



Chief Executive Officer's Report – October 2020 Update

Date: October 22, 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 – October 2020

Toronto Transit Commission

CEO's Report

October 2020















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Performance scorecard

TTC performance scorecard – October 2020

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Safety and security							
Lost-time injuries	Injuries per 100 employees	Q2 2020	3.50	4.37*			19
Customer injury incidents	Injury incidents per 1M boardings	Q2 2020	3.11	1.71*			20
Offences against customers	Offences per 1M boardings	Q2 2020	2.33	1.00			22
Offences against staff	Offences per 100 employees	Q2 2020	4.33	4.18			24
Ridership							
Ridership	Monthly ridership	Aug 2020	14.6M	39.1M			25
Ridership	Year-to-date ridership	2020 YTD (to Aug)	162.3M	348.6M			25

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	Aug 2020	13.1M	36.4M	✗	✗	27
PRESTO ridership	Year-to-date ridership	2020 YTD (to Aug)	147.5M	314.0M	✗	✗	27
Wheel-Trans ridership	Monthly ridership	Aug 2020	104,501	319,165	●	●	28
Wheel-Trans ridership	Year-to-date ridership	2020 YTD (to Aug)	1.2M	2.8M	●	●	28
Customer experience							
Customer satisfaction	Customer satisfaction score	Q2 2020	81%	80%	✓	✓	29
 Subway services							
1 On-time performance Line 1	Scheduled headway performance at end terminals	Aug 2020	94.3%	90.0%	✓	✓	30
2 On-time performance Line 2	Scheduled headway performance at end terminals	Aug 2020	94.4%	90.0%	✓	✓	31
3 On-time performance Line 3	Scheduled headway performance at end terminals	Aug 2020	80.8%	90.0%	✗	✗	32


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	Aug 2020	99.4%	90.0%	✓	✓	33
1 Capacity Line 1	Trains-per-hour during peak	Aug 2020	98.5%	96.0%	✓	✓	34
1 Capacity Bloor-Yonge Station	Trains-per-hour (8 a.m. to 9 a.m.)	Aug 2020	100.0%	96.0%	✓	✓	34
1 Capacity St George Station	Trains-per-hour (8 a.m. to 9 a.m.)	Aug 2020	100.0%	96.0%	✓	✓	34
2 Capacity Line 2	Trains-per-hour during peak	Aug 2020	96.3%	96.0%	✓	–	35
3 Capacity Line 3	Trains-per-hour during peak	Aug 2020	75.9%	98.0%	✗	✗	36
4 Capacity Line 4	Trains-per-hour during peak	Aug 2020	100%	98.0%	✓	✓	37
Amount of service	Average weekly service hours delivered	Aug 2020	9,186 h	9,433 h	✗	✗	38
Vehicle reliability T1 trains	Mean distance between failures	Aug 2020	288,260 km	300,000 km	✗	–	39
Vehicle reliability TR trains	Mean distance between failures	Aug 2020	932,927 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	Aug 2020	98.5%	100%	✗	✓	42
Subway cleanliness	Audit score	Q2 2020	90.0%	90.0%	✓	✓	43
 Streetcar services							
On-time performance	On-time departures from end terminals	Aug 2020	79.7%	90.0%	✗	✓	44
Short turns	Monthly total short turns	Aug 2020	2	296	✓	✓	45
Amount of service	Average weekly service hours	Aug 2020	16,110 h	15,345 h	✓	–	46
Vehicle reliability: <i>Contractual</i>	Mean distance between failures	Aug 2020	80,032 km	35,000 km	✓	✓	47
Vehicle reliability: <i>Operational</i>	Mean distance between failures	Aug 2020	50,020 km	35,000 km	✓	–	47
Road calls and change offs	Average daily road calls or vehicle change offs	Aug 2020	2	2.4	✓	✓	50
Service availability	Daily number of vehicles available for service	Aug 2020	100%	100%	✓	✓	51



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	Q2 2020	82.6%	90.0%	✗	–	52
Streetcar cleanliness: In-service & post-service	Audit score	Q2 2020	78.1%	90.0%	✗	–	53
 Bus services							
On-time performance	On-time departures from end terminals	Aug 2020	85.5%	90.0%	✗	✓	54
Short turns	Monthly total short turns	Aug 2020	0	1,350	✓	✓	55
Amount of service	Average weekly service hours	May 2020	127,245 h	131,724 h	✗	✗	56
Vehicle reliability: eBus	Mean distance between failures	Aug 2020	13,642 km	24,000 km	✗	✓	57
Vehicle reliability: Hybrid	Mean distance between failures	Aug 2020	30,000 km	24,000 km	✓	✓	58
Vehicle reliability: Clean Diesel	Mean distance between failures	Aug 2020	20,000 km	12,000 km	✓	✓	59
Road calls and change offs	Average daily road calls or vehicle change offs	Aug 2020	18	24	✓	✓	61

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	Aug 2019	129.5%	100%	✓	✓	62
Bus cleanliness: Pre-service	Audit score	Q2 2020	98.3%	90.0%	✓	✓	63
Bus cleanliness: In-service & post-service	Audit score	Q2 2020	86.7%	90.0%	✗	–	64
 Wheel-Trans services							
On-time performance	% within 20 minutes of schedule	Aug 2020	96.6%	90.0%	✓	✓	65
Vehicle reliability	Mean distance between failures	Aug 2020	20,000 km	12,000 km	✓	✓	66
Accommodation rate	Percentage of requested trips completed	Aug 2020	99.9%	99.0%	✓	✓	67
Average wait time	Average amount of time a customer waits before call is answered	Aug 2020	5.5 min	15 min	✓	✓	68
 Station services							
Station cleanliness	Audit score	Q2 2020	75.8%	75.0%	✓	–	69

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	Aug 2020	97.3%	98.0%	✗	✓	70
Escalator availability	Per cent available	Aug 2020	95.0%	97.0%	✗	–	71
Fare gates	Per cent available	Aug 2020	99.48%	99.50%	✗	✓	72
PRESTO fare card readers	Per cent available	Aug 2020	99.10%	99.99%	✗	✓	74
PRESTO Fare Vending Machines	Per cent available	Aug 2020	99.37%	95.00%	✓	✓	75
PRESTO Self-Serve Reload Machines	Per cent available	Aug 2020	99.95%	95.00%	✓	✓	76
PRESTO Fares and Transfer Machines	Per cent available	Aug 2020	99.73%	95.00%	✓	✓	77

Ongoing trend indicators:  Favourable  Mixed  Unfavourable  Not applicable

*Represents four-quarter average of actual results

CEO's commentary

The TTC is the primary mode of travel for a great many people in Toronto. While the subway remains the backbone of the system, our bus fleet has shown us during the pandemic what we've always known to be true: it's the real workhorse in our city's transit network. Of the 525 million customers we carried in 2019, 60 per cent took bus trips — the largest total by vehicle mode.

Bus priority lanes provide an important pathway in the City's recovery efforts and for ensuring the surface transit network remains a fast, frequent and safe option for a growing number of riders who are relying on our services during the pandemic. That's why I was delighted to join Mayor John Tory, Commissioner McKelvie as well as Councillors Thompson, Ainslie and Crawford in formally launching RapidTO bus lanes along the Eglinton East corridor on October 9.

Dedicated bus lanes along Eglinton Avenue East/Kingston Road/Morningside Avenue, from Kennedy Station to U of T Scarborough and Centennial College's Morningside campuses at Ellesmere and Military Trail, are providing an immediate benefit for

the 56,000 customers who used this corridor daily before the pandemic, many of whom continue to use the TTC today.

A total of 10 bus routes are taking advantage of the new lanes, including: 905 Eglinton East



Express, 116 Morningside, 86 Scarborough and 986 Scarborough Express.

Eglinton East is the first of several corridors proposed in the TTC's Five-Year Service Plan. In total, these corridors have a combined pre-COVID-19 ridership of about 220,000 daily customers, who we will continue to do public consultation with in the coming months:

- Jane Street from Eglinton Avenue West to Steeles Avenue West.
- Dufferin Street from Dufferin Gate to Wilson Avenue.
- Steeles Avenue West from Yonge Street to Pioneer Village Subway Station.
- Finch Avenue East from Yonge Street to McCowan Road.
- Lawrence East (East of Victoria Park to Rouge Hills Drive).

These types of investments go a long way to enhancing the

customer experience and preserving the quality of life in our great city. Continuous improvements to public transit services are the direct result of investment by the TTC Board and City, coupled with TTC management actions to improve performance and service reliability.

Service Integration

The TTC's 5-Year Service Plan & 10-Year Outlook identified a 20-point action plan including Action 5.1 Expand Service Integration. There are more than 40 regional routes connecting to TTC stations and six routes that the TTC operates into York Region and Mississauga. These routes provide approximately 75 network connections between the TTC and MiWay, Brampton Transit, York Region Transit/Viva, Durham Region Transit and GO Transit.

The TTC is exploring opportunities with neighbouring municipal transit

agencies to improve service for TTC customers that either start or end their trip outside of Toronto. These opportunities will result in simplified service, enhanced connections and operating efficiencies. The technical analysis is underway and business case assessments are expected to be substantially complete by year end.

The TTC also continues to participate in Metrolinx fare and service integration roundtable discussions with regional partners.

Subway Infrastructure

One of the areas our Operations and Infrastructure teams will be tackling over the next several years is managing Line 3 Scarborough while work on the Line 2 East extension continues. The Scarborough RT entered revenue service in 1985. After 35 years of continuous operation, the SRT vehicles remain with us 10 years past their design life of 25

years. Due to the age of the vehicles, obsolescence of key parts is becoming critical and SRT vehicles are becoming increasingly more difficult to maintain. Overall reliability continues to degrade with equipment failures resulting in more frequent and unscheduled service interruptions, which can impact service levels.

To ensure reliable transit service is maintained until the Line 2 extension enters service, various options are being assessed, including initiating an overhaul program to further extend the life of SRT vehicles or replacing the SRT service with bus replacement service using new buses to meet the transit service need along the SRT corridor until the extension is completed.

We will be bringing a report and business case to the Board next month outlining our recommendation.



PRESTO

In August, TTC customers using PRESTO started receiving pro-rated credits for unused portions of their March and April monthly passes. Giving our most loyal riders a reimbursement for not being able to fully use their passes during the outset of the

pandemic was an important consideration in providing some financial relief during a very difficult time.

As of October 13, 68 per cent of cardholders picked up their credit. In order to ensure customers pick up their credits before the end of November, both Metrolinx and the

TTC will e-mail reminders to registered customers and initiate awareness campaigns to remind customers to tap their card at any PRESTO device (including MPOS devices at Shoppers Drug Mart stores) and keep checking their account balance.

If the credit does not appear by mid-December after having tapped their card at a PRESTO device, customers are asked to contact the TTC Customer Service Centre.

Operations

With the TTC Board's approval, face coverings were made mandatory on the TTC on July 2, with certain exemptions for persons unable to wear a mask for medical reasons. At that time, the TTC committed to distributing one million non-medical masks to TTC customers in need of a face covering to support access as part of a COVID-19 public health and education campaign.

From July to September, half-a-million masks were distributed in partnership with the City of Toronto's Poverty Reduction Office to TTC customers in the community, with a focus on neighbourhood improvement areas. In parallel, another 400,000 masks were handed out in stations, at bus and streetcar stops, and to Wheel-Trans customers. TTC audits have recorded a high rate of compliance by customers, with 97 per cent observed to be wearing face coverings and 88 per cent wearing them properly over the nose, mouth and chin.

Approximately 68,000 masks are remaining and these will be distributed in stations by Collectors, Customer Service Agents, Transit Special Constables, Revenue Protection staff and Wheel-Trans Operators. Masks will continue to be available for customers upon request at Station Hubs and the Customer Service Centre above

Davisville Station. The remaining batch of masks will be circulated in stations this month, and on Wheel-Trans into the new year.

Safety

Winter preparations are already underway at the TTC to get us ready for those heavy snow and extreme cold days that lie ahead. Winter readiness begins with several operational tabletop exercises to ensure that our staff, primarily in the Control Centre, are ready to respond to different active weather scenarios to ensure that we can provide dependable service.

Subway and Surface crews have annual checklists of activities that are undertaken. Items include:

- Subway line inspections and repairs to heating equipment.
- Subway yard trackside heating checks.
- Snow fence installation in yards and mainline stretches.

- Switch heater element and infrastructure replacement and trailing switch installations at Leslie Barns.
- Leaf cleanup along tracks and tree pruning in the open cuts.

With thousands of revenue and non-revenue vehicles in our fleets, annual maintenance checklists involve some of the following components:

- Heating system (cab, passenger and door threshold heaters inspection and testing).
- Cab defroster (inspection and testing).
- HVAC filter (cleaning and replacement).
- Ramp system (cleaning, testing and lubrication).
- Windshield wipers and fluid top ups.
- Pneumatic system (air dryers' desiccant replacement, filter change and testing).

- Installation of winter tires on articulated buses.
- Installation of anti-icing tanks on T1 and TR storm trains.
- Testing of auxiliary equipment (i.e. plows, snow throwers and salting equipment on pickup trucks, dump trucks and rail workcars).

Ridership

TTC ridership continues to remain fairly stable. As of the first week of October, average weekday ridership decreased slightly to 626,000 carried. There continues to be variation in customer boardings by mode. Bus boardings have increased to 50% of normal while streetcar and subway boardings both dipped to 36% of normal and to 32% of normal, respectively.

The safety of our customers and employees remains a pillar for the TTC and we'll continue to monitor trends and provide a demand-responsive service on the busiest

routes across the network in order to deploy the capacity where it's needed most.

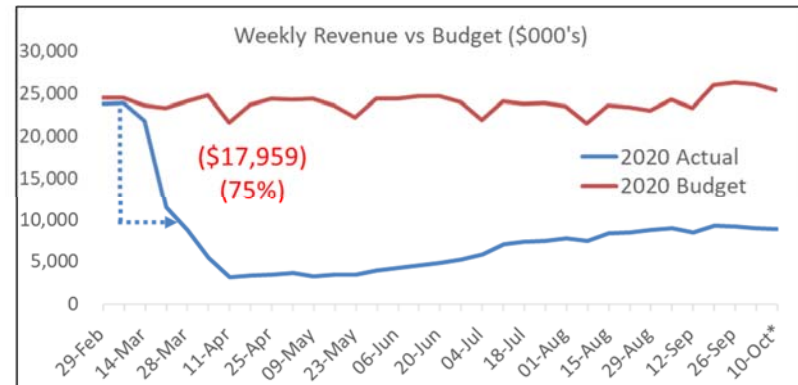
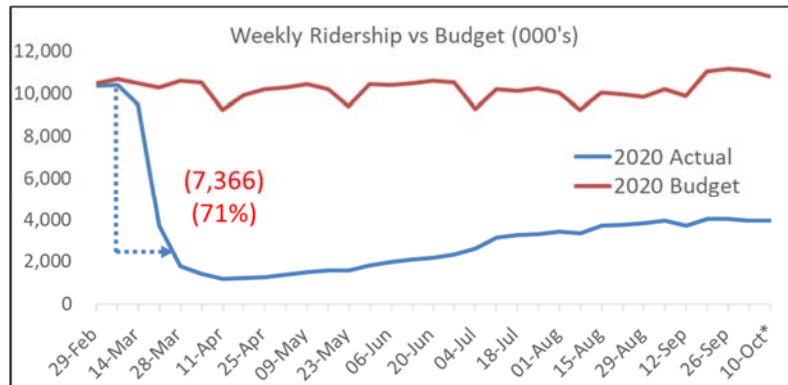
And finally, just a reminder that last month Commissioners approved extending virtual Board meetings into 2021. The remaining two scheduled virtual meetings in 2020 will take place on Monday, November 16 and Tuesday, December 15.



Richard J. Leary
Chief Executive Officer
October 2020

COVID-19 dashboard

2020 YTD ridership and revenue



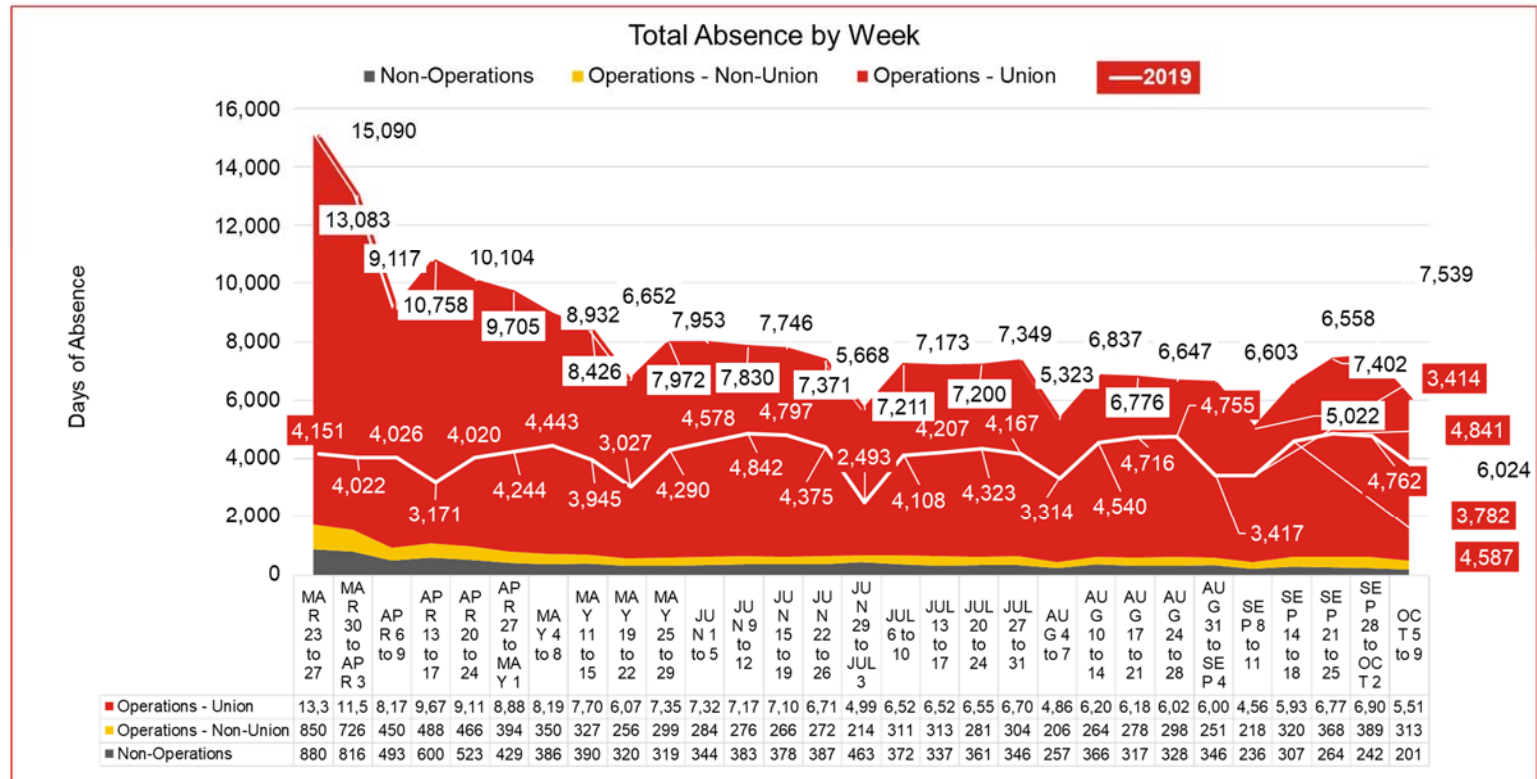
KEY OBSERVATIONS:

- August ridership and revenue increased approximately 5% over July, as Toronto entered Stage 3 on July 31, 2020.
- Ridership is slowly recovering, currently at approximately 63.6% below budget, with a corresponding increase in revenue, currently at approximately 64.9% below budget.

PRESTO taps (October 7, 2020)



Employee absences



Note: Absences include sickness, absent without leave, 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, 10 and 16 are lower due to statutory holiday (only 4 days reported). 2019 data aligned by weekday (begins at March 25, 2019). 2019 weeks 5, 10 and 16 are lower due to statutory holiday.

Transit services (October 8, 2020)

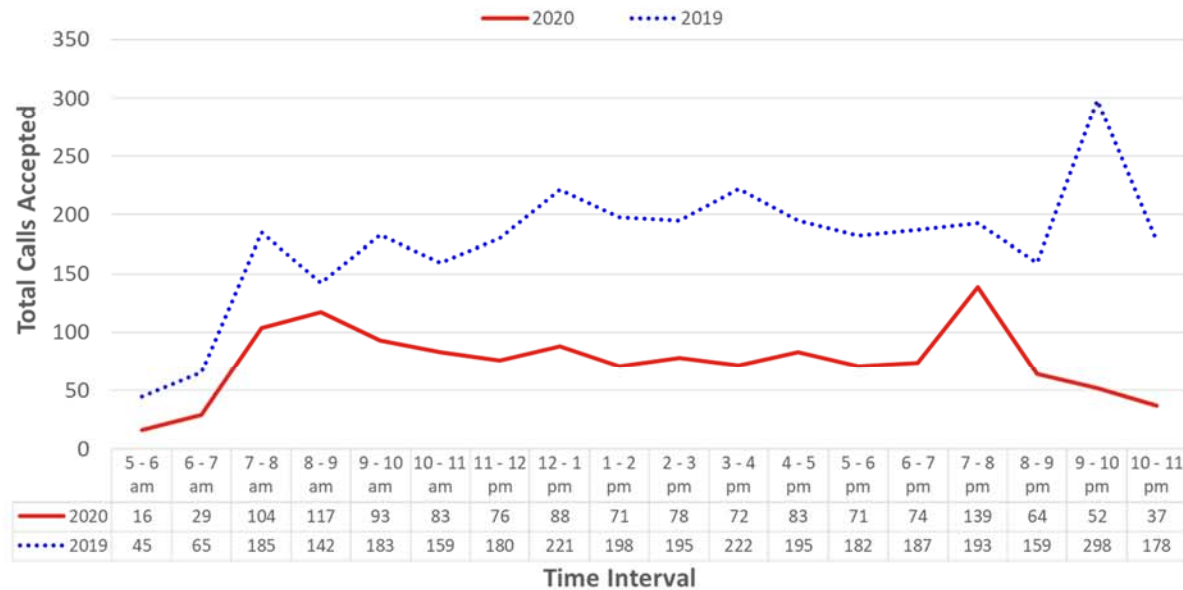
	Subway Service	Streetcar Service	Bus Service	Wheel-Trans
Service Output (per Planned Service)	Line 1 100% Service Line 2 100% Service	104.34% Service	95.20% Service	Service Reduced
Mitigating steps to meet operational needs	Meeting 100% of service at a reduced capacity. ¹	Meeting 100% of service at a 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 64% versus 2020 budget estimates)
Operator COVID-19 Related Absences	3	9	29	1
COVID-19 Absence Rate	0.4%	1.6%	0.6%	0.2%
OT hours (hh:mm)	0:00 ²	0:00 ²	41:05 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 (October 7, 2020)

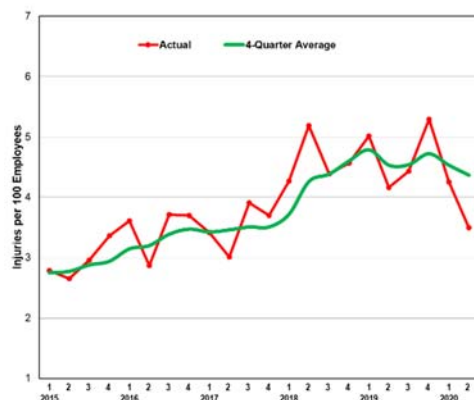
- Year-over-year, total calls between 5-8 a.m. and 8-11 p.m. decreased by -68% (-628)
- Majority of these calls can be attributed Wheel-Trans customers travelling less for non-essential reasons (leisure activities, day programs etc.)



Total Call Volumes (Reservations)		
Inbound Calls Accepted	1,347	384,841
Inbound Calls 2019 (for reference)	3,185	551,554
Variance (#)	(-1,838)	(-166,713)
Variance (%)	(-58%)	(-30%)

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: Q3 2020 data will be available in the December CEO's Report.

Results

The LTIR in Q2 2020 was 3.50 injuries per 100 employees.

Analysis

The LTIR in Q2 was 20% lower than the four-quarter average. However, there has been an upward trend in the LTIR since 2015.

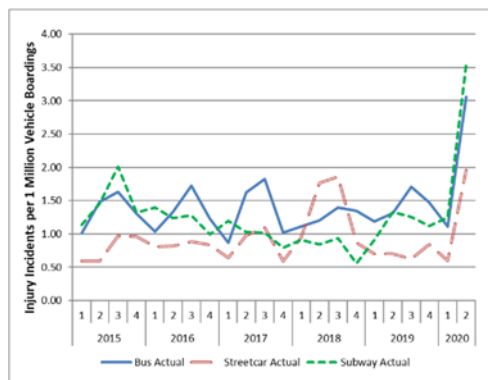
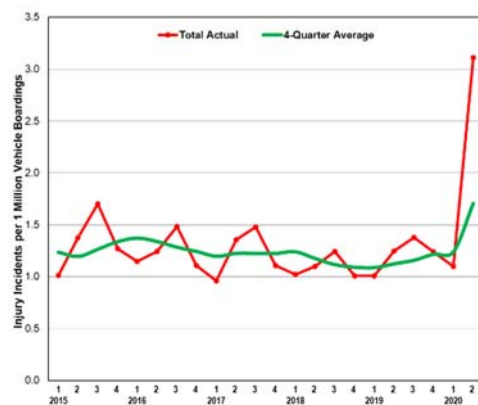
Action plan

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 sessions have 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 in Q2 2020 was 3.11 injury incidents per one million vehicle boardings.

Analysis

The CIIR in Q2 was 82% higher than the Q1 average rate of 1.71 injury incidents per one million vehicle boardings. Moreover, the four-quarter average line shows no statistically significant trend in the CIIR since 2015. The CIIR is oscillating around the historic long term average of 1.3 injuries per one million vehicle boardings since 2015.

The increase in the Q2 CIIR was mainly attributed to the significant decrease in overall ridership due to the COVID-19 pandemic.

Action plan

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

Note: Q3 2020 data will be available in the December 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 July 4, 2020 and their status.

Contact

Betty Hasserjian,
Chief Safety Officer (Acting)

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

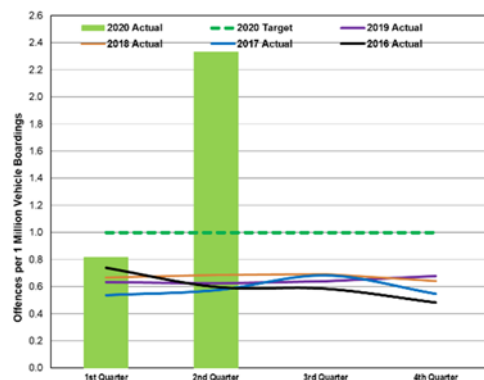
Order compliance

Type	Number of Orders Issued		Status
	Requirement Orders ¹	Non-compliance Orders ²	
Ministry of Labour Orders	2	7	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.

Offences against customers



Definition

Number of offences against customers per one million vehicle boardings.

Contact

Kathleen Llewellyn-Thomas,
Chief Strategy & Customer Officer

Results

In Q2 2020, the number of crimes against customers per one million vehicle boardings increased to 2.33. This is an 186% increase from last quarter and a 273% increase from the same time last year.

Analysis

The significant increase in this rate is due to reduced ridership during the COVID-19 pandemic. Overall, there was a decrease in the number of offences compared to the previous quarter (107 compared to 179 offences, respectively). However, the reduction in ridership was not proportional to the decrease in offences against customers.

There was a significant decrease in the number of assaults, sexual assaults and robberies while the number of thefts and other offences, such as threats and harassment, remained the same.

Action plan

We continue 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.

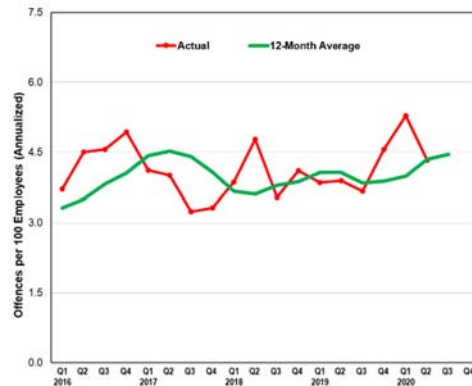
The Special Constable Service has been doing great work with the City's Streets to Homes Program. Streets to Homes assists people who may need shelter support or who are experiencing mental health or addiction issues.

Since last April, an innovative partnership has developed between the Special Constable Service'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 began 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 September 1, the team had nearly 217 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

Kathleen Llewellyn-Thomas,
Chief Strategy & Customer Officer

Results

In Q2 2020, the number of offences against staff decreased to 4.33 offences per 100 employees. This is a 18% decrease from last quarter and a 11% decrease from the same time last year.

Analysis

There was an overall decrease in offences against staff in Q2 compared to Q1 (from 209 offences to 166 offences). This decrease was seen particularly in relation to employee assaults, likely due to significantly reduced ridership numbers during the pandemic.

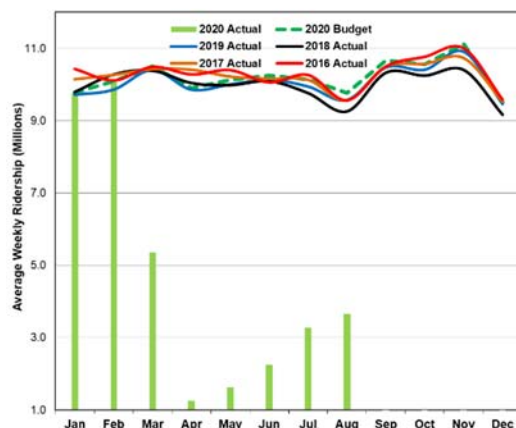
Action plan

We continue 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. For more information, please see the "Offences against customers" section on page 22.

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 8 (August 2 to August 29, 2020) revenue ridership totalled 14.622 million or 3.656 million passengers per week. This represents a 11.4% increase from Period 7 (3.281 million passengers per week). Ridership was 24.432 million or 62.6% below budget (39.054 million) for the period and 23.648 million or 61.8% below the comparable period in 2019.

Year-to-date (periods 1-8) revenue ridership totalled 162.334 million, which was 186.266 million (53.4%) below budget and 181.542 million (52.8%) below the comparable period in 2019.

Year-to-date ridership now includes adjustments for 5.758 million rides lost in March and 1.311 million in April due to reduced monthly pass travel.

Analysis

Toronto entered Stage 2 of the Province's reopening on June 24 and subsequently entered Stage 3 on July 31.

Weekly ridership grew from 2.20 million in week 25 (June 14 – 20, pre Stage 2) to 3.27 million in week 29 (July 12 – 18, post Stage 2). Weekly ridership continued to grow to 3.84 million in week 35 (August 23 - 29) after Toronto entered Stage 3 of reopening.

On July 2, the TTC resumed front-door boarding on buses, allowing fare payments with cash, token and tickets, which contributed to the ridership growth.

While Period 8 ridership is 61.8% below 2019 results, it represents a 5.2% improvement over Period 7, which was 67% below 2019 ridership levels. As a result, we've seen an improvement from Period 7 to Period 8.

Ridership is expected to continue to rise in September due to the reopening of schools, 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 its pre-COVID-19 levels.

The remaining 179 operators will be recalled from layoff in line with ridership increases.

The TTC is in the process of developing the 2021 Annual Service Plan. A status update will be presented at the September Board meeting with the final plan expected to be complete in late 2020.

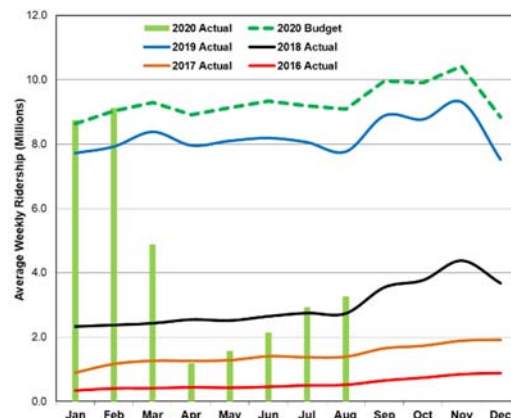
Action plan

TTC ridership has started to recover. However, ridership continues to be less than 50% of normal on all modes.

The TTC will continue to operate the demand-responsive service plan for the remainder of 2020 and into 2021. We have started to scale-up service as ridership increases.

On September 8, 150 operators were recalled from layoff. An additional 132 employees were recalled on October 4, 2020 to meet operational demands. These recalled employees are providing additional capacity where demand is greatest.

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 8 (August 2 to August 29, 2020) PRESTO ridership totalled 13.058 million or 3.265 million passengers per week. This represents a 11.3% increase from period 7 (2.933 million passengers per week). PRESTO ridership was 23.299 million (64.1%) below the budget and 18.028 million or 58% below last year's comparable 2019 ridership of 31.086 million.

Year-to-date (periods 1-8) PRESTO ridership totalled 147.46 million. This is 166.521 million or 53% below budget and 130.028 million or 46.9% below the comparable period in 2019.

Year-to-date ridership now includes adjustments for 5.293 million rides lost in March and 1.311 million in April due to reduced monthly pass travel.

Analysis

The PRESTO adoption rate for Period 8 dropped to 89.3% (similar to the Period 1 level) from 95.2% in Period 6, primarily due to the return

of fareboxes on buses starting on July 2. The rate is expected to stay at the current level as outstanding tickets and tokens continued to be used.

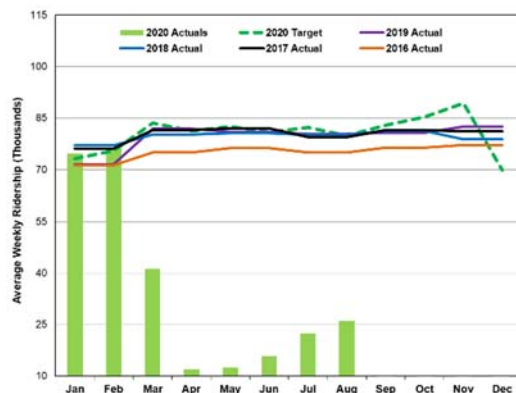
Period pass sales continue to increase: 58,946 passes were sold for September, an increase of 1,476 over July. The largest increase was in the adult and post secondary group (1,214), followed by seniors (118) and youth (144).

As the Province's COVID-19 daily cases continue to rise, period pass sales are not expected to increase significantly for October as uncertainty of travel restriction increases.

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.

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

James Ross,
Chief Operating Officer

Results

Wheel-Trans ridership in August (Period 8) totalled 104,501 or 26,125 passengers per week. This figure was 67.3% lower than the budgeted 79,790 passengers per week, and is 55.2% lower than the same period in 2019. We are currently 55.7%, or 1.53 million, under the 2020 year-to-date budget.

Analysis

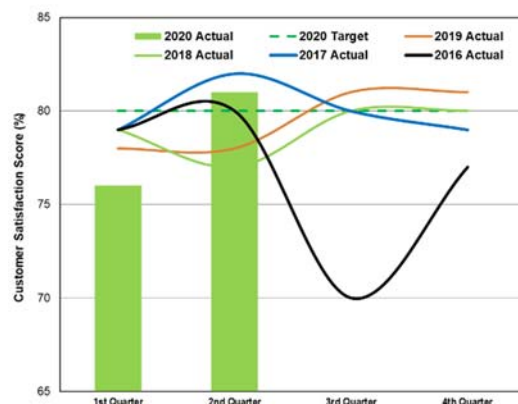
Wheel-Trans ridership has been impacted by the drop in demand during the pandemic. Service levels have been adjusted to ensure efficient use of service and the continued provision of single-customer rides. Ridership has shown a steady increase during the last four months of the recovery process. The focus has remained on providing a safe service for our customers while meeting the increase in demand.

Action plan

Wheel-Trans will continue to monitor the impact of the pandemic on ridership. It is recognized that travel demand will increase as more businesses and programs open, but the arrival of a second wave may result in a decrease in ridership. We will continue with all safety measures and protocols and evaluate the increase in demand and the ability to continue single-customer rides.

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 Q2 2020, 81% of customers reported high levels of satisfaction with TTC services. This is an increase from last quarter (76%) and the same time last year (78%).

Analysis

Customers taking the TTC in Q2 reported strong satisfaction with their experience. This increase was particularly driven by bus and streetcar riders and those who ride the TTC several times a week or more.

Though most elements of the customer experience (e.g. trip duration, comfort of ride) are steady or trending in a positive direction during the pandemic, the reported helpfulness of our staff is down significantly in Q2 across all modes. COVID-19 safety measures have made customer-staff interaction — normally a strong element of our service — more challenging.

Action plan

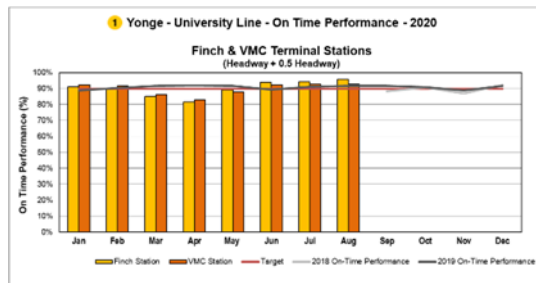
Customers are appreciative of the TTC's response to the pandemic, which necessitated many sudden changes to service. Continuing to closely monitor customer satisfaction will be crucial as ridership increases with the reopening of the province.

Since late March, we have been carrying out customer surveys focused specifically on the pandemic. Results have helped inform safety measures, communication efforts and ridership forecasting.

Note: Q3 2020 data will be available in the December 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

Results in August improved slightly to 94.3%, up from the 93.4% we achieved in June.

Our target of 90% was met, and has been for the last three months.

Analysis

Total delay minutes decreased by 18.5% in August with a noted reduction in delays caused by track level fire/smoke incidents.

Comparing 2020 year-to-date (YTD) to 2019 YTD, there has been a 6.4% increase in delay minutes in 2020, mainly due operator availability issues early in the pandemic.

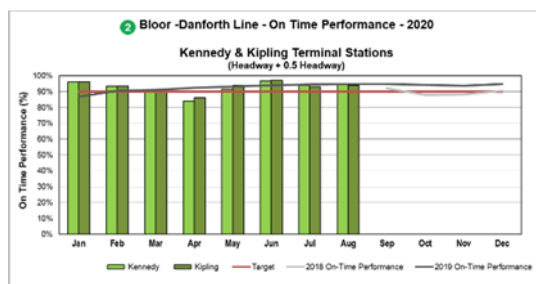
Action plan

In September we will be returning to the use of Run-As-Directed trains, focused on our peak periods, to provide additional service based on customer demand.

We continue to monitor service levels in order to be able to make

adjustments where and when possible in anticipation of increasing ridership levels.

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

Results in August improved to 94.4%, up from the 93.6% we achieved in July.

Our target of 90% was met.

Analysis

There were 53 fewer delay incidents recorded on this line in August compared to July, while the minutes associated with those incidents remained relatively flat.

Year-to-date we have had 5.6% fewer delay minutes than the same period in 2019.

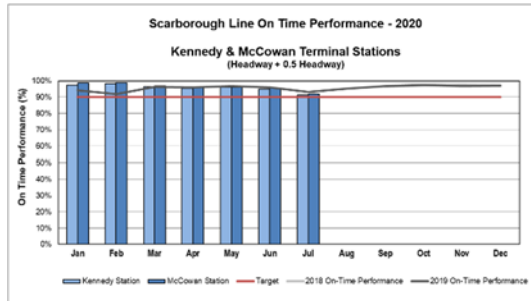
Action plan

In September, we will be returning to the use of Run-As-Directed trains, focused on our peak periods, to provide additional service based on customer demand.

We continue to monitor service levels in order to be able to make adjustments where and when

possible in anticipation of increasing ridership levels.

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

Results in August declined to 80.8%, down from the 91.5% we achieved in July.

Our target of 90% was not met. This is the first time since the introduction of this measure in 2018 that we have failed to meet the target.

Analysis

Mechanical issues with our rolling stock impacted train availability throughout the month, reducing our ability to deliver our scheduled level of service.

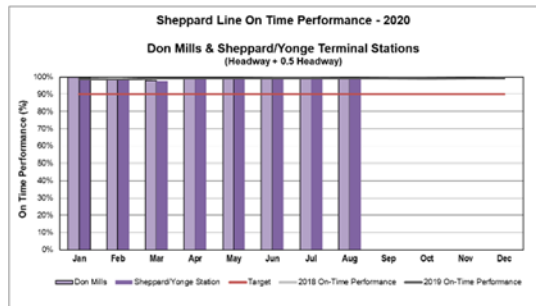
High temperatures in August required slower speeds and reduced braking profiles resulting in further negative impact on our ability to run on-time.

Action plan

We anticipate a return to scheduled availability of rolling stock in October, and that will have a significantly positive effect on this measure. Until then, we anticipate lower than normal results.

The cooler fall temperatures will reduce the frequency of speed restrictions due to high temperatures.

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 in August at 99.4%, up slightly from July (99.2%).

Our target of 90% was met.

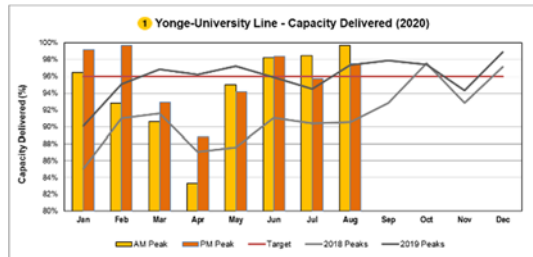
Analysis

This line ran as scheduled without the challenges we observed on our other lines.

Action plan

There are no anticipated changes for this line.

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

Our results for this measure have continued to improve over the past two months. In August, our overall average was 98.5%, up from the 97.0% we achieved in July.

Our target of 96% was met.

Peak capacity, recorded southbound through Bloor-Yonge and St George, exceeded our 100% target.

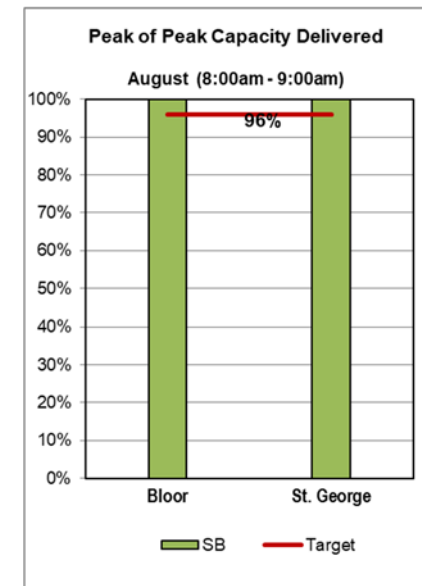
Analysis

Our service levels in August remained stable and there was little change in our available workforce from July. This helped us to maintain a relatively consistent level of capacity throughout the month, and our service schedules remain aligned with existing customer demand.

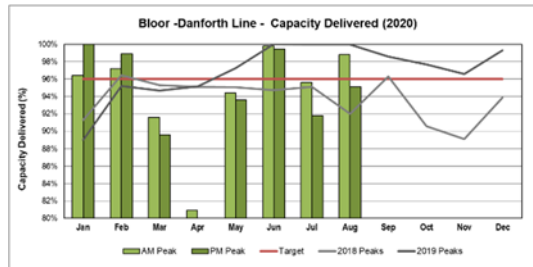
Action plan

September will see the return of Run-As-Directed trains in our peak periods to enable us to match capacity with demand, especially in peak periods.

We are continuously monitoring ridership and will continue to adjust our schedules to meet any increases in customer demand.



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

In August, this measure improved to 96.3%, up from the 93.1% we recorded in July.

Our target for this measure of 96% was met.

Analysis

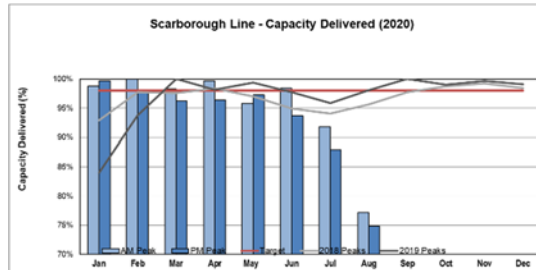
Similar to Line 1, there were no changes to our schedules or workforce availability during August and we achieved a reliable level of capacity.

Action plan

September will see the return of Run-As-Directed trains in our peak periods to enable us to match capacity with demand, especially in peak periods.

We are continuously monitoring ridership and will continue to adjust our schedules to meet any increases in customer demand.

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

The 75.9% we recorded for this line in August is the lowest level of performance we have delivered in over two years.

Our target of 98% was not achieved.

Analysis

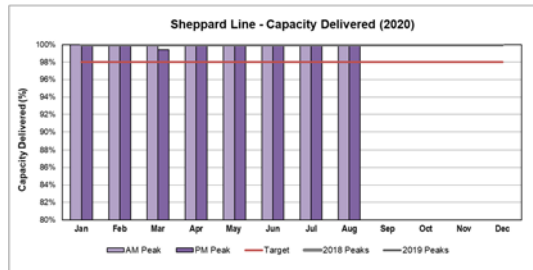
Mechanical issues with our rolling stock impacted train availability throughout the month, reducing our ability to deliver our scheduled level of service.

High temperatures in August required slower speeds and reduced braking profiles resulting in further decreased performance.

Action plan

We anticipate a return to scheduled availability of rolling stock in October, and that will have a significant positive effect on this measure. Cooler fall temperatures will reduce the frequency of speed restrictions due to high temperatures.

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

This line remained at 100% performance and continues to perform well.

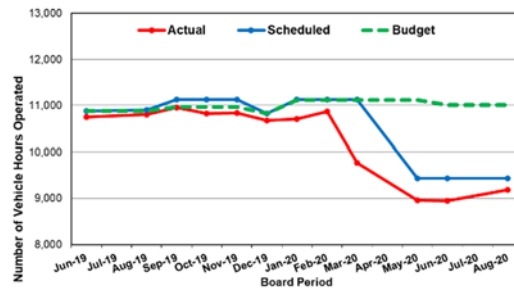
Analysis

Line 4 has not been impacted by issues that have affected our other lines.

Action plan

There are no anticipated changes our service levels on this line.

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 August board period, 11,013 subway weekly hours were budgeted for service while 9,433 subway weekly hours were scheduled to operate, which represents a variance of -14.34%.

Of the 9,433 subway weekly hours scheduled to operate, 9,186 weekly hours were actually delivered, which represents a variance of -2.63%.

Analysis

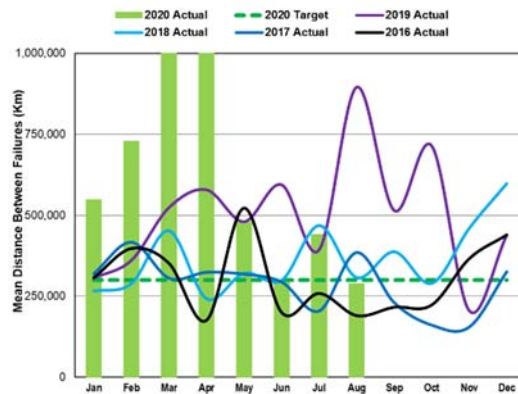
Scheduled service hours are lower than budgeted as a result of temporary service reductions in response to lower ridership demand due to the COVID-19 pandemic.

Actual service hours are lower than scheduled service hours. The majority of the variance can be attributed to planned subway closures that are required to conduct expedited state-of-good-repair work on subway infrastructure.

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 T1 fleet achieved an MDBF of 288,260 kilometres in August, which is below the target of 300,000 kilometres. The MDBF in July was 439,786 kilometres. The MDBF in August 2019 was 895,838 kilometres and the current rolling annual average is 889,742 kilometres.

Analysis

In August, there were eight delay incidents greater than or equal to five minutes. The passenger door had three delay incidents, followed by the alternating current, body, coupler, truck and the warning system each with one delay incident.

The passenger door-related incidents were due to a loose door drum switch handle, defective door cylinder, and a door nosing coming off track. The root cause for the loose door drum switch handle is undetermined. The defective door cylinder is at component end of life, while the door nosing is not a common failure. All passenger door failures are being monitored.

The alternating current incident is a result of a blown fuse causing the auxiliary power to not work.

The body-related incident is a result of a faulty cab seat that cannot be adjusted. Cab seat has been in revenue service for more than 550 days with no issues.

The coupler-related incident is a result of dirty coupler pins.

The truck incident is a result of a defective truck leveling valve. The truck leveling valves are at its component end of life cycle.

The warning system delay incident is a result of corroded connectors to cab console.

Action plan

The loose door drum switch handle was secured tightly and issue was resolved. The defective door cylinder was replaced, and loose door nosing secured back onto door nosing track. All doors were cycle tested and returned to revenue service. The 20-year state-of-good-repair (SOGR) program included the passenger

doors and has since been completed. A new 25-year SOGR scope is currently in development.

The blown fuse on the alternating current system was replaced and the system was tested to be working.

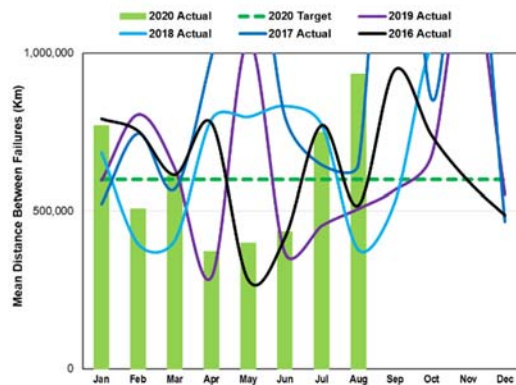
The faulty cab seat was replaced with a new cab seat. All adjustments on the cab seat were tested to be working.

The dirty coupler pins have been cleaned and tested.

The link on the truck leveling valve was replaced and tested. The train has returned to revenue service with no further issues. The levelling valves are included in the SOGR program.

The corroded connectors to the cab console were cleaned and tested.

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 TR fleet achieved a MDBF of 932,927 kilometres in August, which is above the target of 600,000 kilometres. The MDBF in July was 747,413 kilometres. The MDBF in August 2019 was 507,471 kilometres and the current rolling annual average is 664,071 kilometres.

Analysis

In August, there were four delay incidents greater than or equal to five minutes. The passenger door system had three incidents, followed by the propulsion inverter system with one delay incident.

The passenger door-related incidents were a result of a locked out door electronic control unit (DECU), a defective door control unit (DCU) and a faulty door master supply panel (DMSP).

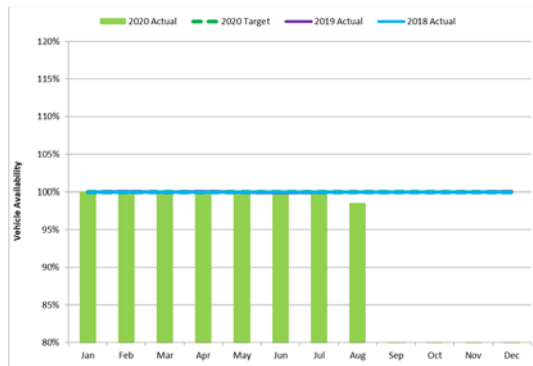
The propulsion inverter-related incident was a result of a line breaker stuck in the closed position along with a loose bottom contact tip.

Action plan

The DECU was rebooted, and problem was cleared. Carhouse technical staff will continue to monitor for future failures, as root cause of the fault was not determined. The defective DCU was replaced. DCU failures are random in nature, and fleet will continue to be monitored for failure trends. The faulty DMSP was replaced and will be analyzed. Faulty DMSP was in revenue service for more than four years. All doors were cycle tested and returned back to revenue service. The DECU, DCU and DMSP are all in scope for the state-of-good-repair (SOGR) program commencing in 2026.

The contact tips of the line breaker were separated and changed the contact tips. Adjustments were made to the feedback microswitch position. Propulsion system was tested to be working.

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 August was 98.5%.

Analysis

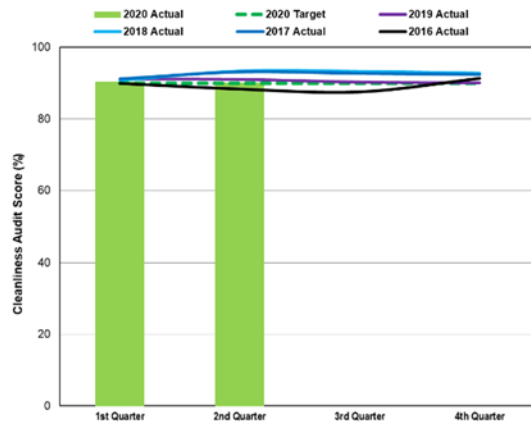
Line 3 did not meet service requirements due to a fleet-wide reliability problem on the trucks. Movement on the truck yoke bushing was identified on the monthly inspection. Out of an abundance of caution, train availability was reduced from five to three trains for several weeks to conduct a thorough investigation and perform repairs.

As the fleet has exceeded its design life of 25 years, with many components and assemblies facing obsolescence, the reliability and availability of trains is becoming a challenge. Service is now at four of five trains.

Action plan

We will continue with the delivery of safe, reliable and clean vehicles to service on all four subway 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 target of 90% continued to be met in Q2 2020. This target has been met since Q4 2016.

Analysis

Areas of strength in 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 Q2 2020 were overall door cleanliness, windows and exterior. Some trash and debris were documented in the mid-day and end-of-day audits at different stations across all lines.

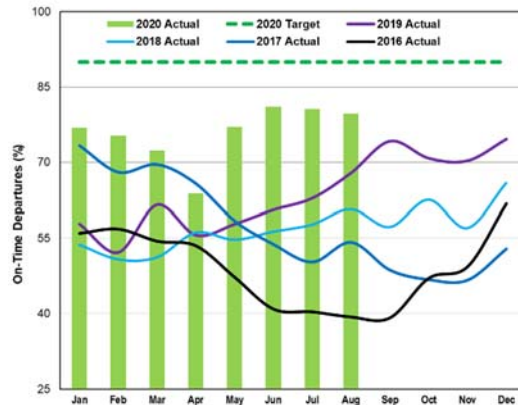
Action plan

Exterior vehicle washes are being performed on all vehicle fleets. Focused power wash program on the T1 fleet will commence in August when a new pressure washer is commissioned. The TR fleet will commence focused power washes in 2021. The floor wash cycle continues to be addressed every 14 days.

In response to the COVID-19 pandemic we have increased disinfection of all vehicles to twice per day and are conducting additional end terminal cleaning on subway vehicles.

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 August was 79.7%, a small decrease compared to July (80.6%), but a significant improvement over the same period last year (57.0%). Our target for this measure of 90% was not met.

Analysis

The streetcar OTP in August experienced a slight decrease during the third week of the period (week 34, 77.1%), which brought down the period score slightly. This decrease in week 34 was largely due to a planned diversion for track repairs on the 504 King near King and Sumach streets between August 17–21. This diversion impacted both branches of the route, but had a larger impact on the 504A King service due to the fact this branch was unable to service the Distillery Loop end terminal during this time.

Streetcar operations rebounded somewhat in the final week of the period, registering a period-high weekly score of 82.1% in week 35. Throughout the period, buses continued to operate in place of

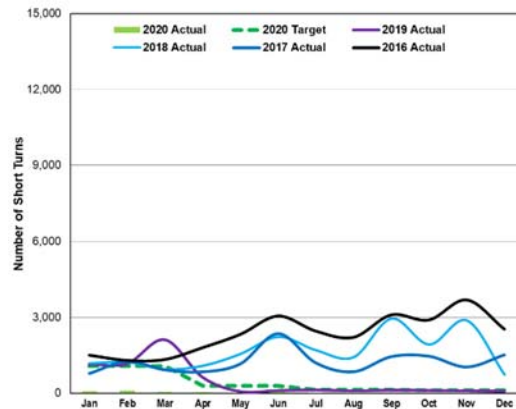
streetcars along the 506 Carlton due to planned infrastructure work along various segments of the route. This routes performance improved to 74.9% in August, compared to 68.6% in July. Some examples of other planned and unplanned events that brought down OTP for the period include:

- A collapsed construction crane that impacted the 505 Dundas service on August 6.
- Watermain work at King and Bathurst that impacted the 504 King service on July 15–16.
- Track repair work at King and Massey that also impacted the 504 King service.

Action plan

Efforts to reduce the frequency of early departures on the routes serving Union Station (509 Harbourfront and 510 Spadina) will continue and improvements are anticipated in coming months. Other efforts through fall will begin to focus on schedule adjustments in anticipation of scheduled construction projects and winter weather.

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

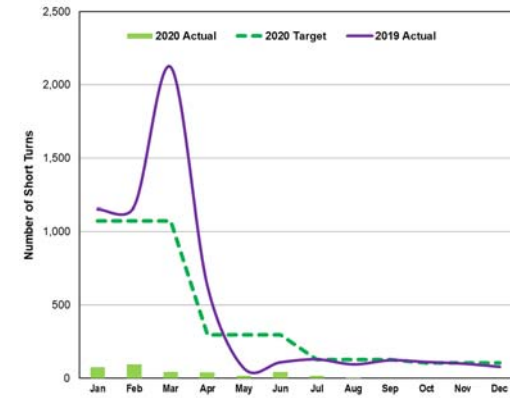
There were only two short turns in August, which is a decrease compared to July (17), and a significant improvement over the same period last year (94).

Analysis

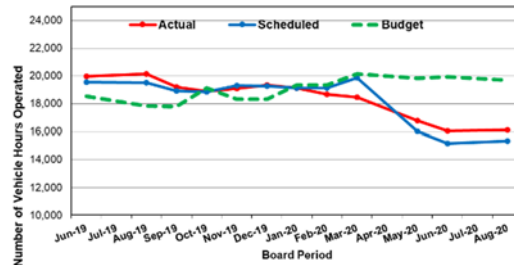
August continues the ongoing trend of significantly reduced short turn figures throughout the streetcar network.

Action plan

Short turns will continue to be monitored by our route management team with the intention of keeping 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 August board period, 19,694 streetcar weekly hours were budgeted for service while 15,345 streetcar weekly hours were scheduled to operate, which represents a variance of -22.08%.

Of the 15,345 streetcar weekly hours scheduled to operate, 16,110 streetcar weekly hours were actually delivered, which represents a variance of 4.98%.

Analysis

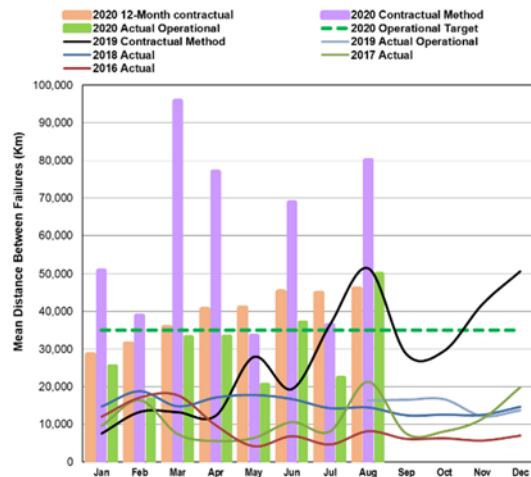
Scheduled streetcar hours are lower than budgeted as a result of temporary service reductions in response to lower ridership demand due to the COVID-19 pandemic.

Action plan

We will continue to monitor service hours during the pandemic.

Note: The actual service hours were adjusted for the June Board Period.

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 in August was 80,032 kilometres. This is an increase of 43,582 kilometres compared to July and an increase of 28,523 kilometres when compared to August 2019.

The 12-month average contractual MDBF is now 46,042 kilometres. The contractual reliability target of 35,000 kilometres MDBF was met in July and the new streetcars continue to perform well on this measure.

The monthly operational MDBF in August was 50,020 kilometres. This is an increase of 27,680 kilometers from the previous period.

Analysis

In August there were a total of 10 relevant failures under the contractual reliability method. The top contributors were the train and cab controls system with four, the communication system with three, and the train control management system with one.

With respect to the operational MDBF method, there were a total of 16 delays. The top contributors to these failures, in addition to the contractual reliability failures, include the car body and disc brake systems with two failures each.

The number of car body system failures increased to two in August. These were due to the master controller arm rest not staying in a locking position and a defective operator seat adjustment. The causes of these failures were identified to be an adjustment button on the arm rest, which had reached component end-of-life and failed in-service through daily usage, and hand wheels for seat back adjustment, which were stripped due to improper usage and is undergoing a design review. Both components are inspected as part of the daily pre-service inspection before the vehicles are released to service.

The disc brake system had two failures recorded, due to a faulty hydraulic power unit (HPU) and a defective soft start module (SSM), which controls the HPU motor. Investigation into the cause of the

failures indicate component quality in both the cases, with the HPU being a known issue that is being addressed and the SSM, which is an electronic component, currently undergoing a root cause analysis with Bombardier Engineering.

Compared to July, contractual failures have decreased by nine and operational failures by 15. Increase in service mileage along with decrease in overall system failures contributed to increased reliability for August.

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 service mileage increases and more in-service data becomes available.

Train and cab control system: The TTC is continuing to work with Bombardier and its European supplier to review recent failure modes of the master controller and

determine corrective actions that will be implemented in a future fleet modification. Unfortunately, there has been ongoing delays due to impact of the pandemic on the supplier. Additionally, an engineering investigation of other electrical failures is underway.

Communication system: A camera modification program that addresses known issues with image quality and stability has faced ongoing delays due to impact of the pandemic on the supplier. Passenger information system failures are under Engineering investigation.

Train control management system: Bombardier Engineering is investigating the recent failures related to the vehicle control unit, datalogger and digital diagnostics display. The TTC is working closely with Bombardier to identify and remedy this on the fleet.

Door system: A failure appeared on the cab door lock. This failure mode is under engineering investigation and supplier root cause analysis.

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 of 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 Q1 2021.

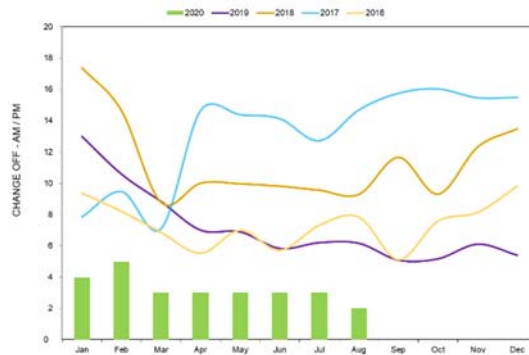
In addition to the contractual programs, operational reliability improvements being made to improve MDBF include:

Car body system: Improved pre-service inspection along with increased audits to reduce operator arm rest issues. TTC staff is investigating operation of the operator's seat and potential reinforcement of components.

Disc brake system: We are working with Bombardier to provide a brake caliper redesign that will improve overall system reliability. TTC

maintenance staff will improve response to in-service single disc brake faults to prevent failures from impacting service.

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, including Run-As-Directed vehicles. In August, the target of 1.5% (or two of 129 vehicles) was met.

Analysis

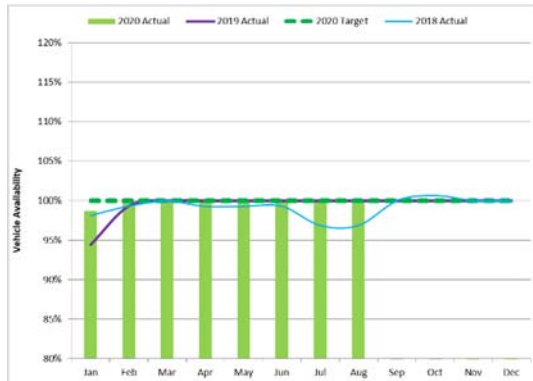
In August, we recorded the fewest number RCCOs so far in 2020. Reduced ridership and passenger loading due to the COVID-19 pandemic, which allows for decreased cycling of major systems and continued preventative maintenance procedures, have contributed to these figures.

Compared to July, there was a reduction in failures of the passenger door and windshield systems along with ramp equipment. Failures of the car body system due to operator seat adjustments and the security equipment system, which had defects related to camera functionality, have increased, but overall failures requiring RCCOs are improving.

Action plan

Staff will continue to monitor and improve inspection and preventative maintenance performance to further 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 vehicles. In August 2020, the target requirements were met with an average of 129 vehicles available for service.

Analysis

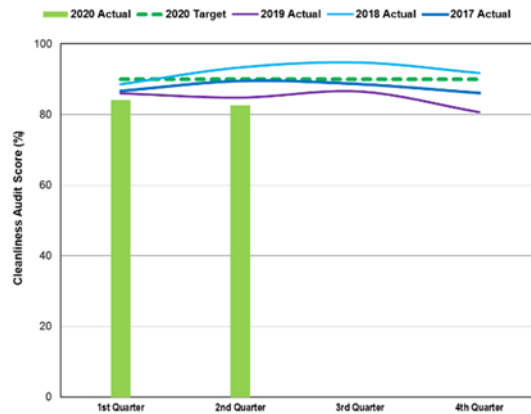
Availability numbers continue to be met in August.

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 are providing opportunities 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 in Q2 2020 was 82.6%. This is a decrease from both Q1 2020 (84.0%) and Q2 2019 (84.8%). Overall performance on streetcar pre-service cleanliness is below the target of 90%.

Analysis

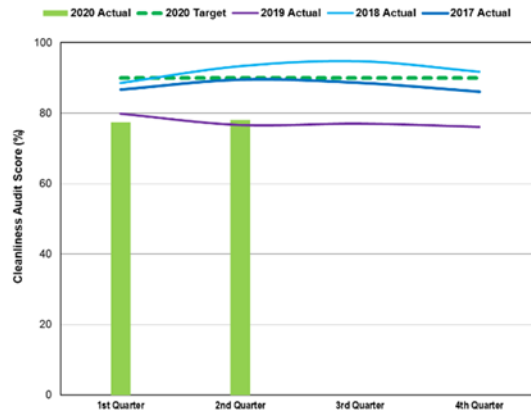
Required maintenance to the exterior carwash system prevented regular exterior washes to be completed. In addition, wet conditions in May and June increased the amount of carbon stains on the exterior of the vehicles due to the overhead pantograph and pole systems.

Action plan

The exterior carwash system is undergoing upgrades so that washing can be improved. Staff continue to investigate and identify further improvements for floor cleaning, 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.

Streetcar: Cleanliness (in-service and 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 was 78.1%. This is an increase from both Q1 2020 (77.4%) and Q2 2019 (76.6%). Overall performance on streetcar in-service and post-service cleanliness is below the target of 90%.

Analysis

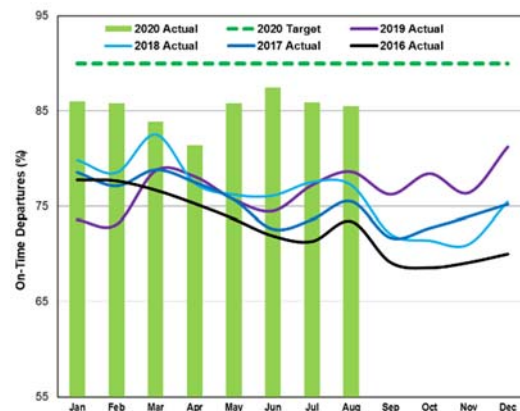
Accumulation of dirt and sand deposits on the floor due to wet conditions in May and June negatively impacted in-service and post-service cleanliness results for Q2 2020. Floors, walls and vehicle exteriors are identified areas requiring improvement.

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 August was 85.5%, a small decrease compared to July (85.9%), but a positive increase over the same time last year (78.6%). Our target of 90% was not met.

Analysis

OTP for August remained fairly consistent throughout the period. However, it dropped from a high of 86.4% in week 32 to a low of 84.5% in week 35. When compared to the previous period, the percentage of early and missed trips remained relatively stable, but the percentage of late trips increased to 7.7% (from 7.1% in July). The period included one operating day when the 90% performance target was achieved (August 3: 90.7%).

Additional weekday “trippers” began operating on 12 bus routes in June to reduce wait times for customers, and the average performance of these 12 routes increased slightly to 82.2% in August, compared to 81.9% in July. Four of these routes in particular negatively impacted the network score: 29 Dufferin (77.4%),

32 Eglinton West (76.8%), 35 Jane (77.3%), and the 36 Finch West (73.3%).

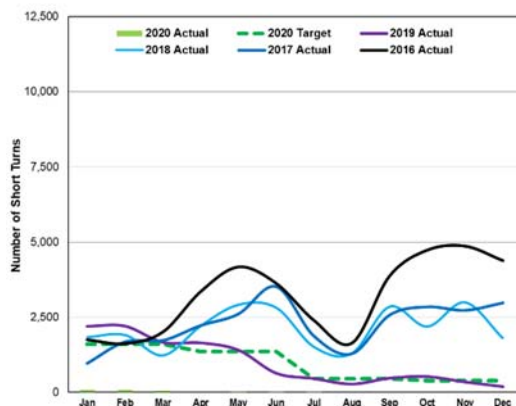
Two major station projects continued at Keele and Eglinton West stations through August. The four local services impacted by the Keele Station work (30 High Park, 41 Keele, 80 Queensway and 89 Weston) combined for a performance score of 78.7% for the period, up from July (74.8%) and the same period last year (71.5%).

Regarding the routes 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 83.6% for the period, up from July (82.6%) and the same period last year (80.6%).

Action plan

The service adjustments that were implemented for the June board period and continued into the August board period have allowed for a consistency in terms of the bus OTP for the period. A work plan has been established that outlines the steps needed to achieve the 90% target.

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

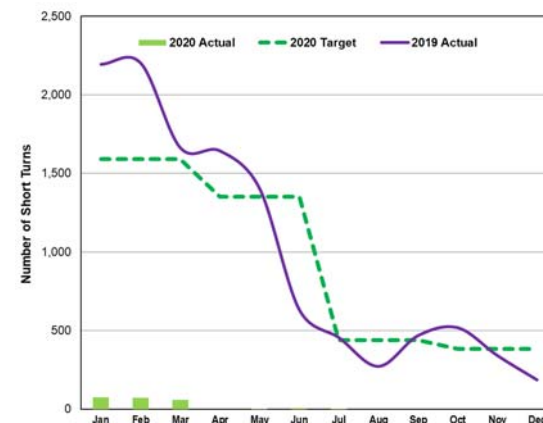
There were zero short turns in August, a decrease compared to July (17) and a significant improvement from the same time last year (273).

Analysis

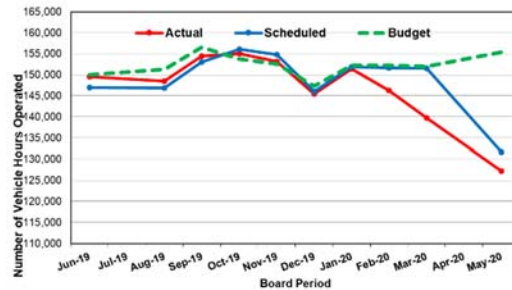
August continues the ongoing trend of minimal short turn figures throughout the bus network.

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 variance of -15.24%. Of the 131,724 bus weekly hours scheduled to operate, 127,245 hours were actually delivered, which represents a variance of -3.4%.

Analysis

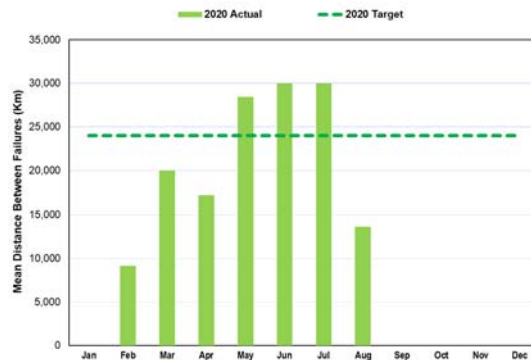
Scheduled service hours are lower than budgeted as a result of temporary service reductions in response to lower ridership demand due to the COVID-19 pandemic. Actual service hours are lower than scheduled service hours. Some service was cancelled due to the pandemic.

Action plan

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

Note: Current data is unavailable due a technical issue with our VISION system. We are working to resolve this issue.

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



Definition

Total kilometres accumulated over the eBus 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 eBus MDBF in August was 13,642 kilometres, which was below the target of 24,000 kilometres.

Analysis

In August, there were 24 New Flyer and 24 Proterra buses in service travelling for a total distance of 81,853 kilometres and exhibiting six total road calls and change offs.

eBuses continue to be commissioned and have not accumulated sufficient in-service mileage for appropriate failure analysis. We will continue to closely monitor the performance of these buses as service mileage increases.

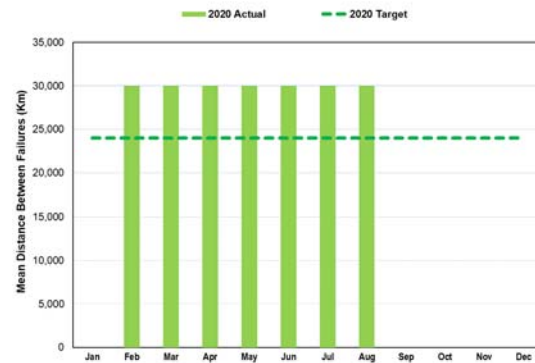
Action plan

New Flyer eBuses have experienced several suspension-related issues that are being addressed by a new suspension control module that is currently under test. Various investigations and design changes

are underway, which are being managed as part of the commissioning and testing programs.

We are continuing our eBus commissioning efforts that include procedure development for preventive maintenance and reliability programs. Spare parts are being scaled and registered to support maintenance activities.

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



Definition

Total kilometres accumulated over the hybrid 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 August was 30,000 kilometres, which was above the target of 24,000 kilometres.

Analysis

Nova Hybrid buses equipped with the BAE Hybrid system are performing well above the expected reliability from the powertrain perspective. There are no BAE Hybrid drive failures that are trending or affecting service at this time.

Trending failures on the Nova hybrid fleet are the cooling system, doors and engine emission-related failures as exhibited by the Nova Diesel fleet. These failures are being corrected alongside the Nova LFS model Diesel fleet via the same reliability programs.

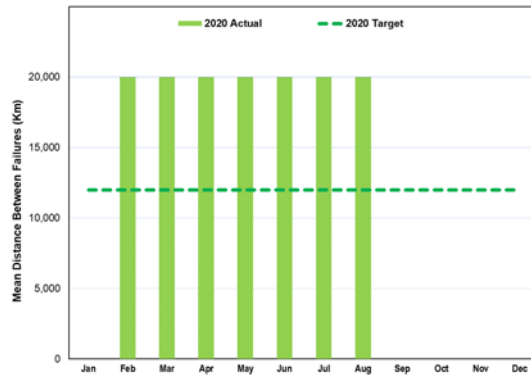
Action plan

There are numerous active warranty campaigns designed to correct observed failure modes during commissioning. 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. These buses are performing well above target and we foresee a continuation of this trend.

Quarterly technical review meetings for Nova buses are taking place with participation from Nova Bus, BAE Systems and TTC staff.

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



Definition

Total kilometres accumulated over the clean diesel 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 diesel bus MDBF in August was 20,000 kilometres, which was above the target of 12,000 kilometres.

Analysis

Cooling system, hose and clamp, failures continue to impact the Nova LFS Buses. Body-related failures are starting to trend for Nova Diesel buses as they age and approach their planned six-year overhaul (rebuild) program. Engine emission-related sensor failures are also trending for all Cummins engines used on our Diesel and Hybrid fleets.

Action plan

Cooling system failures are being addressed through state-of-good-repair (SOGR) cooling system technical packages customized for each order. A cooling system hose/clamp design change retrofit program is being prototyped and the design has been validated. This program will begin in Q4 2020 for the Nova 8620-8964 bus series.

Cummins emission controls and after-treatment failures are being addressed through VISION AVM health monitoring, engine oil analysis, root cause investigations with Cummins and after-market warranty group. Online training and implementation of Cummins Expert Diagnostic System will lead the coach technician through a comprehensive fault-based diagnoses and repair. This project is on schedule to be completed by end of Q4 2020.

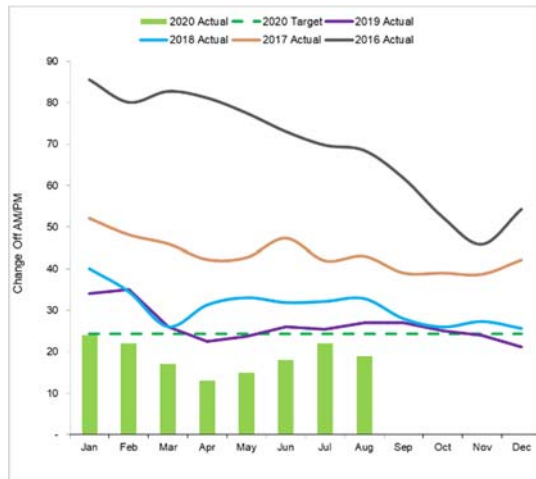
To further reduce emission-related failures we have implemented a diesel particulate filter (DPF) two stage Quality Control (QC) program. QC will be performed prior to part distribution to local stores, and by the coach technician prior to installation. The successful implementation of this QC program should significantly improve the performance of the Diesel fleet.

Body-related failures are being proactively identified and repaired during regular preventative maintenance and SOGR inspections. However, some in-service failures do occur, mostly related to driver

seats. We currently have a three-year operator seat replacement program. We will continue to monitor this trend and adjust our maintenance programs accordingly.

Overall continuous improvement in reliability of our fleet is achieved through the implementation of several key reliability and retrofit programs. Examples include: SOGR inspections, road call and change off root cause analysis, special seasonal preventive maintenance programs, engine oil analysis, engineering modifications, and various other system specific programs targeting high-failure modes.

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 August was 18 per day, well below the target of 1.5% of peak service currently set at 24 RCCOs.

Analysis

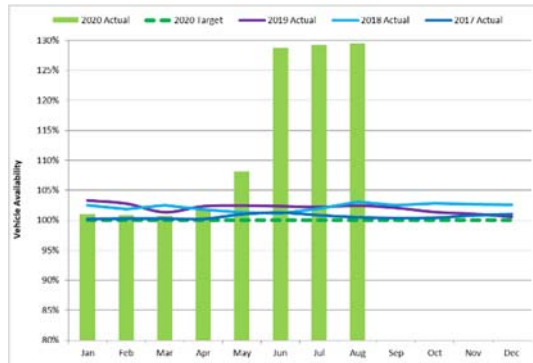
The recent drop in daily average RCCOs (since March 2020) is partially due to reduced service levels resulting from the COVID-19 pandemic.

The number of RCCOs has started to return to pre-COVID-19 levels as province reopens and more people are returning to transit.

Action plan

We continue to monitor and control road calls via daily tracking, gap analysis, reliability programs and working closely with the 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 August was 1,664 buses per day, which exceeded planned service of 1,285 buses.

Analysis

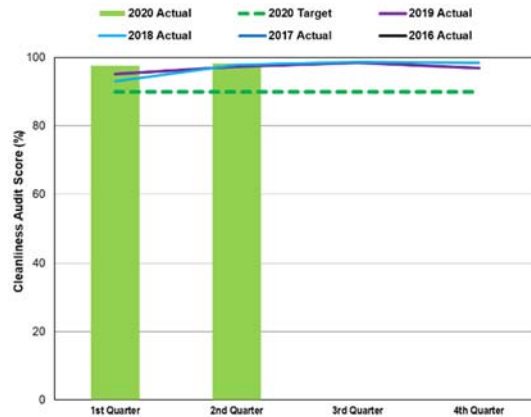
Ridership continues to be below pre-COVID-19 levels. We expect a recovery in service level requirements and are currently taking the opportunity to complete outstanding retrofit projects on our fleet.

The significant number of new bus procurements from 2016 into period 12, 2019 (~950) has boosted fleet performance and permitted a higher number of vehicles available for service. The available vehicles are being utilized for training purposes and permitting the continuation of 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 Q2 was 98.3%, which is above the target of 90%.

Analysis

The score deduction of 1.7% 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.

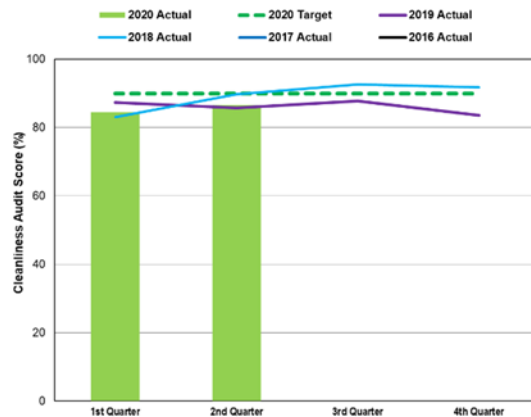
Action plan

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.

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 Q2 2020 was 86.7%.

Analysis

The score deduction of approximately 14% is related to trash and debris, gum and dirty wheel assemblies. These are typical cleanliness side effects of a working bus in service.

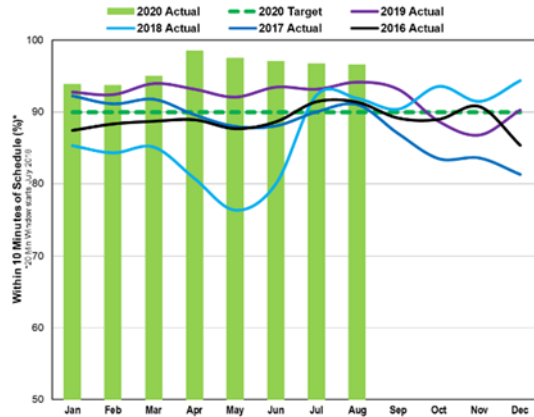
Action plan

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

James Ross,
Chief Operating Officer

Results

OTP in August was 96.6%, a small decrease compared to July (96.7%), but a positive increase over the same time last year (94.2%). Our target of 90% was met.

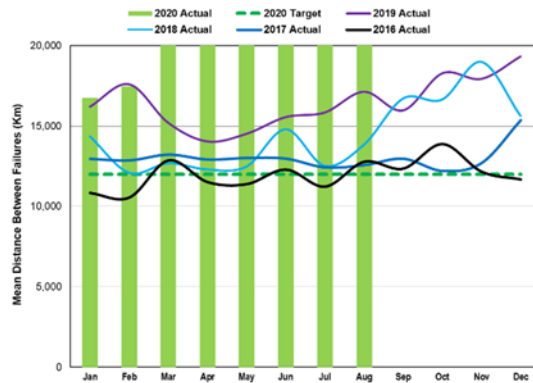
Analysis

Despite an increase in ridership of 14% from July to August, OTP in August remained stable.

Action plan

With an anticipated increase in ridership in the upcoming months, Wheel-Trans staff will continue to make service adjustments as required to maintain a reliable level of performance.

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 August MDBF of 20,000 kilometres exceeded the target of 12,000 kilometres. This is a significant reliability improvement from August 2019 (17,920 kilometres).

Analysis

Mechanical driveline failures (Friendly) and vehicle starting failures (ProMaster) continue to account for the most road calls and change-offs for the Wheel-Trans bus fleet. The ProMaster also experienced check engine light issues associated with ignition coil failures.

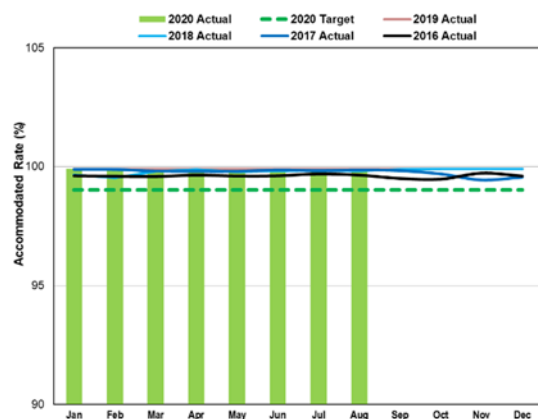
Action plan

Wheel-Trans has recently completed a reliability program that focuses on the Friendly bus drive line failures. Broken axles and pinion bearings experienced premature wear. Aftermarket components were introduced that are proving to be more reliable than the original equipment manufacturer components. We will monitor the

effectiveness of this program as part of our continuous improvement process.

ProMaster buses are also going through a tune-up program, so far 30% of the fleet is completed. This program addresses failures with the vehicle's ignition components such as ignition coils, spark plugs and positive crankcase ventilation valves. This program should alleviate the starting failures on our fleet. The cooling fan module was recently identified as a recall and is being addressed by the engine manufacturer.

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

James Ross,
Chief Operating Officer

Results

The accommodated rate in August was 99.9%. This measure has remained stable over the last two years. Our target of 99% was met.

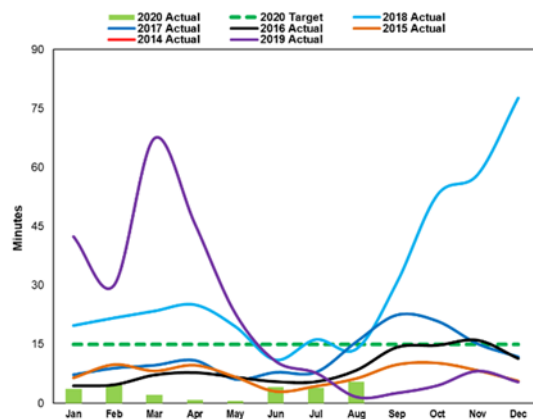
Analysis

Wheel-Trans staff continue to maintain a high standard of trip accommodation for customers, and it is recognized that accommodating all trip requests are vital during the pandemic as our customers are dependent on the service for many essential trips.

Action plan

We will continue to monitor demand and ensure all trip requests are managed appropriately. Providing a safe reliable service remains the priority of Wheel-Trans staff.

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

James Ross,
Chief Operating Officer

Results

The average wait time in August was 5.5 minutes. This is slightly higher than the 3.9-minute average in July, but is below our target for this metric of 15 minutes.

Analysis

We continue to experience lower than normal average call volumes for this time of the year. However, wait times have begun to increase during certain times of day and certain days of the week more than the average.

We are also continuing to encourage customers that can to take advantage of our self-booking website, that allows customers to book occasional trips up to seven days in advance.

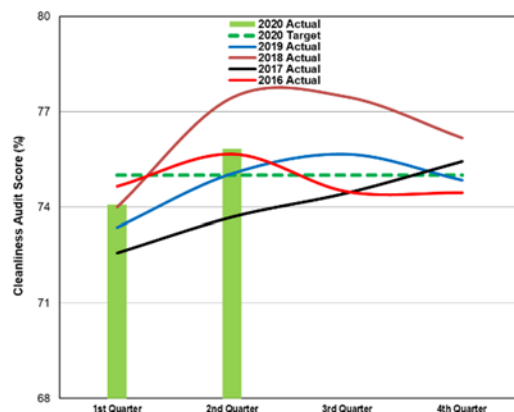
Action plan

We continue to actively and proactively monitor wait times and call volume changes along with patterns i.e. busy or slower days of

the week and time of day. We would like to communicate these patterns with customers to give them the option of calling at times of the day or during the week when it is less busy and the customer experience is not impacted.

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 Q2 audit results exceeded the target of 75% with an average station score of 75.8%. This is an increase of 1.8% from Q1 (74.1%).

Analysis

Of the 22 components that are scored, seven increased in their score, 10 remained the same, while only one (public washrooms) saw a slight decrease.

41 stations (55%) met or exceeded the target score, 23 stations (31%) scored between 70.0%-75.0%, while only 11 stations (14%) scored below 70%.

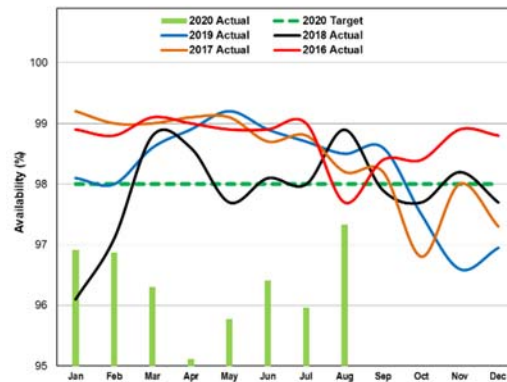
The top three scoring stations in Q2 were York University (95.4%), Pioneer Village (90.3%), and Vaughan Metropolitan Centre (88.2%).

The bottom three scoring stations in Q2 were Woodbine (67.1%), Donlands (67.0%) and Coxwell (66.7%).

Action plan

While seasonal projects have been cancelled for 2020 due to temporary employees not being able to be on-boarded, the reduced ridership and warmer weather should allow for some improvements to be gained. Additional focus is being added to stations that scored below 70% with a goal to improve the Q3 audit results by 3%.

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 for August was 97.3% and under the target of 98%. Performance increased in August compared to last month (96.0%).

Analysis

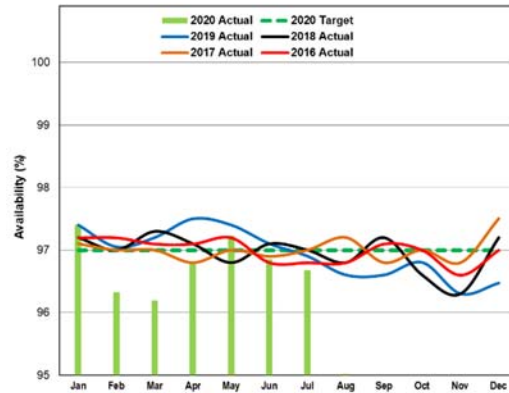
Two elevators out-of-service at Eglinton West Station due to Eglinton Crosstown Light Rail Transit construction negatively impacted performance in August.

Action plan

The Eglinton West station elevators are scheduled to be back in service on October 10, 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 for August 2020 was 95.0% and under the target of 97%. The performance decreased in August compared to last month (96.7%).

Analysis

The following factors negatively impacted escalator service in August:

- Construction activities at Sherbourne and Lawrence stations.
- Water damage to escalators at Wilson, Sheppard and Finch stations.

Action plan

Construction work at Sherbourne station was completed on August 5. Lawrence Station construction is scheduled to be completed by the end of September 2020. All water-damaged escalators were repaired and returned to service.

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 99.48% in August 2020, which represents an increase of 0.03% from last month and an increase of 1.1% over the same time last year. Availability was below the 99.5% target.

Analysis

These results reflect the ongoing efforts of 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:

- We are in the process of converting and upgrading the

control and operating system software for the fare gates. This upgrade will allow for better visibility and reporting functionality. This upgrade will be completed by the end of September 2020.

- An additional software upgrade is scheduled to be installed in early Q4 2020. This software update will address a number of ongoing issues with the fare gates and will further improve gate reliability.
- The program to replace the industrial computers in the fare gates was completed Q4 2019. The S&B 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.

- S&B development teams are currently completing a further 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 in the planning stage, which will add functionality and provide further fixes to known problems, improving fare gate availability for 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 99.10% in August, which represents a decrease of 0.06% from the previous month. Availability remains below the target of 99.99%.

Note: Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates and confirmed by the Auditor General's 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.

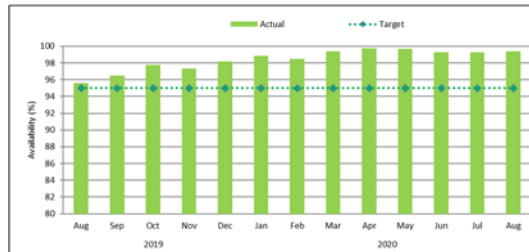
Analysis

The decrease in availability is attributed to a higher occurrence of SAM card (memory card) reader issues.

Action plan

We will continue to monitor availability.

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 99.37% in August, which represents an increase of 0.13% from the previous month. Availability remains above the target of 95.00%.

Analysis

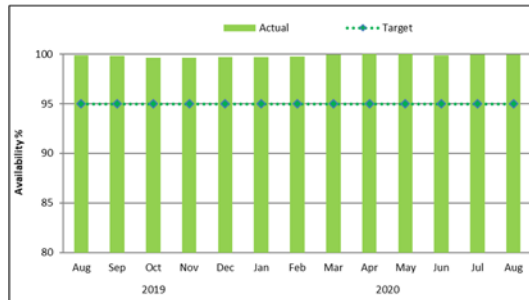
The increase in availability is attributed to a decrease in printer errors and the timelier resolution of bill jams.

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 99.95% in August, which represents a decrease of 0.02% from the previous month. Availability remains above the target of 95.00%.

Analysis

The decrease in availability is attributed to a small increase in alarm events.

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 99.73% in August, which is an increase 0.10% from the previous month. Availability remains above the target of 95.00%.

Analysis

The increase in availability is attributed to fewer touch screen incidents.

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 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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