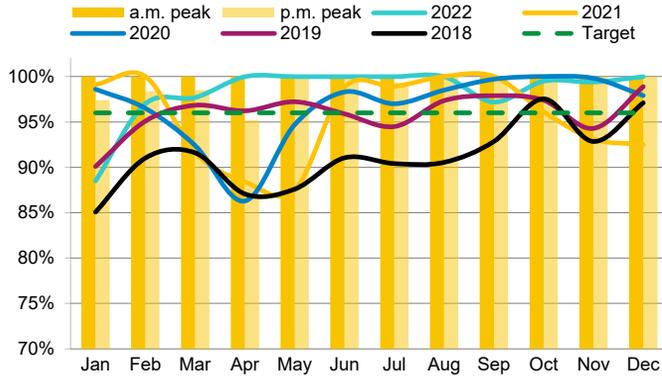
Appendix: Service delivery

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.

Dec 2023: 100.0%
Nov 2023: 100.0%
Dec 2022: 98.7%

Target: 96.0%



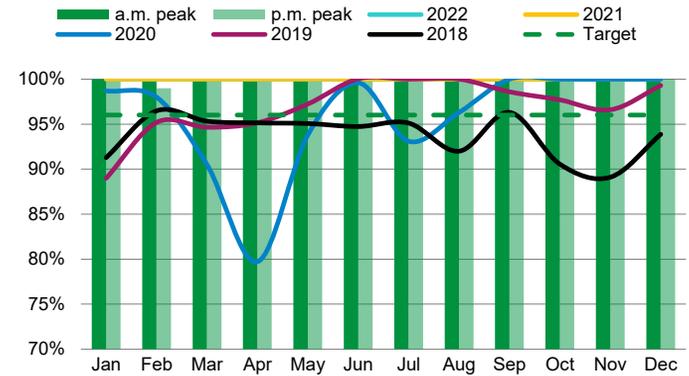
Line 3 was shutdown on July 24, 2023 and is closed permanently. Service was initially provided by shuttle buses. As of November 19, the Line 3 Bus Replacement Plan is in effect with complete transit priority measures and routing.

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.

Dec 2023: 100.0%
Nov 2023: 100.0%
Dec 2022: 100.0%

Target: 96.0%

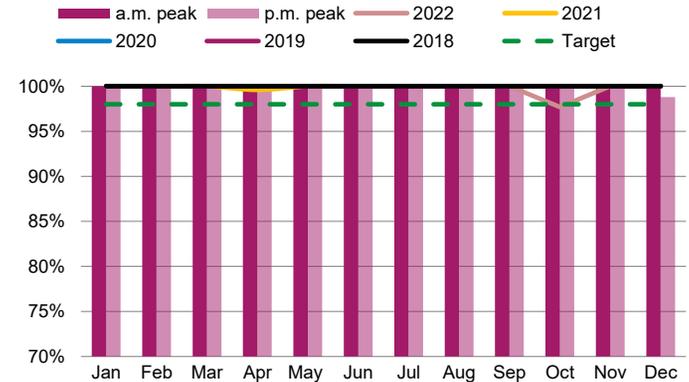


Line 4 capacity

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

Dec 2023: 99.8%
Nov 2023: 100.0%
Dec 2022: 100.0%

Target: 98.0%





Rich Wong
Chief Transportation and Vehicles Officer

Fort Monaco
Chief Operations and Infrastructure Officer

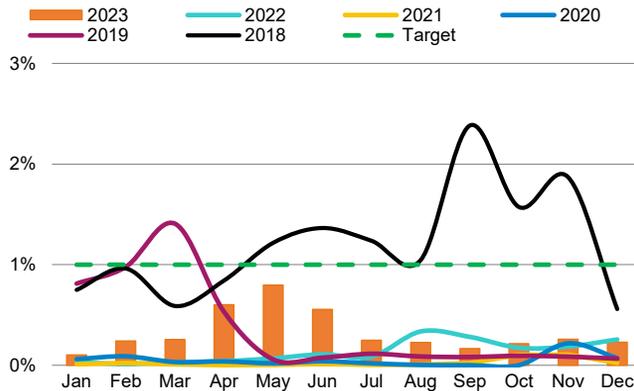
Appendix: Service delivery

Streetcar short turns

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

Dec 2023: 0.23%
Nov 2023: 0.26%
Dec 2022: 0.25%

Target: 1%

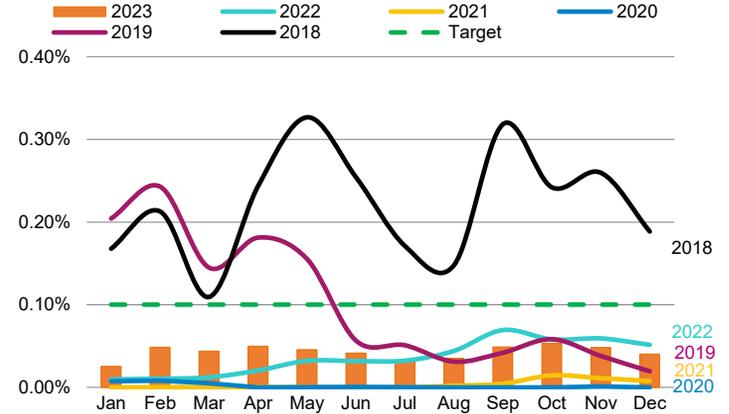


Bus short turns

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

Dec 2023: 0.04%
Nov 2023: 0.05%
Dec 2022: 0.05%

Target: 0.10%

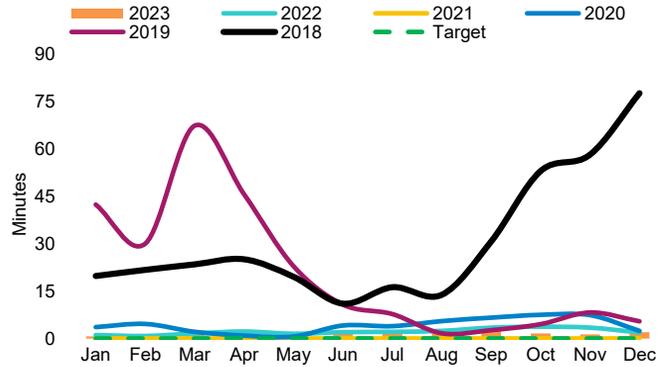


Wheel-Trans contact centre wait time

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

Dec 2023: 2
Nov 2023: 1.3
Dec 2022: 1.9

Target: 2





Rich Wong
Chief Transportation and Vehicles Officer

Fort Monaco
Chief Operations and Infrastructure Officer

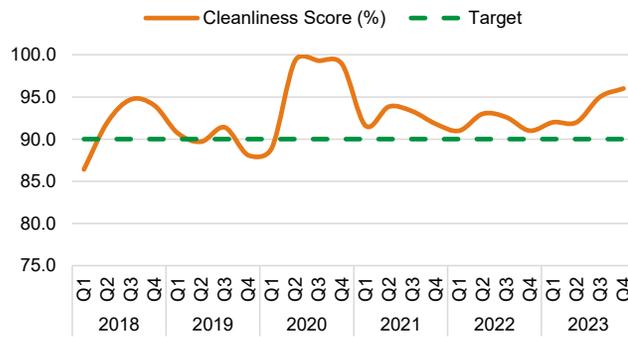
Appendix: Cleanliness

Bus cleanliness

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

Q4 2023: 96.0%
Q3 2023: 95.0%
Q4 2022: 91.0%

Target: 90.0%

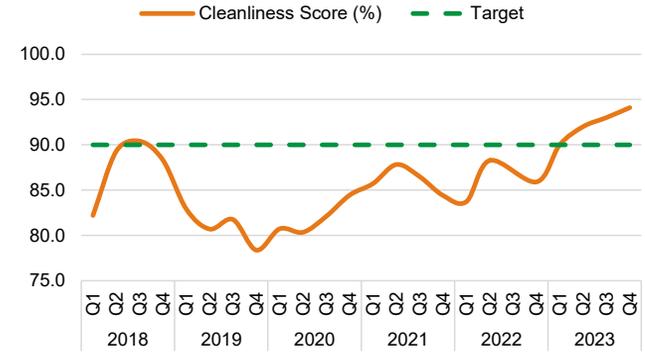


Streetcar cleanliness

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

Q3 2023: 94.1%
Q3 2023: 93.0%
Q4 2022: 85.9%

Target: 90.0%

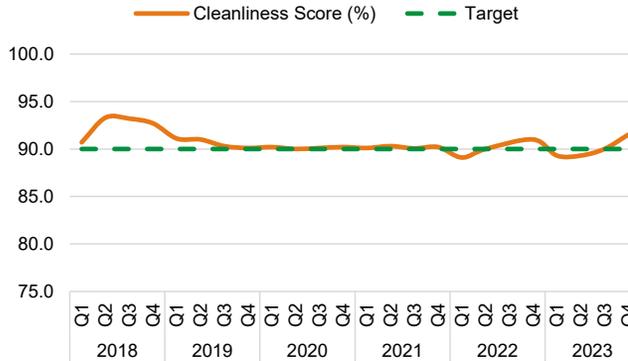


Subway cleanliness

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

Q4 2023: 91.5%
Q3 2023: 90.0%
Q4 2022: 91.0

Target: 90.0%

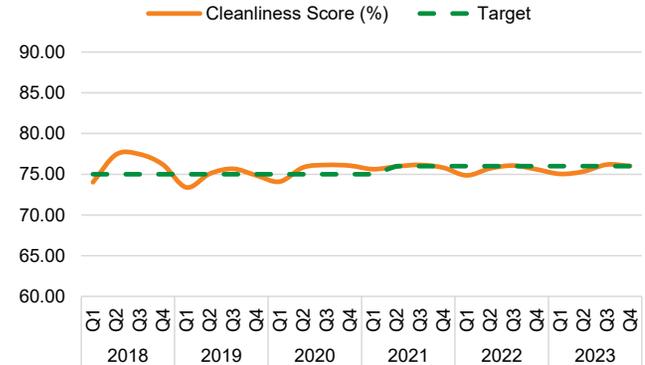


Station cleanliness

Results of a third-party audit. Average of all 70 stations.

Q4 2023: 76.02%
Q3 2023: 76.19%
Q4 2022: 76.60%

Target: 76.0%

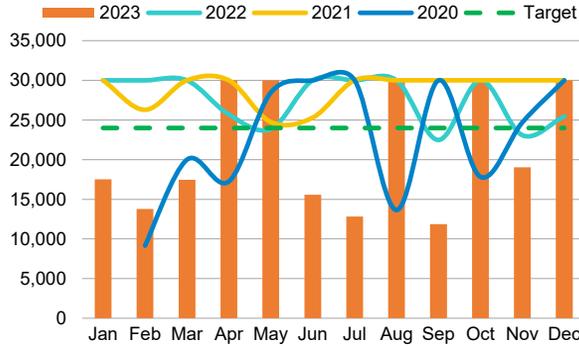


Appendix: Asset reliability

eBus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

Dec 2023: 30,000
Nov 2023: 19,037
Dec 2022: 25,461

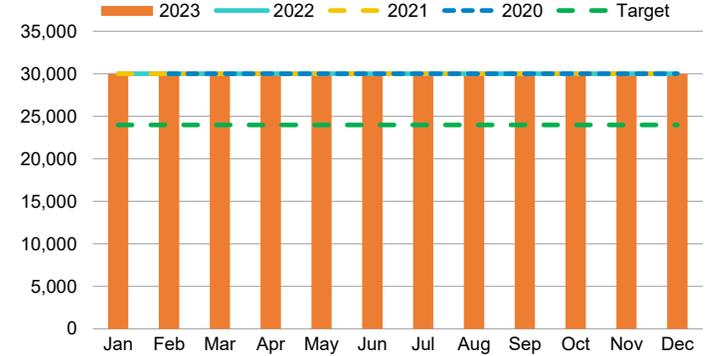
Target: 24,000 km 



Hybrid bus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

Dec 2023: 30,000
Nov 2023: 30,000
Dec 2022: 30,000

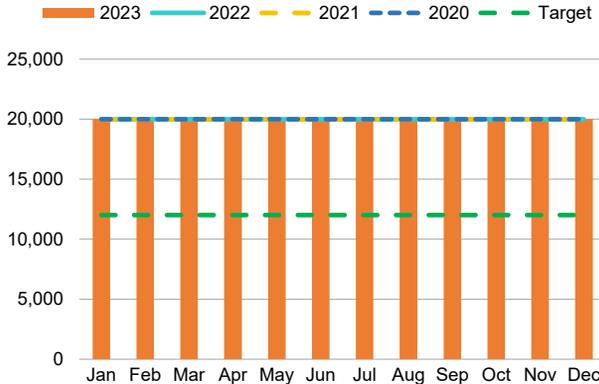
Target: 24,000 km 



Clean-diesel bus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

Dec 2023: 20,000
Nov 2023: 20,000
Dec 2022: 20,000

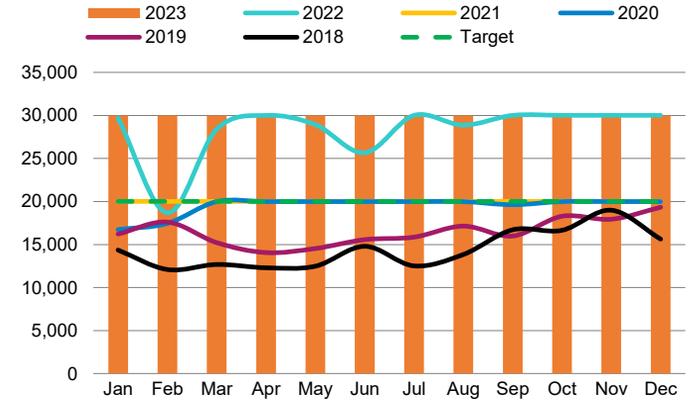
Target: 12,000 km 



W-T Mean distance between failures
Total distance accumulated by the Wheel-Trans fleet per number of mechanical road calls.

Dec 2023: 30,000
Nov 2023: 30,000
Dec 2022: 30,000

Target: 20,000 km 





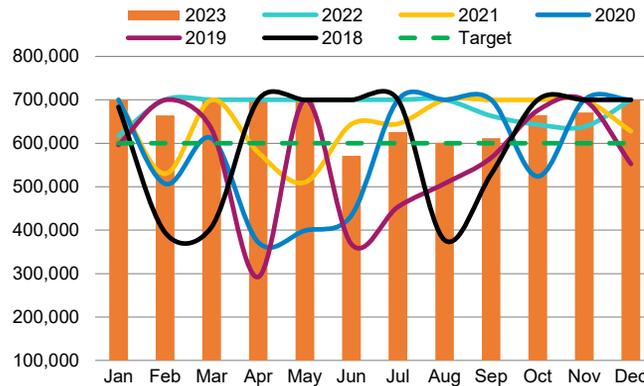
Appendix: Asset reliability

TR train mean distance between failures

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

Dec 2023: >600,000
Nov 2023: 671,000
Dec 2022: 979,000

Target: 600,000 km

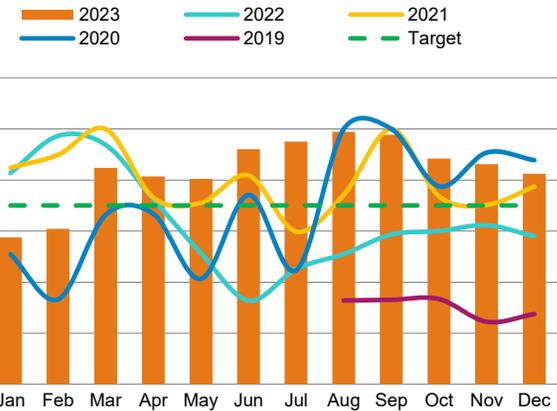


Streetcar mean distance between failures

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

Dec 2023: 41,252
Nov 2023: 44,214
Dec 2022: 28,999

Target: 35,000 km

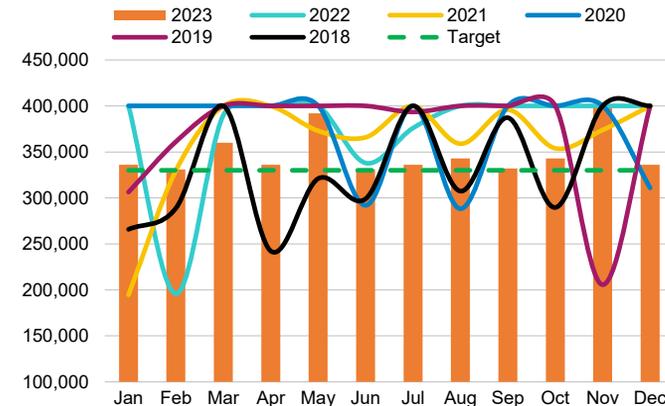


T1 train mean distance between failures

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

Dec 2023: 336,000
Nov 2023: >330,000
Dec 2022: 833,000

Target: 330,000 km





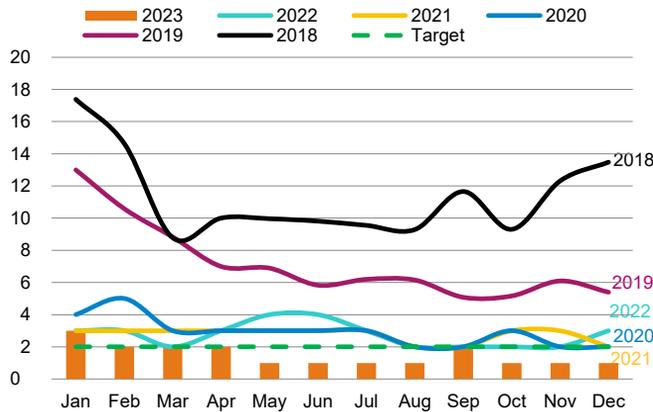
Appendix: Asset reliability

Streetcar road calls and change offs

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

Dec 2023: 1
Nov 2023: 1
Dec 2022: 3

Target: Less than 2

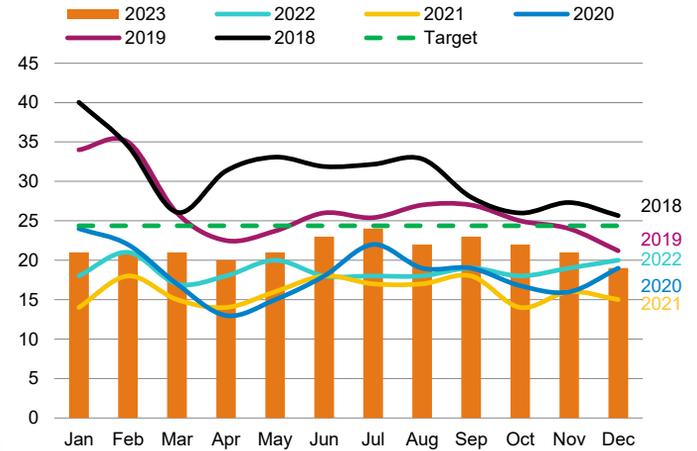


Bus road calls and change offs

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. Target is 1.5% of peak revenue service

Dec 2023: 19
Nov 2023: 21
Dec 2022: 20

Target: Less than 24





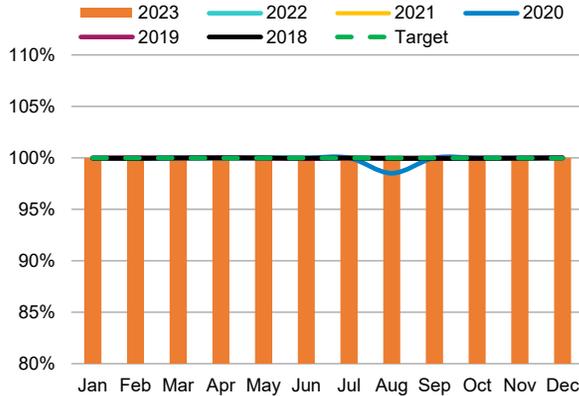
Appendix: Asset availability

Subway service availability

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

Dec 2023: 100.0%
Nov 2023: 100.0%
Dec 2022: 100.0%

Target (RW): 100%

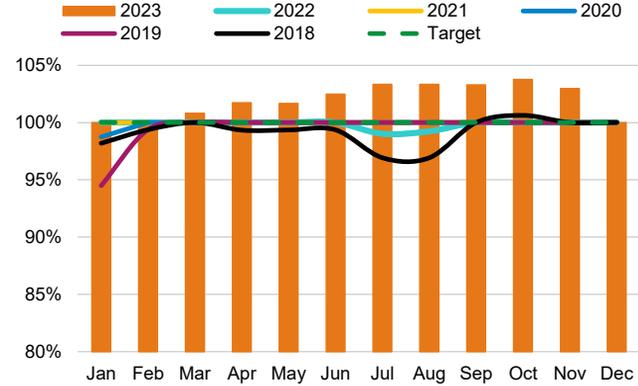


Streetcar service availability

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

Dec 2023: 100.0%
Nov 2023: 103.0%
Dec 2022: 100.0%

Target (RW): 100%

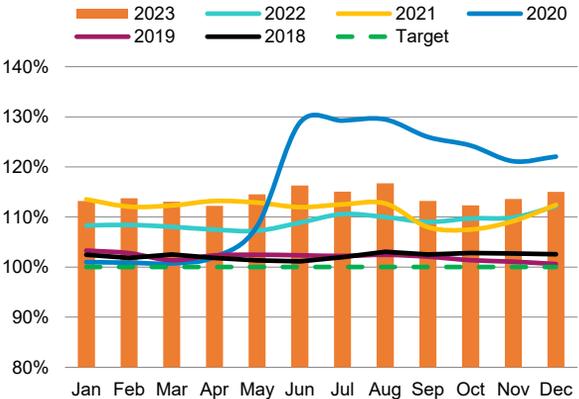


Bus service availability

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

Dec 2023: 115.0%
Nov 2023: 113.6%
Dec 2022: 112.1%

Target (RW): 100%

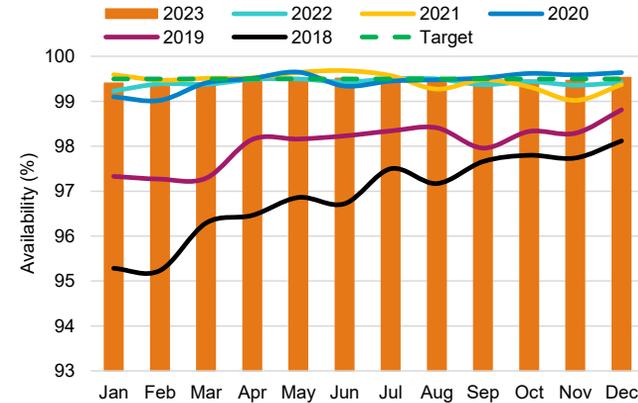


Fare gate availability

Percentage of fare gates are available for use.

Dec 2023: 99.53%
Nov 2023: 99.46%
Dec 2022: 99.42%

Target (SH): 99.50%





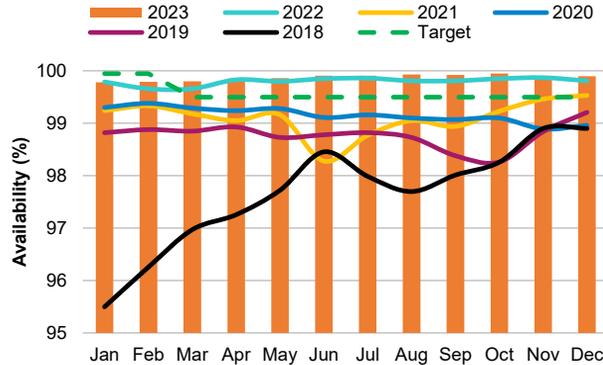
Appendix: Asset availability

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.

Dec 2023: 99.90%
Nov 2023: 99.89%
Dec 2022: 99.81%

Target: 99.50%

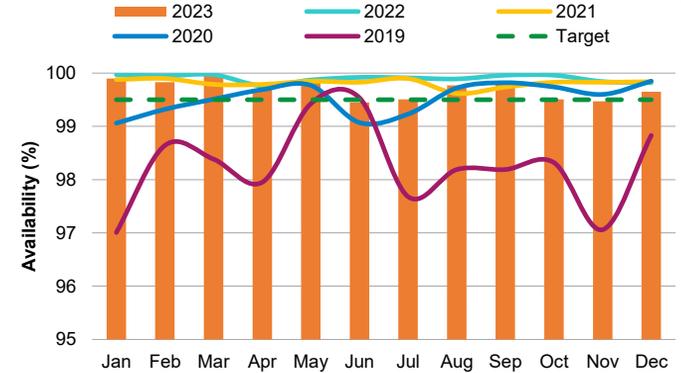


PRESTO Fares and Transfers Machine (FTM)

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

Dec 2023: 99.65%
Nov 2023: 99.47%
Dec 2022: 99.82%

Target: 99.50%

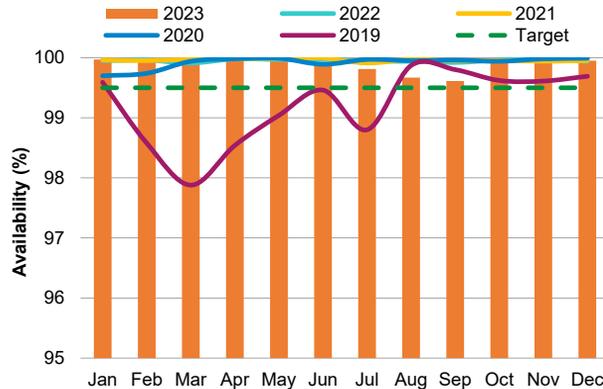


PRESTO Self-Serve Reload Machine (SSRM)

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.

Dec 2023: 99.95%
Nov 2023: 99.96%
Dec 2022: 99.97%

Target: 99.50%

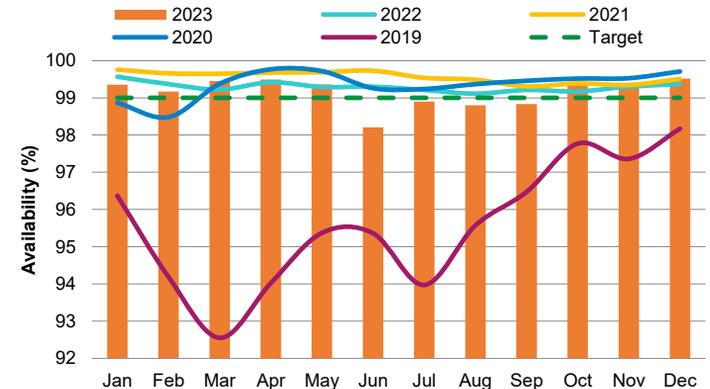


PRESTO Fare Vending Machine (FVM)

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.

Dec 2023: 99.52%
Nov 2023: 99.28%
Dec 2022: 99.37%

Target: 99.00%





Appendix 2: Safety

Regulatory compliance – (January 1 to December 31, 2023)¹

This table summarizes the number of regulatory interactions and orders issued in 2023 (January 1 to December 31) 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	Number of Orders Issued		
		Requirement orders ² issued	Non-compliance orders ³ issued	Status
Ministry of Labour, Immigration, Training and Skills Development	91	4	7 ⁽⁴⁾	Compliance Achieved
Ministry of the Environment, Conservation and Parks	0	0	0	No orders issued
Technical Standards and Safety Authority	1	0	4 ⁽⁵⁾	Compliance Achieved
City of Toronto	2	0	1 ⁽⁶⁾	Compliance Achieved
Toronto Fire Services	5	0	2	Compliance Achieved

¹ Next update will be available in the May 2024 CEO's Report.

² Orders issued to provide documentation/information.

³ Orders issued to remedy contraventions of the Occupational Health and Safety Act or regulations, Environmental Protection Act, City of Toronto Sewers By-Law, and Technical Standards and Safety Authority Act.

⁴ The four MLITSD non-compliance orders since the last update were:

- Two orders to re-assess the workplace violence risk assessment at Wilson Station and Spadina Station with consideration for unsecured items (fire extinguishers).
- One order at Bathurst Station to secure the breakable glass panel containing the emergency window hammer on streetcar #4412 pursuant to section 25(1)(b) of the OHSA.
- One order to re-assess the workplace violence risk assessment due to the documents age, incident history at the location, and construction that has taken place since the last revision at Eglinton Station.

⁵ The four TSSA non-compliance orders were:

- One order was regarding the Contractor who interfered with a pipeline without TTC's authority to do so when using an excavator to excavate and install a new bus pad for the TTC at 226 Wineva Avenue Toronto, and the TTC as an owner shall ensure the Contractor receives authority from the TTC before interfering with any pipeline.
- One order was regarding the Contractor who was found to be excavating at 226 Wineva Avenue Toronto without a valid locate, and the TTC as an owner shall ensure the Contractor excavate ground with a valid locate for location of any pipeline that may be interfered with.
- One order was regarding the Contractor who was found to be excavating with mechanical equipment near 226 Wineva Avenue Toronto where locate markings were not visible, and the TTC as an owner shall ensure the Contractor stop work and contact Ontario One Call service, where one exists, or the owner TTC, to request a re-mark.
- One order was regarding the Contractor who was found to be excavating with mechanical equipment at 226 Wineva Avenue Toronto within 1.0m of a marked gas line, and the TTC as an owner shall ensure the Contractor hand dig when the ground disturbance is within the hand expose zone.

⁶The one City of Toronto (Toronto Water) non-compliance order was:

- Sanitary sewer sample collected at Hillcrest Complex exceeded the Toronto Sewer Bylaw limit for total phosphorus.



Appendix: How ridership is measured

Revenue Rides versus Customer Boardings

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

Revenue Rides

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

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

In the public transit industry:

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

Definition in the TTC CEO's Report

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

Customer Boardings

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

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

In the public transit industry:

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

Definition in the TTC CEO's Report

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