



Chief Executive Officer's Report – October 2024

Date: October 29, 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.

October CEO Report

For October, the CEO's Report covers themes of community safety, travel time and energy conservation efforts. October Hot Topics are:

- Community Safety
- Line 3 Bus Replacement - Update
- Energy Conservation Program 2024 and Beyond

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 October 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: [CEO's Report \(ttc.ca\)](https://www.ttc.ca/ceo-report)

Contact

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Signature

Gregory W. Percy
Interim Chief Executive Officer

Attachments

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



CEO's Report

Toronto Transit Commission
October 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.



1.3 million
rides per week day



185K
weekly service hours



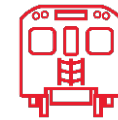
6,400+ km
of routes



1,983
buses



220
streetcars



143
trains



16,000+
employees



62
battery-electric buses — the largest fleet in North America



Did you know?

The TTC is inviting customers to its first *Talk TTC* event at Kennedy Station on Tuesday, October 22, from 3:30 p.m. to 6:30 p.m. *Talk TTC* provides an opportunity for customers to meet face-to-face with members of the TTC Executive and subject matter experts from across

the company and share their feedback about their experiences riding the system. The TTC welcomes all feedback, which will be addressed by staff on-site or shared with the appropriate teams for information and action. Future dates will be shared on ttc.ca.



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CEO's commentary



The TTC's United Way campaign is well underway. Late last month, TTC employees gave members of the public a behind-the-scenes look into the day-to-day operations at Hillcrest Complex in celebration of our facility's 100th anniversary. The special event attracted a record-breaking 2,100 visitors who toured the complex, learned about its grand history, and helped to support the TTC's United Way fundraising campaign. Thank-you to all our volunteer staff and everyone who attended our open house.

Later this month, the TTC invites everyone to experience the spooky, but family-friendly Halloween Fest at Bay Lower. Halloween Fest takes place on Saturday, October 26 (9 a.m. to 7 p.m.) and Sunday, October 27 (9 a.m. to 4 p.m.). There will be plenty of fun photos to take, free giveaways and everyone can explore the haunted train in the station – if they dare! Tickets at the door are \$5 per entry, and kids two and under are free. All proceeds from this signature annual event go to United Way Greater Toronto.

The TTC will continue to be front and centre in November. I am pleased to advise the Board that the TTC is hosting the 2024 Canadian Urban Transit Association (CUTA) Annual Conference and Transit Show in Toronto next month. The conference runs from November 17 to 20. It is a great honour to welcome hundreds of transit delegates from across the country. The TTC is one of the most visible and vital public service organizations in the Greater Toronto and Hamilton Area.

The TTC will be conducting several technical tours of our facilities as well as have our staff and executives speaking on a range of topics, such as eliminating barriers to access; safety, security and well-being on public transit; and modernizing LRTs through apprenticeships.

We are a huge organization that provides an essential service in Toronto and its neighbouring areas. We serve one of the most diverse cities in the world. The CUTA conference provides us the opportunity to showcase all the great work our talented workforce is doing to keep Toronto and the region moving forward.

Volunteer for this year's Halloween Fest

We are looking for volunteers to help out on:
Saturday, October 26
Sunday, October 27

Be a part of an exciting new tradition that's growing every year!

We are looking for volunteers to come in costume, as well as non-costumed volunteers to help with crowd management, stroller parking and general guest services.

Questions? Contact:
 Kathy.Wyeth@ttc.ca,
 Jennifer.Phipps@ttc.ca,
 Mary.Davidson@ttc.ca,
 OR Mark Reed (416-824-3006)

To volunteer, scan this QR code or find the United Way page on MyTTC | WorkZone.

All proceeds from Halloween Fest go to United Way Greater Toronto.

Above: poster for Halloween Fest.



CEO's commentary

Ridership update

For the week ending October 11, the overall weekday boardings stood at 2.7 million per day, similar to levels observed throughout September 2024. Overall demand was four 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 231,000 and 1.1 million, respectively. Compared to the same week a year ago, subway demand increased by 10 per cent, whereas bus and streetcar demand remained at similar levels. As customers settled into their commute patterns after returning to school and work, the overall customer demand is anticipated to remain at this level for the rest of the calendar year.

People and Culture Group

Celebrating Latin American Heritage and Women's History

As part of the TTC's 10-Point Action Plan on Diversity and Inclusion, we have been committed to building an inclusive transit system and a workplace where everyone belongs and feels welcome.

This October, the TTC is recognizing Latin American Heritage Month. This recognition could not be truly personal without the participation of people from across our work groups. Thank you to all employees for stepping forward and sharing your stories and experiences.

October is also Women's History Month. This year's theme, *Looking Back to Move Forward*, celebrates the progressive history of women in Canada. At the TTC, we celebrate women who positively impacted our history.

This month's employee lunch-and-learn event includes a panel discussion featuring women in leadership positions recounting the challenges in a male-dominated industry, and how they found a way to move upwards within the TTC. The session also provides an opportunity for women to strengthen their professional network.

We are proud to support women in the workforce with ongoing efforts to promote the hiring of women through various targeted recruitment events and hiring initiatives. These are important ways the TTC continues to become a more inclusive organization.



Above: first three women bus drivers to qualify with the Toronto Transportation Commission – Mrs. McCutcheon, Mrs. Wilkinson, and Mrs. Martin, August 5, 1943.

CEO's commentary



Above: poster celebrating Latin America Heritage Month.

Strategy and Customer Experience Group

Talk TTC event at Kennedy Station

I want to invite our customers to the first *Talk TTC* event at Kennedy Station on Tuesday, October 22, from 3:30 p.m. to 6:30 p.m. *Talk TTC* provides an opportunity for riders to meet face-to-face with members of the TTC Executive and subject matter experts from across the company and share their feedback about their experiences on the TTC.

These *Talk TTC* events will be held every quarter similar to our previous Meet the Managers that were conducted in stations, which were put on hold during the pandemic. The TTC welcomes all feedback, which will be addressed by staff on-site or shared with the appropriate teams for information and action. Please visit ttc.ca for future dates planned.

Get your poppy on TTC

I want to remind our customers and employees that veterans will be in the subway system conducting their annual poppy sales later this month. The TTC encourages all riders to make a contribution and take a moment to thank the veterans present on the system until Remembrance Day.

The Royal Canadian Legion's annual poppy campaign is important for many reasons: it commemorates the women and men who have served and sacrificed for our country, it raises money to assist ex-service

personnel and their dependents, and it reminds us to never forget those who lost their lives during war and peacekeeping missions.

On Monday, November 11, at 11 a.m., all TTC vehicles will stop and stay for two minutes to remember the thousands of men and women who have served our nation so valiantly. Every Remembrance Day, all current members of the Canadian Armed Forces in uniform, war and peacekeeping veterans, and one companion, ride free of charge.

TTC to end tokens/tickets use in 2024

In October, the TTC began informing customers that December 31, 2024 will be the last day they could pay their fare with a TTC token, youth/senior ticket, or day pass. After this date, TTC tokens, tickets, and day passes will no longer be accepted across the system.

We encourage customers to use up their remaining tokens, tickets and day passes by December 31, 2024, as refunds or exchanges will not be provided.

Customers can still pay their fare with cash, physical or digital PRESTO card, PRESTO Ticket, debit or credit card, including those in their Apple or Google Wallet.

Less than one per cent of riders today pay their fare with tokens, youth/senior tickets or day passes.



CEO's commentary

Transportation and Vehicles Group

Service improvements introduced in October

Starting October 6, the TTC increased service on several subway and surface routes.

In response to ridership demand, the TTC increased weekday subway service on Line 2 Bloor-Danforth. In addition to improved service frequencies, more trains provide a demand-responsive service throughout the day to address crowding and shorten wait times.

Service was also increased at select times on the 501 Queen and 301 Queen Night, 303 Kingston Rd Night, and 305 Dundas Night streetcar routes. Bus routes with increased service include 72 Pape (south of Carlaw at Eastern), 102 Markham Rd, 129 McCowan North, and 941 Keele Express.

During this service board period, 509 Harbourfront streetcar service was restored between Union Station and Spadina Avenue. At the same time, a modified branch of 510 Spadina replacement buses was extended west to serve stops between Spadina Avenue and Exhibition Place as we continue with overhead upgrades until early 2025.

Operations and Infrastructure Group

504 King service restored ahead of schedule

I want to thank everyone who played a part in the early completion of track renewal on King Street West. On October 6, we restored 504 King Streetcar service between Shaw and Dufferin following the completion of track renewal work months ahead of schedule.

The trackwork along King West through Liberty Village was part of a larger infrastructure project that also involved replacing an aging water main by the City.

The TTC is committed to investing in the maintenance and improvement of our transit system and will continue to work closely with the City of Toronto and other partners to ensure that necessary upgrades are completed efficiently, with minimal disruption to customers and the community.

Update on Reduced Speed Zones

At last month's Board meeting, Commissioners received a TTC staff presentation on the purpose of Restricted Speed Zones in the subway system. A Restricted Speed Zone is a proactive strategy used to safely prolong the life of aging track infrastructure. It is a safety precaution and does not indicate that a track is unsafe to operate on. Since last May, the TTC has cleared 65 of 85 Restricted Speed Zones in operation in the subway system. Regular inspections continue to identify new or existing defects that require a restricted speed zone to be installed.



Above: poster celebrating Latin America Heritage Month.

CEO's commentary



Engineering, Construction and Expansion Group

Glencairn Station becomes accessible

We continue to make the subway system more accessible for all customers, regardless of their level of mobility. Earlier this month, we launched two elevators into service at Glencairn Station on Line 1. The TTC now has a total of 56 of 70 subway stations that are accessible, making it easier to get around for people using wheelchairs, scooters, walkers, other mobility devices or baby strollers. Glencairn also received upgrades to its signage, security cameras, and entrance lighting.

On October 16, we celebrated Donlands Station becoming accessible with an official ribbon-cutting ceremony. Joining us were Toronto-Danforth MP Julie Dabrusin, TTC Chair Jamaal Myers, Toronto-Danforth Councillor Paula Fletcher, and ACAT Co-Vice-Chair Betty Rivington-Law.

This month, TTC also opened elevators at Castle Frank Station. Work is underway to install new sliding doors by year-end, with temporary measures implemented in the meantime to provide full accessibility in advance of sliding door completion.

SRT Update

Effective October 4, the SRT Right-of-Way under the Eglinton overpass and to the north end of the Ellesmere Station platform were turned over to the constructor (EllisDon) to complete demolition works. This is one of the first steps to delivering the Busway. As noted in this month's hot topics section, the scope of the work includes the removal of track and signals from the SRT corridor and is anticipated to be complete by the end of 2024.

Above: new elevators at Glencairn Station on Line 1.

CEO's commentary



Above: Deputy Prime Minister Chrystia Freeland, Mayor Olivia Chow and elected officials with TTC Chair Jamaal Myers and Interim CEO Greg Percy at Birchmount Garage to unveil the new ebuses on September 27.

Innovation and Sustainability Program

New eBuses join fleet

It was a privilege to welcome Deputy Prime Minister Chrystia Freeland, Mayor Olivia Chow and elected officials to Birchmount Garage on September 27 to officially unveil our newest pair of battery-electric buses.

These eBuses are the first of 340 vehicles to be received thanks to a joint investment of \$700 million from the Federal Government and the City of Toronto. Once all eBuses are received by the end of 2026, the TTC will have 400 battery-electric buses – the largest fleet of zero-emission buses in North America.

The new eBuses have a 30-per-cent increase in battery capacity over the first generation eBuses, without any increase in weight. They also offer a better driving experience for our Operators, a better ride for our customers, and improved reliability, availability, and maintenance.

Safety and Environment Group

Workplace safety begins with Safety Moments

Safety is the cornerstone of operations at the TTC. As part of this work, we are strengthening our collective commitment to safety in our workplaces by improving upon our *Safety Moments*, a time at the start of each meeting to promote a positive safety culture and reinforce everyone's knowledge of safety. The Safety Moment now includes location-specific safety and emergency procedures, as well as a review of current safety topics related to workplace or personal safety.

The next scheduled TTC Board meeting will be on Tuesday, October 29. The public meeting will be live-streamed on the Official TTC YouTube Channel.

Greg Percy

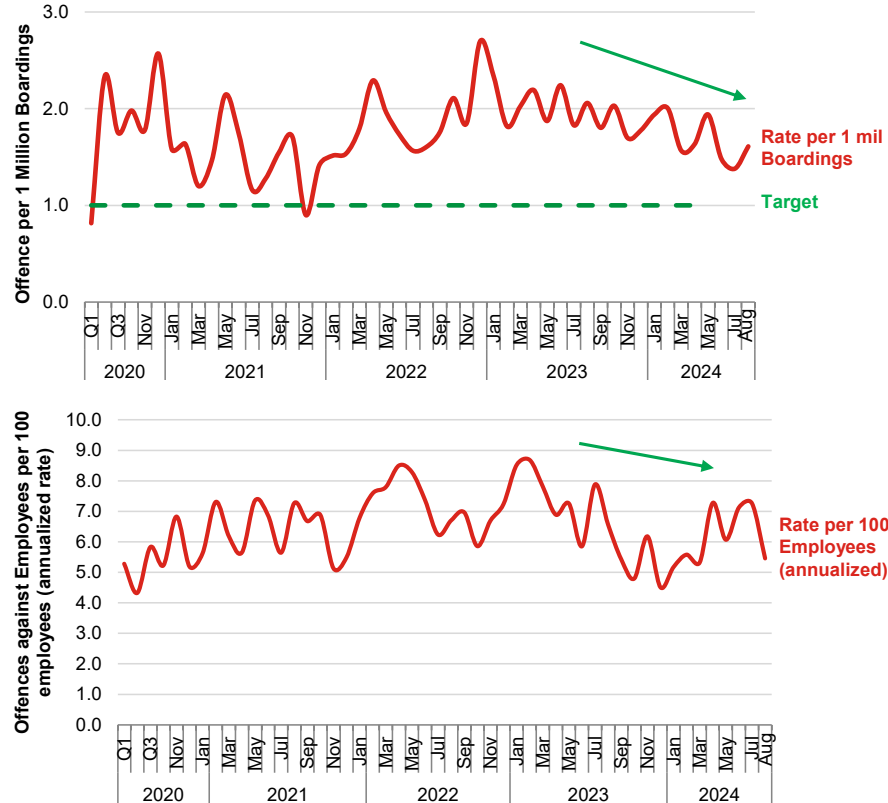
Interim Chief Executive Officer
October 2024



Hot topics

Community Safety

Safety and well-being are key principles and core values of the new 2024-2028 TTC Corporate Plan.



Betty Hasserjian *Chief Safety Officer*

Josh Colle *Chief Strategy and Customer Experience Officer*

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Overview

Maintaining the safety and security of TTC customers and employees continues to be top priority. The TTC continues to work with the City and external organizations to further enhance our safety and security measures.

Safety and Security Measures

Community safety issues have declined since peaking between December 2022 and January 2023. The TTC has implemented safety measures to enhance the transit experience for customers and employees, including:

- Increased high-visibility presence across the network, with an additional 161 customer-facing personnel hired at the end of 2023, and ongoing hiring of 50 more Special Constables.
- Providing de-escalation, including unconscious bias training to frontline staff, 8,114 staff trained by October 6, 2024.
- Engaged with CUTA's Safety and Security Task Force, UITP's Homelessness Working Group, as well as union partners through the Joint Labour Management Committee.
- Increased promotion of SafeTTC App and See *Something Say Something* campaign through stations.

- Since January 2024 to August 29th 2024, Community Engagement Unit (CEU) has engaged with 25 school presentations, 33 community events, providing eight Mental Health & Addiction Services, and worked on a three-day collaboration with PEERS, Toronto District School Board (TDSB), City of Toronto and Toronto Police Service on a 13-week pilot focused on youth violence prevention.
- CEU also engaged in 34 Community Workshops focusing on Transit Safety for students, 74 Streets to Homes and Partners meetings focusing on assisting persons experiencing homelessness and have attended a minimum of 70 bus division visits since January 2024.
- Supported 38 proactive site visits conducted by the Ministry of Labour, Immigration, Training and Skills Development.

Results – Customer and Employee Experience

These efforts have improved the experience for employees and customers since January 2023 to August 2024:

- Decrease in offences against customers to 1.61 in August 2024 from 2.34 in January 2023, a 31% decrease. See chart on the top left.



Hot topics

Calls for Service, Communications and SafeTTC App Usage

(Continued from previous slide)

- Decrease in offences against employees to 5.46 in August 2024 from 8.52 in January 2023, a 36% decrease. See chart on the **bottom left** on previous page.
- Satisfaction with level of personal safety has decreased since January 2023 from 66% to 61% in August 2024, likely due to seasonality. However, year-over-year (August 2023) it has increased by four percentage points.
- Customer Service Communications related to safety and security, decreased in August 2024 since January 2023 by 72%. Current CSCs related to safety are similar to pre-COVID levels. See chart on **top right**.
- SafeTTC App usage by customers has increased by 62% since January 2023. See chart on **bottom right**.
- Calls to Special Constables related to safety initiatives – the proportion of calls related to safety initiatives was 35% and have remained stable in August 2024 in comparison to January 2023.

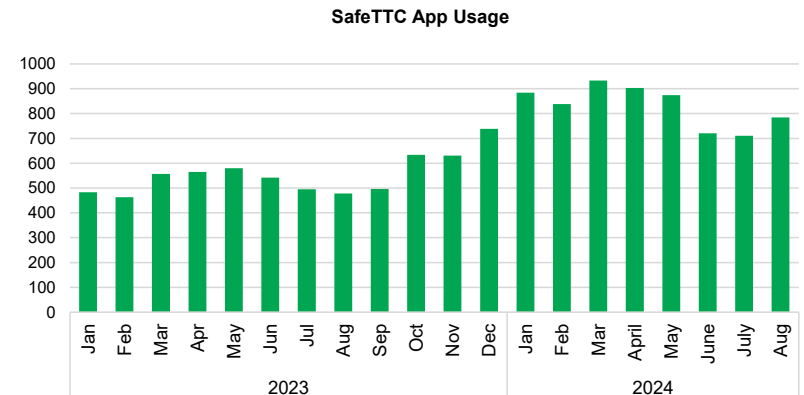
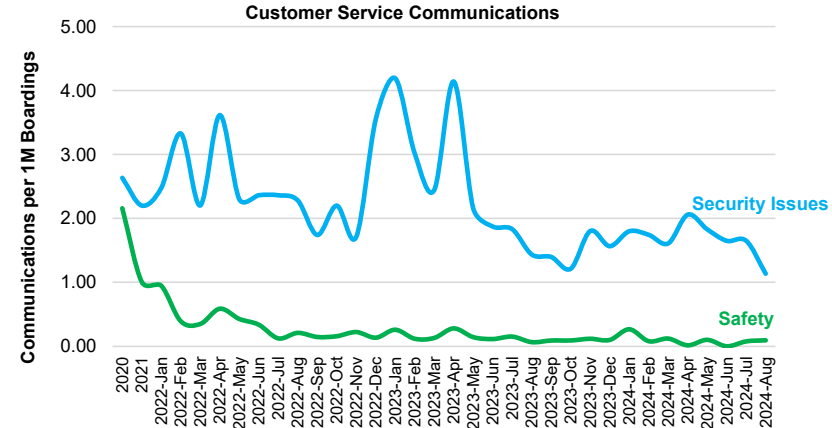
Future Strategy

The TTC is committed to continuing our efforts to enhance safety and security for TTC customers and employees. This includes the following actions:

- The TTC will continue to monitor progress of the multidisciplinary approach and to collaborate with partners to ensure the safety of everyone in our transit system.
- Continuing monthly updates for the public Community Safety & Wellbeing on Transit Dashboard, which includes: KPIs from the TTC, City of Toronto Streets2 Homes, MDOT, TPS, TPH. (City Dashboard link: <https://www.toronto.ca/city-government/data-research-maps/transit-community-safety-data/>)
- Interdisciplinary teams regularly review and adjust programming, including shelter and resource needs.
- Further details on the TTC's approach to reducing dependence on the TTC transit network for shelter will be reported in an upcoming Board Report, which outlines the options and next steps for the 2024/2025 winter season.

Betty Hasserjian *Chief Safety Officer*
Josh Colle *Chief Strategy and Customer Experience Officer*

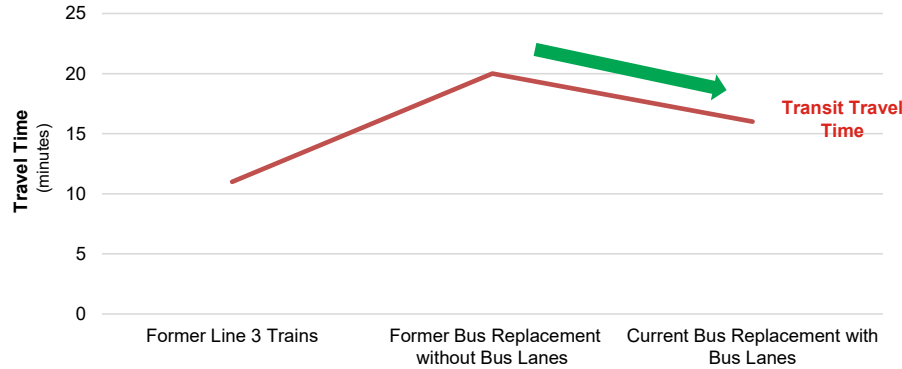
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Hot topics

Line 3 Bus Replacement – Update

Improving travel times and increasing ridership are key TTC goals aligned with the strategic direction to enhance customer experience.



Above: chart comparing travel times and ridership levels on Line 3 and new bus lanes.

Line 3 Bus Replacement Highlights



Improved travel times – on average many customers are **saving 5 minutes**.



Increased daily ridership from **16,800 to 17,300**

Josh Colle

Chief Strategy and Customer Experience Officer

Background

Line 3 Scarborough, also known as Scarborough Rapid Transit (SRT), was decommissioned in 2023. The line was replaced by a bus replacement service that is operating on-street with transit priority measures, including bus priority lanes and signal priority. As approved by the Board, the TTC is working to implement a dedicated busway, between Ellesmere and Kennedy stations, to provide customers with faster and more reliable journeys.

Travel Time and Ridership Improvements

Average travel times have improved since September 2023, with bus priority lanes saving customers on average three-to-five minutes in the p.m. peak period, each way. Additionally, many customers continue to save time with the benefit of a saved transfer at Scarborough Centre Station by having their bus route extended to Kennedy Station. Daily ridership has increased since August 2023, from 16,800 to 17,300 in April 2024, covering several key bus routes that include: 38, 129, 131, 133, 903, 939, 954, and 985.

Ongoing and Future Developments

Work is well underway to deliver the next phase of improvements for the Busway. The Early Works program, which includes removing track and signals from the SRT corridor between Kennedy and Ellesmere stations, began in August and is set to finish by the end of 2024.

The Busway's design is progressing, with completion expected by the end of this year. Additionally, the Transit Rail Project Assessment Process (TRPAP) filed the Notice of Completion on October 3, 2024. The TTC held a community open house in September to discuss the study, and Minister approval for the Notice to Proceed is expected by December 2024.

A technical review, by HONI, is ongoing for the stop and walkway at Tara Avenue. Additionally, the rail corridor agreement with Metrolinx is underway and discussions between the TTC and Metrolinx are ongoing.

Hot topics

Energy Conservation 2024 and Beyond

The TTC's 5-Year Corporate Plan identified environmental sustainability as a key principle, and the Innovation and Sustainability Strategy further defines actions to reduce the TTC's environmental impact.



Above: Greenwood Complex and Yard.

Bem Case

Executive Director, Innovation and Sustainability

Project Snapshot

The Energy Conservation

To eliminate our direct GHG emissions, we must ultimately decarbonize our operations. In the meantime, we must act to meet interim reduction targets as approved by the Board under the TTC's Innovation and Sustainability Strategy. One immediate action we can take is to conserve energy.

Over the next five years, we will implement an energy conservation program with a focus on top-emitting, natural-gas-heated facilities.

Pilot Project

Starting in 2024 with our Green Facility Pilot location at Greenwood Complex, initiatives include:

- Optimizing heating systems using the existing Building Automation System.
- Improving temperature set-points and controls with sensors.
- Installation of submeters to provide more accurate utility data.
- Monitoring of building energy performance and savings.

Next Steps

In 2025, the pilot will be expanded to other high-emitting locations of different types, including Harvey Shop, Inglis Building, Roncesvalles Carhouse, Arrow Garage, and College Station.

Further, we will be initiating an awareness campaign to educate and motivate staff to conserve.

This work will likely qualify for green grant funding. We will leverage available funding programs and report on the emissions and cost savings achieved.

