



Chief Executive Officer's Report – July 2020 Update

Date: July 14, 2020

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 each City of Toronto Councillor, the Deputy City Manager, and the City Chief Financial Officer, for information. The report is also available on the TTC's website.

Financial Summary

The monthly Chief Executive Officer's Report focuses primarily on performance and service standards. There are no financial impacts associated with the Board's receipt of this report.

Equity/Accessibility Matters

The TTC strives to deliver a reliable, safe, clean, and welcoming transit experience for all of its customers, and is committed to making its transit system barrier-free and accessible to all. This is at the forefront of TTC's new Corporate Plan 2018-2022. The TTC strongly believes all customers should enjoy the freedom, independence, and flexibility to travel anywhere on its transit system. The TTC measures, for greater accountability, its progress towards achieving its desired outcomes for a more inclusive and accessible transit system that meets the needs of all its customers. This progress includes the TTC's Easier Access Program, which is on track to making all subway stations accessible by 2025. It also includes the launch of the Family of Services pilot and improved customer service through better on-time service delivery with improved shared rides, and same day bookings to accommodate Family of Service Trips. These initiatives will help TTC achieve its vision of a seamless, barrier free transit system that makes Toronto proud.

Decision History

The Chief Executive Officer's Report, which was created in 2012 to better reflect the Chief Executive Officer's goal to completely modernize the TTC from top to bottom, was transformed to be more closely aligned with the TTC's seven strategic objectives – safety, customer, people, assets, growth, financial sustainability, and reputation. In 2018, with the launch of the new Corporate Plan, this report has undergone progressive changes to align and reflect our reporting metrics to the TTC's continued transformation.

Issue Background

For each strategic objective, updates of current and emerging issues and multi-year performance are now provided, along with a refreshed performance dashboard that reports on the customer experience. This information is intended to keep the reader completely up-to-date on the various initiatives underway at the TTC that, taken together, will help the TTC achieve its vision of a transit system that makes Toronto proud.

Contact

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Signature



Richard J. Leary
Chief Executive Officer

Attachments

Attachment 1 – Chief Executive Officer's Report – July 2020

Toronto Transit Commission CEO's Report

July 2020



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Performance scorecard

TTC performance scorecard – July 2020

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Safety and security							
Lost-time injuries	Injuries per 100 employees	Q1 2020	4.33	4.55*			20
Customer injury incidents	Injury incidents per 1M boardings	Q1 2020	1.08	1.24*			21
Offences against customers	Offences per 1M boardings	Q1 2020	0.85	1.00			23
Offences against staff	Offences per 100 employees	Q1 2020	5.38	4.18			25
Ridership							
Ridership	Monthly ridership	May 2020	6.5M	40.5M			26
Ridership	Year-to-date ridership	2020 YTD (to May)	130.4M	217.7M			26

Ongoing trend indicators:  Favourable  Mixed  Unfavourable  Not applicable

*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
PRESTO ridership	Monthly ridership	May 2020	6.3M	36.5M	✗	✗	28
PRESTO ridership	Year-to-date ridership	2020 YTD (to May)	118.6M	194.2M	✗	✗	28
Wheel-Trans ridership	Monthly ridership	May 2020	50,330	330,099	●	●	29
Wheel-Trans ridership	Year-to-date ridership	2020 YTD (to May)	950,632	1.7M	●	●	29

Customer experience

Customer satisfaction	Customer satisfaction score	Q1 2020	76%	80%	✗	✓	30
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Subway services

1	On-time performance Line 1	Scheduled headway performance at end terminals	May 2020	88.5%	90.0%	✗	✗	31
2	On-time performance Line 2	Scheduled headway performance at end terminals	May 2020	92.7%	90.0%	✓	✗	32
3	On-time performance Line 3	Scheduled headway performance at end terminals	May 2020	96.2%	90.0%	✓	✓	33

Ongoing trend indicators: ✓ Favourable - Mixed ✗ Unfavourable ● Not applicable

*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
4 On-time performance Line 4	Scheduled headway performance at end terminals	May 2020	99.3%	90.0%	✓	✓	34
1 Capacity Line 1	Trains-per-hour during peak	May 2020	94.7%	96.0%	✗	✗	35
1 Capacity Bloor Station	Trains-per-hour (8 a.m. to 9 a.m.)	May 2020	97.0%	96.0%	✓	✗	35
1 Capacity St George Station	Trains-per-hour (8 a.m. to 9 a.m.)	May 2020	89.7%	96.0%	✗	✗	35
2 Capacity Line 2	Trains-per-hour during peak	May 2020	93.8%	96.0%	✗	✗	36
3 Capacity Line 3	Trains-per-hour during peak	May 2020	96.6%	98.0%	✗	✓	37
4 Capacity Line 4	Trains-per-hour during peak	May 2020	100%	98.0%	✓	✓	38
Amount of service	Average weekly service hours delivered	May 2020	8,961 h	9,433 h	✗	✗	39
Vehicle reliability T1 trains	Mean distance between failures	May 2020	478,096 km	300,000 km	✓	✓	40
Vehicle reliability TR trains	Mean distance between failures	May 2020	398,966 km	600,000 km	✗	–	41

Ongoing trend indicators: ✓ Favourable – Mixed ✗ Unfavourable ● Not applicable

*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Service availability	Daily average service delivered	May 2020	100%	100%	✓	✓	42
Subway cleanliness	Audit score	Q1 2020	90.2%	90.0%	✓	✓	43
 Streetcar services							
On-time performance	On-time departures from end terminals	May 2020	77.1%	90.0%	✗	✓	44
Short turns	Monthly total short turns	May 2020	16	296	✓	✓	46
Amount of service	Average weekly service hours	May 2020	16,174 h	16,016 h	✓	–	47
Vehicle reliability: <i>Contractual</i>	Mean distance between failures	May 2020	33,537 km	35,000 km	✗	✓	48
Vehicle reliability: <i>Operational</i>	Mean distance between failures	May 2020	20,638 km	35,000 km	✗	✓	49
Road calls and change offs	Average daily road calls or vehicle change offs	May 2020	3	2.4	✗	✓	51
Service availability	Daily number of vehicles available for service	May 2020	100%	100%	✓	✓	52

Ongoing trend indicators: ✓ Favourable – Mixed ✗ Unfavourable ● Not applicable

*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Streetcar cleanliness: Pre-service	Audit score	Q1 2020	84.0%	90.0%			53
Streetcar cleanliness: In-service & post-service	Audit score	Q1 2020	77.4%	90.0%			54
Bus services							
On-time performance	On-time departures from end terminals	May 2020	85.8%	90.0%			55
Short turns	Monthly total short turns	May 2020	2	1,350			57
Amount of service	Average weekly service hours	May 2020	127,245 h	131,724 h			58
Vehicle reliability: e-Bus	Mean distance between failures	May 2020	20,000 km	24,000 km			59
Vehicle reliability: Hybrid	Mean distance between failures	May 2020	30,000 km	24,000 km			60
Vehicle reliability: Diesel	Mean distance between failures	May 2020	20,000 km	12,000 km			61
Road calls and change offs	Average daily road calls or vehicle change offs	May 2020	15	24			62

Ongoing trend indicators: Favourable Mixed Unfavourable Not applicable

*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Service availability	Daily average service delivered	May 2019	108.1%	100%	✓	✓	63
Bus cleanliness: Pre-service	Audit score	Q1 2020	97.7%	90.0%	✓	✓	64
Bus cleanliness: In-service & post-service	Audit score	Q1 2020	84.5%	90.0%	✗	–	65
 Wheel-Trans services							
On-time performance	% within 20 minutes of schedule	May 2020	97.5%	90.0%	✓	✓	66
Vehicle reliability	Mean distance between failures	May 2020	20,000 km	12,000 km	✓	✓	67
Accommodation rate	Percentage of requested trips completed	May 2020	99.9%	99.0%	✓	✓	68
Average wait time	Average amount of time a customer waits before call is answered	May 2020	0.6 min	15 min	✓	✓	69
 Station services							
Station cleanliness	Audit score	Q1 2020	74.1%	75.0%	✗	–	70

Ongoing trend indicators: ✓ Favourable – Mixed ✗ Unfavourable ● Not applicable

*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Elevator availability	Per cent available	May 2020	95.8%	98.0%			71
Escalator availability	Per cent available	May 2020	97.2%	97.0%			72
Fare gates	Per cent available	Apr 2020	99.51%	99.50%			73
PRESTO fare card readers	Per cent available	May 2020	99.28%	99.99%			75
PRESTO Fare Vending Machines	Per cent available	May 2020	99.72%	95.00%			76
PRESTO Self-Serve Reload Machines	Per cent available	May 2020	99.99%	95.00%			77
PRESTO Fares and Transfer Machines	Per cent available	May 2020	99.77%	95.00%			78

Ongoing trend indicators:  Favourable  Mixed  Unfavourable  Not applicable

*Represents four-quarter average of actual results

CEO's commentary

TTC Commissioners will have a full agenda at their next meeting in July. Among the items to be discussed and voted on are the award of contracts to make Donlands and College stations accessible.

Stations equipped with elevators make travel easier for people using wheelchairs, scooters, walkers, other mobility devices or baby strollers.

With the contracts approved, construction at both stations is scheduled to start in Q3 2020 and will involve the building of new emergency exits. In the meantime, accessibility work continues at the following stations: Yorkdale, Dupont, Wellesley, Chester, Wilson, Runnymede, Bay, Keele, Lansdowne, and Sherbourne.

The TTC has 46 accessible stations. Our Easier Access Phase



III Project has been accelerated to make all the remaining stations accessible by 2025, in compliance with provincial legislation.

Taking advantage of lighter customer traffic in the subway, at

the beginning of June we closed Chester Station for roughly two weeks. Trains bypassed the station while we advanced major easier access work and elevator construction to move up the

opening of the accessible Chester Station to this fall.

Commissioners, I'm pleased to report that all the work was completed by June 23 as scheduled. In particular, I'd like to thank our crews for completing a special cleaning blitz post-construction at Chester. We assigned three pressure-washing crews to the Line 2 station, each comprised of two employees. The first pair of crews was assigned to deep-clean each platform while the third crew tackled the mezzanine and station entrance level with a hot-water pressure washer. After some intensive and extensive work, Chester Station was left in a dazzling condition. Kudos to the Stations team who worked at Chester.

The TTC Board will be receiving an update on the Wheel-Trans Transformation Program and 10-Year Strategy, designed to make

the TTC more accessible, equitable, inclusive and sustainable for current and future riders.

Wheel-Trans staff are pleased to report that the new Accessible Taxi and Sedan Taxi Service Contracts are in effect. Four of the five Accessible Taxi contractors as well as two of the three Sedan contractors have started providing service. The remaining two contractors have experienced delays as a result of the pandemic. Staff did provide a relief extension and are currently working with the companies to get both onboard as quickly as possible.

As part of the Wheel-Trans Transformation Program, staff completed a review of the reservations call centre operations and developed a plan to further address wait times. After an extensive consultation and Request for Information process, a Request for Proposal (RFP) was issued last March in order to seek a company

to handle overflow calls and improve the customer experience. The RFP closed in May and staff plan to bring a report to the TTC Board in September to award the Wheel-Trans reservations overflow contract.

Late last month, we used an extended closure on Line 1 from Finch to Eglinton stations to conduct major track work and installation of Automatic Train Control (ATC) signalling components. The first two days (Thursday and Friday) of the closure were between Finch and Sheppard-Yonge. The closure was extended down to Eglinton for two more days over the weekend. This four-day closure was successful in taking advantage of the low ridership we are experiencing during the COVID-19 pandemic to fast track infrastructure improvements with minimal customer inconvenience.

Between Lawrence and Finch stations, crews installed ATC switch cable and a variety of ATC hardware. Cable tray for future ATC cable was installed from York Mills to Sheppard while ATC survey work and construction quality inspections were completed between Lawrence and Eglinton.

From Sheppard-Yonge to Finch stations, Plant Maintenance workers replaced track-level drainage pumps and performed a variety of other tasks, such as installing electrical cable sleeving, relamping and tunnel receptacle repairs.

Signals crews installed two new switch machines in the Finch tailtrack and replaced the trainstop controller between Finch and North York Centre stations. At North York Centre, our Structural Rehabilitation teams performed platform rehabilitation work while concrete liner repairs, tunnel leak remediation and asbestos removal



occurred at locations between York Mills and Lawrence.

Accelerating state-of-good-repair and capital projects is part of the

TTC's restart and recovery plan that Commissioners unanimously approved last month. The plan includes the mandatory requirement for wearing a face covering while

riding on the system starting on July 2. As well, the TTC resumed front-door boarding and the collection of cash, tickets and tokens, and handout of paper transfers, on all of our buses.

The TTC has an important role to play in the economic restart and recovery from COVID-19. Since the city has started to reopen, we've seen ridership increase — primarily in our bus ridership to this point. And we're excited to see ridership returning.

Weekly ridership has increased by 45 per cent from the COVID-19 low experienced in late April (see page 14). While ridership levels are up across all vehicle modes, the bus fleet is carrying the bulk of the load.

As of the week of July 4, the TTC averaged 555,000 bus boardings every weekday (40% of normal) compared to an average of 330,000 boardings on subways per weekday (22% of normal). While the subway

remains the backbone of the system, our bus fleet has shown during this pandemic what we've always known to be true — that it's the real workhorse in the TTC network.

Of the 525 million riders we carried in 2019, 60 per cent of those took bus trips — the largest total by vehicle mode.

I'm also pleased to report that on July 4, Line 2 operations was converted to the new TETRA radio system. The cutover to TETRA began last January and replaces the old analogue radios. The change in radio systems is mandated by Innovation, Science and Economic Development Canada and aligns with industry best practices. TETRA radio is used globally, and offers better voice quality, communication modes, customization options and recording capabilities for investigations.

And finally to Commissioners, I'd like to formally welcome Chrisanne Finnerty who steps into the role of Commission Services Director. Starting with the July meeting, Chrisanne will organize and oversee all aspects of TTC Board meetings and related procedures. Please join me in welcoming Chrisanne to her new post.

Chrisanne joined the TTC in 2016 as Co-ordinator of Secretariat Services, where she provided procedural advice and support to TTC Board members and their staff, along with agenda and meeting preparation for Commissioners and Committee members. She has most recently been working in the CEO's Office as Acting CEO Business Support, managing the agenda forecasting process, providing advice to Commissioners and staff, and working with Councillor offices on various TTC-related requests. Prior to joining the TTC, Chrisanne spent 13 years in municipal government, working in

progressively more responsible roles with the Town of Newmarket and Town of Caledon.

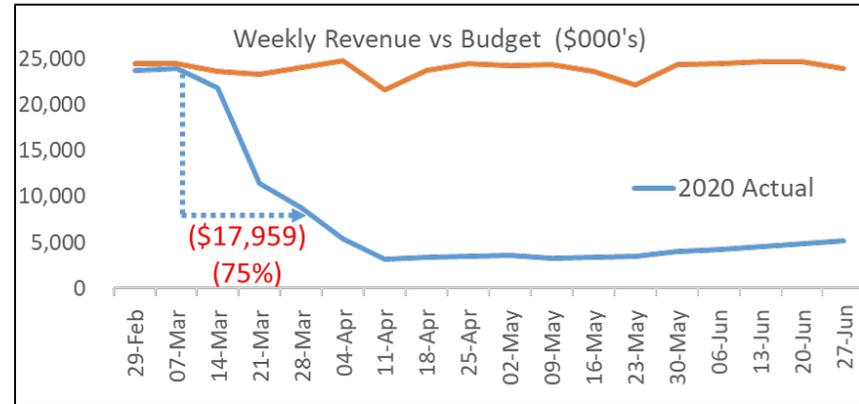
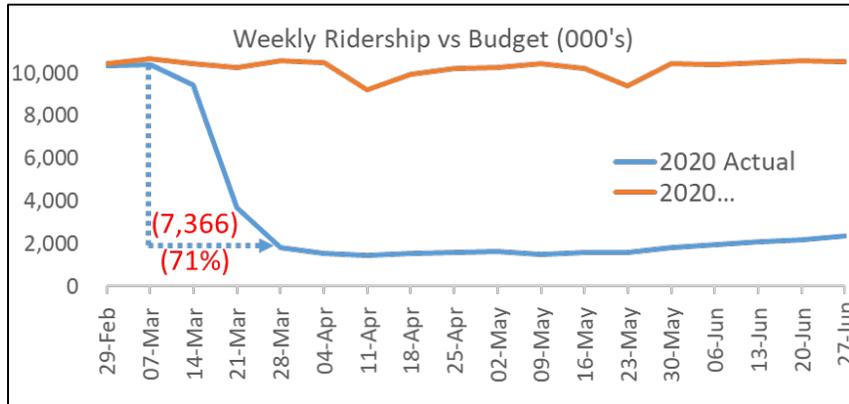
The next scheduled TTC Board meeting is set for September 24. I hope that everyone has a safe and enjoyable summer. Don't forget that masks and face coverings became mandatory on the TTC on July 2. Please wear one if you can to reduce the spread of COVID-19 and follow proper hand hygiene and physical distancing whenever possible.

A handwritten signature in black ink, appearing to read 'Richard J. Leary', written in a cursive style.

Richard J. Leary
Chief Executive Officer
July 2020

COVID-19 dashboard

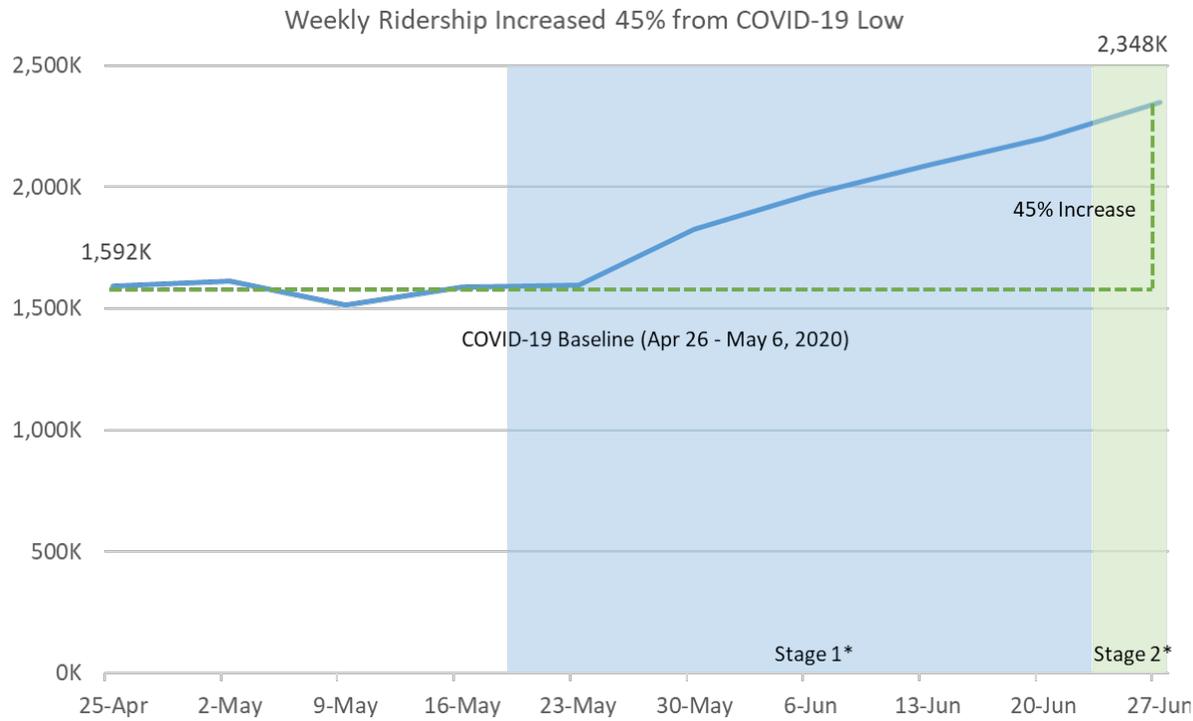
2020 YTD ridership and revenue



KEY OBSERVATIONS:

- June Ridership and Revenue saw a slight increase compared to the pandemic low trends, observed in April
- Ridership slowly recovers to be approximately 77.7% below budget and Revenue recovers to approximately 78.2% below budget.

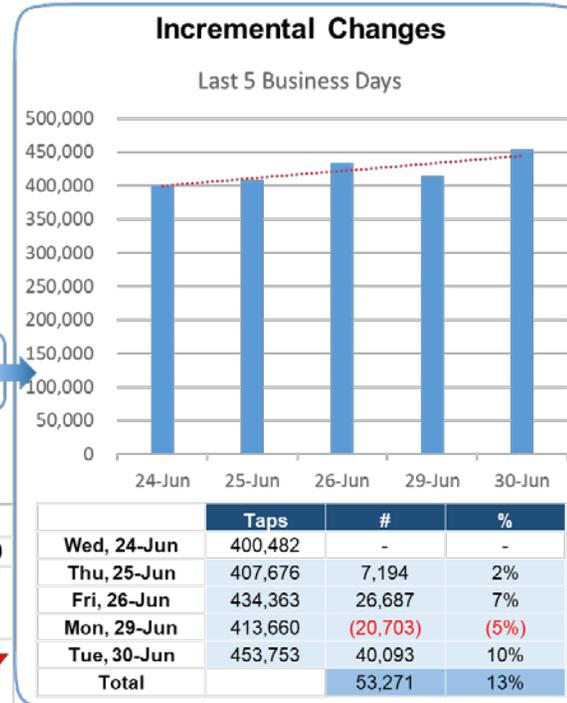
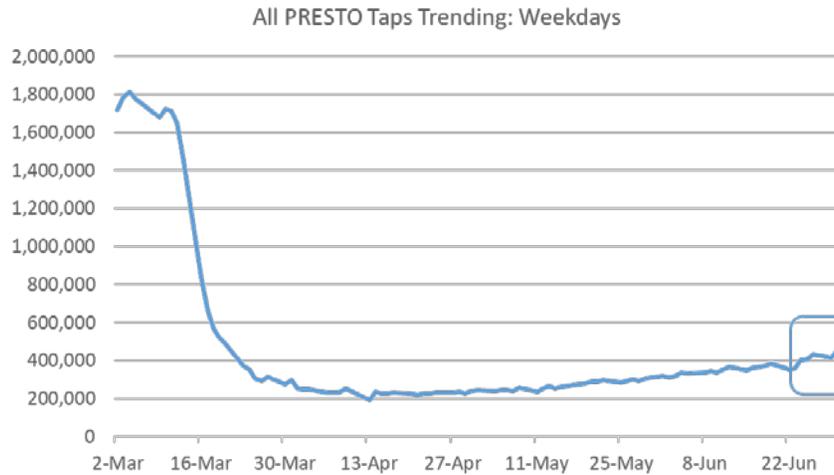
Weekly Ridership: 45% increase from COVID-19 low



	Subway 58%	
	Streetcar 36%	
	Bus 39%	

*Stage 1 reopening: May 19, Stage 2 reopening: June 24

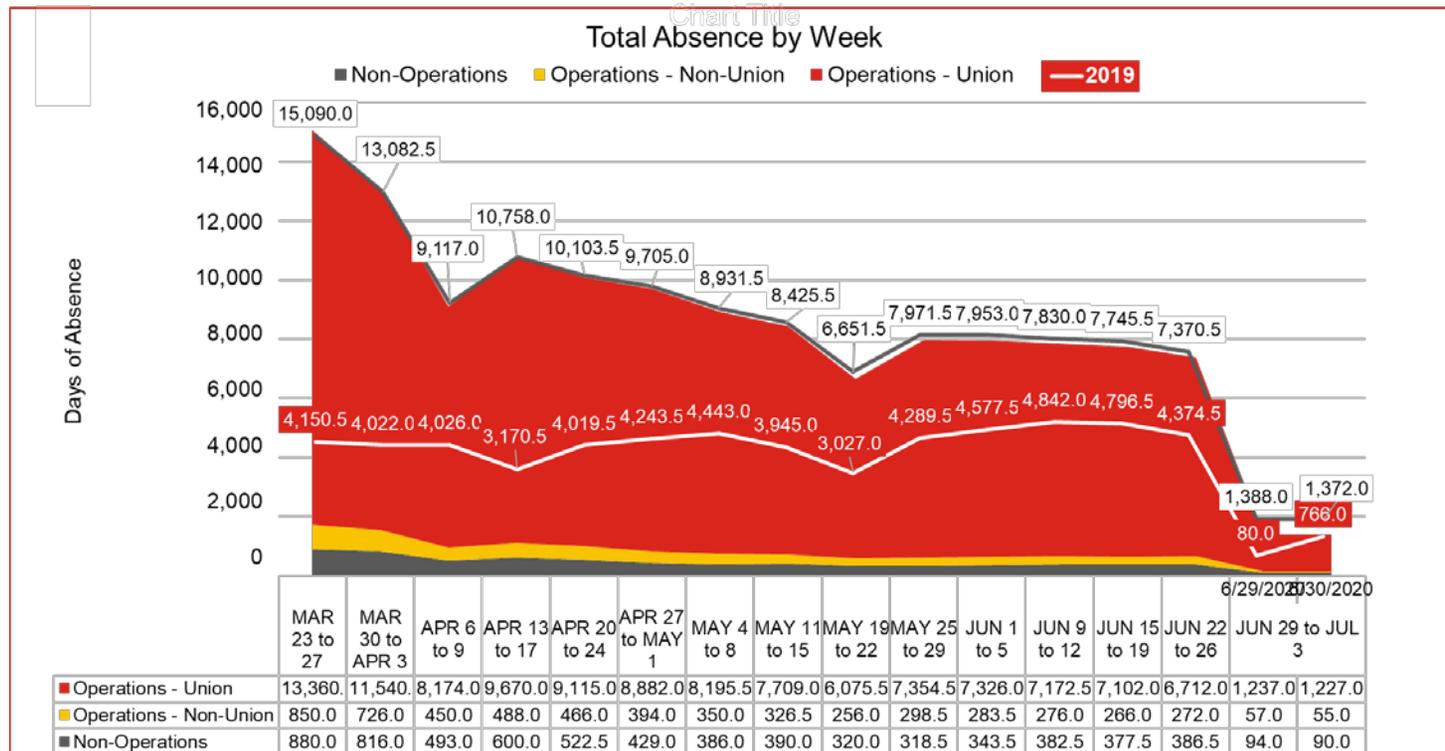
PRESTO taps (June 30)



Report Day	Last Tuesday in April	PreCOVID-19
Tuesday, June 30, 2020	Tuesday, April 28, 2020	Monday, March 2, 2020
453,753	237,185	1,717,443
	91% ▲	(74%) ▼

	Taps	#	%
Wed, 24-Jun	400,482	-	-
Thu, 25-Jun	407,676	7,194	2%
Fri, 26-Jun	434,363	26,687	7%
Mon, 29-Jun	413,660	(20,703)	(5%)
Tue, 30-Jun	453,753	40,093	10%
Total		53,271	13%

Employee absences



Note: Absences include sickness, AWOL, absences related to occupational injuries, approved and unapproved unpaid leaves, and paid leaves. Year-over-year comparison is done on the same categories and excludes paid leaves such as bereavement, jury duty, etc. Weeks 4 and 10 are lower due to statutory holiday (only 4 days reported). 2019 data aligned by weekday (begins at March 25, 2019). 2019 weeks 5 and 10 are lower due to statutory holiday.

Transit services (June 30)

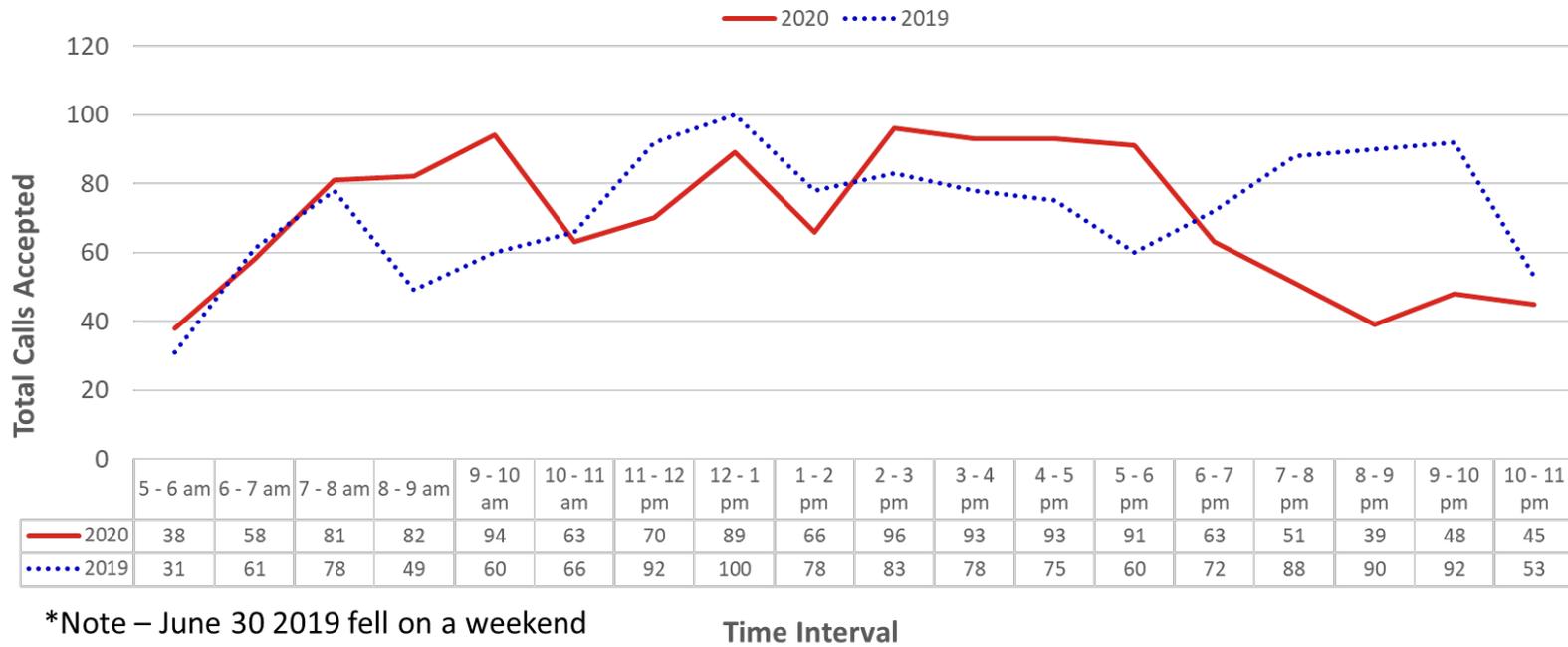
	Subway Service	Streetcar Service	Bus Service	Wheel-Trans
Service Output (per Planned Service)	YUS 96% Service BD 96% Service	100% Service	98.2% Service	Service Reduced
Mitigating steps to meet operational needs	Meeting 100% of service at a reduced capacity. ¹	Meeting 100% of service at a reduced capacity. ¹	Meeting 100% of service at a reduced capacity. ¹ Extra buses added to key routes for front line workers	Service Reduction due to decrease in weekly Ridership (down 79% versus 2020 budget estimates)
Operator COVID-19 Related Absences	0	18	52	1
COVID-19 Absence Rate	0.0%	3.3%	1.2%	0.2%
OT hours (hh:mm)	7:43 ²	0:00 ²	65:49 ²	0:00

¹ Reduced Capacity is defined in the Ridership Response Service Plan: 77% or greater than that of the pre-COVID-19 service levels, this has been in effect since May 10, 2020.

² Excludes capital overtime.

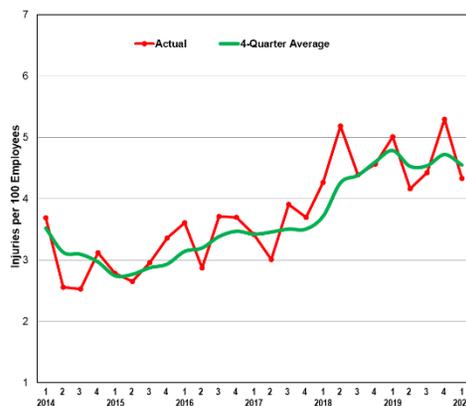
Wheel-Trans: Reservations calls per hour (June 30)

- YOY, total calls between 5-8am and 8-11pm decreased by -24% (-96)
- Majority of these calls can be attributed WT customers travelling less for non essential reasons (leisure activities, day programs etc.)



Safety and security

Lost-time injuries rate (LTIR)



Definition

Number of lost-time injuries reported per 100 employees.

Contact

Betty Hasserjian,
Chief Safety Officer (Acting)

Note: Q2 2020 data will be available in the September CEO's Report.

Results

The LTIR for Q1 2020 was 4.3 injuries per 100 employees.

Analysis

The LTIR for Q1 was 5% lower than the four-quarter average. However, there has been an upward trend in the LTIR since 2015.

Action plan

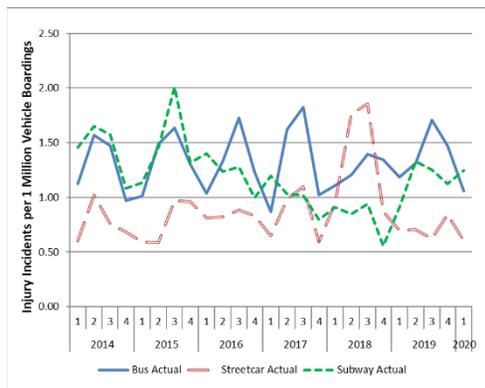
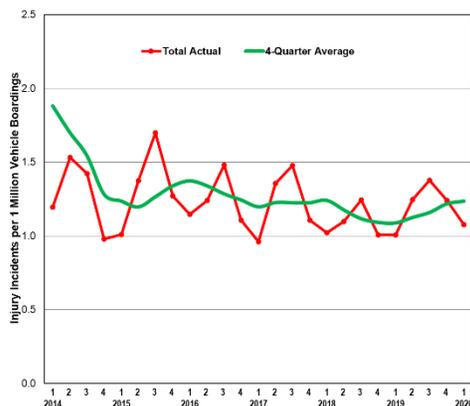
Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition) continue to account for 23% of all lost-time injuries and represent the highest injury event type since 2014.

The Ergonomic Musculoskeletal Disorder Prevention Program, currently being implemented, focuses on preventing such injuries and resolving ergonomic

concerns. Specific training modules for high-risk groups (e.g. Elevating Devices, Wheel-Trans Operators and Track Maintenance) have been developed. The train-the-trainer session has been deferred to fall 2020 due to the COVID-19 pandemic.

Note: In January 2018, under the Workplace Safety and Insurance Board Act, the Province introduced two legislative changes: 1) The new policy on Chronic Mental Stress allows for compensation due to work-related stressors like bullying or harassment; 2) The policy on Traumatic Mental Stress is revised to broaden the spectrum of psychological claims. These changes have created an opportunity for an increase in the reporting of claims related to emotional trauma injuries.

Customer injury incidents rate (CIIR)



Definition

Number of customer injuries per one million boardings.

Contact

Betty Hasserjian,
Chief Safety Officer (Acting)

Results

The CIIR for Q1 2020 was 1.08 injury incidents per one million vehicle boardings.

Analysis

The CIIR for Q1 was 13% lower than the first-quarter average rate of 1.24 injury incidents per one million vehicle boardings. Moreover, the four-quarter average line shows there has been a continued downward trend in the CIIR since 2014.

The decrease in the Q1 CIIR was mainly due to the decrease in the bus customer injury rate. This reduction can be partly attributed to the reduction in ridership due to the COVID-19 pandemic. Bus ridership was reduced by 10% in Q1 2020, compared to Q1 2019.

Action plan

We will continue to monitor the CIIR and existing customer safety initiatives.

Note: Q2 2020 data will be available in the September CEO's Report.

Regulatory compliance

At the May 29, 2019 Audit and Risk Management Committee meeting, a commitment was made to report to the Board on compliance to Safety, Health and Environment regulatory orders and to provide assurance that Commissioners have discharged their legal responsibilities. The table entitled *Order compliance*, summarizes the number of regulatory orders issued from January 1 to April 4, 2020 and their status.

Contact

Betty Hasserjian,
Chief Safety Officer (Acting)

Order compliance

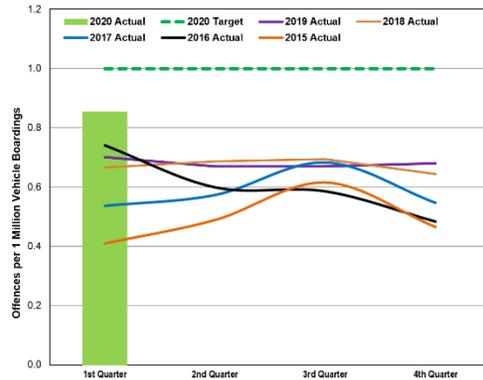
Type	Number of Orders Issued		Status
	Requirement Orders ¹	Non-compliance Orders ²	
Ministry of Labour Orders	2	2	Compliance Achieved
Ministry of the Environment, Conservation and Parks Orders	0	0	Not Applicable
Technical Standards and Safety Authority Orders	0	0	Not Applicable
City of Toronto - Notice of Violation	0	0	Not Applicable
Toronto Fire Services Code Violations	5	34	Compliance Achieved

¹ Orders issued to provide documentation/information.

² Orders issued to remedy contraventions of the Occupational Health and Safety Act or regulations, Environmental Protection Act, City of Toronto Sewers By-Law and Ontario Fire Code.

Note: The next update will be available in the September CEO's Report.

Offences against customers



Definition

Number of offences against customers per one million vehicle boardings.

Contact

Kirsten Watson
Deputy Chief Executive Officer – Operations

Results

In Q1 2020, the number of crimes against customers per one million vehicle boardings increased to 0.85. This was a 25% increase from last quarter and a 21% increase from the same time last year.

Analysis

Overall, there were 20 more offences against customers this quarter compared to Q4 2019. In Q1 2020 the number of robberies and sexual assaults significantly increased. There was also a small increase in the number of assaults. In comparison to Q4 2019, there was a decrease in the number of thefts and other offences.

Action Plan

Special Constable Service continues to monitor these statistics on a regular basis and allocate Transit Special

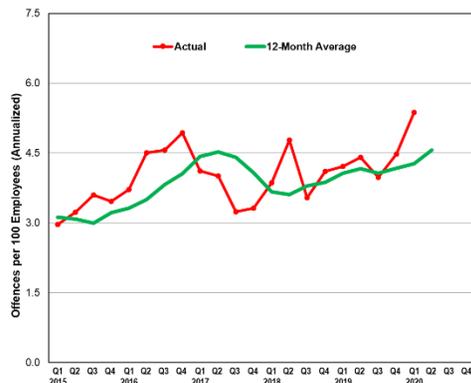
Constables across the network to provide support in the way of special details and initiatives that assist with ongoing and emerging issues.

The Special Constable Service has been doing great work with the City’s Streets to Homes Program. Streets to Homes assists people who may need shelter support or who are experiencing mental health or addiction issues.

Since last April, an innovative partnership has developed between the TTC’s Community Engagement Unit (CEU) and outreach workers from Streets to Homes. Together, they have been providing support and education to those who require assistance. This partnership has become even more important since the global pandemic has started as they are able to provide further education to individuals about COVID-19 and how they can stay safe and self-monitor for symptoms.

As of June 4, the team has had nearly 160 interactions with individuals since the start of the pandemic. They've provided shelter space, food vouchers and have arranged for taxi services for those in need of assistance.

Offences against staff



Definition

Number of offences per 100 employees.

Contact

Kirsten Watson
Deputy Chief Executive Officer – Operations

Results

In Q1 2020 the number of offences against staff increased to 5.38 offences per 100 employees. This is a 20% increase from last quarter and a 27% increase from the same time last year.

Analysis

There were 203 offences in Q1 2020, compared to 170 offences in Q4 2020. This increase was seen across all crime types with a more significant increase in the number of threats and assaults.

Action Plan

Special Constable Service continues to monitor these statistics on a regular basis and allocate Transit Special Constables across the network to provide support in the way of special details and initiatives that assist with ongoing and emerging issues identified by staff across the system.

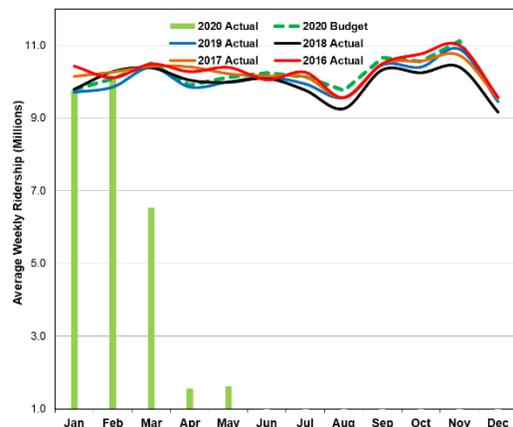
The Special Constable Service has been doing great work with the City’s Streets to Homes Program. Streets to Homes assists people who may need shelter support or who are experiencing mental health or addiction issues.

Since last April, an innovative partnership has developed between the TTC’s Community Engagement Unit (CEU) and outreach workers from Streets to Homes. Together, they have been providing support and education to those who require assistance. This partnership has become even more important since the global pandemic has started as they are able to provide further education to individuals about COVID-19 and how they can stay safe and self-monitor for symptoms.

As of June 4, the team has had nearly 160 interactions with individuals since the start of the pandemic. They’ve provided shelter space, food vouchers and have arranged for taxi services for those in need of assistance.

Ridership

Ridership



Definition

Average number of journeys per week, including paid and free journeys (e.g. two-hour transfers and children 12 and under). A journey with transfers is counted as one journey. The total is derived from cash, tickets and token counts, PRESTO data, diary studies and ridership analytics.

Contact

Josie La Vita,
Chief Financial Officer

Results

Period 5 (May 3 to May 30, 2020) revenue ridership totalled 6.529 million or 1.632 million passengers per week. This was a slight increase from period 4 (1.556 million passengers per week). Ridership was 33.984 million below the budget of 40.513 million rides for the period and 33.461 million below the comparable period in 2019.

Year-to-date revenue ridership (periods 1-5) totalled 130.421 million, which was 87.300 million or 40.1% below budget and 84.791 million or 39.4% below the comparable period in 2019.

There were an additional 5.758 million rides lost in March due to reduced monthly pass and child travel.

A review of period 4 period pass sales shows that some passes were not used regularly.

Analysis

In period 5, Toronto remained in a state of emergency due to the COVID-19 pandemic, however the Province began a three stage approach to re-open the economy. In week 21, (May 17 to May 23), the Province started stage one of reopening the economy. This has resulted in a slight increase in ridership of 0.076 million per week in period 5 compared to period 4.

In response to the pandemic, the TTC implemented guidelines for boarding, seating placement and suspended the acceptance of legacy fares (cash, tickets and tokens) on buses.

As such, period 5 ridership results when compared to last year show:

- Adult and post-secondary decreased by 83%.
- Senior and youth decreased by 87%.
- Children decreased by 79% compared to last year.

Year-to-date ridership results compared to last year show:

- Adult and post-secondary decreased by 38%.
- Senior and youth decreased by 44%.
- Children decreased by 39%.

Ridership is expected to rise, but marginally as the city remains in a state of emergency. Even after the emergency measures are lifted, it is expected that ridership will take time to recover to its pre-COVID-19 levels.

On July 2, customers will once again be able board via the front doors and pay with cash, tickets and tokens on buses.

Action Plan

With continued monitoring of ridership levels on a daily basis, the TTC began adjusting service to coincide with service demand. Each mode has experienced a significant decline with subway ridership dropping by nearly 90%. However, key bus routes were experiencing

overcrowding and service response saw tailored delivery to provide additional service on these routes to maintain physical distancing standards.

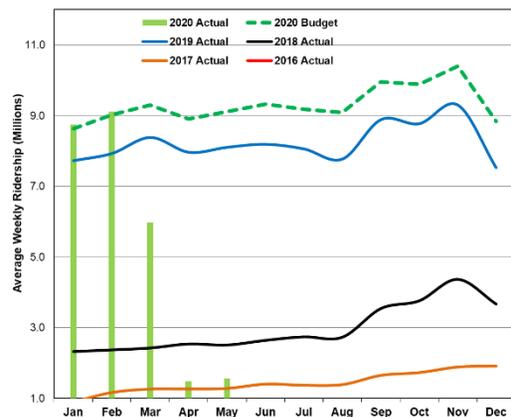
Work on recovery service planning is underway. Two streams of work are being conducted in parallel.

Stream one focuses on demand. This includes participating on the City's and Province's recovery planning teams to quantify the effect of changes in the economy, education system and the impact of increased telework on ridership.

Stream two focuses on capacity. This includes preparing multiple service schedules ranging from 80% to 100% service to match capacity with demand. The objective is to select the appropriate schedule, given projected demand.

The TTC is conducting scenario planning for multiple states of recovery in the medium-term (January 2021 to September 2021) and long-term (September 2021 and beyond) that will help determine potential service, workforce, fleet and budgetary impacts.

PRESTO ridership



Definition

Average number of journeys per week using PRESTO fare media, including PRESTO taps and PRESTO pass rides.

PRESTO ridership is included in TTC ridership totals.

Contact

Josie La Vita,
Chief Financial Officer

Results

Period 5 (May 3 to May 30, 2020) PRESTO ridership totalled 6.262 million or 1.566 million passengers per week. This was 30.245 million (82.8%) below the budget and 26.153 million below last year's comparable 2019 ridership of 32.415 million.

Year-to-date PRESTO ridership (periods 1-5) totalled 118.571 million or 38.9% below budget and 54.644 million or 31.5% below 2019.

There were an additional 5.293 million rides lost near the end of March due to reduced period pass travel.

Analysis

The PRESTO adoption rate for period 5 remained at 95.9% due to the removal of fareboxes on buses, which started March 25, 2020 as part of the COVID-19 safety measures.

Period pass sales for May of 36,848 was a further decline of 11,303 from April sales. The largest decline was seen for adults (9,417), followed by

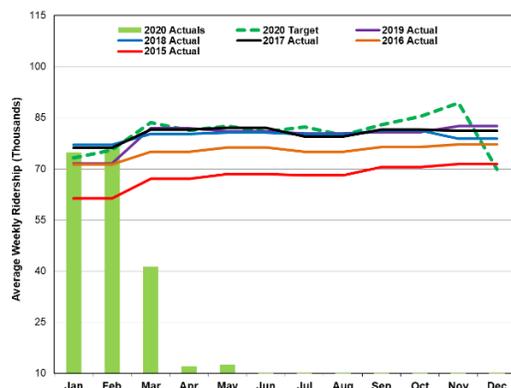
seniors (882), post-secondary (677) and youth (327).

The COVID-19 pandemic impacted period 5 results. As actions were taken by the City and the Province to prevent the spread of COVID-19, the TTC also responded by implementing new guidelines for rear-door boarding, seating placement and suspending acceptance of legacy fares (cash, tickets and tokens) on buses. Plans to re-open are being implemented by the Province and City of Toronto and will gradually be phased in with various guidelines on public transit. On July 2, customers will once again be able to board via the front doors and pay with cash, tickets and tokens on buses.

Action Plan

PRESTO adoption is expected to increase over time as legacy media is phased out, more PRESTO fare options are made available and marketing initiatives encourage further PRESTO adoption. The PRESTO adoption rate is expected to continue to increase during 2020, reaching approximately 95% once legacy fare media are no longer sold.

Wheel-Trans ridership



Definition

Average number of journeys per week using both Wheel-Trans dedicated services and contracted services.

Wheel-Trans ridership is not included in the TTC ridership totals.

Contact

Kirsten Watson,
Deputy Chief Executive Officer –
Operations

Results

Ridership in period 5 (May 3 to May 30, 2020) was 50,330 or 12,583 passengers per week. This figure was 84.8% lower than the budgeted 82,525 customers per week. In terms of year-over-year growth, the period 5 year-to-date (YTD) ridership is 43.7% lower compared to the same period in 2019, and is currently 44.4% (758,000) under the YTD 2020 budget.

Analysis

Wheel-Trans continues to provide solo rides and special transports during the COVID-19 pandemic. Vehicles return approximately every four hours for special cleaning — providing a clean, safe environment for our customers.

The Provincial implementation of stage one of its recovery plan as of May 18 resulted in a slight increase of 4% in ridership when compared to the ridership for April. The last week in period 5 had an 11.5% increase in ridership when compared to the week prior to stage one openings. As each

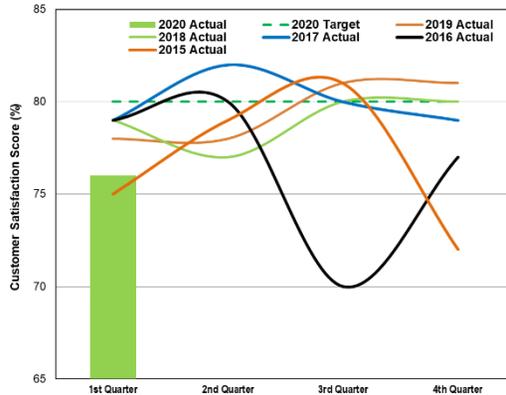
stage is implemented, ridership is expected to increase.

Action Plan

Wheel-Trans will be conducting customer surveys in order to get a better understanding of the comfort and dependency on the transportation services provided by TTC. This information will allow us to better project when customers will be returning to our services and identify any measures that need to be taken to ensure they are comfortable and safe. A continuity and recovery plan is being developed to assist in meeting the Toronto Public Health guidelines.

Customer experience

Customer satisfaction



Definition

Overall satisfaction: How satisfied were you overall with the quality of the TTC's service on the last TTC trip you took?

Contact

*Kathleen Llewellyn-Thomas,
Chief Strategy & Customer Officer*

Results

In Q1 2020, 76% of customers reported high levels of overall satisfaction. This is a decrease from last quarter (81%) and the same time last year (78%).

Analysis

In an effort to expand the reach of our Customer Satisfaction Survey (CSS), sampling in Q1 2020 was conducted both by telephone and online — a departure from past waves conducted using only the telephone. As a result of this change in methodology, the CSS is now more representative of the city of Toronto, including a younger demographic and customers living in the GTA.

The decline in satisfaction this quarter is mainly attributed to the shift in methodology. Online respondents are more likely to answer in an unvarnished manner

compared to being interviewed over the phone.

March CSS data shows that customer satisfaction was not significantly impacted by the initial COVID-19 emergency response.

Since late March, we have been carrying out customer surveys focused specifically on the COVID-19 pandemic. Results indicate customers are increasingly satisfied with the TTC's overall response, including safety measures enacted and communication efforts.

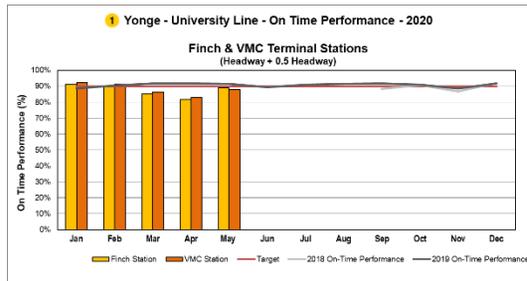
Action plan

We will continue to track customer perceptions and changing travel behaviours as the Province begins to reopen the economy.

Note: Q2 2020 data will be available in the September CEO's Report.

Subway services

Line 1 (Finch and Vaughan Metropolitan Centre terminal stations): On-time performance (OTP)



Definition

OTP measures the headway adherence of all service trains at end terminals. Data represents Monday-to-Friday service between 6 a.m. and 2 a.m. To be on time a train must be within 1.5 times of its scheduled headway.

Contact

James Ross,
Chief Operating Officer

Results

This metric regained ground in May and achieved an 88.5% combined average, up from the 82.2% we achieved in April.

Our target of 90% was not met.

Analysis

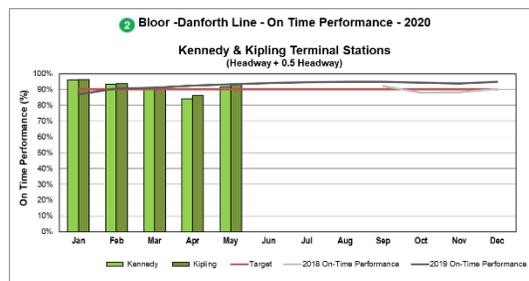
Poorer than average performance in March and April was the result of the unscheduled service reductions. The majority of May used a revised schedule implemented on the May 11. While we continue to operate at the terminals without step-backs, the increased headways have helped minimize the potential negative effects. A step-back occurs when an operator enters a train behind the one they arrived on to decrease terminal dwell time and improve throughput.

Action plan

Our Service Planning & Scheduling team is continuously monitoring ridership levels and we are developing new service schedules

that match capacity with demand, but allow resilience when required. We are also reviewing the possible return of step-backs with our Safety staff and will restart that practice when it is safe to do so.

Line 2 (Kennedy and Kipling terminal stations): On-time performance (OTP)



Definition

OTP measures the headway adherence of all service trains at end terminals. Data represents Monday-to-Friday service between 6 a.m. and 2 a.m. To be on time a train must be within 1.5 times of its scheduled headway.

Contact

James Ross,
 Chief Operating Officer

Results

In May, OTP increased to 92.7% when compared to last month (85.2%). The target was met this month due to the larger scheduled headways that were introduced on May 11.

Analysis

The total delay minutes in May was reduced by 36.7%. The main reason for this was a 61.4% reduction in Subway Transportation staff-related delays. The less demanding schedule required fewer operators and as a result there were fewer delays related to operator availability.

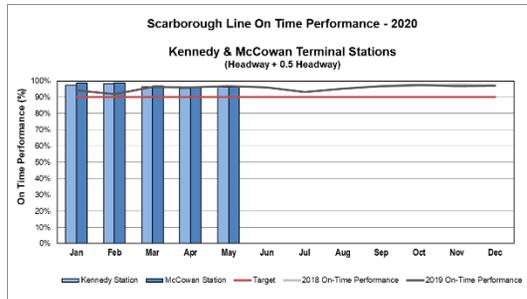
Total equipment related delays did increase, but were more than offset by fewer passenger-related delays.

Year-to-date, we have had 1.9% fewer delay minutes than the same time in 2019. All categories have improved except in the area of operator availability, which offset the improvements.

Action plan

Our Service Planning & Scheduling team is continuously monitoring ridership levels and we are developing new service schedules that match capacity with demand, but allow resilience when required. We are also reviewing the possible return of step-backs with our Safety staff and will restart that practice when it is safe to do so.

Line 3 (Kennedy and McCowan terminal stations): On-time performance (OTP)



Definition

OTP measures the headway adherence of all service trains at end terminals. Data represents Monday-to-Friday service between 6 a.m. and 2 a.m. To be on time a train must be within 1.5 times of its scheduled headway.

Contact

James Ross,
Chief Operating Officer

Results

Performance remained stable at 96.2% and met target in May.

Analysis

This line has larger headways relative to Lines 1 and 2 allowing it to achieve target during the pandemic.

Total delay minutes increased by 78 minutes mainly due to vehicle and passenger-related delays.

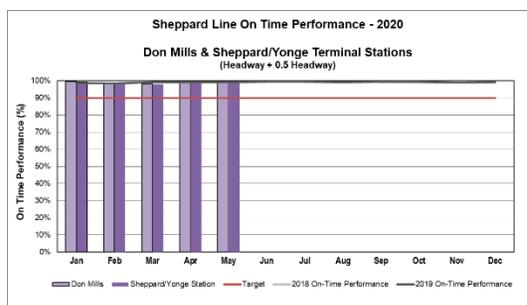
Year-to-date, we have had 40.8% fewer delay minutes when compared to the same time in 2019.

Action plan

Our Service Planning & Scheduling team is continuously monitoring ridership levels and we are developing new service schedules that match capacity with demand, but allow resilience when required. While there are no plans to change the scheduled service levels for this line, we are also watching typical impacts

to service, including ambient summer temperatures, as they impact train speeds.

Line 4 (Don Mills and Sheppard-Yonge terminal stations): On-time performance (OTP)



Definition

OTP measures the headway adherence of all service trains at end terminals. Data represents Monday-to-Friday service between 6 a.m. and 2 a.m. To be on time a train must be within 1.5 times of its scheduled headway.

Contact

James Ross,
Chief Operating Officer

Results

This metric remained stable at 99.3% and met target in May.

Analysis

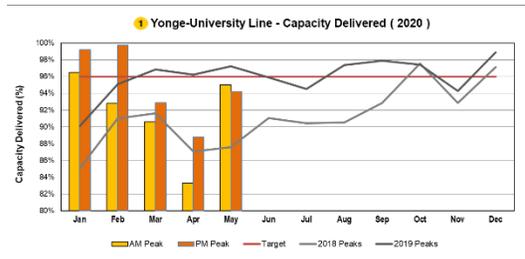
This line does not experience many delays and is very resilient. There were 23 fewer delay minutes in May, but this line was already running at close to 100% and the improvement is not noticeable in this metric.

Year-to-date, we have had 8.4% fewer delay minutes compared to the same time in 2019. This improvement can be mostly attributed to an 88.4% reduction in subway infrastructure equipment related delay minutes.

Action plan

Our Service Planning & Scheduling team is continuously monitoring ridership levels and we are developing new service schedules that match capacity with demand, but allow resilience when required.

Line 1: Capacity



Definition

Total number of trains that travelled through 12 key sampling points during a.m. and p.m. peak as a percentage of trains scheduled. Data is based on Monday-to-Friday service.

Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

Contact

James Ross,
Chief Operating Officer

Results

The 94.7% we achieved in May is an improvement over the 86.3% recorded in April as our measure aligned with our scheduled service levels.

Our target of 90% was not met.

Analysis

Prior to May 11, our service levels were reduced independent of what was scheduled, resulting in poor performance on this metric. However, on May 11, our scheduled service levels were adjusted with the start of the May Board Period and the resulting performance on this metric improved for the remainder of the month.

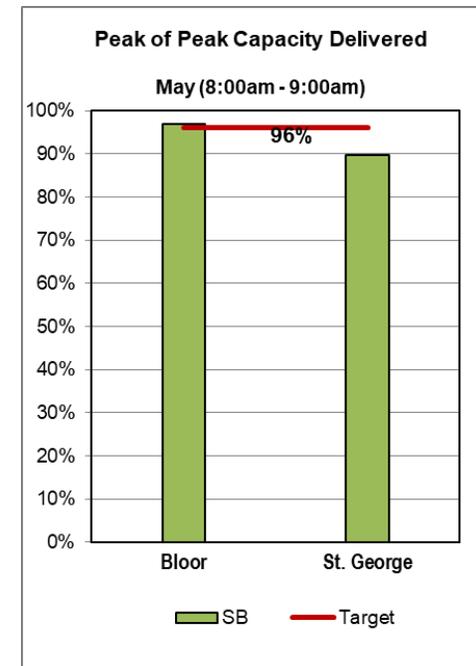
The poorest performing day was May 19 when we achieved 14.6 trains-per-hour as we managed a lengthy signal problem and a stalled train.

Action plan

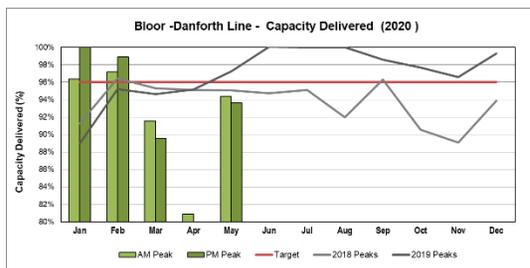
Our Service Planning & Scheduling team is continuously monitoring

ridership levels and we are developing new service schedules that match capacity with demand, but allow resilience when required.

With scheduled service now aligned with this metric, an improvement in June is anticipated.



Line 2: Capacity



Definition

Total number of trains that travelled through 10 key sampling points during a.m. and p.m. peak as a percentage of trains scheduled. Data based on Monday-to-Friday service.

Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

Note: Capacity delivered is the actual train count divided by the scheduled train count for each hour at sampled locations. Data is based on weekday service from Monday to Friday.

Contact

James Ross,
Chief Operating Officer

Results

The 93.8% we achieved in May is an improvement over the 86.3% recorded in April as our measure aligned with our scheduled service levels.

Our target of 90% was not met.

Analysis

Prior to May 11, our service levels were reduced independent of what was scheduled, resulting in poor performance against this metric. However, on May 11, our scheduled service levels were adjusted with the start of the May board period and the resulting performance of this metric improved for the remainder of the month.

The poorest performing day was May 19 when we achieved with 14.6 trains-per-hour (TPH), when we managed a lengthy signal problem and a stalled train.

On May 11 the number of trains in service was reduced to reflect lower ridership. This improved this measure's performance compared to

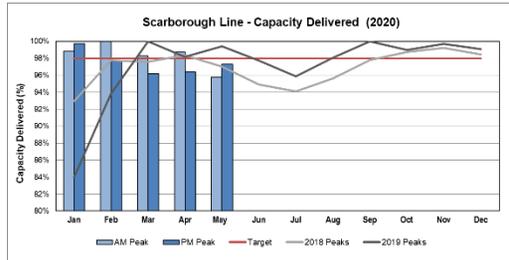
April (performance is calculated using actual TPH/scheduled TPH).

Action plan

Our Service Planning & Scheduling team is continuously monitoring ridership levels and we are developing new service schedules that match capacity with demand, but allow resilience when required.

With scheduled service now aligned with this metric, an improvement in June is anticipated.

Line 3: Capacity



Definition

Total number of trains that travelled through two key sampling points during a.m. and p.m. peak as a percentage of trains scheduled. Data is based on Monday to Friday service.

Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

Contact

James Ross,
Chief Operating Officer

Results

Since the beginning of the COVID-19 pandemic, this line did not have its level of service reduced, and performance has remained fairly steady as a result. It did however slip in May with an average capacity delivered of 96.6%.

Our target is 98% and was not achieved.

Analysis

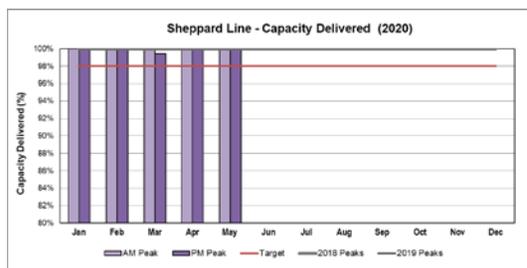
In May we recorded an 51.3% increase in delays on this line, which had an adverse impact on our ability to achieve our target.

Action plan

Our Service Planning & Scheduling team is continuously monitoring ridership levels and we are developing new service schedules that match capacity with demand, but allow resilience when required. While there are no plans to change the scheduled service levels for this line, we are also watching typical impacts to service, including ambient summer

temperatures, as they impact train speeds.

Line 4: Capacity



Definition

Total number of trains that travelled through two key sampling points during a.m. and p.m. peak as a percentage of trains scheduled. Data is based on Monday to Friday service.

Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

Contact

James Ross,
Chief Operating Officer

Results

OTP in May remained at 100% as this line has not had its level of service reduced due to the COVID-19 pandemic.

Our 98% target was met.

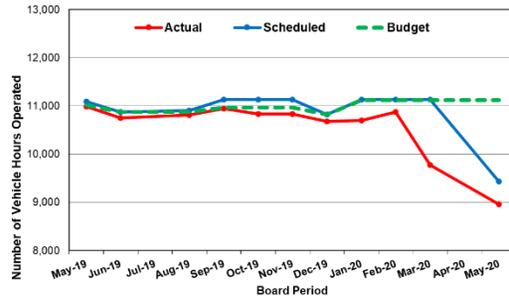
Analysis

This line did not have the same issues related to capacity or workforce reductions as the other lines and ran service as scheduled.

Action plan

Our Service Planning & Scheduling team is continuously monitoring ridership levels and we are developing new service schedules that match capacity with demand, but allow resilience when required.

Subway: Weekly service hours



Definition

Calculated duration of time that all revenue trains are in service.

Contact

Kathleen Llewellyn-Thomas,
Chief Strategy & Customer Officer

Results

In the May 2020 Board Period, 11,119 subway weekly hours were budgeted for service while 9,433 subway weekly hours were scheduled to operate, which represents a -15.16% variance.

Of the 9,433 subway weekly hours scheduled to operate, 8,961 weekly hours were actually delivered, which represents a variance of -5%.

Analysis

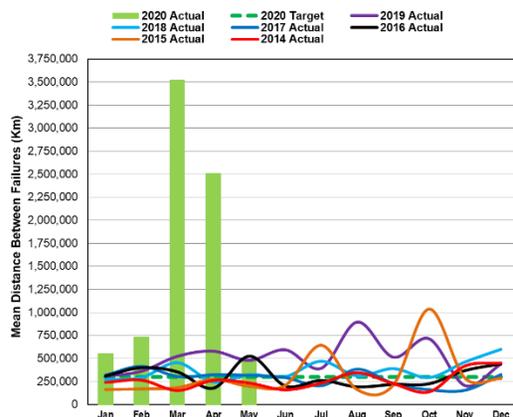
Scheduled service hours are lower than budgeted as a result of temporary service reductions in response to lower ridership demand due to the COVID-19 pandemic.

Actual service hours are lower than scheduled service hours. Some service was cancelled due to the pandemic or scheduled subway closures.

Action Plan

We will continue to monitor service hours during the pandemic.

Subway T1 train: Mean distance between failures (MDBF)



Definition

Total kilometres travelled in month compared to the number of rolling stock equipment incidents resulting in delays of five minutes or more. Includes all seven days of service.

T1 trains operate on Line 2.

Contact

Rich Wong,
Chief Vehicles Officer

Results

The MDBF in May was 478,096 kilometres, which is above the target of 300,000 kilometres. The April MDBF was 2,506,020 kilometres. The MDBF for May 2019 was 480,240 kilometres with a rolling annual average of 924,198 kilometres.

Analysis

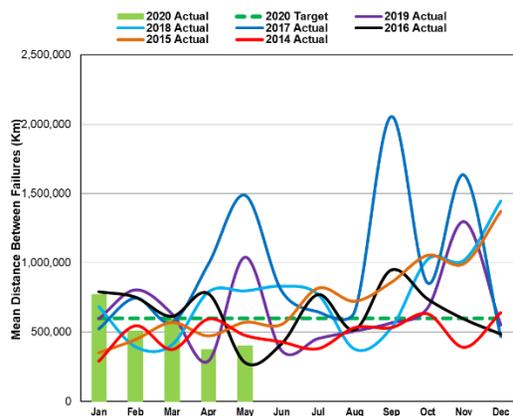
The decline in the MDBF from April to May was the result of four additional delays greater than 5 minutes. In April there was only 1 delay greater than 5 min. In May, there were five delay incidents greater than or equal to five minutes. The passenger door and propulsion inverter systems each had two delay incidents, followed by the brake system with one delay incident.

Action Plan

The passenger door-related incidents were due to an out-of-adjusted door cylinder rod and a loose door shim. The door cylinder rod was reinstalled and the doors cycle tested with positive results. The loose door shim

was adjusted to specifications and tested to be working positively. Both trains have returned back into service with no further issues detected. The two propulsion inverter-related incidents were a result of faulty power electronic control unit (PECU) and a no motion fault. The faulty PECU was replaced and the train tested with no further issues. Technical staff reviewed the train event logs and tested the operation of the equipment with no issues. The no motion fault was resolved and the train returned back into revenue service with no further issues detected.

Subway TR train: Mean distance between failures (MDBF)



Definition

Total kilometres travelled in month compared to the number of rolling stock equipment incidents resulting in delays of five minutes or more. Includes all seven days of service.

TR trains operate on Line 1 and Line 4.

Contact

Rich Wong,
Chief Vehicles Officer

Results

The MDBF in May was 398,966 kilometres, which is below the target of 600,000 kilometres. The April MDBF was 372,320 kilometres. The MDBF for May 2019 was 1,040,322 kilometres with a rolling annual average of 624,662 kilometres.

Analysis

In May, there were nine delay incidents greater or equal to five minutes. The passenger door system had six incidents, followed by the automatic train control, brake and speed control systems, each with one delay incident.

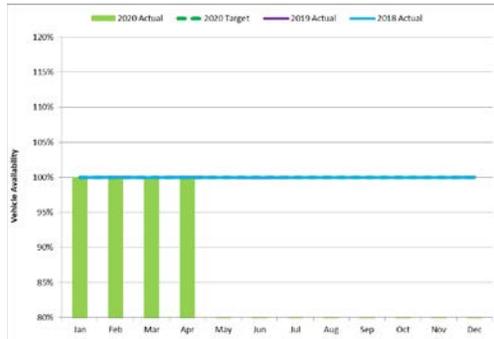
Action Plan

The passenger door-related incidents were a result of a faulty S2 microswitch, faulty door control unit (DCU), a broken linkage arm on solenoid assembly, a delaminated roller, a defective door master supply panel (DMSP) and a faulty door electronic control unit (DECU). The faulty S2 microswitch, DCU, DECU and DMSP were all replaced and door systems cycle tested multiple

times with positive results. The door solenoid was replaced with a new door solenoid and the doors were tested. The delaminated rollers were replaced with new rollers, and the DMSP was repaired.

The start of the door roller program was set to begin May 2020. Due to the COVID-19 pandemic, the start date has been revised to fall 2020 due to a delay in workforce hiring.

Subway: Service availability



Definition

Daily average number of trains put into service (including RADs) compared to the number of trains scheduled for the a.m. peak period. Data represents Monday to Friday only. Holidays excluded.

Contact

Rich Wong,
Chief Vehicles Officer

Results

Vehicle availability in April was 100%.

Analysis

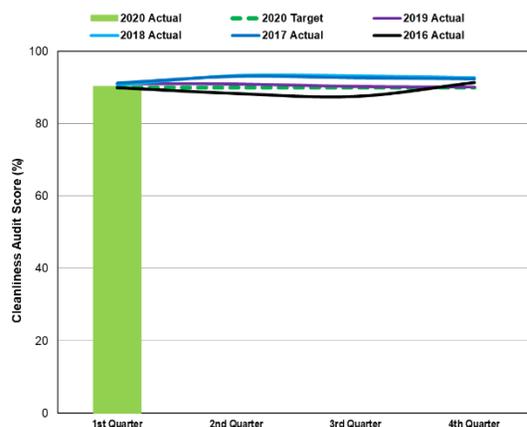
We continue to meet the service requirements, meeting the target of 100% vehicle availability. All vehicles were available for service when required.

While ridership has declined due to the COVID-19 pandemic, maintenance staff continue to prepare vehicles to meet 100% of the planned service. Future board periods will be adjusted to match ridership with demand. Decreases in service levels will provide opportunity for increased maintenance.

Action Plan

We will continue with the delivery of safe, reliable and clean vehicles to service on all lines.

Subway: Vehicle cleanliness



Definition

Average results of third party audit conducted each quarter. Average of “prior” “mid-day” and “end of service” results. Audits conducted weekdays only, excluding holidays.

Contact

Rich Wong,
Chief Vehicles Officer

Results

The average rating of 90.2% in Q1 2020 is above the target of 90.0%. We have recorded a score of greater than 90% since Q4 2016.

Analysis

Areas of strength in the vehicle cleanliness across all fleets and lines were the ceilings, etching/scratchitti, graffiti/stickers and mandatory decals. Factors affecting the quarter-to-quarter overall cleanliness scores in Q1 2020 were the overall door cleanliness, floors, anti draft panels, windows and exterior.

While the second quarter audit is still pending, staff have been monitoring vehicle cleanliness during the COVID-19 pandemic. The supply of seat fabric has been impacted which has slowed the number of seats that can be replaced.

Action Plan

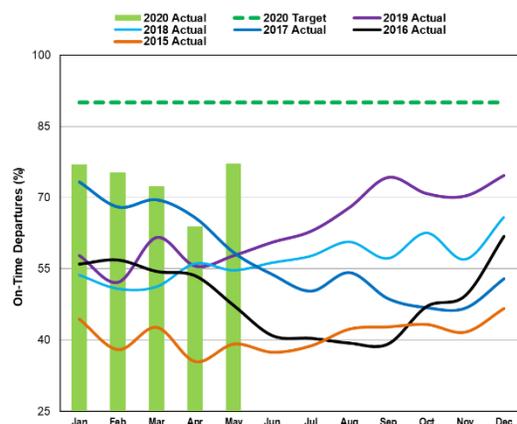
In response to the COVID-19 pandemic we have increased

disinfection of all vehicles to twice per day and additional end terminal cleaning on subway vehicles.

As COVID-19 restrictions start to ease, staff is working with suppliers to resume shipment of fabric. Maintenance areas plan to recover on the seat replacement’s state-of-good-repair program throughout the summer.

Streetcar services

Streetcar: On-time performance (OTP)



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. Includes all seven days of service. Night routes are excluded.

Contact

James Ross,
Chief Operating Officer

Results

OTP in May was 77.1%, an increase compared to April (63.9%) and a significant increase over the same period last year (57.8%). Our target of 90% was not met.

Analysis

The streetcar OTP in May represents the highest figure achieved over the past five years. OTP improved with the second week of the period, aligned with the start of the May Board Period. With the May Board Period, service reductions that had been effectively in place for several weeks were officially implemented. This included the temporary suspension of the 503 Kingston Rd and 508 Lake Shore routes.

The level of scheduled service on most other routes was also reduced in response to the reduced ridership levels due to the COVID-19 pandemic. During the weeks leading up to the May Board Period, much of these planned but unscheduled service reductions had been negatively impacting the OTP figures.

Several planned and unplanned events brought down the streetcar score for the period. The planned track repair work at Dufferin Gate Loop had the biggest impact. This work impacted the 504B King service for a significant amount of the period (May 10-26), with these streetcars unable to access their western end terminal during this time.

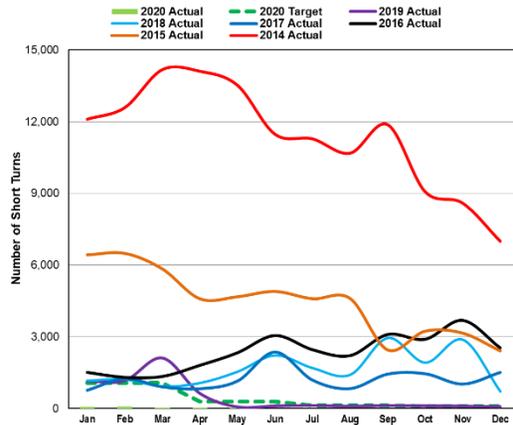
The planned Harbourfront tunnel inspection work on the last day of the period (May 30) also negatively impacted OTP, as both the 509 Harbourfront and 510 Spadina routes were unable to access the Union Station end terminal for the entire day. On a positive note, the 512 St Clair route operated at a level greater than 90% for the entire period (92%).

Action Plan

With the COVID-19 pandemic conditions at the forefront of all planning efforts, the focus has turned to reviewing scenarios for the September Board Period. Monitoring of both ridership patterns and the planned service reductions will continue. As well, planning is

underway to implement a pilot project that will attempt to decrease the number of early departures at Union Station. The pilot will use closed circuit cameras to increase operator awareness at the Union Station streetcar platform, in an attempt to improve their capacity to hold for their scheduled departure time.

Streetcar: Short turns



Definition

Total short turns per month. Includes all seven days of service, excluding night routes.

Contact

James Ross,
Chief Operating Officer

Results

There were 16 short turns in May, a decrease compared to April (40) and a decrease from the same period last year (67).

Analysis

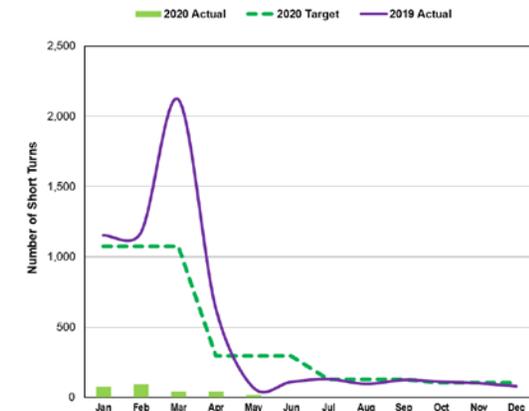
May is the 13th consecutive month with short turn figures at significantly decreased levels compared to 2018 or early 2019. The May figure represents fewer than one streetcar short turn per day, on average, throughout the network for the period. The route with the highest number of short turns for the period was 501 Queen (seven), while the 505 Dundas route was second (four).

The majority of the 501 Queen short turns for the month occurred on May 23 and were due to a collision on route that blocked both directions of traffic that day for a period of time.

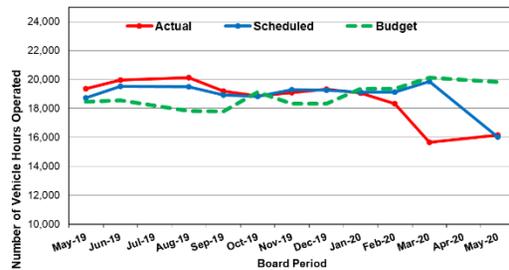
The 505 Dundas short turns were spread throughout the month, and were conducted for a variety of reasons in an effort to fill gaps to service.

Action Plan

Short turns will continue to be monitored with an intent to keep their numbers low. They will be used as a route management technique only when other options are not desirable.



Streetcar: Weekly service hours



Definition

Service hours are calculated from the time a streetcar leaves the yard to when it returns to the yard. Measured daily.

Contact

Kathleen Llewellyn-Thomas,
Chief Strategy & Customer Officer

Results

In the May 2020 Board Period, 19,824 streetcar weekly hours were budgeted for service while 16,016 streetcar weekly hours were scheduled to operate, which represents a -19.21% variance.

Of the 16,016 streetcar weekly hours scheduled to operate, 16,174 streetcar weekly hours were actually delivered, which represents a variance of 0.98%.

Analysis

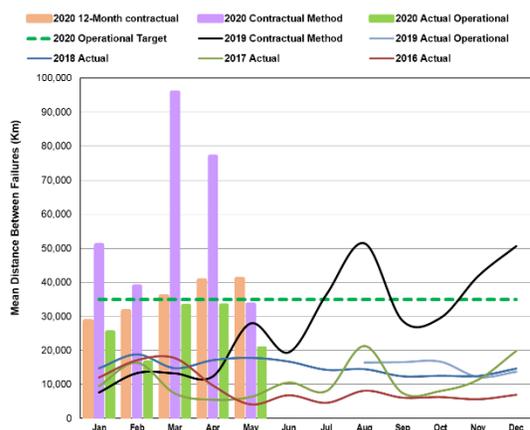
Scheduled streetcar hours are lower than budgeted as a result of temporary service reductions in response to lower ridership demand due to the COVID-19 pandemic.

Actual service hours match scheduled service hours.

Action Plan

We will continue to monitor service hours during the pandemic.

Streetcar: Mean distance between failures (MDBF)



Definition

Total kilometres travelled by the Low-Floor Light Rail Vehicle (LFLRV) fleet compared to the number of incidents (defined contractually) resulting in delays of five minutes or more. Includes all seven days of service. A threshold of 35,000 km was established to reflect the manufacturer's obligations for reliability. The operational MDBF includes incidents defined contractually, as well as delay incidents that are caused by failures of equipment from other vendors and delays caused by TTC operations.

Contact

Rich Wong, Chief Vehicles Officer

Results

The monthly contractual MDBF for the streetcar fleet in May was 33,537 kilometres. This is a decrease of 43,458 kilometres compared to April and an increase of 5,601 kilometres when compared to May 2019.

The 12-month average contractual MDBF was 40,968 kilometres. The contractual target of 35,000 kilometres MDBF must be met within one year of commissioning of the 204th vehicle.

The monthly operational MDBF for the streetcar fleet in May was 20,638 kilometres. This is a decrease of 12,726 kilometers from previous period.

Analysis

In May, there were a total of 24 relevant failures under the contractual reliability method. The top contributors were the train and cab controls system with eight, the train control management system with seven, and the doors system with three relevant failures.

With respect to the operational MDBF method, there were a total of 39 delays. The top contributors to these failures in addition to the contractual reliability failures, include: the passenger door system with three failures and the ramp, high voltage and air conditioning systems with two failures each.

The number of passenger door failures increased from one in April to three in May. These were due to a defective electronic door control unit (EDCU), a loose pin connection and a Bowden cable out of adjustment.

Defective equipment — a faulty actuator and a limit switch out of adjustment — on the pantograph system caused two high voltage failures.

Bent side flaps caused both ramp failures. The camera system had two failures recorded due to loose wiring and faulty interior display. The two failures of the air conditioning system were due to a defective cab HVAC unit and a defective crank case heater.

Compared to April, reduction in service mileage, along with increased overall system failures (11 per contractual method) contributed to reduced reliability in May.

Action Plan

Vehicle modification programs designed to address the root cause(s) of failures are at various stages of development and implementation. These reliability improvement programs continue to be refined as the number of LFLRV vehicles in service increases and more in-service data becomes available.

Train and cab control system:

TTC is continuing to work with Bombardier to design and implement a more reliable master controller on the fleet through an upcoming fleet modification that has faced ongoing delays due to impact of COVID-19 on the supplier. Additionally, an engineering investigation of other electrical failures is underway.

Train control management system:

Bombardier Engineering is investigating the recent failures related to the datalogger and the digital diagnostics display.

Door system:

Failures appear to be electrical-related and are under engineering investigation for root cause. Cab door lock failure is also under engineering investigation and the supplier is performing a root cause analysis.

Communication system: A camera modification program that addresses known issues with image quality and stability has commenced, but has faced ongoing delays due to impact of the COVID-19 pandemic on the supplier. Also, passenger information system failures are under engineering investigation.

High voltage power system:

Multiple modifications aimed to improve various sub-systems are being implemented on the fleet. This includes adjusting the limit switch on the main switch, and replacement of some trolley pole and pantograph components with more robust ones (e.g. bracket and chain).

Brake system: Quality control containment and improvements have been implemented at supplier sites. In addition, component improvements (e.g. seals, guidance shaft and locking pins) are in validation and planning stages with implementation targeted for Q4 2020.

Carbody structure and interior:

A vehicle modification program to install improved inter-car dampers and articulation flooring designs is currently underway to address these failures.

In addition to the contractual programs, operational reliability improvements being made to improve MDBF include:

Passenger door system:

Improve operational efficiency in addressing passenger door failures requiring isolation to reduce delays.

High voltage power system:

A modification program for the limit switch adjustment on the main switch is underway, which will help fix pantograph equipment reliability issues.

Ramp system:

Implement an improved maintenance

program to include updated processes as specified by TTC Engineering staff to reduce debris related failures and to prevent bent side guards. TTC Engineering to investigate the root cause of bent flaps and develop a solution to prevent bent flaps causing failures.

Air conditioning system:

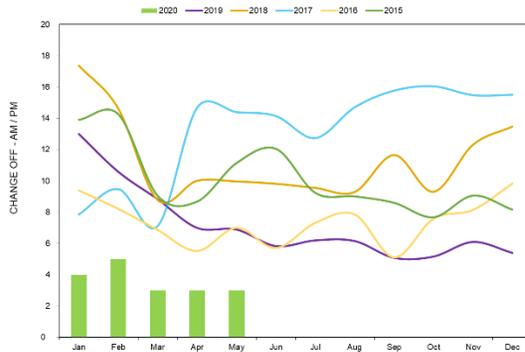
Continuous implementation and monitoring of HVAC seasonal preventative maintenance practices along with increased inspection audits will help reduce seasonal HVAC failures.

Camera system:

Improve pre-service inspection of surface vehicle camera system camera functionality along with rear view camera, door camera and interior camera housing to ensure no obstruction or loose connections will help reduce camera system-related failures.

In addition, continued improvement of inspection and pre-service maintenance plans, together with more effective application of operational procedures will help increase the operational MDBF.

Streetcar: Road calls and change offs (RCCOs)



Definition

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. Includes Monday to Friday only.

Contact

Rich Wong
Chief Vehicles Officer

Results

The target for the maximum number of RCCOs is 1.5% of peak daily service. In May, 2.1% (or 3 of 139 vehicles) of the peak daily service, including Run-As-Directed vehicles, resulted in a RCCO.

Analysis

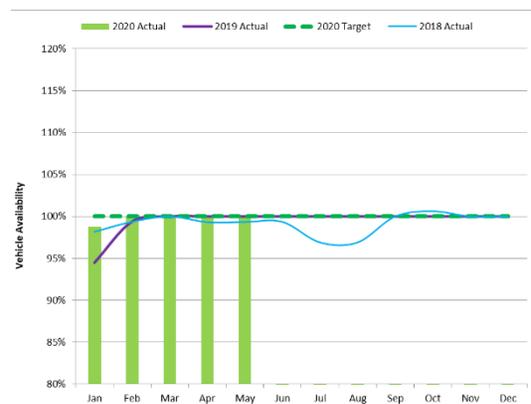
RCCOs remain low, similar to the previous month. Reduced ridership and passenger loading due to the COVID-19 pandemic, which allows for decreased cycling of major systems and continued improvement of preventative maintenance procedures, have contributed to these figures.

Compared to the previous month, there was a decline in failures of high voltage, passenger door systems and ramp equipment. The reductions were offset by failures caused by unsecured panels and operator seat issues associated with the carbody system in addition to HVAC-air conditioning system failures.

Action Plan

Pre-service inspections and further preventative maintenance activities will continue to reduce the number of RCCOs. Staff continue to focus on the top problem systems to reduce failures. Bombardier and TTC staff are aware of the component reliability issues and continue to investigate the problems to determine a resolution.

Streetcar: Service availability



Definition

Daily average number of streetcars put into service (including RADs) compared to the number of streetcars scheduled for the a.m. peak period. Data represents Monday-to-Friday only. Holidays excluded.

Contact

Rich Wong,
Chief Vehicles Officer

Results

The target for Streetcar availability is 100% of peak daily service, including Run-As-Directed (RAD) vehicles. In May 2020, the target requirements were met with an average of 139 vehicles available for service.

Analysis

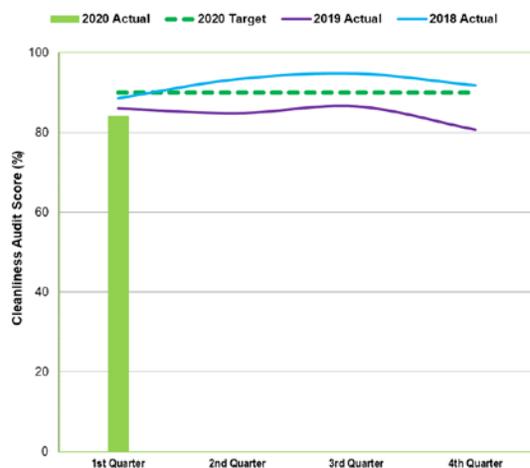
Service availability numbers continued to be met in May.

While ridership declined due to the COVID-19 pandemic, the maintenance staff continued to prepare vehicles to meet 100% of the planned service. Future board periods will be adjusted to match ridership with demands. Decreases in service levels will provide opportunity for increased maintenance.

Action Plan

The availability target will be achieved with continued pre-service and preventative maintenance practices.

Streetcar: Cleanliness (Pre-service)



Definition

Results of third-party audit conducted each quarter. “In-service” and “post-service” cleanliness results. Audits conducted weekdays only, excluding holidays.

Contact

Rich Wong,
Chief Vehicles Officer

Results

The audit score for streetcar pre-service cleanliness was 84.0% in Q1. This is an increase from last quarter (80.7%) and a decrease from the same time last year (86.0%). Overall performance on streetcar cleanliness is below the target of 90%.

Analysis

Heavy snowfall along with unfavourable weather conditions during January and February impacted cleanliness in Q1. Cold temperatures below -10° Celsius and significant snow prevented regular exterior washes from being completed.

While the second quarter audit is still pending, staff have been monitoring vehicle cleanliness during the COVID-19 pandemic. The supply of seat fabric has been impacted, which has slowed the number of seats that can be replaced

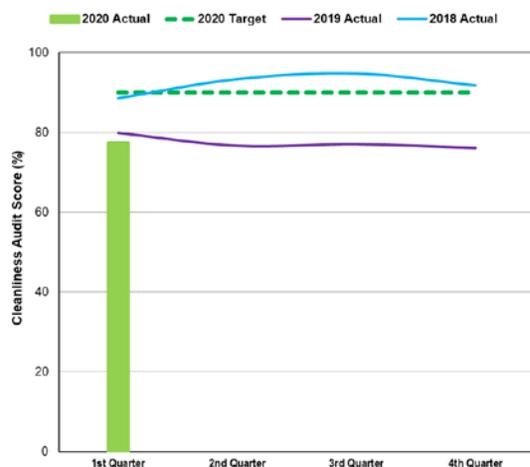
Action Plan

Staff continue to investigate and identify further improvements including additional equipment to increase efficiency and frequency of cleaning activities.

In response to the COVID-19 pandemic we have increased disinfection of all vehicles to twice per day.

As COVID-19 restrictions start to ease, staff is working with suppliers to resume shipment of fabric. Maintenance areas plan to recover on the seat replacement’s state-of-good-repair program throughout the summer.

Streetcar: Cleanliness (In-service & post-service)



Definition

Results of third-party audit conducted each quarter. “In-service” and “post-service” cleanliness results. Audits conducted weekdays only, excluding holidays.

Contact

Rich Wong,
Chief Vehicles Officer

Results

The audit score for in-service and post-service cleanliness increased in Q1 2020 to 77.4%. This is an increase from last quarter (76.1%) and a decrease from the same time last year (79.8%).

Analysis

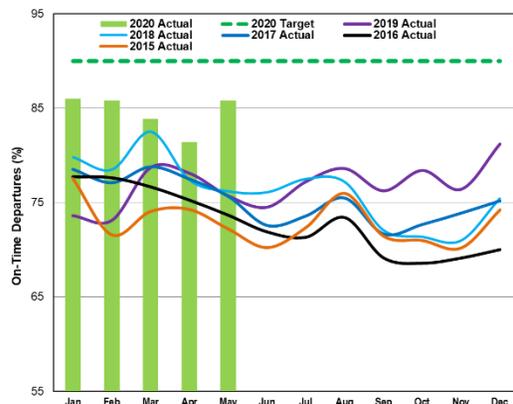
Heavy snowfall during January and February caused accumulation of snow and dirt on the flooring throughout service and has negatively impacted in-service and post-service cleanliness results. Since there is currently no in-service cleaning on the LFLRV, these results are an indication of the vehicle condition compared to cleaned vehicle prior to service.

Action Plan

In response to the COVID-19 pandemic, we are actively undertaking specific disinfecting of vehicles in-service. Staff will continue to monitor and investigate opportunities for in-service cleaning.

Bus services

Bus: On-time performance (OTP)



Definition

OTP measures vehicle departures from end terminals. Vehicles are considered on time if they depart within 59 seconds earlier or up to five minutes later than their scheduled departure time. Includes all seven days of service. Night routes are excluded.

Contact

James Ross,
Chief Operating Officer

Results

OTP in May was 85.8%, an increase compared to April (81.4%) and an increase over the same period last year (75.7%). Our target of 90% was not met.

Analysis

Bus performance for May began with an 81% figure for the first week of the period, and then improved to approximately 88% OTP for the remaining three weeks of the period. This increase in performance with the second week of the period coincided with the start of the May Board Period.

With the May Board Period, many of the service adjustments and reductions that had been in effect over the course of the March-April Board Period were officially implemented. This included the temporary suspension of most express routes and a temporary reduction in service levels to 84 bus routes. Prior to the May Board Period, most express routes had been directed to service all local

stops on the corridors they operated on and effectively operated off schedule and “on headways”. The combined performance score of the 84 routes mentioned above was almost 87% for the period, and rose to 88% when only considering the last three weeks of the period after the changes were implemented.

In summary, service levels for the May Board Period were reduced by approximately 15% across the system compared to the March-April Board Period.

Two major station projects continued at Keele and Eglinton West stations through May. Both projects require the removal of bus service from the off-street bus terminals to on-street alternate locations. The four local services impacted by the Keele Station work (30 High Park, 41 Keele, 80 Queensway and 89 Weston) combined for a performance score of 83% for the period, up from 81% in April and an increase compared to 68% for the same period in 2019.

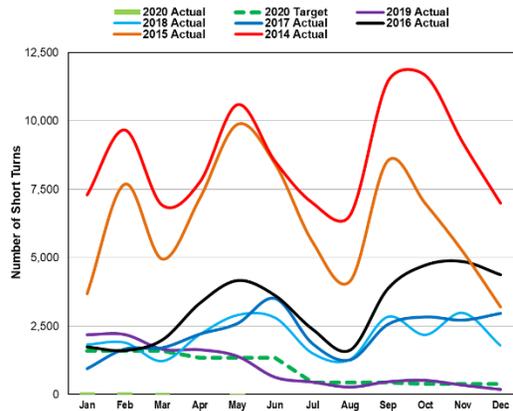
Related to the Eglinton West Station work, the four local services impacted (32 Eglinton West, 63

Ossington, 109 Ranee, and 163 Oakwood) combined for a performance score of 77% for the period, down slightly from the 79% for April, but higher than the 67% for the same period of 2019. Lastly, the May period included three operating days when the 90% performance target was achieved.

Action plan

The planned service reductions for May have so far proven to have been effective in terms of the bus network OTP. Options for September service levels are being reviewed, with customer experience and expected ridership volumes at the forefront of the discussions. Short-term work is also taking place to ensure the effective use of Run-As-Directed buses to supplement the scheduled bus service and address routes that are experiencing high passenger volumes. Further analysis and investigation will be conducted in review of the poorest performing bus routes, with work continuing to improve these routes' performance.

Bus: Short turns



Definition

Total short turns per month. Includes all seven days of service, night routes excluded.

Contact

James Ross,
Chief Operating Officer

Results

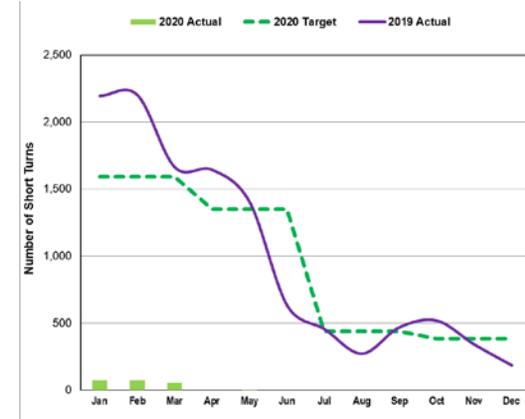
There were two short turns in May, a small increase over April (zero) but a significant improvement from the same period last year (1,404).

Analysis

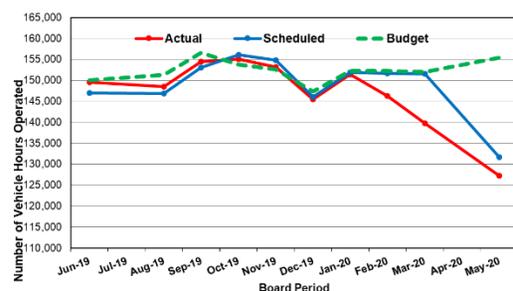
In May, the ongoing trend of seeing minimal short turns throughout the bus network continued.

Action plan

The route management team continues to ensure buses complete full trips to end terminals to the greatest extent possible. Continuing to focus on keeping short turn numbers low will remain a priority moving forward, with the goal of providing a predictable service for our customers.



Bus: Weekly service hours



Definition

Service hours are calculated from the time a bus leaves a garage to the time it returns to the garage. Measured daily. Board Period total calculated using a weekly average.

Contact

Kathleen Llewellyn-Thomas,
Chief Strategy & Customer Officer

Results

In the May 2020 Board Period, 155,414 bus weekly hours were budgeted for service while 131,724 bus weekly hours were scheduled to operate, which represents a -15.24% variance.

Of the 131,724 bus weekly hours scheduled to operate, 127,245 hours were actually delivered, which represents a variance of -3.4%.

Analysis

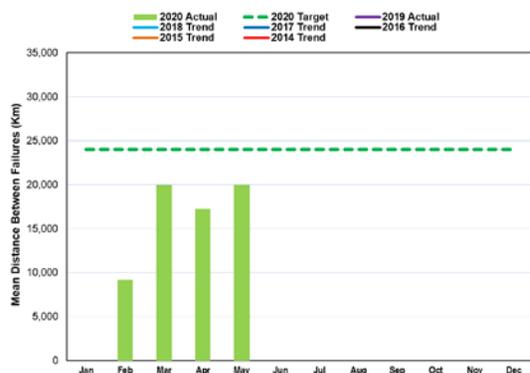
Scheduled service hours are lower than budgeted as a result of temporary service reductions in response to lower ridership demand due to the COVID-19 pandemic.

Actual service hours are lower than scheduled service hours. Some service was cancelled due to the pandemic.

Action plan

We will continue to monitor the service hours during the pandemic.

Bus (e-Bus): Mean distance between failures (MDBF)



Definition

Total kilometres accumulated over the e-Bus fleet compared to the total number of chargeable mechanical road calls. Data included for all seven days of service.

Contact

Rich Wong
Chief Vehicles Officer

Results

The e-Bus MDBF in May was 20,000 kilometres. The reliability target has been increased from 12,000 kilometres to 24,000 kilometres due to the improved performance of the fleet.

Analysis

In May, there were 22 New Flyer and 10 Proterra buses in service with one BYD bus registering insignificant mileage for analysis during its commissioning.

Due to the limited number of vehicles and ongoing testing programs, the total service kilometres for the e-Bus fleet remains relatively low. Improved trending analysis will become available with increased experience. Staff will therefore continue to closely monitor the fleet as it gains mileage and provides sufficient failure modes for trend analysis.

Based on the available data, the top failure mode for the Proterra fleet was minor body-related failures that

are not affecting service and being corrected through attrition.

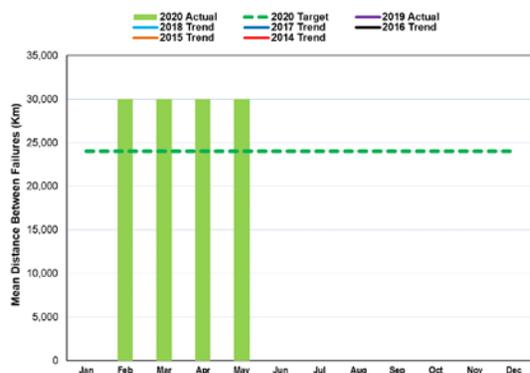
For the New Flyer fleet, we experienced a single no-start condition in service and a few air conditioning-related failures. These failures did not have a significant impact on service provided by the e-Bus fleet.

Action Plan

Various design change and investigation projects are underway, all stemming from commissioning and monitoring activities.

We are continuing e-Bus commissioning efforts that include detailed standard operating procedure development for preventive maintenance programs for each e-Bus type as well as other discovered document updates and registrations. Parts are being scaled and registered in the system to support preventative maintenance and running repairs. Garages are supporting site commissioning and investigation activities.

Bus (Hybrid): Mean distance between failures (MDBF)



Definition

Total kilometres accumulated over the e-Bus fleet compared to the total number of chargeable mechanical road calls. Data included for all seven days of service.

Contact

Rich Wong
Chief Vehicles Officer

Results

The hybrid bus MDBF in May was 30,000 kilometres. The reliability target has been increased from 12,000 kilometres to 24,000 kilometres due to the improved performance of the fleet.

Analysis

Body-related issues topped the list of failure modes: loose mirrors, various body panels, brackets, connector and harness straps. The fleet was also impacted by cooling system-related failures and door-related failures (door post collar failures topped the list).

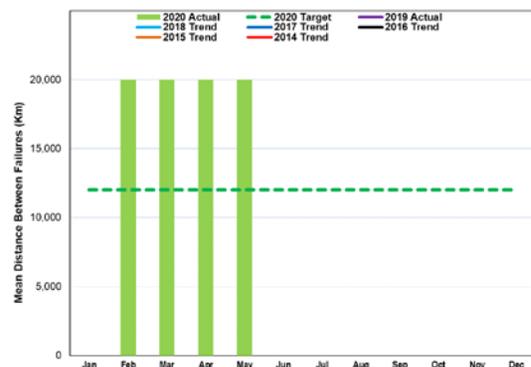
Action Plan

There are numerous active warranty campaigns designed to correct observed failure modes. Highlights of such campaigns include: BAE Hybrid Drive control system software updates to correct nuisance malfunction indicators and fault codes, updated high voltage bracket design, and harness upgrades to correct EMI faults.

The hybrid fleet is performing well above target and we foresee a continuation of this trend. Quarterly technical review meetings are taking place with participation from Nova Bus, BAE Systems and TTC staff.

Door system and cooling system failures are being addressed through fleet wide reliability programs detailed in the diesel bus section of this report.

Bus (Diesel): Mean distance between failures (MDBF)



Definition

Total kilometres accumulated over the e-Bus fleet compared to the total number of chargeable mechanical road calls. Data included for all seven days of service.

Contact

Rich Wong
Chief Vehicles Officer

Results

Diesel bus MDBF in May was 20,000 kilometres.

Analysis

Cooling system and hose/clamp failures continue to impact the diesel fleet. Door-related failures are also impacting the fleet. Electric door controllers and the addition of front door sensitive edge sensors are major contributing factors, both requiring adjustments that were not required previously.

Air conditioning system failures are impacting all diesel buses. This failure mode is under investigation and being closely monitored during the summer months.

Action Plan

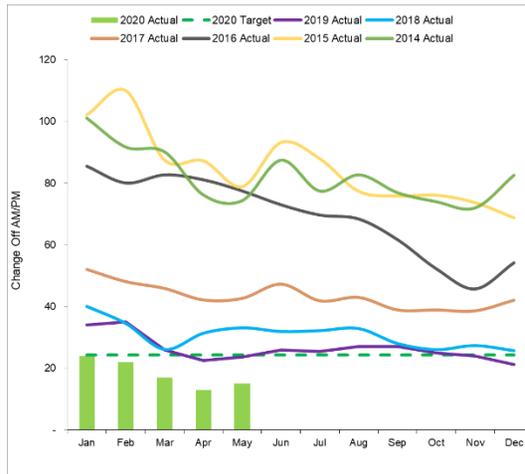
Cooling system running failures are being addressed through state-of-good-repair cooling system technical packages customized for each order. A cooling system hose/clamp design change retrofit program is being

prototyped, and on schedule to be in production for the Nova 8620-8964 bus series and subsequent orders as per allowable schedule.

Door system state-of-good-repair technical packages have been released to production. These packages are also customized for all Nova door systems including electric. Fundamental door system training is provided by the training department providing the foundation of knowledge in this complex system.

Root cause investigations are being performed on all air conditioning failures, in and out of service. Additionally, system temperature tests are being performed pre-service to ensure readiness for service. The results of the root cause investigations will be shared in future reports.

Bus: Road calls and change offs (RCCOs)



Definition

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. Monday to Friday data only.

Contact

Rich Wong,
Chief Vehicles Officer

Results

The average number of RCCOs in May was 15 per day, well below target of 1.5% of peak service currently set at 24 RCCO target.

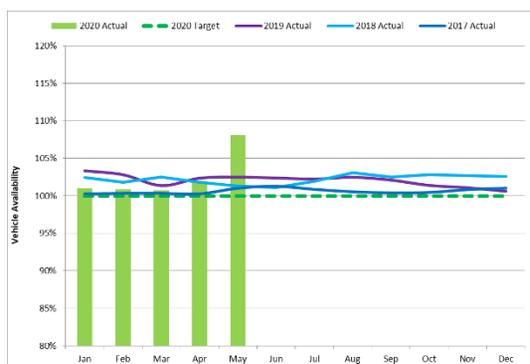
Analysis

The significant drop in daily average RCCOs was partially caused by reduced ridership due to the COVID-19 pandemic, as we experienced significantly fewer customer-related road calls.

Action Plan

We continue to monitor and control road calls via daily tracking, gap analysis, reliability programs, and working closely with the Bus Transportation department and service line contractor to look at opportunities to reduce road calls.

Bus: Service availability



Definition

Daily average number of buses put into service (including RADs) compared to the number of buses scheduled for the a.m. peak period. Data represents Monday to Friday only. Holidays excluded.

Contact

Rich Wong,
Chief Vehicles Officer

Results

The average number of buses available for a.m. peak service in May was 1,755 per day or 108.1% of planned service, above the target of 1,623 buses.

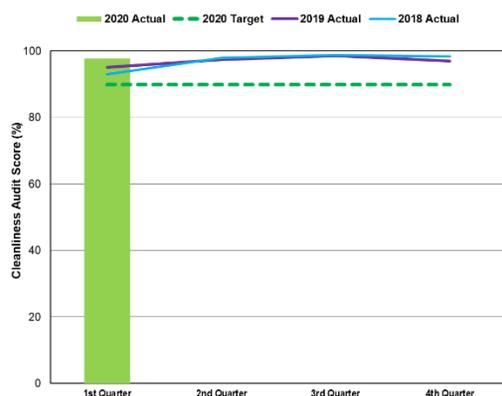
Analysis

The significant number of new bus procurements from 2016 into period 12, 2019 (~950) has boosted the fleet performance and permitted a higher number of vehicles available for service. The available vehicles are being utilized for training purposes and permitting additional state-of-good-repair preventative maintenance inspections.

Action Plan

We will continue to monitor and control all aspects of maintenance that support continuous improvement initiatives.

Bus: Cleanliness (Pre-service)



Definition

Results of third party audit conducted each quarter. “Pre-service” cleanliness results. Audits conducted weekdays only, excluding holidays.

Contact

Rich Wong,
Chief Vehicles Officer

Results

The pre-service bus cleanliness score in Q1 was 97.7%, which is above the target of 90%.

Analysis

We achieved a pre-service score of 97.7% cleanliness score. The 2.3% score reduction is due to the wheel assembly cleanliness of buses coming out of the wash rack. The wash rack is not able to perfectly clean the rims, as required by the current contract scoring structure.

While the second quarter audit is still pending, staff have been monitoring vehicle cleanliness during the COVID-19 pandemic. The supply of seat fabric has been impacted which has slowed the number of seats that can be replaced.

Action Plan

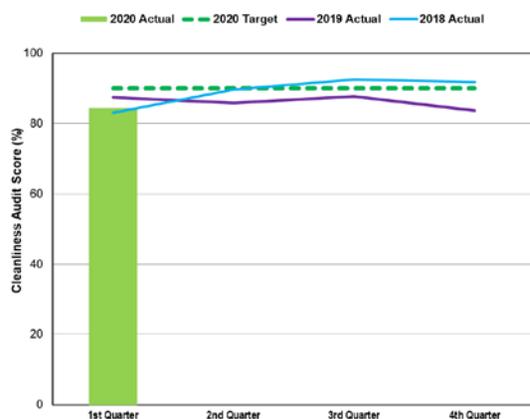
We will be investigating the root cause of the lower audit score for wheel assemblies by reviewing audit criteria, contractor performance and other discovered contributing factors.

We will continue to closely monitor and control cleaning contractor performance.

In response to the COVID-19 pandemic, we are performing specific cleaning and disinfection of all buses at multiple points during service: Post-service, post a.m. rush and during servicing.

As COVID-19 restrictions start to ease, staff is working with suppliers to resume shipment of fabric. Maintenance areas plan to recover on the seat replacement’s state-of-good-repair program throughout the summer.

Bus: Cleanliness (In-service & post-service)



Definition

Results of third party audit conducted each quarter. “In-service” and “post-service” cleanliness results. Audits conducted weekdays only, excluding holidays.

Contact

Rich Wong,
Chief Vehicles Officer

Results

The in-service and post-service bus cleanliness average audit score in Q1 was 84.5%.

Analysis

The score deduction of approximately 16% is related to trash and debris, gum, and dirty wheel assemblies. These are typical cleanliness side effects of a working bus in service.

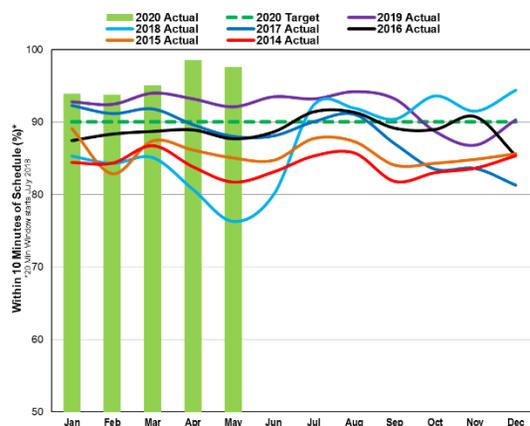
Action Plan

We will continue to monitor the cleanliness of the fleet to determine whether increasing the frequency of cleaning is required.

In response to the COVID-19 pandemic, we are performing specific cleaning and disinfection of all buses at multiple points during service: Post-service, post a.m. rush and during servicing.

Wheel-Trans Services

Wheel-Trans: On-time performance (OTP)



Definition

Measures on-time performance of all trips conducted by Wheel-Trans buses. Seven days a week, all time periods included. To be on time, the trip must arrive within 20 minutes of its scheduled arrival.

Contact

Kirsten Watson,
Deputy Chief Executive Officer –
Operations

Results

OTP in May decreased by 1.0% from the previous period to 97.5%, and is 5.4% higher than the same period in 2019.

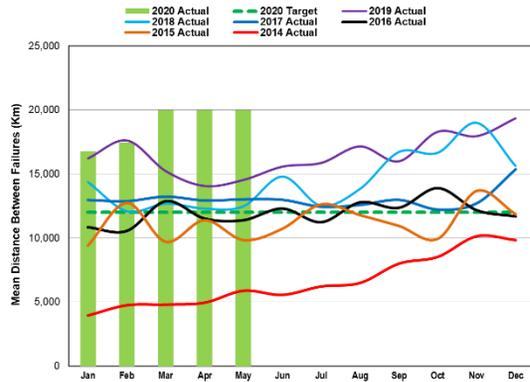
Analysis

OTP decreased by 1% due to the increase in ridership as businesses began to open up in stage one of the Province's recovery plan. Customer trips saw an increase in May compared to April. As the city moves to Phase 2 of reopening, ridership will continue to increase.

Action Plan

Dispatch will have strategically placed vehicles to accommodate service anomalies such as cancellations, mechanicals and incidents. These along with the increase in customer trips will affect OTP.

Wheel-Trans: Mean distance between failures (MDBF)



Definition

Total kilometres accumulated over the entire fleet compared to the total number of chargeable mechanical road calls. Data included for all seven days of service.

Contact

Rich Wong,
Chief Vehicles Officer

Results

The May MDBF was 20,000, exceeding target of 12,000. This is a significant reliability improvement from the same time last year (14,420 kilometres).

Analysis

The Wheel-Trans fleet currently consists of 128 ProMaster and 127 Friendly buses. Mechanical driveline failures and diesel exhaust fumes detected by operators continue to account for the most road calls and change-offs for the Friendly bus fleet.

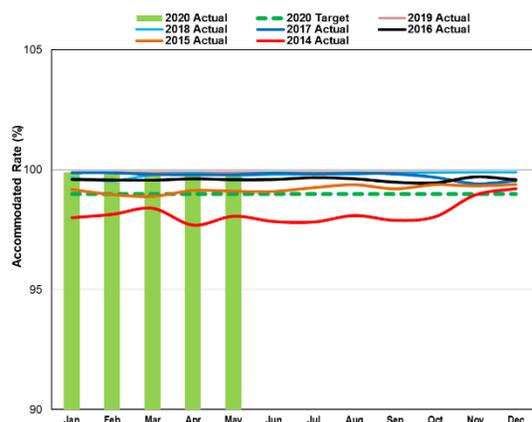
Action Plan

To help mitigate exhaust system issues on the Friendly bus fleet, we continue to perform post-repair exhaust system checks on all Friendly buses. Vehicle software has been updated with improved functionality to perform operator-commanded stationary regeneration to minimize exhaust failures.

We have recently completed two engineering retrofit programs on our

ProMaster fleet to correct water leaks into the cab, and a side ramp modification to correct identified design defects.

Wheel-Trans: Accommodated service



Definition

Accommodated rate is the percentage of passengers requesting Wheel-Trans services that are actually provided trips by either a Wheel-Trans bus, accessible taxi or sedan taxi.

Contact

Kirsten Watson,
Deputy Chief Executive Officer –
Operations

Results

The accommodated rate in May was 99.9%. This is 0.9% higher than the Wheel-Trans target, and consistent with the same period in 2019.

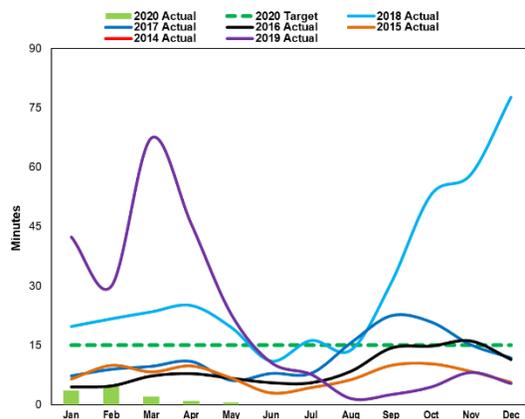
Analysis

Wheel-Trans customers are highly dependent on transportation services during the COVID-19 pandemic. The accommodation rate remains at 99.9%, ensuring that customers are provided essential and life-sustaining trips. With stage one of the Province's recovery plan implemented, this rate has remained constant and customer requests for trips are being accommodated.

Action Plan

Wheel-Trans is committed to ensuring all trips are accommodated, especially for our customers who are dependent on safe, reliable transportation during the pandemic. We will continue to monitor the changing pattern of trip requests during the recovery stages and work to ensure these trips are scheduled.

Wheel-Trans Contact Centre: Average wait time



Definition

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

Contact

Kirsten Watson,
Deputy Chief Executive Officer –
Operations

Results

The average wait time in May was 0.6 minutes (36 seconds). This is 14.4 minutes lower than the Wheel-Trans target.

Analysis

We continue to experience lower than normal average wait times in Reservations, which is the result of the emergency measures surrounding COVID-19. As part of the COVID-19 safety measures, we have reduced the advanced booking option from seven days to two days and we have restricted the trip booking capability on our website. Even with these measures in place our average wait times have remained well below our target of 15 minutes.

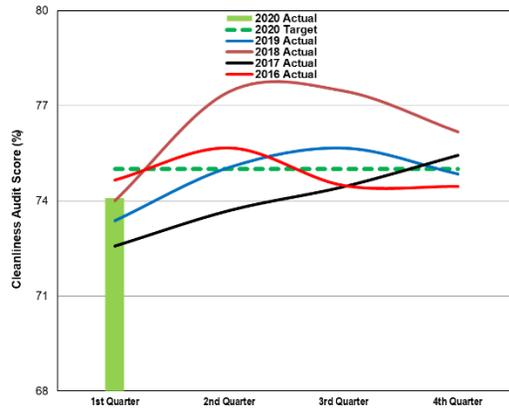
Action Plan

We will continue to monitor our call volumes and subsequent wait times. Our team consistently works with internal and external stakeholders during these unprecedented times to

ensure appropriate action is taken as the lockdown measures begin to get lifted in a phased approach. We are confident that our team will remain prepared for the anticipated increase in call volumes.

Station services

Station cleanliness



Definition

Average results of a third party audit conducted each quarter of all 75 stations. Audits are conducted weekdays only, excluding holidays.

Contact

James Ross,
Chief Operating Officer

Results

The station cleanliness audit score in Q1 was 74.1%, a slight decrease of 0.76% from last quarter (74.9%) and a slight increase of 0.72% from Q1 2019 (73.4%) The result was just below our target of 75%.

Analysis

Of the 22 components that are scored, 15 remained the same, while seven saw a slight decrease.

The top three scoring stations in Q1 were York University (91.6%), Pioneer Village (88.5%), and Downsview Park (86.5%) stations.

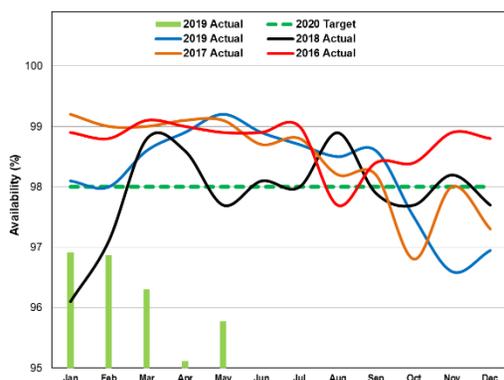
The bottom three scoring stations in Q1 were Woodbine (66.3%), Dufferin (65.6%) and Dundas West (65.3%) stations.

Action Plan

While seasonal projects have been cancelled for 2020 due to the COVID-19 pandemic and temporary employees not being able to be on-

boarded to backfill, warmer weather should allow for some improvements to be gained.

Elevator availability



Definition

Percentage of total available subway elevator service hours during subway revenue service in a given month.

Contact

Fort Monaco,
Chief Infrastructure and Engineering
Officer

Results

Elevator availability in May was 95.8% and under the target of 98%. Performance marginally increased in May compared to April (95.1%).

Analysis

The following factors negatively impacted performance in May:

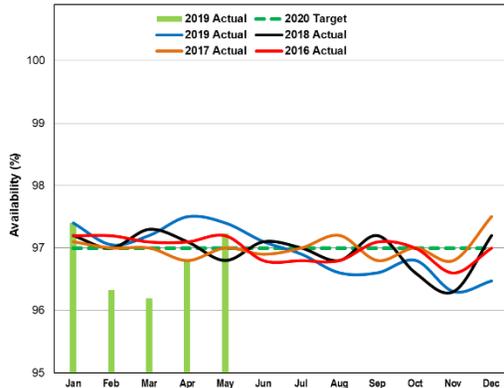
- Continued elevator overhaul work at Bathurst, Kennedy, and Scarborough Centre stations.
- An elevator was out of service at Eglinton West Station due to Eglinton Crosstown Light Rail Transit construction.

Action Plan

The Bathurst Station elevator overhaul was completed on May 15 and the elevator was returned to service. Overhauls at Scarborough Centre Station and Kennedy Station are scheduled to be completed by the end of July 2020. The Eglinton West Station elevator is scheduled to be back in service by the end of June 2020.

We will continue performing preventative maintenance to meet reliability and availability targets.

Escalator availability



Definition

Percentage of total available escalator service hours during subway revenue service in a given month.

Contact

Fort Monaco,
Chief Infrastructure and Engineering
Officer

Results

Escalator availability in May was 97.2% and the target was met. Performance increased in May compared to April (96.8%).

Analysis

Escalator maintenance was completed as planned and scheduled.

Action Plan

We will continue performing preventative maintenance to meet reliability and availability targets.

Fare gates



Definition

Percentage of time fare gates equipped with PRESTO are available for use. Availability data provided by manufacturer for 24 hours a day, seven days a week.

Contact

Kathleen Llewellyn-Thomas,
Chief Strategy & Customer Officer

Results

Fare gate availability averaged 99.51% in April, which represents an increase of 0.1% from last month and an increase of 1.36% of the same time last year. Availability was above the 99.5% target.

Analysis

These results reflect the continued ongoing efforts by both the TTC and Scheidt & Bachmann (S&B) to address the hardware and software issues with the fare gates. With the current modification programs in place, we expect performance to continue to improve throughout 2020.

Action Plan

We continue to work with S&B to address ongoing hardware and software issues. A number of programs have been developed and are currently being implemented. These include:

- The program to replace the industrial computers in the fare

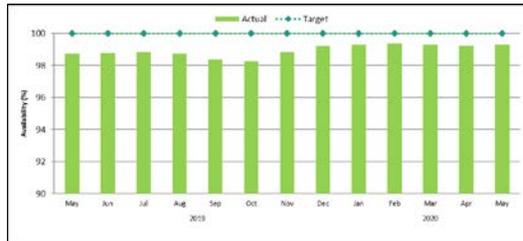
gates was completed Q4 2019. It is expected that S&B's second-generation industrial computer, with a new Solid State Drive, will provide a number of improvements, including: Extending the hard drive capacity, improving and protecting the hard drive sectors, increasing the hard drive speed (faster read/write – start-up time will be improved), extending the data logging, and helping address the USB disconnect issue we are currently having with the fare gates.

- A software update was installed in late Q3 2019. This software update has improved passage detection, leading to a more reliable interface for the customers; provided an upgrade to the motor control interface, improving motor reliability; and resolved an ongoing issue with the card readers on the gates. An additional software update will take place in Q3 2020 to further improve gate reliability.
- S&B development teams are currently completing an in-depth

review of ongoing issues with the fare gate motors. The final report has been completed. The team has completed a number of the recommendations from the report and expects continued improvement in the fare gates.

These plans will help to address the following issues: screen freezing, tap/no entry, card reader failures, motor and heater failures. We have additional software and hardware updates scheduled, which will add functionality and provide further fixes to known problems, improving the gate availability to the customers.

PRESTO card readers



Definition

The total percentage of all PRESTO card readers that are in working order and available for customer use.

PRESTO card readers are devices that are installed onboard TTC surface vehicles (buses and streetcars) and allow customers to pay their fare by tapping on the device.

Contact

*Kathleen Llewellyn-Thomas,
Chief Strategy & Customer Officer*

Results

PRESTO card reader availability averaged 99.28% in May, which represents an increase of 0.04% from last month. Availability remains below the target of 99.99%.

Analysis

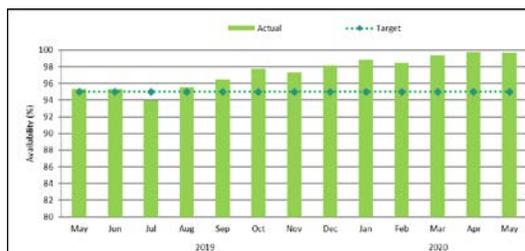
The increase in availability is attributed to more timely resolution of card reader issues

Action Plan

We will continue to monitor availability.

Note: Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates and confirmed by the Auditor General's recent report. We are working with Metrolinx to improve the methodology for determining availability including the frequency at which the devices are polled for availability status. Further updates will be provided.

PRESTO Fare Vending Machines (FVM)



Definition

The average percentage of daily availability of PRESTO FVMs are based on duration of identified fault incidents to time of resolution. Cash collection incidents are currently not reflected in the calculation.

PRESTO FVMs allow customers to load funds onto their PRESTO cards via credit or debit payment, purchase new PRESTO cards, view balance and card history and activate any products purchased online. The FVMs are installed at station entrances.

Contact

Kathleen Llewellyn-Thomas,
Chief Strategy & Customer Officer

Results

PRESTO FVM availability averaged 99.72% in May, which represents a decrease of 0.05% from the previous month. Availability remains above the target of 95.00%.

Analysis

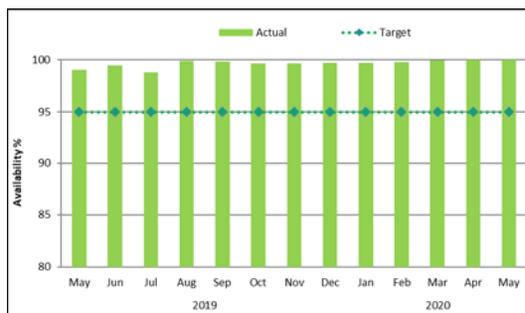
The decrease in availability is attributed to an increase in printer errors necessitating the servicing and replacement of printer components.

Action Plan

We will continue to monitor and replace printer components as required.

Note: Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates. We are working with Metrolinx to improve the methodology for determining availability. Further updates will be provided.

PRESTO Self-Serve Reload Machines (SSRM)



Definition

The average percentage of daily PRESTO SSRM availability are based on duration of identified fault incidents to time of resolution.

PRESTO SSRMs allow customers to load funds onto their PRESTO cards via credit or debit payment. The device also allows customers to view their balance and card history, and activate any products purchased online. The SSRMs are installed at subway station entrances.

Contact

*Kathleen Llewellyn-Thomas,
Chief Strategy & Customer Officer*

Results

PRESTO SSRM availability averaged 99.99% in May, which represents an increase of 0.01% from the previous month. Availability remains above the target of 95.00%.

Analysis

The increase in availability is attributed to a decrease in device application software issues.

Action Plan

We will continue to monitor availability.

Note: *Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates. We are working with Metrolinx to improve the methodology for determining availability. Further updates will be provided.*

PRESTO Fares and Transfer Machines (FTM)



Definition

The average percentage of daily availability of PRESTO FTMs are based on duration of identified fault incidents to time of resolution. Cash collection incidents are currently not reflected in the calculation.

The FTMs are Single Ride Vending Machines (SRVMs), installed on the new TTC streetcars and at selected streetcar stops. These allow customers to purchase Proof of Payment tickets.

Contact

Kathleen Llewellyn-Thomas,
Chief Strategy & Customer Officer

Results

PRESTO FTM availability averaged 99.77% in May, which is an increase 0.08% from the previous month. Availability remains above the target of 95.00%.

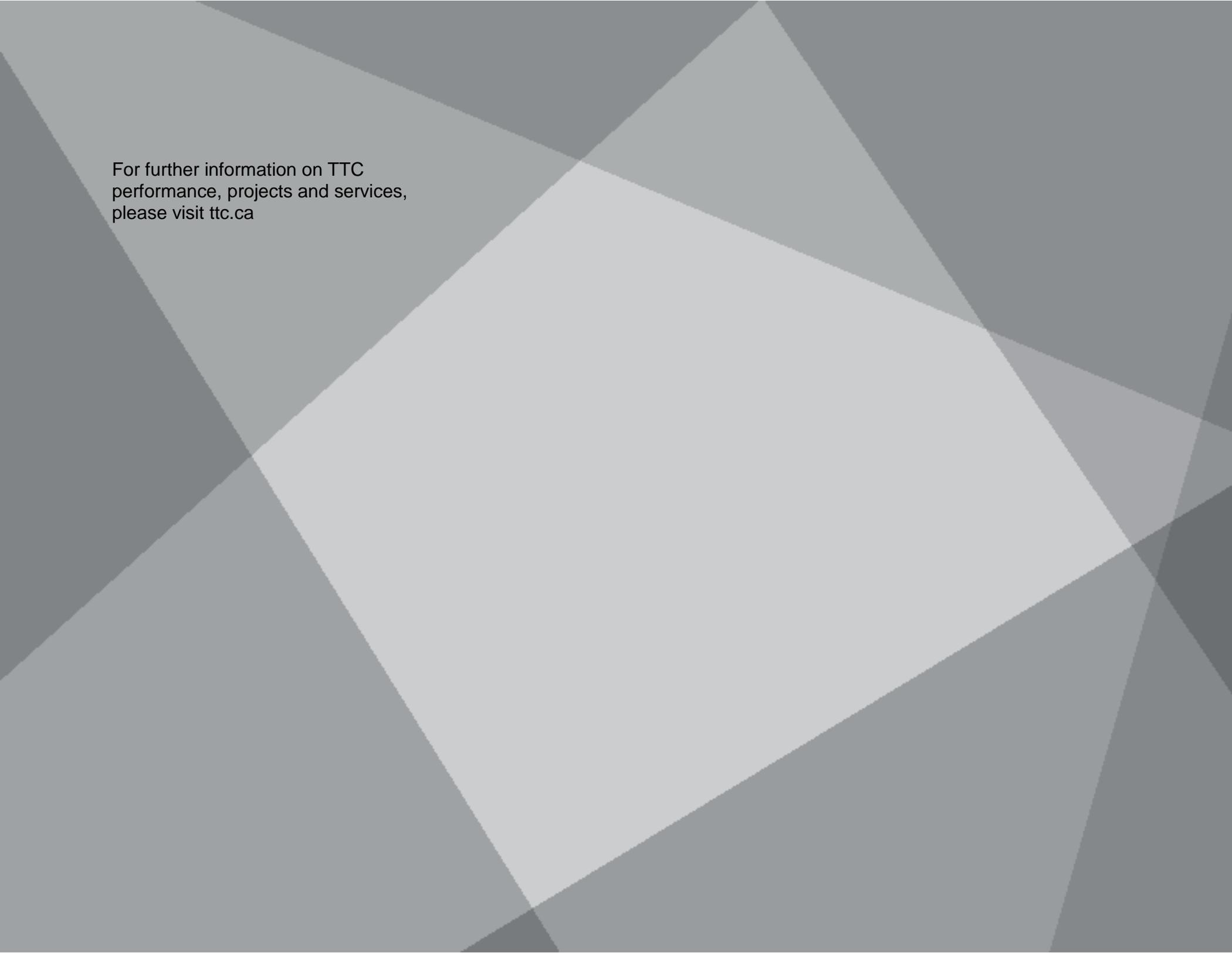
Analysis

The increase in availability is attributed to more timely resolution of application software issues.

Action Plan

We will continue to monitor availability.

Note: Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates and confirmed by the Auditor General's recent report. We are working with Metrolinx to improve the methodology for determining availability. We are also in discussions with Metrolinx to restore the debit/credit payment feature for new streetcars. Further updates will be provided.



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