

# Item 1



For Information

## Chief Executive Officer's Report – December 2019 Update

Date: December 12, 2019  
To: TTC Board  
From: Chief Executive Officer

### Summary

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The Chief Executive Officer's Report is submitted each month to the TTC Board, for information. Copies of the report are also forwarded to each City of Toronto Councillor, the Deputy City Manager, and the City Chief Financial Officer, for information. The report is also available on the TTC's website.

### Financial Summary

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

### Equity/Accessibility Matters

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

## Decision History

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

## Issue Background

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

## Contact

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Ciaran Ryan, Manager – Research & Insights (Acting)  
647-465-8659  
ciaran.ryan@ttc.ca

## Signature

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Richard J. Leary  
Chief Executive Officer

## Attachments

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Attachment 1 – Chief Executive Officer's Report – December 2019




# Toronto Transit Commission

# CEO's Report

## December 2019



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Ongoing trend indicators:  Favourable  Mixed  Unfavourable

\*Represents four-quarter average of actual results

# Performance scorecard

## TTC performance scorecard – December 2019

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	Q3 2019	4.74	4.73*	✘	✘	14
Customer injury incidents	Injury incidents per 1M boardings	Q3 2019	1.35	1.15*	✘	○	15
Offences against customers	Offences per 1M boardings	Q3 2019	0.67	1.00	✔	○	17
Offences against staff	Offences per 100 employees	Q3 2019	3.98	4.07	✔	✘	18
Fitness for duty	% of employees that tested non-compliant	Oct 2019	2.4%	1.7%	✘	✘	19
<b>Ridership</b>							
Ridership	Monthly ridership	Oct 2019	41.6M	41.6M	✔	✔	20
Ridership	Year-to-date ridership	2019 YTD (to Oct)	440.9M	443.7M	✘	✔	20

Ongoing trend indicators:  Favourable  Mixed  Unfavourable

\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
PRESTO ridership	Monthly ridership	Oct 2019	35.1M	36.2M	✗	✗	22
PRESTO ridership	Year-to-date ridership	2019 YTD (to Oct)	357.0M	355.7M	✓	–	22
Wheel-Trans ridership	Monthly ridership	Oct 2019	330.1K	348.9K	✗	✗	24
Wheel-Trans ridership	Year-to-date ridership	2019 YTD (to Oct)	3,456.4K	3,612.7K	✗	✗	24

### Customer experience

Customer satisfaction	Customer satisfaction score	Q3 2019	81%	80%	✗	✓	25
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### Subway services

1	On-time performance Line 1	Scheduled headway performance at end terminals	Oct 2019	91.0%	90%	✓	✓	26
2	On-time performance Line 2	Scheduled headway performance at end terminals	Oct 2019	94.4%	90%	✓	✓	27
3	On-time performance Line 3	Scheduled headway performance at end terminals	Oct 2019	97.5%	90%	✓	✓	28


Ongoing trend indicators: ✓ Favourable    – Mixed    ✗ Unfavourable

\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
4 On-time performance Line 4	Scheduled headway performance at end terminals	Oct 2019	99.4%	90%	✓	✓	29
1 Capacity Line 1	Trains-per-hour during peak	Oct 2019	97.4%	96%	✓	✓	30
1 Capacity Bloor Station	Trains-per-hour (8 a.m. to 9 a.m.)	Oct 2019	99.2%	96%	✓	✓	30
1 Capacity St George Station	Trains-per-hour (8 a.m. to 9 a.m.)	Oct 2019	98.4%	96%	✓	✓	30
2 Capacity Line 2	Trains-per-hour during peak	Oct 2019	97.7%	96%	✓	⊖	31
3 Capacity Line 3	Trains-per-hour during peak	Oct 2019	99%	98%	✓	✓	32
4 Capacity Line 4	Trains-per-hour during peak	Oct 2019	100%	98%	✓	✓	33
Amount of service	Average weekly service hours delivered	Sep 2019	10,951 h	11,131 h	✗	✓	34
Vehicle reliability T1 trains	Mean distance between failures	Oct 2019	714,561 km	300,000 km	✓	✓	35
Vehicle reliability TR trains	Mean distance between failures	Oct 2019	675,974 km	600,000 km	✓	✓	36

Ongoing trend indicators:  Favourable  Mixed  Unfavourable


\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Service availability	Daily average service delivered	Oct 2019	100%	100%	✓	✓	37
Subway cleanliness	Audit score	Q3 2019	90.3%	90%	✓	✗	38
 <b>Streetcar services</b>							
On-time performance	On-time departures from end terminals	Oct 2019	70.8%	90%	✗	✓	39
Short turns	Monthly total short turns	Oct 2019	110	1,464	✓	✓	41
Amount of service	Average weekly service hours	Sep 2019	19,214 h	18,926 h	✓	✓	42
Vehicle reliability LFLRV (Low-Floor Light Rail Vehicle) – Contractual	Mean distance between failures	Oct 2019	29,503 km	35,000 km	✗	–	43
Vehicle reliability LFLRV (Low-Floor Light Rail Vehicle) – Operational	Mean distance between failures	Oct 2019	16,691 km	TBD			44
Vehicle reliability CLRV (Canadian Light Rail Vehicle)	Mean distance between failures	Oct 2019	3,494 km	6,000 km	✗	✗	45
Road calls and change offs	Average daily road calls or vehicle change offs	Oct 2019	5	2.4	✗	–	46

Ongoing trend indicators:  Favourable  Mixed  Unfavourable



















\*Represents four-quarter average of actual results



Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Service availability	Daily number of vehicles available for service	Oct 2019	100%	100%	✓	✓	47
Streetcar cleanliness	Audit score	Q3 2019	86.5%	90%	✗	✗	48
 <b>Bus services</b>							
On-time performance	On-time departures from end terminals	Oct 2019	78.4%	90%	✗	✓	49
Short turns	Monthly total short turns	Oct 2019	519	2,550	✓	✓	50
Amount of service	Average weekly service hours	Sep 2019	154,423 h	153,053 h	✓	⊖	51
Vehicle reliability	Mean distance between failures	Oct 2019	20,000 km	12,000 km	✓	✓	52
Road calls and change offs	Average daily road calls or vehicle change offs	Oct 2019	25	24	✗	⊖	54
Service availability	Daily average service delivered	Oct 2019	101.1%	100%	✓	✓	55
Bus cleanliness	Audit score	Q3 2019	91.4%	90%	✓	⊖	56









Ongoing trend indicators:  Favourable  Mixed  Unfavourable


\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
 <b>Wheel-Trans services</b>							
On-time performance	% within 20 minutes of schedule	Oct 2019	88.7%	90%			57
Vehicle reliability	Mean distance between failures	Oct 2019	18,285 km	12,000 km			58
Accommodation rate	Percentage of requested trips completed	Oct 2019	99.9%	99%			59
Average wait time	Average amount of time a customer waits before call is answered	Oct 2019	4.5 min	15 min			60
 <b>Station services</b>							
Station cleanliness	Audit score	Q3 2019	75.67%	75%			61
Elevator availability	Per cent available	Oct 2019	97.5%	98%			62
Escalator availability	Per cent available	Oct 2019	96.8%	97%			63
Fare gates equipped with PRESTO	Per cent available	Sep 2019	97.96%	99.5%			64

Ongoing trend indicators:  Favourable  Mixed  Unfavourable

\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
PRESTO fare card readers	Per cent available	Oct 2019	98.26%	99.99%			66
PRESTO Fare Vending Machines	Per cent available	Oct 2019	97.77%	95.00%			67
PRESTO Self-Serve Reload Machines	Per cent available	Oct 2019	99.62%	95.00%			68
PRESTO Fares and Transfer Machines	Per cent available	Oct 2019	98.32%	95.00%			69

Ongoing trend indicators:  Favourable  Mixed  Unfavourable

\*Represents four-quarter average of actual results

# CEO's commentary

## 5-Year Service Plan & 10-Year Outlook

As 2019 draws to a close and a new decade about to begin, the TTC is focused on the future — the 2020s.

The TTC's 5-Year Service Plan & 10-Year Outlook will be before the Board this month.

The Plan advances our mission of providing reliable, efficient, integrated and accessible public transit services to the citizens of Toronto and beyond. It recommends increased services to target population and employment growth.

In many ways this is business as usual for the TTC, but producing a 5-Year Service Plan & 10-Year Outlook is unprecedented. This

plan puts us in line with transit industry best practices and positions us to better link the investments we make to service outcomes.

The Plan aligns with our Five-Year Corporate Plan, Capital Investment Plan and Accessibility Plan, as well as the City's mobility, climate change, resilience and social equity goals.

Our strategy is broken down into five pillars of opportunity with 20 action items that put the needs of our customers first by increasing travel options, reliability and comfort, while reducing journey and wait times across the network.

The benefits for customers are:

- More frequent service in high-growth areas across the city where demand has increased;

- More reliable service on bus and streetcar routes as we trend towards 90 per cent on-time departures; and
- More rapid service through various initiatives, such as Line 1 improvements, the opening of Lines 5 and 6, and the implementation of new express bus services and transit priority measures on key corridors.

Our Plan adds more service to meet the needs of our existing customers and projected new ones — in 2024 ridership will have grown by 7.3 per cent.

The GTA is one of the fastest growing regions in North America. At its core is the city of Toronto, where 85 per cent of all local transit trips across the region are taken on the TTC. Providing reliable, accessible and integrated public transit is absolutely essential in moving our great city forward.

## Light Rail Transit operations

Over the past year, the TTC's Light Rail Transit (LRT) Operations department has been busy getting the organization ready to integrate a new mode of transportation into our existing operation.

Preparing for LRT service brings a sense of excitement as well as a new set of challenges that come with a new business model. The stakeholders include: Metrolinx (the infrastructure owner), Crosslinx Transit Solutions (responsible for the maintenance of Line 5 Eglinton), Mosaic Transit Group (responsible for the maintenance of Line 6 Finch West) and the City of Toronto (responsible for operations and maintenance funding).

As the sole operator of the two LRT lines, the TTC is tasked with delivering numerous functions, including:

- Safe and reliable train operations;
- System-wide oversight through our Transit Control Centre;
- Station operations and supervision;
- System-wide security and fare inspection; and
- Seamless customer service.

Line 5 Eglinton is scheduled to open in September 2021. Line 6 Finch West is set to launch in September 2023.

Various activities are underway to ensure we achieve these deliverables. We are developing a TTC-LRT Operational Readiness Program to ensure we will be ready for revenue service, an Operating Agreement between the TTC and Metrolinx and an Operations Plan to provide structure during full operations. I will provide periodic updates to the Board as staff continues to work on integrating LRT into our existing transit system.

## Subway infrastructure

For the TTC's Subway Infrastructure department, key performance indicators all point to 2019 as a productive year.

The department has made continuous safety improvements with increased field audits and enhanced supervisory presence, improved employee training and engagement, and heightened the skillsets of our field technicians and engineering work groups, all drawn from industry expertise.

This area, and the workforce as a whole, experienced an increase in asset reliability, more predictive and planned restricted speed zones and a good percentage of defects addressed relative to new ones generated. This success is due to the developing asset management mindset, additional track time created as a result of early closures, and the great work done by the field crews and frontline staff

to better plan and execute scheduled work.

As we move into 2020, our areas of focus will be reviewing our work planning practices, establishing a maintenance and construction quality work process, making better use of off-peak hours to extend work windows, and a program dedicated to succession planning given the large number of retirements forecasted in the next three-to-five years.

All work groups within the department have benefitted from the Project Management Office, which strives to improve state-of-good-repair project governance, yield better project estimates and schedules, risk analysis and real-time reporting, all the while arranging for technical workshops for our project managers and coordinators to improve their skillsets.

Despite a great year, there is still much to do in the new year. We will

be focused on more employee training and developing project management governance as we work through a backlog of work programs.

As we move towards the final phase of the Automatic Train Control (ATC) construction through 2020-2022, there is a lot of planning to do to ensure all track, structures and electrical assets are performing optimally while addressing tunnels leaks, asbestos abatement and tunnel liner repairs.

Staff will continue to work closely with our unionized workforce and safety committees to ensure that safety remains paramount in everything we do.

Under the leadership of Chief Infrastructure and Engineering Officer Fort Monaco, the Subway Infrastructure team is determined to tackle the challenges of improving asset reliability in order for the TTC to provide service as advertised.

## **Automatic Train Control**

At the April 11, 2019 Board meeting we presented a report that re-baselined the completion of the Automatic Train Control (ATC) project to September 2022. The report takes into account the impacts of the Line 1 Extension project, sub-dividing Phase 3 (Dupont Station to Rosedale Station) into three sub-phases, the Wilson Yard implementation and the inclusion of Automatic Train Protection on additional work cars.

We have been in negotiations with Alstom, our signalling contractor, with respect to the financial impact of these changes and we will be bringing a report requesting an uplift to their contract value to the January 2020 Board meeting.

Testing of the ATC system Phase 3B (St Patrick Station to Queen Station) is at 85% with more than 200 high-speed test cases

completed last month, and remains on target to be commissioned in Q1 2020. The revenue software for this phase is under development and is on schedule to be ready for simulation testing in January.

ATC equipment installation of the subsequent Phase 3C (Queen Station to Rosedale Station), is completed and testing activities of the ATC assets is at 20%. Construction is progressing well in Phase 4 (Rosedale Station to Eglinton Station) and is currently at about 50%.

### **New buses**

At the time of writing this commentary, 195 of the 200 hybrid-electric buses scheduled for delivery were on property, with a total of 140 available for service. The remaining vehicles are scheduled to arrive in December.

These latest generation hybrids are performing above our reliability targets. Staff has measured the

vehicles to be consuming roughly 25 per cent less fuel than the most advanced clean diesel buses in our fleet. This reduction in fuel consumption produces 30 per cent fewer greenhouse gas emissions. The fuel savings for a hybrid bus is estimated at \$10,000 per bus per year as compared to a clean diesel bus (or about \$2.5 million annually).

### **CLRV fleet**

On December 29, the TTC will celebrate the decommissioning of the CLRV fleet. The first CLRV streetcar arrived on property 42 years ago on December 29, 1977. We will offer free rides on the remaining cars along a portion of Queen Street on the 29th, from 10 a.m. to 2 p.m. At 3 p.m., the winners of a contest promoted on our Instagram and Facebook accounts, will take the final journey on the last car from Bathurst Street to Russell Carhouse where the CLRV era in Toronto will officially end!



### **New Year's Eve**

For the seventh straight year, our friends at Corby Spirit and Wine will sponsor free rides on the TTC on New Year's Eve. Transit in Toronto will be free of charge from 7 p.m. on December 31 to 7 a.m. on New Year's Day, January 1st.

And finally, I would like to take this opportunity to thank all of our employees for their continuous commitment and dedication to the TTC, and for ensuring the ever-important job of safety, service and courtesy to our customers.

I would also like to extend thanks from the TTC's Executive Team and senior management to our Chair and Commissioners for their support as we approach the end of the first year of the new Board's term. The final Board meeting of 2019 will be held on Monday, December 16 when we will present our 2020 budgets.

Here's wishing everyone a joyous holiday season and hope that time spent with family and friends is filled with good health and happiness.

Merry Christmas and a happy holidays and new year to everyone!

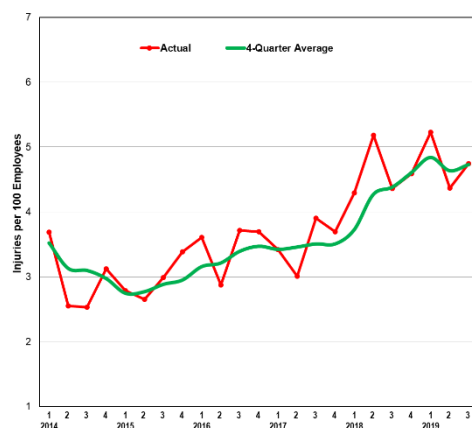
A handwritten signature in black ink, appearing to read 'Richard J. Leary', written in a cursive style.

**Richard J. Leary**  
**Chief Executive Officer**  
**December 2019**



# Safety and security

## Lost-time injuries rate (LTIR)



### Definition

Number of lost-time injuries reported per 100 employees.

### Contact

John O'Grady,  
Chief Safety Officer

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### Results

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The LTIR for Q3 of 2019 was 4.7 injuries per 100 employees.

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### Analysis

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The LTIR for Q3 was the same as the four-quarter average. However, there has been an upward trend in the LTIR since 2015.

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### Action plan

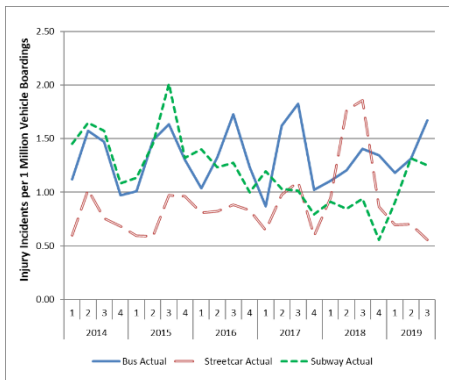
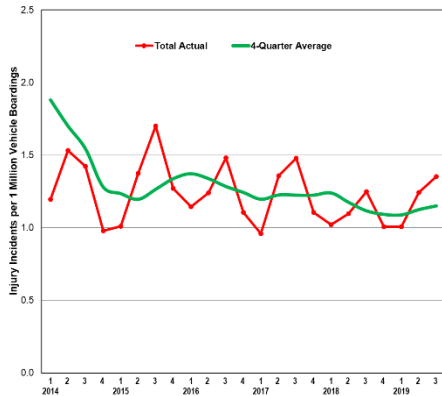
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Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition) continue to account for 23% of all lost-time injuries and represent the highest injury event type since 2014. The Ergonomic Musculoskeletal Disorder Prevention Program, currently being implemented, focuses on preventing such injuries and resolving ergonomic concerns.

Throughout October, during Global Ergonomics Month, materials and guidance tools such as weekly topics on identifying ergonomic issues, assessing and controlling these risks were communicated and made available to employees.

**Note:** Q4 2019 data will be available in the March CEO's Report.

## Customer injury incidents rate (CIIR)



### Definition

Number of customer injuries per one million boardings.

### Contact

John O’Grady,  
Chief Safety Officer

## Results

The CIIR for Q3 2019 was 1.35 injury incidents per one million vehicle boardings.

## Analysis

The CIIR for Q3 was 17% higher than the four-quarter average rate of 1.15 injury incidents per one million vehicle boardings. This increase is mainly attributed to the increase in the station-related customer injury incident rate in Q3. Slip, trip and fall injuries on escalators and stairs/steps were the highest type of station injuries reported. The four-quarter average line shows there has been a continued downward trend in the CIIR since 2014.

## Action plan

In November, similar to last year, in support of National Fall Prevention Month and National Elevator Escalator Safety Awareness Week (November 11 to 17), a slip, trip and fall prevention campaign and

escalator safety campaign were rolled out to customers and employees. Messaging about escalator slips, trips and falls safety is being provided through various communication outlets, including platform video screens, social media, ttc.ca and station announcements.

**Note:** Q4 2019 data will be available in the March CEO’s Report.

## Regulatory compliance

At the May 29 Audit and Risk Management Committee meeting, a commitment was made to report to the Board on compliance to Safety, Health & Environment regulatory orders and to provide assurance that Commissioners have discharged their legal responsibilities. The table entitled *Order compliance*, summarizes the number of regulatory orders issued from January 1 to October 5, 2019 and their status.

### Contact

*John O’Grady,  
Chief Safety Officer*

## Order compliance

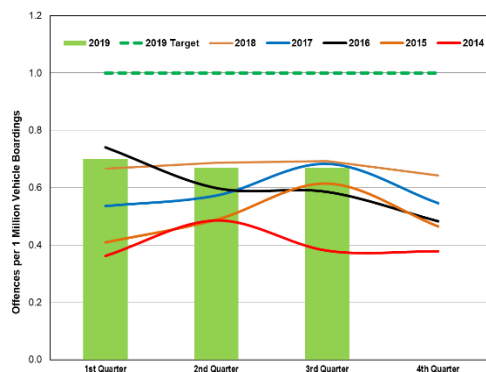
Type	Number of Orders Issued		Status
	Requirement Orders <sup>1</sup>	Non-compliance Orders <sup>2</sup>	
Ministry of Labour Orders	14	7	Compliance Achieved
Ministry of the Environment, Conservation and Parks Orders	0	0	Not Applicable
Technical Standards and Safety Authority Orders	0	0	Not Applicable
City of Toronto - Notice of Violation	0	0	Not Applicable

<sup>1</sup> Orders issued to provide documentation/information.

<sup>2</sup> Orders issued to remedy contraventions of the Occupational Health and Safety Act or regulations.

**Note:** *The next update will be available in the March CEO’s Report.*

## Offences against customers



### Definition

Number of offences against customers per one million vehicle boardings.

### Contact

Kirsten Watson  
Deputy Chief Executive Officer –  
Operations

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## Results

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In Q3, the total number of offences against customers per one million vehicle boardings remained the same as the previous quarter (0.67). The current rate is 3% lower than the same time last year (0.69).

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## Analysis

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The number of robberies and thefts decreased significantly in comparison to Q2. However, there were increases in the number of assaults and sexual assaults.

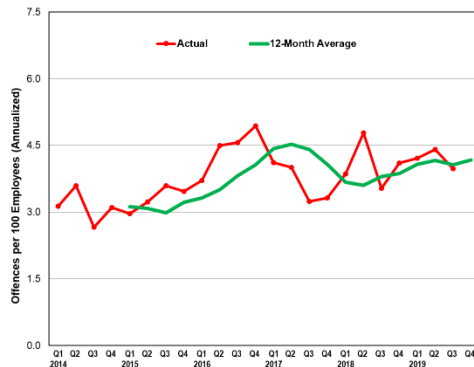
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## Action Plan

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Transit Enforcement Special Constables will continue to engage with the public to provide a visible presence across the system with a greater focus on high-risk areas.

## Offences against staff



### Definition

Number of offences per 100 employees.

### Contact

Kirsten Watson  
Deputy Chief Executive Officer –  
Operations

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## Results

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In Q3, the total number of offences against staff decreased to 3.98 offences per 100 employees. The current rate is 10% lower than last quarter (4.41) and 12% higher than the same time last year (3.54).

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## Analysis

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There was a decrease in all offences against staff in comparison to the previous quarter, particularly assaults.

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## Action Plan

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Transit Enforcement Special Constables continue to provide support to surface personnel via the BUS STOP (Bringing Uniform Support to Surface Operating Personnel) initiative, and conduct special details and initiatives to assist with ongoing and emerging issues identified by staff across the system.

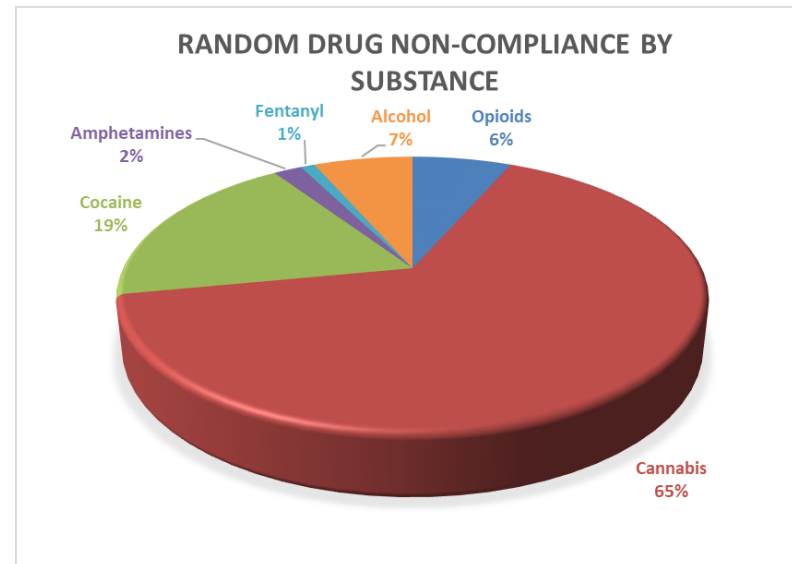
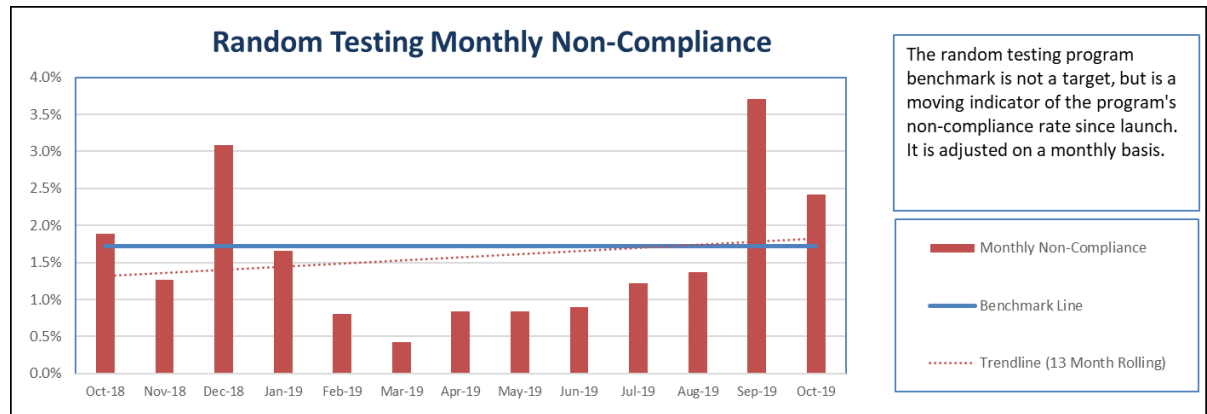
## Fitness for duty

The data shows the percentage of employees that tested non-compliant (drug, alcohol, refusal) under the TTC’s random program on a monthly basis and how each of those months compares to the overall program non-compliance rate (benchmark). This data includes tests performed on unionized and non-unionized employees.

The chart showing “Drug Positive by Substance” is updated on a quarterly basis. The information is up to Q3 2019. Some results are returned as positive for more than one substance. Fentanyl was added to the oral fluid panel in Q3 2019.

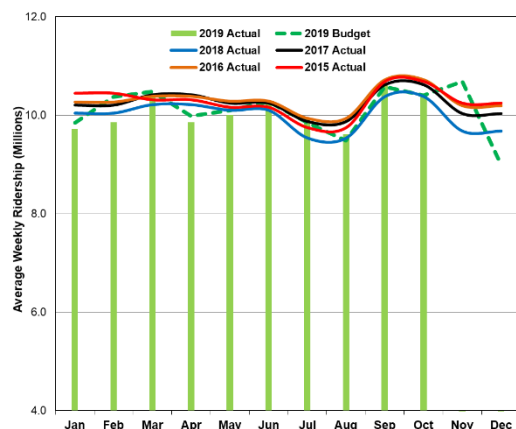
### Contact

Sean Milloy,  
 Director – Employee Relations  
 Human Resources



# Ridership

## Ridership



### Definition

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

### Contact

Josie La Vita,  
Chief Financial Officer

## Results

Period 10 (October 6 to November 2, 2019) revenue ridership totalled 41.6 million or 10.4 million passengers per week.

This was approximately 0.036 million (0.1%) above the budget of 41.6 million rides and 0.6 million (1.5%) above the comparable period in 2018.

Year-to-date (YTD) ridership at the end of period 10 was 440.9 million, 2.8 million (0.6%) below budget, but 0.7 million (0.2%) above the comparable period in 2018.

As both period and YTD results have improved for the fourth consecutive period, the ongoing trend is favourable.

## Analysis

In period 10, ridership continued to grow over 2018, driven by adult ridership growth of 1.1 million rides, offset somewhat by declines in child

ridership (-0.3 million) and ridership from Day Pass and GTA weekly rides (-0.3 million).

PRESTO period pass sales declined from 217,555 in October to 215,657 in November. Adult pass sales grew by 4,000 in November. However, the gain was offset by the 10% decline (5,500) in post-secondary pass sales, likely due to the November study week at the University of Toronto.

Legacy fares collected continue to drop. In period 10, only 15.7% or 6.5 million rides were paid using non-PRESTO products.

The upward trend in ridership over the last six periods indicates Toronto's economy and employment are doing well. According to City of Toronto data 72,700 more people were working in October year-over-year.

The year-over-year ridership summary shows adult ridership increasing by 7.4 million offset by declines in senior and youth ridership

by 1.6 million, child ridership by 3 million and ridership from Day Pass and GTA weekly pass by 2 million.

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## **Action Plan**

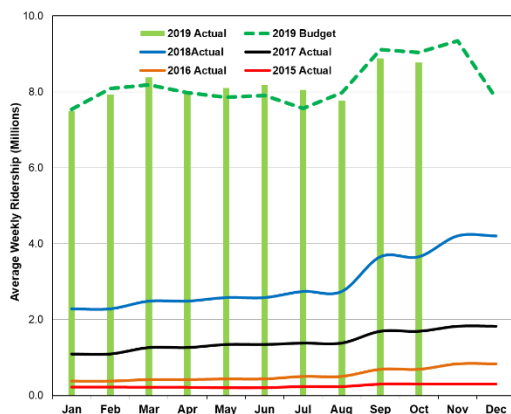
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The 5-Year Service Plan and 10-Year Outlook will be before the Board this month. The vision for the Plan is to focus on improvements that directly enhance the TTC's core-competency: mass transit — moving large volumes of customers safely, reliably and swiftly across Toronto. The emerging pillars of opportunity are:

1. **Enhance the Transit Network:** An expansive network that gets customers to where they want to go, when they want to go.
2. **Enhance the Customer Experience at Key Stops:** A pleasant experience that begins before our customers get on a vehicle.
3. **Improve Service Reliability:** A reliable service that our customers can count on.
4. **Prioritize Transit on Key Surface Corridors:** A fast service that values our customers' journey time.
5. **Accelerate Integration with Regional Transit Agencies and Complementary Modes of Transport:** An integrated network that provides our customers with a seamless connection to and from our services.



## PRESTO ridership



### Definition

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

PRESTO ridership is included in TTC ridership totals.

### Contact

Josie La Vita,  
Chief Financial Officer

## Results

Period 10 (October 6 to November 2, 2019) PRESTO ridership totalled 35.1 million or 8.8 million passengers per week.

This was approximately 1.1 million (3.0%) below the budget, but 20.0 million higher than period 10 2018 ridership of 15.1 million.

Year-to-date (YTD) ridership at the end of period 10 was 357.0 million, 1.3 million (0.4%) above budget and 236.4 million above the comparable period in 2018.

On a period basis, this is the third consecutive period that PRESTO ridership has been below budget making it an unfavourable trend.

However, on a YTD basis the ongoing PRESTO ridership trend has been mixed, with four periods being above budget and six periods being below budget.

## Analysis

The PRESTO adoption rate for period 10 was 84.3%, representing a 0.8% increase over period 9 of

83.5%. Over 1.66 million unique riders used PRESTO to ride the TTC in October, representing a 30,000 increase over September of 1.63 million unique riders.

Looking at the demographic adoption rate since December 2018, the adult adoption rate has increased from 51.0% to 89.9%, the senior adoption rate has increased from 35.8% to 72.3% and the youth adoption rate has increased from 36.7% to 70.1%.

Substantial progress has been made over last year with numerous fare products now available on PRESTO. Fare card readers have been installed on all buses and streetcars. Fare gates equipped with PRESTO and fare vending machines are at all subway entrances.

However, the budgeted plan for discontinuing legacy ticket, token and passes has been pushed back. This is the main cause for PRESTO ridership not meeting the budgeted levels. November 30, 2019 will be the last day customers can purchase tickets, tokens and passes (GTA Weekly and Day Pass) at collector booths.

Period pass sales continue to grow, reducing the year-over-year negative sales of -30.1% in January, the first month the Metropass was discontinued, to -16.6% in November.

Looking at the demographic period pass sales trends:

- Adult sales were -27.0% in January and improved to -13.2% in November
- Post-secondary sales were -34.7% in January and improved to -23.3% in November
- Senior/youth sales were -40.7% in January and improved to -21.7% in November.

The slow return by heavy transit users from "Metropass" (now "PRESTO period pass") is mainly due to the introduction of the two-hour transfer for PRESTO e-purse users in August of 2018. Customers previously using a Metropass are evaluating which PRESTO fare choice best fits their travel needs.

increase over time as legacy media is phased out, more PRESTO fare options are made available and marketing initiatives encourage further PRESTO adoption. The PRESTO adoption rate is expected to continue increasing during 2019, reaching approximately 95% once legacy fare media are no longer sold.

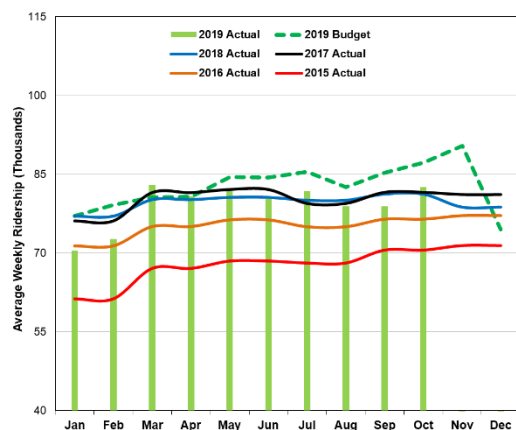
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## Action Plan

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PRESTO adoption is expected to

## Wheel-Trans ridership



### Definition

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

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

### Contact

*Josie La Vita,  
Chief Financial Officer*

## Results

Ridership in period 10 (October 6 to November 2, 2019) totalled 330,120 rides (or 82,530 rides per week).

This figure was -5.4% lower than the budgeted 87,226 customers per week, but 0.7% above 2018.

Year-to-date (YTD) Wheel-Trans ridership to the end of period 10 totalled 3,456,442 rides, which is 156,278 or -4.3% below budget, but 37,089 rides or 1.1% above 2018.

As both period and YTD results have been below budget for the last six consecutive periods, the ongoing trend is unfavourable.

## Analysis

Wheel-Trans ridership, while below budget, has increased by approximately 1% for the previous three periods when compared to 2018 ridership. There has been an increase in the cancellation rate for the previous two periods. Customer complaints declined in period 10. However, the abandonment rate for contact centre calls increased to

above target for the same period. The number of calls processed has decreased considerably for period 10 with an overall decline of 4.2% for trip requests for all trip booking methods. Booking trips through self-booking continues to be the preferred trip booking methods with period 10 at 56%.

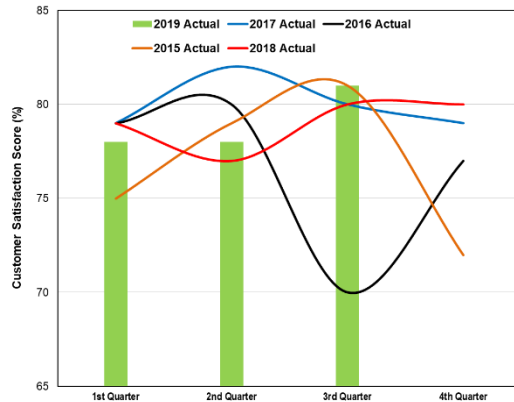
## Action Plan

Cancelled trips and accommodating customer trip requests continue to be a focus. This includes finding efficiencies on the day of service in order to accommodate same day trip requests.

We are also working on winter readiness to prepare for anticipated seasonal demands and delays. Family of Services and Conditional Trip Matching programs continue to be a focus for the development of the service delivery plan, taking into consideration shorter trips and the opportunity for ride share trips.

# Customer experience

## Customer satisfaction



### Definition

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

### Contact

*Kathleen Llewellyn-Thomas,  
Chief Customer Officer*

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## Results

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Four-in-five (81%) customers reported high levels of overall satisfaction in Q3 2019, which is consistent with last quarter (78%) and the same time last year (80%).

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## Analysis

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Customer satisfaction on streetcars increased significantly to 84%, up 9% from the same time last year (75%). Streetcar customers also reported increased satisfaction with the comfort of their ride, which suggests that the growing number of new streetcars and decommissioning older ones is making for a more pleasant in-vehicle experience.

This quarter, our Net Promoter Score (NPS) reached its highest level (20%) since Q1 2016. The NPS is a metric used to gauge customer experience and loyalty. We ask customers how confident they are, on

a scale of 0 to 10, in recommending the TTC to a friend, family member or colleague. We then subtract the number of detractors (0-6) from promoters (9 or 10). Our current score has the highest proportion of promoters (43%) since we started tracking this metric back in 2012.

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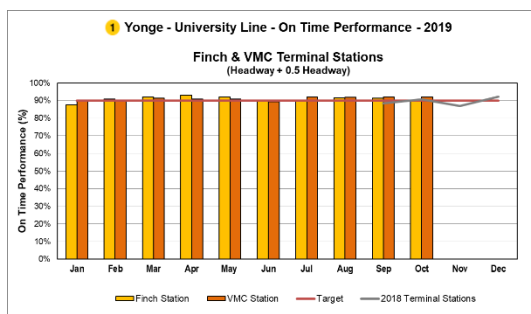
## Action plan

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As we implement reliability improvements on our surface routes, we expect to see our overall satisfaction score and NPS continue to improve.

## Subway services

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



#### Definition

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

#### Contact

James Ross,  
Chief Operating Officer

## Results

OTP in October was 91.0%, slightly lower than the 91.7% we achieved in September, but higher than the 90.7% we achieved in October 2018.

Our target of 90% was met.

## Analysis

Although delay minutes decreased by 9.8% in October, this line was impacted by a significant delay incident on October 22 when a private contractor working at street level punctured our tunnel liner north of Lawrence Station, resulting in a 228-minute delay during the p.m. rush hour.

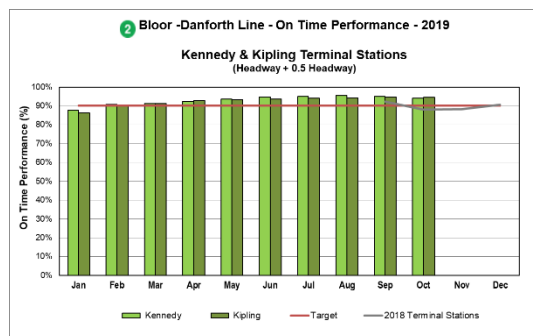
When comparing 2019 year-to-date to 2018 year-to-date, we have seen a 4.2% reduction in delay minutes.

## Action plan

Upcoming track work in the Lawrence Station area will likely impact service levels, but we will have mitigation strategies in place. This work is necessary to maintain

our infrastructure in a state of good repair. More communications will be provided to customers in advance of this work.

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



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

## Results

OTP in October was 94.2%, slightly lower than the 94.8% we achieved in September, but significantly improved from the 88.1% we achieved in October 2018.

Our target of 96% was met.

## Analysis

This line has been steadily meeting our target since February, primarily due to the use of Run-As-Directed trains and improved attention to dwell times at our terminals.

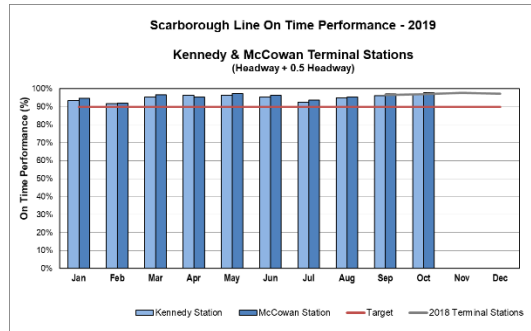
In October the number of delay incidents on this line decreased by 1% from last month, but delay minutes increased by 35.8%. Overall, when comparing 2019 year-to-date to 2018 year-to-date, there has been a 11.1% reduction in total delay minutes on this line.

## Action plan

Supervisory resources continue to be staffed at end terminals — an ongoing initiative that is improving

dwell times. Staff are deployed at stations across the line during peak periods to clear delays quickly should they occur.

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



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

## Results

OTP in October was 97.5%, an improvement from the 96.7% we achieved in September, and the 96.9% we achieved in October 2018.

Our target of 90% was met.

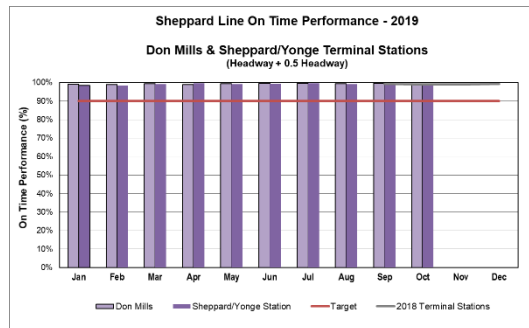
## Analysis

There was an increase of 143 delay minutes this month primarily due to two infrastructure incidents that accounted for 126 delay minutes combined.

## Action plan

As Line 3 is often impacted by adverse winter weather conditions, our infrastructure staff have been very busy preparing this line for winter for the past three months.

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



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

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## Results

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OTP in October was 99.4%. This is consistent with September and an improvement from the 98.9% we achieved in October 2018.

Our target of 90% was met.

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## Analysis

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The number of incidents in October increased by 18 to 60. Delay minutes also increased by 36. However, there are so few delays on this line the metric was not affected in a significant way.

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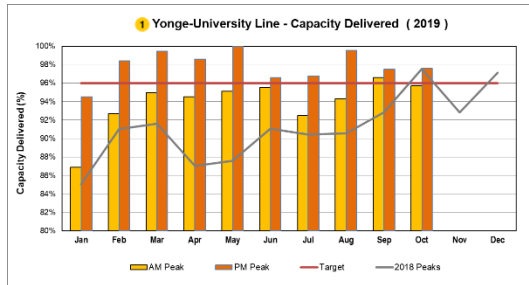
## Action plan

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Line 4 will continue to be managed in the same, effective manner providing consistent, reliable service to our customers.



## Line 1: Capacity



### Definition

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

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

### Contact

James Ross,  
Chief Operating Officer

## Results

In October, we achieved 97.4% capacity delivered, slightly lower than the 97.7% we achieved in September, and the 97.5% we achieved in October 2018.

Our target of 96% was met.

## Analysis

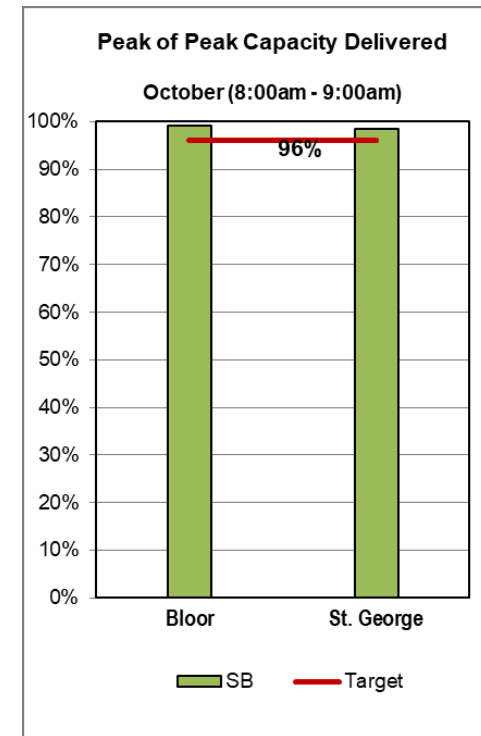
The lowest performing period in October was during the afternoon of October 22, when our tunnel liner was penetrated by a private contractor working at street level. We turned back trains at York Mills and St Clair stations.

Peak-of-peak capacity delivered remained steady as there was only one day with poor performance as a result of a signal problem.

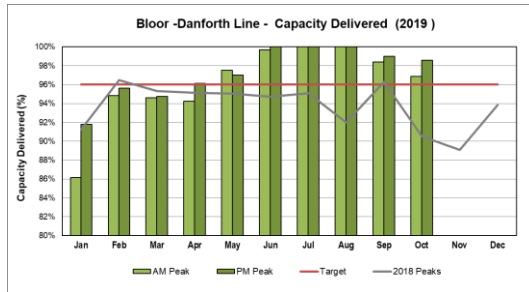
## Action plan

Peak post staffing and the use of Run-As-Directed trains continues to support improved capacity. Moving into the winter season, the efforts of our infrastructure staff in preparations

should support continued reliability and high levels of delivered capacity.



## Line 2: Capacity



### Definition

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

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

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

### Contact

James Ross,  
Chief Operating Officer

## Results

In October, we achieved 97.7% capacity delivered, slightly lower than the 98.6% we achieved in September, but significantly improved from the 90.5% we achieved in October 2018.

Our target of 96% was met.

## Analysis

The number of delay minutes increased in October by 35.8%, resulting in poorer performance compared to September.

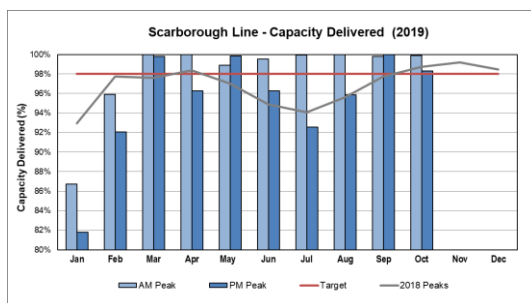
During our peak periods, there were five days with trains-per-hour below 23, compared with four such days in September. This was mainly due to a number of signal problems and a power cut incident that resulted in trains delayed leaving the yard.

## Action plan

The Run-As-Directed trains for a.m. and p.m. peaks continue to be deployed during incidents, helping us maintain resilience during delays.

Peak staffing levels, especially at interchange stations, ensure that delays are minimized when they occur.

## Line 3: Capacity



### Definition

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

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

### Contact

James Ross,  
Chief Operating Officer

## Results

In October, we achieved 99% capacity delivered, slightly lower than the 100% we achieved in September, but an improvement from the 98.7% we achieved in October 2018.

Our target of 98% was met.

## Analysis

There was a restricted speed zone during the first week of October due to an infrastructure issue, which slowed service levels in the area.

On the afternoon of October 13, there was a 43-minute delay due to due to an issue on a train that applied the emergency brakes. On October 24, we were delayed by a track fire for 126 minutes.

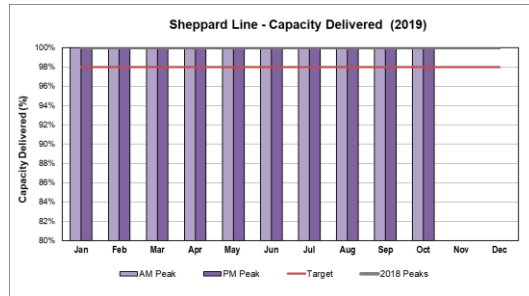
## Action plan

Our infrastructure staff have been prepping this line for winter for several months, to provide resilience in the event of adverse weather conditions. Should that not be sufficient, and we cannot operate at

any time, a robust shuttle bus plan has been prepared.

Supervision has been maintained during the a.m. and p.m. peaks to continue providing support and achieving above target results.

## Line 4: Capacity



### Definition

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

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

### Contact

James Ross,  
Chief Operating Officer

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## Results

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Line 4 capacity remained at 100%. Our target of 98% was met.

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## Analysis

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The delay minutes increased by 36 minutes and incidents increased by 18. However, as there are very few issues on this line, this metric remains at 100%.

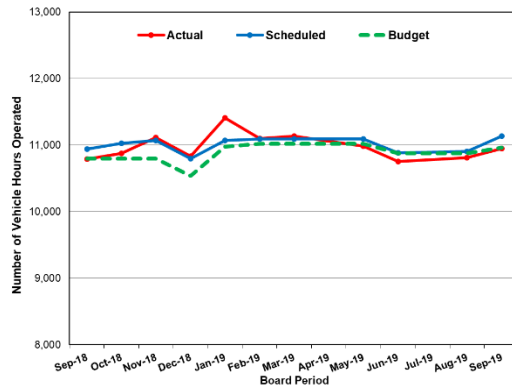
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## Action plan

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Line 4 continues to run as scheduled and consistently delivers at 100% capacity.

## Subway: Weekly service hours



### Definition

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

### Contact

Kathleen Llewellyn-Thomas,  
Chief Customer Officer

## Results

In the September Board Period, 10,965 subway weekly hours were budgeted for service while 11,131 subway weekly hours were scheduled to operate, which represents a variance of 1.52%.

Of the 11,131 subway weekly hours scheduled to operate, 10,951 weekly hours were actually delivered, which represents a variance of -1.62%.

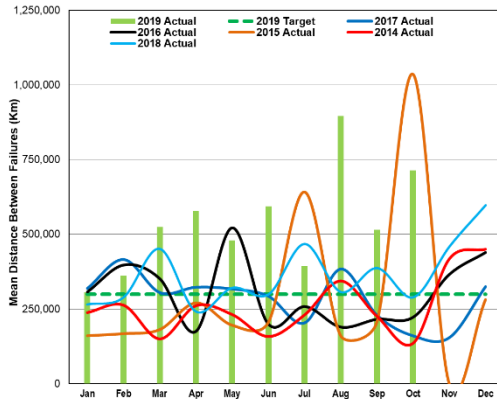
## Analysis

The variance between budgeted and scheduled hours is due to the scheduling of a gap train, an empty train deployed into service as required, on Line 2 and budgeted service adjustments on Line 1 not occurring as planned.

## Action Plan

No action required at this time.

## Subway T1 train: Mean distance between failures (MDBF)



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

## Results

The MDBF in October was 714,561 kilometres, exceeding the target of 300,000 kilometres. This is the 12th consecutive month that the T1 fleet has met or exceeded the target.

## Analysis

In October, there were four delay incidents greater than or equal to five minutes. The 12-month moving average for the T1 fleet is at approximately 516,000 kilometres between delay incidents. The highest number of delays were attributed to the propulsion inverter with two delay incidents. This was followed by the coupler and the warning alarm systems, each with one delay incident.

## Action Plan

The two propulsion inverter-related failures were a result of a traction fault and a defective propulsion electronic control unit (PECU). The faulty traction fault on the train was reset, and the issue cleared. No further incidents of traction-related issues have been reported. The

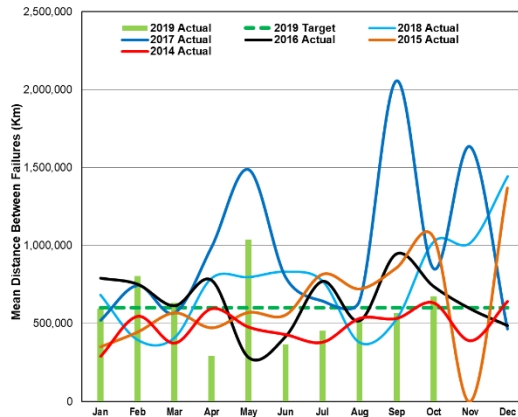
PECU was replaced and the train was tested.

The coupler-related incident was due to dirty and defective coupler pins. The coupler pins have since been replaced and cleaned, with no further issues being reported. The train has been returned to revenue service.

The warning alarm-related incident was due to a blown fuse that prevented the train bells from working. The blown fuse has been replaced and the bells were tested to be working properly.

The carhouses have commenced winterization of the fleet. Winter preparations include cleaning filters, inspecting the heating system and preparing revenue trains to also act as storm trains.

## Subway TR train: Mean distance between failures (MDBF)



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

## Results

The MDBF in October is 675,974 kilometres, which is above the target of 600,000 kilometres.

## Analysis

In October, there were six delay incidents greater than or equal to five minutes. The 12-month moving average for the TR fleet is at approximately 725,300 kilometres between delay incidents. The highest number of delays were attributed to the passenger door system with three delay incidents, followed by the brakes system with two delay incidents. The traction motor system had one delay incident.

## Action Plan

The three passenger door-related delay incidents were a result of a delaminated door roller, and two faulty solenoids. The delaminated door roller was replaced with new door rollers and doors tested to be functioning properly. The two faulty solenoids, were repaired by replacing a missing unlock pin, and replacing the door lock assembly. Both sets of

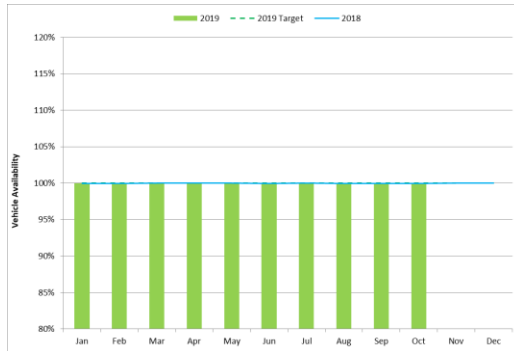
train doors were cycle tested and returned back into service with no further issues reported.

The two brake-related delay incidents were a result of a defective digital drive board (DDB) and a defective relay. The defective DDB and relay were both replaced, and the brakes were tested thoroughly.

All door rollers continue to be condition monitored by technical personnel at the carhouse to determine if delamination of the door rollers is occurring. All detected issues, are rectified before returning back into revenue service. The advancement of the door roller program for the TR fleet to 2020 is being finalized, as well as the testing of a new design for door rollers. The objective is to restore the door reliability back to vehicle specifications.

The carhouses have commenced winterization of the fleet. Winter preparations include cleaning filters, inspecting the heating system and preparing revenue trains to also act as storm trains.

## Subway: Service availability



### Definition

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

### Contact

*Rich Wong,  
Chief Vehicles Officer*

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## Results

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The vehicle availability in October was 100%.

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## Analysis

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

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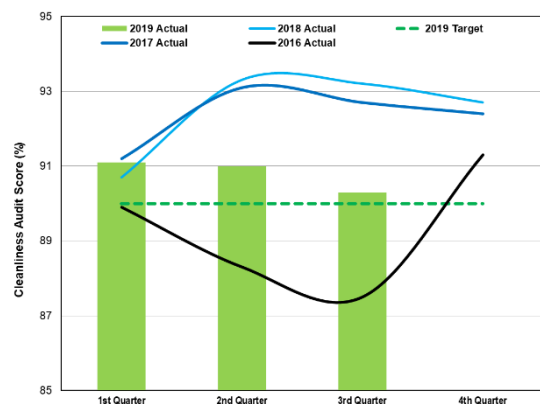
## Action Plan

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



## Subway: Vehicle cleanliness



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

## Results

The average rating of 90.3% in Q3 2019 is above the target of 90.0%. We have recorded a score of greater than 90% since Q4 2016.

## Analysis

Areas of strength in vehicle cleanliness across all fleets and lines were the ceilings, lighting, mandatory decals, etching/scratchitti and graffiti/stickers. Factors affecting the quarter-on-quarter overall cleanliness scores in Q3 2019 were door cleanliness, floors, anti-draft panels and windows.

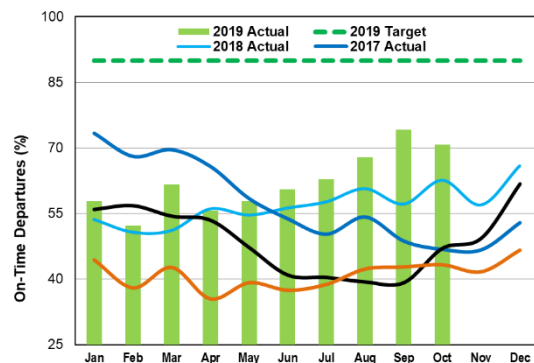
The overall exterior cleanliness scores increased this quarter as the exterior body wash cycle resumed once every 10 days in addition to a focused exterior program that commenced in late Q2 2019 and concluded towards the end of Q3 2019. The floor wash cycle continues to be addressed once every 14 days.

## Action Plan

Exterior vehicle washes will continue to take place until the end of 2019, weather permitting. Exterior vehicle washes are halted during the winter season as temperatures drop and excess exterior water freezes.

## Streetcar services

### Streetcar: On-time performance (OTP)



#### Definition

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

#### Contact

*James Ross,  
Chief Operating Officer*

## Results

OTP in October was 70.8%, a decrease compared to September (74.2%), but an increase over the same period last year (62.6%).

Our target of 90% was not met.

## Analysis

OTP for October dropped slightly compared to September, largely due to the poor performance of the 505 Dundas beginning in week 42. Ongoing construction along the route was to be completed by the end of September, with plans made to revert to a pre-construction schedule with the start of the October Board Period on October 13. However, the project was delayed and not completed until November 4. Operating on a schedule with a significant decrease in required run time, the route performed just slightly higher than 30% on-time for the last three weeks of the period.

Other events negatively impacted the network score for the period. OTP dropped during the weekend of October 12 -13 due to planned track

switch repairs at Fleet and Bathurst streets, with the 509 Harbourfront and 511 Bathurst replaced by shuttle buses, and required to operate to non-scheduled end terminals in the case of the 509 service.

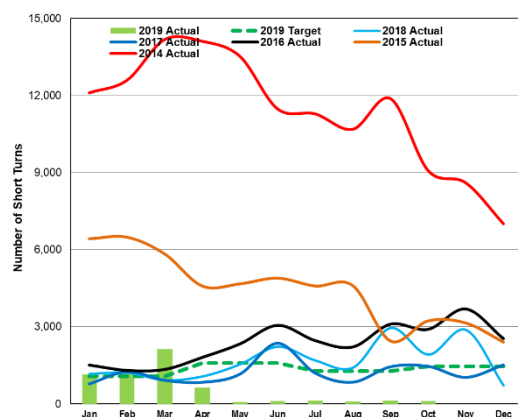
OTP was lowest during the third week of the period (week 43), bringing the overall period score down. Week 43 was negatively impacted by the Scotiabank Toronto Waterfront Marathon (October 20) and planned concrete repair work at Dufferin Loop that required the 504B route to operate to a non-scheduled end terminal for most of the week.

The network also experienced poor performance on the last day of the period (November 2) due to several planned infrastructure repair projects (512 St Clair overhead and 501 Queen track replacement), as well as extra service (509 Harbourfront and 511 Bathurst) provided for the Royal Agricultural Winter Fair. The extra streetcars provided for this event proved challenging in terms of effectively operating to schedule.

## Action Plan

Planning for 2020 schedule improvements is well underway with significant construction projects impacting the streetcar network for much of the upcoming year. Monitoring of route management strategies and resource deployment will also continue. Full decommissioning of the legacy streetcars will also have a positive influence on streetcar network performance in 2020.

## Streetcar: Short turns



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

## Results

There were 110 short turns in October, a decrease compared to September (122) and a significant decrease from the same period last year (1,923).

Our target of 1,464 short turns was met.

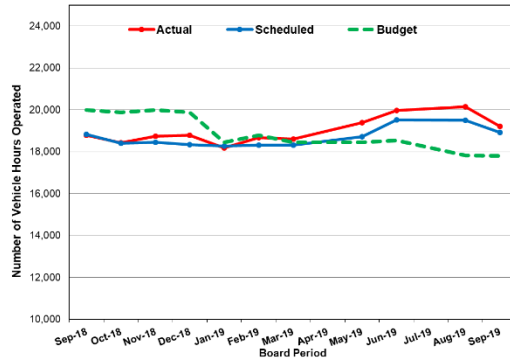
## Analysis

Streetcar short turns continued to average less than four per day throughout the network in October. The route with the highest number of short turns during the period was the 506 Carlton. This was largely due to construction projects in the east end of the city near Coxwell Avenue. Both projects are scheduled for completion by the start of the November Board Period, which should decrease the need to short turn 506 Carlton streetcars.

## Action Plan

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

## Streetcar: Weekly service hours



### Definition

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

Measured daily.

### Contact

Kathleen Llewellyn-Thomas,  
Chief Customer Officer

## Results

In the September Board Period, 17,792 streetcar weekly hours were budgeted for service while 18,926 streetcar weekly hours were scheduled to operate, which represents a variance of 6.37%.

Of the 18,926 streetcar weekly hours scheduled to operate, 19,214 streetcar weekly hours were actually delivered, which represents a variance of 1.52%.

## Analysis

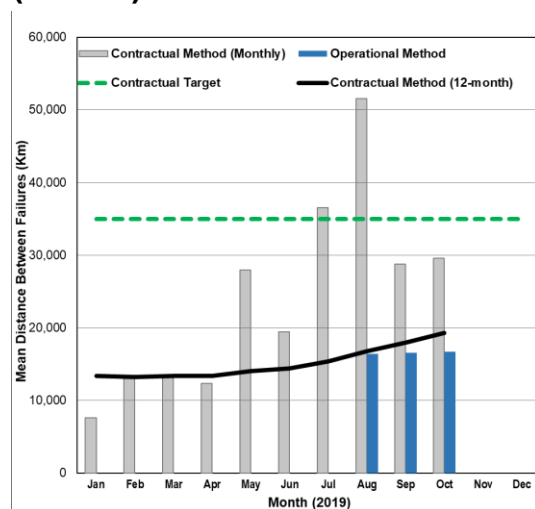
Due to the deferment of several construction projects requiring replacement of streetcars with buses, scheduled streetcar hours are higher than budgeted.

Actual service hours are higher than scheduled service hours.

## Action Plan

No action required at this time.

## LFLRV streetcar: Mean distance between failures (MDBF)



### Definition

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

### Contact

Rich Wong, Chief Vehicles Officer

## Results

The contractual MDBF for the LFLRV fleet in October was 29,503 kilometres. This is an increase of 767 kilometres compared to last month and an increase of 16,989 kilometres when compared to the same time last year.

The 12-month average contractual MDBF was 19,246 kilometres. The contractual target of 35,000 kilometres MDBF must be met within one year of commissioning of the 204th vehicle.

The monthly operational MDBF for the LFLRV fleet in October was 16,691 kilometres. This is an increase of 152 kilometres from previous period.

**Note:** The LFLRV operational MDBF target will be established via an American Public Transportation Association (APTA) peer review.

## Analysis

In October, there were a total of 26 relevant failures under the contractual reliability method. The top

contributors were the train control management system with seven, the train and cab controls system with six, and the communication system with four relevant failures.

With respect to the operational reliability method, there were a total of 46 delays. The highest number of incidents were attributed to the ramp and door systems, the high voltage system and the brake system.

## Action Plan

Vehicle modification programs designed to address the root cause(s) of failures are at various stages of development and implementation.

**Door system:** Design and component improvements have been implemented on the fleet and there is an ongoing wire chain retrofit to increase the system reliability.

**Brake system:** Quality control containment and improvements have been implemented at supplier sites. In addition, component improvements (e.g. seals, guidance shaft and locking pins) are in

validation and planning stages with implementation targeted for Q1 2020.

**Communication system:** A camera modification program has recently commenced that addresses known issues with image quality and stability. A software change is being tested to improve the passenger information system's reliability.

**Train and cab control system:** To eliminate workmanship issues, a fleet inspection has been completed for loose master controller connectors. We are working with Bombardier to design and implement a more reliable controller on the fleet.

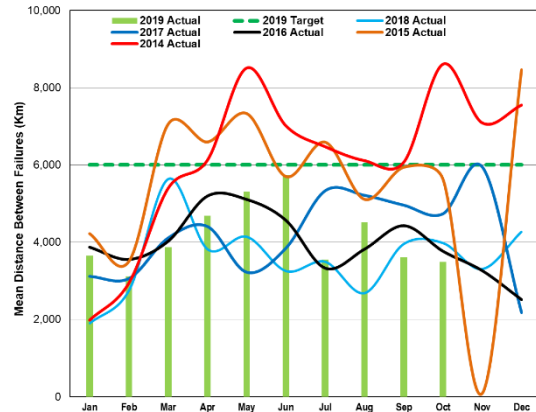
These reliability improvement programs continue to be refined as the fleet increases and more in-service data becomes available.

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

**Winterization:** Winterization of the LFLRV fleet has commenced. Winterization includes

cleaning filters and inspecting the heating and ramp systems.

## CLRV streetcar: Mean distance between failures (MDBF)



### Definition

Total kilometres travelled by the Canadian Light Rail Vehicle (CLRV) compared to the number of incidents resulting in delays of five minutes or more. Includes all seven days of service.

### Contact

Rich Wong,  
Chief Vehicles Officer

## Results

The MDBF for the CLRV fleet in October was 3,494 kilometres. This is a decrease of 490 kilometres from the same period last year and a decrease of 116 kilometres from last month.

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

## Analysis

In October, there were 18 CLRVs remaining in service. The heavy rainfall and the 40-year life of the vehicles contributed to 14 propulsion-related delays and five delays each for high voltage, brakes and door-related systems.

## Action Plan

The last remaining CLRV streetcars are scheduled to be retired by December 31, 2019. Staff will continue to perform preventative and corrective maintenance on the remaining cars to minimize impact to service. Decommissioning of vehicles will continue to be prioritized with the

most problematic vehicles retired first.

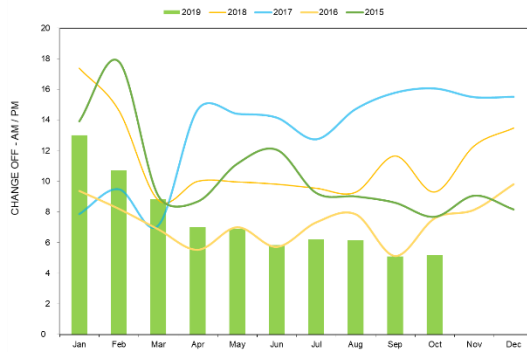
### Streetcar decommissioning schedule

Year	CLRV	ALRV	Total
2015	7	4	11
2016	16	4	20
2017	30	0	30
2018	28	33	61
2019*	113	10	123
<b>Total</b>	<b>194</b>	<b>51</b>	<b>245</b>

\*Projected



## Streetcar: Road calls and change offs (RCCOs)



### Definition

Average daily number of vehicle-equipment failures requiring a road call for service repair or a change off to a repair facility for a replacement vehicle. Includes Monday to Friday only.

### Contact

Rich Wong  
Chief Vehicles Officer

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## Results

The target for the maximum number of RCCOs is 1.5% of peak daily service. In October, 3.0% (or five of 163 vehicles) of the peak daily service, including Run-As-Directed vehicles, resulted in a RCCO. This was the same as the previous month.

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## Analysis

A reduction in failures of propulsion and car body systems on the CLRV fleet, along with reduced high voltage and car body failures on the LFLRV fleet were realized.

The reductions were offset by an increase in the number of failures to the high voltage system on the CLRV fleet and the communication equipment, disc brake and vehicle control systems on the LFLRV fleet.

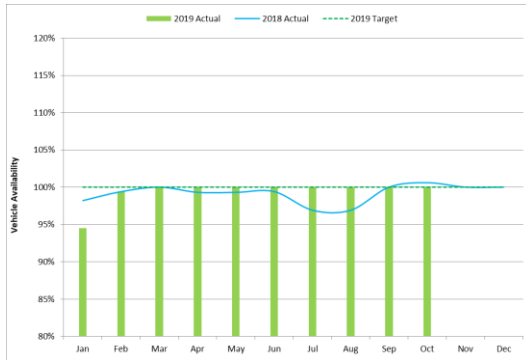
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## Action Plan

Staff will continue to focus on the top problem systems on the vehicles to reduce failures. Bombardier is aware of the issues related to the LFLRV reliability and is implementing various

modification programs to address the them. Decommissioning of unreliable legacy vehicles will continue. All legacy vehicles are expected to be decommissioned by the end of 2019.

## Streetcar: Service availability



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

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## Results

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The target for streetcar availability is 100% of peak daily service, including Run-As-Directed vehicles. In October, the target requirements were met with an average of 163 vehicles available for service.

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## Analysis

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With the number of LFLRVs being commissioned and the continued decommissioning of unreliable legacy fleet vehicles, target availability numbers are being met.

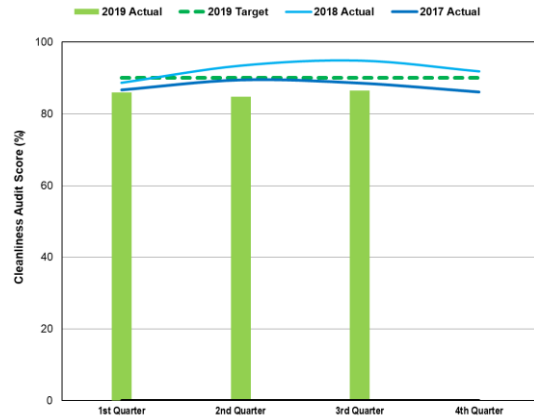
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## Action Plan

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We will continue to commission LFLRVs in order to replace legacy vehicles.

## Streetcar: Cleanliness



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

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## Results

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The audit score for streetcar cleanliness increased in Q3 2019 to 86.5%. This is an increase from Q2 2019 and a decrease from Q3 2018. Overall performance on streetcar cleanliness is below the target of 90%.

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## Analysis

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Heavy rainfall in July, causing accumulation of rain and dirt residue on the floors, contributed to a decrease in overall cleanliness. Efforts to improve scores in these areas are underway.

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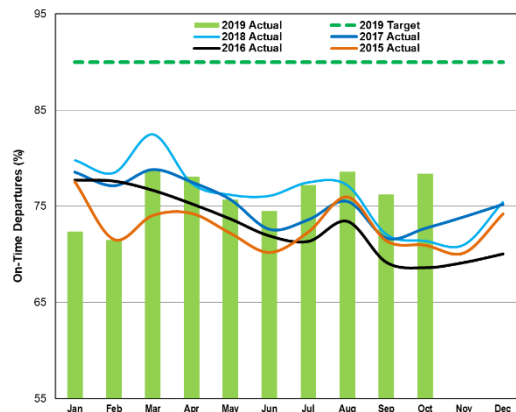
## Action Plan

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Scheduled cleaning activities will continue. Staff continue to investigate opportunities to further improve cleanliness scores and the customer experience.

## Bus services

### Bus: On-time performance (OTP)



#### Definition

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

#### Contact

James Ross,  
Chief Operating Officer

### Results

OTP in October was 78.4%, an improvement compared to last month (76.2%) and the same period last year (73.6%).

Our target of 90% was not met.

### Analysis

OTP for October showed significant improvement as we continue to implement schedule changes across the system. The 14 schedule changes implemented this month averaged 86% and bring the total of improved routes in 2019 to 67. This period we also recorded our first day of 90% overall performance on October 14.

Weekday reliability improvements implemented in October include:

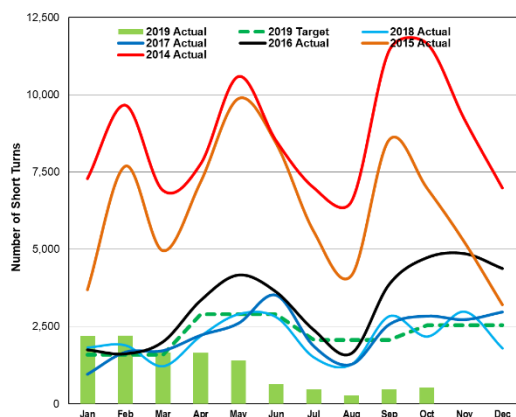
- 12 Kingston Rd (74% in 2018 to 86% in 2019)
- 16 McCowan (86% in 2018 to 91% in 2019)
- 17 Birchmount (71% in 2018 to 78% in 2019)
- 34 Eglinton East (44% in 2018 to 83% in 2019)

- 47 Lansdowne (57% in 2018 to 88% in 2019)
- 51 Leslie (61% in 2018 to 88% in 2019)
- 66 Prince Edward (72% in 2018 to 89% in 2019)
- 75 Sherbourne (50% in 2018 to 77% in 2019)
- 83 Jones (66% in 2018 to 92% in 2019)
- 87 Cosburn (81% in 2018 to 90% in 2019)
- 98 Willowdale-Senlac (65% in 2018 to 86% in 2019)
- 100 Flemington Park (59% in 2018 to 88% in 2019)
- 102 Markham Rd (69% in 2018 to 86% in 2019)
- 108 Driftwood (77% in 2018 to 93% in 2019)

### Action plan

The following reliability improvements were implemented in the November Board Period: 22 Coxwell, 25 Don Mills, 56 Leaside, 60 Steeles West, 68 Warden, 121 Fort York - Esplanade, 125 Drewry and 925 Don Mills Express.

## Bus: Short turns



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

## Results

There were 519 short turns in October, an increase from last month (469), but a significant improvement from the same period last year (2,144).

Our target of 2,550 short turns was met.

## Analysis

The continued improvement in the number of short turns for October was driven by increased management oversight, focusing on alternate route management techniques to minimize the impact to customers. On routes where schedules did not reflect actual operating conditions, vehicles were allowed to operate late with a reduced emphasis on schedule adherence and allowing full trips to be completed.

Short turns continued to be mainly driven by increased traffic congestion around Metrolinx construction zones on Eglinton Avenue and City of Toronto construction.

The top six routes accounted for approximately half the short turns in the period: 52 Lawrence West (15%), 35 Jane (13%), 935 Jane Express (7%), 60 Steeles West (6%), 925 Don Mills Express (6%) and 32 Eglinton West (4%).

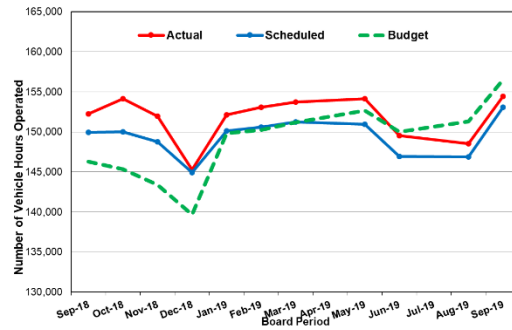
## Action plan

We will review and implement schedule changes to target high-incident routes where increased traffic congestion has resulted in unreliable service and schedules that no longer reflect operating conditions.

With regards to the top six routes:

- The 35/935 Jane and 52 Lawrence West will have new schedules in Q1 2020.
- The 925 Don Mills Express and 60 Steeles West continue to be negatively affected by construction and will have schedule improvements implemented in the November 2019 Board Period.
- The 32 Eglinton West was affected by heavy traffic due to Metrolinx construction zones.

## Bus: Weekly service hours



### Definition

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

### Contact

Kathleen Llewellyn-Thomas,  
Chief Customer Officer

## Results

In the September 2019 Board Period, 156,530 bus weekly hours were budgeted for service while 153,053 bus weekly hours were scheduled to operate, which represents a variance of -2.22%.

Of the 153,053 bus weekly hours scheduled to operate, 154,423 weekly hours were actually delivered, which represents a variance of 0.9%.

## Analysis

Due to the deferment of several construction projects requiring replacement of streetcars with buses, scheduled bus hours are lower than budgeted.

Actual service hours are higher than scheduled service hours.

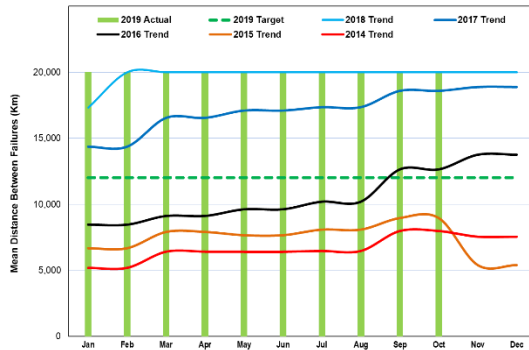
## Action plan

No action required at this time.

**Note:** We have been unable to accurately update our Bus Weekly Service Hours KPI since the May Board Period. As we transitioned to our new CAD/AVL system

*(VISION) we experienced issues with our bus travel data, specifically the reporting of inflated numbers. We have worked closely with the VISION vendor to resolve these issues and have resumed regular reporting with our September results.*

## Bus: Mean distance between failures (MDBF)



### Definition

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

### Contact

Rich Wong  
Chief Vehicles Officer

## Results

The MDBF in October was 20,000 kilometres, exceeding the target of 12,000 kilometres.

## Analysis

MDBF for bus remains high and above target. Recent vehicle procurement additions to the fleet contribute to this high reliability. Our bus fleet average age has decreased from 7.5 years in 2017 to 5 years in 2019.

Another contributing factor to this high reliability is the implementation of several key reliability and retrofit programs. Examples include: state of good repair inspections, engine oil sampling and analysis, system specific proactive maintenance plans (cooling, body, electrical, engine), coolant hose/clamps redesign, LED light retrofit, battery retrofit and various other fleet and garage specific programs.

## Action Plan

To maintain a high level of vehicle reliability in the coming months, the garages have started winter preparedness. Preparation activities include: switch over to winter tires, wheelchair ramp de-icing and ramp protective plate retrofit on Nova buses. The implementation of the fall seasonal program includes: heating and associated systems check and servicing, radiator servicing, traction control checks, etc. A 10% audit of the subject program is underway. Results will be released by the end of November.

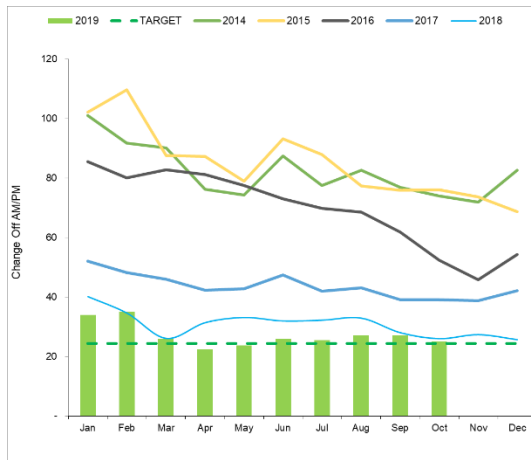
We will be expanding and boosting audits of preventive maintenance and reliability programs. Auditing amendment scopes have been drafted, piloted and are under review by senior management for budgetary approval.

VISION system Automated Health Monitoring (AVM) training is in progress and on track to be completed by the end of 2019. AVM will allow us to take a predictive approach in avoiding service interrupting failures related to engine

and exhaust after-treatment systems. Supporting processes for complete and strategic utilization of this system have been drafted and piloted. We are waiting for full deployment post training.



## Bus: Road calls and change offs (RCCOs)



### Definition

*Average daily number of vehicle-equipment failures requiring a road call for service repair or a change off to a repair facility for a replacement vehicle. Monday to Friday data only.*

### Contact

*Rich Wong,  
Chief Vehicles Officer*

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## Results

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The average number of RCCOs in October was 25 per day.

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## Analysis

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Peak revenue service was 1,678 buses per day, including Run-As-Directed buses in October. The average number of RCCOs per day equates to 1.48% of service, slightly below the 1.50% target.

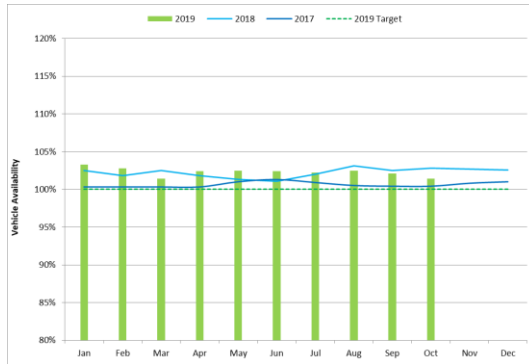
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## Action Plan

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We will continue to monitor and control road calls via daily tracking, gap analysis, reliability programs and working closely with the transportation department and service line contractor to continually lower road calls.

## Bus: Service availability



### Definition

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

### Contact

*Rich Wong,  
Chief Vehicles Officer*

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## Results

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The average number of buses provided for a.m. peak service in October was 1,678 per day or 101.14% of planned service, well above the target of 1,655 buses.

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## Analysis

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The significant number of new bus procurements from years 2016 into September 2019 (~1000) has boosted fleet performance and permitted a higher number of vehicles available for service. The available vehicles are being utilized for training purposes and permitting additional state of good repair preventative maintenance inspections.

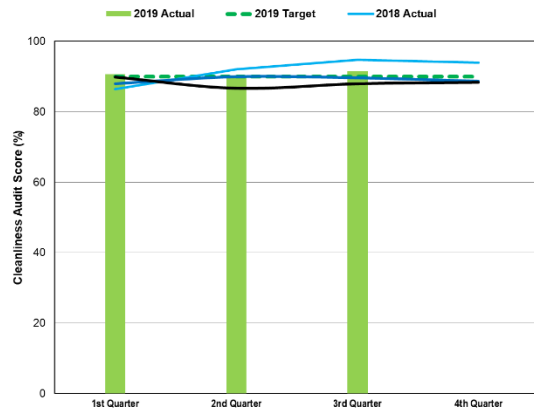
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## Action Plan

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

## Bus: Cleanliness



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

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## Results

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The bus cleanliness audit score in Q3 was 91.4%, which is above the target of 90%.

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## Analysis

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The performance score takes into account pre-service, in-service and post-service audit results. We achieved a cleanliness score of 98.6% for pre-service, 90.5% for mid-service and for 85% post-service score. Pre-service cleanliness scores were near flawless in all categories, with slightly lower scores for wheel assembly cleanliness at certain garages and affecting a very small percentage of the fleet. Wheel assembly cleaning is a function of the automated bus wash system. We are currently investigating the root cause of this issue.

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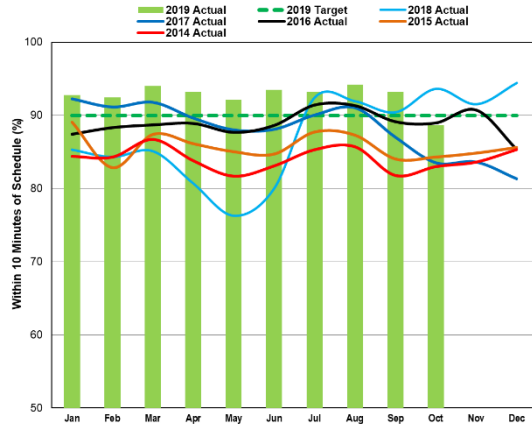
## Action Plan

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We will continue to monitor and control cleaning contractor performance and look for trends as per our continuous improvement process.

## Wheel-Trans Services

### Wheel-Trans: On-time performance (OTP)



#### Definition

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

#### Contact

Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations

### Results

OTP in October was 88.7%, a decrease of 4.5% from last month, and a decrease of 4.9% from the same time last year.

### Analysis

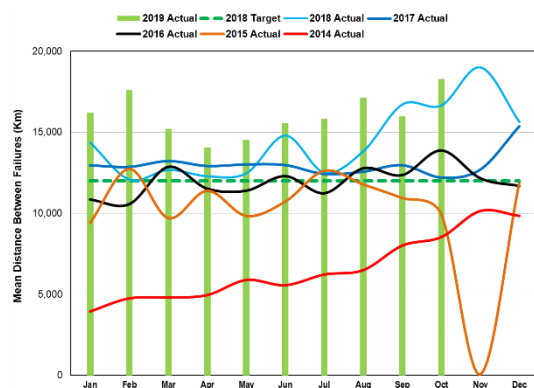
OTP decreased due to the HASTUS (scheduling software) map upgrade on October 19, 2019 that has impacted our vehicle travel times and on time service. This upgrade impacted the week 43 and 44 results which lowered the monthly average.

### Action Plan

Our dispatch team is dedicated to adjusting late runs consistently to reduce the impact of late service to our customers. We have applied changes to address some of the issues caused by the upgrade and we continue to adjust benchmarks as we learn how traffic moves across our network based on the actual map and travel time calculations. We will be working diligently with our ITS team and the vendor to resolve the

issues that the map update has created.

## Wheel-Trans: Mean distance between failures (MDBF)



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

## Results

The October MDBF of 18,285 kilometres exceeded the target of 12,000 kilometres.

## Analysis

Mechanical driveline failures and diesel exhaust fumes detected by operators continue to account for the most road calls and change-offs for the Friendly bus fleet.

In October, we received the last 10 of the 48 ProMaster buses scheduled to be delivered in 2019. Side ramp issues have been experienced on the ProMaster bus fleet.

## Action Plan

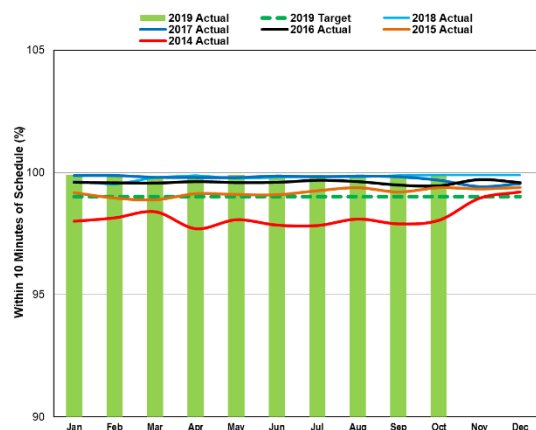
Wheel-Trans has completed 98% of its winter preparedness activities as of October 30.

With the aggressive delivery schedule, Wheel-Trans has been able to alter its decommissioning strategy to focus on a fault and reliability based removal from service.

To help mitigate exhaust system issues on the Friendly bus fleet, Wheel-Trans continues to perform post-repair exhaust system cleaning on all Friendly buses.

A retrofit program is underway to address the side ramp issue on the ProMaster fleet and 25% of the fleet was completed as of October.

## Wheel-Trans: Accommodated service



### Definition

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

### Contact

Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations

## Results

The accommodated rate in October was 99.9%. This is 0.9% above our target, and consistent with the same time last year.

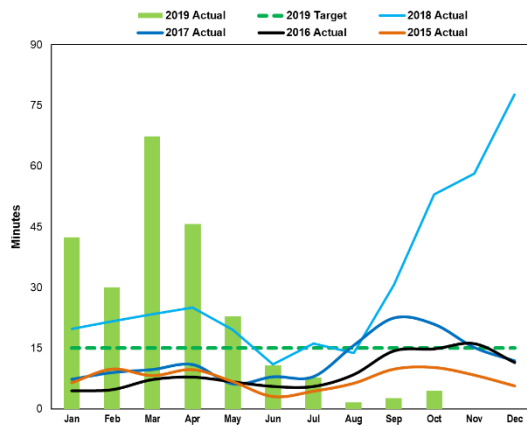
## Analysis

We continue to deliver above target for trip requests. The 2019 results have been consistent at 99.9%.

## Action Plan

We continue to strive for an accommodation rate of 100%. We are evaluating same day services in order to find service efficiencies and deliver requested trips in the most cost effective manner.

## Wheel-Trans Contact Centre: Average wait time



### Definition

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

### Contact

*Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations*

## Results

The average wait time in October was 4.5 minutes. This is 10.5 minutes lower than our target.

## Analysis

We anticipated a reduction in wait times with the hiring of additional staff earlier this year. All staff have been trained and Reservations is currently operating at full capacity. Customers have also been continuously encouraged to use our self-booking website for trip booking to avoid wait times on the phone and provide options and independence to book trips. Trips booked online account for 56% of all trips booked.

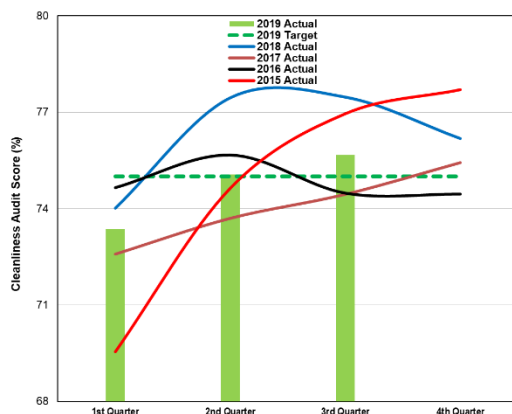
## Action Plan

With continuous upgrades and improvements to our self-booking website, we expect our customers will continue to take advantage of this option to book their trips. Supervisory staff monitor call volumes daily to ensure the average wait time for our customers remains below our target. Focus has been

placed on call handle technique and professionalism to provide a high level of customer service.

## Station services

## Station cleanliness



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

## Results

The Q3 audit results came in with an average station score of 75.67%, which is an increase of 0.61% from last quarter (75.06%) and a decrease of 1.80% from the same time last year (77.47%).

Our target of 75% was met.

## Analysis

Of the 22 components that are scored, seven increased, 13 remained the same, while two saw a slight decrease.

The highest scoring stations in Q3 were:

- York University (92.37%)
- Vaughan Metropolitan Centre (89.95%)
- Highway 407 (88.78%)

The bottom three scoring stations in Q3 were:

- Main (67.69%)
- Dufferin (66.73%)
- Dundas West (65.10%)

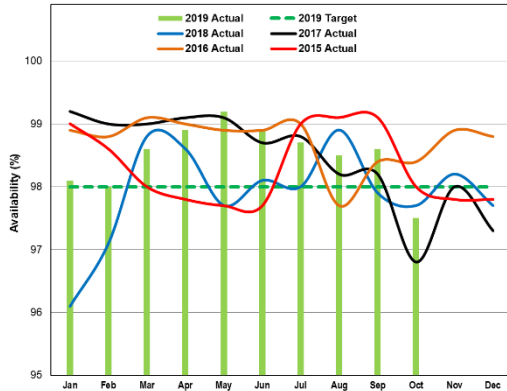
All three of the above stations scored higher than they did in Q2.

## Action Plan

Seasonal projects will be wrapping up over the next month. The focus for Q4 2019 and Q1 2020 will be maintaining stations during winter months.



## Elevator availability



### Definition

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

### Contact

Fort Monaco,  
Chief Infrastructure and Engineering  
Officer

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## Results

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Elevator availability was under the target of 98% for October, and performance decreased to 97.5% from 98.6% in September.

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## Analysis

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Ongoing elevator overhaul work at Bathurst Station resulted in a decrease of availability in October.

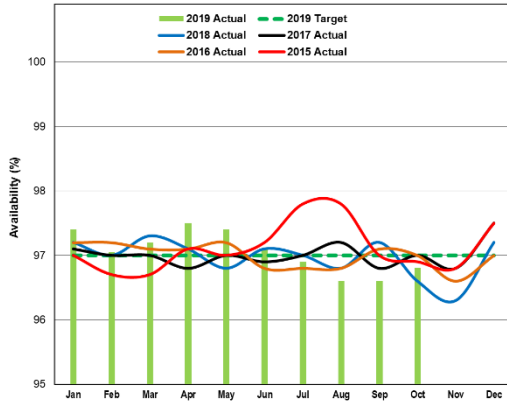
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## Action Plan

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The overhaul work is scheduled to be completed by March 2020. We will continue performing preventative maintenance to meet reliability and availability targets.

## Escalator availability



### Definition

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

### Contact

Fort Monaco,  
Chief Infrastructure and Engineering  
Officer

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## Results

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Escalator availability in October was 96.8%. Although under the target of 97%, performance marginally increased compared to September (96.6%).

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## Analysis

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Construction activities at Lansdowne, Wilson, and Lawrence stations negatively impacted performance in October.

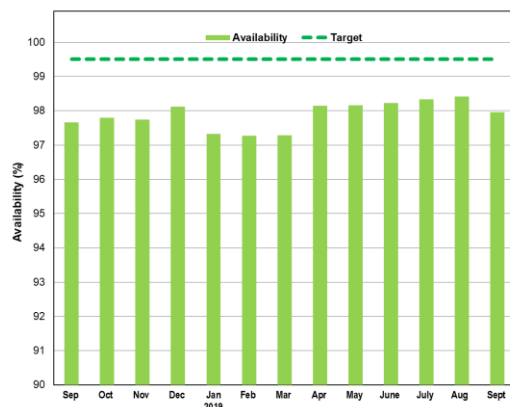
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## Action Plan

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Construction work at Lansdowne and Wilson stations was completed and the escalators were returned to service. Lawrence Station construction work is scheduled for completion on December 20, 2019.

## Fare gates equipped with PRESTO



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

## Results

Fare gate availability averaged 97.96% in September, which represents a 0.45% decrease from last month, but an increase of 0.3% over the same time last year. Availability was below the 99.5% target.

## Analysis

The decrease in availability is related to the implementation of a major software upgrade to the fare gates. The complexity and time required for the installation directly affects availability. With the software installed, we expect performance to continue to improve.

## Action Plan

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

- A program to replace the industrial computers in the fare

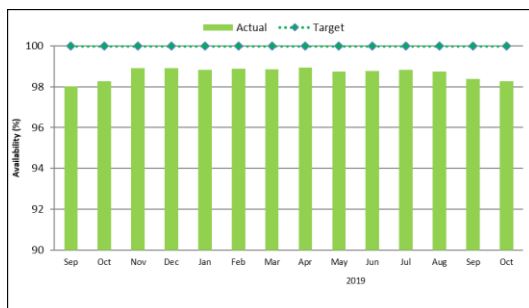
gates has started and is expected to be completed before the end of the year. S&B's second-generation industrial computer with a new Solid State Drive will provide a number of improvements including: Extending the hard drive capacity, improving and protecting the hard drive sectors, increasing the hard drive speed (faster read/write — start-up time will be improved), extending the data logging, and helping to address the USB disconnect issue we are currently having with the fare gates, this program is ongoing and will require both hardware and software testing to be implemented;

- A software update was installed in late September. This software update will: improve passage detection leading to a more reliable interface for the customers, provide an upgrade to the motor control interface improving motor reliability, and resolve an ongoing issue with the card readers on the gates.

- S&B development teams are currently completing an in-depth review of ongoing issues with the fare gate motors. The report is expected to be completed in Q4 2019. Once their recommendations are reviewed, an action plan will be developed based on the findings.

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

## PRESTO card readers



### Definition

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

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

### Contact

*Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations*

## Results

PRESTO card reader availability averaged 98.26% in October, which represents a decrease of 0.12% from last month. Availability remains below the target of 99.99%.

## Analysis

The decrease in availability is attributed to devices with network connectivity and intermittent frozen card reader issues.

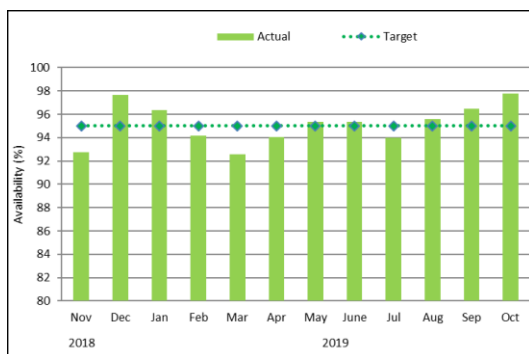
## Action Plan

Metrolinx has put in place a process to collect additional system data from 300 card reader devices. This additional data will be used to determine the root cause(s).

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

*improve the reliability of card readers. Further updates will be provided.*

## PRESTO Fare Vending Machines (FVM)



### Definition

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

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

### Contact

Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations

## Results

PRESTO FVM availability averaged 97.77% in October, which represents an increase of 1.30% from the previous month. Availability remains above the target of 95.00%.

## Analysis

The increase in availability is due to improvements in maintenance activities as a result of increased monitoring. Ticket replenishment and equipment repair activities are heightened in preparation for when we stop selling tickets, tokens and passes at subway stations on November 30.

## Action Plan

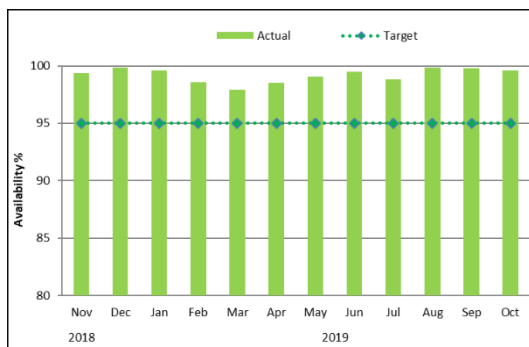
Metrolinx is working to ensure device reliability and availability remains above the agreed target.

An update to the methodology for calculating device availability to include cash collection is pending.

**Note:** Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates. We are working with

Metrolinx to improve the methodology for determining availability. Further updates will be provided.

## PRESTO Self-Serve Reload Machines (SSRM)



### Definition

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

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

### Contact

*Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations*

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## Results

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PRESTO SSRM availability averaged 99.62% in October, which represents a decrease of 0.18% from the previous month. Availability remains above the target of 95.00%.

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## Analysis

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The decrease in availability is due to ongoing instances of intermittent device freezing during the printing of receipts.

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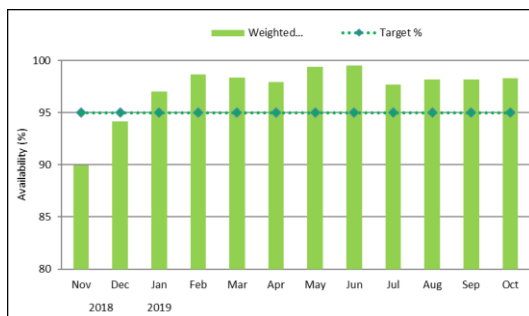
## Action Plan

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Metrolinx has developed a technical fix that is currently being validated. The fix will be rolled out once validation is complete.

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

## PRESTO Fares and Transfer Machines (FTM)



### Definition

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

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

### Contact

*Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations*

## Results

PRESTO FTM availability averaged 98.32% in October, which is an increase of 0.13% from the previous month. Availability remains above the target of 95.00%.

## Analysis

The marginal increase can be attributed to timely maintenance activities.

## Action Plan

The processes for cash collection and maintenance are being improved to align with the operational plan for streetcars. This will include an update to the methodology for calculating availability.

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



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