



Chief Executive Officer's Report – May 2019 Update

Date: May 8, 2019

To: TTC Board

From: Chief Executive Officer

Summary

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

Financial Summary

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

Equity/Accessibility Matters

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

Decision History

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

Issue Background

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

Contact

Ciaran Ryan, Manager – Research & Insights (Acting)
416-397-8366
ciaran.ryan@ttc.ca

Signature

Richard J. Leary
Chief Executive Officer

Attachments



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

Toronto Transit Commission CEO's Report

May 2019



Performance scorecard	2
CEO's commentary	8
Performance updates:	
Safety and security	14
Ridership	19
Customer experience	23

Ongoing trend indicators:  Favourable  Mixed  Unfavourable

*Represents four-quarter average of actual results

Performance scorecard

TTC performance scorecard – May 2019

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Safety and security							
Lost-time injuries	Injuries per 100 employees	Q4 2018	4.85	4.75*	✘	✘	14
Customer injury incidents	Injury incidents per 1M boardings	Q4 2018	0.95	1.06*	✔	✔	15
Offences against customers	Offences per 1M boardings	Q1 2019	0.7	1.00	✔	✔	16
Offences against staff	Offences per 100 employees	Q1 2019	4.22	4.07	✘	⊖	17
Fitness for duty	Cumulative total of random drug and alcohol test results	Q1 2019	NA	NA			18
Ridership							
Ridership	Monthly ridership	Mar 2019	52.0M	52.4M	⊖	✘	19
Ridership	Year-to-date ridership	2019 YTD (to Mar)	137.2M	140.3M	⊖	NA	19

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	Mar 2019	41.9M	40.9M	✓	✓	21
PRESTO ridership	Year-to-date ridership	2019 YTD (to Mar)	108.9M	108.8M	✓	NA	21
Wheel-Trans ridership	Monthly ridership	Mar 2018	400K	403K	⊖	✓	22
Wheel-Trans ridership	Year-to-date ridership	2019 YTD (to Mar)	1,023K	1,083	⊖	NA	22

Customer experience

Customer satisfaction	Customer satisfaction score	Q4 2018	80%	80%	✓	✓	23
------------------------------	-----------------------------	---------	-----	-----	---	---	----



Subway services

1	On-time performance Line 1	Scheduled headway performance at end terminals	Mar 2019	91.7%	90%	✓	⊖	24
2	On-time performance Line 2	Scheduled headway performance at end terminals	Mar 2019	91.1%	90%	✓	⊖	25
3	On-time performance Line 3	Scheduled headway performance at end terminals	Mar 2019	96.1%	90%	✓	⊖	26


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	Mar 2019	99.2%	90%	✓	✓	27
1 Capacity Line 1	Trains per hour during peak	Mar 2019	96.8%	96%	✓	✓	28
1 Capacity Bloor Station	Trains per hour – 8am to 9am	Mar 2019	100%	96%	✓	NA	28
1 Capacity St George Station	Trains per hour – 8am to 9am	Mar 2019	100%	96%	✓	NA	28
2 Capacity Line 2	Trains per hour during peak	Mar 2019	94.7%	96%	✗	✗	29
3 Capacity Line 3	Trains per hour during peak	Mar 2019	100%	98%	✓	✓	30
4 Capacity Line 4	Trains per hour during peak	Mar 2019	100%	98%	✓	✓	31
Amount of service	Average weekly service hours delivered	Feb 2018	11.1K	11.1K	✓	✓	32
Vehicle reliability T1 trains	Mean distance between failures	Mar 2019	523,941 km	300,000 km	✓	✓	33
Vehicle reliability TR trains	Mean distance between failures	Mar 2019	632,432 km	600,000 km	✓	✓	34



















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	Mar 2019	100%	100%	✓	✓	35
Subway cleanliness	Audit score	Q1 2019	91.1%	90%	✓	✓	36
 Streetcar services							
Short turns	Monthly total short turns	Mar 2019	2,121	1,074	✗	✓	37
Amount of service	Average weekly service hours	Feb 2018	18.7K	18.3K	✓	✓	38
Vehicle reliability LFLRV (Low-Floor Light Rail Vehicle)	Mean distance between failures	Mar 2019	13,223 km	35,000 km	✗	✓	39
Vehicle reliability CLRV (Canadian Light Rail Vehicle)	Mean distance between failures	Mar 2019	3,868 km	6,000 km	✗	⊖	40
Road calls and change offs	Average daily road calls or vehicle change offs	Mar 2019	9	2.4	✗	✓	41
Service availability	Daily number of vehicles available for service	Mar 2019	100%	100%	✓	✓	42
Streetcar cleanliness	Audit score	Q1 2019	86.0%	90%	✗	✓	43

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
 Bus services							
Short turns	Monthly total short turns	Mar 2019	1,663	1,590			44
Amount of service	Average weekly service hours	Feb 2019	153K	151K			45
Vehicle reliability	Mean distance between failures	Mar 2019	20,000 km	12,000 km			46
Road calls and change offs	Average daily road calls or vehicle change offs	Mar 2019	26	24			47
Service availability	Daily average service delivered	Mar 2019	101.4%	100%			48
Bus cleanliness	Audit score	Q1 2019	90.7%	90%			49
 Wheel-Trans services							
On-time performance	% within 20 minutes of schedule	Mar 2019	94.0%	90%			50
Vehicle reliability	Mean distance between failures	Mar 2019	15,209 km	12,000 km			51

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
Accommodation rate	Percentage of requested trips completed	Mar 2019	99.9%	99%			52
Station services							
Station cleanliness	Audit score	Q1 2019	73.4%	75%			53
Elevator availability	Percent available	Mar 2019	98.6%	98%			54
Escalator availability	Percent available	Mar 2019	97.2%	97%			55
Fare gates equipped with PRESTO	Percent available	Feb 2019	97.27%	99.5%			56
PRESTO Fare Card Reader	Percent available	Mar 2019	98.85%	99.9%			57
PRESTO Fare Vending Machine	Percent available	Mar 2019	92.55%	99.9%		NA	58
PRESTO Self-serve Reload Machine	Percent available	Mar 2019	97.88%	99.9%		NA	59
PRESTO Fares and Transfer Machines	Percent available	Mar 2019	98.38%	99.9%		NA	60

Ongoing trend indicators: Favourable Mixed Unfavourable

*Represents four-quarter average of actual results

CEO's commentary

By an overwhelming vote of support by City Council on April 16, the King Street Transit Pilot is now permanent.

The decision came nearly two years after Council was first asked to vote on the pilot, which reconfigured King Street through the central section (Bathurst to Jarvis streets) one of the busiest thoroughfares in the city. The results of the pilot would prove to benefit 84,000 daily riders on the 504 King streetcar service.

King Street was always identified as one of Toronto's transit priority corridors, which saw many attempts at improving transit service over the years. This experiment boosted ridership that was already sitting at a high of 72,000 daily riders with significant improvements to travel time and service reliability.

It's always noteworthy to mention that the 504 King streetcar is the third busiest route in the network, surpassed by only Lines 1 and 2.

The provincial government delivered its 2019 Ontario Budget on April 11. The budget outlined significant transit investments. The key announcement was \$28.5 billion for new transit lines, including:

- Ontario Line: \$10.9 billion
- Yonge North Extension: \$5.6 billion
- Scarborough (Line 2) Extension: \$5.5 billion
- Eglinton Crosstown West Extension: \$4.7 billion
- Exploratory work on the Sheppard Subway East Extension

At the same time, the budget document indicated that the Province would “not move forward with the previous government's proposed changes to the municipal share of gas tax funding.”

For the TTC, future increases in Provincial Gas Tax funding were

expected to yield additional capital funding over 10 years of up to \$1.1 billion for TTC base capital program needs. The reduction potentially impacts accessibility and reliability initiatives, such as bus procurements, bus and subway overhauls, and ongoing subway, surface and station infrastructure maintenance and Easier Access programs. This further heightens the state-of-good-repair funding concerns already identified in our 2019-2033 Capital Investment Plan.

On April 16, City Council adopted a report on the City and the TTC's transit expansion priorities for federal infrastructure funding. City Council directed staff to undertake an assessment of the provincial proposal. The TTC is working closely with City staff to undertake due diligence of the proposal to ensure they meet the City and the TTC's needs, objectives and priorities. In addition, discussions continue between the City Manager

and myself regarding transit funding and the impact of the reduction in gas tax funding. The status of these discussions and the due diligence work will be presented to the June TTC Board and City Council meetings.

At the time of writing this commentary we found ourselves at a critical juncture with our train fleet on Line 3.

In mid-April, while preparing trains for morning service, an electrical fault was discovered on one of the cars, which required the unit to be out of service for several days. At the same time, during wheel-truing operations on another unit, an axle-bearing defect was found, resulting in it being held from service.

The Line 3 fleet is only comprised of 28 vehicles. With the fleet undergoing an essential life-extension overhaul, and 20 cars (or five trains) needed for peak service, it left us with only four spares. Two of the four are routinely required for corrective and preventative

maintenance at the already cramped McCowan Carhouse.

But with the two units (four cars) out of service, it had left us in a critical position of not having any replacements in the event of further service faults. Essentially, we were operating with no spare trains available.

While we have the capability to address these issues safely and expeditiously, this is a prime example of the need to modernize and replace our assets before they reach their end of life expectancy.

On Saturday, May 25, the TTC is opening its doors to Bay Lower Station as part of Doors Open Toronto. This is the sixth time that the public will get to visit our “ghost station” below Bay Station. Bay Lower will be open between 10 a.m. and 5 p.m. and usually attracts upwards of 5,000 curious visitors when featured during the popular city-wide event.

Bay Lower has made numerous cameo appearances in many major motion pictures and television

shows – often disguised as New York’s subway. Today, the station is used for training purposes and moving subway trains and work cars between Lines 1 and 2.

Speaking of Bay, the station will host the CONTACT Photography Festival through May. CONTACT 2019 is the largest annual photography festival globally. This event will showcase an array of Canadian and international lens-based artists with more than 200 exhibitions and events involved. We are proud to be part of this collaboration.

I’d like to thank the Toronto Foundation for its endowment to our Underground Sounds subway musicians program. At an event at Bloor-Yonge Station on April 25, TTC Chair Jaye Robinson was joined by Sharon Avery, Toronto Foundation President and CEO, to announce that the foundation would contribute funds to assist in remaking the performance locations in our stations using new creative floor and wall vinyls to enhance both the performer’s and customer’s experience. Musicians

have been entertaining subway riders for nearly 40 years.

I'd like to also mention that the popular Tracks on Tracks program underwent a refresh. This year, the program features six different playlists that customers can download and listen to while commuting. The campaign refresh kicked off with curated playlists from Blue Jays pitcher Marcus Stroman and Raptors centre Serge Ibaka.

In response to the City Auditor General (CAG) Report on fare evasion, the TTC has developed a system-wide awareness campaign to remind customers of the fines they face if caught not paying their fares. Equally important, the campaign features a thank you to the vast majority of customers who do pay their fares. The campaign is scheduled to launch during the week of May 13.

We also committed to providing a Fare Compliance Action Report to the Board in September 2019.

In my March commentary, I provided an update on our Green Bus Procurement Plan. I am pleased to report that our first all-electric bus arrived on property on April 15. The New Flyer Xcelsior XE40 battery electric bus (#3700) was shipped from the manufacturer's finishing plant in Crookston, Minnesota. It was delivered to Arrow Road Garage where charging infrastructure for 10 buses is now in place. The new vehicle continues to undergo testing and commissioning. At the same time, training for Coach Technicians, Operators and Training staff is taking place. We are looking forward to putting it through its paces in revenue service once commissioning is finalized.

This is an exciting milestone for the organization and an important step in our goal towards an emission-free fleet by 2040.

On April 3, the Government of Ontario's Ministry of Training, Colleges and Universities released its *Tuition and Ancillary Fees Minister's Binding Policy Directive*.

The new guidelines would allow students to opt-out of transit-related fees like the U-Pass – a TTC fare program offered to students enrolled full-time in an eligible post-secondary institution.

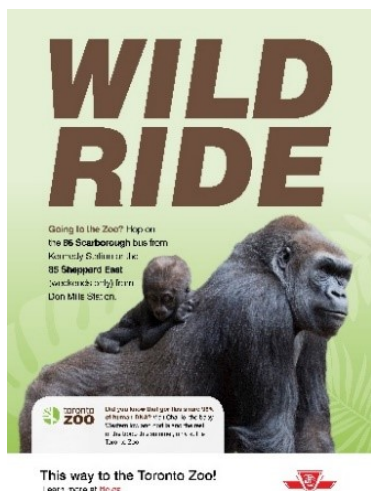
We are re-evaluating the financial impact and logistics of the U-Pass implementation under these new guidelines, and will provide the Board with an update in the near future.

This is the time of year when the TTC reintroduces its seasonal service improvements to some of the city's wonderful attractions, such as the Toronto Zoo, Ontario Place, Cherry Beach and the Scarborough Bluffs.

Starting on May 12, service on the 85 Sheppard East and 86 Scarborough routes will be extended in the early evening on Saturdays, Sundays and holidays to match the zoo's later closing time.

This year, the TTC and the Toronto Zoo have partnered on a campaign to promote our service to the Zoo. It's a colourful campaign featuring

visitor favourites, such as the Zoo's gorillas, tigers and baby zebra, and promotes the new Kangaroo Walk-Thru. The campaign launches in early May.



Service on the 121 Fort York-Esplanade will be extended to Ontario Place and Cherry Beach. This year it will be rerouted via Front Street West and Spadina Avenue, in both directions, to reduce traffic delays that were occurring last year as a result of Toronto Blue Jays home games.

Bus riders will also see the return of the 175 Bluffer's Park service. This weekend-only seasonal bus service will run between Kennedy Station and Bluffer's Park every 15 minutes during the daytime and early evening on Saturdays, Sundays and holidays.

TTC vehicle maintenance crews have begun working diligently on the bus and rail fleets to keep customers cool through the summer months. In order to ensure our rolling equipment is ready to handle those extreme hot days we know are ahead, scheduled proactive maintenance on air conditioning units is underway and at the time of writing this commentary, about 58% of all buses, Line 1 trains, Line 2 trains, Line 3 trains and low-floor streetcars were inspected. All vehicle inspections are scheduled for completion by the end of May.

As outlined in the table on page 13 of this report, crowding on buses has increased from the previous quarter. This is due to an increase in boardings, which has been recorded in recent and more readily

available Automated Passenger Count data. Crowding on streetcars and subway trains has remained consistent.

Our action plan to address overcrowding focuses on matching capacity with demand, and includes reallocating resources from routes with excess capacity to those that are overcrowded.

On bus services, we'll adjust service levels in conjunction with service reliability improvements planned throughout 2019. We'll continue to monitor ridership on corridors with new express service as it's expected that crowding levels will be within standard as more customers become aware of the new express options available to them.

On streetcar services, we'll address crowding through the continued rollout of new high-capacity, low-floor streetcars. Low-floor vehicles are expected to be on all streetcar routes by early 2020.

Supplementary bus service may be used on some routes during the busiest times.

On subway services, we'll address crowding through service reallocations on Lines 1, 2 and 3 during the off-peak in Q3 and Q4 of 2019.

With the continued delivery of new low-floor streetcars, we are advancing their deployment on more routes.

Currently, the 504 King, 509 Harbourfront, 510 Spadina and 512 St Clair are fully served with low-floor streetcars. We began deploying these streetcars on the 501 Queen in January 2019. We expect that all service on Queen, between Humber Loop and Neville Park Loop will be operated by low-floor streetcars by early summer.

Subsequent routes for streetcar deployment will be: 511 Bathurst (summer 2019), 501 Queen (Long Branch Loop to Humber Loop, fall 2019), 506 Carlton (late 2019), and 505 Dundas (spring 2020). Low-floor streetcar service on Kingston

Road will be introduced in 2020 following a review of streetcar services as part of our Five-Year Service Plan.

A handwritten signature in blue ink, appearing to read 'Richard J. Leary', with a stylized flourish at the end.

Richard J. Leary
Chief Executive Officer
May 2019

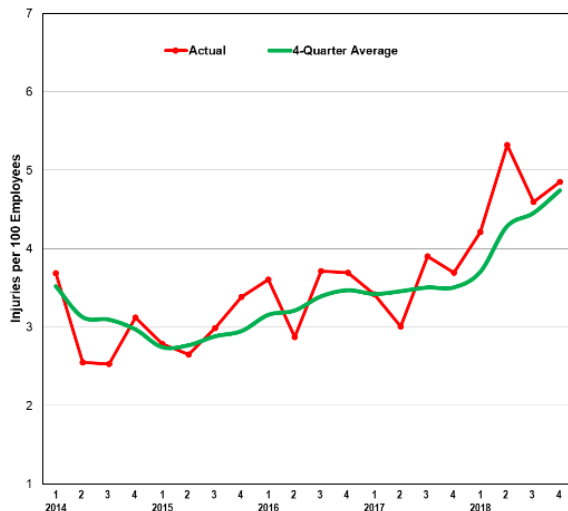
Quarterly Crowding Report

Mode	Q4 2018 - Overcrowding					Q1 2019 - Overcrowding					
	Routes	Peak Periods	Off-Peak Periods	Total	% of All Periods	Routes	Peak Periods	Off-Peak Periods	Total	% of All Periods	% Change Q4/Q1
Bus	38	3	65	68	3.7%	41	13	69	82	4.5%	0.8%
Streetcar	6	5	20	25	21.0%	8	2	21	23	19.3%	-1.7%
Subway	3	2	3	5	9.6%	3	2	5	7	13.5%	3.8%
Total	47	10	88	98	4.9%	52	17	95	112	5.6%	0.7%

Note: In peak periods (weekday mornings and afternoons), the TTC's crowding standard for all modes is set to accommodate seated and standing customers. In off-peak periods, the crowding standard is set to accommodate seated customers for bus and streetcar services and seated and standing customers (to a lesser degree than in the peak periods) for subway.

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

Results

The LTIR for Q4 2018 was 4.85 injuries per 100 employees.

Analysis

The LTIR for Q4 was 2% higher than the four-quarter average of 4.75 injuries per 100 employees. This increase is mainly attributed to the rise in reach/bend/twist and acute emotional event (AEE) injuries in this quarter. There has been an upward trend in the LTIR since 2015.

Action plan

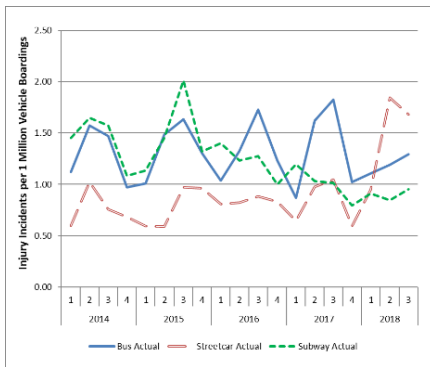
Musculoskeletal injuries (e.g. overexertion, reach/bend/twist and repetition) account for 23% of all lost-time injuries and continue to represent the highest injury event type since 2014. The Ergonomic Musculoskeletal Disorder Prevention Program, currently being implemented, focuses on preventing such

injuries and resolving ergonomic concerns. The program is expected to be fully in place by the end of 2019.

AEE injuries caused by sudden traumatic events continue to represent the second highest injury type and account for 17% of all lost-time injuries since 2014. In January 2018, under the Workplace Safety and Insurance Board Act, the Province introduced two legislative changes: 1) The new policy on Chronic Mental Stress allows for compensation due to work-related stressors such as harassment; 2) The policy on Traumatic Mental Stress was revised to broaden the spectrum of psychological claims. These changes have created an opportunity for an increase in the reporting of claims related to emotional trauma injuries.

Note: Q1 2019 data will be available in the June 2019 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 Q4 2018 was 0.95 injury incidents per one million vehicle boardings.

Analysis

The CIIR for Q4 was 10% lower than the four-quarter average rate of 1.06 injury incidents per one million vehicle boardings.

The four-quarter average line shows there has been a continued downward trend in CIIRs since 2014. This decrease is mainly attributed to a reduction in customer injury incident rates in the subway.

Action plan

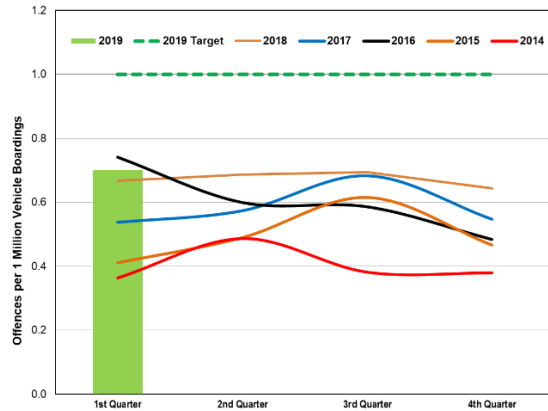
The continuous reduction in station-related subway injuries since 2015 is partly attributed to a decrease in elevator/escalator injury incidents compared to previous years. Since March 2018, elevator and escalator safety videos play hourly on most

TTC platform video screens and station information screens.

The reduction in station-related subway injuries over the years is also partly attributed to the reduction in slip/trip injury incidents due to the application of slip resistant coating on selected station floor areas, regular mopping of stairways, and the roll out of the *Slips, Trips, and Falls* prevention campaign.

Note: Q1 2019 data will be available in the June 2019 CEO's Report.

Offences against customers



Definition

Number of offences against customers per one million vehicle boardings.

Contact

Collie Greenwood,
Chief Service Officer

Results

The total number offences against customers increased in Q1 to 0.7 per one million vehicle boardings. The current rate is 9% higher than the previous quarter (0.64) and 4% higher than the same time last year (0.67).

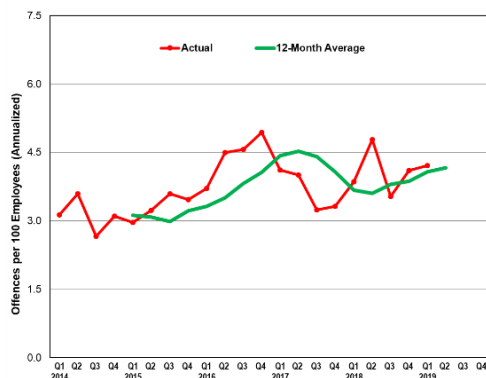
Analysis

Although the number of *Assaults* remained consistent with last quarter, there was an increase in the number *Sexual assaults* and *Thefts*.

Action plan

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

Collie Greenwood,
Chief Service Officer

Results

The total number of offences against staff increased in Q1 to 4.22 per 100 employees. The current rate is 2.7% higher than last quarter (4.11) and 9% higher than the same time last year (3.86).

Analysis

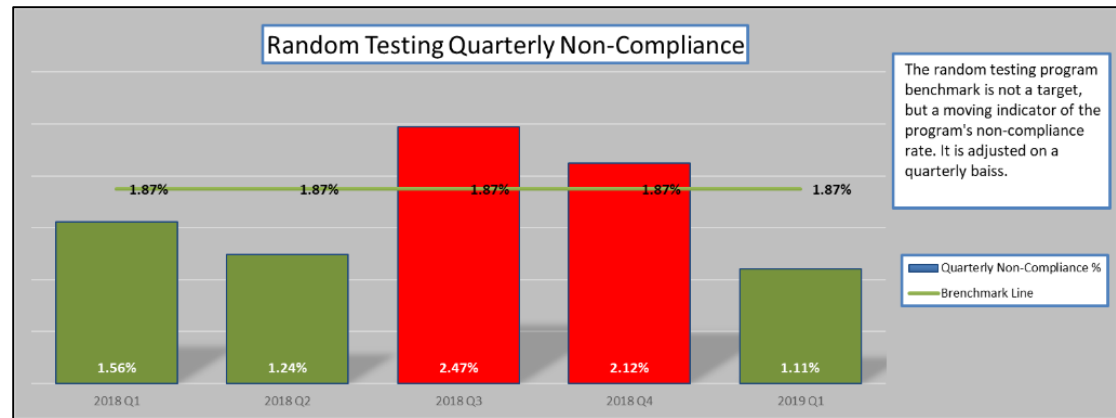
Q1 had an increase in *Assaults* and *Threats* compared to the previous quarter. Other offences, including *Mischief*, *Harassment*, *Indecent exposure*, *Sexual assault* and *Robbery*, decreased this quarter.

Action plan

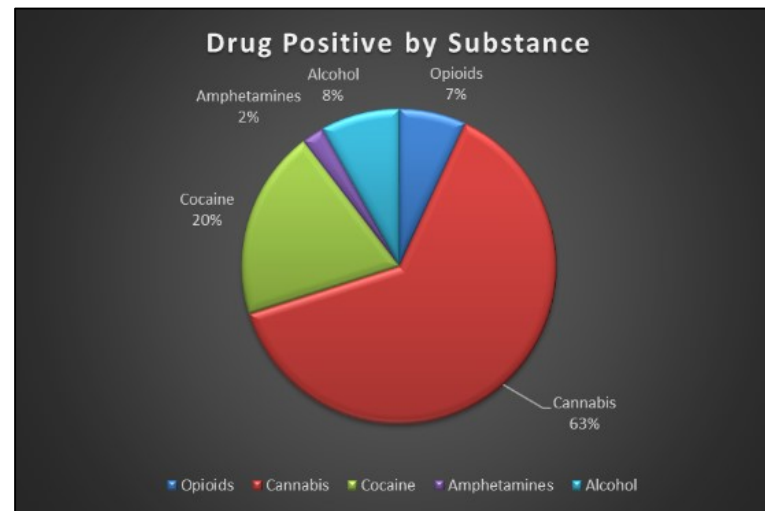
Transit Enforcement Special Constables will continue to provide support to surface personnel via the BUS STOP (Bringing Uniform Support to Surface Operating Personnel) initiative, and conduct special details and initiatives to assist with ongoing and emerging issues identified by staff across the system.

Fitness for duty

The data shows the number of random tests conducted on designated TTC employees (safety sensitive, specified management, and designated executive) in the specified period of time. The data is provided by DriverCheck Inc., the TTC's 3rd party provider.



The chart showing "Drug Positive by Substance" is updated on a quarterly basis. The information is up to March 31, 2019. The next update will be in the August 2019 CEO Report. Some results are returned as positive for more than one substance

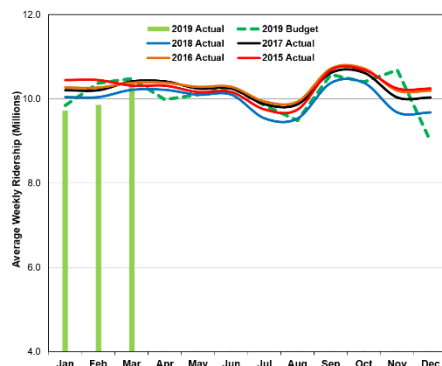


Contact

Megan MacRae,
Executive Director of
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

Dan Wright,
Chief Financial Officer

Results

Period 3 (March 3 to April 6, 2019) revenue ridership was at 52.0 million or 10.4 million passengers per week. This was approximately 0.4 million (0.8%) below the budget of 52.4 million rides but 0.1 million (0.1%) above the same period in 2018.

Year-to-date (YTD) ridership at the end of period 3 was 137.2 million, 3.1 million (2.2%) below budget and 2.0 million (1.4%) below the comparable period in 2018.

Analysis

Ridership during the first two periods of 2019 appears to have been affected by two factors compared to early 2018: severe weather and higher PRESTO adoption.

Ridership is affected by heavy snow and severe cold. Our customers experienced more of both this winter, in particular five severe snow storms compared vs. none during the comparable period last year. The

data is still being studied, but it appears the more typical weather in March this year helped to reverse that trend with slightly higher ridership compared to last year.

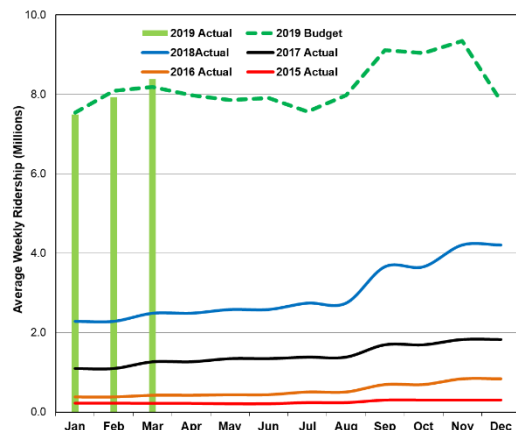
Higher PRESTO adoption appears to have affected measured ridership in two ways. First, we now have more precise ridership data compared to counting tokens and weighing paper tickets. Second, about 80,000 or 25% of our monthly pass customers have converted to PRESTO pay-as-you-go e-purse, likely to take advantage of the two-hour transfer and for some the TTC/GO discounted co-fare. This would affect measured ridership to the extent that these customers may ride less often than the monthly average of 71 rides per adult monthly pass.

Compared to previous years, more frequent weekend subway closures have adversely impacted weekend ridership and the TTC may have also experienced an increase in fare evasion during the PRESTO implementation period.

Action plan

To re-establish sustained ridership growth, a new Ridership Growth Strategy, an extension of the 2018-2022 TTC Corporate Plan, is being implemented with three main objectives: (1) Retain current customers; (2) Increase transit rides per current customer; and (3) Attract new customers to the system. With the discontinuation of the monthly Metropass in December 2018, during 2019 we plan to increase the monitoring of fare payment with PRESTO or otherwise via proof-of-payment and implement additional controls to prevent fare evasion.

PRESTO ridership



Definition

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

Note: PRESTO ridership is included in TTC ridership totals.

Contact

Dan Wright,
Chief Financial Officer

Results

Period 3 (March 3 to April 6, 2019) PRESTO ridership was 41.9 million or 8.4 million passengers per week. This was approximately 1.0 million (2.4%) above the budget and 29.7 million (243%) higher than March 2018 ridership of 12.2 million.

Year-to-date ridership at the end of period 3 was 108.9 million, 0.1 million (0.1%) above budget and up 76.6 million (236.8%) above the comparable period in 2018.

Analysis

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 and PRESTO fare gates and fare vending machines at all subway entrances. Furthermore, the retirement of the legacy Metropass on December 31, 2018 encouraged a significant move of customers to PRESTO in 2019, driving the increase of over 200,000 unique PRESTO card using the system in the first 3 months of 2019, resulting

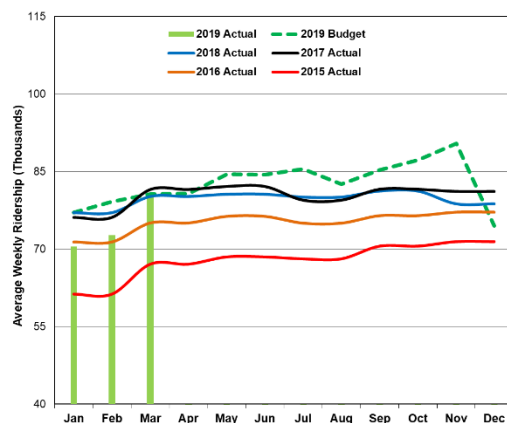
in an increase in PRESTO adoption from 45.5% in December 2018 to 80.6% in March 2019.

We are in discussions with Metrolinx about adoption rate calculation given measurement uncertainties related in particular to two-hour transfer and PRESTO monthly pass ridership. Regardless, PRESTO adoption has increased substantial over the past year, from about one-quarter of ridership in February 2018 to about three-quarters now and it has become the predominant TTC fare payment method.

Action plan

PRESTO adoption will continue to increase with the phasing out of legacy fare media, more fare options made available under PRESTO and a number of marketing and communication activities, which encourage PRESTO adoption. The PRESTO adoption rate is expected to continue to increase significantly during 2019, reaching approximately 95% once legacy fare media are no longer sold.

Wheel-Trans ridership



Definition

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

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

Contact

Dan Wright,
Chief Financial Officer

Results

Ridership in Period 3 (March 3 to April 6, 2019) was 400,446 (or 80,089 passengers per week). This figure was 0.7% lower than the budgeted 80,654 customers per week. In terms of year-over-year growth, the March ridership of 400,446 is 0.1% lower compared to the same period in 2018.

Analysis

Wheel-Trans continues to experience lower than expected ridership results. Increased ridership during the second half of March has brought total Period 3 ridership close to the budget estimate.

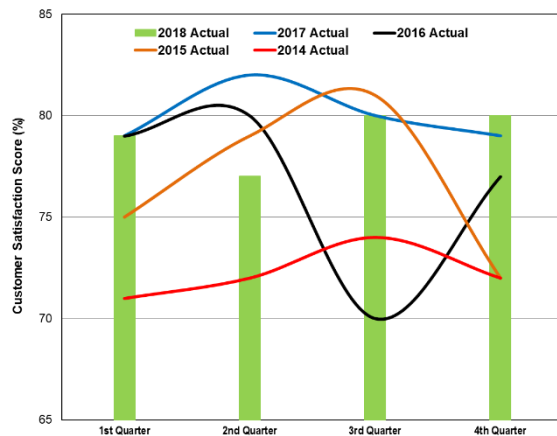
The ability for customers to reach the contact centre continues to be a concern. Additional staff are being hired to address this issue. The ability to respond more readily to customer trip requests will have an impact on future ridership levels.

Action plan

We will continue to monitor the trend experienced in the last two weeks of Period 3 as well as the impact of hiring additional contact centre staff. The additional staff are expected to have an impact on ridership as this will allow Wheel-Trans to respond more readily to customer trip requests. New contact centre staff started as of the first week in April and will continue to be brought on board on a regular basis. Staff are reviewing cancelled trips in order to work with customers in reducing the rate of cancellation and same day cancellations.

Customer experience

Customer satisfaction score



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*

Results

Four-in-five (80%) customers had high perceptions of overall satisfaction in Q4 2018, which is consistent with last quarter (80%) and last year's overall satisfaction scores (80%). We had another strong year in terms of overall customer satisfaction, averaging 79%.

Analysis

Streetcar customers expressed a significant increase in perceptions of overall satisfaction this quarter (81%) compared to the same time last year (71%). Satisfaction was boosted by improvement in key drivers, such as trip length, helpfulness of staff and overall comfort of ride.

Line 2 customers were more satisfied (69%) with levels of crowding compared to last quarter (66%) and the same time last year (59%). Line 1 customer satisfaction with crowding dipped to 58%, down from 66% last quarter, but up from the same time last year (52%).

Action plan

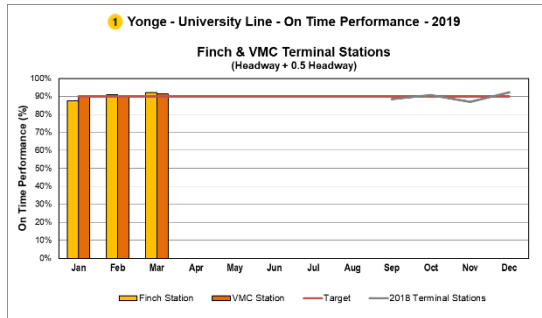
Rising streetcar customer satisfaction suggests that the delivery of new low-floor streetcars and adjustments to service, including the King Street Transit Pilot and adding Run-As-Directed vehicles, are having a positive impact on customer perceptions.

This year we saw an overall improvement in perceptions of crowding on Line 1 compared to 2017 thanks to various relief initiatives, including adding more trains and the commissioning of the north hostler platform at Wilson Yard, which makes it easier for trains to enter service.

Note: Q1 2019 data will be available in the June 2019 CEO's Report.

Subway services

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



Definition

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

Contact

James Ross,
Chief Operating Officer

Results

In March, performance improved from 90.9% to 92.0% at Finch and from 90.0% to 91.4% at Vaughan. The average OTP on Line 1 was 91.7%, meeting the target of 90%.

Analysis

Delay minutes on this line increased by 3% in March. Decreases in *Subway infrastructure* delays (down 31.4%) and *Fire/smoke* delays (down 74%) were offset by an increase in *Customer-related* delays (up 27%). Delay minutes attributed to emergency alarms with no emergency found, increased by 134.3%.

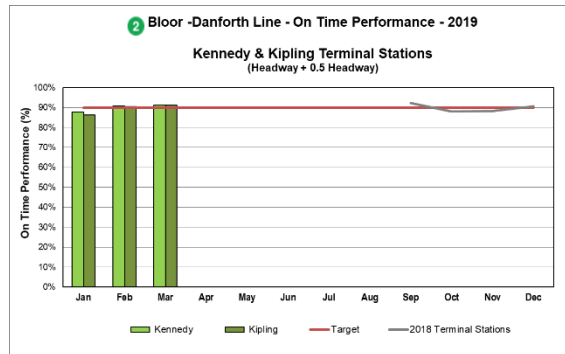
Action plan

Station staff are deployed throughout the subway network to respond quickly and provide support when emergency alarms are activated.

In addition, we continue our partnership with Toronto EMS to station paramedics at key locations in peak periods to provide care to our

customers and clear delay incidents quickly.

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

In March, performance increased from 90.8% to 91.2% at Kennedy and from 90.5% to 91.1% at Kipling. The average OTP on Line 2 was 91.1%, meeting the target of 90%.

Analysis

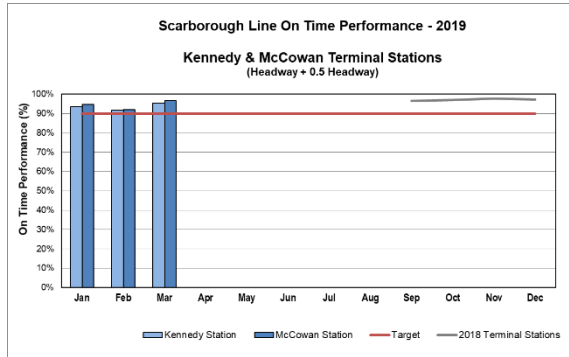
This measure remained fairly stable with a small improvement. Improved weather conditions have contributed to service quality.

TTC engineering staff, along with external expertise, continue to work on minimizing noise and vibration issues due to rail squeal and flat wheels. Further improvements are expected in the coming months.

Action plan

We remain focused on end terminal departures, ensuring trains leave on schedule and reducing the back up of trains approaching end terminals.

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

In March, performance on Line 3 decreased to 95.5% from 91.8% at Kennedy and to 96.7% from 91.9% at McCowan. The average OTP on the line was 96.1%, meeting the target of 90%.

Analysis

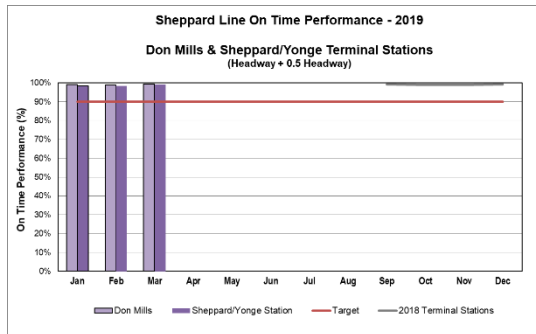
We continue to see reliability improvements as a result of the life-extension on our rolling stock. Upcoming weekend closures will give our subway infrastructure staff the opportunity to perform reliability and resilience work that cannot be done in our nightly maintenance window.

An area of concern is an increase in delay minutes attributed to *Fire/smoke* incidents at track level or on a platform. These incidents are constantly being reviewed by staff to continue the overall positive trend for these incidents over the past five years.

Action plan

For improved overall service, the vehicle maintenance program and schedule will be reviewed to determine if an additional train should remain in service outside of the peak periods.

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 6:00am and 2:00am. To be on time a train must be within 1.5 times of its scheduled headway.

Contact

James Ross,
Chief Operating Officer

Results

Results for March were slightly higher at both terminals on Line 4, with average OTP across the line at 99.2%. The target is 90%.

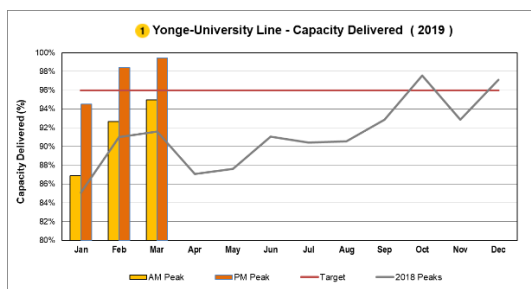
Analysis

With a relatively low number of delay incidents, a consistent service throughout the day, and a shorter distance per round trip, this line continually performs well in all performance indicators.

Action plan

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

Improvements in capacity were realized during both the a.m. and p.m. peaks on Line 1, achieving 95.0% in the a.m. and 99.5% in the p.m. Average peak period capacity delivered was 96.8%, meeting our target of 96%. Capacity delivered in the peak-of-the-peak at our interchange stations was 100%.

This measure has improved over the last three months and we anticipate meeting our target for both a.m. and p.m. peaks in future periods.

Analysis

Improved weather, a 31.4% reduction in Subway infrastructure equipment delay minutes and a 74% reduction in Fire/smoke incidents at track level or on a platform helped this measure. The overall measure was impacted by some particularly poor days:

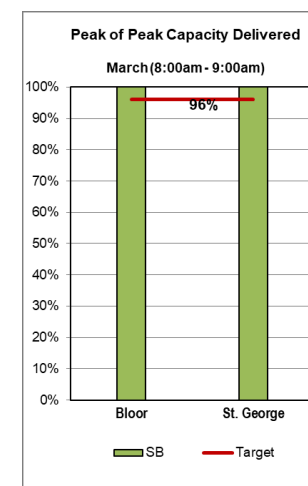
- On March 5 we achieved only 19.2 trains-per-hour in the p.m. peak due to a signal/train stop problem.
- On March 18 we recorded the lowest performing a.m. peak with

only 18.9 trains-per-hour due to a damaged switch at Davisville, which suspended service both ways for 87 minutes.

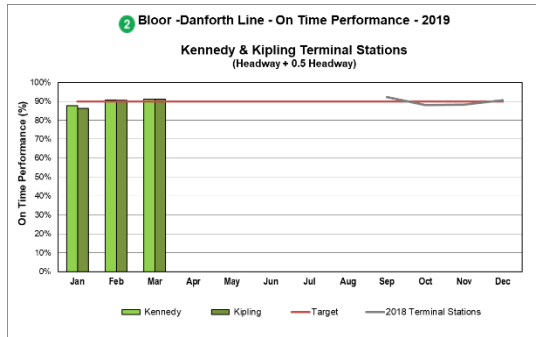
Action plan

The benefits of our Automatic Train Control (ATC) system are continuing to be seen all along the line, not only in the ATC territory. The addition of run-as-directed trains that were added in 2018 provide relief along the line when delays do occur.

ATC is scheduled to be extended from Dupont Station to St Patrick Station later this spring.



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

Capacity decreased slightly during both a.m. and p.m. peaks on Line 2, achieving 94.6% in the a.m. and 94.8% in the p.m. Average peak period capacity delivered was 94.7%, failing to meet our target of 96%.

Analysis

Service on this line was negatively impacted by several delay incidents during March. Security-related delay minutes increased by 83.2%.

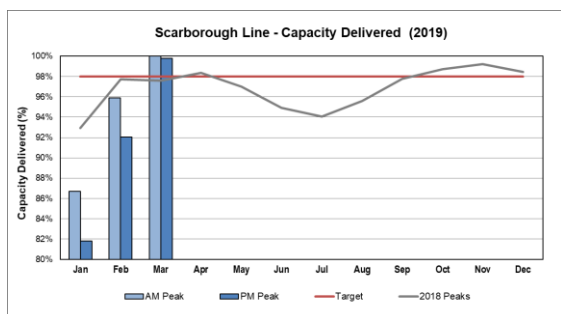
Specific issues included *Suspicious package* incidents on March 18 and 19 affecting Broadview Station, and an *Injury on the tracks* incident on March 20, resulting in only 18.1 trains-per-hour of only.

TTC engineering staff, with the support of external expertise, continue to work on minimizing noise and vibration issues due to rail squeal and flat wheels, and further improvements are expected in the coming months.

Action plan

Although frustrating for service, many issues experienced on this line in March were the result of police activity. During these incidents, TTC staff work closely with Toronto Police to restore service as quickly as possible, while remaining primarily focused on public safety.

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

Dramatic improvements in capacity were realized during both the a.m. and p.m. peaks on Line 3, achieving 100% in the a.m. and 99.8% in the p.m. Average peak period capacity delivered was 100%, meeting our target of 96% and up significantly from 93.8% in February.

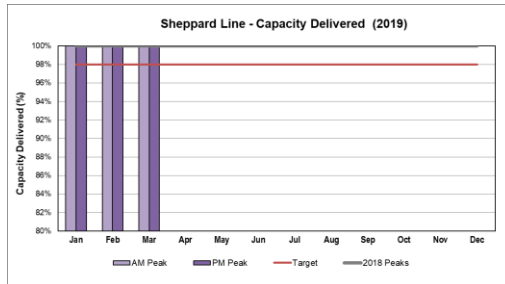
Analysis

Overall delay minutes decreased by 51.8% mostly because of 302 fewer weather-related delay minutes when compared to February.

Action plan

TTC staff continue to see reliability improvements as a result of the life-extension on our rolling stock, and upcoming weekend closures will give our subway infrastructure staff the opportunity to perform reliability and resilience work that cannot be done in our nightly maintenance window. Service quality is expected to continue meeting target in coming months.

Line 4: Capacity



Definition

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

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

Contact

James Ross,
Chief Operating Officer

Results

Line 4 continues to exceed the capacity target and remains at 100%.

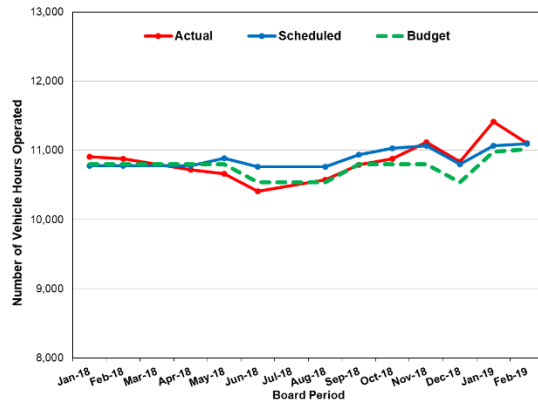
Analysis

There was only one significant weekday delay during the peak that lasted 14 minutes due to an ill customer.

Action plan

Line 4 continues to run as scheduled and consistently delivers at or near 100% capacity. No further action required at this time.

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 February 2019 Board Period, 11,018 subway weekly hours were budgeted for service, while 11,094 subway weekly hours were scheduled to operate. This represents a variance of 0.69%.

Of the 11,094 subway weekly hours scheduled to operate, 11,101 weekly hours were actually delivered, which represents a variance of 0.07%.

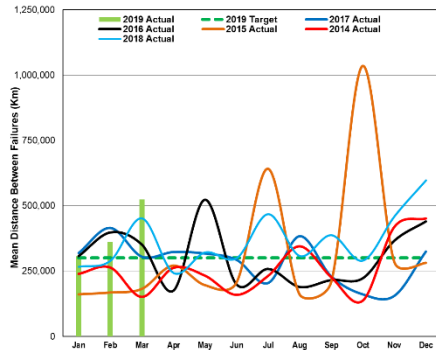
Analysis

Actual service hours are matched with scheduled service hours.

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 Vehicle Officer

Results

The MDBF in March was 523,941 kilometres, exceeding the target of 300,000 kilometres and the March 2018 total of 451,501 kilometres.

Analysis

In March, there were seven delay incidents greater than or equal to five minutes. The top offending system was the passenger door system with three delay incidents greater than or equal to five minutes. This was followed by the body system with two incidents and then the brake and speed control systems each with one delay incident.

Action plan

The three passenger doors system-related failures were a result of: a missing door roller and defective door control lock and door drum switch locks. The missing door roller was replaced and doors were tested with positive results. The defective door control lock and drum switch locks were replaced. All doors were tested with multiple cycling of the

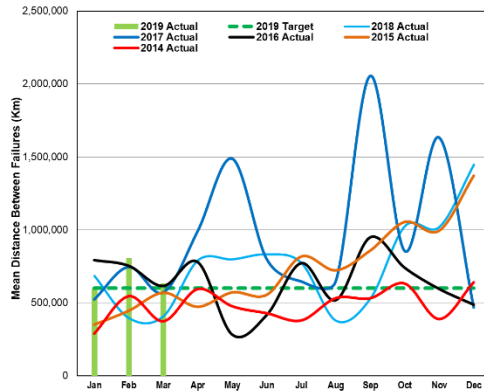
door sets and door locks with no further issues.

The two body-related issues were a result of an out-of-alignment cab seat and a misaligned windshield wiper. Both the cab seat and the windshield wipers were realigned and tested multiple times with positive results.

The brake-related incident was a result of a defective friction brake electronic control unit (FBECU) which also seized the brake shoes. The FBECU has since been replaced and sent for testing, while all brake shoes were replaced, and brake system tested with positive results.

The speed control-related incident was a result of a dirty sensor. The sensor has since been cleaned, and the speed control system has resumed in revenue service with no further issues detected.

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 Vehicle Officer

Results

The MDBF in March was 632,432 kilometres, exceeding the target of 600,000 kilometres and the March 2018 total of 407,535.

Analysis

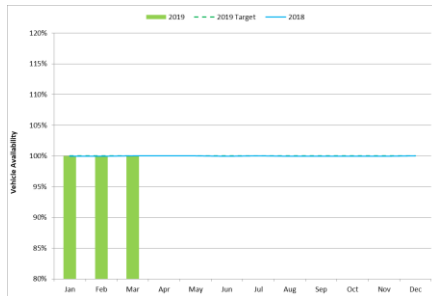
In March there were eight delay incidents. The top offending system was the passenger door system with six delay incidents. This was followed by the body system with two delay incidents greater than or equal to five minutes.

Action plan

The six passenger door-related incidents were due to a missing cotter/clevis pin, loose door pin in connector, a delaminated door roller, broken front latch pin, faulty door master switch panel, and a broken S2 lock switch. All the door-related issues were corrected, replaced and doors cycled multiple times with positive results. Trains returned back to revenue service with no further issues.

The two body-related incidents were related to the cab seat. A broken weld and broken swivel locks were replaced and repaired. Cab seats were tested multiple times with positive results.

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 Vehicle Officer*

Results

The vehicle availability for March was 100%.

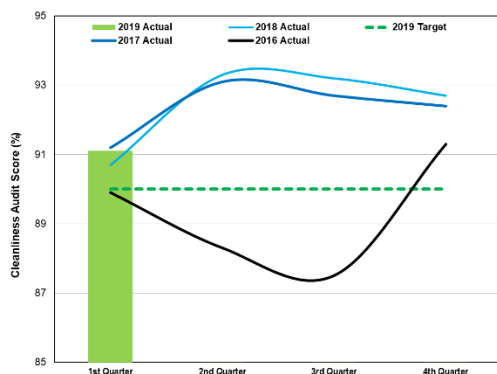
Analysis

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

Action plan

Continue with the delivery of safe, reliable and clean vehicles to service on all 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 Vehicle Officer

Results

The average rating of 91.1% in Q1 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, mandatory decals, etching/scratchitti and graffiti/stickers.

Major factors affecting the quarter vs quarter overall cleanliness scores in Q1 2019 were the exterior, floors and windows. These scores were lower than previous quarters due to colder inclement weather conditions where exterior washes are limited. In addition to the inclement weather, there was increased use of salt and sand on the ground. The floors are addressed every 14 days during the Floor Wash cycle.

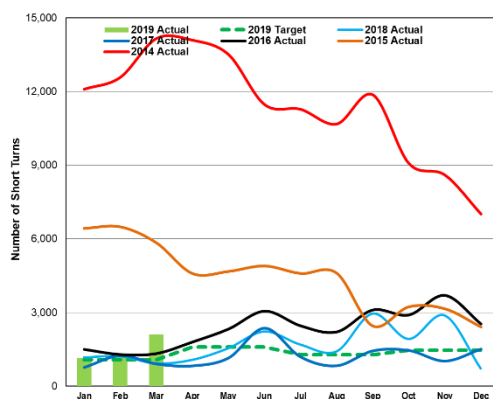
Action plan

Exterior vehicle washes were limited due to weather conditions in Q1

2019. Focused exterior programs will be picked up in the spring and summer months of 2019.

Streetcar services

Streetcar: Short turns



Definition

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

Contact

Collie Greenwood,
Chief Service Officer

Results

There were 2,121 short turns in March, an increase compared to February (1,171) and the same time last year (931).

Analysis

Over the five-week period, the 501 Queen route made up approximately 40% of all short turns. This increase on the 501 route was due to several factors:

First, the reduction in Run-As-Directed (RAD) streetcars beginning in Week 8 (from 6 a.m./p.m. to 3 a.m./p.m.) has hurt the operational flexibility to respond to incidents and service gaps on all routes.

Second, the Queen route is largely serviced by CLRVs. These legacy vehicles experienced a high number of mechanical delays and disablements in March.

Finally, the Queen route is in a transition period with LFLRVs making up a small portion of the vehicles on the route, mixing with the CLRVs that have historically operated on the

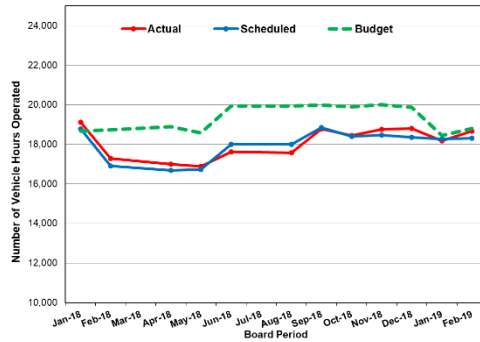
route. The different speed and operating characteristics of the two vehicle types inherently leads to more bunching and gapping on the route.

The 505 Dundas route has also seen its short turn numbers increase this period, moving into second place behind the 501 Queen on a per-route basis. The 505 route has been negatively impacted by the ongoing infrastructure work taking place between Spadina and University Avenues.

Action plan

Ongoing efforts will be made to plan for the availability of RAD streetcars to increase operational flexibility. The upcoming planned schedule improvements to the 504 King and 501 Queen routes will also help keep short turn figures below target. The transition to a full LFLRV operation on the main portion of the 501 route will be complete by the June Board Period. The construction work along the 505 Dundas route is scheduled to be completed by the end of September. All of these factors will help reduce the short turn figures.

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 February 2019 Board Period, 18,794 streetcar weekly hours were budgeted for service, while 18,315 streetcar weekly hours were scheduled to operate. This represents a variance of -2.55%.

Of the 18,315 streetcar weekly hours scheduled to operate, 18,677 streetcar weekly hours were actually delivered, which represents a variance of 1.97%.

Analysis

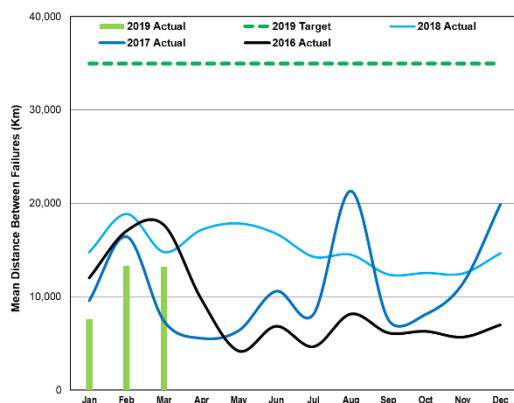
The variance between budgeted hours and scheduled hours is a result of the streetcar fleet shortage. Streetcars have been removed from 505 Dundas and 511 Bathurst and replaced with bus service.

Actual service hours are matched with scheduled service hours.

Action plan

Staff continue to monitor the Bombardier delivery schedule.

LFLRV streetcar: Mean distance between failures (MDBF)



Definition

Total kilometres travelled by the Low-Floor Light Rail Vehicle (LFLRV) compared to the number of mechanical incidents 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.

Contact

Rich Wong,
Chief Vehicle Officer

Results

The MDBF for the LFLRV fleet in March was 13,223 kilometres. This is a decrease of 1,554 kilometres from the same time last year and a decrease of 81 kilometres from last month.

The overall LFLRV MDBF remains below the 35,000-kilometre target.

Analysis

The overall number of failures in March remained consistent with February. Slight increases in brake, high voltage and train control management system failures resulted in a small decrease in MDBF.

Action plan

Bombardier has developed various vehicle modification programs to help improve reliability. These programs continue to be refined as more operational data becomes available with the use of the vehicles and a greater fleet size. An example of a vehicle modification program is the door system whereby design and

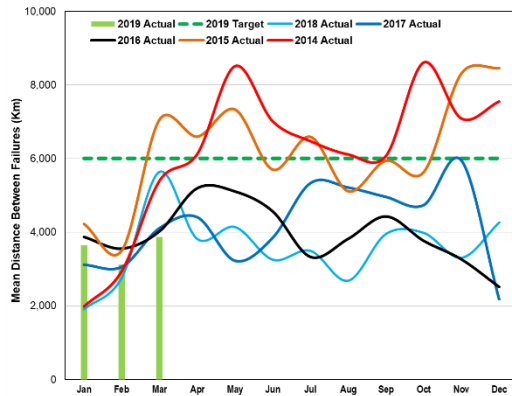
component improvements are being implemented on new and existing vehicles.

Streetcar decommissioning schedule

Year	CLRV	ALRV	Total
2014	2	1	3
2015	7	0	7
2016	16	5	21
2017	30	0	30
2018	28	31	59
2019*	113	15	128
Total	196	52	248

*Projected

CLRV streetcar: Mean distance between failures (MDBF)



Definition

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

Contact

Rich Wong,
Chief Vehicle Officer

Results

The MDBF of the CLRV Fleet in March was 3,868 kilometres. This is a decrease of 1,770 kilometres from the same period last year and an increase of 754 kilometres from last month. The MDBF continues to remain below the target of 6,000 kilometres

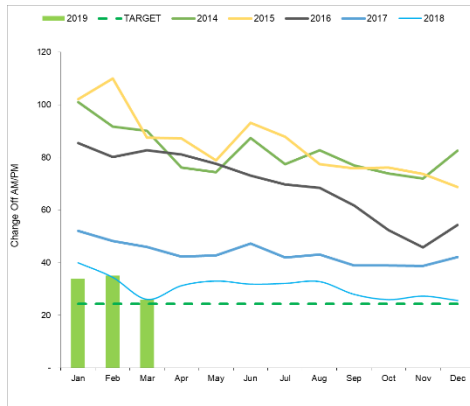
Analysis

The improvement in reliability is largely due to better weather conditions and continued efforts to decommission the legacy fleet. Improved weather conditions result in fewer sander and brake-related issues.

Action plan

As this legacy fleet is scheduled to be decommissioned by end of this year, maintenance staff will continue to ensure the vehicles are safe to operate in service. However, technical efforts moving forward are being shifted to the new LFLRV fleet and to providing Bombardier with additional assistance.

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 Vehicle Officer

Results

The target for the maximum number of RCCOs is 1.5% of peak daily service. In March, 5.5% (9 of 161 vehicles) of the peak daily service, including Run-As-Directed vehicles, resulted in a RCCO. This was a decrease of 1.4% from the previous month.

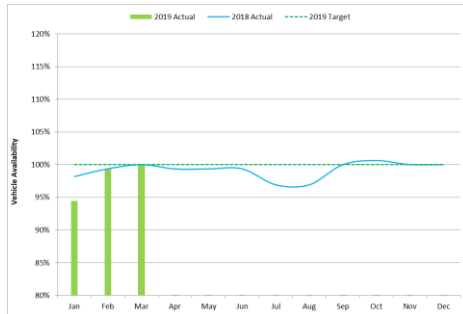
Analysis

The 1.4% reduction in RCCO in March equates to a reduction of two vehicles on average per day. Improved weather conditions and fewer sanders and brake-related issues helped to achieve this reduction.

Action plan

The Vehicle Reliability and Quality Assurance team is continuing to focus on the top problem systems on the vehicles. Root cause analysis to determine design, component quality and workmanship issues is being conducted.

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 Vehicle Officer

Results

The target for streetcar availability is 100% of peak daily service, including Run-As-Directed vehicles. In March, the target was met with an average of 161 vehicles available for service.

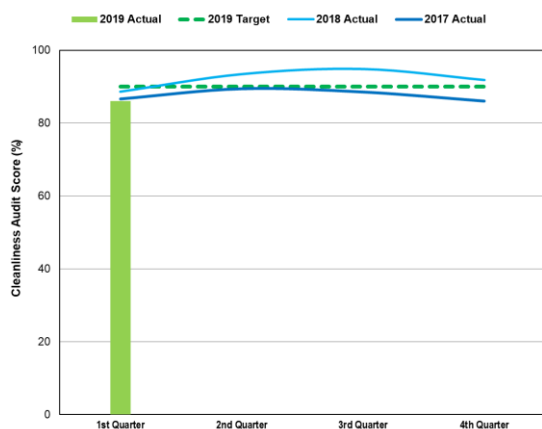
Analysis

With the number of LFLRVs increasing and the decommissioning of legacy vehicles, target availability numbers are being met.

Action plan

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 Vehicle Officer

Results

The audit score for streetcar cleanliness for Q1 2019 was 86.0%. This is a decrease from both Q1 2018 (88.6%), and Q4 2018 (91.8%). Overall performance on streetcar cleanliness was below the target of 90%.

Analysis

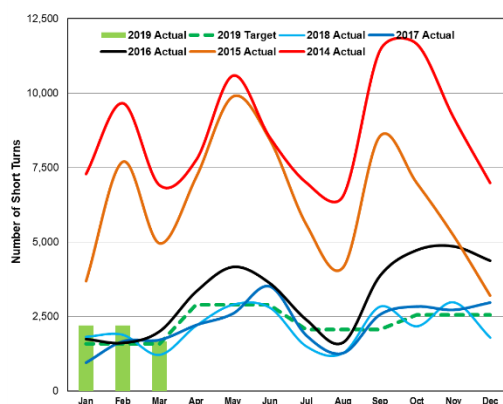
Poor weather conditions in January impacted Q1 quarterly cleanliness. Cold temperatures below -10 degrees Celsius and significant snow prevented regular exterior washes from being completed. Although floors were washed regularly, accumulation of salt and sand deposits contributed to a decrease in overall cleanliness.

Action plan

Staff continue to investigate and identify further improvements, including additional equipment to make cleaning more efficient.

Bus services

Bus: Short turns



Definition

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

Contact

Collie Greenwood,
Chief Service Officer

Results

Short turns for March (1,663) were slightly above the target of 1,590. This is a decrease from last month (2,202), but an increase from the same time last year (1,221).

Analysis

The March figures were slightly over target, with the short turn totals being driven to a certain extent by increased traffic congestion around Metrolinx construction on Eglinton Avenue.

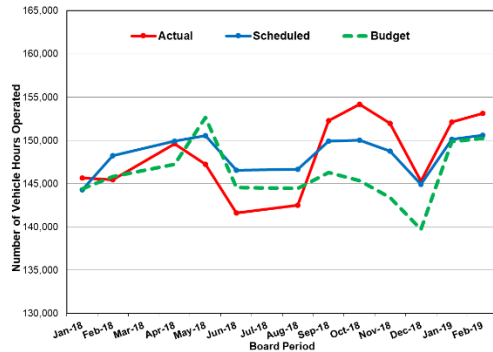
In addition, a number of isolated incidents, such as a watermain break on Steeles Avenue and Woodbine Avenue earlier in the period, and City of Toronto construction at Wilson Ave and Bathurst St resulted in higher than average turns for the period.

The top five routes for short turns were: 41 Keele (7.1%), 35 Jane (5.5%), 63 Ossington (5.0%), 75 Sherbourne (4.6%) and 96 Wilson (4.0%), representing one-fifth of all short turns.

Action plan

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 actual operating conditions.

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 February 2019 Board Period, 150,244 bus weekly hours were budgeted for service, while 150,577 bus weekly hours were scheduled to operate. This represents a variance of 0.22%.

Of the 150,577 bus weekly hours scheduled to operate, 153,108 weekly hours were actually delivered, representing a variance of 1.68%.

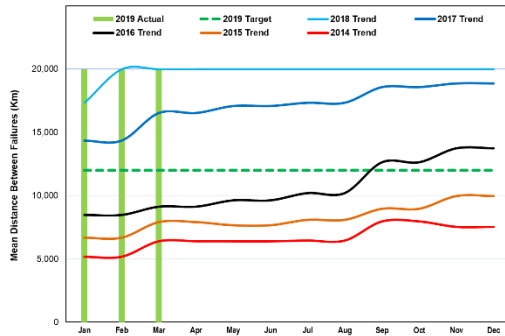
Analysis

Actual service hours are matched with scheduled service hours.

Action plan

No action required at this time.

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 Vehicle Officer

Results

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

Analysis

The MDBF for the bus fleet remained high and above the target. New vehicles entering the fleet, such as the 88 new Nova hybrids received to date in 2019, contribute to this reliability.

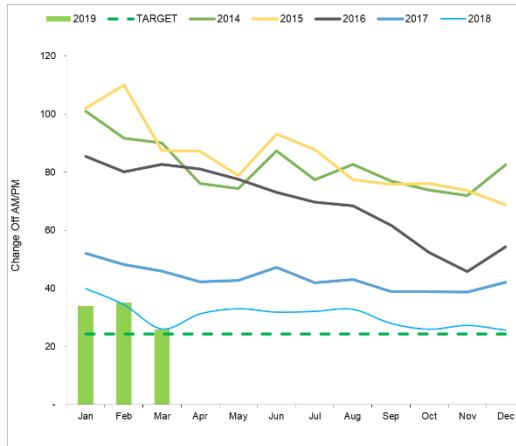
Despite the high reliability, we continue to deal with coolant leak failures.

Action plan

The Cooling System clamp torque specification Technical Bulletin has been released to support front line repairs. Cooling System Technical Package preparation is still in progress, forecasted to complete and release packages for Nova buses in April 2019. These packages will support two programs: Coolant System Daily Inspection Program (daily frequency, prior to service) &

Coolant System State of Good Repair (SOGR) Program, frequency will be once per year per bus.

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 Vehicle Officer

Results

The average number of RCCOs in March 2019 was 26 per day.

Analysis

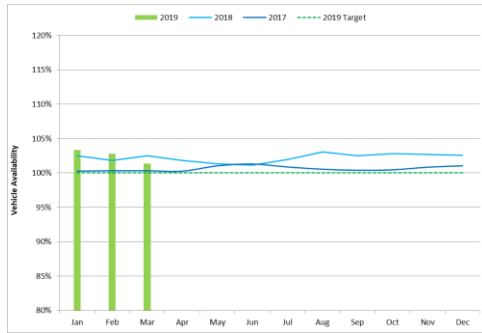
Total average daily RCCOs in March is well below the number achieved in February (35). It is also the lowest score in the past five years.

Peak revenue service was 1640 buses per day, including Run-As-Directed buses in March. The average number of RCCOs per day equates to 1.58% of service.

Action plan

Proceed with continuous improvement initiatives, and monitor and control accordingly.

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 Vehicle Officer

Results

The average number of buses provided for a.m. peak service in March was 1,629 per day or 101.4% of planned service. This is well above the target of 1,607 buses.

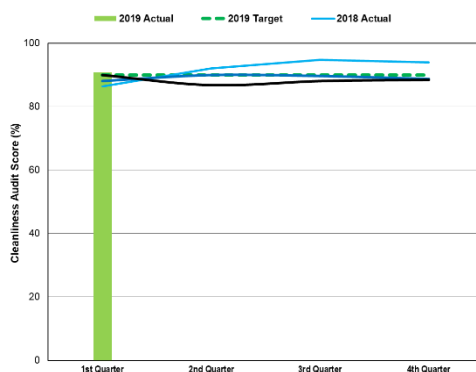
Analysis

The significant number of new bus procurements from 2016 to 2018 (841 buses) has boosted the fleet performance and permitted a lower than projected spare ratio. The lower spare ratio supports additional buses available for service.

Action plan

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 Vehicle Officer

Results

The bus cleanliness audit score in Q1 2019 was 90.7% which is slightly above the target of 90% and well above the Q1 2018 result of 86.4%.

Analysis

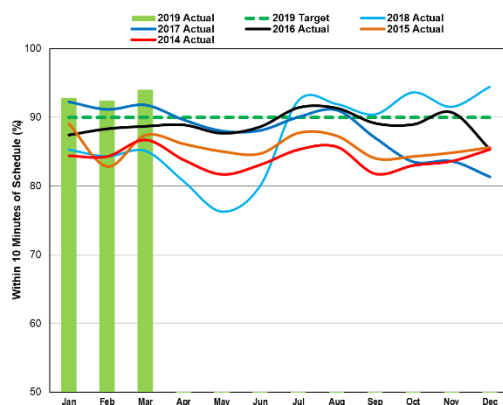
The performance score takes into account pre-service, in-service and post-service audit results. Scores are impacted by changes of in-service operating conditions. Q1 2019 results are likely to have a negative variance due to inclement weather conditions. Birchmount and Mount Dennis Garages scored the lowest of the seven Garages in the Contractor Cleanliness Performance section.

Action plan

Continue to monitor contractor performance. Meet with the contractor to review specific scores at Birchmount and Mount Dennis Garage that negatively impacted performance.

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

Collie Greenwood,
Chief Service Officer

Results

OTP in March increased by 1.5% from the previous period to 94.0%, and is 8.9% above the same period in 2018.

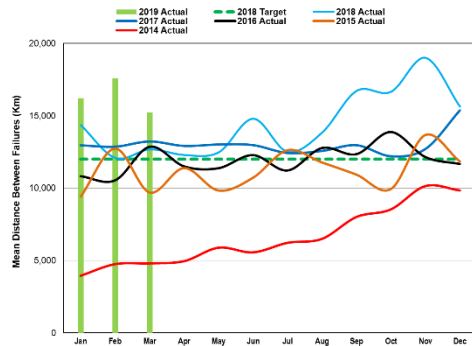
Analysis

OTP increased over March due to the reduction in severe weather days, the consistent supervision of late vehicles, including other service adjustments.

Action plan

The implementation of the new Integrated Communications System will streamline processes when dealing with delays, such as breakdowns and incidents. This will allow effective time management on all incidents and help decrease out-of-service minutes.

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 Vehicle Officer

Results

The March 2019 MDBF of 15,209 kilometres exceeded the target of 12,000 kilometres, and is above the March 2018 average of 12,678 kilometres.

Analysis

The addition of the ProMaster bus continues to be the driving force behind an above target MDBF.

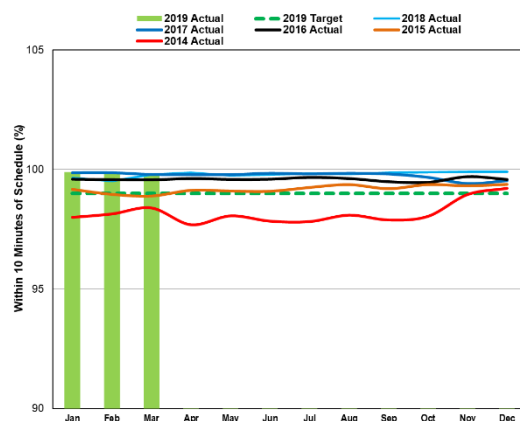
Wheel-Trans continues to trend in a positive direction due to the various maintenance programs that have been implemented. The decommissioning of the Friendly bus fleet will continue throughout 2019 and beyond.

Diesel exhaust fumes detected by operators continue to account for the most road calls and change-offs for the Friendly bus fleet. Lakeshore Garage maintenance manually engages the exhaust regeneration on property during servicing, to minimize the impact to our customers.

Action plan

To help mitigate exhaust system issues on the Friendly bus fleet, we continue to perform maintenance checks on all Friendly buses following each major repair.

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

*Collie Greenwood,
Chief Service Officer*

Results

Accommodated Rate in March was 99.9%. This is 0.9% higher than the target, and 0.1% over the same period in 2018.

Analysis

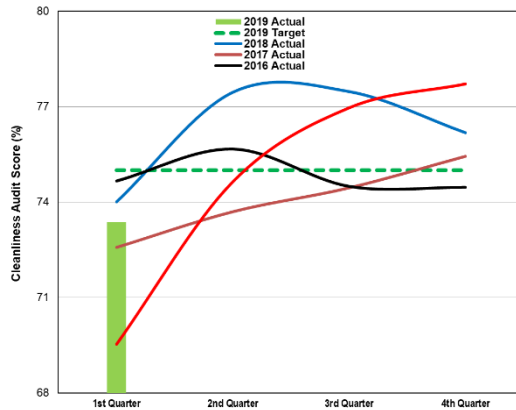
Wheel-Trans is committed to providing all requested trips to our customers. We have consistently achieved above target and strive to accommodate all customer trips.

Action plan

Improving our Accommodated rate to 100% is our ultimate goal. This will ensure that every customer receives the trip that they requested.

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 average station cleanliness score for Q1 2019 was 73.4%, which is a decrease of 2.8% from last quarter (76.2%) and 1.6% below our target of 75%.

Analysis

The Q1 audits were conducted from March 13, 2019 to March 21, 2019, which came on the heels of three of the worst storms that we experienced this past winter.

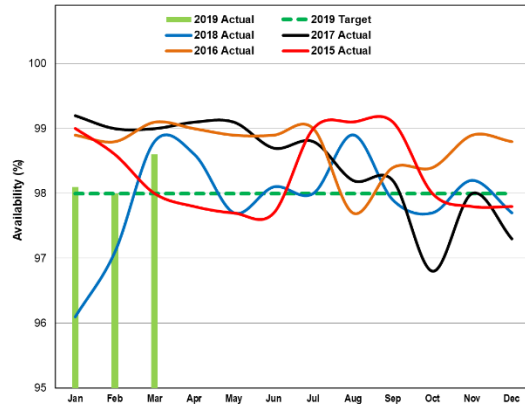
The bottom three scoring stations were Main Street Station (64.1%), Woodbine Station (63.5%) and Runnymede Station (63.3%). Floors, stairs, escalators and waste units were the lowest scoring components at these locations.

In addition to weather impacts, there has been an ongoing concrete chipping project in the tunnels near Woodbine Station that prevented usual overnight cleaning activity at Main Street and Woodbine stations.

Action plan

The improvement plan for Q2 will include summer students who will be used to augment staff and increase cleaning activity across the system.

Elevator availability



Definition

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

Contact

Fort Monaco,
Chief Infrastructure and Engineering
Officer

Results

Elevator availability was 98.6% in March, which represents a decrease of 0.6% from last month and 0.2% from the same time last year. Availability met the target of 98%.

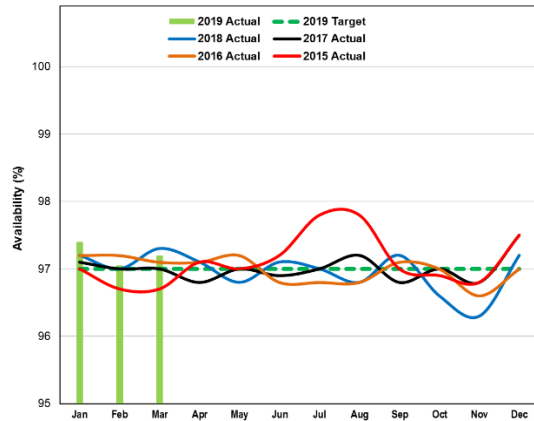
Analysis

Elevator maintenance was completed as planned and scheduled.

Action plan

We will continue performing preventative maintenance to meet reliability and availability targets.

Escalator availability



Definition

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

Contact

Fort Monaco,
Chief Infrastructure and Engineering
Officer

Results

Escalator availability was above the target of 97% for March, and performance slightly increased to 97.2% compared to February's 97.1%.

Analysis

Escalator maintenance was completed as planned and scheduled.

Action plan

We will continue performing preventative maintenance to meet reliability and availability targets.

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 97.27% in February, which represents a decrease of 0.03% from last month and an increase of 2.04% from the same time last year. Availability was below the target of 99.5%

Analysis

The decrease in availability reflects ongoing hardware and software issues with the fare gates. In February we experienced a number of issues with the heaters inside the gates, which directly affected availability. We are working with Scheidt and Bachmann (S&B) to address this issue.

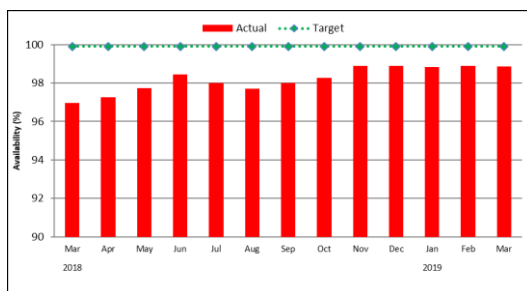
Action plan

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

- The program to replace the industrial computers in the fare gates, which is currently 50% complete;
- New software deployments, the next is being scheduled for Q2
- The replacement of current fare gate motors with a modified version.

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 updates scheduled, which will add functionality and provide further fixes to known problems, improving the gate availability to the customers.

PRESTO Fare 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 CEO - Operations*

Results

PRESTO card reader availability averaged 98.85% in March, which represents a decrease of 0.03% from last month and an increase of 1.88% from the same time last year. Availability was below the target of 99.9%.

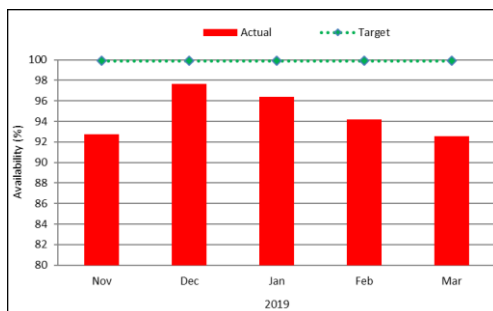
Analysis

The availability was below target due to defective card readers requiring on-site incident resolution, which resulted in longer downtime. Network connectivity issues continue to be experienced.

Action plan

We are working with Metrolinx to identify root causes and create an action plan to address the issues.

PRESTO Fare Vending Machine (FVM)



Definition

The average percentage of daily availability of PRESTO FVMs based on duration of incidents from open to resolution.

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 CEO - Operations*

Results

PRESTO FVM availability averaged 92.55% during March, which represents a decrease of 1.64% from last month. This is below the target of 99.9%.

Analysis

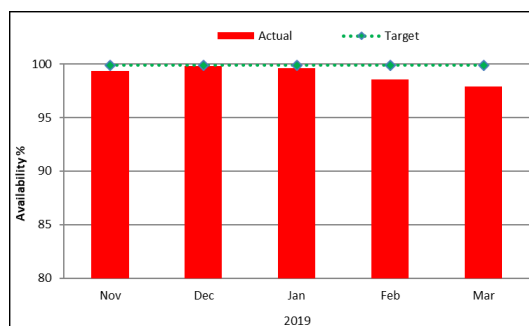
FVM availability continues to be impacted by machines failing to accept bills. The problem stems from a combination of faulty equipment and the condition of the bills inserted. Blocked PRESTO cards (lost or stolen cards that have been deactivated) also cause FVMs to go out-of-service.

Action plan

Faulty equipment replacement is underway and scheduled for completion by the end of April 2019.

Metrolinx is reviewing a solution to resolve failures due to the condition of the bills inserted and blocked cards.

PRESTO Self-Serve Reload Machine (SSRM)



Definition

The average percentage of daily PRESTO SSRM availability based on duration of incidents from open to 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 CEO - Operations*

Results

PRESTO SSRM availability averaged 97.88% in March, which represents a decrease of 0.70% from last month. This is below the target of 99.9%.

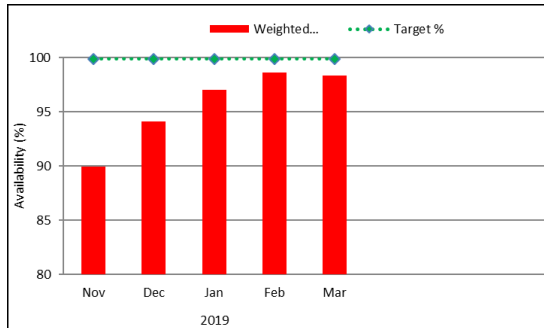
Analysis

SSRM availability continues to decrease due to defective card readers. In addition, blocked PRESTO cards (lost or stolen cards that have been deactivated) are causing SSRMs to go out-of-service.

Action plan

Metrolinx has prioritized the issues. A Problem Management forum was established to determine the root cause and solution options. A schedule will be provided upon completion of analysis.

PRESTO Fares and Transfer Machine (FTM)



Definition

The weighted percentage of all FTMs onboard and off board that are in working order and available for customer use.

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 CEO - Operations*

Results

PRESTO FTM availability averaged 98.38% during March, which represents a decrease of 0.26% from last month. This is below the target of 99.9%.

Analysis

The decrease in availability is partially attributed to a higher number of battery failures on SRVMs requiring a battery replacement.

Action plan

Metrolinx will continue to maintain current FTMs and replace with new equipment as per schedule.

For further information on TTC
performance, projects and services,
please visit ttc.ca

