# CEO’s Report

## Toronto Transit Commission
## July 2026

The CEO's Report offers a rotating review of service delivery performance across the TTC's transit modes. The current edition highlights streetcar service, featuring key performance indicators (KPIs) through the end of May 2026.

As part of the regular rotation across transit modes, the July CEO's Report includes a comparison to the January 2026 results previously presented in the March CEO's Report.

# CEO’s commentary

This past month, Toronto welcomed the world, and the TTC delivered.

During the first phase of the FIFA World Cup 2026™, the routes serving Toronto Stadium and FIFA Fan Festival™ carried more than 1.1 million customer trips on six match days, a 42 per cent increase over the same period last year. Those trips were made on the streetcar, bus and subway that connect some of Toronto’s busiest destinations, including the King, Dufferin, Bathurst, Ossington, Union and Harbourfront corridors. They were also in addition to our regular daily service and the many sporting, cultural and entertainment events that make Toronto vibrant throughout the summer.

These results reflect months of planning, targeted service investments and strong collaboration across the organization. More importantly, they reflect the dedication of TTC employees who safely and reliably moved hundreds of thousands of residents and visitors throughout the tournament. I also want to thank the Chair, Commissioners and the Mayor for their support and commitment to ensuring the TTC was ready for one of the largest events in our city’s history.

While additional analysis is still underway, the early results are encouraging. Over the coming weeks, we will continue to evaluate ridership, service performance and customer feedback so we can build on what worked and apply those lessons to future major events. The World Cup demonstrated what the TTC can achieve when our people, planning and investments come together to deliver for Toronto.

The Streetcar network played an important role in that success and is the focus of this report.

Streetcars remain one of the defining features of transit in Toronto, serving many of the city’s busiest corridors and carrying approximately one in every ten TTC customers. They connect neighbourhoods to employment centres, cultural destinations, shopping districts and rapid transit stations, providing a critical link in the daily journeys of hundreds of thousands of customers. During the World Cup, they helped move customers between Toronto Stadium, the FIFA Fan Festival™, entertainment districts and local businesses, demonstrating the important role the network plays in supporting both Toronto’s economy and mobility.

We are seeing encouraging signs across the network. Streetcar boardings increased nine per cent year over year as more customers returned to regular travel patterns. We also benefited from the pause in major construction activity required to support World Cup operations, allowing us to provide uninterrupted streetcar service without the need for bus replacements. This improved operational efficiency and enabled us to deliver service using the vehicles best suited to the network. Construction projects and the associated service impacts will resume, but the experience highlights the benefits that customers see when the streetcar network can operate with fewer interruptions.

At the same time, we know there is more work to do.

Reliability remains a priority. On Time Performance has improved since the beginning of the year, but remains approximately three percentage points below last year’s level. Total delay minutes are up 12 per cent year over year, driven primarily by increases in passenger-related delays.

We are examining trends across the network, identifying recurring hot spots and reviewing passenger-related delays so we can focus our efforts where they will have the greatest impact.

# CEO’s commentary

Across the TTC, we are encouraged by improving ridership trends. While revenue remains below budget year to date following a slower start to the year, both subway and streetcar boardings are now ahead of last year's levels, and bus ridership trends continue to strengthen. While overall customer satisfaction sits at 69 per cent, slightly below our target of 70 per cent through traditional survey methods, new approaches using Real Time surveying is showing results of 4.6/5.  Strong scores for bus and subway service are offset by lower streetcar results, reinforcing the importance of continued focus on the customer experience across every mode.

The World Cup has shown what is possible when Toronto invests in transit and when TTC employees perform at their best. Our challenge now is to build on that momentum, continue improving the Streetcar network and deliver the reliable, safe and customer-focused service that Toronto expects every day.

Across Line 5 Eglinton and Line 6 Finch West, for example, operational changes and updated transit signal priority were implemented to improve travel times and reliability. The outcome of these changes has resulted in average round-trip times in the p.m. peak reduced by 17 minutes on Line 5 and by 30 minutes on Line 6. The TTC continues to work with the City and Metrolinx to provide further improvements.

I would like to take this opportunity to extend my sincere thanks to every TTC employee who helped make the tournament a success and who continues to keep Toronto moving.

**Mandeep S. Lali**
*Chief Executive Officer*
*Toronto Transit Commission*

# Table of contents


## Streetcar Performance metrics

Customer Experience ..... 5

Service Levels and Accessibility ..... 6

Reliability ..... 7

Safety and Security ..... 8

## Overall TTC Performance Metrics ..... 9

## Streetcar Passing Automated Enforcement Pilot ..... 10

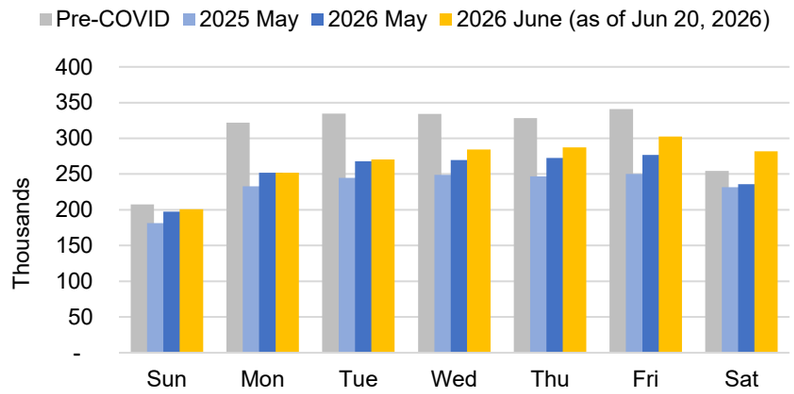
## Improvements for Line 5 and Line 6 ..... 11


*Legend*

- *Green – On or above target, or has improved 5% y/y*
- *Amber – increased y/y less than 4 pts, within 1 pt, temporary deviation, or making notable improvements*
- *Red – Off target*

# Streetcar Performance Metrics: Customer Experience – May 2026

## Streetcar Weekly Customer Boardings




**1.77 million** Customer boardings per week

1.74 million, +30K (April 2026)

*+2% m/m,*

*+8% y/y*

**Morning and afternoon peak periods 6-9am and 3-7pm deliver 50% of weekday streetcar boardings*

| Weekdays | Saturday | Sunday |
|---|---|---|
| 268K daily boardings | 236K daily boardings | 197K daily boardings |
| 0% m/m | +5% m/m | +12%m/m |
| +9% y/y | +2% y/y | +9% y/y |

**June results (until Jun 20, 2026)**:**

- Weekdays - 279K daily boardings, +4% m/m, +15% y/y
- Saturday - 282K daily boardings, +20% m/m, +12% y/y
- Sunday - 201K daily boardings, +2% m/m, +3% y/y

## Streetcar Customer Satisfaction

**65%** 12 month rolling average

***5** pts below target of 70%*

***No change** m/m*

**2** pts decrease from Jan 2026 (67%)

***6** pts decrease same month y/y*

***4** pts lower compared to overall*

## Streetcar Net Promoter Score

Net % customers who promote the TTC

**-3 pt**

***8** pts decrease m/m*

**7** pts increase from Jan 2026

***10** pts decrease same month y/y*

***6** pts lower compared to whole network*

Note: Satisfaction scores are based on feedback received within 30 days after the trip.

## IN FOCUS Streetcar Service Demand

**Executive Summary**

Streetcar ridership continues to outperform other surface modes, growing by 8% year-over-year in May as downtown employment activity, tourism, and special events drive increased demand. However, customer experience indicators weakened significantly in May, with both Customer Satisfaction and Net Promoter Score declining month-over-month.

**Issues**

- As demand returns, the impacts of roadway congestion, construction activity, slow speeds and service disruptions are becoming increasingly visible in customer feedback, highlighting the need to improve streetcar reliability and travel times.

**TTC Actions and Timing**

- The TTC is undertaking a Streetcar Network Strategy that looks at streetcar network and infrastructure improvements with early findings for Q1 2027.
- Advancing the 2027 Annual Network Plan and customer consultations on proposed surface network service changes.
- Monitoring 6-minute service on 505 Dundas, 511 Bathurst, and 512 St. Clair.

**Partner Support Needed**

- Continue collaboration on the Congestion Management Plan and Citywide Mobility Plan.



*Route-level streetcar performance data expected to be available by end of 2026.
**includes the first three matches of FIFA World Cup 2026™.

# Streetcar Performance Metrics: Service Design and Accessibility – May 2026

## Service Level – Weekly Scheduled Hours

| | Regular Service | | Construction | | |
|---|---|---|---|---|---|
| | Streetcar | Served by Bus* | Adjustments on Streetcar | Served by Bus | Total |
| May 2026 | 20,633 | 1,978 | 0 | 0 | 22,611 |
| Apr 2026 | 21,045 | 1,930 | -149 | 2,202 | 25,028 |
| Jan 2026 | 21,184 | 1,928 | -406 | 869 | 23,575 |
| May 2025 | 21,531 | 0 | -549 | 4,736 | 25,718 |
| May 2019 | 18,212 | 5,541 | 508 | 260 | 24,521 |

## Average Speed

**Streetcar Network +4.68% y/y, -12.87% pre-COVID**

- Streetcar 10-min Network: +4.7% y/y, -13.8% pre-COVID
- Non-10-minute Network: +2.68% y/y, n/a pre-COVID
- Blue Night: +0.74% y/y, -14.52% pre-COVID

- By Streetcars 11.7km/h
- By Buses 12.04km/h

## Crowding

*3,682 scheduled trips/weekday for May/Jun 2026

**All Network**

**1.0% - Trips Full** Jan +0.1 pts -0.5% y/y +0.1%pts
**0.3% - Crowded** Jan n/c, -0.2% y/y

- *10-minute Network, 1.0% trips Full -0.5% y/y*
- *Non-10-minute Network, 4.1% trips Full, +3.7% y/y*
- *Blue Night Network 0% trips Full, no change y/y*

## Streetcar Cleanliness Score

**87.8% overall**

Cleanliness Score in Q1 2026. Target 90%

**6.5** decrease from Jan 2026 (94.3%)
***6.5** pts* decrease *from Q4*
***4.4** pts decrease compared Q1 2025*
***9.4** pts increase from pre-COVID (2019)*

Note: independently audited quarterly by a third-party.

## Transit Stops & Shelter Accessibility

**616 active streetcar stops**

***97%** Accessible: 598/616 stops*
*Target: 610/616 end of 2027**
*1% out of scope due to roadway/infrastructure*
**2 stops constructed in spring 2026. 12 stops in design phase, and planned for construction by end of 2027*

## IN FOCUS Service Design

### Executive Summary

Streetcar service hours in May remained slightly below April 2026 as service adjustments were implemented in response to reliability and capacity requirements, while ongoing operational considerations continued to require bus substitution on select routes. Despite lower scheduled service hours, customer crowding remained stable across the network and largely unchanged from the start of the year.

Average speeds improved year-over-year, reflecting the benefits of transit priority measures and targeted operational interventions, and reduced construction impacts.

### Issues

Cleanliness remained below target, largely reflecting challenges experienced during severe winter weather earlier in the year.

### TTC Actions and Timing

- Service hours changes in May 2026 due to reliability/capacity changes, and further in June for FIFA.
- A few streetcar stops removed on select routes to improve service reliability and operational efficiency.
- Efforts continue through enhanced cleaning programs and ongoing monitoring.
- Updated transit signal priority implemented at key locations on 504 King, 509 Harbourfront, and 511 Bathurst in June 2026, including two left turn phase rotation locations on Queens Quay.

### Partner Support Needed

- Continued coordination on transit priority measures to improve streetcar movement.

# Streetcar Performance Metrics: Service Reliability – May 2026

## On time Performance (OTP)

*Adherence to Schedule at Route End Terminals*

| | On Time >90% | On the Cusp 80-90% | Not on Time <80% |
|---|---|---|---|
| # Streetcar Routes | 0 | 0 | 11 |
| % Ridership | 0% | 0% | 100% |

**60% overall Streetcar**

*Target of 90% not met*
***6 pts** increase from Jan 2026*
***3 pts** decrease y/y*
***1 pt** increase from pre-COVID (2019)*

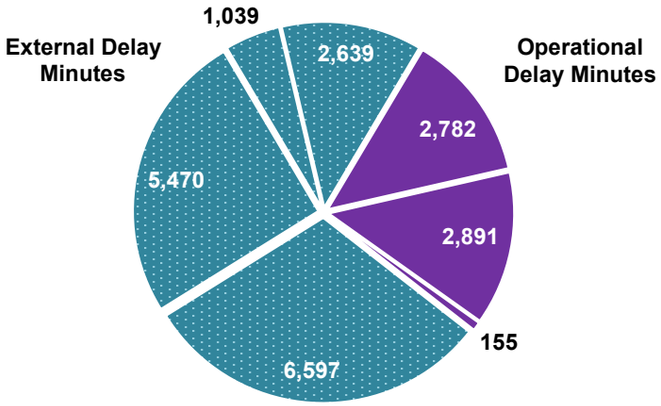
## Service Availability

*Streetcar Vehicles Service versus Schedule*

**100%** *Target of 100%*

***No change** m/m*
***No change** from Jan 100%*
***No change** y/y*
***No change** from pre-COVID (2019)*

## Unplanned Delay Minutes




**21.5K Unplanned Delay Minutes**

***29%** increase from last month; **12.3%** increase y/y*

| External 73% | May 2026 | Jan 2026 | Operational 27% | May 2026 | Jan 2026 |
|---|---|---|---|---|---|
| Passenger | 6,597 | 4,696 | Staff-related | 2,782 | 4,045 |
| Diversions | 5,470 | 7,373 | Equipment | 2,891 | 1,677 |
| Misc. Auto Foul | 1,039 | 5,129 | Other | 155 | |
| Other | 2,639 | 2,330 | | | |

## Mean Distance Between Failures (MDBF)

*Distance Operated Before Failure*

**36,236 km** *Target of 37,000 km**

***2%** decrease m/m*
***8%** increase from Jan 2026*
***0.3%** increase y/y*

*Performance exceeds commonly cited industry benchmarks for LRVs and remains above historical TTC levels, the TTC has established a higher reliability target to encourage continuous improvement and long-term service excellence*

## Streetcar Short Turns

*Vehicle removed from service before route completion/100 departures*

**0.24%** *Target of <1% met*

***0.04** pt decrease m/m*
***0.06** pt increase Jan (0.18%)*
***0.03** pt decrease y/y*
***0.29** pt decrease from pre-COVID (2019)*

### Executive Summary

Streetcar reliability remained generally stable in May despite increasing external disruption pressures across the network. Service availability met target; short turns remained below target thresholds, supporting reliable customer service and route completion. Unplanned delay minutes increased 29% m/m and 12.3% y/y, with external factors accounting for nearly three-quarters of all delay minutes. Y/Y improvements in average speeds are helping mitigate some of these impacts.

### Issues

- Passenger incidents, auto fouling, and diversions remain the largest sources of streetcar delay, highlighting the need for continued transit-priority measures and coordination with City partners.
- MDBF remained below target, primarily due to three key components. Targeted corrective actions are underway as the early delivery Flexity Streetcars approach their mid-life.

### TTC Actions and Timing

- Implemented targeted operational interventions to improve OTP, including deploying Field Supervisors at hotspots to reduce early departure rates; additionally, the 510 Spadina operated on headway-based service from April 6 to June 6 (weekdays) to improve service reliability and deliver more consistent customer wait times.
- By prioritizing capacity where and when it was needed most, the FIFA World Cup routes 509 and 511 successfully accommodated the increased demand, exceeding planned service targets and maintaining frequent customer service during both ingress and egress operations.
- Three corrective actions for MDBF underperformance are underway, including supplier-led master controller upgrade, scheduled bearing replacements, and development of a more reliable push-button solution, with consideration of planned replacements for high-use units as we continue progressing toward our ambitious reliability targets this year.

### Partner Support Needed

- Planning underway with City of Toronto to implement left turn phase rotation TSP at new locations on 510 Spadina and 512 St Clair corridors in 2026-27.

# Streetcar Performance Metrics: Safety and Security – May 2026

## Customer Injury Incident Rate (CIIR)

**0.86**

Injury incidents per one million vehicle boardings
**6 (actual)**
***34%*** *decrease m/m*
***6%*** *decrease from Jan 2026*
***1.21 –*** *12-month rolling average (May 2026)*
***11%*** *increase in 12-month rolling average vs. last year*

## Lost-Time Injury Rate (LTIR)

**7.91**

Injuries per 100 employees annualized
**11 (actual)**
***83%*** *increase m/m*
***22%*** *decrease from Jan 2026*
***5.73 –*** *12-month rolling average (May 2026)*
***12%*** *decrease in 12-month rolling average vs. last year*

## Offences Against Customers (OAC)

**1.33**

Reported Offences against customers per one million boardings
**10 (actual)**
***41.62%*** *increase m/m*
***34%*** *increase from Jan 2026*
***1.18 –*** *12-month rolling average (May 2026)*
***2.47%*** *decrease in 12-month rolling average vs. last year*
***56.29%*** *increase from Jan 2023*

## Satisfaction with Personal Safety

**Traditional Survey – Satisfaction with Safety**

**57% 12-month rolling average** *-1 pt m/m*

**Real Time Customer Satisfaction - Safety**

**91% reported 'All good' – on board** *no change m/m*
**84% reported 'All good' - at stops***+3 pts m/m*

## Offences Against Employees (OAE)

**4.95**

Reported Offences per 100 employees on annualized basis
**9 (actual)**
***117%*** *increase m/m*
***125%*** *increase from Jan 2026 (2.20)*
***2.88 –*** *12-month rolling average (May 2026)*
***18.04%*** *decrease in 12-month rolling average vs. last year*
***138%*** *increase from Jan 2023*

Note: OAC and OAE data may adjust as cases close.

## IN FOCUS
## Safety and Security

**Executive Summary**

Streetcar safety and security performance in May was positive, driven by customer and employee injury rates improvements and consistently strong customer perceptions of safety. Security incidents increased m/m; however, these results should be interpreted in the context of relatively low incident volumes and high monthly variability. Both customer and employee offence rates remain below their respective 12-month rolling averages.

**Customer and Employee Safety and Security**

- 11% increase in the 12-month rolling average CIIR y/y, driven primarily by an increase in customer falls. 12% decrease in the 12-month rolling average LTIR y/y, primarily due to a reduction in struck against injuries.
- OAC and OAE increased m/m but decreased y/y. The increase in OAC was driven primarily by theft-related incidents on the streetcar network. The increase in OAE was partly attributable to a higher proportion of less severe assault incidents.
- Customer perceptions of safety on the streetcar network remained stable m/m based on the 12-month rolling average. Newly introduced real time sentiment tracking continues to perform strongly, with results in the low 90% range.

**TTC Actions and Timing**

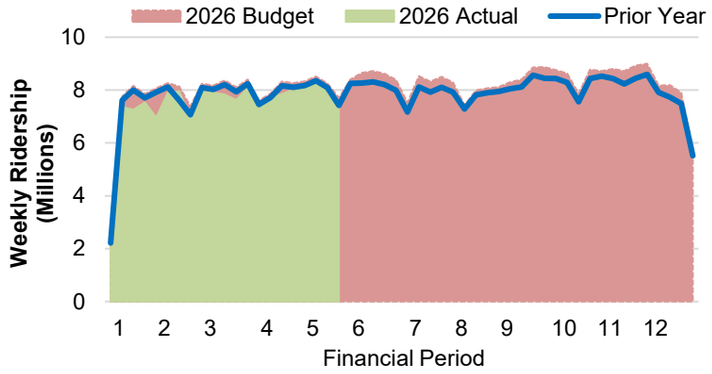
- Multidisciplinary Community Safety approach includes: high-visibility staff presence, de-escalation training for frontline workers, risk assessments (OAC and OAE).
- Overnight coordination pilot on select routes to offer social services and improve cleanliness prior to morning service (Mar. 18-Jul. 31, 2026).

**Partner Support Needed**

- Multidisciplinary approach with City of Toronto, Toronto Police Service and Toronto Public Health to improve and strengthen community safety, security and well-being on the transit network.

# Overall TTC Performance Metrics – May 2026

## Revenue Rides – Conventional




**30.95 million rides***

*Financial Period 5* -2.4% below budget, -0.1% y/y
YTD -4.7% to budget, -2.5% y/y
+3.5% avg weekly Period 5 to Period 4

## On-Time Performance Target 90%*

*Subway metric refers to Headway Adherence – End Terminal*
*Bus and Streetcar metric refers to Schedule Adherence – End Terminal*

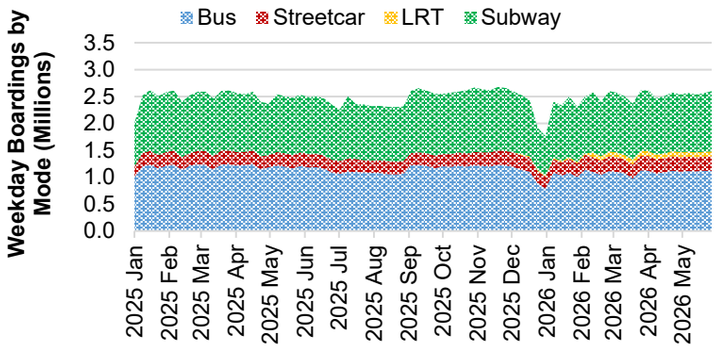
**All Day**

- 93.8% Subway, +0.8 pts m/m, +4.0 pts y/y
- Line 1 93.1%, +1.5 pts m/m, +10.4 pts y/y
- Line 2 91.2%, +1.0 m/m, +1.6 pts y/y
- Line 4 98.4%, -0.1 pts m/m, +1.1 pts y/y *Target 98*
- 74% Bus, -3 pts m/m, no change y/y
- 60% Streetcar, no change m/m, +3 pt y/y

**During AM/PM Peak Periods**

- Line 1 AM 97.2%; PM 96.3%
- Line 2 AM 95.8%; PM 94.6%
- Line 4 AM 99.8%;PM 98.6%

## Customer Boardings




**2.6M Weekday Boardings**

May +1.6% above prior year
+1% m/m
YTD -1.0% to prior year

**Weekday Boardings Day**:

- Bus 1.1M, +1% m/m, 0% y/y net of LRT
- Streetcar, 268K, 0% m/m, +9% y/y
- Subway 1.1M, +2% m/m, +4% y/y
- Light Rail 91K, 0% m/m

## Customer Satisfaction

**Traditional Survey** – Target 70%

**69% 12-month rolling average**

69% Subway, -1 pts m/m, no change y/y
69% Bus, no change m/m, no change y/y
65% Streetcar, no change m/m, no change y/y

**Real Time Customer Satisfaction**

**4.6 out of 5 Overall trip rating**

*Customers were asked: "How was your trip?"*

## IN FOCUS Revenue Ridership

**Executive Summary**

Overall TTC performance in May reflects stable customer demand and strong subway reliability, despite ongoing ridership and revenue pressures. Revenue ridership remained 2.4% below budget for the period and 4.7% below budget YTD, largely reflecting economic uncertainty, slower population growth and weather-related impacts earlier in the year. Despite these challenges, average weekday boardings increased to 2.6 million, up 1.6% year-over-year, with growth concentrated on subway and streetcar services.

**Issues**

- The YTD TTC Conventional ridership and passenger revenue are 4.7% and 3.4% below budget respectively, resulting in a $13.6M year-to-date budget shortfall, and 2.5% and 0.5% below the comparable period in prior year respectively.
- Streetcar and subway demand increased by 9% and 4% respectively due to further return-to-office for down employees throughout 2025 Q4 and 2026 Q1, whereas bus demand is steady y/y, netting out shift to LRT.

**Actions and Forecast**

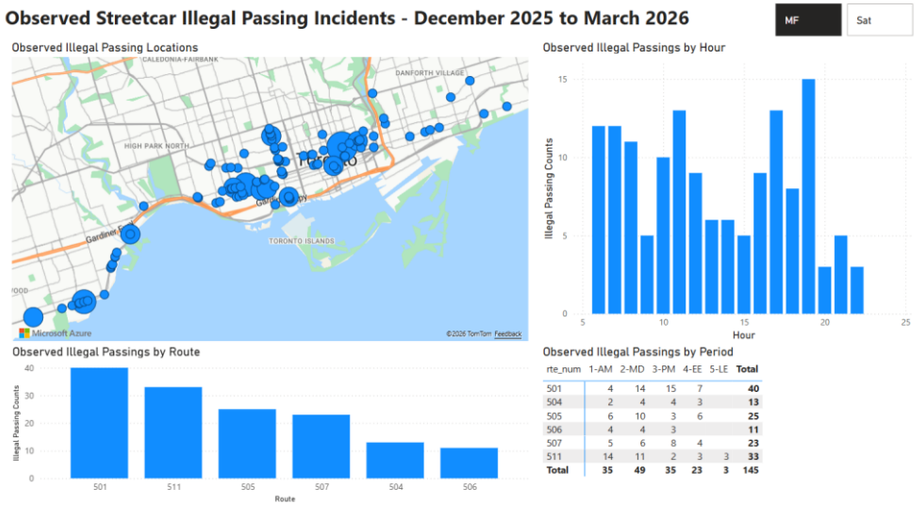
- Ridership Growth Strategy and Service Standards Review to improve customer experience and increase ridership.
- AI pilots support planning and operations of surface routes.
- Customer research underway for FIFA World Cup 2026 ™ to drive targeted improvements for priority routes, by mode and by customer segment.
- Trialing Real Time Customer Sentiment tools, indicating a 4.6 out of 5 Overall Trip rating (>90%) alongside the existing customer satisfaction metric.
- Subway line management strategies achieving +90% OTP peak periods.

# Streetcar Passing Automated Enforcement Pilot

## Corporate Plan Alignment – *Strategic Direction 4*

*The Streetcar Illegal Passing Pilot involves the installation and testing of a camera system to capture passing infringements in the right adjacent lanes of streetcars serving customers. The goal is to improve understanding of the scale of illegal passing incidents and ultimately improve safety for customers.*

*Above: Example infractions captured during the camera testing period.*




*Above: Dashboard of illegal passing counts manually collected by transit checkers for calibration purposes.*

### Project Overview

As previously directed by the TTC Board, the TTC is looking at improving safety for customers on the issue of illegal passing of open streetcar doors. While it is already illegal to pass open streetcar doors, enforcement is challenging, and infractions have only been reported if directly observed by police or in the case of a passenger-vehicle contact claim. The Streetcar Illegal Passing Pilot will help improve understanding on the scale of the issue across the streetcar network through the installation of cameras on a limited number of streetcars.

### Project Scope and Objectives

The project is designed to quantify the illegal passing issue and obtain more accurate designs, timelines, and costs for a potential full rollout. The scope of the pilot project includes:

- Implementation of camera systems on a limited number of streetcars (4), able to capture streetcar illegal passing. infringements in the right adjacent lanes
- Build an evidentiary package that can be used to eventually help enforce fines / penalties.
- Run a pilot (target of 9 months) to collect and analyze statistical data regarding infringements.
- Provide an assessment based on consultation with Province and City on data sharing (License Plates) and ticketing / enforcement administration.

### Early Results

To date, the camera systems have been successfully installed on four streetcars, and the optimization phase has been completed. The pilot streetcars are deployed on routes that operate primarily in mixed traffic environments to allow the cameras to calibrate to typical and unique stop configurations (e.g., integrated bike platforms, wider roadways). Prior to the installation of the cameras, transit checkers were deployed across the streetcar routes that operate in mixed traffic to gather a baseline of illegal passing incidents on the network. Checkers were stationed on a single vehicle on each route, and the combined number of incidents observed from single vehicles on each mixed-traffic route represents a higher daily total than the TTC's 10-year claim count. This preliminary data indicates that near-miss incidents may be very pervasive and that there is likely merit to developing a technology-based solution to this problem.

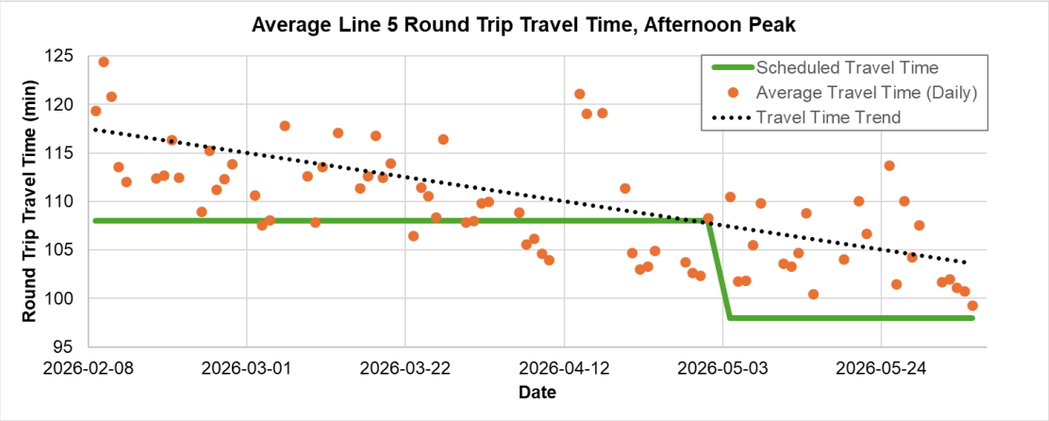
### Next Steps

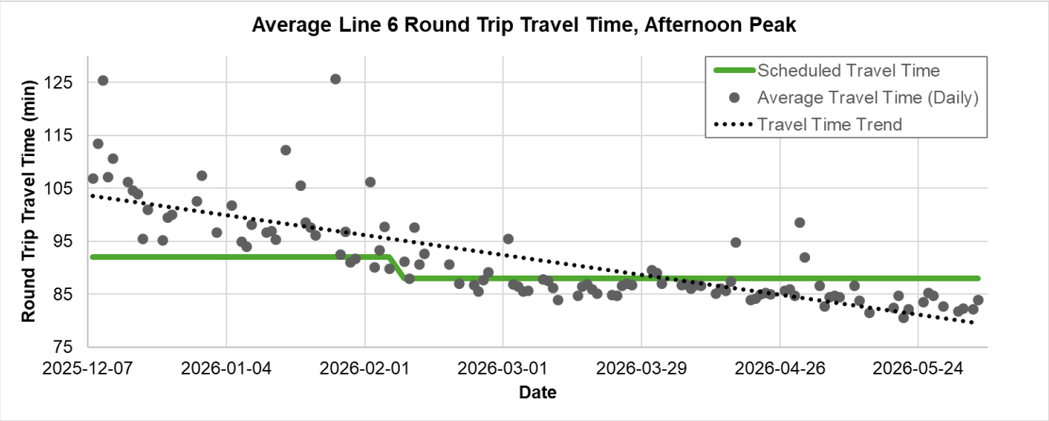
- The pilot phase on the project officially began on July 20, 2026, upon the completion of the optimization / testing phase.
- Develop high-level plan of action for ticket administration to be implemented in full rollout phase.

# Improvements for Line 5 and Line 6

## Corporate Plan Alignment – *Strategic Direction 2*

*Following the opening of Line 6 (December 2025) and Line 5 (February 2026), TTC and City of Toronto have implemented improvements to transit speeds and reduced travel times for customers.*




## Project Overview, Scope, and Objectives

Across Line 5 Eglinton and Line 6 Finch West, operational changes and updated transit signal priority have been implemented to improve travel times and reliability:

- Continued improvement of transit signal priority strategies including green extensions, lagging left turns, improved signal coordination, and phase rotation
- Improved management at end-of-line terminals and optimized schedules
- Reduction of computer-controlled minimum dwell times at stops
- Increased speeds in the tunneled sections for Line 5 trains
- Growing operator familiarity with both lines

## Results

- **Line 5** average round-trip times in the PM peak have been **reduced by 17 min.** (from 118 minutes opening week to 101 minutes in early June).
- **Line 6** average round-trip times in the PM peak have been **reduced by 30 min.** (from 113 minutes opening week to 83 minutes in early June).

## Next Steps

TTC continues to work with the City of Toronto and Metrolinx to provide further improvements to Line 5 and Line 6, including:

- Reviewing and lifting the speed restrictions through intersections and surface segments.
- Continuing the implementation of phase rotation to minimize delays from left-turning traffic.
- Further refinements to green extensions and signal coordination strategies.

***Left, above:*** *Average Line 5 Round-Trip Travel Times in the PM Peak, Feb. 8, 2026 through Jun. 7, 2026.*
***Left, below:*** *Average Line 6 Round-Trip Travel Times in the PM Peak, Dec. 7, 2025 through Jun. 7, 2026.*