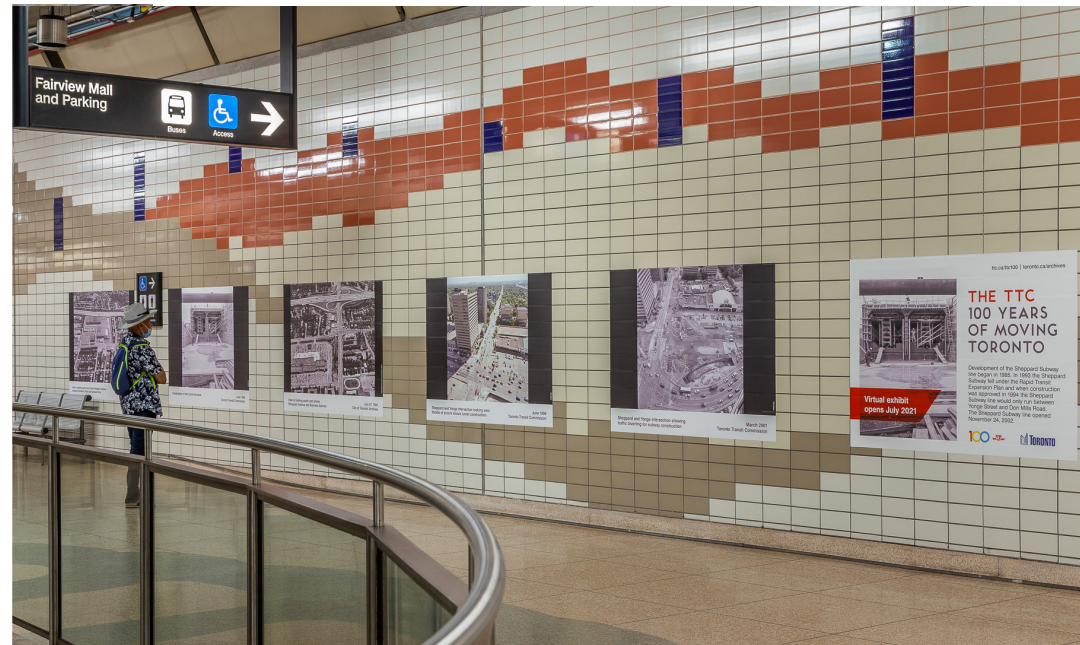


CEO's Report

Toronto Transit Commission

August 2022



Toronto Transit Commission



The TTC is a City of Toronto agency that provides public transit services for Toronto that extend into surrounding municipalities. The TTC's mandate is to establish, operate and maintain the local transportation system in the city of Toronto. The TTC is the largest public transit system in Canada and the third-largest in North America. It is also integrated with other nearby transit systems like YRT in York Region, MiWay in Mississauga, and Ontario's regional GO Transit lines.

TTC by the numbers



1.7 million
rides a day
pre-pandemic



183,200
weekly service
hours pre-
pandemic



6,400+ km
of routes



2,114
accessible
buses



204
streetcars



150
trains



16,000+
employees



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

Our vision

To be a transit system that makes Toronto proud.

Our mission

To provide a reliable, efficient, accessible and integrated bus, streetcar and subway network that draws its high standards of customer care from our rich traditions of safety, service and courtesy.

Did you know...

As you enjoy the last days of summer and prepare for back to school, remember that kids 12 and under can ride the TTC for free. For more information on TTC fares and passes visit www.ttc.ca/Fares-and-passes.



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CEO's commentary



As of the week ending August 5 boardings by mode were higher on our bus network at 60 per cent of pre-COVID levels with streetcar and subway boardings at 53 per cent and 48 per cent, respectively. Overall system-wide boardings now sit at approximately 57 per cent of pre-pandemic levels.

The TTC has been witnessing a steady ridership increase over the past few months and we're anticipating another increase in September as more people return to in-person work and students return to school.

To prepare for this, the TTC is doing September readiness planning throughout the summer. This work is focused on four key areas:

- Increasing service across all modes and on many routes to make sure we're delivering service where and when it's most needed;
- Recruiting, hiring and training more

frontline employees to meet the service improvements;

- Enhancing cleanliness throughout the entire system, including a station cleaning blitz over the summer;
- And of course a renewed focus on safety and customer service excellence.

We plan on sharing details of all that we have been working on to make sure the TTC is ready for the fall — everything from deep cleanings all of our stations to hiring more operators to support service. Stay tuned for more information in the coming weeks.

Diversity and Culture Group

Underground Freedom Train Ride returns in-person

After two years as a virtual event, it was wonderful to welcome back the annual Emancipation Day Freedom Train Ride in 2022.

The Freedom Train Ride is symbolic of the role the Underground Railroad has played in Canadian history. Recognizing Emancipation Day, and Emancipation Month in August, reminds us of how important it is to shed light on anti-Black and anti-Indigenous racism. It is also an important aspect of the TTC's broader commitment to building a more equitable, inclusive and welcoming transit system for everyone.

The Freedom Train Ride is a public event organized by the Blackhurst Cultural Centre and took place on Line 1 from Union to Sheppard West stations. The TTC is proud to be an integral participant in the ride.

This year's event featured music, singing, moments of reflection and remarks by TTC Chief Diversity and Culture Officer Keisha Campbell.



CEO's commentary

Calling for backpacks and school supplies

For the third year, volunteer organizers at the TTC are supporting the Toronto and Region Chapter of Conference of Minority Transportation Officials (COMTO) with its backpack and fundraising drive. The drive collects new backpacks filled with school supplies for children and youth in Neighbourhood Improvement Areas around Toronto.

In 2021, employees donated more than 1,000 new backpacks loaded with school supplies for students in the Jane/Finch, Rexdale and Malvern areas.

Strategy and Customer Experience Group

Closing out TTC 100

I'm very pleased to announce that we have selected the winners of our TTC 100 Contest. Earlier this year, we invited young students in Toronto — our next generation of customers — to share their vision for the TTC of the future. They responded with fantastic and creative ideas using illustrations, photos, drawings, models and written submissions. Thank you to our partners at the

Toronto District School Board, the Toronto Catholic District School Board and the STEPS Initiative.

The winners were announced at a special event to close our 100th anniversary celebrations at our Hillcrest Complex on August 20. Congratulations and a big thank you to all the participants!

ACAT applications available

The Advisory Committee on Accessible Transit (ACAT) will be accepting applications for new members until September 12. ACAT is a 15-member committee that advises the TTC on the difficulties faced by persons with disabilities, including seniors, and makes recommendations on the elimination of barriers to accessible public transit.

ACAT is also committed to providing opportunities for diverse voices to influence accessibility in transit. We welcome members to apply from all communities, including racialized, Indigenous, Military, LGBTQ2+ and other groups.

Applications will be available at ttc.ca until September 12 for any resident of Toronto interested in joining the committee. Applications can also be requested by phone at 416-393-3030 or 1-800-855-0511 (relay service for people who are deaf or hearing impaired), and mailed to Wheel-Trans — ACAT applications c/o Customer Service, 580 Commissioners St., Toronto ON, M4M 1A7. They can also be faxed to 416-338-0126. Please visit ttc.ca/acat to learn more about the committee and its responsibilities.

Operations Group

Free TTC travel on Warriors' Day for Canadian military and veterans

The TTC is honoured to continue our long-standing tradition of providing free rides to all current members of the Canadian Armed Forces in uniform as well as war and peacekeeping veterans wearing military service medals or ribbons on Warriors' Day, August 20. Free travel is also extended to one companion on all TTC vehicles.



CEO's commentary

Each year, the TTC recognizes the valuable contributions of the Canadian military, veterans and peacekeepers by providing them free rides on Warriors' Day and on Remembrance Day.

The 2022 Warriors' Day Parade at Exhibition Place commemorated the 100th anniversary of the parade.

Ongoing winter readiness

In addition to our September readiness planning, our operations and maintenance groups are using the next few months to ensure the TTC is ready for the coming winter season. Winter readiness planning is a year-round function at the TTC and we use the warmer months to prepare.

Currently, we are reviewing all our contracts and agreements, making sure that all our inventory and equipment is in place and ordering anything we may need. We are also using this time to train our employees and make any necessary updates to our severe weather plans.

Innovation and Sustainability Program

Ontario Transportation Expo

I want to thank our eBus team and Mount Dennis maintenance staff for their outstanding efforts in welcoming delegates from the Ontario Transportation Expo and Conference last month.

The expo and trade show was held in Toronto from July 17 to 20. The TTC hosted more than 100 delegates on a field trip to Mount Dennis Garage.

Attendees, guided by knowledgeable members of our eBus and Innovation and Sustainability teams, toured the facility to learn more about how we have become a leader in the eBus space.

Participants were able to interact with and ask questions about each phase of eBus charging and the required infrastructure. Groups also rode on all three bus types on different legs throughout the trip.

The TTC provided electric buses to shuttle delegates from the conference to the trade show at the Toronto Congress Centre, which was

extremely well-received by all delegates, and we have received numerous e-mails thanking the TTC. This shuttle service also included a very special guest, The Honorable Caroline Mulroney, Ontario Minister of Transportation, who was very appreciative of the TTC's efforts towards the Green Fleet Program.

My thanks to our colleagues at York Region Transit, Brampton Transit and PowerON for their collaboration on this event, and special thanks to TTC staff and volunteers for all their efforts in making this an overwhelmingly positive experience for our transit peers.

Safety and Environment Group

The TTC continues to work closely with public health officials regarding the COVID-19 pandemic and although mask wearing is no longer mandatory on public transit, the TTC continues to strongly recommend that customers and employees wear masks while on the TTC.



CEO's commentary

Pop-up COVID-19 vaccination clinics continue to take place around the city and all eligible residents are encouraged to get their vaccine shot to protect against variants during what is now the seventh wave of the pandemic.

The TTC is doing its part through ongoing enhanced cleaning efforts, upgrading vehicle filtration to the highest standards (MERV 13) and running buses with windows open and unlocked to enhance the air flow through the vehicle.



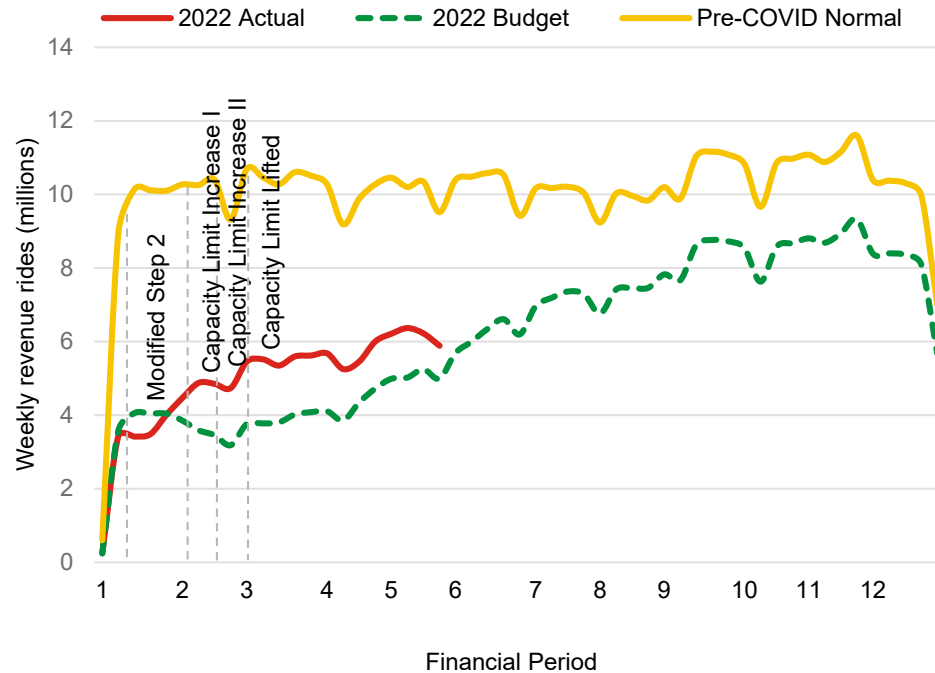
Richard J. Leary
Chief Executive Officer
August 2022





Ridership

Revenue rides



Definition

Revenue rides are equivalent to linked trips, and represent a customer journey from origin to destination, including transfers. Average number of customer linked trips per week, including paid and free trips (children 12 and under).

Results

Period 6 (May 29 to July 2, 2022) revenue rides totalled 32.2 million or an average of 6.4 million per week, representing 63% of pre-COVID experience. Period 6 experience reflects a 4.4% increase from Period 5, which averaged 6.2 million revenue rides per week and represented 61% of pre-COVID experience.

On a year-to-date basis, revenue rides totalled 140.4 million, which is 22.8 million above budget and represents 53% of pre-COVID experience.

Analysis

Revenue ridership continues to increase, up to an average of 63% of pre-COVID normal for Period 6. Ridership recovery has been driven by the resumption of special events and festivals, an increase in post-secondary in-person learning and a gradual, hybrid return to office.

During Period 6, occasional customers (five-to-eight taps per week) and infrequent customers (one-to-four taps per week) remained unchanged from the prior period at 81%. The proportion of monthly

pass customers, and frequent customers (nine-plus taps per week) also remained unchanged from the prior period at 19%. In comparison, 68% were infrequent/occasional customers and 32% were frequent/monthly pass holders pre-pandemic.

Monthly pass sales for July use totalled 81,213, representing 41% of pre-COVID experience. There were 1,076 more passes sold for July use compared to June. The largest increase was observed in the post-secondary group (728), followed by adult (389) and seniors (nine) and partially offset by a decrease for youth (50).

Action

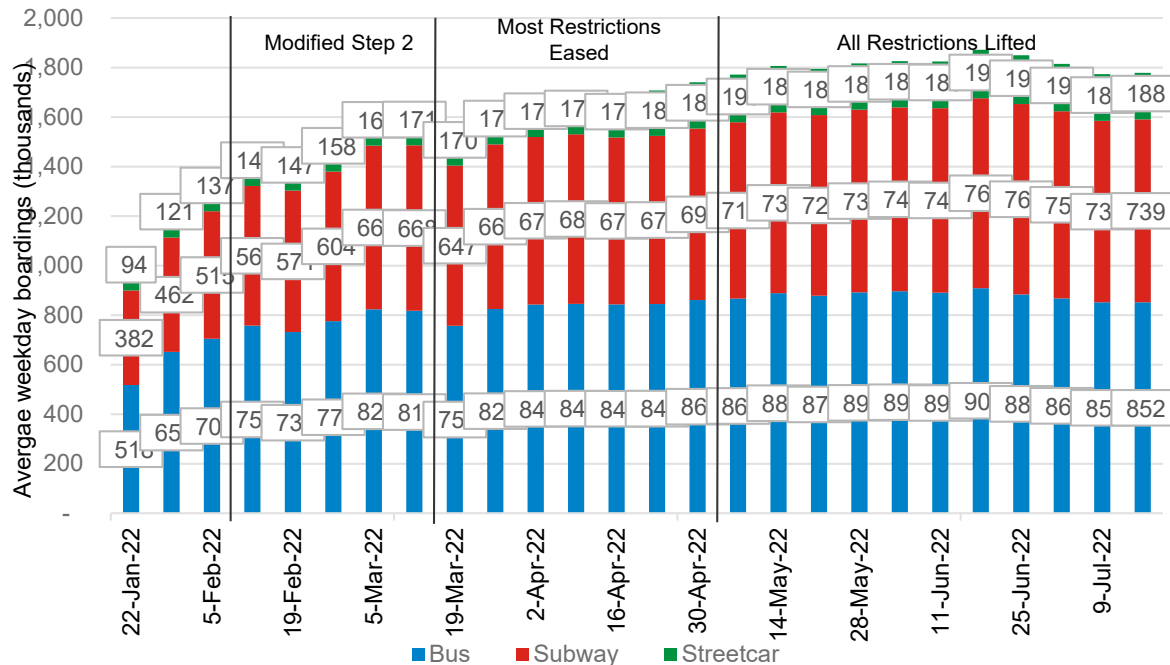
Ridership trends and recovery continue to be monitored closely for all fare concession types and ridership segments. Fall 2022 ridership levels will be telling of the extent of customer return to in-office work. If the frequency of in-office work remains at current levels, fare revenue could fall below budgeted levels in the second half of the year.





Ridership

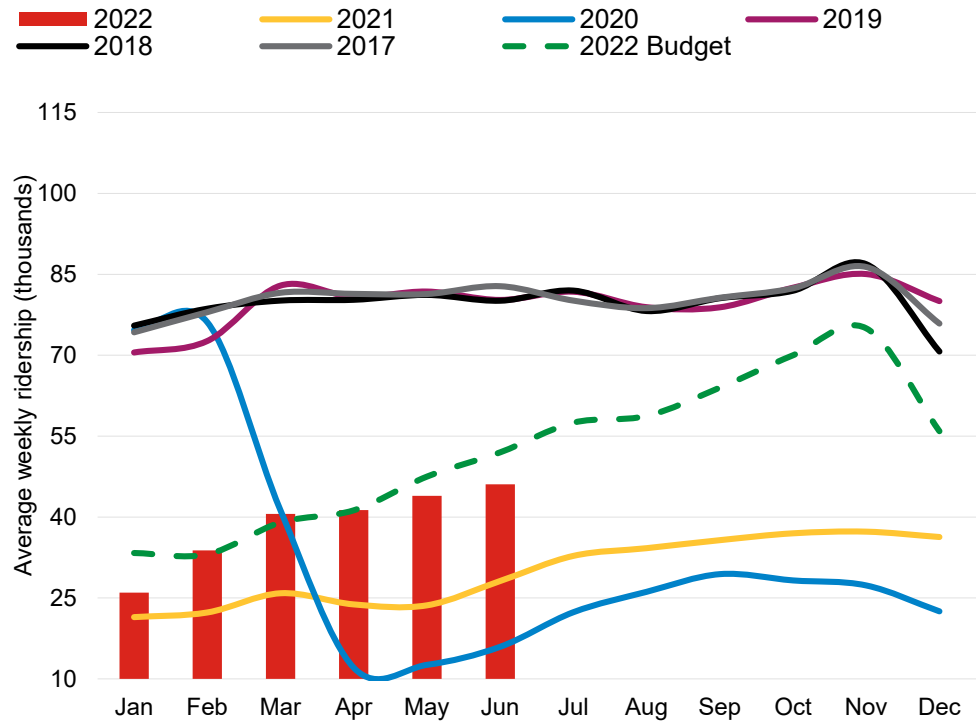
Customer boardings – Bus, subway and streetcar





Ridership

Wheel-Trans – Trips



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

Results

Period 6 (May 29 to July 2, 2022) Wheel-Trans trips totalled 230,321 or 46,064 trips per week — representing 57.4% of pre-COVID experience. This figure is 11.4% lower than the budgeted 52,000 trips per week.

Year-to-date ridership is 58.8% higher compared to the same period in 2021, and is 5.9% (63,400) under the year-to-date 2022 budget.

Analysis

Period 6 ridership shows steady growth year-over-year. Analysis of customer travel patterns revealed an increasing number of trips being diverted to conventional services where possible, indicating early success of the Family of Services (FOS) initiative.

The higher-than-anticipated diversion of trips to conventional services is keeping overall ridership lower than budgeted. Customers are learning more about their

travel options and are enjoying more spontaneous travel using other accessible services offered by the TTC.

Action

Wheel-Trans continues to develop improvements with scheduling and dispatching software.

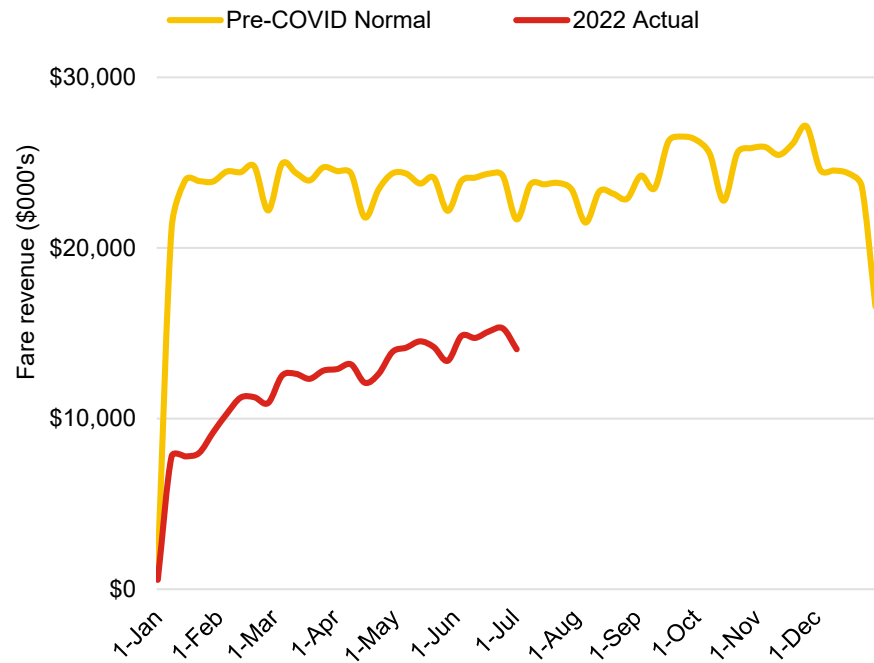
We are also working with customers on trip matching and travel training, which will provide more FOS trip options. The FOS network now includes key transfer stops along most of the major frequent service bus and streetcar routes, in addition to accessible stations.





Financial

Fare revenue



Definition
Revenue generated through fares.

Results

Period 6 (May 29 to July 2, 2022) fare revenue was \$74.1 million. This is \$5.8 million, or 8.5% above budgeted fare revenue for Period 6, representing 63% of pre-COVID experience. Weekly fare revenue in Period 6 averaged \$14.8 million, which represents a 5% increase over Period 5 average weekly revenues of \$14.1 million.

On a year-to-date basis, fare revenue totalled \$322.5 million, which is \$63.7 million above budget and represented 52% of pre-COVID experience.

Analysis

Fare revenue continues to increase, up to an average of 63% of pre-COVID normal for Period 6. Customer return has been driven by the resumption of special events and festivals, an increase in post-secondary in-person learning and a gradual, hybrid return to office.

Given the effects of the Omicron variant were not as widespread as originally

considered, fare revenue continues to exceed budget.

The Period 6 revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$67.5 million from PRESTO — representing a PRESTO adoption rate of 88.9% — and \$6.6 million from other media.

Period 6 revenue reflected the following fare concession profile: 80.0% adult, 7.4% post-secondary, 6.5% youth (ages 13-19), 5.9% senior and 0.2% other.

Action

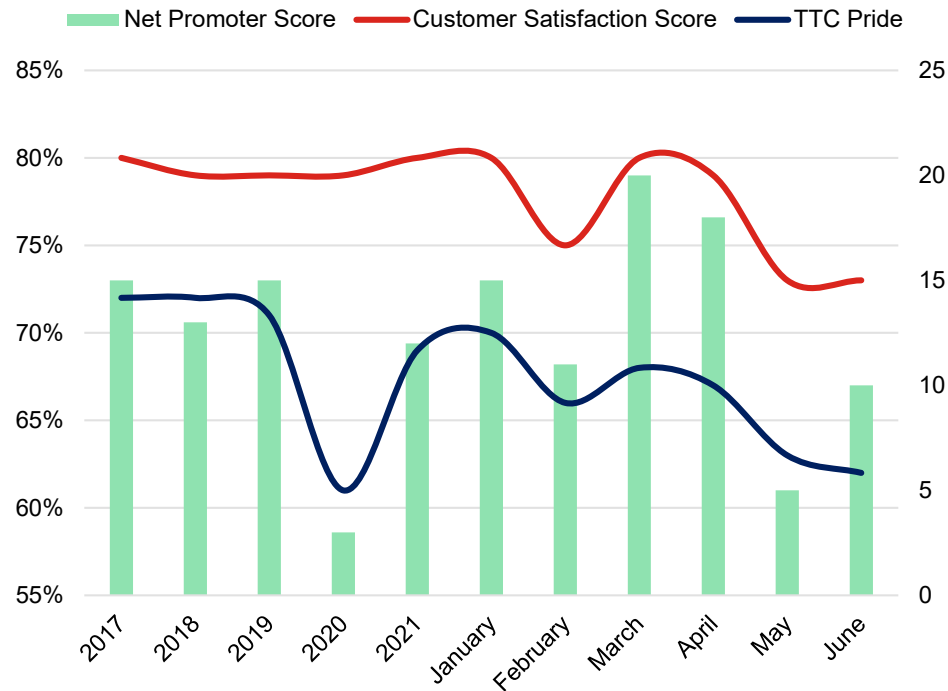
Ridership trends and recovery continue to be monitored closely for all fare concession types and ridership segments. Fall 2022 ridership levels will be telling of the extent of customer return to in-office work. If the frequency of in-office work remains at current levels, fare revenue could fall below budgeted levels in the second half of the year.





Customer experience

Customer satisfaction



Definition

Monthly customer survey of 500 TTC customers. Customers are asked: How satisfied were you overall with the quality of the TTC's service on the last TTC trip you took, on a scale of one to 10 where one is "extremely dissatisfied" and 10 is "extremely satisfied".

Results

In June, 73% of customers reported high levels of satisfaction with TTC services. Our Net Promoter Score (NPS), measuring how likely customers are to recommend the TTC to a friend, family member or colleague, was 10 — representing a low-to-average result when compared to industry benchmarks. The majority (62%) of customers say they are proud of the TTC and what it means to Toronto.

Analysis

The satisfaction score in June is consistent with last month (73%), but down from the same time last year (80%). Lower results are being driven mainly by customer perceptions of the comfort of their trip, length of trip, cleanliness and feelings of safety on the system. More customers are reporting being unhappy with the length of their trip month-over-month. This is consistent with the lower scores we are seeing with on-time performance metrics (pages 17-18).

NPS increased five points from last month (five), but remains near levels last seen in 2020, where customer loyalty dipped considerably at the outset of the pandemic. TTC pride has followed a similar trend, rebounding significantly after the earlier days of the pandemic, but trending back down in the first half of 2022.

Action

- We continue to work with the City and the Toronto Police Service to keep our customers safe.
- Several actions to improve on-time performance are underway (pages 17-18).
- Enhanced cleaning in stations and vehicles is ongoing. This summer we hired 100 students to join our janitorial staff for station cleaning in preparation for September.

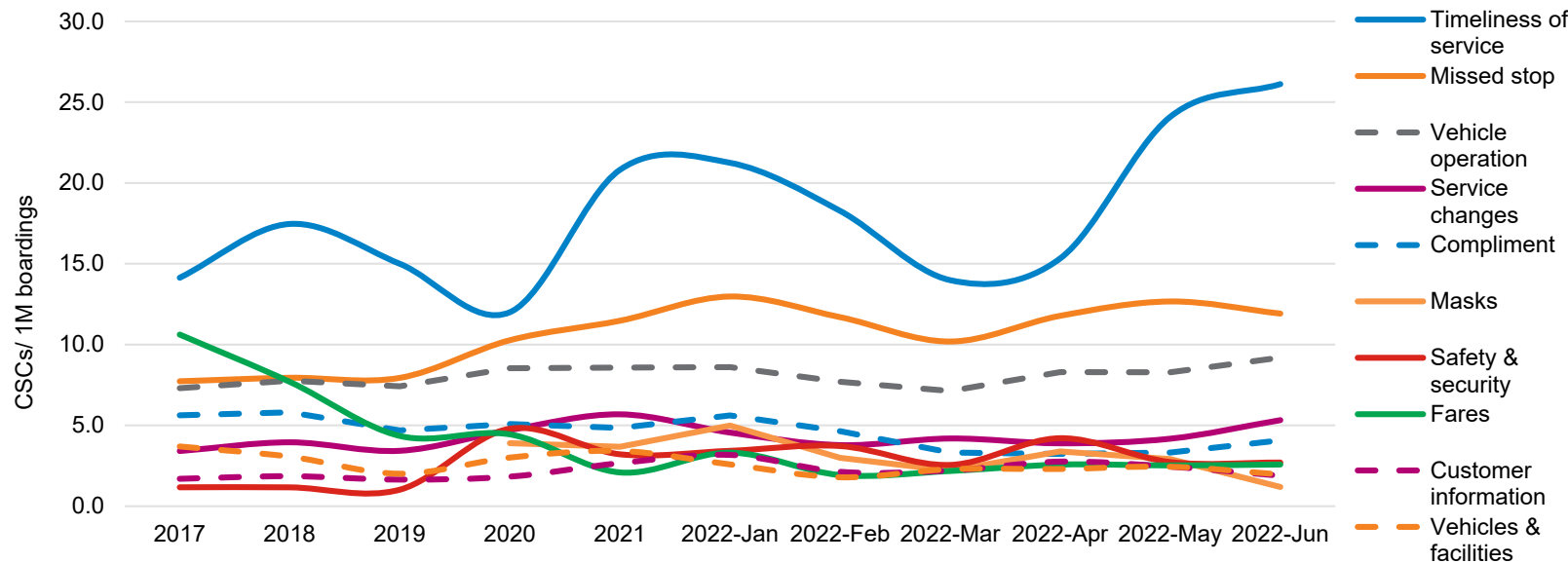




Customer experience

Customer service communications (CSCs)

We value communication with our customers. It helps inform service planning and operations, and improves our overall customer experience. In addition to our Customer Satisfaction Survey (page 11), volunteered customer feedback is also highly valuable. The TTC's Customer Service Centre receives customer input via our website, telephone, email and Twitter – each one is a CSC. CSCs are routed through the organization in order to acknowledge and respond to individual customers, and used to understand overall customer experience.



Definition

Top 10 CSCs (number of communications) per one million boardings, by category. Customers provide feedback to the TTC via our website, telephone, email and Twitter.

Results

Overall, CSCs per one million customer boardings increased by 1% in June compared to May. The total number of CSCs increased by 4%, while customer boardings increased by 3% month-over-month.

Analysis

All three COVID-related CSCs in June improved. Service-related CSCs were mixed and compliments made up 6% of all CSCs, up from 5% last month.

COVID-related CSCs:

- Communications related to employees and customers not wearing masks improved (-59%) for the second consecutive month (page 27).
- Crowding CSCs remained outside of the top 10 areas of customer concern for the ninth consecutive month, and are 32% below pre-pandemic levels.
- Safety & security CSCs decreased (-1%) for the second consecutive month. While these CSCs make up only 4% of all CSCs and are decreasing, they remain about two times higher than pre-pandemic levels. The majority of these CSCs are related to anti-social behaviour on the system.

Service-related CSCs:

- Missed stop CSCs decreased by 6% in June after having trended up since March.

Commentary continued on next page





Customer experience

Customer service communications

- Service changes CSCs increased in June by 27%, although the overall trend is relatively flat this year. Many of these CSCs are related to perceived low frequency of service on surface routes.
- Timeliness of service CSCs increased again this month (8%), after showing an improving trend since August 2021. These CSCs are primarily related to surface routes, in particular the 501 Queen, which has replacement buses running to accommodate construction work. Our on-time performance metrics (pages 17-18) have followed a similar decreasing trend in recent months.
- Vehicle operation CSCs increased 11% in June, showing a relatively flat trend so far in 2022.

Action

COVID-related:

- Continue to monitor mask use with system-wide observations and distribute free masks to customers. We strongly recommend that customers and employees wear masks on the TTC.
- We continue to work with the City's Streets to Homes project to reach out to customers in our system who could use assistance. We have completed a Memorandum of Understanding with Streets to Homes to have a dedicated presence of outreach workers in our system going forward.

Service-related (pages 15-19):

- In September, service will be added across all modes as ridership is expected to increase. Many surface routes will have increased service, either through additional resources to improve on-time performance, new service, or improved frequency of vehicles. We are also preparing for school resuming by increasing resources on routes serving schools.
- Ongoing improvements to workforce planning aimed at decreasing cancellation hours, assessing options related to construction projects impacting routes, and a network-wide review of operator schedule adherence at end terminals.

Customer compliment

This operator listened and made space for the customer as he struggled to be understood. He listened deeply, respectfully and carefully. I was brought to tears as I thought of my elderly companion and his recent healthcare crisis and hoped the same kindness would be shown to him. This operator's demonstration of humanity and kindness touched me deeply." - TTC customer

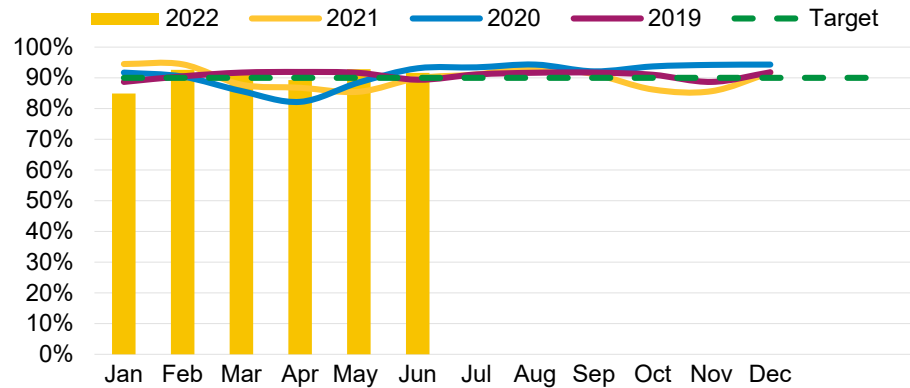




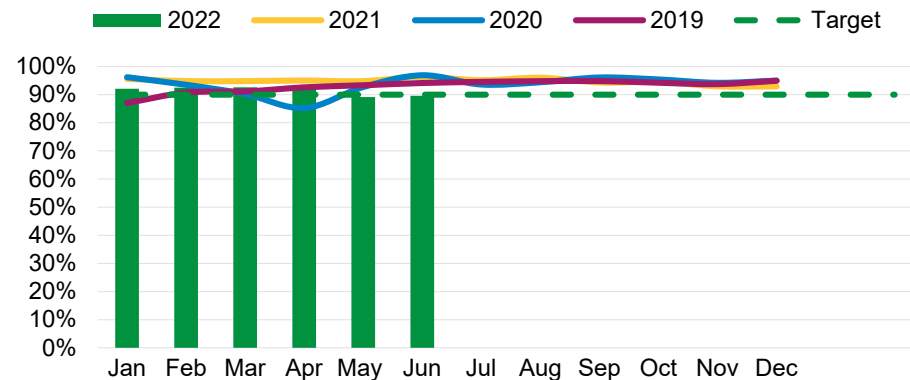
Customer experience

On-time performance (OTP) – Subway

1



2



Definition

Headway (amount of time between train arrivals at a station) adherence of all service trains at end terminals. Data represents weekday service. To be on time a train must be within 1.5 times of its scheduled headway.

Results

Line 1: OTP was 91.6% in June. This represents a decrease from last month (92.8%) and an improvement from the same time last year (89.9%). Our target of 90% was met.

Line 2: OTP was 89.6% in June. This represents a slight increase from last month (89.1%) and a decrease from the same time last year (96.3%). Our target of 90% was not met.

Line 3: OTP was 95.2% in June. This represents a slight decrease from last month (95.8%) and also a decrease from the same time last year (96.9%). Our target of 90% was met.

Line 4: OTP was 98.9% in June. This represents a slight increase from last month (98.2%) and also a decrease from the same time last year (99.0%). Our target of 90% was met.

Analysis

Line 1: There was a 5.9% increase in total delay minutes. Decreases in security and other customer-related delays were offset by increases in vehicle and one-person train operation (OPTO) delays related to operator availability. Despite a reduction, security-related delays continue to negatively impact the operational performance of the subway network.

Line 2: There was a 13.2% increase in total delay minutes. The increase can be attributed to unauthorized individuals at track level incidents.

There were closures for track work between Jane and Ossington stations throughout June. There was also a late opening between St George and Broadview stations on June 12 for structure maintenance.

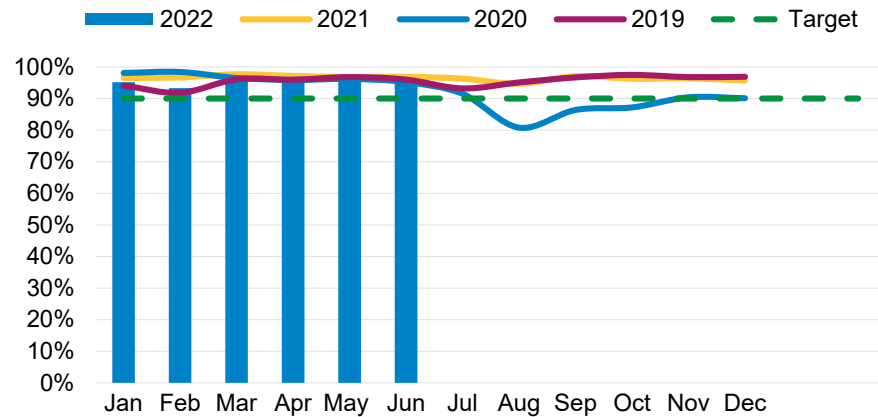




Customer experience

On-time performance (OTP) – Subway

3



Line 3: There was a 2.9% increase in total delay minutes — from 449 minutes in May to 462 minutes in June. A reduction in timeout-related delay minutes was offset by an increase in SRT infrastructure (signals) related delay minutes.

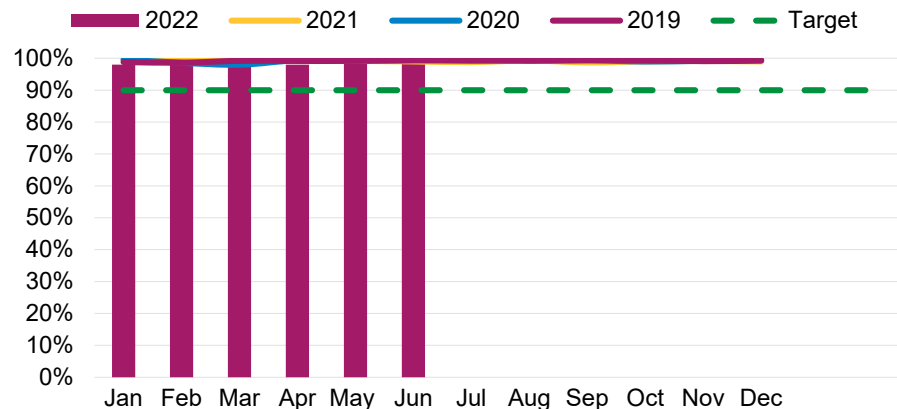
Line 4: There was a 54.0% decrease in total delay minutes — from 346 minutes in May to 159 minutes in June. Decreases in delay minutes can be attributed to reduction in OPTO, staff and customer-related delays.

Action

We continue to coordinate with City programs and the Toronto Police Service to support safe transit and reduce security-related incidents.

We will continue to monitor ridership and service levels and make adjustments where necessary to ensure punctual service levels are delivered.

4



Definition

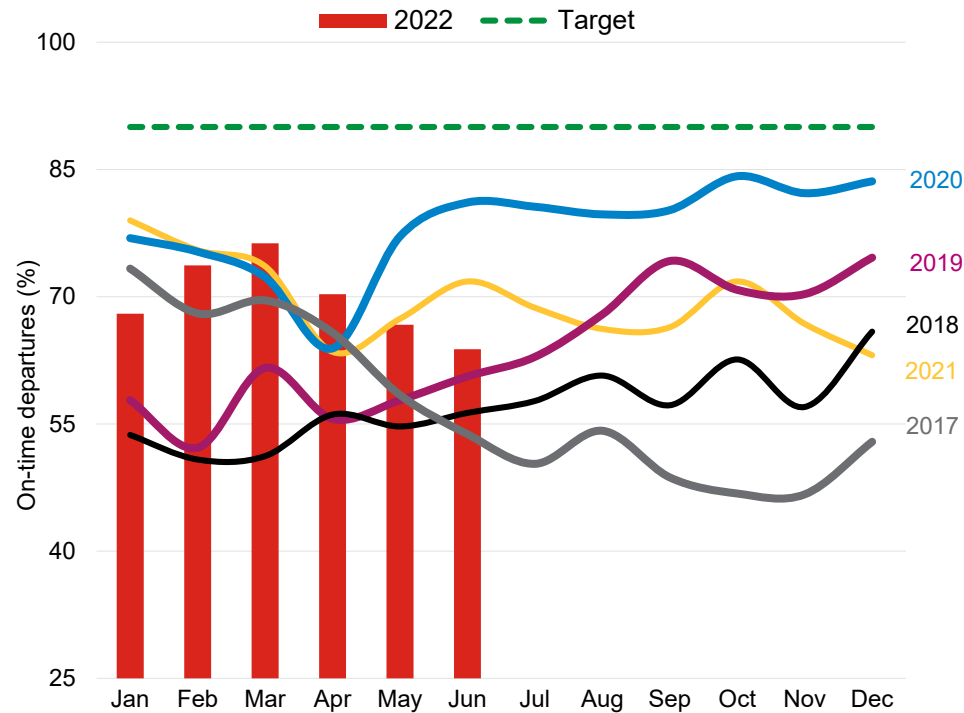
Headway (amount of time between train arrivals at a station) adherence of all service trains at end terminals. Data represents weekday service. To be on time a train must be within 1.5 times of its scheduled headway.





Customer experience

On-time performance (OTP) – Streetcar



Definition

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

Results

Streetcar OTP in June was 63.8%, a decrease compared to May (66.7%) and the same period last year (71.8%). Our target of 90% was not met.

Analysis

Streetcar performance has followed a decreasing trend since mid-April. The drop in performance continues to be driven by maintenance and construction projects.

Infrastructure upgrades at Dundas West Station, along with the King-Queen-Queensway-Roncesvalles (KQQR) intersection reconstruction negatively impacted performance on four streetcar routes throughout the period. These four routes (501 Queen, 504 King, 505 Dundas, and 506 Carlton) operated at a 55.6% on-time rate for the period. The remaining five routes performed at a 76.7% level.

The 510 Spadina and 511 Bathurst routes were also negatively impacted on the

weekend of June 18-19 due to planned maintenance work on the Spadina tunnel, with 510 streetcars redirected to Bathurst Station.

Action

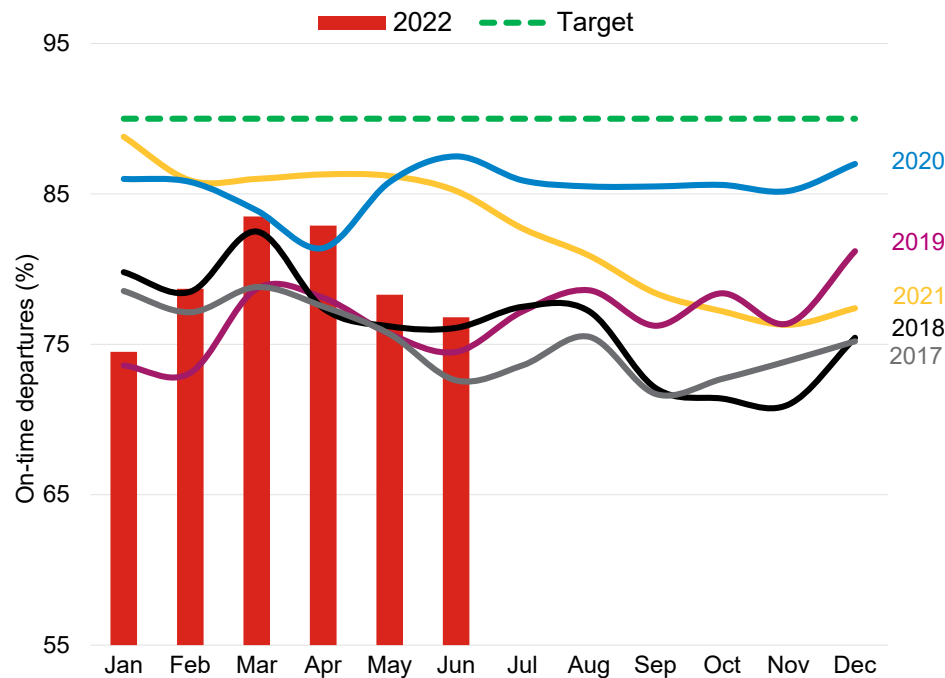
- Adjusting streetcar workforce in order to align with planned service levels for this fall.
- Several schedules are also under review in an effort to improve network OTP.
- Infrastructure planning will be refined in 2023 with the goal of minimizing the number of bus branches required for construction-related projects to streetcar routes.
- Vehicle departure monitoring.





Customer experience

On-time performance (OTP) – Bus



Definition

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

Results

Bus OTP in June was 76.8%, a decrease compared to May (78.3%) and the same period last year (85.2%). Our target of 90% was not met.

Analysis

OTP has followed a decreasing trend since mid-April. Performance remained below 80% for the second consecutive month. Lower performance continues to be driven by summer construction, events in the city and an increase in missed trips.

Missed trips increased to 6.0%, up from 5.0% experienced in May period. Late trips again made up the largest contribution to non-on-time trips (11.2%) for the period.

The June service period began in Week 26, and with this change brought improved scores (75.8% on-time prior to Week 26, 78.5% for Weeks 26 and 27). The 40 Junction-Dundas West and 168 Symington routes returned to the Dundas West Station area, which greatly

improved their performance. For the last two weeks of the period, the 40 Junction-Dundas West route scored 81.0% while the 168 Symington route scored 81.9%.

Action

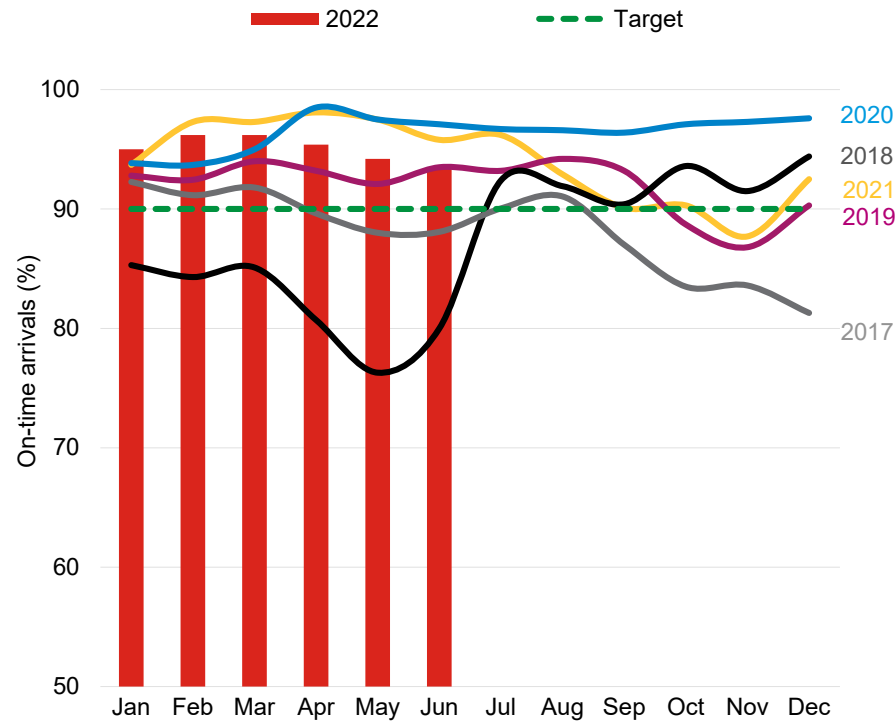
An OTP program has been developed to approach performance improvement through a series of internal working groups. These groups will be working to improve planning and operational aspects of bus operational performance. This includes workforce analyses, schedule improvements, and Operator monitoring work as several examples of the numerous identified tasks.





Customer experience

On-time performance (OTP) – Wheel-Trans



Results

Wheel-Trans OTP in June decreased by 0.8% from May to 93.4%, and is 2.8% lower than the same period in 2021.

Analysis

The decrease in performance can be attributed to increased ridership coupled with events, closures and construction throughout the city. However, we continue to maintain OTP above the 90% target.

Action

Dispatch will continue to strategize and use appropriate mitigation strategies to adjust service, maintain efficiencies and OTP as we expect ridership to continue to increase.

Definition

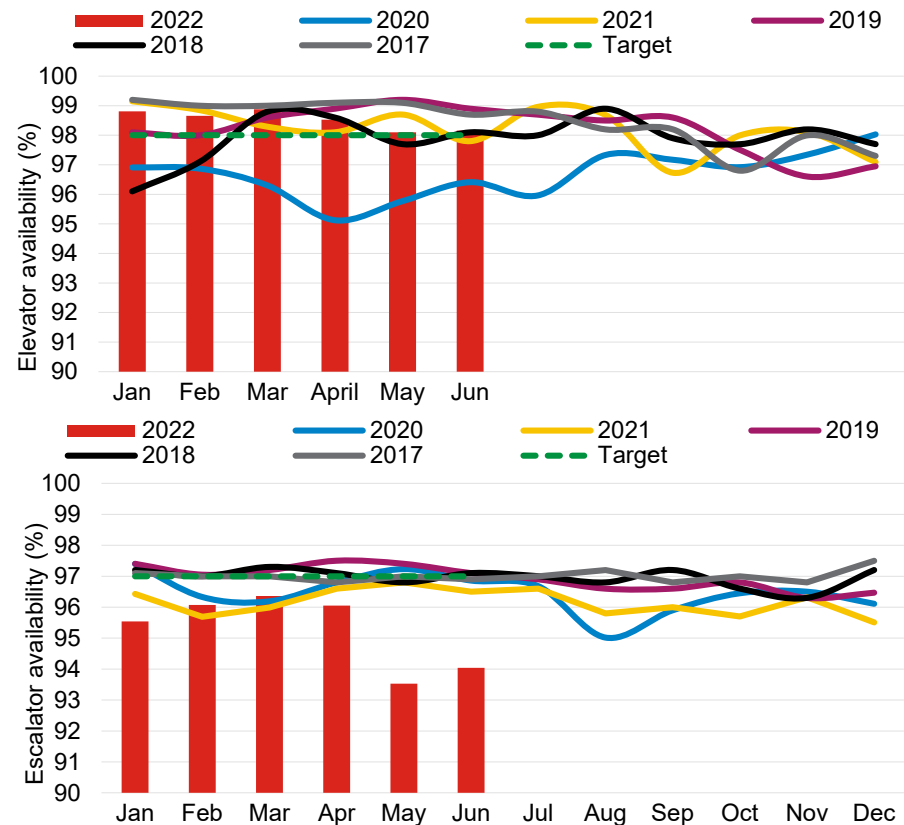
On-time performance of all trips conducted by Wheel-Trans buses. To be on time, the bus must arrive within 20 minutes of its scheduled arrival.





Customer experience

Accessibility – Elevator and escalator availability



Definition

Percentage of total available elevator and escalator service hours during subway service.

Results

Elevator availability in June was 98.2%, which represents an increase from last month (98.1%) and the same time last year (97.8%). Availability was above our target of 98%.

Escalator availability in June was 94.0%, which represents an increase from last month (93.5%), but a decrease from the same time last year (96.5%). Availability was under our target of 97%.

Analysis

The continued shutdown of the Dupont Station street-level elevator to replace glazing panels and address other deficiencies reduced availability by approximately 0.74% (or 605 hours).

Other elevator maintenance and repairs were completed as planned and scheduled.

Escalator availability remained below target this month due to construction work and flooding.

Eight escalators were removed from service due to water damage in June. An additional three escalators remained out of service to accommodate construction work at Dundas West, Lansdowne and Castle Frank stations. Construction work reduced availability by approximately 1%

Two escalators serving the northeast entrance of Spadina Station have been removed from service to perform end-of-life overhauls. Both escalators must be overhauled at the same time to maintain safe pathways for customers and safe work spaces for technicians. This work will have a significant impact on performance until early fall 2022.

Action

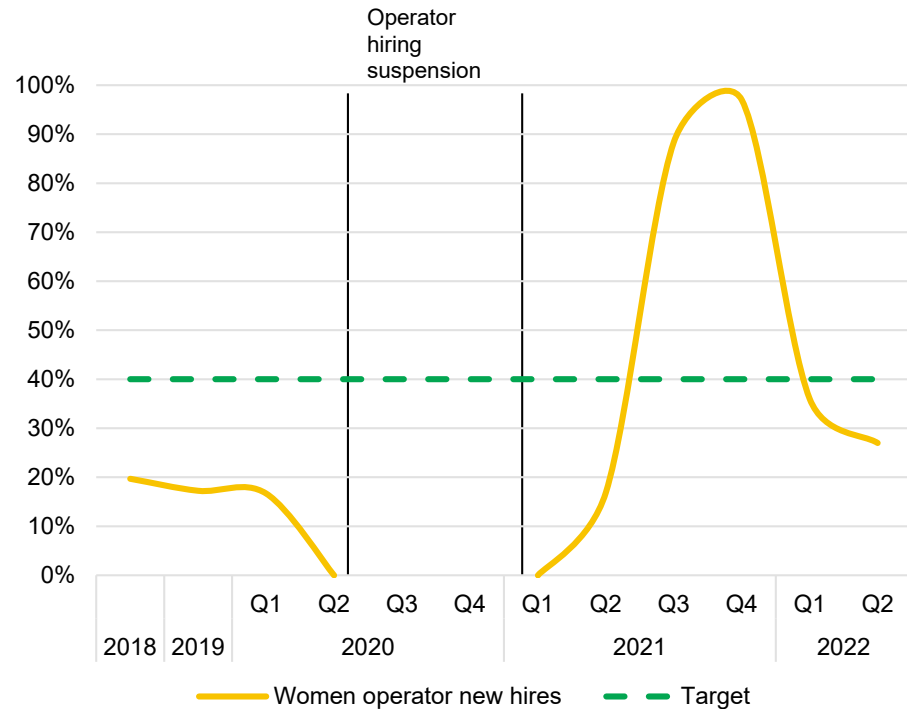
Three of the eight water-damaged escalators in stations were inspected, repaired, and returned to service. Five escalators at Wilson Station remain out of service pending repairs to the drainage and plumbing systems. We are investigating the recent increase in water damage and will identify corrective actions to prevent long-term reoccurrences.





Diversity

Women operator new hires



Definition

The proportion of operator new hires who identify as women.

Results

In our 10-Point Action Plan on Diversity and Inclusion, we made the commitment to recruit more women into transit operations, with women representing at least four in every 10 new operator hires by the end of 2021. Last year, we reached our goal with 60% of new hires identifying as women. The hiring of operators was halted during the height of the pandemic and resumed in April 2021.

In Q2 2022, we hired 291 operators (79 women, 212 men), with women representing 27% of that total. This proportion of women hired is a decrease from the previous quarter where they made up 36% of new hires, but an increase from the same time last year (17%).

Analysis

Among the women we hired as operators in Q2 2022, 86% are racialized, of which 62% are Black and 10% are Asian.

We have started off the year slow, but we continue to stay committed to finishing 2022 above our target. We also have some challenges ahead as many industries face a labour shortage.

In April, we hosted a TTC Connects Women as Transit Operators virtual recruitment event with 400 attendees. We also leveraged targeted social media posts with a recruitment ad, video of testimonials and links to apply.

Action

We have several recruiting events planned for the remainder of the year, including career fairs with Toronto Community Housing Corporation and the Native Women’s Resources Centre of Toronto.





Diversity

New additions

We continue to grow our Diversity & Culture team with our latest hire — Marlon Merraro as Director of Diversity. Marlon's professional practice spans over 25 years. It is based in meaningful community engagement that is both visionary and practical in the development and implementation of strategic initiatives relating to increasing institutional and systemic capacity to best meet the needs of Canada's diverse communities.

Marlon has held senior leadership positions in the Justice, Health, Education, Child Welfare and Community Development sectors. His leadership has provided strategic direction, change management and supervision of multi-disciplinary teams. He has led infrastructure building, social system design, and organizational development to meet changing needs and demands, with a focus on Black, Indigenous, racialized and newcomer communities.

Marlon utilizes a health equity, anti-oppression framework to maximize research, planning, development, delivery and evaluation of programs and service delivery. He is an alumnus of the Governor General Leadership Group, providing strategic direction on complex social issues.

Marlon's education background includes a Master Degree in Critical Disabilities Studies and a Bachelor of Social Work in Public Administration. He is also a graduate of the Non-Profit Emerging Leaders Program at the Schulich School of Business.



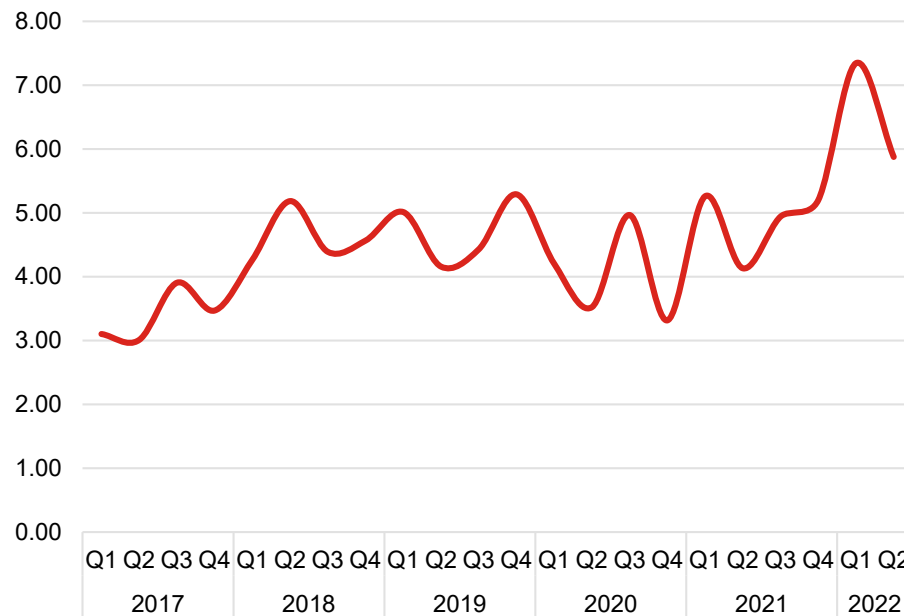
Marlon Merraro





Safety and security

Lost-time injuries rate (LTIR)



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

Results

The LTIR in Q2 2022 was 5.9 injuries per 100 employees — a decrease from Q1 (7.3) and an increase from the same period last year (4.1). The LTIR for Q2 was 1% higher than the four-quarter average. There has been an upward trend in the LTIR since 2015.

Analysis

The increase in Q1 was mainly attributed to the increase in COVID-related lost-time injuries in January due to the Omicron variant. There was a 20% drop in the Q2 LTIR from Q1 as COVID cases decreased.

Acute emotional event injuries account for 17% of all lost-time injuries and represent the second highest injury event type. Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition) account for 22% of all lost-time injuries and represent the highest injury event type.

Action

To help address the acute emotional event injuries, the TTC has a project underway to identify psychological health and safety (PH&S) hazards and their impact on workers at the TTC as well as to develop tools and resources to develop and implement a PH&S program.

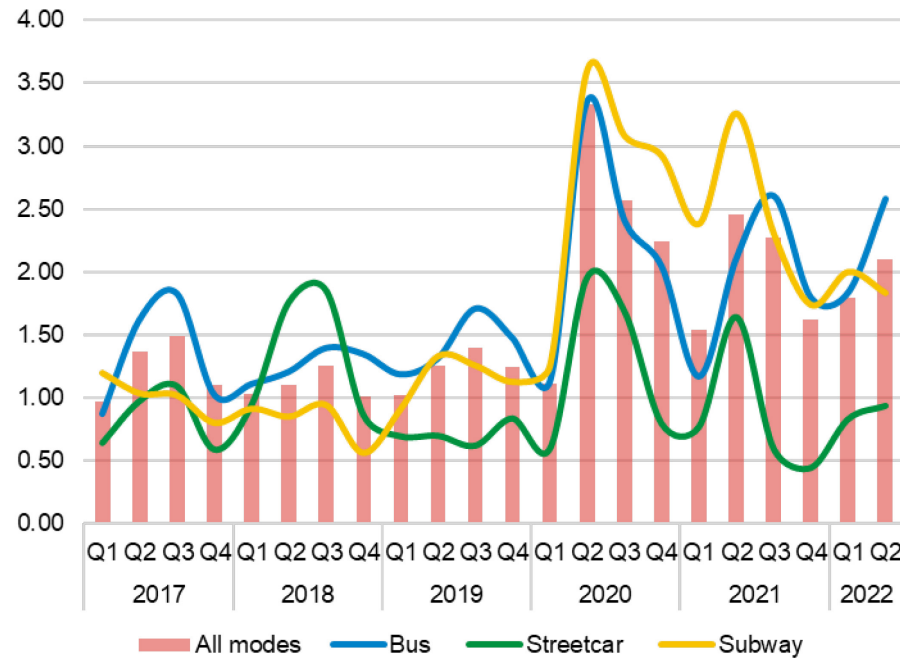
The Ergonomic Musculoskeletal Disorder (MSD) Prevention Program, focuses on preventing musculoskeletal/ergonomic type injuries and resolving ergonomic concerns. It is important to be proactive and address potential hazards before they lead to injuries. The purpose of the program is to increase awareness of MSD hazards, provide tools for management and employees to address hazards and to prevent injury by controlling hazards in the workplace. Specific training modules for high-risk groups have been developed. The training sessions will commence this year. Resources are provided on the TTC’s Intranet for general instruction as well as awareness and self-assessments.





Safety and security

Customer injury incidents rate (CIIR)



Definition
Number of customer injury incidents per one million boardings.

Results

The CIIR in Q2 2022 was 2.1 injury incidents per one million vehicle boardings — an increase from Q1 (1.8) and a decrease from the same period last year (2.5). The CIIR for Q2 was 8% higher than the four-quarter average rate of 1.9 injury incidents per one million vehicle boardings. The four-quarter average shows a statistically significant upward trend in the CIIR.

Analysis

The increase in the CIIR from Q2 (up 17% from Q1), was mainly driven by an increase in bus onboard injuries (Bus CIIR is up 40% from last quarter). Q1 had 105 bus onboard injuries and Q2 had 179 onboard injuries. About one third (33%) of Q2 bus injuries were due to hard braking by the operators to avoid collisions.

Action

We continue to monitor the CIIR and existing safety initiatives, which includes messaging to promote customer safety and safe vehicle operation.

Our reminder communications to operators include maintaining a safe following distance, being aware of your surroundings, operating to conditions and applying smooth braking and acceleration.

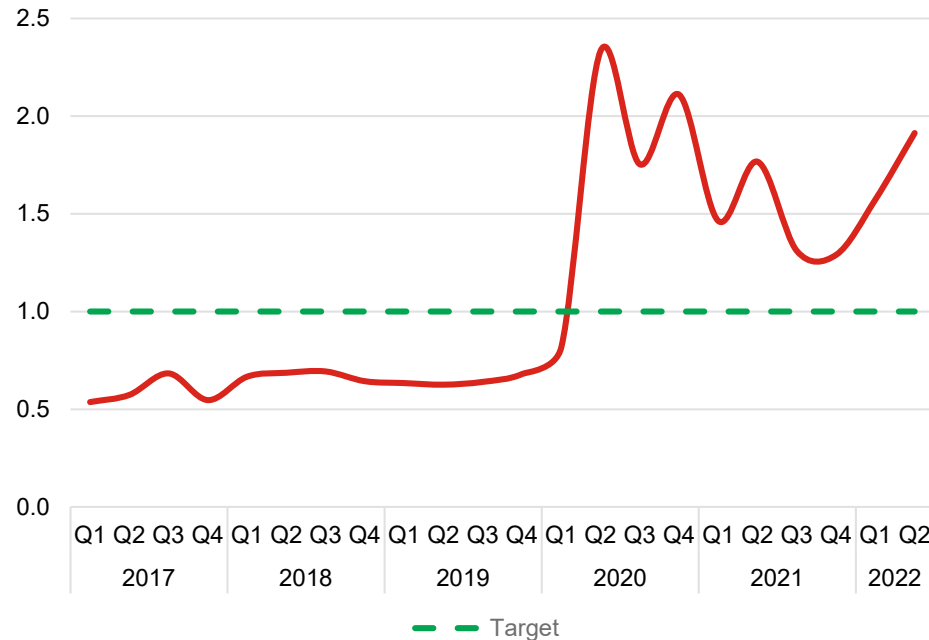
This summer, we are updating the content and design of our safety campaigns on our vehicles and in our stations and exploring new ways to reach our customers to communicate key safety messages.





Safety and security

Offences against customers



Note: New reporting system is in development. Data has not been cleaned for Q2 2022 and may have inaccuracies.

Definition

Number of offences against customers per one million boardings.

Results

In Q2 2022, the number of offences against customers was 1.9 per one million boardings. This represents a 21.6% increase from Q1 2022 and an 8% increase from the same time last year.

Analysis

The total number of offences against customers increased in Q2 compared to Q1 2022 — 268 and 183, respectively.

Action

We have increased patrols and Special Constable presence in our system.

Our Community Engagement Unit (CEU) continues to focus on the needs of individuals who are experiencing homelessness, mental health or addiction issues. We are bringing sustainable solutions that benefit customers and other community stakeholders, as this is a principal factor in the safety of customers and employees during the pandemic.

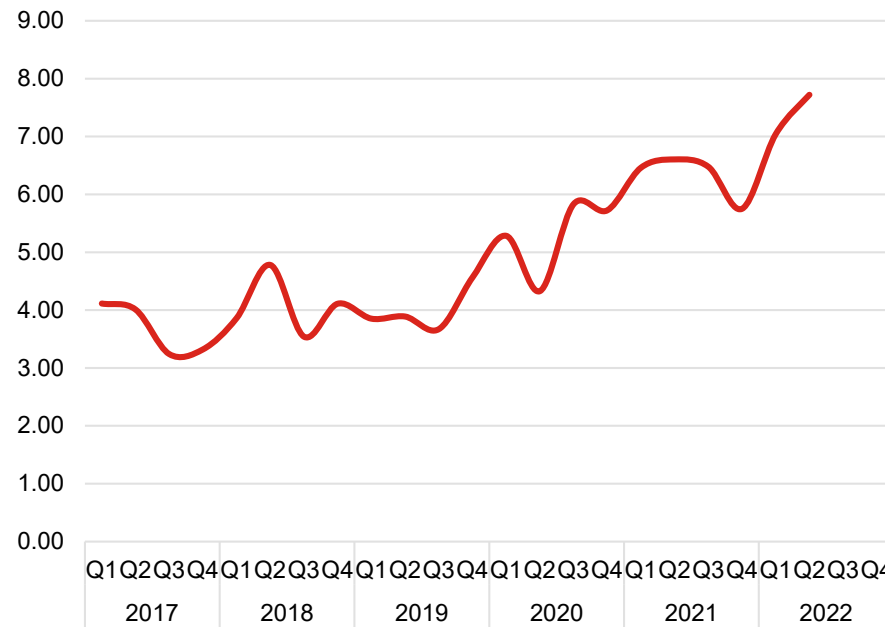
Since April 2020, the TTC has partnered with the City to support their Streets to Homes initiative. As part of this program, our CEU Special Constables proactively patrol the TTC system with outreach workers from Streets to Homes. This organization will continue to have dedicated presence of outreach workers in our system going forward.





Safety and security

Offences against employees



Note: New reporting system in development. Data has not been cleaned for Q2 2022 and may have inaccuracies.

Definition

Number of offences against employees per 100 employees.

Results

In Q2 2022, the number of offences against employees was 7.7 per 100 employees. This represents an 9.7% increase from Q1 2022 and a 16.9% increase from the same time last year.

Analysis

The total number of offences against employees increased in Q2 compared to Q1 2022 — 284 and 259, respectively.

Action

Employee and customer safety remains our highest priority. The TTC continues to monitor the progress of its 10-point action plan to prevent assaults. This includes the following programs and initiatives:

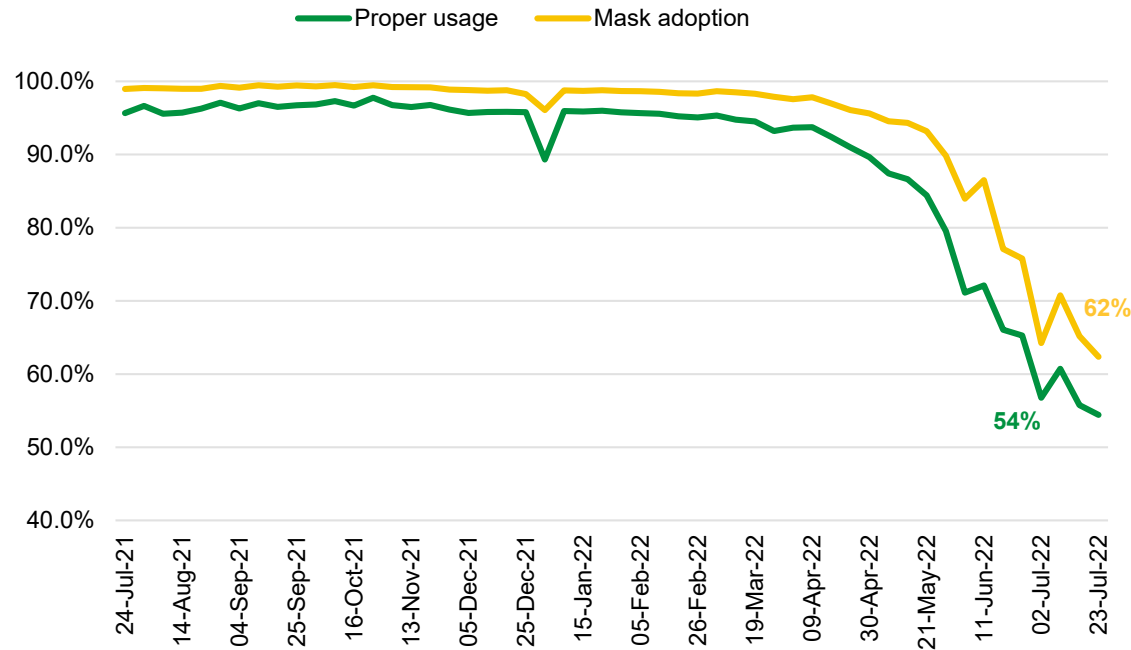
- Delivering a comprehensive one-day training program focusing on de-escalation strategies, communication skills, customer service, managing stress and employee support systems.
- Conducting engagement events with Special Constables to provide an opportunity for employees to ask questions and obtain information on their role and actions.
- Implementing recommendations approved by the TTC Board supporting changes to the Criminal Code, working on a national framework and increasing public awareness of transit worker safety.
- Working in partnership with our unions through the formation of a Joint Labour-Management Committee focusing on assault prevention.





Hot topics

Customer mask use



Definition

Mask adoption: Percentage of customers observed wearing a mask.

Proper usage: Percentage of customers observed wearing a mask properly covering nose, mouth and chin.

Results

For the week ending July 23, 62% of customers were wearing masks and 54% were wearing masks properly over nose, mouth and chin. There were 27,265 customer mask observations made across the network.

Analysis

With the state of emergency in Toronto ending on May 9 and the expiry of the Provincial mask mandate on June 11, customer mask use has declined. The TTC still strongly recommends that customers and employees wear masks. From regular customer surveys, most TTC customers still say they feel safer riding the TTC when they wear masks alongside other customers.

Action

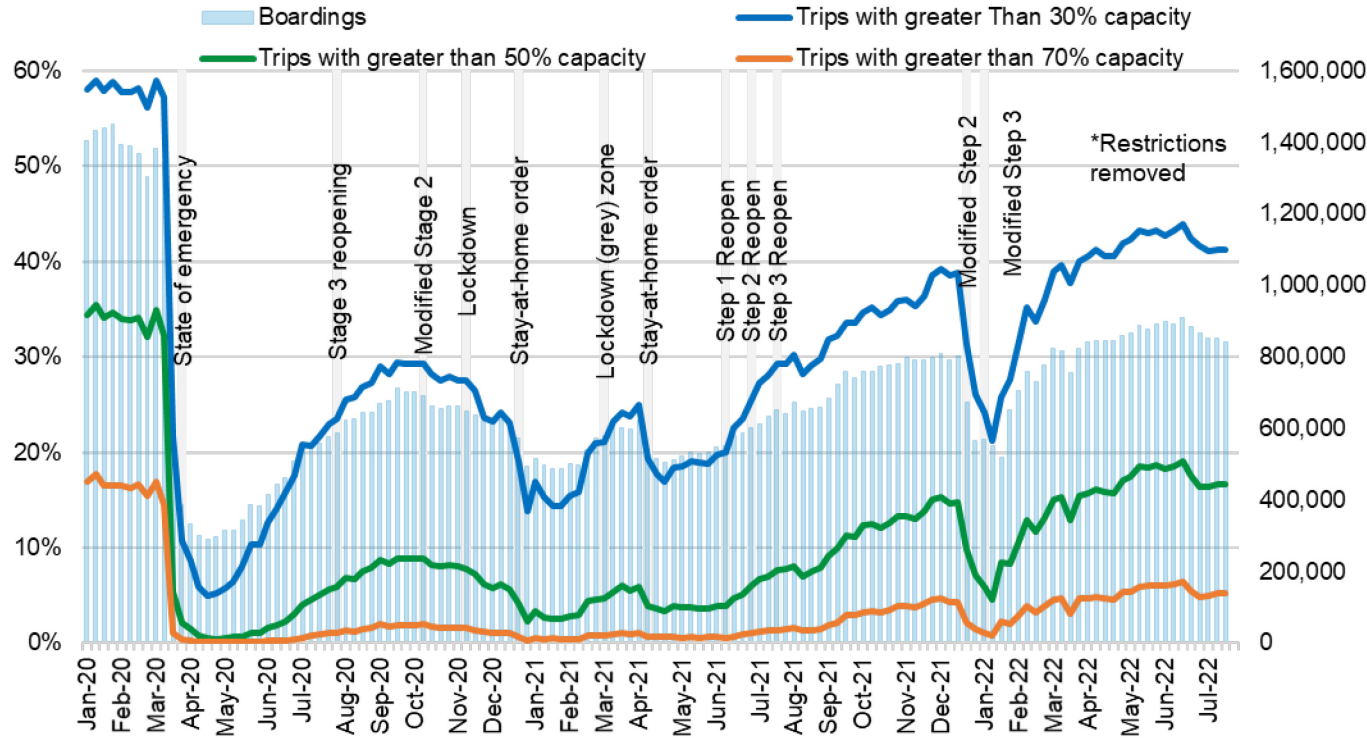
- While customers no longer need to wear a mask while indoors on TTC property, we continue to recommend they do so.
- Regular surveys on customer sentiment related to mask use.
- Broad mask distribution on bus routes and all stations and targeted mask distribution at low points across the city.
- Since June 2020, 3.59 million free masks have been distributed to customers at schools, shelters, stations, and at high-ridership stops — approximately 2,600 were distributed in July 2022.





Hot topics

Bus occupancy



Definition

Percentage of weekday bus trips with more than 50% and 70% occupancy.
 50% occupancy: 25 customers onboard a standard 40-foot bus.
 70% occupancy: 35 customers onboard a standard 40-foot bus.

Results

Bus occupancy is monitored daily. For the week ending July 23, 83% of all bus trips were under 50% occupancy. During this time, we served an average 842,000 bus customers per weekday, which is 64% of pre-COVID bus boardings.

Analysis

About 17% of bus trips had more than 25 customers on some part of the route (50% capacity) and 5% of bus trips had more than 35 customers per bus (70% capacity) on some part of the route.

Bus occupancy has flattened in recent weeks with ridership growth slowing.

Action

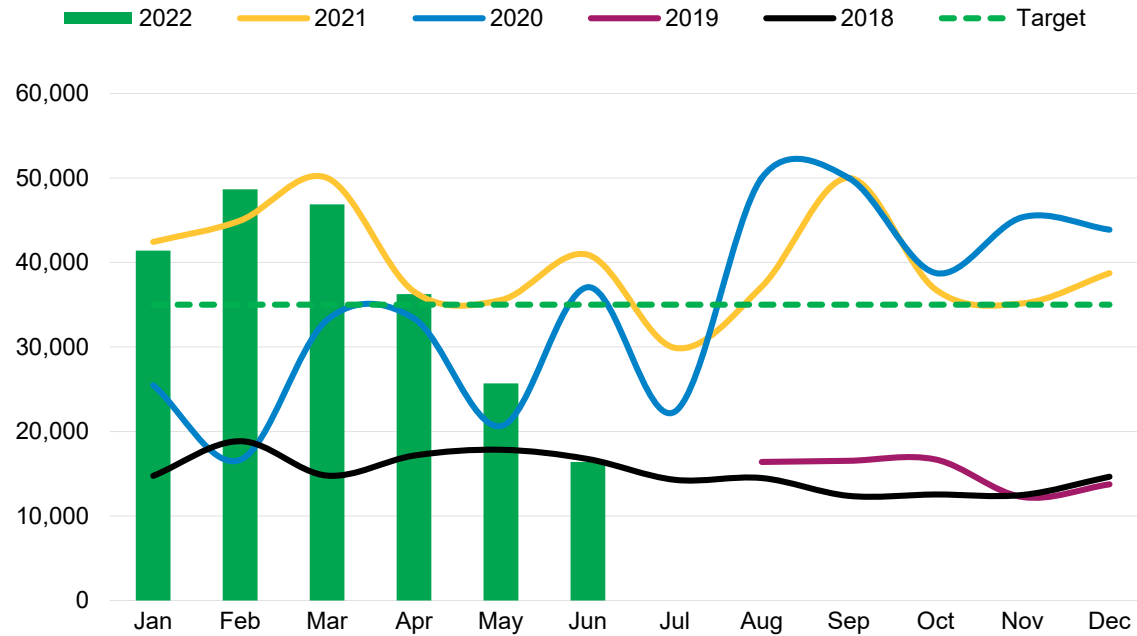
- Continue to restore service levels to routes across the city. Additional service improvements were implemented in June.
- Maintain weekly monitoring of all bus routes across 30%, 50% and 70% occupancy levels as customers return to transit.
- Continue weekly occupancy analysis to assist with assignment of unscheduled Run-As-Directed service and inform service planning schedules.





Hot topics

Streetcar mean distance between failures



Definition

Total distance (km) travelled per number of equipment incidents resulting in delays of five minutes or more.

Results

Streetcar MDBF was 16,400 km in June. This represents a decrease from last month (25,690 km) and the same time last year (40,912 km).

Analysis

The MDBF has followed a decreasing trend since April. There was a 6.6% increase in the number of failures from May to June. The top contributors to these failures included the vehicle control systems (six failures), the doors camera system (five failures) and the event logger systems (four failures). For the vehicle control systems, failures involving the master controller remain the primary cause of delays.

Action

Implementation of an improved master controller design has commenced under Alstom's modification program. In addition, preventative maintenance programs are being adjusted to minimize in service failures while engineering design solutions are found.

Doors and ramp system failures were mostly caused by wiring issues and adjustments of component assemblies. Investigation into these failures is ongoing. As a minimum, emphasis on quality of inspections and repairs is being communicated to staff. Adjustments to quality control processes are also being made to address workmanship issues.





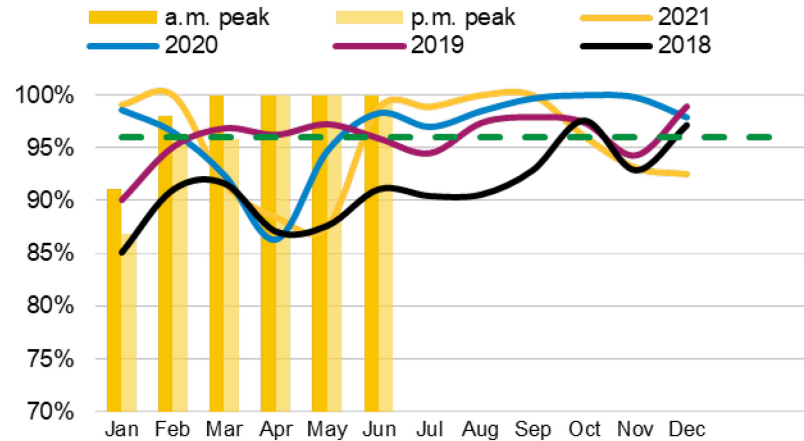
Appendix: Service delivery

Line 1 capacity

Total number of trains that travelled through 12 sampling points during weekday a.m. and p.m. peaks as a % of trains scheduled. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

June: 100%
May: 100%
June 2021: 98.8%

Target: 96.0%

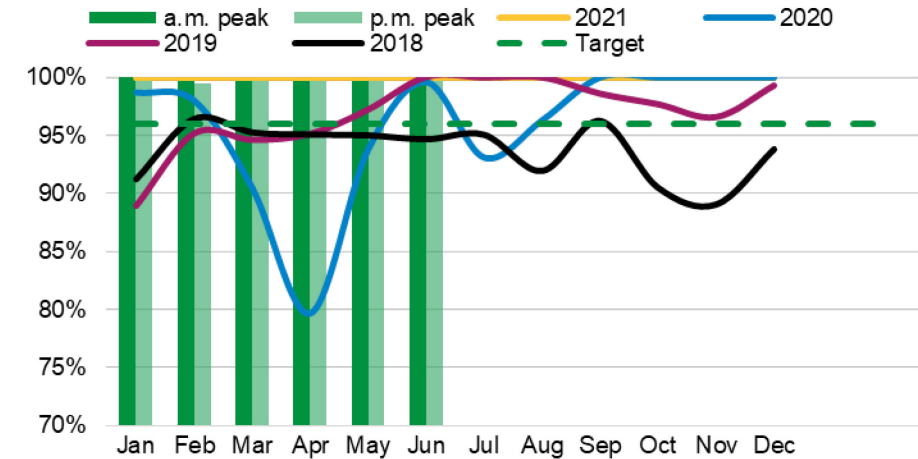


Line 2 capacity

Total number of trains that travelled through 10 sampling points during weekday a.m. and p.m. peaks as a % of trains scheduled. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

June: 100%
May: 100%
June 2021: 100%

Target: 96.0%



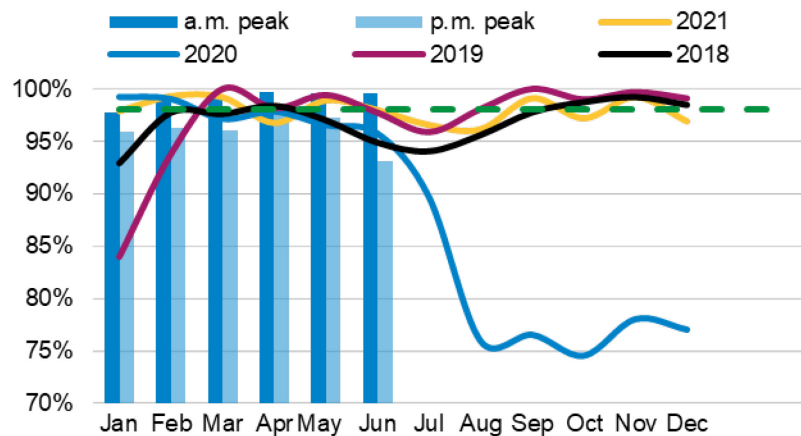
Line 3 capacity

Total number of trains that travelled through two sampling points during weekday a.m. and p.m. peaks as a % of trains scheduled. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

June: 96.1%
May: 98.3%
June 2021: 98.0%

Target: 98.0%

Under target due to vehicle reliability and availability.

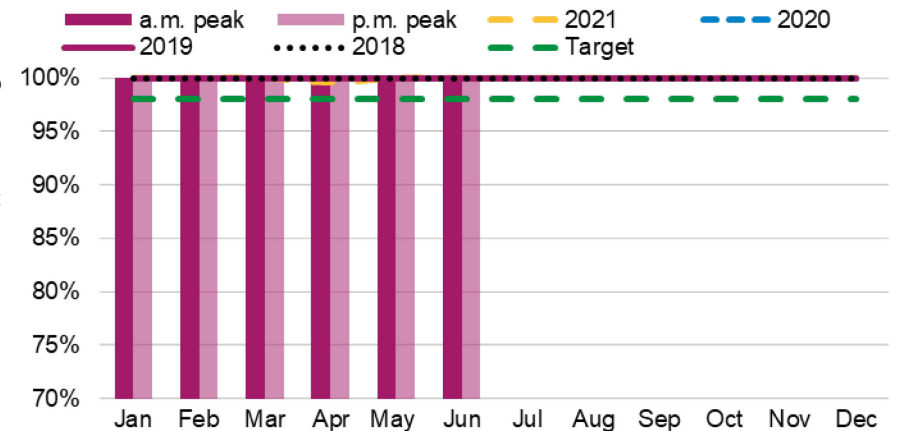


Line 4 capacity

Total number of trains that travelled through two sampling points during weekday a.m. and p.m. peaks as a % of trains scheduled. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

June: 100%
May: 100%
June 2021: 100%

Target: 98.0%





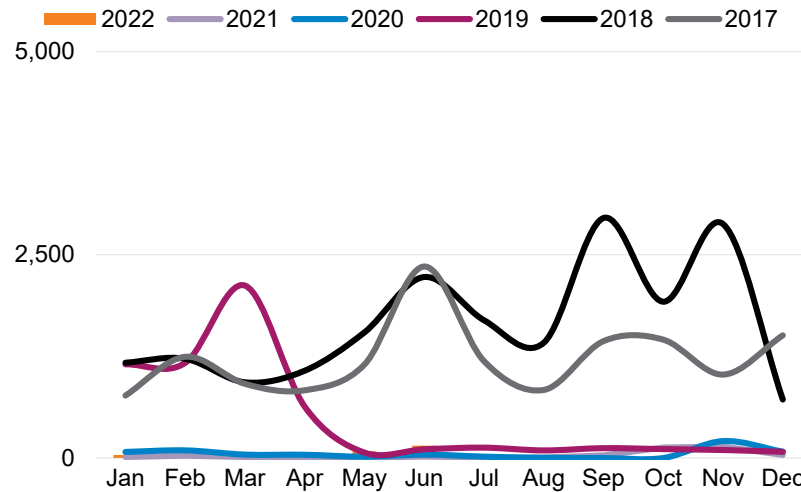
Appendix: Service delivery

Streetcar short turns

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

June: 152
May: 82
June 2021: 18

Target: This target is under review.

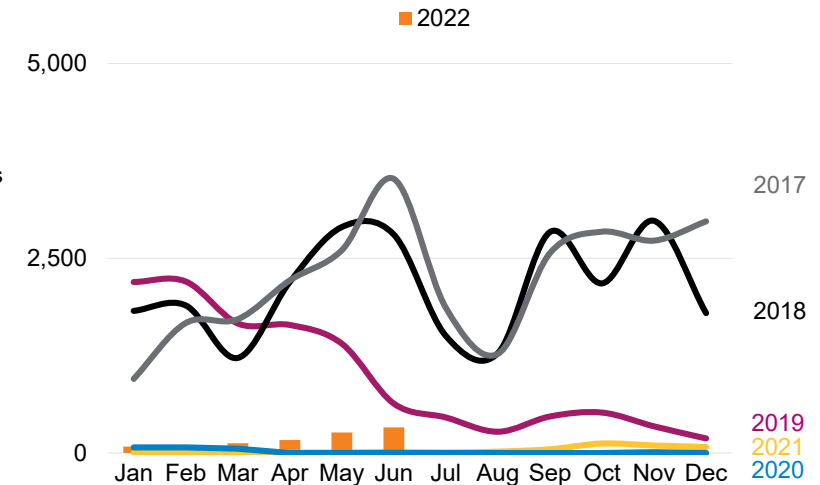


Bus short turns

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

June: 328
May: 264
June 2021: 1

Target: This target is under review.

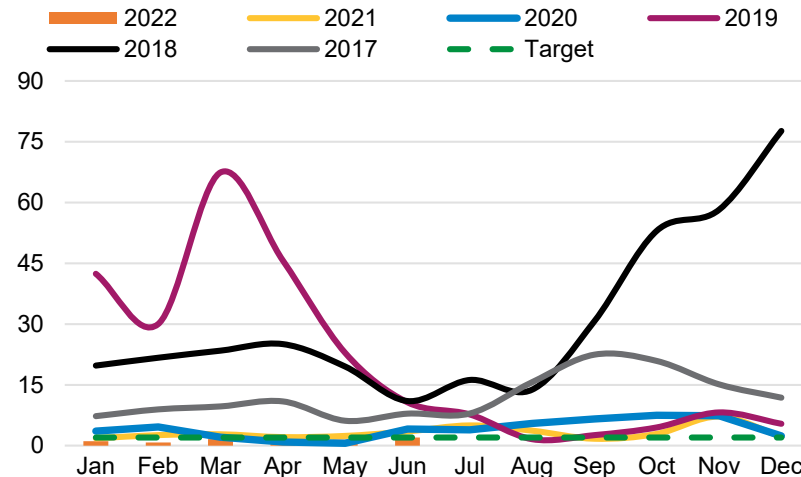


Wheel-Trans contact centre wait time

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

June: 2
May: 1.5
June 2021: 3.5

Target: 2





Rich Wong
Chief of Vehicles

James Ross
Chief Operating Officer

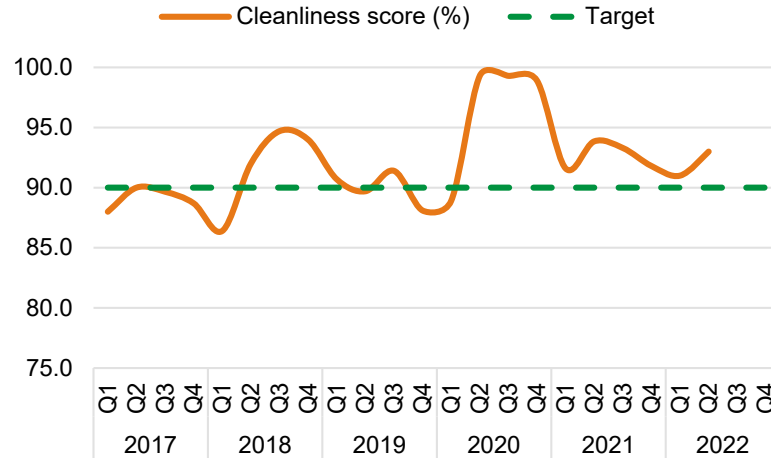
Appendix: Cleanliness

Bus cleanliness

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

Q2: 93.0%
Q1: 91.0%
Q2 2021: 93.9%

Target (RW): 90.0%



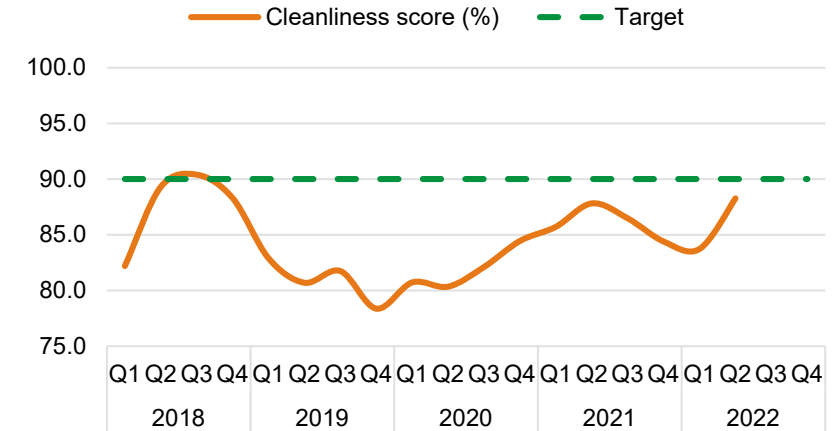
Streetcar cleanliness

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

Q2: 88.3%
Q1: 83.7%
Q2 2021: 87.8%

Target (RW): 90.0%

Seats identified as an area requiring improvement. Fleet wide audit of passenger seats has been completed and replacements are underway.

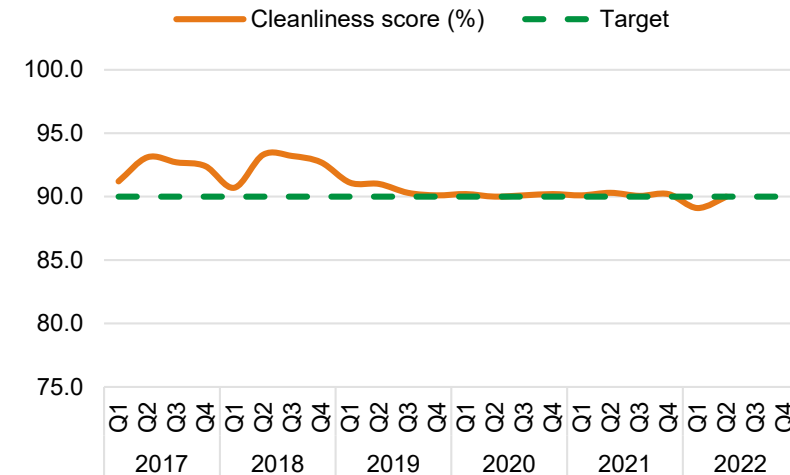


Subway cleanliness

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

Q2: 90.0%
Q1: 89.1%
Q2 2021: 90.3%

Target (RW): 90.0%



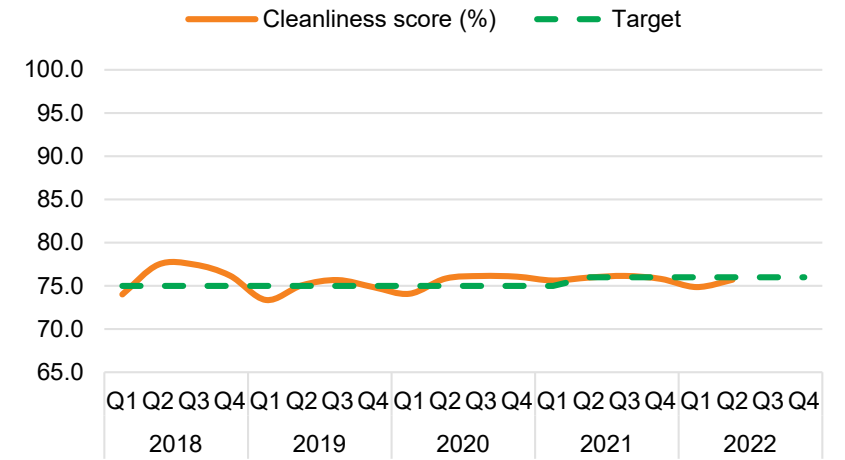
Station cleanliness

Results of a third-party audit. Average of all 75 stations.

Q2: 75.7%
Q1: 74.9%
Q2 2021: 76.0%

Target (JR): 76.0%

We have hired 100 students for a cleaning blitz of stations this summer.





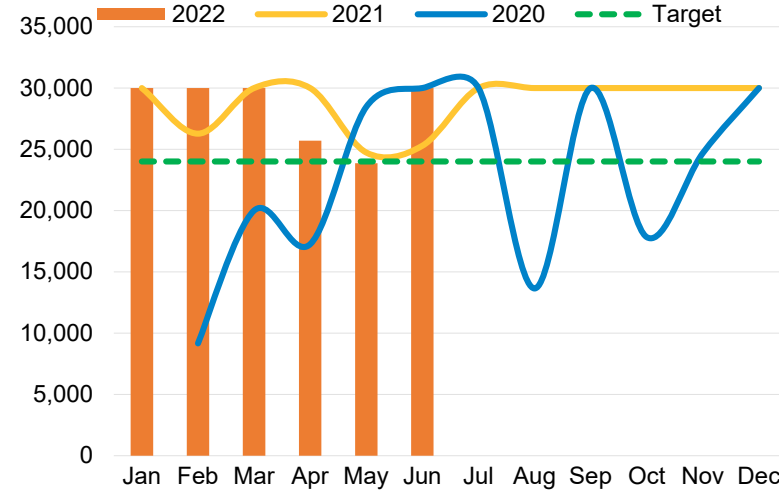
Appendix: Asset reliability

eBus mean distance between failures

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

June: 30,000 km
May: 23,863 km
June 2021: 25,291km

Target: 24,000 km

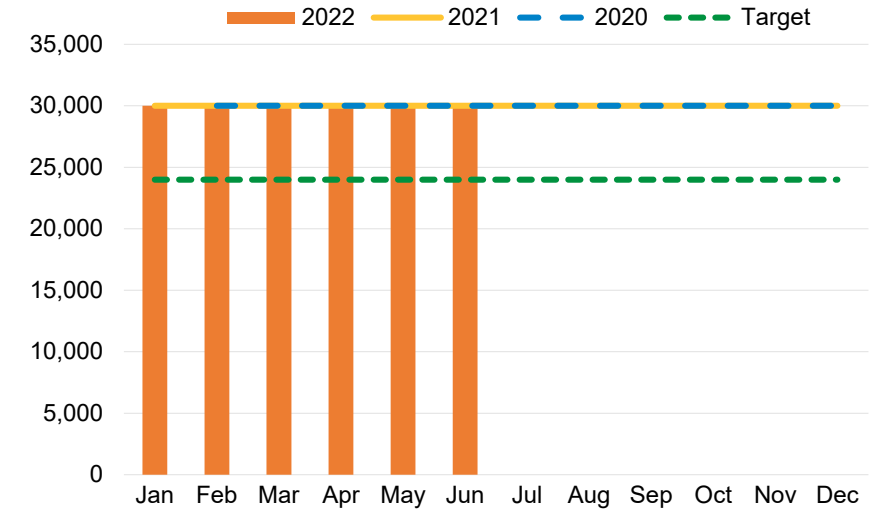


Hybrid bus mean distance between failures

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

June: 30,000 km
May: 30,000 km
June 2021: 30,000 km

Target: 24,000 km

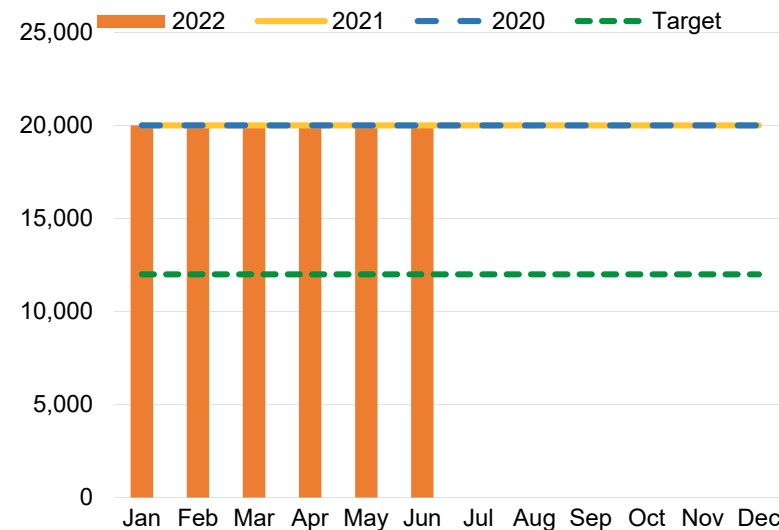


Clean-diesel bus mean distance between failures

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

June: 20,000 km
May: 20,000 km
June 2021: 20,000 km

Target: 12,000 km

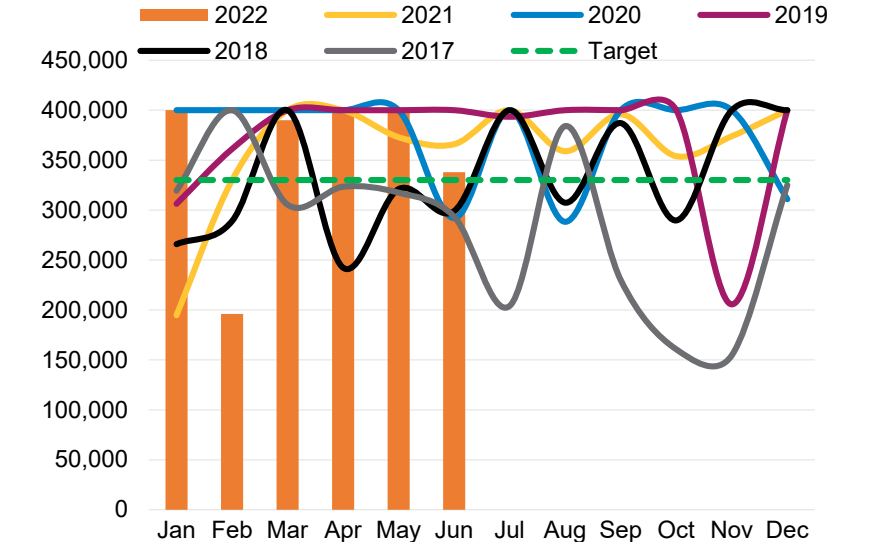


T1 train mean distance between failures

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

June: 338,000 km
May: 400,000 km
June 2021: 366,000 km

Target: 330,000 km





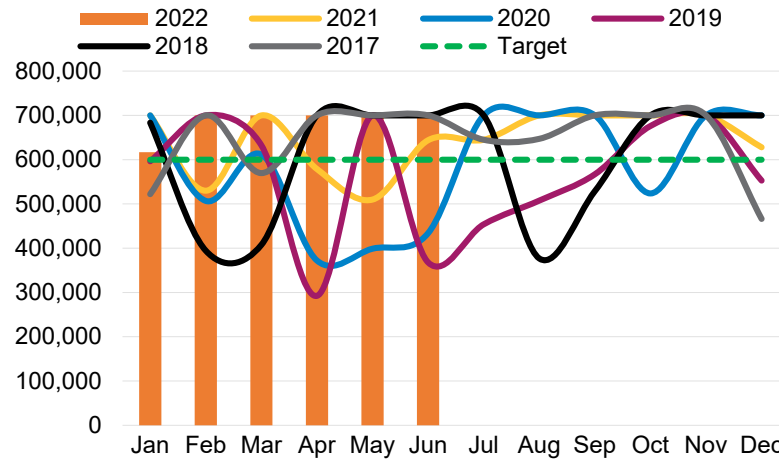
Appendix: Asset reliability

TR train mean distance between failures

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

June: 700,000 km
May: 700,000 km
June 2021: 644,000 km

Target: 600,000 km

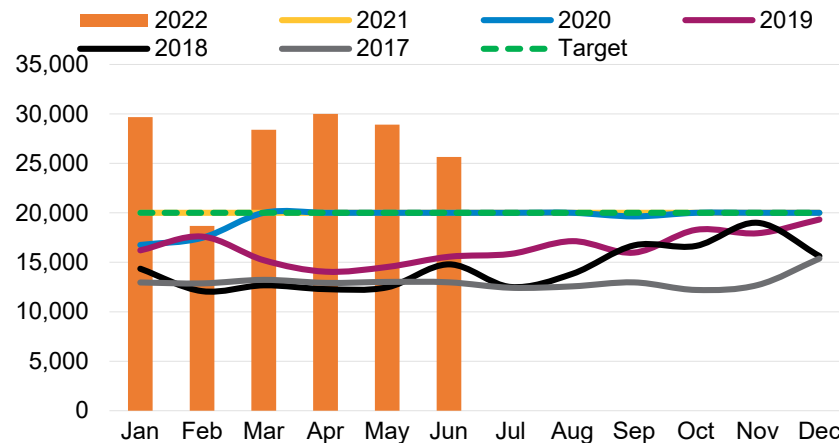


W-T Mean distance between failures

Total distance accumulated by the Wheel-Trans fleet per number of mechanical road calls.

June: 20,000 km
May: 28,917 km
June 2021: 20,000 km

Target: 20,000 km





Appendix: Asset reliability

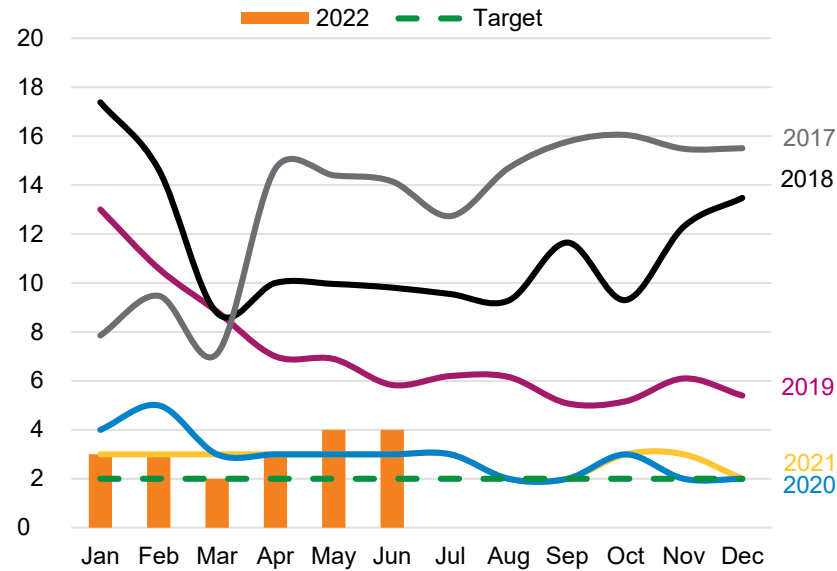
Streetcar road calls and change offs

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

June: 4
May: 4
June 2021: 3

Target: 2 ❌

Under target due to issues related to master controllers, operator seats and video system.

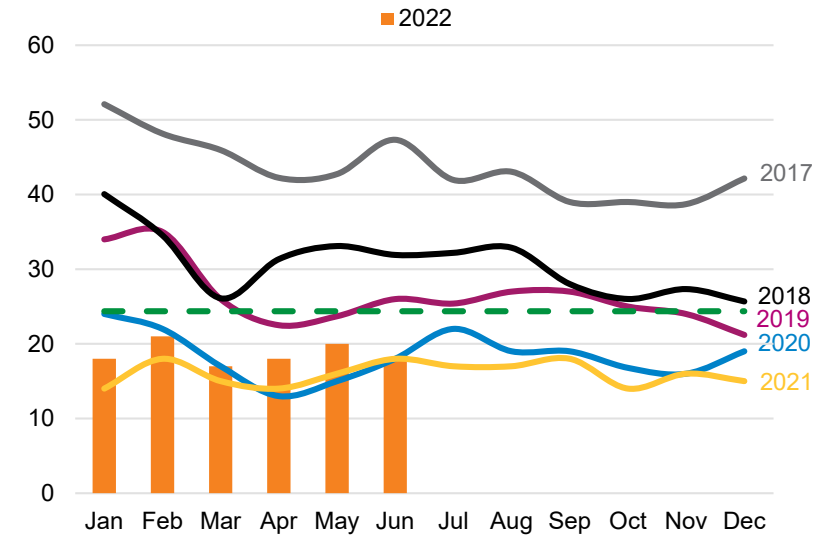


Bus road calls and change offs

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

June: 18
May: 20
June 2021: 18

Target: 24 ✅





Rich Wong
Chief of Vehicles

Scott Haskill
Chief Strategy & Customer Officer (Acting)

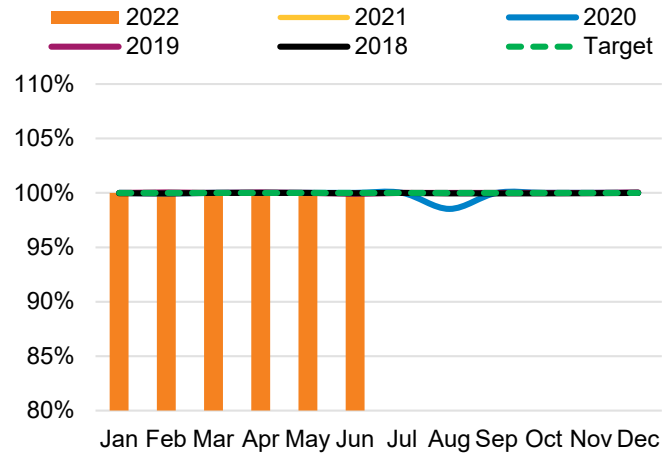
Appendix: Asset availability

Subway service availability

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

June: 100.0%
May: 100.0%
June 2021: 100.0%

Target (RW): 100.0%

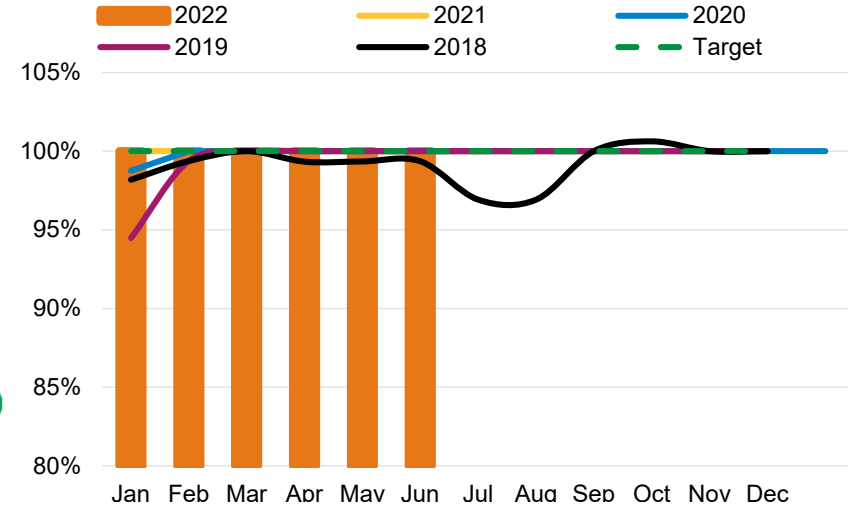


Streetcar service availability

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

June: 100.0%
May: 100.0%
June 2021: 100.0%

Target (RW): 100.0%

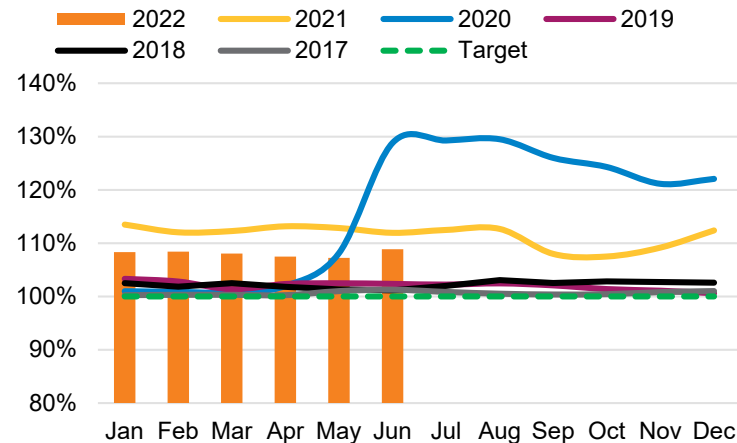


Bus service availability

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

June: 108.9%
May: 107.3%
June 2021: 111.9%

Target (RW): 100.0%

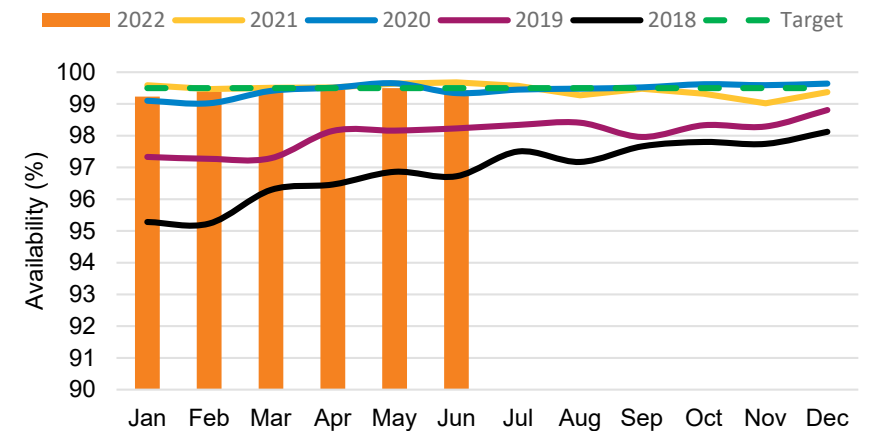


Fare gate availability

Percentage of fare gates are available for use.

June: 99.43%
May: 99.50%
June 2021: 99.68%

Target (SH): 99.50%





Appendix: Asset availability

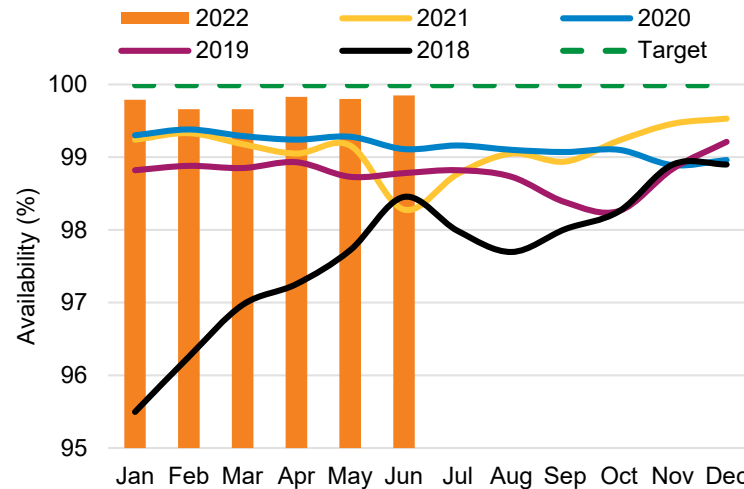
PRESTO reader

Percentage of PRESTO readers in working order. PRESTO readers allow customers to pay their fare and are installed onboard TTC buses and streetcars.

June: 99.85%
May: 99.80%
June 2021: 98.28%

Target: 99.99% ❌

Devices nearing end of life.
Replacement project
scheduled to start in Q4 2022.

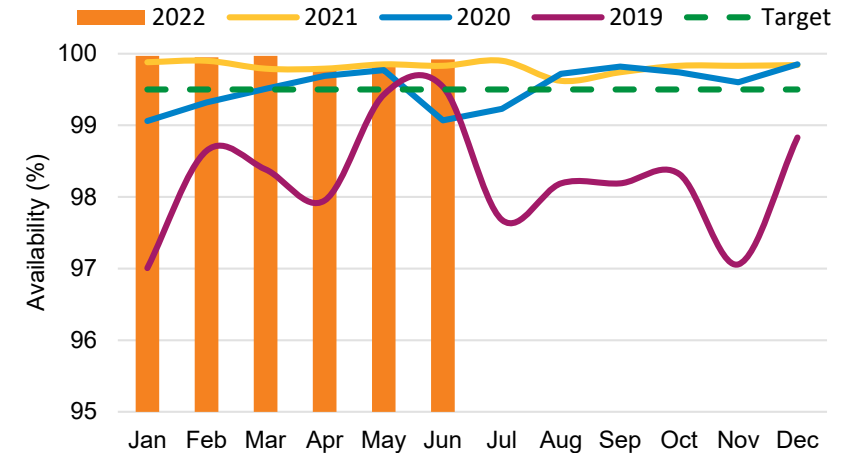


PRESTO Fares and Transfers Machine (FTM)

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

June: 99.92%
May: 99.87%
June 2021: 99.83%

Target: 95.00% ✅

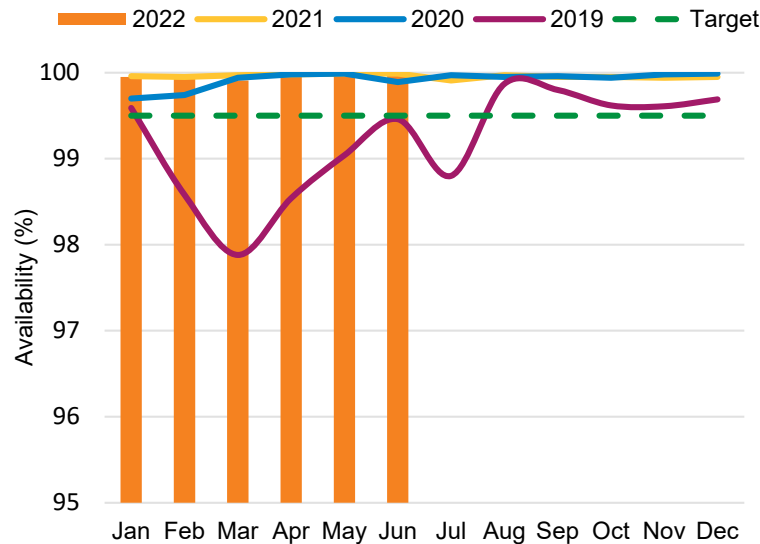


PRESTO Self-Serve Reload Machine (SSRM)

Availability of SSRMs based on duration of fault to time of resolution. SSRMs allow customers to load funds onto PRESTO cards, view their balance and card history, and activate products purchased online. SSRMs are installed at station entrances.

June: 99.97%
May: 99.97%
June 2021: 99.99%

Target: 95.00% ✅



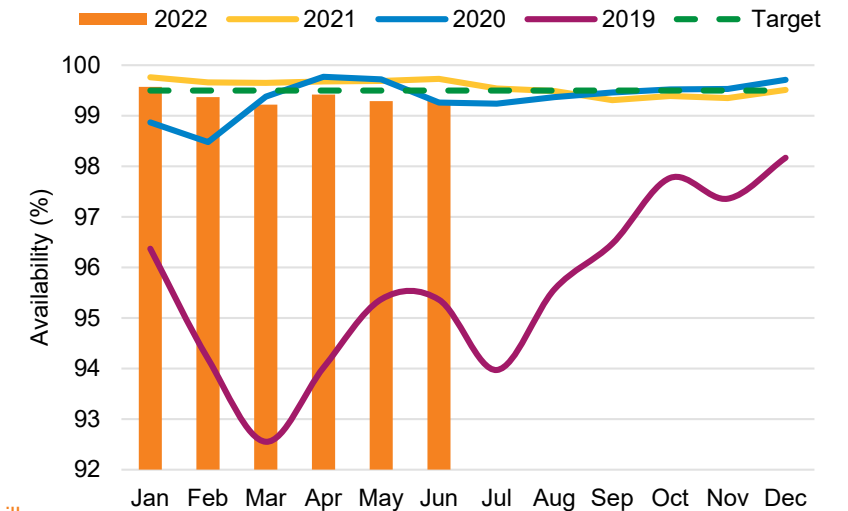
PRESTO Fare Vending Machine (FVM)

Availability of FVMs based on duration of fault to time of resolution. FVMs allow customers to load funds onto PRESTO cards, purchase cards, view balance and card history, and activate products purchased online. FVMs are installed at station entrances.

June: 99.30%
May: 99.29%
June 2021: 99.73%

Target: 99.50% ❌

Increase in incidents relating to bill acceptor hardware and printers. PRESTO has identified cause and is taking steps to reduce the impact.





Appendix 2: Safety

Regulatory compliance

This table summarizes the number of regulatory interactions and orders issued in 2022 (year-to-date) and their status.

An Interaction refers to a:

- Report made by the TTC to a regulatory agency
- Communication received from a regulatory officer requesting information, by phone, email or in person.
- Visit to a site or TTC property, pre-planned or unplanned, by a regulatory officer

Type	Interactions/ visits	Requirement orders ¹ issued	Non- compliance orders ² issued	Status
Ministry of Labour, Training and Skills Development	21	3	6 ^a	Compliance achieved
Ministry of the Environment, Conservation and Parks	0	0	0	No orders issued
Technical Standards and Safety Authority	0	0	0	No orders issued
City of Toronto	3	0	1 ^b	Compliance achieved
Toronto Fire Services	30	0	2 ^c	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.

^a The six MLTSD non-compliance orders were: Two Work Refusals and four TPS Response/Call to MOL

^b The City of Toronto non-compliance order was for a sewer bylaw exceedance at Malvern Garage.

^c The TFS non-compliance orders were for Fire Alarm Panel Troubles.

