

# Toronto Transit Commission CEO's Report

October 2018



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**Toronto Transit Commission**  
**CEO's Report**  
October 2018

# TTC performance scorecard

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Ongoing Trend	Page
<b>Safety and Security</b>							
Lost Time Injuries	Injuries per 100 Employees	Aug 2018	5.31	4.52*	✗	✗	15
Customer Injury Incidents	Injury Incidents per 1M Boardings	Aug 2018	1.07	0.98*	✗	✓	16
Offences against Customers	Offences per 1M Boardings	Aug 2018	0.69	1.00	✓	⚪	17
Offences against Staff	Offences per 100 Employees	Aug 2018	2.96	3.94*	✓	✓	18
<b>Customer: Ridership</b>							
	TTC Ridership	Aug 2018	37.2M	38.7M	✗	⚪	19
	TTC Ridership	2018 y-t-d to Aug	347.9M	359.4M	✗	NA	19
	PRESTO Ridership	Aug 2018	11.0M	13.7M	✗	✓	20
	PRESTO Ridership	2018 y-t-d to Aug	87.8M	99.1M	✗	NA	20
	Wheel-Trans Ridership	Aug 2018	313K	355K	✗	✓	21
	Wheel-Trans Ridership	2018 y-t-d to Aug	2,769K	3,158K	✗	NA	21
<b>Customer: Satisfaction</b>							
	Customer Satisfaction Score	Q2 2018	77%	82%	✗	✓	22

Ongoing trend indicators: ✓ Favourable ⚪ Mixed ✗ Unfavourable

\* Represents current 12-month average of actual results

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Ongoing Trend	Page
<b>Customer: Environment</b>							
Station Cleanliness	Audit Score	Q2 2018	77.5%	75%	✓	✓	23
Streetcar Cleanliness	Audit Score	Q2 2018	92.8%	90%	✓	✓	24
Bus Cleanliness	Audit Score	Q2 2018	92.0%	90%	✓	✓	25
Subway Cleanliness	Audit Score	Q2 2018	93.3%	90%	✓	✓	26
<b>Customer: Service Performance</b>							
<b>Subway</b>							
Yonge-University	Delay Incidents	Aug 2018	928	448	✗	—	27
	Delay Minutes	Aug 2018	2,279	913	✗	—	28
	Capacity Delivered in Peak	Aug 2018	90.6%	96%	✗	—	29
Bloor-Danforth	Delay Incidents	Aug 2018	794	399	✗	✗	30
	Delay Minutes	Aug 2018	1,708	835	✗	✗	31
	Capacity Delivered in Peak	Aug 2018	92%	96%	✗	✗	32
Scarborough	Delay Incidents	Aug 2018	80	39	✗	✗	33
	Delay Minutes	Aug 2018	254	232	✗	—	34
	Capacity Delivered in Peak	Aug 2018	95.6%	98%	✗	—	35

Ongoing trend indicators: ✓ Favourable — Mixed ✗ Unfavourable

\* Represents current 12-month average of actual results

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Ongoing Trend	Page
Sheppard	Delay Incidents	Aug 2018	40	32	✘	—	36
	Delay Minutes	Aug 2018	73	78	✔	✔	37
	Capacity Delivered in Peak	Aug 2018	100%	98%	✔	✔	38
Streetcar	On-Time Departure	Aug 2018	60.7%	90%	✘	✔	39
	Short Turns	Aug 2018	1,418	1,272	✘	✔	40
Bus	On-Time Departure	Aug 2018	72.6%	90%	✘	✔	41
	Short Turns	Aug 2018	1,283	2,091	✔	✔	42
Wheel-Trans	% Within 20 Minutes of Schedule	Aug 2018	91.9%	90%	✔	✔	43
<b>Customer: Amount of Service</b>							
Streetcar	Weekly Service Hours	Aug 2018	17.6K	18.0K	✘	✔	44
Bus	Weekly Service Hours	May 2018	147.2K	150.6K	✘	—	45
Subway	Weekly Service Hours	Aug 2018	10.6K	10.8K	✘	✔	46
Operator Efficiency	Crewing Efficiency	Aug 2018	86.87%	87.15%	✘	✘	47
<b>People</b>							
Employee Absence	Absenteeism Rate	Aug 2018	8.22%	7.48%*	✘	✘	48

Ongoing trend indicators: ✔ Favourable — Mixed ✘ Unfavourable \* Represents current 12-month average of actual results

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Ongoing Trend	Page
<b>Assets: Vehicle Reliability</b>							
<b>Subway</b>							
T1	Mean Distance Between Failures	August 2018	307,371 km	300,000 km	✓	✓	52
TR	Mean Distance Between Failures	August 2018	376,914 km	600,000 km	✗	—	53
<b>Streetcar</b>							
CLRV	Mean Distance Between Failures	August 2018	2,687 km	6,000 km	✗	✗	54
ALRV	Mean Distance Between Failures	August 2018	2,457 km	6,000 km	✗	—	55
LFLRV	Mean Distance Between Failures	August 2018	14,488 km	35,000 km	✗	—	56
<b>Bus</b>							
	Mean Distance Between Failures	August 2018	20,000 km	12,000 km	✓	✓	58
<b>Wheel-Trans</b>							
	Mean Distance Between Failures	August 2018	13,837 km	12,000 km	✓	✓	60
<b>Assets: Equipment Availability</b>							
Elevators	Percent Available	Aug 2018	98.9%	98%	✓	✓	61
Escalators	Percent Available	Aug 2018	96.8%	97%	✗	✓	62
Fare Gates	Percent Available	Aug 2018	97.2%	99.5%	✗	—	63
Fare Card Reader	Percent Available	Aug 2018	97.7%	99.9%	✗	—	64

Ongoing trend indicators: ✓ Favourable — Mixed ✗ Unfavourable

\* Represents current 12-month average of actual results

# CEO's commentary and current issues

I am pleased to report that the TTC is launching a **Transformation Review**. As part of the Board approved 2018-22 Corporate Plan, we are committed to addressing the growing gap between our revenues, ever-increasing needs and growing costs. Through a comprehensive review of the TTC's back office supports and services, we will meet the objective set out in the Corporate Plan to "transform for high efficiency." With the support of Chair Colle and the Board, the TTC's review will help identify ways to realign internally to ensure we provide affordable, reliable, efficient and integrated services across the city today and into the future. It will look at our internal administrative processes, current investments in technology, non-fare revenue, our potential for expanding shared services and pooling of resources, as well as reviewing our buying power with our partners. This work continues the TTC's modernization journey and will help us meet the

changing needs and expectations of our diverse customers and residents.

In the next few weeks, TTC staff will begin to scope out a process and identify resources necessary to undertake this comprehensive review. An interim report will be completed by mid-2019 and will outline process, progress to date and any requirements for public consultation.

Our Safety and Environment Department has recently undergone some changes designed to improve the delivery of safety services across the TTC, including a new operational/field safety inspector role that will support line management and a new safety program specialist role to develop and implement consistent programs throughout the organization. These changes will allow for better collaboration between departments, while

ensuring consistency and allowing for greater flexibility to focus on controlling our organization's greatest risks. Further, in the past year, track worker compliance for personal protective equipment has increased dramatically and is now at an all-time high of 90% compliance.

Since the beginning of September, customers have been provided 100% of scheduled service on a consistent basis. This year, a concentrated organizational effort to recruit, train and deploy frontline resources has been very effective. Most bus divisions have delivered up to 102% of scheduled service, providing customers with service that we advertise. This September, we saw a 37% reduction in customer complaints related to overcrowding compared with this time last year.

More service improvements are underway. Since the north hostler,



where subway operators pick up their trains, was commissioned at Wilson Yard in early September, we have seen a 44% reduction in the average number of minutes that trains are late leaving the yard to enter service. The north hostler provides additional access from the yard to the main line for trains coming in and out of service.

Starting October 7, we made a change to the streetcar routing on King Street to provide more reliable scheduled service to the route's 80,000 daily riders. The 504 King and 514 Cherry routes have been replaced by two branches of the 504 King service: 504A now runs from Dundas West Station to the Distillery Loop, and 504B runs between Broadview Station and Dufferin Loop. This allows for service that is more reliable and clearer for customers on the busiest portion of the route in the downtown core.

Customers are starting to reap the benefits of an aggressive bus fleet modernization plan that began in 2016. It included purchasing 851 new buses and introducing

preventative maintenance programs to reduce the high number of in-service breakdowns that were impacting customer trips. Today, 576 of the 851 new buses are in service and seven new scheduled maintenance programs have been initiated. As a result, our bus fleet is experiencing 20,000 kilometres between defects, and there has been a 61% reduction in breakdowns since 2015. In the last week of August, no buses were out of service for failed engines or transmissions, the first week this has happened.

As mentioned in the Growth and Assets Critical Path in this report, Bombardier met their Q3 target of 15 new streetcars approved for delivery from their plant in Thunder Bay. As well, Bombardier exceeded their Q3 target of 15 new streetcars in service; 18 entered service during this time. With these three additional streetcars in service, Bombardier's schedule is back on track. Of the 204 streetcars ordered, 106 have been shipped and 102 have entered service – half of the committed order of 204 new streetcars.

PRESTO implementation continues. We remain on target for the majority of the milestones identified in the PRESTO implementation and transition plan presented at the June 2018 Board meeting, with the exception of the Downtown Express fare payment, Cross-boundary fare payment and the retirement of the TTC's GTA Weekly Pass.

The solution Metrolinx has provided to enable customers to pay their fare using PRESTO on the five Downtown Express bus routes and a number of cross-boundary routes has some critical shortcomings. The TTC is working with YRT/VIVA, Miway and Metrolinx to find a solution. Until that happens, without a PRESTO cross-boundary solution, we are unable to retire our GTA Weekly Pass that allows customers to cross municipal boundaries without having to pay an additional fare. Customers who have transitioned to PRESTO need to pay with cash, token or tickets on these routes. We will share the new schedule when it becomes available.

We continue to make the system more accessible for all customers, regardless of their level of mobility. To that end, and to ensure our commitment to full accessibility by 2025, contracts have been awarded for work at Runnymede and Wilson stations, with construction scheduled to begin later this year. The elevators are scheduled to be in service at both stations in 2021. Accessibility work is underway at Chester, Dupont, Royal York, St Patrick, Wellesley and Yorkdale stations. The elevators at St Patrick Station are set to be open by the end of 2018.

On September 27 and 28, we held two well-attended information sessions for regular users of the TTC within the disability and seniors' communities who are interested in joining the TTC's Advisory Committee on Accessible Transit (ACAT). Each year five new members join ACAT as five depart following a three-year term. With the change in the Access for Ontarians with Disabilities Act to expand the categories of disability for transit and paratransit, we also

expanded the representation and membership in ACAT to ensure the committee is representative of the community we serve. The new members will be announced at our December 2018 Board meeting.

In our ongoing efforts to ensure a safe and secure transit system, we continue to hire and train Special Constables and Transit Fare Inspectors. On October 1, 11 new Special Constables joined TTC. They will be trained and deployed in the system by late fall.

Ten new Transit Fare Inspectors will begin six weeks of training at the end of October, and another group will start in mid-February. Once their training is complete, they will be deployed with a peer trainer. By the end of this year, we will have 58 Special Constables and 78 Transit Fare Inspectors.

On September 6, this year's United Way campaign kicked off at our Hillcrest Complex. It was attended by employees from across the organization, and by the leaders of CUPE Local 2 and IAMAW

Lodge 235. Through a variety of fundraising events – all done on a volunteer basis – the TTC is aiming to raise \$700,000 this year.

On August 3, the provincial government appointed Michael Lindsay as Special Advisor on uploading subway infrastructure from the City to the Province. Although no detailed plans have been discussed, I have communicated with staff that I will work with our Board, City Council and the provincial government to make sure that plans make sense for this organization and the City. I will have more to say in future CEO Reports as details become available.



Richard J. Leary  
Chief Executive Officer  
Toronto Transit Commission

# Critical Paths

## People

In September, the TTC and ATU Local 113 engaged in two days of mediation in accordance with the Toronto Transit Commission Labour Disputes Resolution Act. The parties were too far apart in their positions to reach an agreement so the mediation was adjourned. The parties have filed briefs with the arbitrator and a one-day hearing was convened on October 13, 2018. The arbitrator will hear the positions of the parties on that date and render a decision settling the collective agreement shortly thereafter. The TTC and CUPE Local 2 proceeded to mediation on September 27, 2018. Since the TTC is an essential service, there will be no strikes or lock-outs.

## Growth and Assets

### Scarborough Subway Extension

The project achieved the 30% design milestone at the end of August and work continues to progress on all aspects towards Stage Gate 3. At this time, the project will provide detailed costs for the Scarborough Centre Station, tunnelling work, Kennedy Station, systems, property requirements and utilities. The Chief Project Manager is continuing his work with key stakeholders within the TTC and the City to define the activities, approval process and timelines to arrive at the final Class 3 Cost Estimate, Level 3 Project Schedule and associated risk

analysis. As requested by City Council, a report is anticipated to be presented to the Executive Committee, the TTC Board and City Council, which is targeted to be in Q1/Q2 2019.

### Wheel-Trans Procurements

The 69 vehicles scheduled for 2018 will bring the fleet of ProMasters up to 80.

### Recent Progress:

As of September 17, 2018 a total of 38 ProMasters have been delivered of the expected 69 scheduled for 2018. Creative Carriage missed the Q2 target by six vehicles; however the production rate is increasing and the end-of-year target remains achievable.

	Q1	Q2	Q3	Q4
Cumulative Actual	9	25	38*	
vs Cumulative Schedule	9	31	50	69

*\*As of September 17, 2018*

## 2018 - 2020 Bus Procurements

		2018				2019			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Clean Diesel Bus	Actual	40	71	119*					
	<b>vs Scheduled</b>	<b>40</b>	<b>78</b>	<b>104</b>	<b>88</b>				
	Cumulative Actual	40	111	230*					
	<b>vs Cumulative Scheduled</b>	<b>40</b>	<b>118</b>	<b>222</b>	<b>310</b>	<b>310</b>	<b>310</b>	<b>310</b>	<b>310</b>
Hybrid Electric Bus	Actual			0*					
	<b>vs Scheduled</b>			<b>1</b>	<b>54</b>	<b>115</b>			<b>85</b>
	Cumulative Actual			0*					
	<b>vs Cumulative Scheduled</b>			<b>1</b>	<b>55</b>	<b>170</b>	<b>170</b>	<b>170</b>	<b>255</b>
Battery Electric Bus (eBus)	Actual								
	<b>vs Scheduled</b>				<b>10***</b>	<b>10</b>		<b>10</b>	<b>30**</b>
	Cumulative Actual								
	<b>vs Cumulative Scheduled</b>					<b>20</b>		<b>30</b>	<b>60**</b>
<b>Total</b>		<b>40</b>	<b>118</b>	<b>223</b>	<b>365</b>	<b>500</b>	<b>500</b>	<b>510</b>	<b>625</b>

\*As of September 17, 2018

\*\*Additional 30 eBus procurement was approved at June 2018 Board Meeting

\*\*\*BYD's preliminary schedule had their buses delivered in Q4 2018; however, it has now advised that they will deliver in Q1 of 2019.

### Immediate Next Steps:

- Discussions are ongoing with Metrolinx to extend the existing contract into 2019 to allow the procurement of 48 additional ProMasters for delivery in 2019.

### Bus Procurements

In accordance with the Green Bus Technology Plan approved by the Board in November 2017, 625 new buses are scheduled for delivery in 2018 and 2019.

### Recent Progress:

#### Clean Diesels:

As of September 17, 2018, Nova Bus has delivered a total of 230 buses of the expected 310 buses scheduled for 2018. Production started off slowly, but did ramp up significantly by the end of Q2 and early Q3. Nova is now slightly ahead of its contractual schedule. New buses being delivered from Nova Bus are equipped with VISION and are being inspected and fitted with PRESTO. The newly delivered vehicles, once inspected and commissioned, are available to enter service. To date, 146 new clean diesel buses are available for service.

**Hybrids:**

The latest-generation hybrid electric bus is currently in production and scheduled to arrive by early October 2018, with the remaining 54 production buses to be delivered in November-December 2018.

In accordance with the Board decision on June 12, 2018, the TTC will be procuring 200 hybrid electric buses for delivery in 2019. A contract with NOVA for the procurement of 200 buses has been issued. Along with the recent changes already approved (55 hybrid electric buses to be delivered in 2018), this brings the total number of hybrid electric buses up to 255.

**Electric Buses:**

As of September 17, 2018, we now have confirmed delivery dates for all buses. New Flyer and BYD will begin delivery in Q1 2019. New Flyer will complete delivery of the first 10 buses by end of March 2019, and BYD will complete delivery of its first 10 buses by end of April 2019. Proterra will begin delivery in June and complete deliveries in July 2019. The signed

contract with Proterra and final bus configuration/design are now expected by mid-October 2018. Weekly meetings with all three bus Original Equipment Manufacturers (OEMs) are ongoing to monitor and progress work on the vehicle stream of this project.

**Infrastructure**

The TTC has been working closely with Toronto Hydro to implement the required charging infrastructure. Toronto Hydro released a Request for Proposal (RFP) for the final design and infrastructure works on June 18. The RFP was to close by August 17; however this was extended to September 5 due to a delay in completion of the service agreement between Toronto Hydro and the TTC. Bids have been received and are currently being evaluated. Selection of the winning bidder is now set for mid-October.

There are still risks as reported in the August CEO's Report with lead times for the energy storage system, infrastructure works, substation and emergency back-up generator. Once the engineering,

procurement and construction contract for infrastructure works is finalized, an update on these risks will be available and provided in the CEO's Report.

**Immediate Next Steps:**

TTC staff will continue working closely with New Flyer, BYD and Proterra to finalize bus designs. Staff will also continue to work towards finalizing the contract with Proterra. Configuration decisions for Proterra buses will be finalized. For infrastructure works, the TTC and Toronto Hydro expect to finalize their agreement by mid-October 2018. TTC staff will participate in Toronto Hydro's RFP process for the evaluation of the proposals received on September 4, 2019. The stream of work that aims to prepare the organization for this transformational technology is now ramping up with plans set for change management, training, service planning and other initiatives.

**New Streetcars**

The target for Q3 2018 is 15 new streetcars in service. At the

	2013	2014	2015	2016	2017	2018	2019
Actual	0	3	14	30	57	91*	TBA
vs 2012 Original Schedule	7	37	73	109	148	184	204
					Actual	97*	TBA
					vs 2018 Latest Schedule	121	204

	Q1	Q2	Q3	Q4	Total
Actual	10	15	15*	TBA	40*
vs 2018 Latest Schedule	12	16	15	21	64

*\*As of September 17, 2018*

end of Q3, 15 streetcars have been shipped to the TTC and 18 have entered service. Of the 204 streetcars ordered, 106 have been shipped and 100 have entered service.

**Recent Progress:**

Bombardier continues to provide reporting in the form of “Heat-Mapping” of its manufacturing disciplines, which provides the TTC with greater visibility of the status for supply chain management, production, methods and quality assurance. The trends generally

show improvements from the last period to present, but issues of concern primarily around parts supply and quality are still being identified. Bombardier uses the data to identify additional mitigation measures as required by each issue.

Bombardier continues to work at reducing and eliminating repeat snags and one-off issues. Measures are in place to provide feedback to the production line and correct issues at the source. Statistics are showing

improvements, but there remains work to be done to eliminate issues on a consistent basis. The TTC is monitoring and looking for positive trends to provide confidence that the issues are under control. The approach was initiated at Bombardier’s Thunder Bay plant and is being rolled out in Toronto. In addition, the equivalent feedback loop is being included for Bombardier’s other plants in Kingston, Ontario, La Pocatière, Quebec and Sahagun, Mexico.

**Immediate Next Steps:**

- Bombardier will provide update on preparations for production out of its Kingston plant with the first car due in October. There was an initial visit by the TTC, where staff requested more details on how Bombardier would meet its production schedule. Achievement of this objective will help restore confidence that Bombardier will recover and meet the original commitment for 204 new streetcars by the end of Q4 2019.
- TTC staff received further direction for the final position on negotiation for liquidated damages.

- Further work is being undertaken in relation to the supply of additional streetcars.

## **Make Taking Public Transit Seamless**

The Easier Access program is proceeding with six stations in the construction phase. Of these, St Patrick Station had its first elevator open for service on September 14, 2018 and the second is anticipated to be in service, before the end of this year (by a developer), to achieve full accessibility for our customers.

Two further construction contracts were awarded on September 28, 2018 for Runnymede and Wilson station locations, meeting a Customer Charter commitment to commence construction for these two projects. Four more stations are planned to be publicly tendered before the end of this year.

- As part of the 2018 Customer Charter, a commitment was made to complete the resurfacing of the Finch Station

west parking lot, restoring 1,413 parking spaces for commuters by the end of 2018. The parking lot was completely open to customers on July 31, 2018 and all 1,413 parking spaces were available ahead of schedule.

- At Main Street Station, there was a closure of one southbound lane and both northbound lanes for 30 days to facilitate the work on Main Street for removal and replacement of streetcar tracks and streetcar overhead wire replacement. Service reopened on September 2, 2018 as planned and as per the original service board period date.

## **PRESTO**

- Software upgrades continue to be pushed out to enhance the performance of PRESTO card readers and the fare gates. The TTC continues to track the key performance indicators for fare gates that are in revenue service.
- Installation of more PRESTO Fare Vending Machines and

Self-Serve Reload Machines continues. One entrance of every station has at least one PRESTO Fare Vending Machine and Self-Serve Reload Machine.

- A Post-Secondary Monthly Pass will be available on PRESTO starting with the November pass period. The pass will be available for sale from October 24 until November 5.
- As per the PRESTO/TTC schedule presented at the June TTC Board meeting, Metropasses will no longer be accepted beyond December 31, 2018. Tickets and tokens will be available for sale until August 3, 2019 and for use until December 31, 2019.

## **Safety**

On average, the TTC has 23 suicide incidents per year, including both fatalities and attempts. Since 2013, there has been a statistically significant upward trend in the TTC Suicide Incident Rate. To address this, the TTC has developed a Suicide Prevention Program that includes

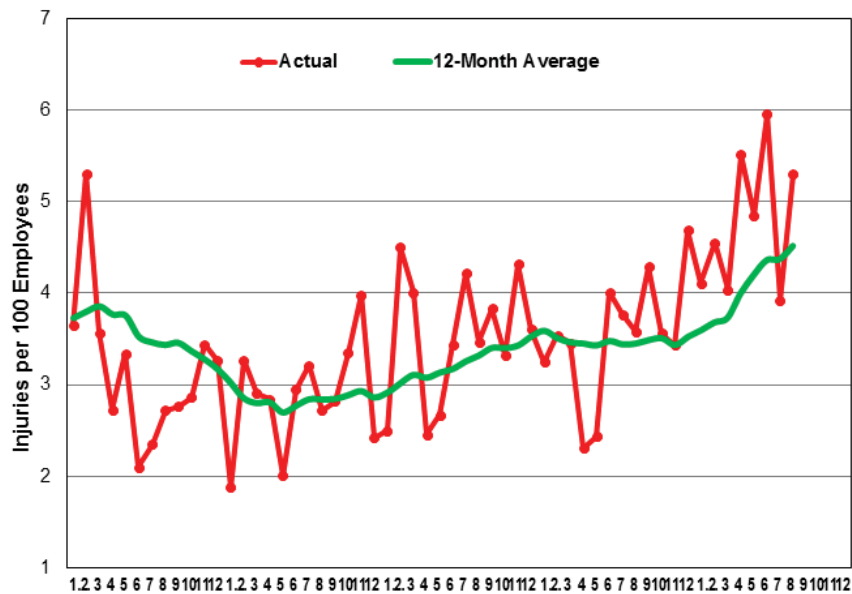
efforts to reduce the incidence of suicide, such as Crisis Link phones on subway platforms to connect those contemplating suicide with a Toronto Distress Centres counsellor and interventions by TTC employees trained to recognize the signs of suicidal behaviour and on how to respond. The TTC Suicide Prevention Program also includes a Suicide Prevention Working Group that meets quarterly to explore new initiatives to help prevent suicide in the subway, as well as explore how we can improve upon our current efforts.

In the long term, in response to a City Council request, the TTC will develop a feasibility study and business case report to investigate retrofitting existing stations with a Platform Edge Door System and adding Platform Edge Doors to future extensions. A Request for Proposal (RFP) was released in August to procure professional services for this initiative. The closing date was extended to mid-October.



# Safety and Security

## Lost-time Injuries Rate (LTIR)



### Results

The LTIR for August 2018 was 5.31 injuries per 100 employees.

### Analysis

The 12-month average LTIR to the end of August 2018 was 4.52 injuries per 100 employees. The LTIR for the current period was 17% higher than the 12-month average LTIR. This increase was mainly attributed to

the increase in Acute Emotional Event (AEE) and Overexertion injuries in this period.

The 12-month average line shows the movement of the LTIR from 2014 to 2018. An upward trend can be observed over this period. In January 2018, The Province adopted a broader definition for emotional trauma claims under the Workplace Safety and Insurance Board Act to include chronic stress in the workplace. Staff anticipate that this change may continue to increase the prevalence of claims for emotional trauma.

### Action Plan

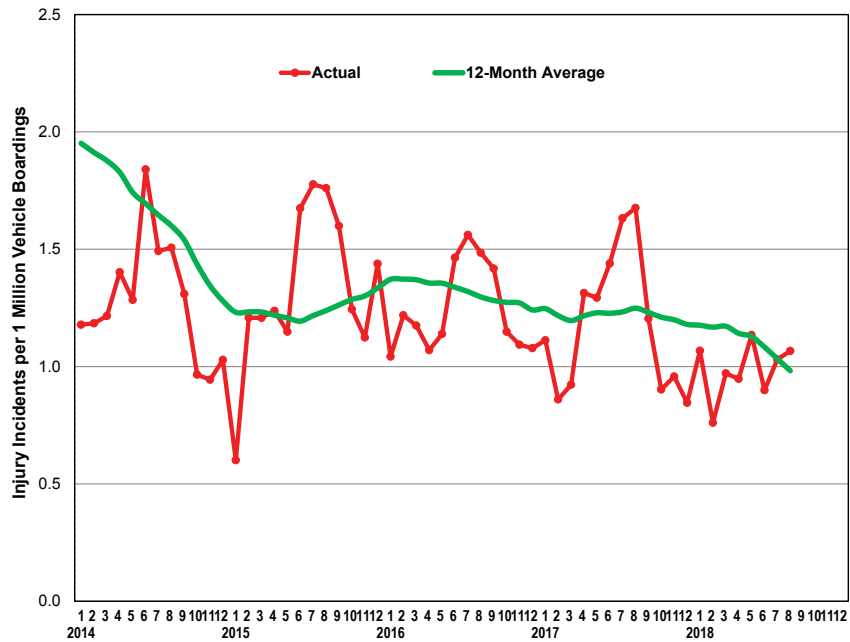
AEE injuries caused by sudden and unexpected traumatic event continue to represent the second highest injury type and account for 16% of all lost-time injuries since 2014. Similar to last period, AEE injuries represent the highest injury type for the current period and account for 24% of all lost time injuries.

The TTC Peer Support Program and the

Employee and Family Assistance Program both provide emotional and psychological support following traumatic incidents. These programs help mitigate the impact of being involved or witnessing such incidents. Additional mental health support is being provided to employees through an increase in benefits for psychological services. Starting on August 1, 2018, BEACON digital therapy, which is personalized therapy via computer or mobile device, has been added to this service.

Musculoskeletal/ergonomic type injuries (i.e. overexertion, reach/bend/twist, repetition) continue to represent the highest injury event type since 2014. The Ergonomic Musculoskeletal Disorder Prevention Program focused on preventing such injuries and resolving ergonomic concerns is currently being implemented, with anticipated completion by the end of 2019.

## Customer Injury Incidents



## Results

The customer injury incident rate for August 2018 was 1.07 injury incidents per one million vehicle boardings.

## Analysis

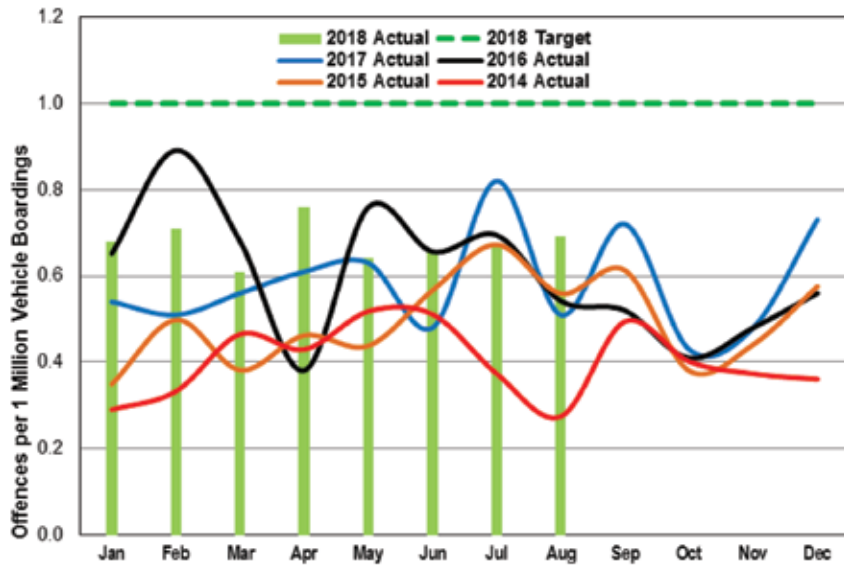
The 12-month average customer injury incident rate to the end of July 2018 was 0.98 injury incidents per one million vehicle boardings. The customer injury incident rate for the current period was 9% higher than the 12-month average rate.

## Action Plan

The 12-month average line shows the movement of the customer injury incident rate from 2014 to 2018. A downward trend in the customer injury incident rate continues to be observed over this period. The continuous reduction in the station-related subway injuries over the years are partly attributed to the reduction in the elevator/escalator injury incidents compared to previous years. Since March 2018, elevator and escalator safety videos have been playing every hour on most TTC platform video screens and station information screens.

In addition, the reduction in the station-related subway injuries over the years is partly attributed to the reduction in slip/trip injury incidents due to the application of slip resistant coating on selected station floor areas.

## Offences Against Customers



### Results

Total offences against customers increased in August to 0.69 offences per one million vehicle boardings. The moving annual rate of offences against customers to August 2018 was 0.65, which was 18% higher than the corresponding moving annual rate of 0.55 to August 2017.

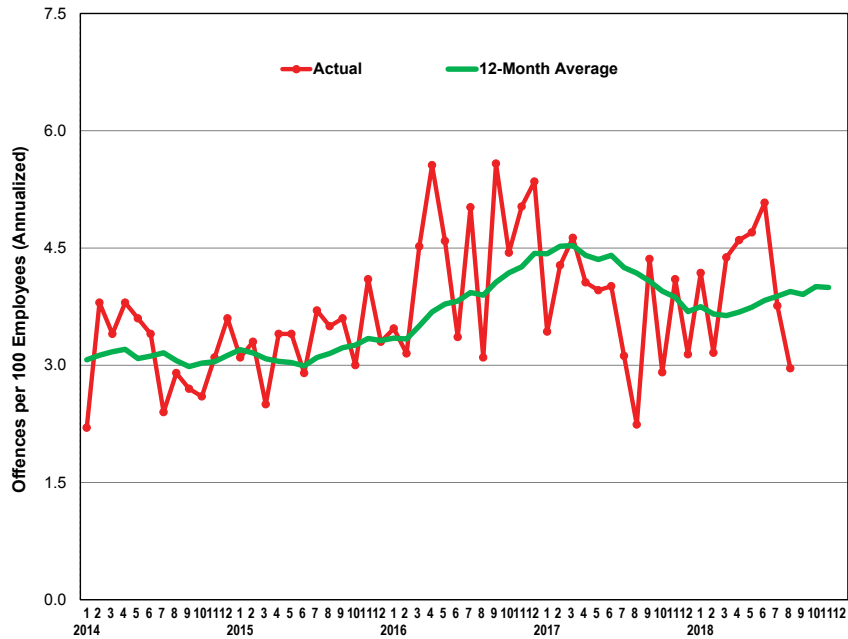
### Analysis

A slight increase was observed in theft compared to the previous month. Other areas of crime such as robbery, assault, and sexual assault remain static and there does not appear to be a pattern in reported incidents.

### Action Plan

Transit Enforcement Special Constables will continue to engage with the public as a visible presence across all modes of travel. Seven Special Constables were hired in 2018 to provide a more proactive presence in the system. A new recruitment drive is currently underway.

## Offences Against Staff



## Results

Total offences against staff decreased in August 2018 to 2.96 offences per 100 employees. The current rate is 32% higher than the corresponding rate of 2.24 for August 2017. The moving annual rate of offences against staff for August 2018 was 3.91, which was 6% lower than the corresponding moving annual rate of 4.18 to August 2017.

## Analysis

Decreases were observed in most crime types as compared to the previous month. There was a slight increase in the other crime type category due to an indecent exposure and robbery case as compared to July 2018, but there does not appear to be a pattern in reported incidents.

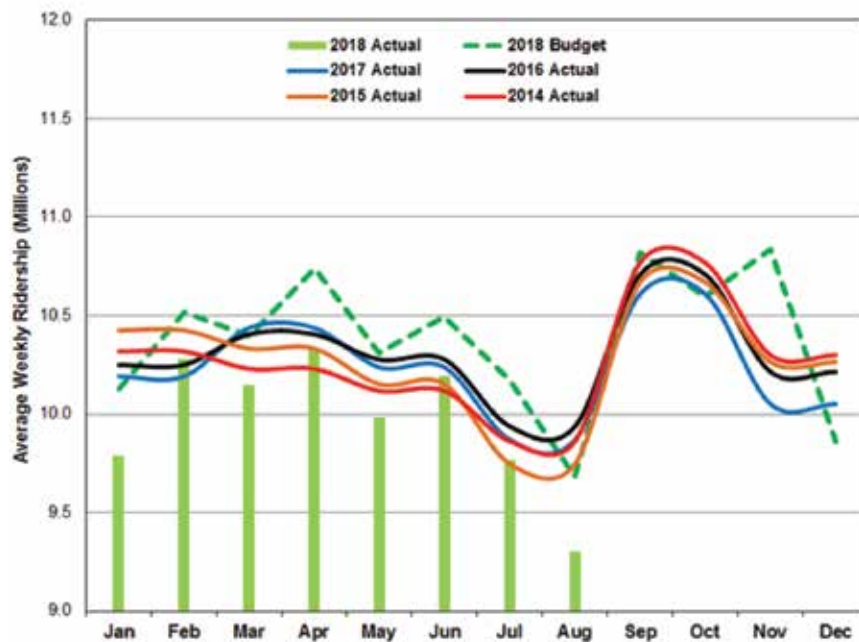
## Action Plan

Transit Enforcement Special Constables will continue to provide support to surface personnel via the BUS STOP initiative and to conduct special details and initiatives to assist with ongoing and emerging issues identified by TTC personnel across the system. 21 Transit Fare inspectors were hired in 2018. A new recruitment process is underway.

# Customer

## Customer: Ridership

### TTC Ridership



### Results

Ridership in August was at 37.2 million, which is 1.5 million (3.9%) below the budget of 38.7 million and 1.2 million (3.2%) below the comparable period in 2017.

The year-to-date ridership was 11.5 million (3.2%) below budget and 7.2 million (2.0%) below the comparable period in 2017.

### Analysis

Ridership has flatlined since 2014 due to various factors, including congestion, changes in customer mobility, and growth in digital ride-hailing services.

Another important factor that has adversely impacted ridership is the ongoing decrease in Metropass sales, which currently generate approximately 40% of total ridership. Specifically, there were 163,000 (-7%) fewer passes sold

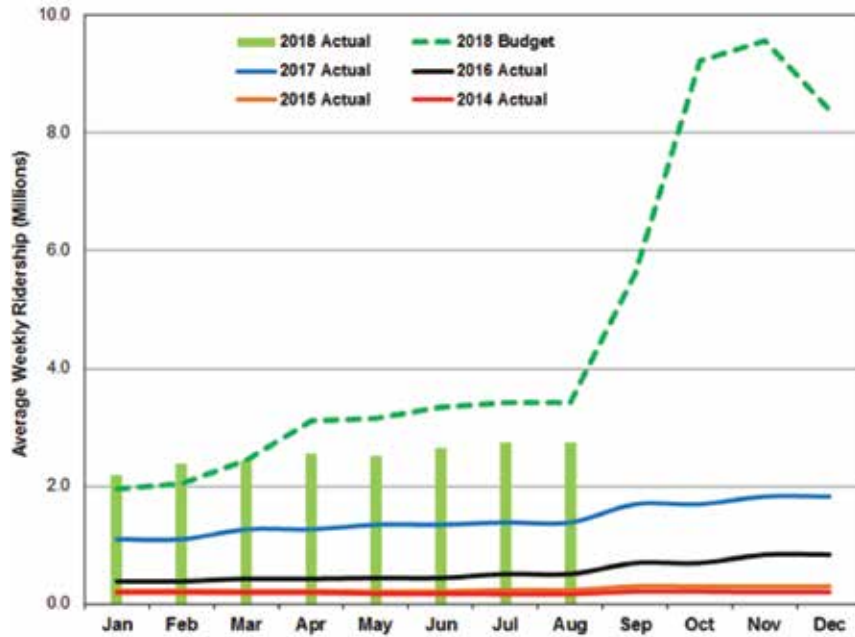
between January and August 2018, compared with the corresponding months in 2017. Although some of these lost sales have likely been offset by an increase in PRESTO e-purse transactions, the declining Metropass sales continue to have a significant impact on overall ridership trends.

### Action Plan

To re-establish sustained ridership growth, a new Ridership Growth Strategy (RGS) is being implemented. RGS initiatives include implementing a two-hour transfer on PRESTO and relieving overcrowding on surface routes.

Research is also underway to analyze the changes in monthly Metropass sales and corresponding ridership impact. Results of this analysis will inform future action plans.

## PRESTO Ridership



### Results

There were 11.0 million customer journeys using the PRESTO fare card (i.e. e-purse, period pass) in August, which was 2.7 million below the budget, but up 5.4 million (96.3%), compared to the same time period last year.

Looking at the year-to-date result, ridership was 11.3 million (11.4%) below budget, but up 44.3 million (102%), compared to the same time period last year.

### Analysis

The PRESTO component of total TTC ridership continues to grow and the adoption rate is now at 29.4%.

The 2018 PRESTO ridership budget was calendarized in late 2017 and the sharp increase in September 2018 arises from the anticipated discontinuation of the sale of legacy monthly passes, tokens and tickets.

### Action Plan

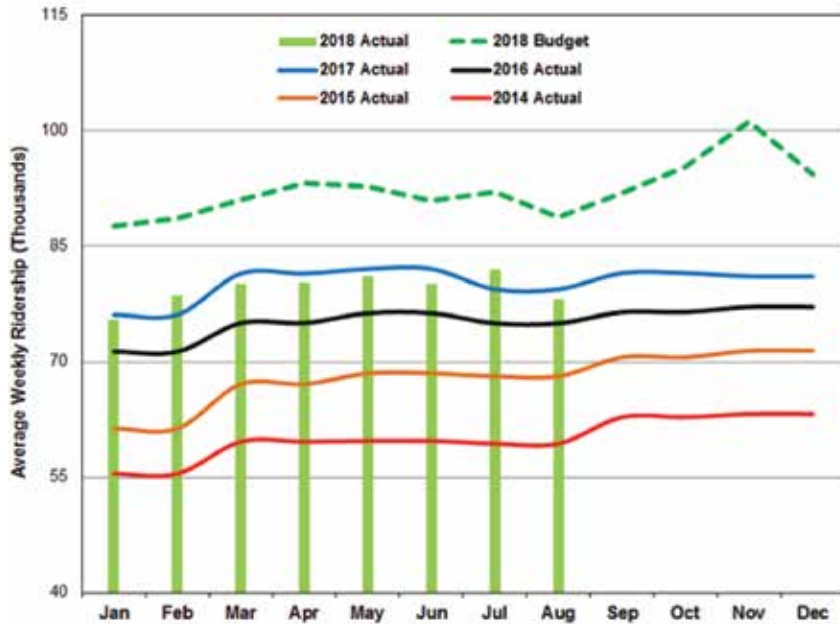
The PRESTO adoption rate is expected to accelerate throughout 2018 in conjunction with a new advertising campaign, the phasing-out of legacy fare media and the commensurate uptake of PRESTO-based fare media.

The TTC will continue to work with PRESTO staff on enabling functionality to support the elimination of legacy fare media.

#### Note:

PRESTO ridership is included in TTC ridership totals.

## Wheel-Trans Ridership



## Results

Ridership in August 2018 was 313,000, which was 42,000 (11.8%) below the budget of 355,000. In terms of year-over-year growth, the August ridership of 313,000 was 2,100 (0.6%) lower than the comparable period in 2017 (315,000).

Year-to-date to the end of August 2018, ridership was 388,000 (12.3%) below budget, but 52,000 (2%) above the comparable period in 2017.

## Analysis

Wheel-Trans average weekly ridership for August has slightly decreased in comparison to the same period in 2017. The 2018 monthly ridership trend has deviated from the five-year historical data trend; however, ridership is following the budgeted ridership trend for 2018. The TTC continues to monitor ridership and has adjusted the forecast to a three-per-cent increase over 2017 actuals. Customers continue to have the option and

are encouraged to use the more spontaneous travel choice of Family of Services trips.

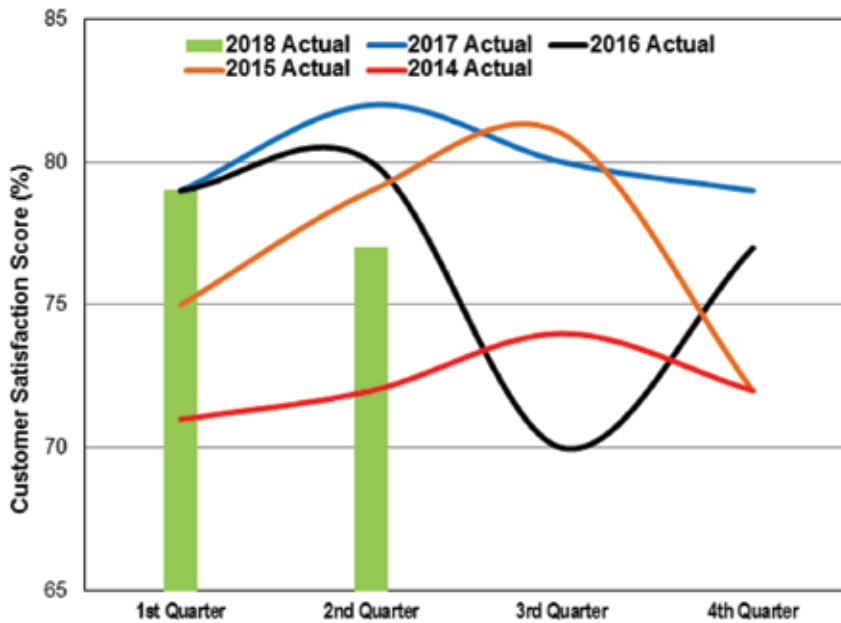
## Action Plan

The TTC continues to prepare for a new scheduling and dispatching software upgrade that will also allow customers to book online Family of Services trips. This will be a new feature for customers and will offer more options for travel planning. The Wheel-Trans 10-Year Strategy supports customers in choosing the best mode of travel for their trips. We continue to support this through offering Travel Training to customers on the conventional system.

Note: Wheel-Trans ridership is not included in TTC ridership totals.

# Customer: Satisfaction

## Customer Satisfaction Score



## Results

Just over three-quarters of customers have high perceptions of overall customer satisfaction in Q2'18 (77%); similar perceptions to last quarter (Q1'18: 79%), however, down from a year ago (Q2'17: 82%). Looking at the monthly scores, we see April 2018 (76%) has significantly lower satisfaction scores compared to April 2017 (83%); May and June 2018 overall customer satisfaction scores, while not significantly lower, were lower than in the same months for 2017.

## Analysis

Close to two-fifths (Q2'18: 37%) of customers believe that the TTC has improved over the last two years, similar to last quarter (Q1'18: 40%) and last year (Q2'17: 32%). Those customers who have taken the subway on their last trip perceive significant improvement year over year (Subway Q2'17: 30%; Subway Q2'18: 37%).

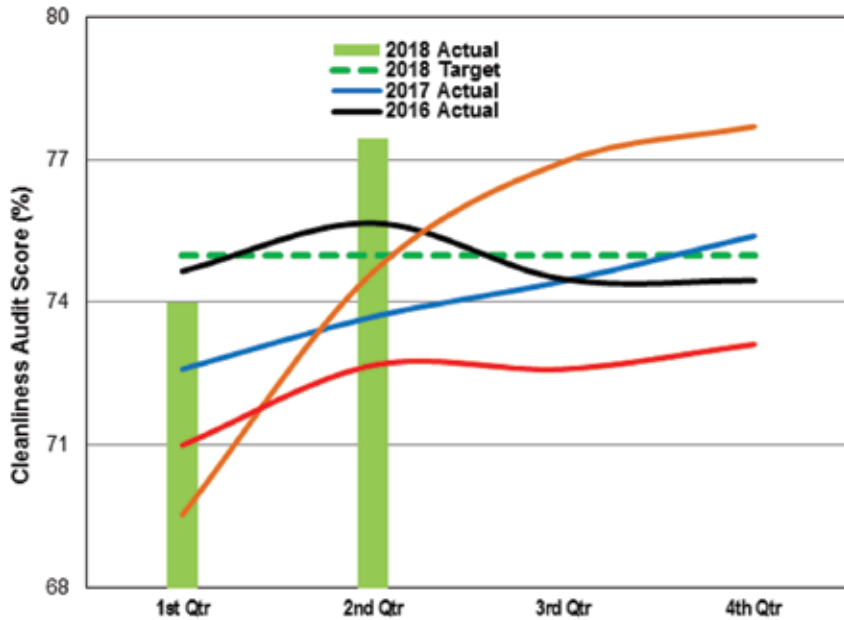
Pride in the TTC and what it means for Toronto has remained consistent quarter to quarter and year over year (Q2'17: 73%; Q1'18: 69%; Q2'18: 70%). Customers also agree that the TTC is a reliable way to travel around the city of Toronto (Q2'18: 74%) and that it provides them with the flexibility they need to travel around the city (Q2'18: 80%).

Previously, perceptions of value for money has remained consistent quarter to quarter and year over year, with around two-thirds indicating they received excellent/good value for money on their last trip (Q2'17: 63%; Q1'18: 63%). However this quarter we see a significant decrease in this number (Q2'18: 57%).



# Customer: Environment

## Station Cleanliness



## Results

The Q2 2018 Audit Average Station Score of 77.45% is the second highest Average Station Score ever achieved since the independent audits began in 2008. Q2 2018 was also the first time that Line 1 extension stations (Downsview Park to Vaughan Metropolitan Centre) were included in the audit.

## Analysis

Station Services has been active in scheduling extra cleaning projects during weekend closures, to ensure that stations are in top condition when reopened following closure work.

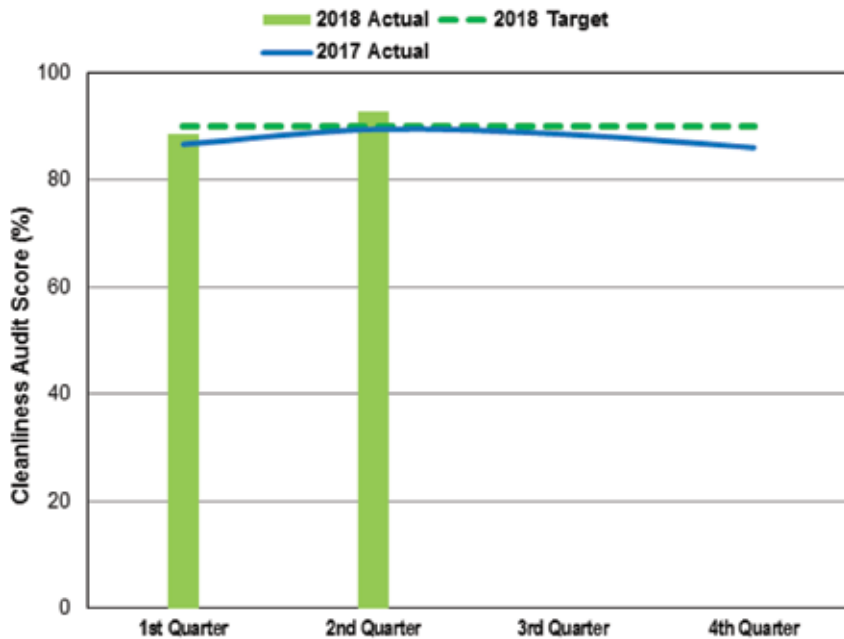
Regular cleaning projects remain in place (Accelerated Relamping, Luxalon Cleaning, Station Enhancement/Blitz) and are expected to continue to have a positive effect on audit scores.

## Action Plan

The Q3 2018 Audit will be conducted during September with the results available near the end of September or beginning of October.

Note: There are no updates for this period as cleanliness audit scores are reported quarterly. The next quarterly update will be reported in November 2018.

## Vehicle Cleanliness - Streetcar



### Results

The audit score for streetcar cleanliness for Q2 2018 was 92.8%. This score is an increase from both Q2 2017 and Q1 2018, and is above the target of 90%.

### Analysis

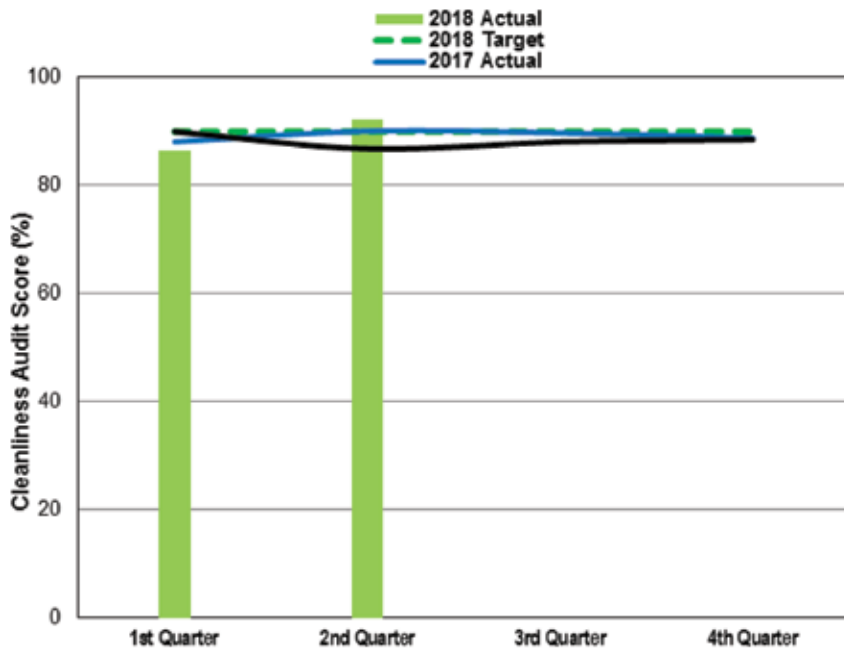
The performance scores takes into account pre-service, in service and post service audit results. As a result, the score is impacted by changes in in-service operating conditions. Favourable weather conditions in Q2 helped to improve the in-service cleanliness score. Increased focus on cleaning activities in Q2 also helped to improve the overall vehicle cleanliness score.

### Action Plan

Staff will continue to complete scheduled cleaning and washing tasks and investigate and identify further improvements.

Note: There are no updates for this period as cleanliness audit scores are reported quarterly. The next quarterly update will be reported in November 2018.

## Vehicle Cleanliness - Bus



### Results

The bus cleanliness audit score in Q2 2018 was 92%, which is above the target of 90%. Q2 2018 results are higher than Q1 2018 and the highest score achieved to date.

### Analysis

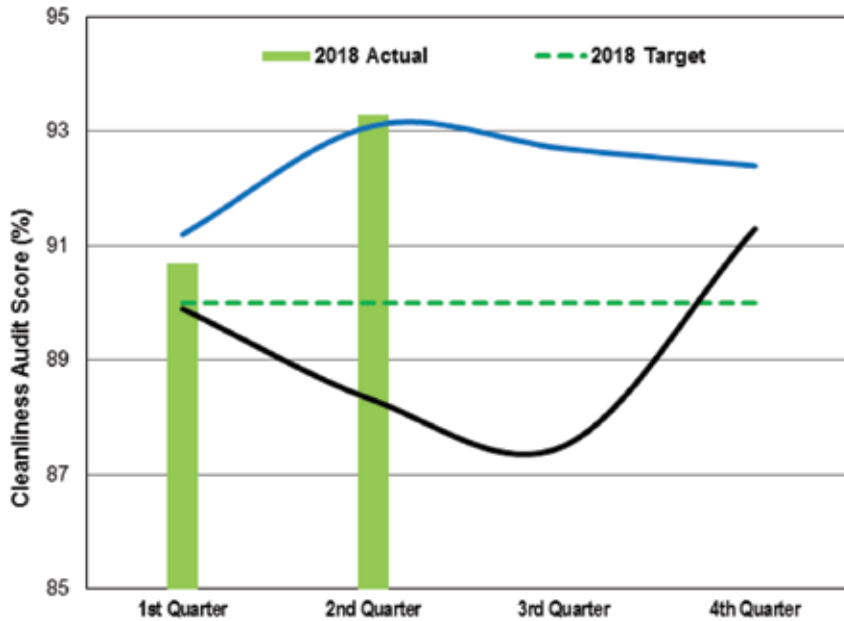
The performance scores take into account pre-service, in-service and post-service audit results. Q3 2018 results are expected to remain favourable.

### Action Plan

Manually cleaning the front and back exteriors was stepped up in Q1 and Q2 2018, and will continue throughout 2018. Opportunities were reviewed in September to clean the exterior and interior of buses returning to the garages to further enhance the customer experience.

Note: There are no updates for this period as cleanliness audit scores are reported quarterly. The next quarterly update will be reported in November 2018.

## Vehicle Cleanliness - Subway



### Results

The average rating of 93.3% in Q2 2018 is above the target of 90%. The department has recorded a score of greater than 90% in seven consecutive quarters.

### Analysis

Areas of strength in the vehicle cleanliness across all fleets and lines were the ceilings, etching/scratchitti, graffiti/stickers and lightings. In Q4 2017, floors and the exterior cleanliness of our vehicles recorded the lowest scores due to the colder winter weather conditions. Floors and exterior cleanliness again appeared as an area where further improvement can be made in the following quarter where the exterior wash program is ongoing.

### Action Plan

On Line 1, due to construction constraints, an exterior-focused cleaning program to brush wash the exterior of the entire fleet has been instituted. A similar exterior wash program is in effect for the Line 2 fleet. Currently, the floors are addressed every 14 days during the floor-wash cycle.

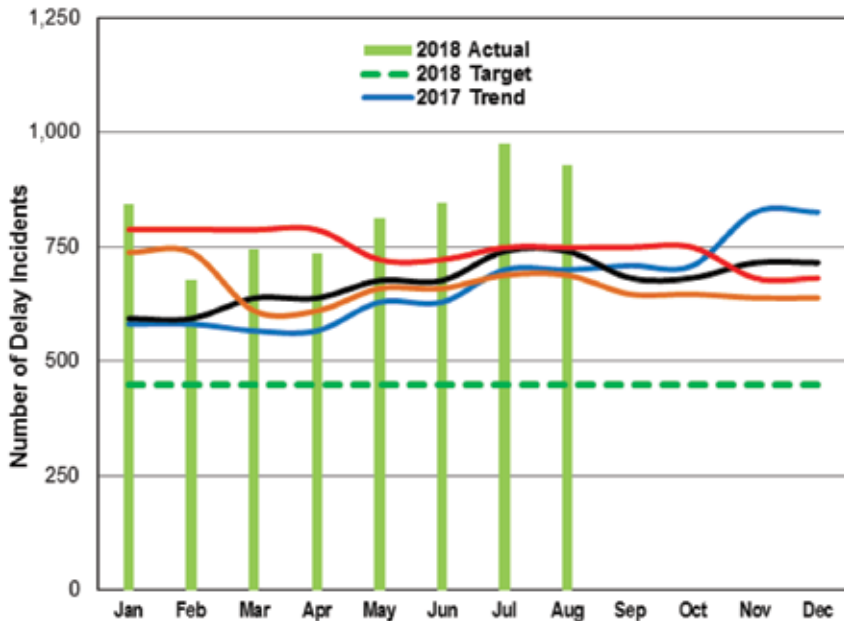
Note: The target for this measure has been changed to 90% in Q4 2017, a target more reflective of the ongoing level of performance and consistent with the targets for bus and streetcar.

There are no updates for this period as cleanliness audit scores are reported quarterly. The next quarterly update will be reported in November 2018.

# Customer: Service performance

## Subway

### Line 1: Delay Incidents



## Results

The number of delay incidents decreased by 4.7% from July to 928.

## Analysis

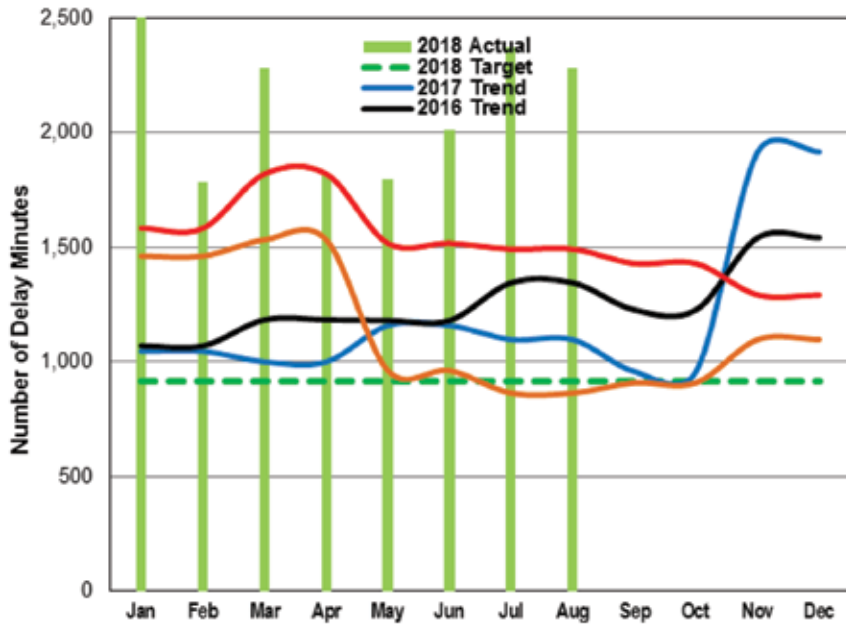
During the previous month, there were a number of incidents related to operator availability. Fortunately, due to some schedule changes and increasing headcount these incidents decreased.

## Action Plan

Staffing levels are not anticipated to cause any future incidents due to a correction in scheduling and hiring. A greater focus on passenger-related incidents is required, as there were 364 passenger-related incidents in August.

Note: The 2018 target is based on a 40% or more reduction in delay incidents from the 2014 monthly average baseline.

## Line 1: Delay Minutes



## Results

The number of delay minutes decreased in August to 2,279, a 4% decrease compared to July.

## Analysis

The decrease in delay minutes is unexpected given the number of issues related to weather alone that contributed to the overall total. On August 8 and 9, extreme flooding was experienced in the tunnels at Sheppard West, which required shuttle bus operations around the area until the water could be removed.

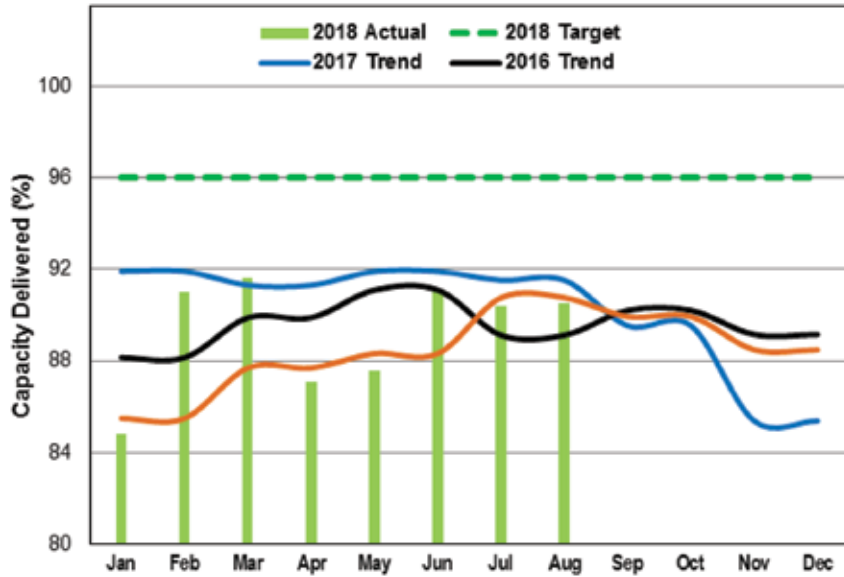
Despite this, there were reductions in subway infrastructure and speed control incidents, staff delays and a slight decrease in passenger-related minutes.

## Action Plan

The extreme precipitation events that occurred in August resulted in a review of all extreme weather protocols at the TTC. This review will reduce delays in the future due to more proactive responses to forecast concerns.

Note: The 2018 target is based on a 40% or more reduction in delay minutes from the 2014 monthly average baseline.

## Line 1: Capacity Delivered In Peak



### Results

The peak capacity delivered on Line 1 increased slightly from the previous month, up to 90.6% from 90.4%.

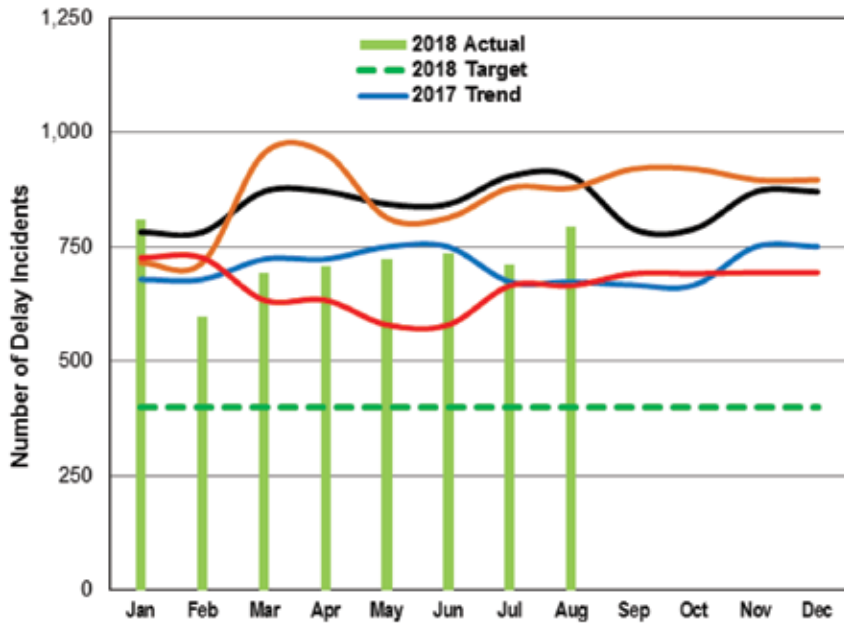
### Analysis

There were six weekday peak periods in August that brought down the average capacity, including the flooding on August 8 and 9, which impacted both peaks. As well, on August 20, two serious medical incidents occurred during the PM rush that caused a 30-minute delay on the line.

### Action Plan

In-line with the Mayor's 10-Point Action Plan related to alleviating overcrowding, two extra trains have been scheduled since May 2018 for the AM peak. In September 2018, an additional extra train will be available, which will improve response to unexpected issues, keeping passenger flow moving through the interchange stations.

## Line 2: Delay Incidents



## Results

The number of delay incidents increased by 11.8% to 794 in August compared to the previous month.

## Analysis

Compared to July, the number of vehicle incidents increased 48.4%. In addition, the number of staff-related incidents increased by 8% in August. There was a 24.4% increase in July. Passenger-related incidents remained steady at 283 and are responsible for 35.6% of the total incidents.

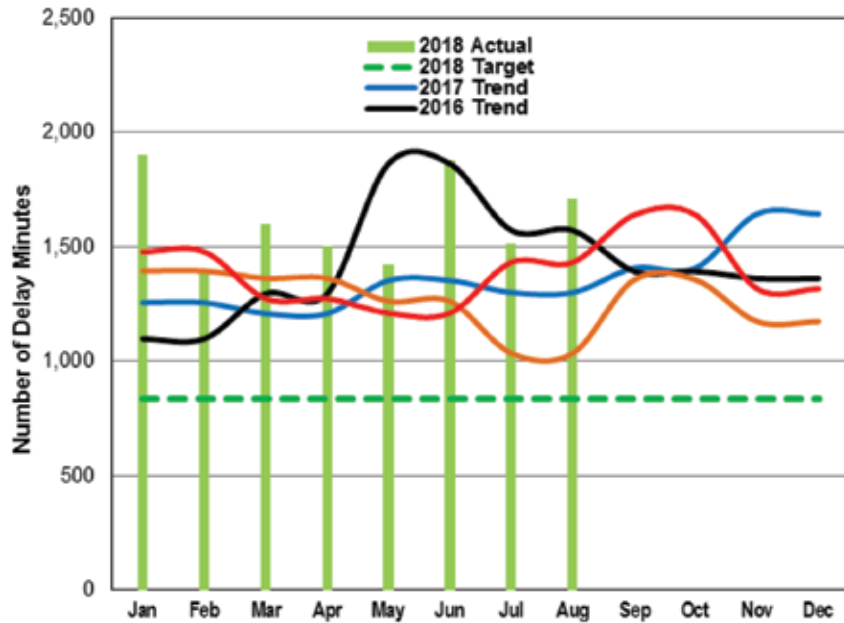
## Action Plan

Increased hiring and training of new operators continued throughout this month, with the expectation that these new resources will be on-line to support the fall schedule.

Note: The 2018 target is based on a 40% or more reduction in delay incidents from the 2014 monthly average baseline.



## Line 2: Delay Minutes



### Results

The number of delay minutes increased in August to 1,708 or 12.6%, mostly due to passenger and equipment issues.

### Analysis

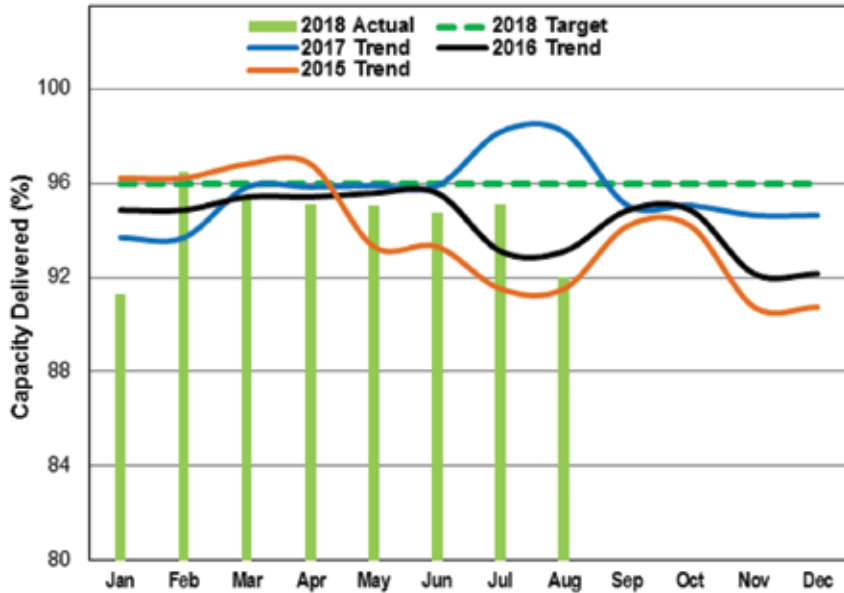
Significant incidents that impacted Line 2 in August included two incidents of people injured at track level. Despite a decrease of 51.7% of disorderly passenger-related issues, there was still an overall passenger-related delay increase of 17.9%. There were some train cancellations due to staffing levels that contributed to the overall minutes.

### Action Plan

There were 909 minutes of passenger-related delays in August, which is over the total target of 835 minutes. There is an ongoing campaign to educate customers about emergency alarm use.

Note: The 2018 target is based on a 40% or more reduction in delay minutes from the 2014 monthly average baseline.

## Line 2: Capacity Delivered In Peak



### Results

The peak capacity delivered on Line 2 dropped in August to 92% from 95.1%.

### Analysis

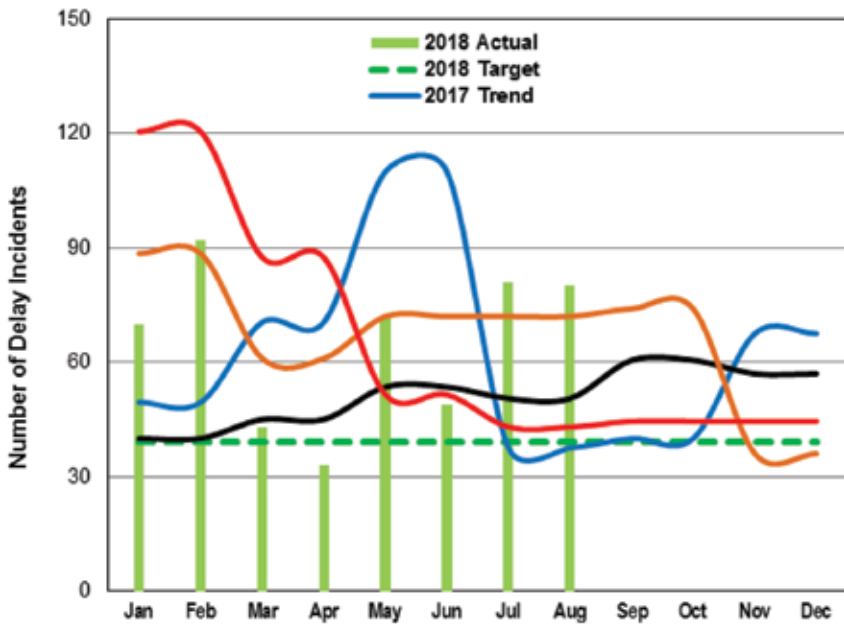
This month, on nine separate weekdays out of the 22 regular service days in August, there were issues that impacted the throughput during peak times. Two injuries at track level occurred during the peak. On August 27, trains had to be moved from Line 2 to Line 1 to help supplement service due to a problem getting trains out of Wilson Yard.

### Action Plan

The drop in performance in August is not in line with trend of the last six months. All groups are expecting performance to improve and meet target in September based on the focus that has gone into increasing staffing levels as well as improving response time to incidents and having more spare trains available should a replacement be required.

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

### Line 3: Delay Incidents



### Results

The number of incidents stayed the same between August and July and did not meet the target of 39.

### Analysis

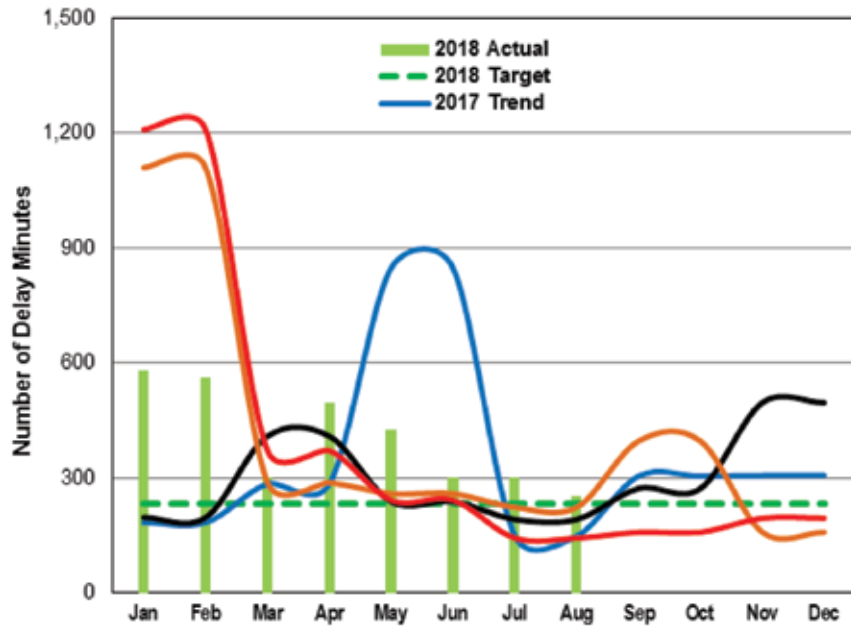
Improvements were in vehicle and passenger delays, which were offset by an increase in operator availability issues.

### Action Plan

Since consistently close to half the incidents are vehicle-related on this line, there is an opportunity to meet the target by focusing on this area. The vehicle improvement program is ongoing, and as vehicles are overhauled, overhauled, we can expect corresponding improvement in reliability.

Note: The 2018 target is based on a 40% or more reduction in delay incidents from the 2014 monthly average baseline.

### Line 3: Delay Minutes



### Results

The number of delay minutes decreased to 354 from 301 minutes in July, which is the lowest it has been in the past nine months and is close to the target of 254.

### Analysis

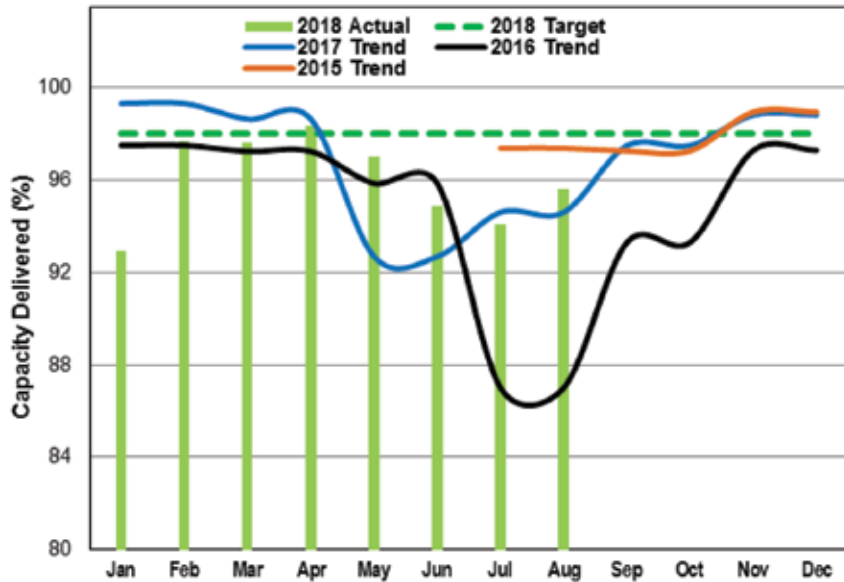
The improvement is mainly due to a decrease in vehicle minutes (47.8%). There were a small number of events with large out-of-service minutes that prevented this decrease from being more drastic, including the service shut down on August 17 due to a track infrastructure issue, which led to flooding on the line.

### Action Plan

A reduction in most categories helped get closer to the target. In the coming months, with passenger volumes returning to normal levels after the summer months, additional response resources will be available during the peak service to minimize delays to service.

Note: The 2018 target is based on a 40% or more reduction in delay minutes from the 2014 monthly average baseline.

### Line 3: Capacity Delivered In Peak



### Results

The peak capacity delivered increased by 1.5% to 95.6%, but did not meet the target of 98.

### Analysis

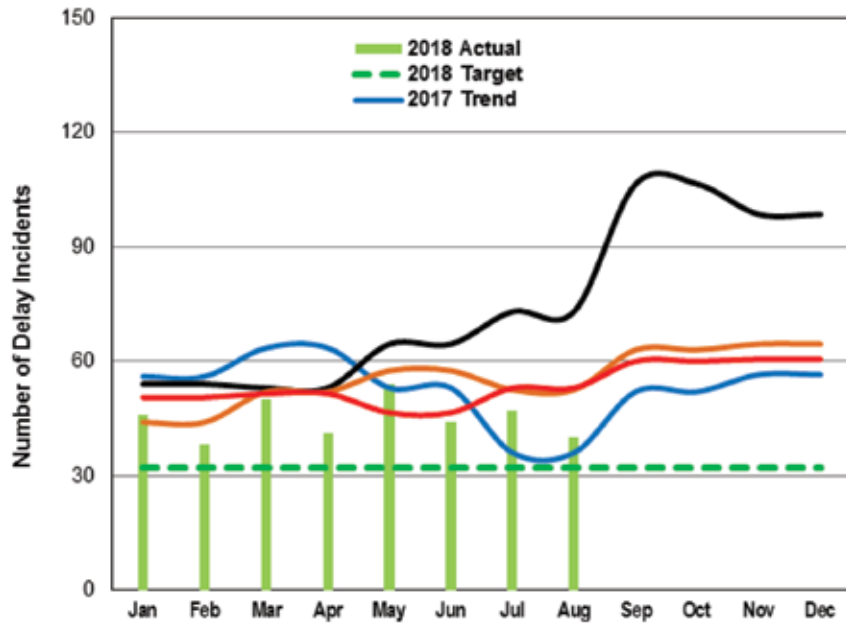
There was one incident on August 17 that shut down Line 3 service from 5 p.m. until the end of the day. Excessive water pooling at a track location that was not easily accessible required train service to cease.

### Action Plan

Immediately after the pooling occurred, a full inspection of the entire line was carried out in order to identify any other areas that had not previously been identified. Thorough cleaning and drainage took place within 24 hours of the event and there have been no other issues to note.

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

## Line 4: Delay Incidents



## Results

The number of delay incidents decreased to 40 in August from 47 in July, within eight of the target.

## Analysis

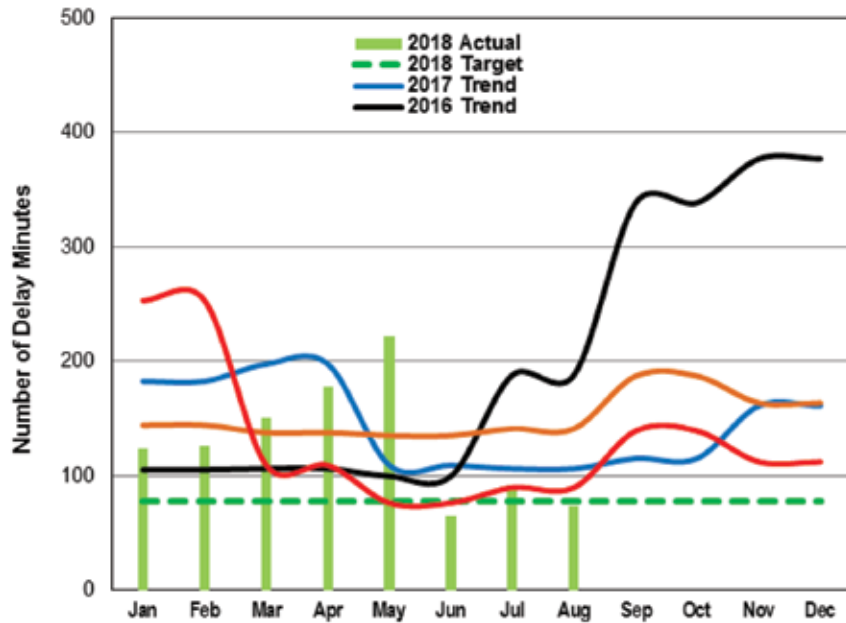
There were fewer subway infrastructure issues, down by five, and passenger-related issues also decreased by eight.

## Action Plan

Line 4 will continue to be managed effectively from all areas that could cause delay incidents. The numbers achieved this month account for 1.2 incidents per day.

Note: The 2018 target is based on a 40% or more reduction in delay incidents from the 2014 monthly average baseline.

## Line 4: Delay Minutes



## Results

The number of delay minutes decreased by 20.7% in August and exceeded the target of 77, with only 73 minutes registered.

## Analysis

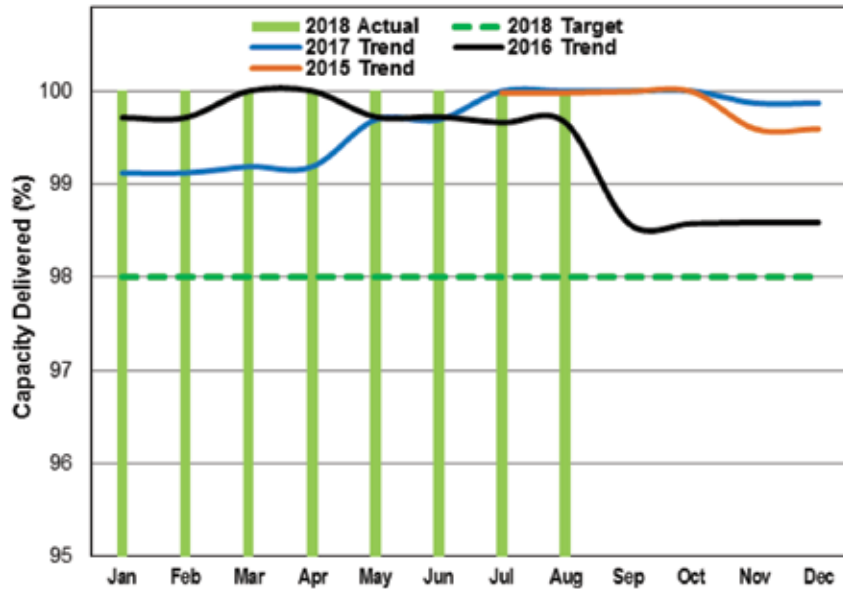
The decrease in delays minutes was due to fewer injured/ill customers.

## Action Plan

It is anticipated that with the increased passenger volume in September, passenger incidents could rise. Staff will continue to be strategically placed on this line to respond quickly and minimize delays.

Note: The 2018 target is based on a 40% or more reduction in delay minutes from the 2014 monthly average baseline.

## Line 4: Capacity Delivered In Peak



### Results

The peak capacity on Line 4 exceeded the target and achieved 100% for the eighth consecutive month.

### Analysis

There were no lengthy delays during the AM or PM service in the month of August and no trains had to be removed from service for repair.

### Action Plan

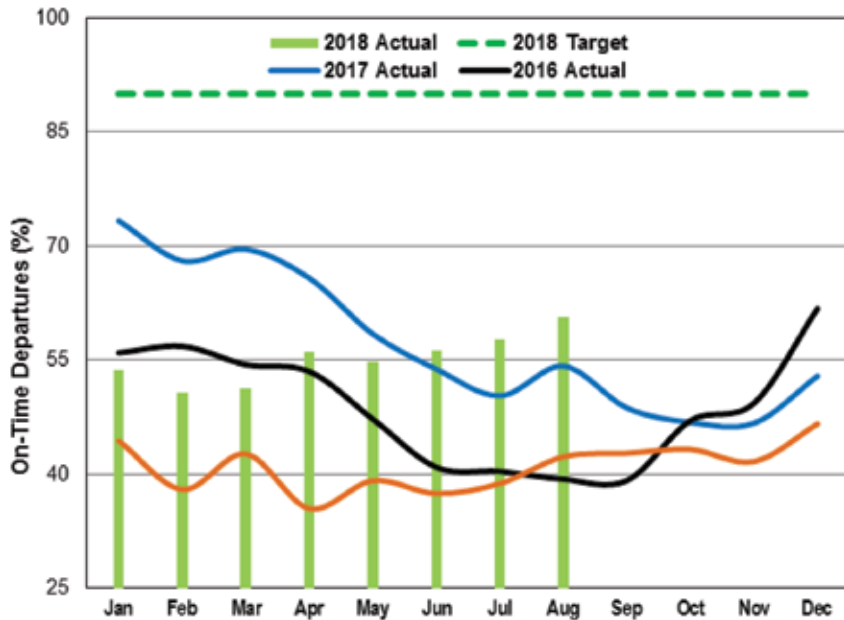
This line continues to run optimally, however maintenance is still important and occurs regularly to ensure track and vehicle equipment is able keep supporting this service.

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



## Streetcar

### On-Time Performance (OTP)



### Results

OTP increased again over July and was above the August 2017 figures.

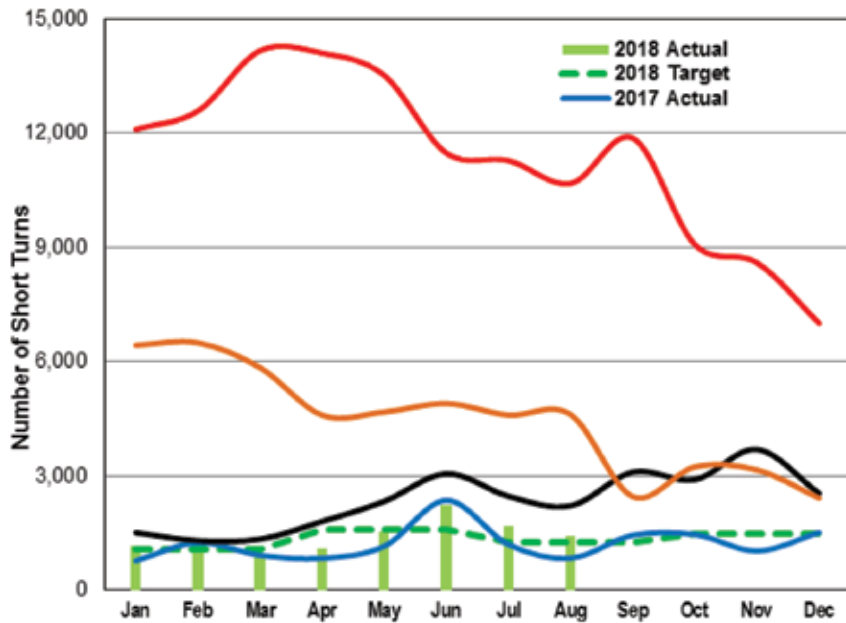
### Analysis

Performance benefitted in August from no schedule changes to any streetcar route and a continued reduction in traffic in the summer season. For the second period in a row, the modified 504 King service has made a strong overall impact to performance. The 506 Carlton service also contributed to the improved performance in August, once the planned diversion around the Broadview and Gerrard intersection was completed on August 12.

### Action Plan

The Performance Management Group will continue to monitor performance and work with Strategy and Service Planning to continue to improve streetcar schedules in a systematic and ongoing basis. Plans for the fall have been finalized and routes to be focused on for early 2019 are now being identified.

## Streetcar - Short Turns



## Results

Short turns for the period decreased again compared to the previous period, but were above the same period last year and were slightly above target.

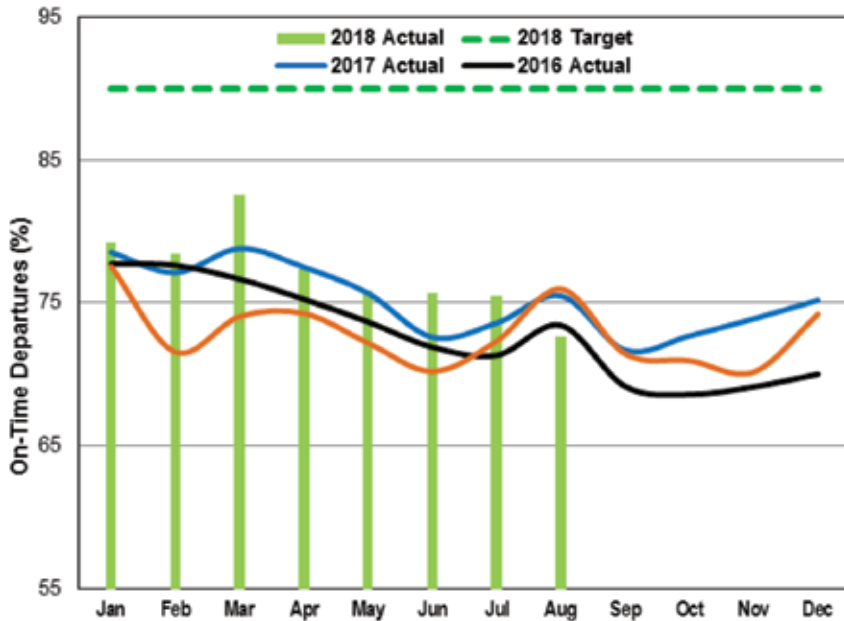
## Analysis

Short turns have returned closer to target compared to last period. This reduction has been assisted by the temporary service design on the 504 King route. It was also negatively affected by the operational impact of the Canadian National Exhibition (CNE) for much of August. This major event impacts many streetcar routes due to the high numbers of passengers, pedestrians and vehicles in and around the Exhibition Grounds.

## Action Plan

Through the efforts of the Performance Management Group, the positive impact of the temporary 504 King service (i.e. a split route service design) will be made permanent in October. Further, CNE operational plans for the past year will be reviewed and used toward planning for next August.

## Bus On-Time Performance (OTP)



### Results

There has been year-over-year improvement in OTP since 2015. However, buses operating on the VISION system are currently reporting as 100% missed trips, resulting in performance for August as appearing to have declined as compared to July and to the same period last year. On time performance for August did not achieve target.

### Analysis

Route performance continues to be closely monitored to assess delays related to Eglinton Crosstown construction, ongoing construction projects and street events.

The following schedule changes were implemented in the June Board Period (effective June 24 to August 4):

**Service Reliability Improvements:**  
29 Dufferin, 33 Forest Hill, 51 Leslie and 61 Avenue Rd North.

**Construction Related Changes:**  
Due to construction at Lawrence West, Main Street and Old Mills stations

### Action Plan

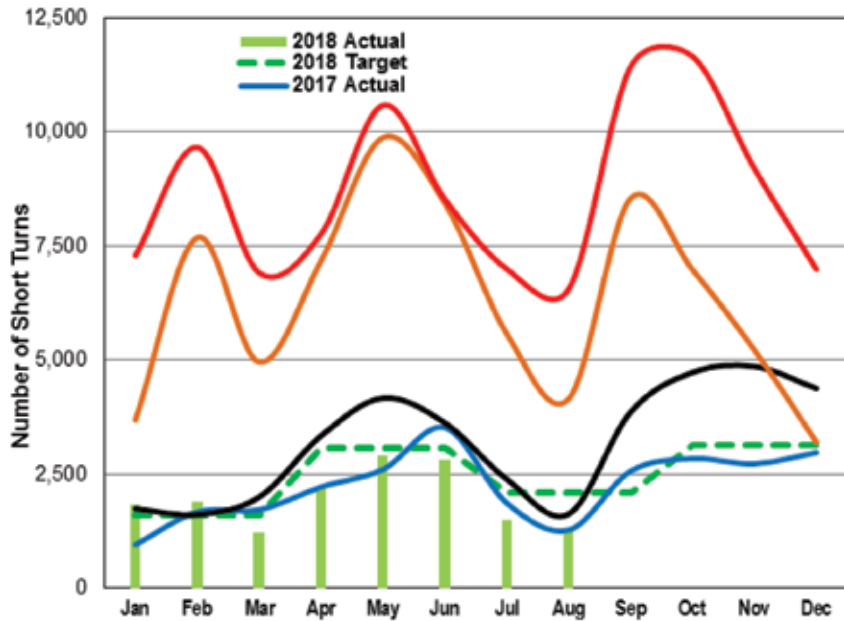
The program for monitoring and continuous improvement to schedules to better reflect observed operating conditions resulted in schedule changes for an additional four routes in August as part of the June Board Period changes.

Operator performance continued to be closely monitored to maximize the effectiveness of schedule improvements.

Since March 2017, 1,569 (including 68 in August) operator interviews have been conducted to include schedule adherence irregularities and occurrences continue to decrease as a result of this initiative.

Note: The information provided above is negatively affected by missing data from vehicles operating on the VISION system which, at the time of printing, accounted for approximately 8% of the bus fleet. Performance data for VISION routes is expected to be available in September. This KPI measures adherence to scheduled (59 seconds early to five minutes late) departure times from end terminals.

## Bus - Short Turns



## Results

Short turns for this period remain below target (favourable) and a decrease from the same period last year.

## Analysis

The number of short turns in August decreased to 1,283 as compared to 1,273 in the same period last year, and remained below the quarterly target of 2,091. 34 Eglinton Ave E (8.6%), 89 Weston (6.1%), 35 Jane (5.2%), 63 Ossington (5.2%), and 45 Kipling (3.6%) were the top five routes for short turns.

Short turns were mainly driven by traffic congestion (45.6%), passenger volumes (18.4%) and construction (17.5%)

## Action Plan

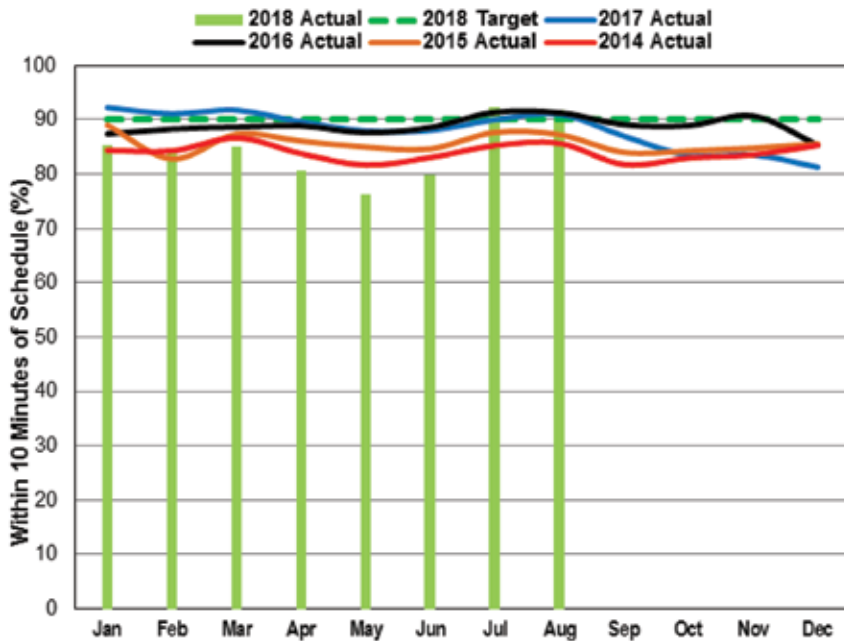
There is an ongoing review and schedule changes to high incident routes, where increased traffic congestion has resulted in unreliable service and where schedules no longer reflect actual operating conditions.

Run-as-Directed (RAD) buses are operating on routes impacted by Metrolinx, City of Toronto and TTC construction.

Note: Data is based on all seven days of service from Sunday to Saturday

## Wheel-Trans

### On-Time Performance (OTP)



### Results

OTP in August decreased by 0.5% from the previous period to 91.9%. Performance is higher by 0.9% compared to the same period in 2017.

### Analysis

We continue to monitor our approach to improve efficiency and effectively schedule passenger trips. This has resulted in Wheel-Trans continuing to operate above our target OTP of 90%.

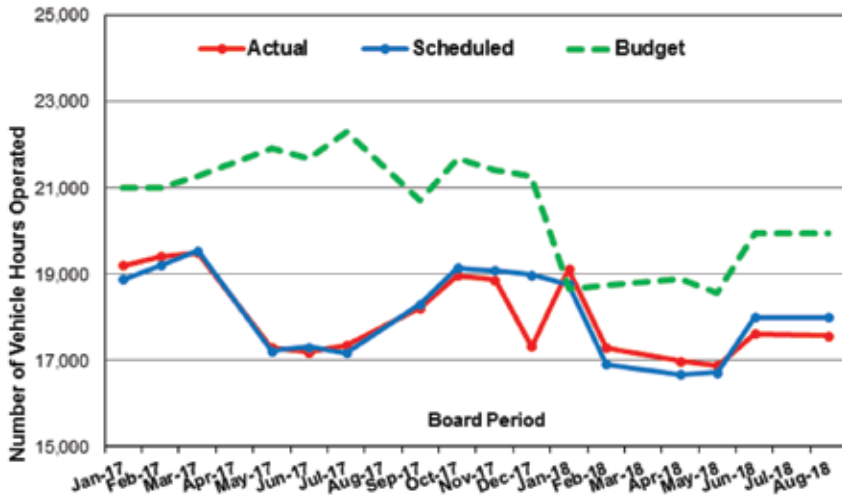
### Action Plan

Dispatch and Service Support continue to receive additional resources through transfers and new hires. We have begun to map out the Business Processes of Dispatch and Service Support to identify gaps and training opportunities toward improving performance and providing a consistent service. We continue to increase operator levels and training, as well as scheduling more vehicles for customer service. We are also looking forward to a dispatching software upgrade in December 2018.

Note: As of July 1, 2018, Wheel-Trans started recording the OTP KPI in accordance with the industry standard of plus/minus 20 minutes of schedule.

# Customer: Amount of service

## Streetcar - Weekly Service Hours



### Results

In the August 2018 Board Period, 19,948 streetcar weekly hours were budgeted for service while 17,995 streetcar weekly hours were scheduled to operate, which represents a -9.79% variance.

Of the 17,995 streetcar weekly hours scheduled to operate, 17,576 streetcar weekly hours were actually delivered, which represents a variance of -2.33%.

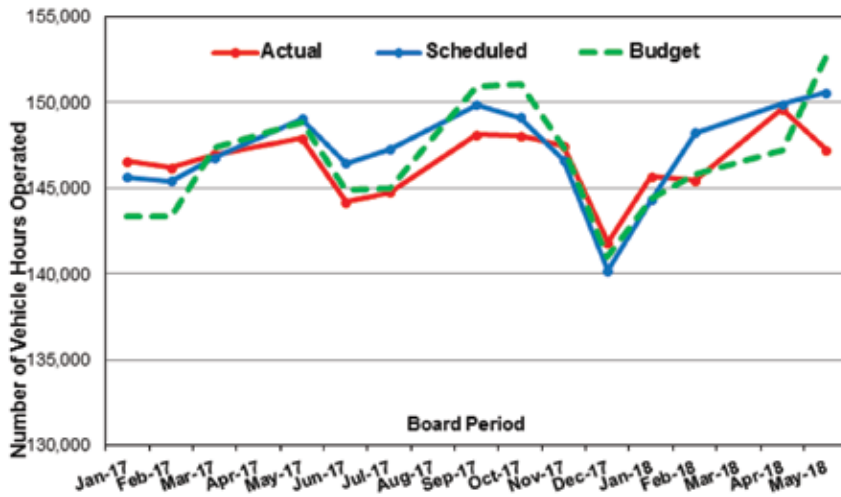
### Analysis

The negative variance is a result of the streetcar fleet shortage and operator availability. Streetcars have been removed from 505 Dundas and 506 Carlton and replaced with bus service. As well, operator availability continued to be limited due to legislative weekly work hour restrictions. Program hiring of new operators is in place and should address the deficit in the September reporting period.

### Action Plan

Staff continue to monitor the Bombardier delivery schedule. Bombardier met its Q3 2018 target.

## Bus - Weekly Service Hours



## Results

In the May 2018 Board Period, 152,642 bus weekly hours were budgeted for service while 150,564 bus weekly hours were scheduled to operate, which represents a -1.36% variance.

Of the 150,564 bus weekly hours scheduled to operate, 147,221 weekly hours were actually delivered, which represents a variance of -2.22%.

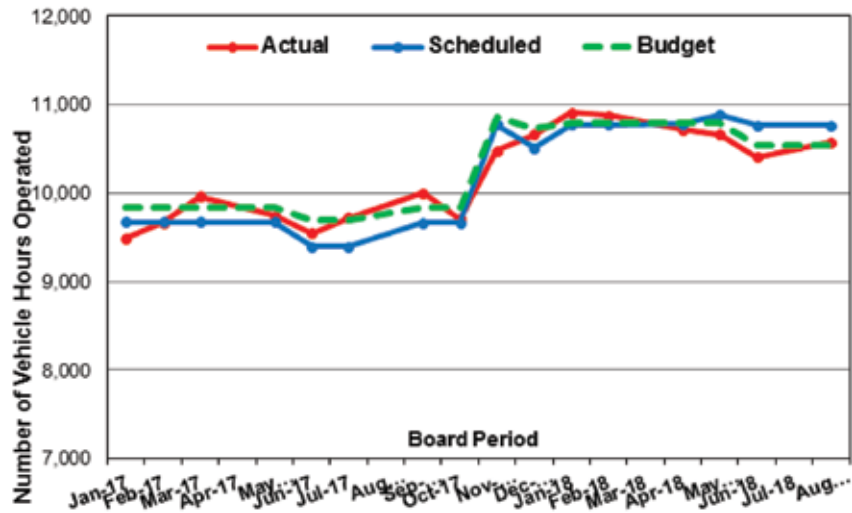
## Analysis

This is a result of some construction projects ending earlier than budgeted and other construction projects being delayed. The negative variance can also be attributed to ESA restrictions which limited operators' ability to complete their crewed shifts, as well as reduced the pool of Operators who were able to cover available work. Vision data is also not reflected in the data while systems are being migrated to this new technology.

## Action Plan

Staff continue to consult with relevant staff regarding status of construction projects to ensure an understanding of the revised timelines.

## Subway - Weekly Service Hours



## Results

In the August 2018 Board Period, 10,540 subway weekly hours were budgeted for service while 10,764 subway weekly hours were scheduled to operate, which represents a 2.13% variance.

Of the 10,764 subway weekly hours scheduled to operate, 10,579 weekly hours were actually delivered, which represents a variance of -1.72%.

## Analysis

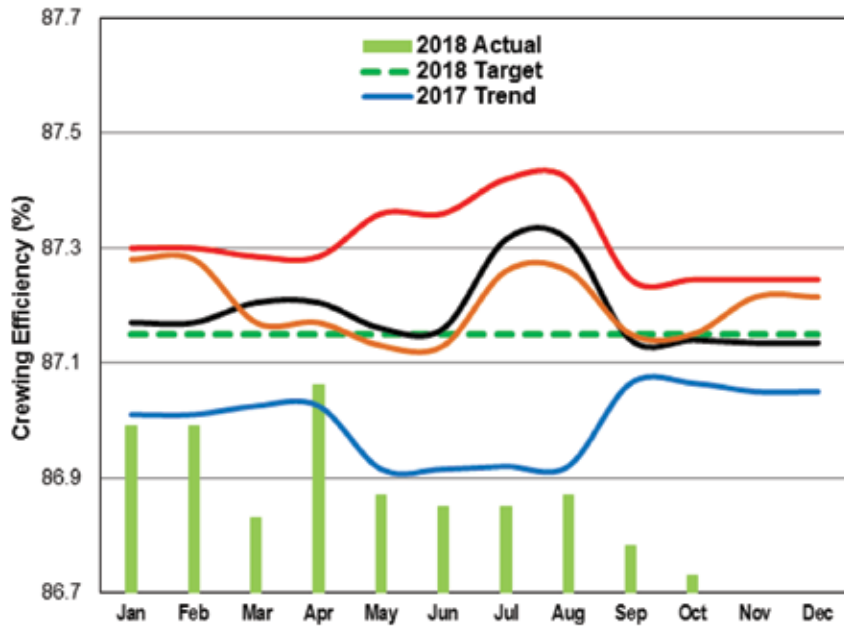
The variance from scheduled to budget is a result of an in-year Board-approved service enhancement to modify the Line 1 schedule.

## Action Plan

No action required at this time.



## Operator Crewing Efficiency



## Results

Operator crewing efficiency decreased by .05% to 86.73 in the Board period from October 7, 2018 to November 17, 2018.

## Analysis

Service changes, construction-related changes, service improvements and seasonal changes are addressed in this board period. Compliance with changes to the Employee Standards Act continues to be a challenge.

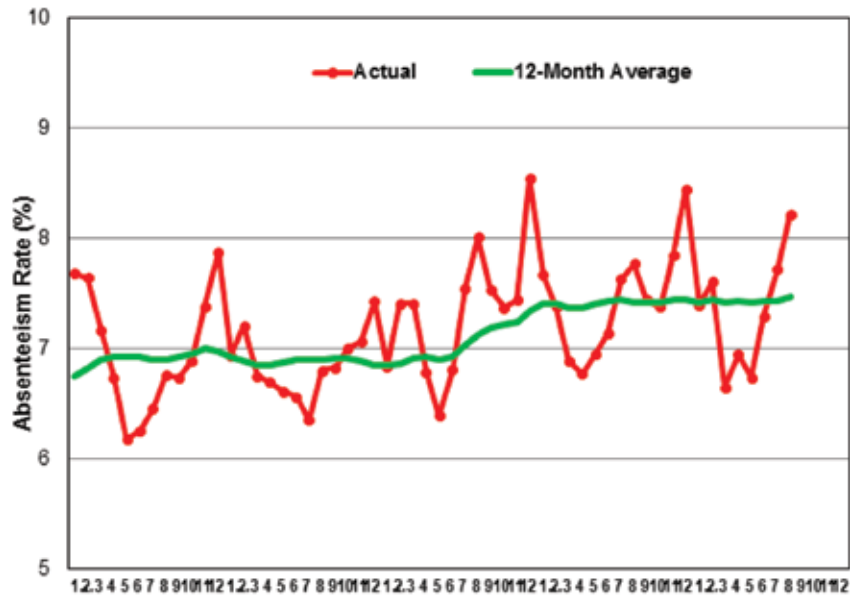
## Action Plan

Current methods of scheduling, crewing and rostering are reviewed and investigated to reduce the weekly work platform for ESA compliance, and travel time to the start of work locations.

Note: Crewing efficiency is defined as the ratio of scheduled hours to pay hours

# People

## Employee Absence



### Results

The absenteeism rate in August 2018 increased to 8.22% from 7.72% in July.

### Analysis

August is historically one of the higher periods in terms of absenteeism rates. However, in 2018, it was the third highest absenteeism rate recorded for any period since 2014.

10,248 employees showed perfect attendance in August. This is 68% of the total workforce, which is down 2% from Period 7.

The remaining 4,739 employees were absent for a total of 20,423 days averaging 4.3 days of absence per absent employee for August.

Bill 148 changed entitlements to Personal Emergency Leave (PEL) provisions of the Employment Standards Act (ESA). This has effectively doubled PEL usage from previous years. Employees have used 28,933 PEL days year to date as of Period 8. This has exceeded the entire 2017 total PEL usage by over 4,500 days.

### Action Plan

Human Resources and Service Delivery staff are working together to strategically address the high number and variety of employee absences. Efforts are underway to obtain and leverage attendance-related data to identify areas of focus. An HR Data Analyst was hired as of September 17, 2018.

Updated management resources and training are currently being

reviewed by various internal stakeholders and will be delivered in the fall. Increased efficiencies with respect to administering the TTC's Attendance Management Program should improve attendance rates over time. However, the impact of recent legislative changes has shown a significant impact on attendance rates. These impacts are difficult to mitigate in the absence of further legislative changes.

## Fitness For Duty Update

Total number of employees who were non-compliant or refused to test under the random program:

Data is from May 8, 2017 to September 11, 2018.

All Employees - Random Testing Summary				
Test Category	2018	2017	Total *	%
Compliant Tests	1806	1627	3433	98.2%
Non-Compliant (drug, alcohol, refusal)	30	32	62	1.8%
<b>Total</b>	<b>1836</b>	<b>1659</b>	<b>3495</b>	<b>100.0%</b>

Unionized Employees - Random Testing Summary				
Test Category	2018	2017	Total *	%
Compliant Tests	1485	1360	2845	98.0%
Non-Compliant (drug, alcohol, refusal)	30	29	59	2.0%
<b>Total</b>	<b>1515</b>	<b>1389</b>	<b>2904</b>	<b>100.0%</b>

\* Currently 22 drug results have yet to be reported as they are still at the lab undergoing analysis or have been cancelled.

### Staff Employees (non-unionized) Random Testing Summary

Test Category	2018	2017	Total *	%
Compliant Tests	321	267	588	99.5%
Non-Compliant (drug, alcohol, refusal)	0	3	3	0.5%
<b>Total</b>	<b>321</b>	<b>270</b>	<b>591</b>	<b>100.0%</b>

\* Currently 1 drug results have yet to be reported and are either at the lab undergoing analysis or have been cancelled.

### Staff Employees (non-unionized) Random Testing Summary

Substance Type	2018	2017	Total	%
Oxycodone	0	1	1	1.9%
Opiates	0	2	2	3.8%
Marijuana	15	15	30	56.6%
Cocaine	6	6	12	22.6%
Amphetamines	1	1	2	3.8%
Alcohol	1	5	6	11.3%
<b>Total*</b>	<b>23</b>	<b>30</b>	<b>53</b>	<b>100.0%</b>

This chart is updated quarterly. This information is up to date as of July, 2018. Next update will be posted in November 2018.

\* Multiple results have come back positive for two substances.

<b>Non-Compliance Breakdown</b>				
<b>Category</b>	<b>2018</b>	<b>2017</b>	<b>Total</b>	<b>%</b>
Drug	28	24	52	83.9%
Alcohol	1	5	6	9.7%
Refusals	1	3	4	6.5%
<b>Total</b>	<b>30</b>	<b>32</b>	<b>62</b>	<b>100.0%</b>

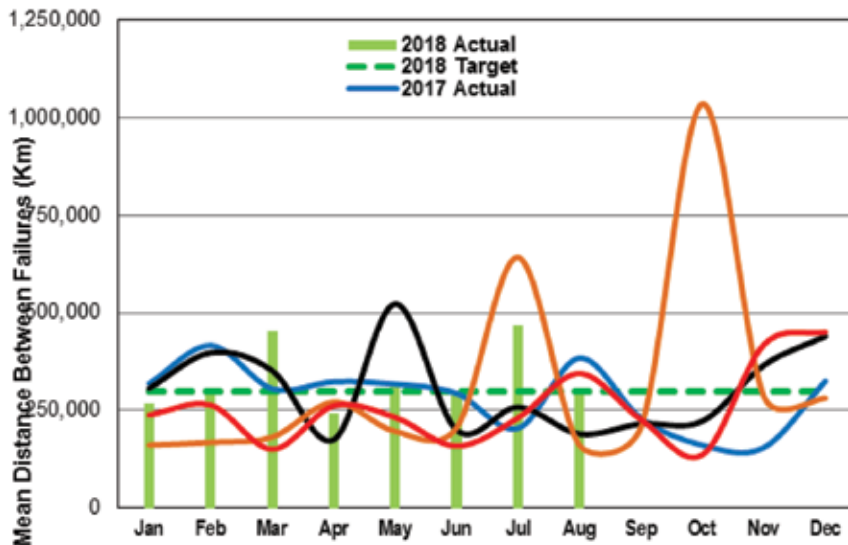
<b>Other Policy Violations</b>			
<b>Category</b>	<b>2018</b>	<b>2017</b>	<b>Total</b>
Alcohol non-compliant for 0.02 – 0.039	1	2	3
Safety sensitive flags	4	3	7
<b>Total</b>	<b>5</b>	<b>5</b>	<b>10</b>

# Assets

## Assets: Vehicle reliability

### Subway

#### T1 Train: Mean Distance Between Failures (MDBF)



### Results

The MDBF in August was 307,371 kilometres.

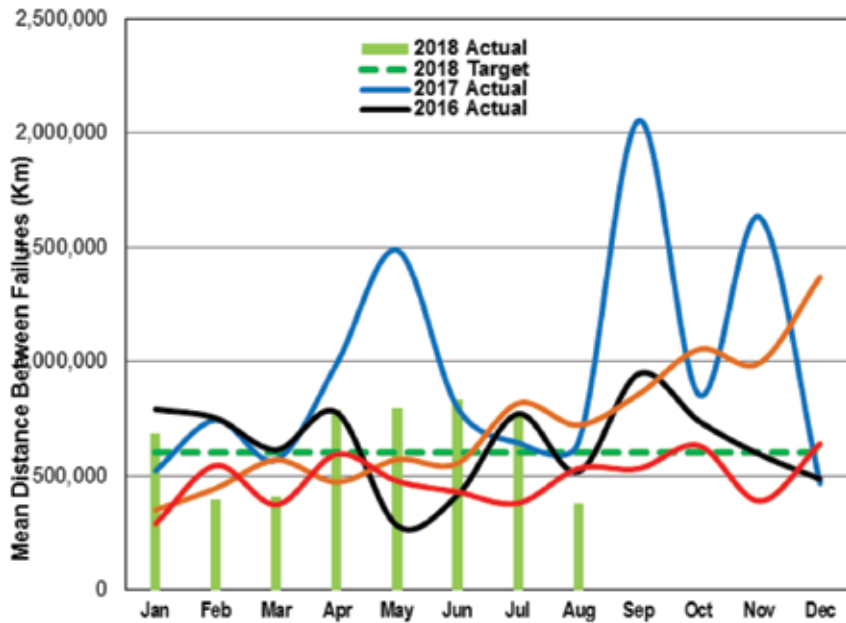
### Analysis

In August, there were nine delay incidents. The top offending system was the Passenger Doors system with four delay incidents greater than or equal to five minutes. This was followed by the Alt Current, Brake, Body, Compressed Air and Propulsion Inverter systems, each with one delay incident.

### Action Plan

The four Passenger Doors system-related failures were a result of three faulty Door Lock Assemblies (DLAs), and one out of aligned Door Pocket Guide. All passenger-related door issues have since been rectified and tested OK. A program implemented in 2018 to install remanufactured DLAs is currently underway with 172 cars completed to date.

## TR Train: Mean Distance Between Failures (MDBF)



### Results

The MDBF in August is 376,914 kilometres.

### Analysis

August results were below target, but the year to date performance remains above target of 600,000 km. In August, there were 10 delay incidents. The top offending system was the Passenger Door system with six delay incidents greater than or equal to five minutes. This was followed by the brakes with two delay incidents and the Propulsion Inverter and Cab Door systems, each with one delay incident.

### Action Plan

The Passenger Door system incidents were due to a loose wire to the Train Door Monitoring System (TDMS), a faulty Door Control Unit (DCU), a broken lever pin, broken door roller and two faulty microswitches. All incidents have since been repaired and tested OK. The Passenger Door system has received numerous

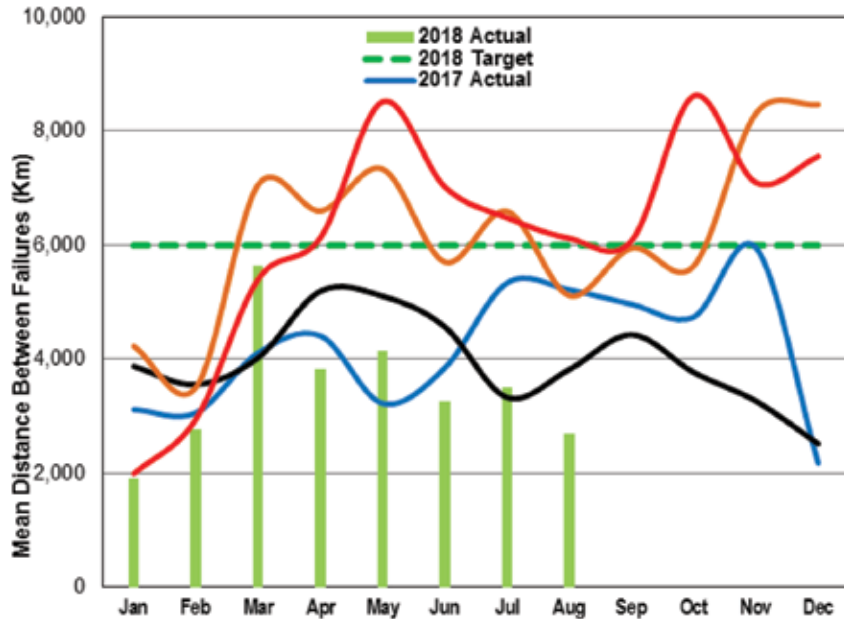
modifications to the control units; fleet retrofits of the new modifications are in progress. The Carhouse and RAMS technical staff are closely monitoring door failures while the Equipment Control Desk along with Transit Control are working towards ensuring that the incident recovery times are returned to average levels (below the five-minute threshold).

The incident involving the Brake system was due to a faulty Applied Mag Valve/Release Mag Valve (AMV/RMV), which has been examined and rectified and an offline Train Vehicle Control Unit (TVCU) that has since been rebooted and tested OK.

The Brake system continues to receive numerous modifications/improvements to the electro-pneumatic controls; fleet retrofits of the new modifications and validation testing of the proposed upgrades is in progress, with anticipated improvements in future periods.

## Streetcar

### CLRV Streetcar: Mean Distance Between Failures (MDBF)



## Results

The MDBF of the CLRV Fleet for August was 2,687 kilometres.

This was a decrease of 2,528 kilometres from the same period last year, August 2017 and 811 kilometres from the prior month of July 2018. The MDBF remains below the target of 6,000 kilometres.

## Analysis

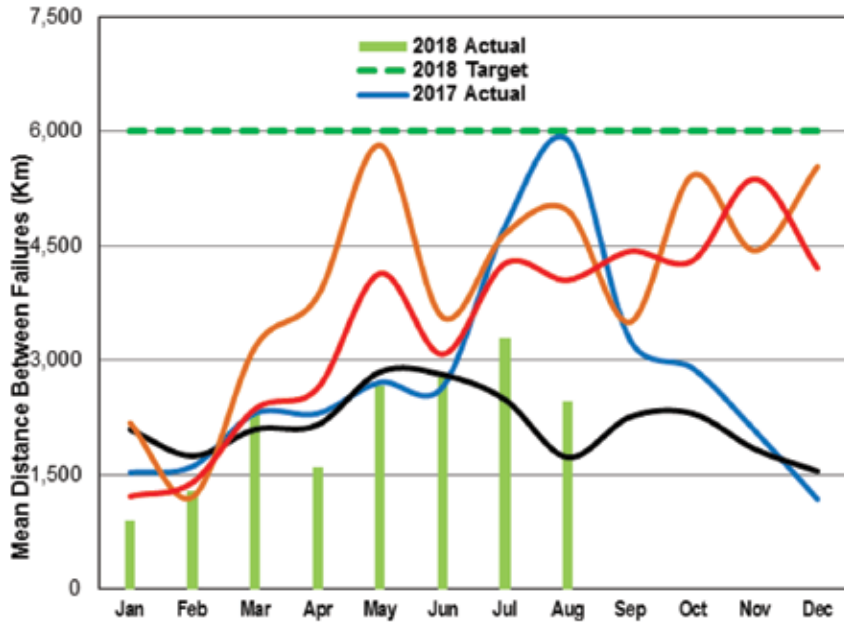
There were a high number of door-related failures in August. Propulsion-related failures continue to also plague the fleet – especially on days with high humidity and precipitation.

## Action Plan

Staff is investigating potential workmanship issues related to the door failures. There are currently 121 of the original 196 CLRV remaining in the fleet. By 2019, the average age of the fleet will be 42 years of age. As the new LFLRV continue to be delivered, staff plan to continue decommissioning of the fleet. By December 2019, the total fleet size will be less than 25 CLRVs.



## ALRV Streetcar: Mean Distance Between Failures (MDBF)



### Results

The MDBF of the ALRV Fleet for August was 2,457 kilometres.

The reliability decreased by 3,434 kilometres from August 2017, and 833 kilometres when compared to the previous period of July 2018.

The MDBF still remains below the target of 6,000 kilometres.

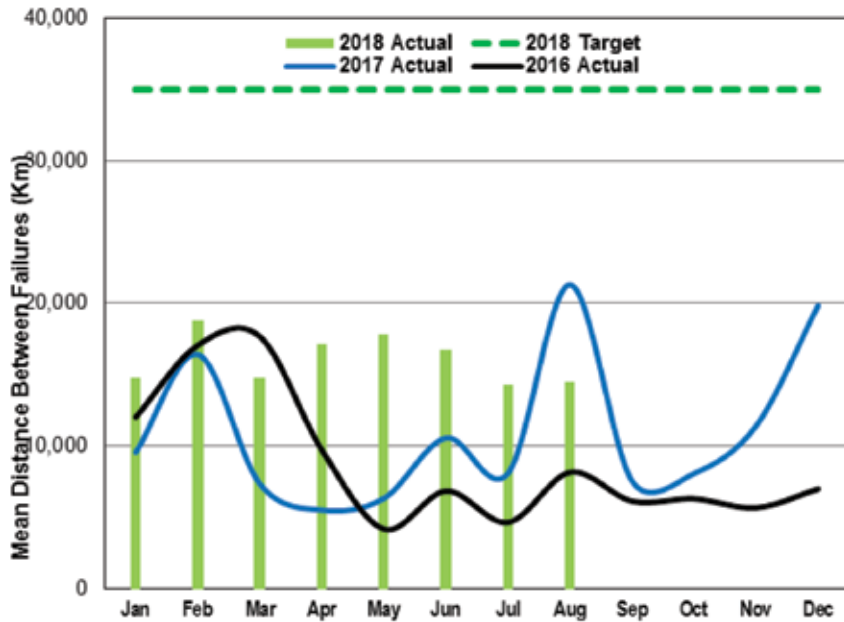
### Analysis

For the August period, propulsion-related failures, including loss of electric brakes have affected the overall reliability, decreasing the overall MDBF from both the previous month and August 2017.

### Action Plan

Staff will review the current State of Good Repair programs and revise to include initiatives that can prevent propulsion failures. In addition, unreliable vehicles will continue to be decommissioned. There are currently 20 of the original 52 ALRV remaining in the fleet. All ALRV vehicles will be decommissioned by December 2019.

## LFLRV Streetcar: Mean Distance Between Failures (MDBF)



### Results

The MDBF for the LFLRV Fleet in August was 14,488 kilometres.

This is a decrease of 6,833 kilometres when compared to August 2017 and an increase of 210 kilometres compared to the previous month of July 2018.

Although the overall LFLRV MDBF remains below the 35,000 kilometres target, the 12-month moving annual trend continues to be positive.

### Analysis

Door and communication failures continue to have the largest impact on vehicle reliability. Small improvements to reliability can be attributed to the piloting of design changes to door system.

### Action Plan

Bombardier plans to continue investigating changes to the design of the door system and implementation of the modifications to the fleet. The TTC will also continue working with Bombardier staff on other systems, such as the Communication system and the HVAC systems to improve reliability.

## Streetcar: Road Calls and Change Offs (RCCO)



### Results

The target for the maximum number of RCCOs is 1.5% of peak daily service. In August, 5.4 % (or nine vehicles) of the peak daily service resulted in a RCCO. This was a decrease of 0.4% from the previous month. Broken down by fleet type the average RCCO for August were as follows:

- LFLRV: 2.5 Vehicles (1.5% of Peak Daily Service)
- CLRV: 6 Vehicles (3.6%)
- ALRV: 0.5 Vehicles (0.3%)

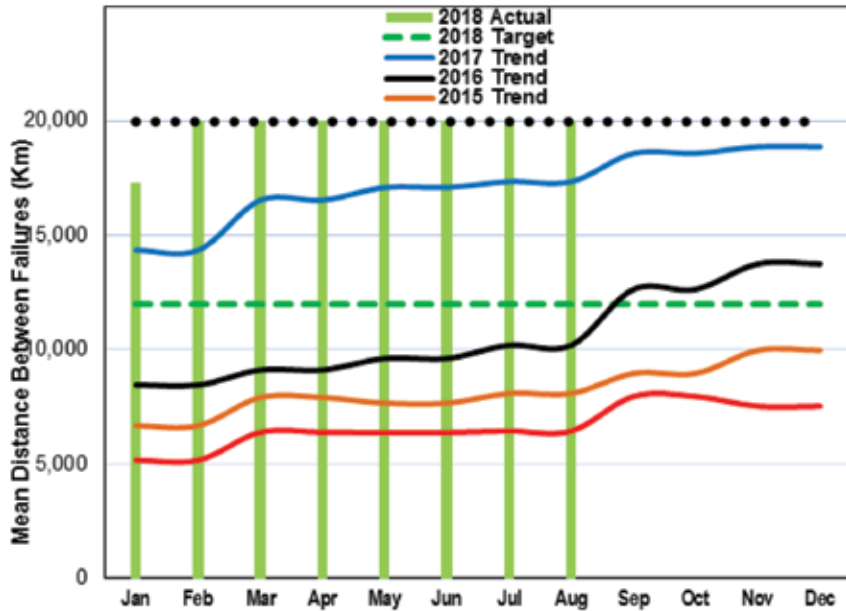
### Analysis

The number of streetcar RCCOs decreased in August compared to July due to ongoing targeted maintenance procedures, including the State of Good Repair (SOGR) program. The high number of propulsion and carbon wear failures on days with high humidity and precipitation affected the overall numbers, but were offset by reductions in other systems, particularly warning systems and body related items.

### Action Plan

Staff will continue to identify specific causes of the propulsion issues and investigate additional maintenance procedures to prevent high failure components. Existing maintenance programs will continue, including SOGR and decommissioning of vehicles with higher failures. The addition of the new LFLRV will continue to help reduce the number of RCCOs, while continuing to decommission the legacy fleet will also greatly assist with vehicle reliability and customer experience

## Bus: Mean Distance Between Failures (MDBF)



## Results

The August 2018 (MDBF) of 20,000 kilometres has exceeded the target of 12,000 kilometres, and is well above the August 2017 average of 16,838 kilometres.

## Analysis

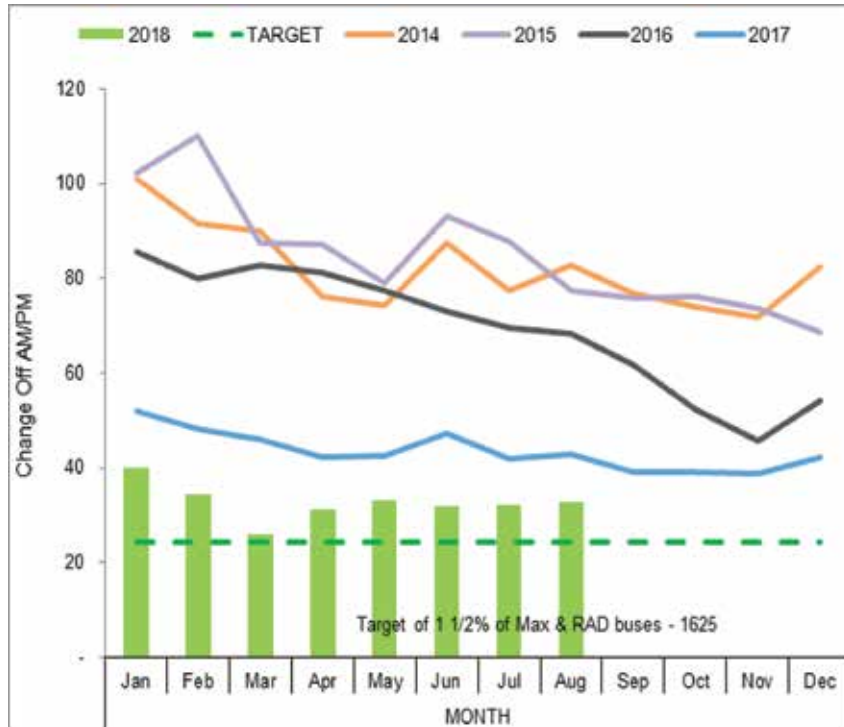
382 of the 482 Orion VII 7400 - 7882 Series diesel bus fleet has been removed from service. The remaining 100 buses will be removed by the end of 2018. 37 of the poorest performing Orion VII Hybrid NG buses that experienced traction motor failures have also been decommissioned. 81 of the 230 Nova 3100 to 3329 Series diesel fleet procurement buses have entered revenue service. A favourable MDBF score is expected to remain throughout 2018.

## Action Plan

Ongoing 2018 Scheduled Maintenance Programs:

1. Bus series 7900-8099 – 100% complete
2. State of Good Repair – Ongoing at all locations.
3. Roof Repair – All Orion VII buses to address water egress caused by environmental/sun damage to roof and antenna seals. As of August 2018, 240 of 464 buses completed. Remainder of buses to be completed during the rebuild program and as workforce becomes available in other areas.
4. Coolant System – Delayed to September due to material issues. Estimated start date at Arrow Road Garage is mid-September on the Nova 8400 to 8617 diesel bus fleet.

## Bus: Road Calls and Change Offs (RCCO)



## Results

The average number of change offs in August 2018 was 33 per day. A slight increase from July 2018 where the average number of change offs per day was 32. Incremental improvement can be seen over the period 2014 to 2018, resulting in a higher level of equipment availability.

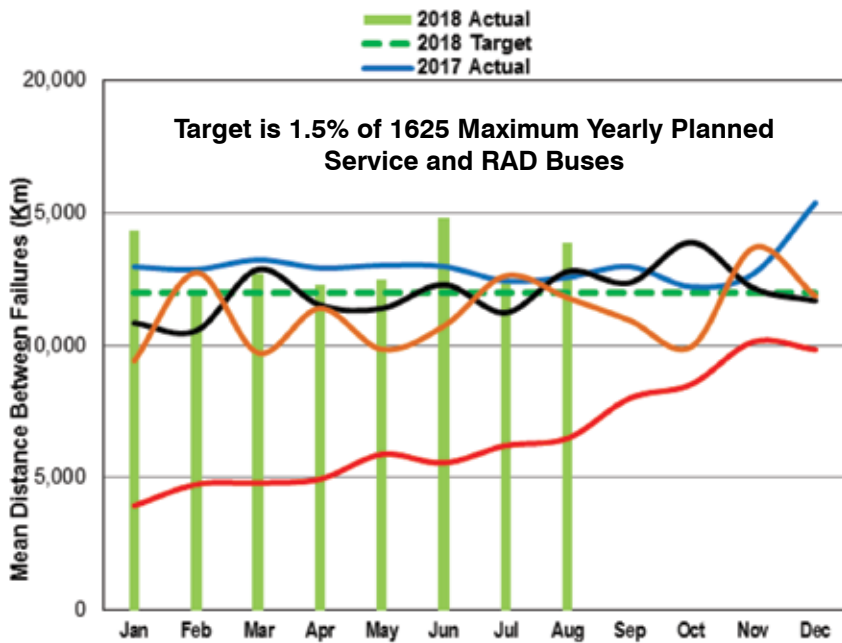
## Analysis

Peak revenue service remained at 1,495 buses per day, including Run-as-Directed (RAD) buses in August 2018, the average number of change offs per day equates to 2.21% of service. Coolant issues on the Nova LFS40 fleet continue to contribute to the highest number of RCCOs.

## Action Plan

The Nova LFS40 Coolant Scheduled Maintenance Program delayed due to material issues. The start date at Arrow Road Garage is mid-September.

## Wheel-Trans: Mean Distance Between Failures (MDBF)



## Results

The August 2018 (MDBF) of 13,837 kilometres has exceeded the target of 12,000 kilometres, and is well above the August 2017 average of 12,573 kilometres.

## Analysis

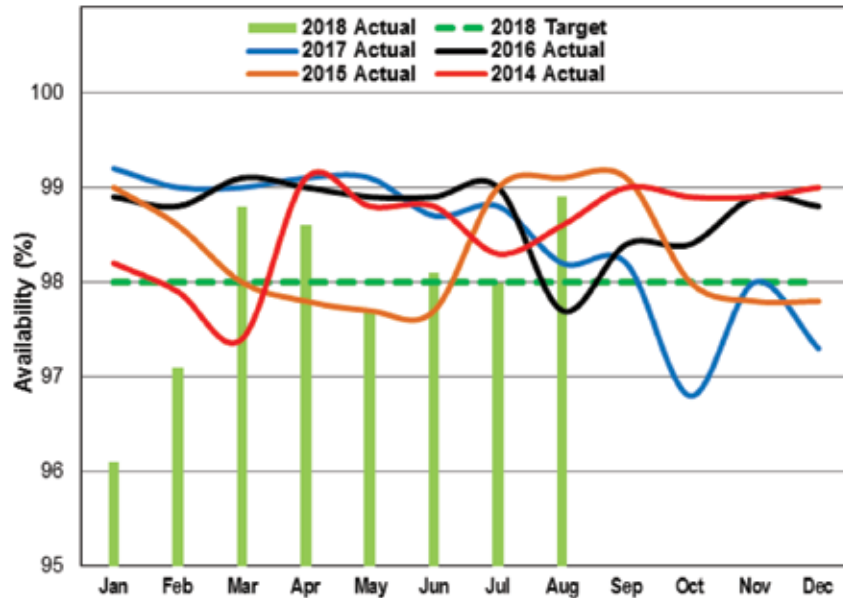
47 new RAM ProMaster buses have been delivered as of the end of August 2018. 44 buses are in service, 3 are awaiting SIM cards. Exhaust diesel particulate filters continue to account for the highest number of change-offs in August. Maintaining above target results for MDBF is expected throughout 2018.

## Action Plan

Additional service requests in 2018 delayed the decommissioning of the Friendly bus fleet. A body & paint overhaul program was initiated to extend the life of the Friendly fleet and 20 of the 30 buses scheduled for overhaul in 2018 are completed. A diesel particulate filter (DPF) replacement program and manual cleaning of the DPFs was implemented in mid-August. Positive results in the MDBF are due to the additional new buses in-service and the diesel particulate filter programs.

# Assets: Equipment availability

## Elevators



## Results

Performance remained above target. The availability increased to 98.9% from 98%.

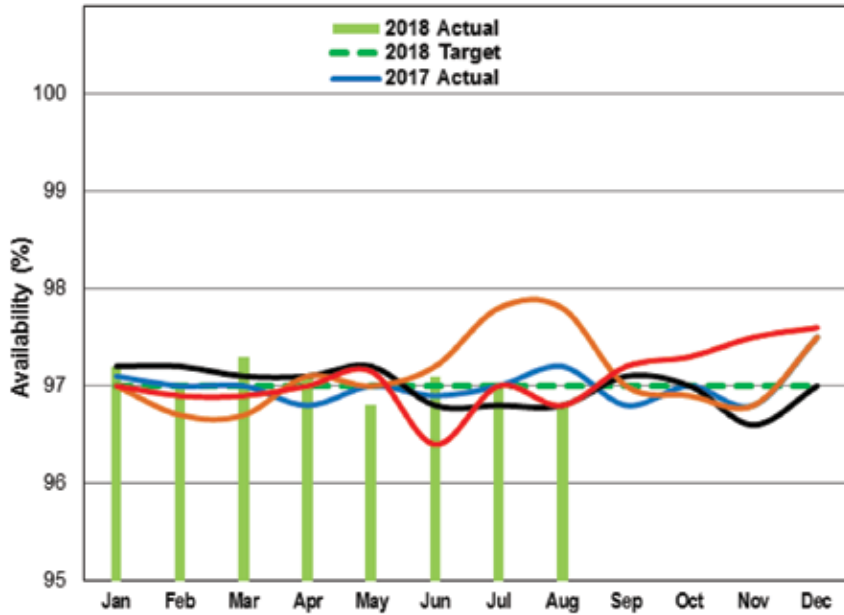
## Analysis

Elevator maintenance was completed as planned and scheduled. A reduction in elevator emergency calls downtime contributed to increased performance in August.

## Action Plan

Continue performing preventative maintenance to meet reliability and availability targets.

## Escalators



## Results

Escalator availability was under target for August 2018, decreased from 97% to 96.8%.

## Analysis

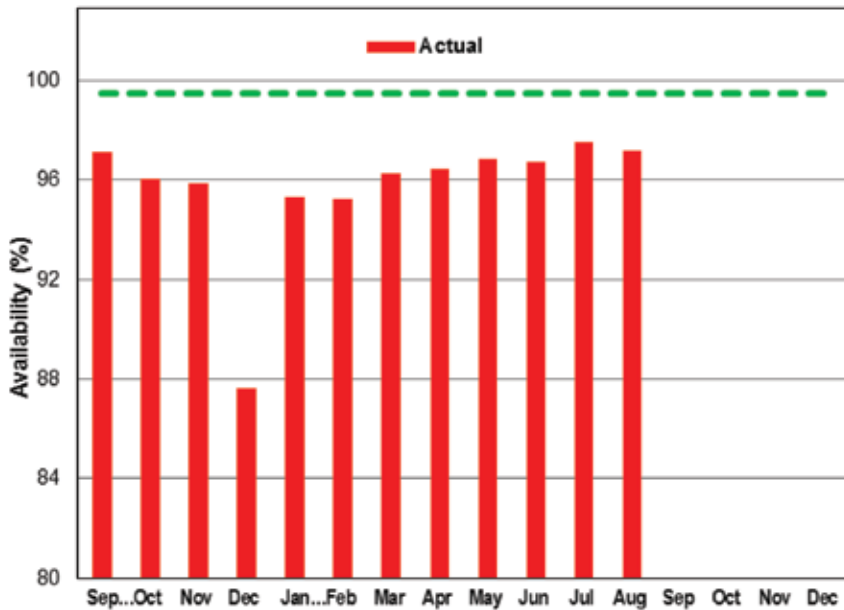
Increased stoppages and correctional work on Line 1 extension escalators contributed to decrease in performance.

## Action Plan

Continue to perform planned repairs on these units, with a forecasted completion in mid/late 2019.



## Fare Gate Availability



### Results

Fare gate availability decreased marginally from 97.5% to 97.17% in August 2018, remaining below target of 99.5%

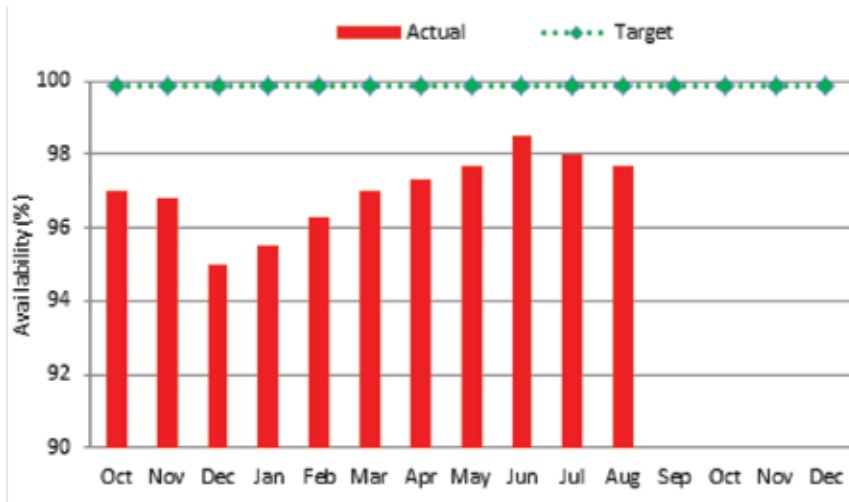
### Analysis

This dip reflects the ongoing hardware and software issues with the fare gates. With the current modification programmes in place, we expect performance to improve throughout 2018.

### Action Plan

We continue to work with Scheidt & Bachmann(S&B) to address ongoing hardware and software issues. A number of plans have been developed and are currently being implemented. These include: replacing the computers inside the gates (scheduled to be completed in early 2019), the continuing replacement of gate motors with a modified version, and implementing software patches and upgrades, including a software deployment scheduled for the end of September. These plans address the following issues: ghost flapping, tap/no entry, breakthroughs and motor failures. We have additional software updates scheduled in 2018 that will add functionality and provide fixes to known problems and improve gate availability.

## PRESTO Card Reader Availability



### Results

PRESTO card reader availability averaged 97.7% during August, a decrease of 0.3% over July.

### Analysis

Increase in the number of incidents where devices were observed to be out of service by bus garage maintenance team (from 34 to 66) and took an average of three days (up from 2.5 days) to fully resolve. In addition, there was an increase in the number offline devices that required a PRESTO maintenance visit to power cycle and re-provision rather than remote reboot.

### Action Plan

As these were First Line Maintenance (FLM) issues, all the issues were resolved by an increase in visits by PRESTO FLM teams to garages to power cycle and/or re-provision devices.





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