



Chief Executive Officer's Report – October 2019 Update

Date: October 24, 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)
647-465-8659
ciaran.ryan@ttc.ca

Signature



Richard J. Leary
Chief Executive Officer

Attachments

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

Toronto Transit Commission CEO's Report

October 2019



Performance scorecard	2
CEO's commentary	9
Performance updates:	
Safety and security	13
Ridership	19
Customer experience	24



Performance scorecard

TTC performance scorecard – October 2019

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Safety and security							
Lost-time injuries	Injuries per 100 employees	Q2 2019	4.55	4.71*			13
Customer injury incidents	Injury incidents per 1M boardings	Q2 2019	1.27	1.15*			14
Offences against customers	Offences per 1M boardings	Q2 2019	0.67	1.00			16
Offences against staff	Offences per 100 employees	Q2 2019	4.42	4.16			17
Fitness for duty	% of employees that tested non-compliant	Aug 2019	1.4%	1.6%			18
Ridership							
Ridership	Monthly ridership	Aug 2019	38.5M	37.9M			19
Ridership	Year-to-date ridership	2019 YTD (to Aug)	346.0M	349.2M			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	Aug 2019	31.1M	31.9M			21
PRESTO ridership	Year-to-date ridership	2019 YTD (to Aug)	277.5M	273.9M			21
Wheel-Trans ridership	Monthly ridership	Aug 2019	315.7K	330.1K			23
Wheel-Trans ridership	Year-to-date ridership	2019 YTD (to Aug)	2,731.9K	2,837.4K			23

Customer experience

Customer satisfaction	Customer satisfaction score	Q2 2019	78%	80%			24
-----------------------	-----------------------------	---------	-----	-----	--	--	----






Subway services

1 On-time performance Line 1	Scheduled headway performance at end terminals	Aug 2019	91.6%	90%			25
2 On-time performance Line 2	Scheduled headway performance at end terminals	Aug 2019	94.7%	90%			26
3 On-time performance Line 3	Scheduled headway performance at end terminals	Aug 2019	95.1%	90%			27


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	Aug 2019	99.2%	90%	✓	✓	28
1 Capacity Line 1	Trains per hour during peak	Aug 2019	97.4%	96%	✓	–	29
1 Capacity Bloor Station	Trains per hour – 8am to 9am	Aug 2019	97.3%	96%	✓	–	29
1 Capacity St George Station	Trains per hour – 8am to 9am	Aug 2019	100%	96%	✓	✓	29
2 Capacity Line 2	Trains per hour during peak	Aug 2019	100%	96%	✓	✓	30
3 Capacity Line 3	Trains per hour during peak	Aug 2019	98.1%	98%	✓	–	31
4 Capacity Line 4	Trains per hour during peak	Aug 2019	100%	98%	✓	✓	32
Amount of service	Average weekly service hours delivered	Aug 2019	10.8K	10.9K	✗	✓	33
Vehicle reliability T1 trains	Mean distance between failures	Aug 2019	895,838 km	300,000 km	✓	✓	34
Vehicle reliability TR trains	Mean distance between failures	Aug 2019	507,471 km	600,000 km	✗	–	35

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	July 2019	100%	100%	✓	✓	36
Subway cleanliness	Audit score	Q2 2019	91.0%	90%	✓	✓	37
 Streetcar services							
On-time performance	On-time departures from end terminals	Aug 2019	67.9%	90%	✗	✓	38
Short turns	Monthly total short turns	Aug 2019	94	1,272	✓	✓	39
Amount of service	Average weekly service hours	Aug 2019	20.1K	19.5K	✓	✓	40
Vehicle reliability LFLRV <i>(Low-Floor Light Rail Vehicle)</i>	Mean distance between failures	Aug 2019	51,509 km	35,000 km	✓	✓	41
Vehicle reliability CLRV <i>(Canadian Light Rail Vehicle)</i>	Mean distance between failures	Aug 2019	4,512 km	6,000 km	✗	○	43
Road calls and change offs	Average daily road calls or vehicle change offs	Aug 2019	6	2.4	✗	✓	44
Service availability	Daily number of vehicles available for service	Aug 2019	100%	100%	✓	✓	45


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
Streetcar cleanliness	Audit score	Q2 2019	84.8%	90%			46
Bus services							
On-time performance	On-time departures from end terminals	Aug 2019	78.6%	90%			47
Short turns	Monthly total short turns	Aug 2019	273	2,062			49
Amount of service	Average weekly service hours	Mar 2019	154K	151K			50
Vehicle reliability	Mean distance between failures	Aug 2019	20,000 km	12,000 km			51
Road calls and change offs	Average daily road calls or vehicle change offs	Aug 2019	27	24			52
Service availability	Daily average service delivered	Aug 2019	102.5%	100%			53
Bus cleanliness	Audit score	Q2 2019	89.7%	90%			54
Wheel-Trans services							







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
On-time performance	% within 20 minutes of schedule	Aug 2019	94.2%	90%	✓	✓	55
Vehicle reliability	Mean distance between failures	Aug 2019	17,141 km	12,000 km	✓	✓	56
Accommodation rate	Percentage of requested trips completed	Aug 2019	99.9%	99%	✓	✓	57
Average wait time	Average amount of time a customer waits before call is answered	Aug 2019	1.6 min	15 min	✓	✓	58
 Station services							
Station cleanliness	Audit score	Q2 2019	75.06%	75%	✓	✗	59
Elevator availability	Per cent available	Aug 2019	98.5%	98%	✓	✓	60
Escalator availability	Per cent available	Aug 2019	96.6%	97%	✗	○	61
Fare gates equipped with PRESTO	Per cent available	July 2019	98.34%	99.5%	✗	✓	62
PRESTO Fare Card Reader	Per cent available	Aug 2019	98.73%	99.99%	✗	✓	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 Vending Machine	Per cent available	Aug 2019	95.57%	95.00%			65
PRESTO Self-serve Reload Machine	Per cent available	Aug 2019	99.87%	95.00%			66
PRESTO Fares and Transfer Machines	Per cent available	Aug 2019	98.19%	95.00%			67

Ongoing trend indicators:  Favourable  Mixed  Unfavourable

*Represents four-quarter average of actual results

CEO's commentary

I would like to start this month's commentary with a salute to our nation's armed forces.

On October 25, the TTC and the Toronto Royal Canadian Legion will join forces on a long-standing tradition between our organizations. We are honoured and privileged to help the Toronto Legion kick off its annual city-wide poppy campaign at Spadina Station. There, we will be joined by veterans from Sunnybrook Hospital's K Wing as well as a group of TTC vets.

TTC employees have a long and rich history of military service. Many have answered the call to serve. During World War II, more than 600 of our workers enlisted. Their names are remembered on our Honour Rolls — including a dozen killed in action.

We are proud of both those who served overseas, and of those who helped the war effort at home. The TTC was busy during the war and the demand for service could not have been met if women did not

step forward to drive buses and work in our maintenance shops.

Today, TTC staff and families continue to support the Canadian Forces at home and abroad through Regular and Reserve Force service.

On Remembrance Day, November 11, all service will pause for a two-minute wave of silence. Every Remembrance Day, all current members of the Canadian Armed Forces in uniform, war and peacekeeping veterans, and one companion, ride free of charge.

I am especially honoured to take part in the Remembrance Day service at the Cenotaph at Old City Hall where, along with Phil Horgan, ATU Local 113 Executive Board Member for Maintenance, we will lay a wreath on behalf of all TTC employees and pensioners. The TTC encourages all customers to wear a poppy, make a contribution, take a moment to thank the veterans and current serving members you see on the system

and never forget the sacrifices they've made for our freedom. And if you haven't already done so, don't forget to vote on Election Day (October 21)!

In my commentary last month, I mentioned the use of restricted (or reduced) speed zones in the subway system in order to slow train speed while travelling through a construction zone. Reduced speeds are mandatory as we undertake essential state-of-good-repair work.

The stretch of track between Eglinton and Lawrence stations on Line 1 will be of particular importance. In November and December, crews will be replacing special track that will optimize the performance of the new Automatic Train Control signalling system once installed along the line. Train speeds will average between 15 and 25 kilometres per hour.

Reduced train speeds will also be necessary starting in late October on Line 2, between Victoria Park

and Kennedy stations, while crews replace rail and rail ties.

While our Infrastructure and Engineering group continues to develop more precise work schedules, our priority is to minimize the inconvenience for our customers while at the same time ensuring the safest conditions for track crews working during non-revenue service.

Chief Infrastructure and Engineering Officer Fort Monaco will make a detailed presentation on our track rehabilitation plans for Line 1 at the October Board meeting.

As reported in last month's commentary, Bombardier continues to deliver on our order of accessible streetcars. In Q3 2019, 21 of the 23 streetcars planned for final acceptance were approved for revenue service. As of October 9, the TTC had received a total of 179 of the 204 streetcars expected by December 31, 2019.

Campaigns implemented by Bombardier to improve vehicle

reliability are beginning to prove successful. In August 2019, reliability of the new streetcar fleet continued to trend positive with over 51,000 km Mean Distance Between Failures (MBDF), surpassing the 35,000 km MBDF target contractually imposed on Bombardier.

The TTC has several methods of measuring reliability.

As noted in the August 2019 CEO's Report, the contractual requirements for reliability of the new streetcars is measured using the criteria in the table on page 12.

In order to meet the stringent safety assurance and reliability requirements of the TTC's contract, these vehicles were designed with redundant systems that prevent any single failure from causing service disruptions to our customers. For example, the new LFLRV was designed with individual motors for each axle. This allows for continued operation with up to two of six motors bypassed in the case of failure without causing any significant delay to service or degradation of performance. The

contractual measure, published in the CEO's Report historically, is a measure of vehicle failures for which Bombardier is directly accountable.

With an exponential increase in deliveries over the past two and half years, and close to 90% of the new fleet now on property, there is an aggressive focus by the TTC's streetcar transportation and maintenance teams to implement improvements in our operations focused on maximizing service availability and reliability for our customers.

In July 2019, the traditional operations method of measuring reliability, which is used to report reliability of the legacy fleet of CLRVs and ALRVs, was applied for the first time to the new LFLRVs. To track all-round streetcar vehicle performance and drive continuous improvement, this operational metric not only includes failures of the vehicle that Bombardier is accountable for, but also delay incidents that are caused by failures of equipment from other vendors and delays caused by TTC operations. For example, the on-

board communications system is installed by TTC employees after final acceptance of the vehicle from Bombardier. If this system fails, corrective action is the responsibility of the communications vendor, not Bombardier. Similarly, due to the steep learning curve for our operations, both maintenance and transportation, there are delays caused by TTC employees for which Bombardier is not accountable.

As deliveries come to an end and the fleet of new streetcars grows, the operational method of measuring reliability of the LFLRV fleet becomes a better reflection of the customer experience than the contractual method. Staff is preparing to initiate reporting of the operational method through the CEO's Report starting in November 2019. This augmented reporting will provide clear accounting for which vehicle failures were caused by Bombardier, other vendors, and TTC operations along with action plans for each.

Commissioners received the final report on subway air quality as it relates to TTC employees at the July 10 Board Meeting. As promised, the report was forwarded to the Toronto Board of Health (TPH) for further analysis.

We continue to work with the TPH on its review. But even before we receive the report, we are working internally to determine ways to reduce particulate matter across our operations. The TTC remains committed to ensuring a safe transit system for its customers and employees.

And finally, I am pleased to advise Commissioners that the TTC is participating in an information sharing exercise with a handful of major transit properties in the U.S. Led by the Massachusetts Bay Transportation Authority (MBTA) in Boston, the task group will focus on reporting methodologies and key performance indicators used by each organization that track preventative maintenance programs in areas such as track, power and signals. Best practices that are identified through the two-month study will be shared among the

participants to help identify performance improvements.

We have already shared our Capital Investment Plan and Line 1 Capacity Report, and are looking forward to receiving the final results of the MBTA's analysis.



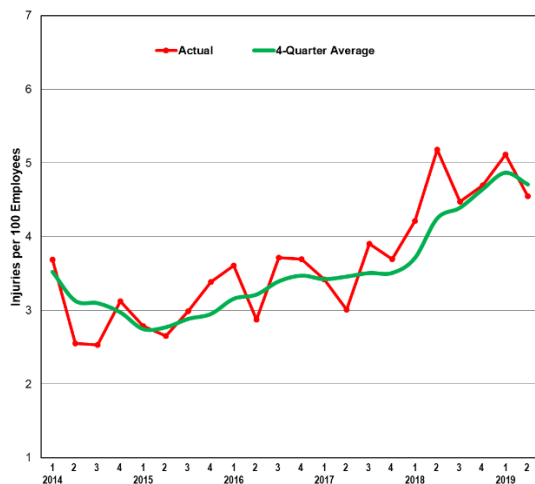
Richard J. Leary
Chief Executive Officer
October 2019

LFLRV reliability criteria

Category	Definition	Failure Effects	Requirement
A	Severe Vehicle Impairment	Rescue towing/pushing is required	800,000 km
B	Vehicle Impairment	Five minute delay in service, or removal from service after all passengers have disembarked at the nearest stop	35,000 km
C	Minor Vehicle Impairment	In service until next terminus is reached with or without minor operational restrictions	15,000 km
D	No Vehicle Impairment	In service until end of day according to scheduled service	10,000 km

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 Q2 2019 was 4.55 injuries per 100 employees.

Analysis

The LTIR for Q2 was 3% lower than the four-quarter average of 4.71 injuries per 100 employees. There has been an upward trend in the LTIR since 2015.

Action plan

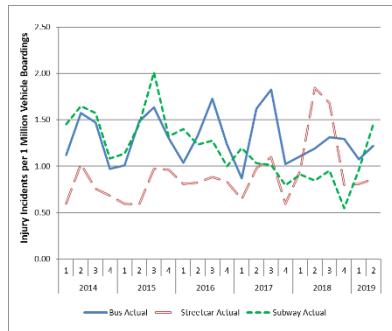
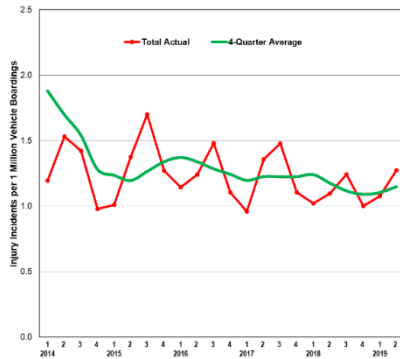
Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition) continue to account for 23% of all lost-time injuries and represent the highest injury event type since 2014. The Ergonomic Musculoskeletal Disorder Prevention Program focuses on preventing such injuries and resolving ergonomic concerns. In preparation for National Ergonomics Month in October, communications to promote

ergonomics will be rolled out to the organization through various outlets, including TTC-TV, broadcast emails, pamphlets and department specific Safety Talks.

Acute emotional event injuries caused by sudden and unexpected traumatic events continue to represent the second highest injury type and account for 16% 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 like harassment; 2) The policy on Traumatic Mental Stress is 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: Q3 2019 data will be available in the December 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 Q2 2019 was 1.27 injury incidents per one million vehicle boardings.

Analysis

The CIIR for Q2 was 10% 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 subway customer injury incident rate in Q2. Slip, trip, and fall injuries on escalators and stairs/steps were the highest type of station injuries reported this quarter.

The four-quarter average line shows there has been a downward trend in the CIIR since 2014.

Action plan

Starting mid-August, in order to reduce the slip, trip and fall injuries at stations, elevator and escalator safety videos have

played frequently on most TTC platform video screens and station information screens.

This November, in support of Fall Prevention Month, a slip, trip and fall prevention campaign will be rolled out again to customers and employees. Messaging about slips, trips and falls safety will be shared through various communication outlets, such as posters inside subway stations, platform video screen messages, social media and ttc.ca.

Note: Q3 2019 data will be available in the December 2019 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 in 2019 (year-to-date) and their status.

Contact

*John O’Grady,
Chief Safety Officer*

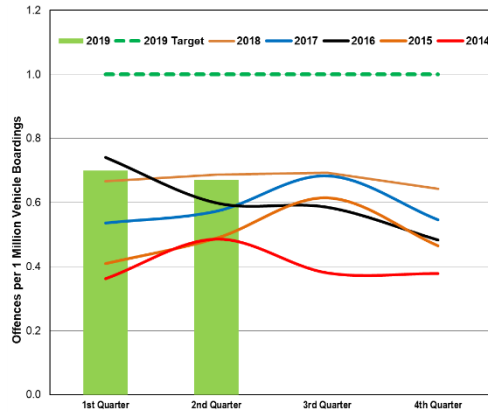
Order compliance

Type	Number of Orders Issued		Status
	Requirement Orders ¹	Non-compliance Orders ²	
Ministry of Labour Orders	10	6	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

¹ Orders issued to provide documentation/information.

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

Offences against customers



Definition

Number of offences against customers per one million vehicle boardings.

Contact

Kirsten Watson
Deputy Chief Executive Officer –
Operations

Results

The total number of offences against customers decreased in Q2 to 0.67 per one million vehicle boardings. The current rate is 4% lower than the previous quarter (0.70) and 3% lower than the same time last year (0.69).

Analysis

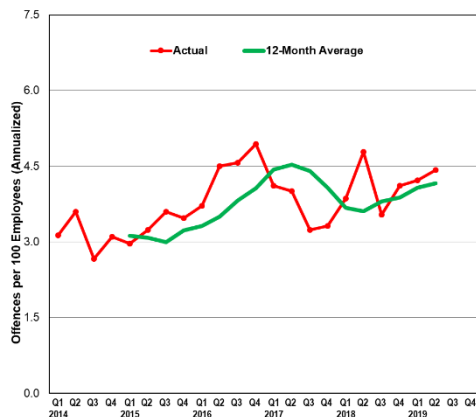
The number of thefts, assaults and other crimes (threats, harassment, indecent exposure, etc.) all decreased in comparison to Q1. There were slight increases in the number of sexual assaults and robberies.

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.

Note: Q3 2019 data will be available in the November 2019 CEO's Report.

Offences against staff



Definition

Number of offences per 100 employees.

Contact

Kirsten Watson
Deputy Chief Executive Officer –
Operations

Results

The total number of offences against staff increased in Q2 to 4.42 offences per 100 employees. The current rate is 4.7% higher than last quarter (4.22) and 7.5% lower than the same time last year (4.78).

Analysis

There was a significant increase in the number of assaults and threats compared to the previous quarter. Other offences, including mischief, harassment, indecent exposure, sexual assault and robbery, decreased this quarter in comparison to the previous quarter.

Action Plan

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.

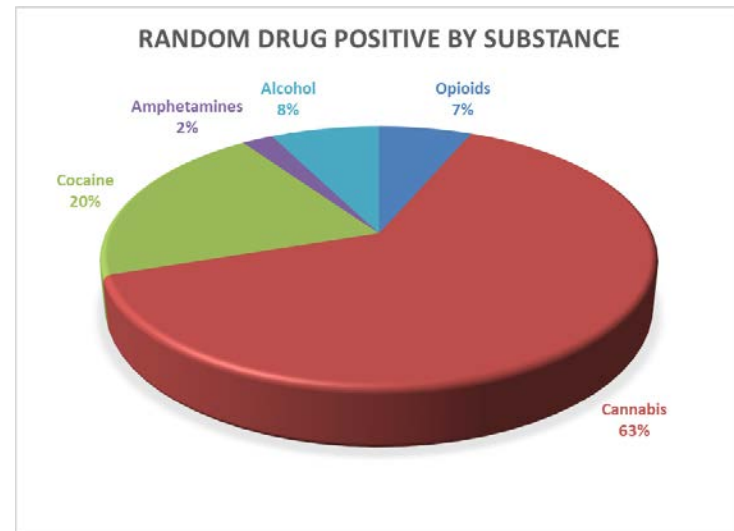
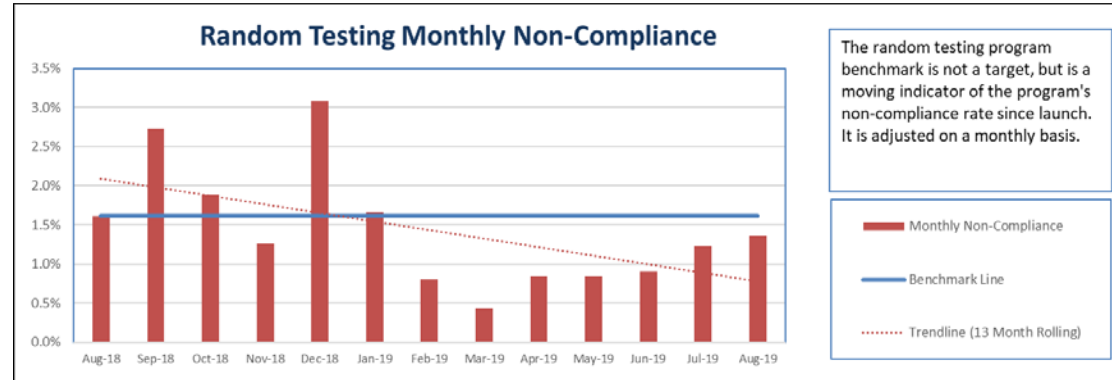
Note: Q3 2019 data will be available in the November 2019 CEO's Report.

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.

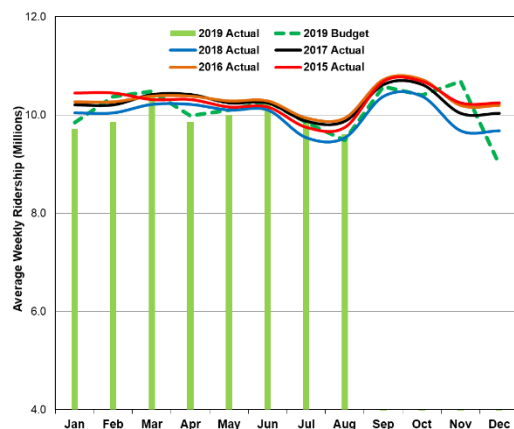
The chart showing “Drug Positive by Substance” is updated on a quarterly basis. The information is up to Q2 2019. Some results are returned as positive for more than one substance.

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 8 (August 4 to August 31, 2019) revenue ridership totalled 38.5 million or 9.6 million passengers per week. This was approximately 0.5 million (1.4%) above the monthly budget of 37.9 million rides and 1.2 million (3.3%) above the same period in 2018. For the second consecutive month this year, ridership was above budget.

Year-to-date (YTD) ridership at the end of period 8 was 346.0 million, 3.2 million (0.9%) below budget and 0.6 million (0.2%) below the comparable period in 2018.

Analysis

For the third period in a row, adult ridership grew by over 1 million rides per period. This is indicating a turnaround in both the ridership and revenue trends. The adult ridership growth is usually an early indicator of increased employment and/or a better economy for Toronto.

The downward trend experience in the first four periods has almost been totally negated from period 5 through 8 in 2019.

The negative factors in 2019 included: severe weather in periods 1 and 2, decreased weekend ridership and increased subway closures.

The positive factors in 2019 were: better summer weather (less extreme temperature alerts), success of the Toronto Raptors and other City events over the summer.

YTD year-over-year growth in rides totalled +4.0 million adult trips, -1.8 million senior/youth trips, -2.2 million Child trips and -0.7 million other (primarily GTA weekly pass) trips.

Action Plan

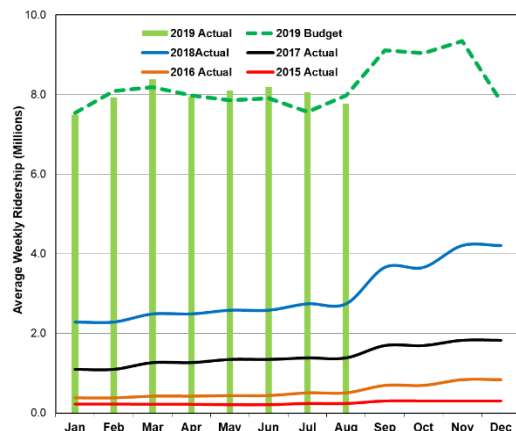
We are developing a 5-Year Service Plan and 10-Year Outlook to ensure we are improving the experience for our customers and encouraging non-customers to use TTC services.

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.

Note: PRESTO ridership is included in TTC ridership totals.

Contact

Josie La Vita,
Chief Financial Officer

Results

Period 8 (August 4 to August 31, 2019) PRESTO ridership totalled 31.1 million or 7.8 million passengers per week. This was approximately 0.8 million (2.6%) below the budget, but 20.1 million (184%) higher than August 2018 ridership of 11.0 million.

Year-to-date ridership at the end of period 8 was 277.5 million, 3.6 million (1.3%) above budget and 189.7 million (216%) above the comparable period in 2018.

Analysis

The PRESTO adoption rate for period 8 was 80.8%, slightly lower than period 7 of 81.1%.

Looking at the demographic adoption rate since December, the adult adoption rate has increased from 51.0% to 88.3%, the senior adoption rate has increased from 35.8% to 69.9% and the youth adoption rate has increased from 36.7% to 60.8%. The youth adoption rate in period 8 dropped by -2.1% from period 7 as we saw a higher collection of legacy tickets.

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 legacy token, ticket and day pass has been pushed back to later in 2019. This is the main cause for PRESTO ridership not meeting the budgeted levels.

On a positive note, period pass sales continue to grow, reducing the negative trend of -30.1% in January the first month of Metropass discontinuance to now -21.7% in August.

Looking at the demographic period pass sales trends, adult sales were -26.9% in January and improved to -20.3% in August, post-secondary sales were -34.7% in January and improved to -21.9% in August and senior/youth sales were -40.7% in January and improved to -30.6% in August.

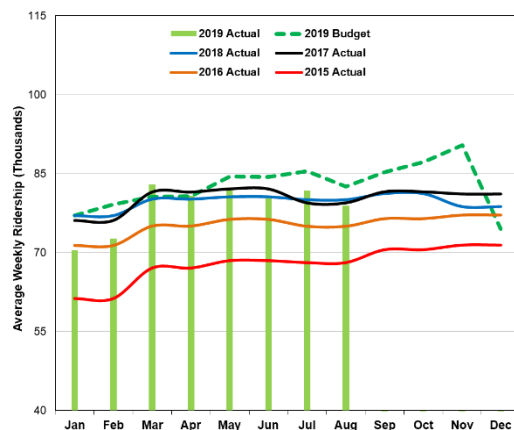
The slow return of heavy transit users from "Metropass" (now "PRESTO period pass") is mainly due to the introduction of the two-hour transfer allowed by PRESTO e-purse users in August of 2018. TTC customers formerly using a Metropass are evaluating which PRESTO fare choice best fits their travel.

Action Plan

PRESTO adoption is expected to 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 to increase during 2019, reaching approximately 95% once legacy fare media are no longer sold.

Note: *PRESTO ridership is included in TTC ridership totals.*

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

Josie La Vita,
Chief Financial Officer

Results

Ridership in period 8 (August 4 to August 31, 2019) totalled 315,672 rides (or 78,918 rides per week). This figure was 4.4% lower than the budgeted 82,528 customers per week. In terms of year-over-year results, the August ridership was 0.9% higher compared to the same period in 2018.

Analysis

The 2019 forecast has been adjusted to reflect overall ridership trends experienced to date, with the new 2019 forecast set at 4.198M rides. This represents a ridership increase of 1% for 2019. The decline of cancelled-at-door and no-show incidents for this period has had a positive effect on the ridership for period 8. The self-booking website continues to be the preferred trip booking method. This allows customers to book trips any time of the day at their own convenience. In addition to this option, customers also utilize the call centre, which experienced a record low wait time of 1.6 minutes during period 8.

Customers have also had the ability to book more same-day trips for this period with the highest average of 1,085 same-day trips being accommodated in 2019.

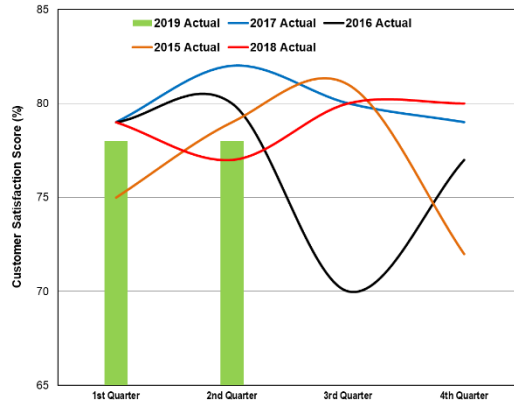
Action Plan

Wheel-Trans will continue to monitor customer travel behaviour in order to track its impact on ridership. With the accommodation rate at one of the highest levels (99.9%), customer trip requests are being accommodated. This, combined with a record low response time to incoming calls, has had a positive impact on the ability for customers to book trips. As Family of Services and fully-diverted trips continue to be travel options for conditional customers, the overall impact to ridership will be evaluated.

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

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

About four-in-five (78%) customers reported high levels of overall satisfaction in Q2 2019, which is consistent with last quarter (78%) and the same time last year (77%).

Analysis

Overall levels of satisfaction are similar across subway, bus and streetcar customers, at 78%, 75% and 78% respectively. The TTC's service is becoming more consistent, as evidenced by the decreased variability year-over-year in overall satisfaction and the key drivers of satisfaction (trip duration, helpfulness of staff, comfort of ride, wait time and crowding).

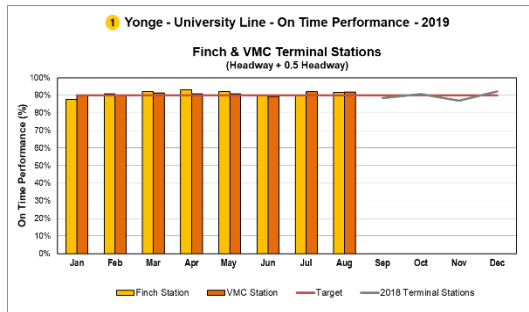
Perceived value for money remains high with nine-in-10 customers finding our service to be average or above average value for money.

Action plan

As we continue to implement reliability improvements on our surface routes, we expect to see increased levels of customer satisfaction with wait time and trip duration.

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

There was a slight improvement of 1.2% for Finch terminal departures, which in turn raised the overall average by 0.5% to 91.6%.

Our target of 90% was met.

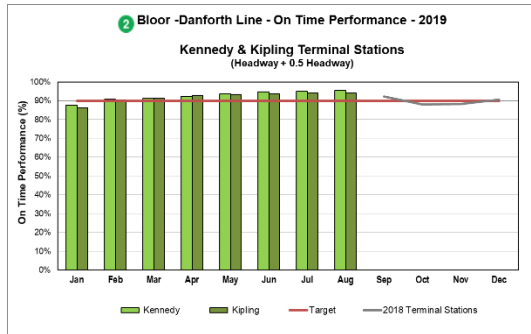
Analysis

End terminal dwell times continue to decrease as additional staff resources are scheduled for our terminals in peak periods.

Action plan

Prompt departures at our end terminals, and prompt resolution of delays that occur along the line will continue to have a positive impact on this measure.

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

There was a slight improvement at both terminals (0.4% at Kennedy and 0.1% at Kipling) resulting in an overall average of 94.7%, up from 94.5% in July.

Our target of 90% was met.

Analysis

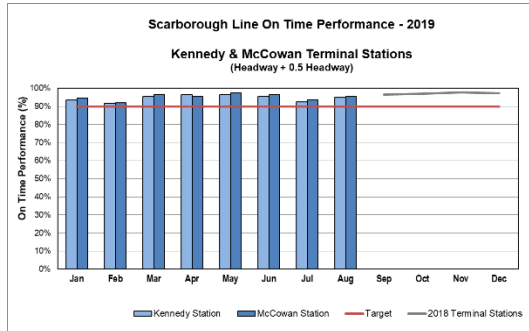
This line has shown a steady improvement throughout the year with the trend continuing into August. This improvement may be attributed to 17.5% fewer delay minutes than we recorded in July, and the efficient use of Run-As-Directed trains to mitigate delays when they occur. Reductions in delay minutes were across several areas, but none as significant as the 35.9% fewer delay minutes attributed to our rolling stock and the 47.2% reduction in delay minutes from track fire and smoke incidents.

Action plan

Transit Control and Subway
Transportation management will

continue to monitor the performance of this line's terminal departures, and take appropriate action as required to reduce dwell times and maintain schedule.

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

This measure improved in August, with an overall average of 95.1%, up from the 93.2% we achieved in July.

Our target of 90% was met.

Analysis

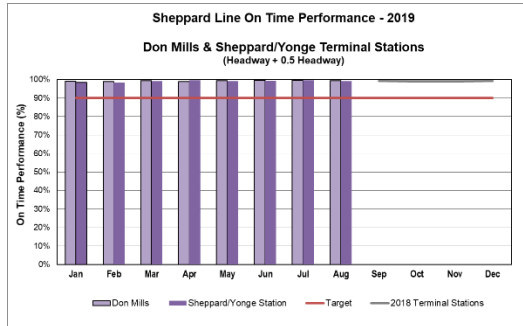
There were 42.2% fewer delay incidents and 33.1% fewer delay minutes, which increased Line 3 OTP. Our hot weather protocol was used less than half as many times as in July, further improving performance.

Action plan

Line 3 continues to run as scheduled and consistently delivers at, or above target.

With cooler temperatures now returning, this measure is expected to continue performing at or above target for the next several months, but will likely be negatively impacted by winter weather when it returns.

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

Results

Line 4 OTP in August was 99.2%, down marginally from the 99.5% achieved in July.

Our target of 90% was met.

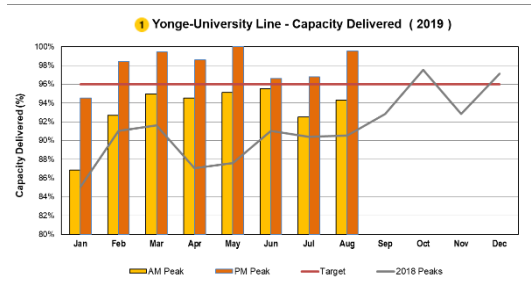
Analysis

There was a reduction of eight delay incidents compared to July, but since there are so few delays on this line, terminal departures were not significantly impacted.

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 on Line 1 were realized during both a.m. and p.m. peaks in August, with an overall average of 97.4%. This is up from the 94.5% we recorded in July, and a year-over-year improvement of 6.9% as compared to the 90.5% average in August 2018.

Our target of 96% was met.

Analysis

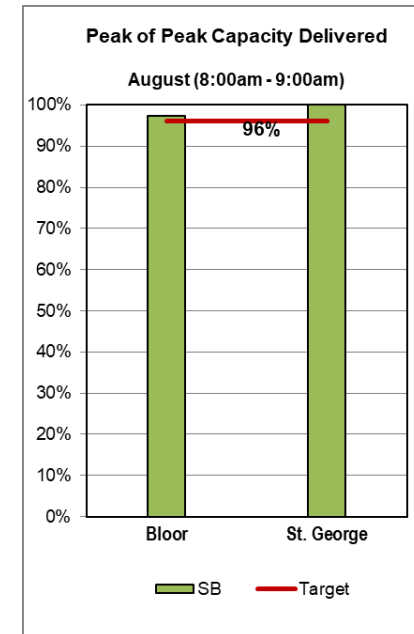
A 20 km/hr restricted speed zone between Yorkdale and Lawrence West stations was removed in late July, improving the average travel time by an average of 23 seconds. Other restricted speed zones were added, most notably at Lawrence crossover, which was removed before September service geared up.

Peak-of-peak capacity delivered improved in August, with six days of 28 trains-per-hour or more at Bloor Station, while July only had three.

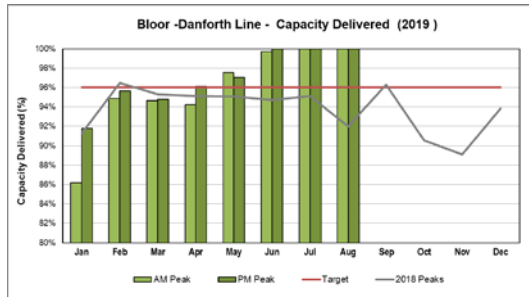
Action plan

Continued coordination with station staff to ensure station dwells are managed at busiest stations during peak periods and promoting the continuous flow of trains.

Our early access subway closure program has returned for September, when we will be closing portions of the system at 11 p.m., four nights per week, to allow for increased infrastructure work.



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

Line 2 remains at 100% for capacity delivered, matching the performance in July. Year-over-year, there is a considerable improvement over the 92% we achieved in August 2018.

Analysis

The number of delay incidents remained stable and the amount of delay minutes decreased by 17.5%, having a favorable effect on the line's performance. The use of Run-As-Directed (RAD) trains has had a positive effect on how the line is managed and how delays are mitigated, leading to the improvements.

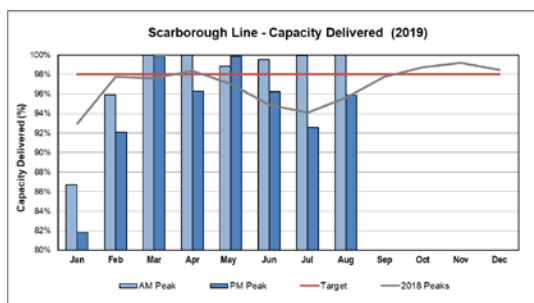
There were, however, restricted speed zones that impacted service, notably at Castle Frank and Broadview stations, but overall service has been performing extremely well.

Action plan

With the consistent scheduling of RAD trains for a.m. and p.m. peaks,

and efficient management of delays, continued above target performance is anticipated.

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

While we continued to operate at 100% in the a.m. peak, we also recorded an improvement in the p.m. peak measure, which moved from 92.6% in July to 95.9% in August. This helped improve the overall average performance to 98.1%.

Our target of 98% was met.

Analysis

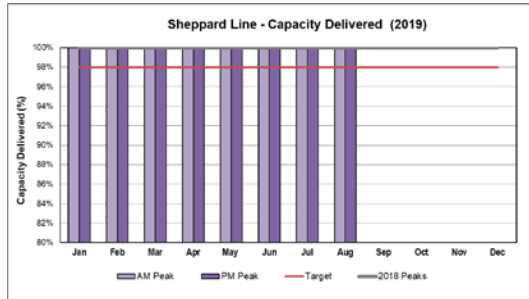
The improvement in p.m. capacity delivered is a result of cooler ambient temperatures in August. Our hot weather protocol was implemented nine times in August, compared to 19 times in July. We implement the protocol when the temperature rises above 25 degrees Celsius, and it remains in effect until the temperature drops back below 25.

Action plan

We anticipate service levels to be at or better than target for the next several months, until severe winter weather conditions arrive.

As autumn is now upon us, our infrastructure and equipment staff are in full winter readiness preparations to ensure that we can provide good service when the adverse conditions arrive later this year.

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 capacity has remained at 100% for 20 consecutive months.

Our target of 98% was met.

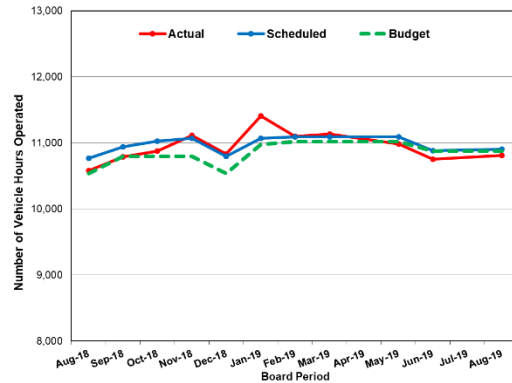
Analysis

Delay incidents and minutes improved over the month of July, but as there are so few in comparison to other lines, they have minimal impact on our ability to deliver scheduled capacity.

Action plan

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 August 2019 Board Period, 10,878 subway weekly hours were budgeted for service while 10,902 subway weekly hours were scheduled to operate, which represents a 0.22% variance.

Of the 10,902 subway weekly hours scheduled to operate, 10,810 weekly hours were actually delivered, which represents a variance of -0.62%.

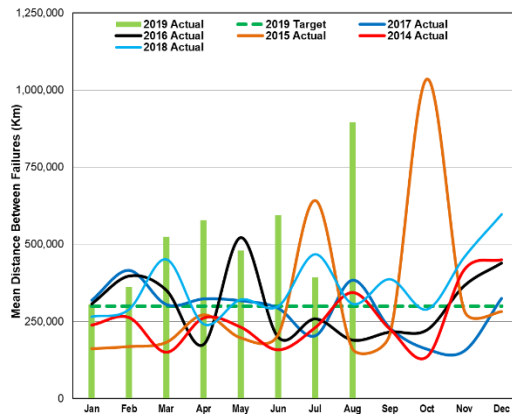
Analysis

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 Vehicles Officer

Results

The MDBF in August was 895,838 kilometres, exceeding the target of 300,000 kilometres. This is the 10th consecutive month that the T1 fleet has met or exceeded the target.

Analysis

In August, there were three delay incidents greater than or equal to five minutes. The 12-month moving average for the T1 fleet is at approximately 475,000 kilometres between delay incidents greater than five minutes. The highest number of delays were attributed to the brake system with two delay incidents, followed by the passenger door system with one delay incident greater than or equal to five minutes.

Action Plan

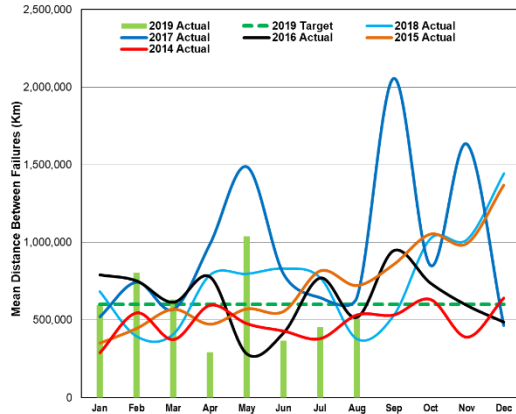
The two brake system-related failures were a result of a blown fuse and a defective friction brake electronic control unit (FBECU). The blown fuse was replaced and the train was tested to be working with no further issues. The faulty FBECU was replaced and the train brake

system tested. An ongoing modification to the fleet is progressing.

The passenger door-related issue was a result of a faulty traction control relay (TCR). The TCR has since been replaced, and passenger doors were thoroughly tested. The train has since returned to service with no further issues.

The Rail Cars & Shops department utilizes condition based monitoring of problematic components, such as the door rollers and FBECU. Based on condition based monitoring, life cycles of components are evaluated and preventative maintenance programs are adjusted. We also review delay incidents with Transportation to improve upon response and recovery times on potential in-service delays

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 August was 507,471 kilometres, which is below the target of 600,000 kilometres.

Analysis

In August, there were eight delay incidents greater than or equal to five minutes. The highest number of delays were attributed to the passenger doors system with five delay incidents greater than or equal to five minutes. This was followed by the body, propulsion inverter and the train cab door systems each with one delay incident greater than or equal to five minutes.

Action Plan

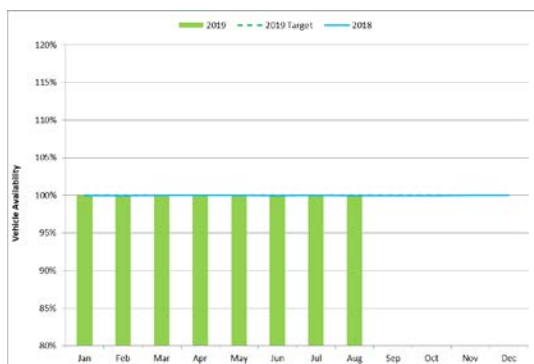
The five passenger door-related incidents were a result of a cracked front roller wheel, door control unit (DCU) going offline, faulty door isolation device, sticky door nosing, and a faulty door electronic control unit (DECU).

The cracked front roller wheel was replaced with a new wheel and doors were cycled multiple times. Door

rollers are being 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 DCU was reset, and the failure could not be reproduced. The door isolation device was replaced, and no further door-related issues have been reported. The sticky door nosing was freed, and doors were cycle tested multiple times. The faulty DECU was replaced and no further issues have been reported since returning back into service. DECU issue on newer versions of the control unit is being jointly investigated by the TTC and Bombardier Engineering.

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

Results

The vehicle availability in August was 100%.

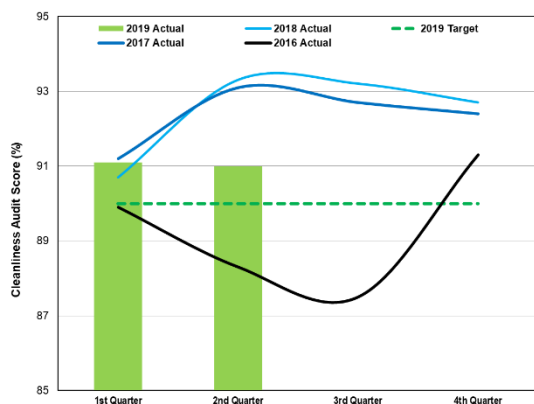
Analysis

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

Action Plan

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 91.0% in Q2 2019 for subway cleanliness was above the target of 90.0%. We have recorded a score of greater than 90% since Q4 2016.

Analysis

Areas of strength in the vehicle cleanliness across all fleets and lines were the ceilings, lighting, mandatory decals, etching/scratchitti and graffiti/stickers.

Major factors affecting the quarter-on-quarter overall cleanliness scores in Q2 2019 were the exterior, floors, door cleanliness and windows. The overall exterior and floor cleanliness scores should increase next quarter as the exterior body wash cycle resumes once every 10 days, while the floor wash cycle is addressed once every 14 days. With the winter weather season behind us, Q3 results are anticipated to be positive.

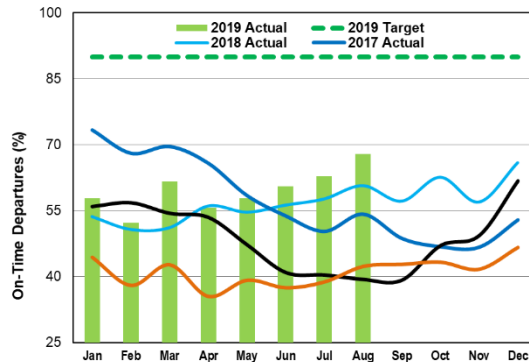
Action Plan

Exterior vehicle washes will continue to take place through Q3 with a

focused exterior program started in late Q2. These focused exterior wash programs will increase the overall exterior cleanliness of the vehicles.

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 August was 67.9%, an increase compared to July (62.9%) and the same time last year (60.7%).

Analysis

OTP for August was the highest monthly figure since early 2017. This measure improved for the fifth consecutive month. The progress is attributed to improved schedules implemented for the August Board Period on the 506 Carlton, 505 Dundas, and 512 St Clair (weekend schedule).

With these changes, we attained a 74% score for the first two weeks of the period. However, planned service adjustments made for the CNE (August 16 to September 2) brought down the scores for the last two weeks of the period to approximately 62%. The CNE service adjustments proved effective and benefitted customers, but negatively impacted this measure. For these adjustments, extra streetcars were supplied for the 509 Harbourfront and 511 Bathurst routes, with this requiring the routes to be managed “on headways” as

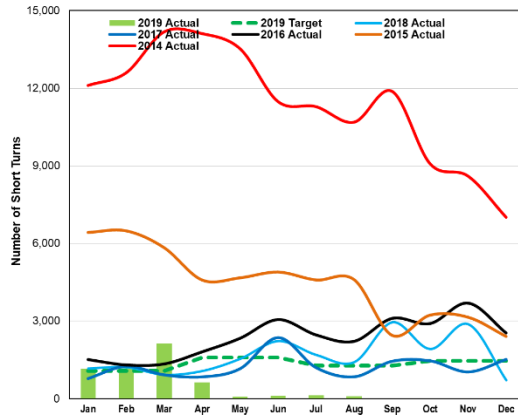
opposed to by schedule. Further, the 510 Spadina and 504B King routes operated to non-scheduled end terminals (Spadina Loop and Roncesvalles Yard respectively) for much of the CNE period. The score for the period was also negatively impacted by planned infrastructure repairs on King Street on the weekends of August 10-11 and 24-25.

Action Plan

Further schedule improvements will be seen in the September and October Board Periods. However, we anticipate diversions for the Toronto International Film Festival will negatively impact performance on the 504 King.

Ongoing monitoring and refinement to these improved schedules will be realized in the near future.

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 94 short turns in August, a decrease compared to July (128) and a significant decrease from the same time last year (1,418).

Our target of 1,272 short turns was met.

Analysis

Streetcar short turns remain at an all-time low, averaging less than four per day over the period throughout the network as a whole.

Increased management oversight continued through the period, and while short turns remain an available route management option, supervisors are only utilizing short turns after all other options have been explored for each given situation.

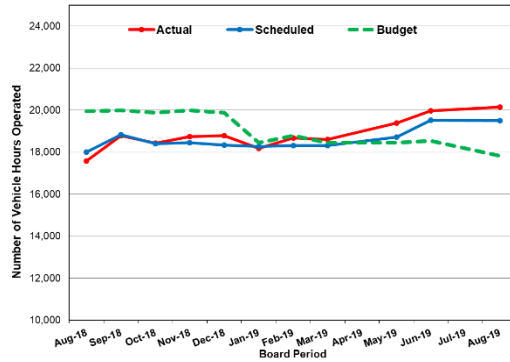
The routes with the highest number of short turns over the period were the 501 Queen, followed by the 506 Carlton.

Action Plan

A management focus on limiting the number of short turns will continue into the future. Improved schedules and effective route management techniques will continue to support this.

As well, the recent realignment of the route management team will ensure continued positive results.

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 August 2019 Board Period, 17,834 streetcar weekly hours were budgeted for service while 19,504 streetcar weekly hours were scheduled to operate, which represents a 9.36% variance.

Of the 19,504 streetcar weekly hours scheduled to operate, 20,148 streetcar weekly hours were actually delivered, which represents a variance of 3.3%.

Analysis

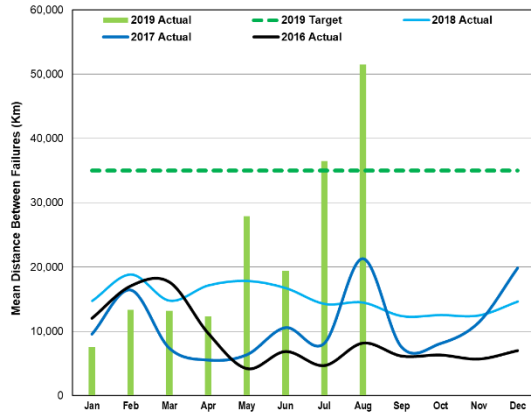
Due to the deferment of several construction projects requiring replacement of streetcars with buses, scheduled streetcar hours are higher than budgeted.

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 mechanical 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.

Contact

Rich Wong,
Chief Vehicles Officer

Results

The MDBF for the LFLRV fleet in August was 51,509 kilometres. This is an increase of 14,997 kilometres compared to last month and an increase of 37,021 kilometres when compared to the same time last year.

The 12-month rolling average MDBF was 19,486 kilometres, which is below the 35,000-kilometre contractual target.

The Operational MDBF for August was 16,402 kilometres. As stated in the CEO's commentary, the Operational MDBF measures both Bombardier and TTC performance. The Operational MDBF has flat lined in the past two periods. However, the overall trend is positive.

Analysis

In August, there were 15 delay incidents. The highest number of delays were attributed to the Train and Cab Controls system with four delays, followed by the Doors system and Train Control Management system, each with three delays.

There were no delay incidents related to the hydraulic Brake system.

With respect to the Operational MDBF, there were 28 additional delay incidents contributing to the 16,402 kilometres. These incidents included delays such as communication issues, camera issues and faults that should have been remedied under five minutes due to redundant systems on the vehicle.

Action Plan

We continue to work closely with Bombardier and have developed various vehicle modification programs to help improve reliability:

Door system: Design and component improvements (e.g. installation setup, guide channels and end-stops) have been implemented on the fleet and a wire chain retrofit is under way.

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 Q4 2019.

Communication system: A camera modification program has commenced that addresses known issues with image quality and stability.

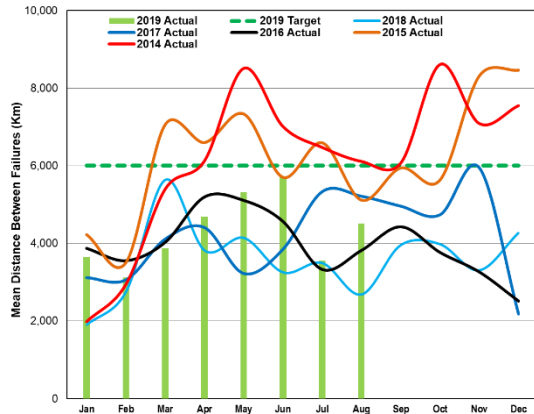
Train and Cab Control and Train Control Management systems: An investigation is ongoing to establish root cause analysis and potential corrective actions.

These programs continue to be refined as more operational data becomes available with the increased use of the vehicles and an increasing LFLRV fleet size.

Maintenance and operational processes are being reviewed with staff to improve upon the Operational MDBF. Condition monitoring is being used to determine life cycles of components and to adjust frequencies of preventative maintenance activities. We are also reviewing delay incidents to improve upon response and recovery times

on potential in-service delays. Response actions are to maximize built-in redundancy of vehicle 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 August was 4,512 kilometres. This is an increase of 1,825 kilometres from the same time last year and an increase of 963 kilometres from last month.

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

Analysis

The reliability of the CLRV fleet increased in August from the previous month primarily due to ongoing efforts to reduce the number of CLRV streetcars in service and to only provide the most reliable vehicles. With the reduction of CLRV's in service, increased maintenance effort is placed into the vehicles that remain in the fleet. This has resulted in a reduction in the number of propulsion control, passenger doors, disc brakes and high voltage system related failures. Ideal seasonal conditions in August also contributed to the slight increase in reliability.

Action Plan

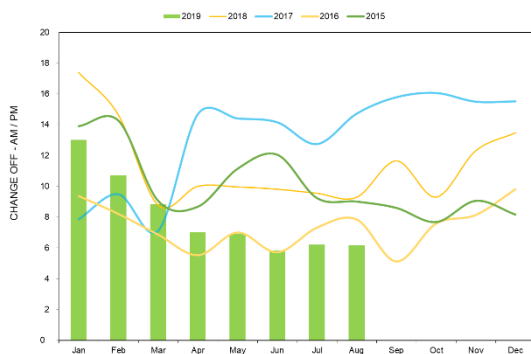
Continued removal of unreliable CLRVs from service and decommissioning will maintain increasing reliability for the CLRV fleet. All CLRVs will be decommissioned by the end of 2019.

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
Total	194	51	245

*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*

Results

The target for the maximum number of RCCOs is 1.5% of peak daily service. In August, 3.6% (or 6 of 163 vehicles) of the peak daily service, including Run-As-Directed vehicles, resulted in a RCCO. The daily average number of RCCOs for August remained the same compared to July.

Analysis

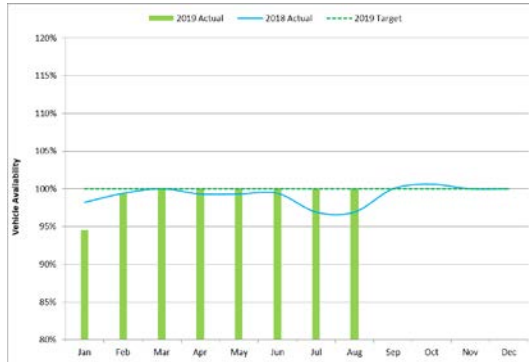
There was a reduction in failures of high voltage, passenger doors and low voltage systems on the CLRV fleet, along with reduced car body, high voltage and ramp system failures on the LFLRV fleet.

The reduction in failures was offset by an increase in failures of car body and compressed air systems on the CLRV fleet together with air conditioning, disc brake and security equipment systems on the LFLRV fleet.

Action Plan

Staff will continue to focus on the top problem systems on the vehicles to reduce failures. We continue to work with Bombardier to review and implement various modification programs to address the issues related to the LFLRV reliability. Decommissioning of legacy vehicles will continue, with all legacy vehicles 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

Results

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

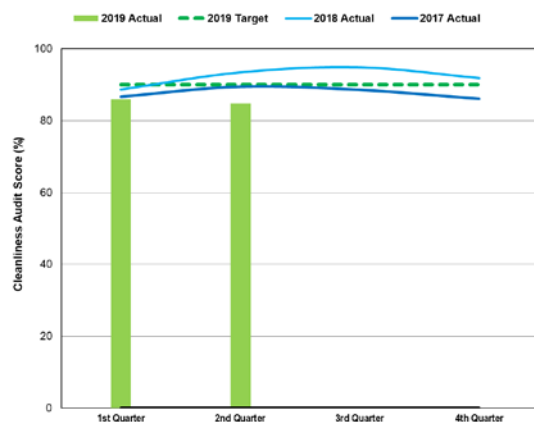
Analysis

With the number of LFLRVs increasing and the continued 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 Vehicles Officer

Results

The audit score for streetcar cleanliness in Q2 2019 was 84.8%. This is a decrease from both Q2 2018 (93.4%) and Q1 2019 (86.0%). Overall performance on streetcar cleanliness is below the target of 90%.

Analysis

High demand for service vehicles limits the availability for exterior/interior wash scheduling.

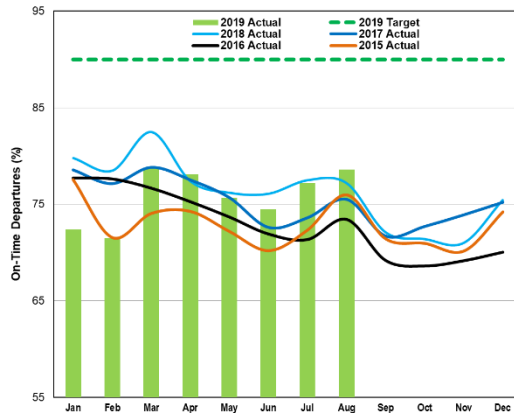
Wet conditions during May and the accumulation of salt and sand deposits impacted cleanliness results, particularly flooring, which contributed to a decrease in overall cleanliness.

Action Plan

Scheduled cleaning activities will continue. Staff continue to investigate and identify further improvements, including additional equipment to make cleaning more effective.

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 August was 78.6%, an increase compared to last month (77.2%) and the same time last year (77.2%). Our target of 90% was not met.

Analysis

Service reliability improvements continue to be implemented. In August, we saw improvements on:

- 11 Bayview (77% in 2018 to 82% in 2019);
- 15 Evans (77% in 2018 to 93% in 2019);
- 24 Victoria Park (76% in 2018 to 90% in 2019);
- 61 Avenue Rd North (86% in 2018 to 94% in 2019);
- 63 Ossington (55% in 2018 to 74% in 2019 with further improvement expected in September once data issues on the B branch are resolved);
- 64 Main (73% in 2018 to 85% in 2019);
- 73 Royal York (75% in 2018 to 86% in 2019);

- 76 Royal York South (83% in 2018 to 92% in 2019);
- 88 South Leaside (72% in 2018 to 93% in 2019);
- 120 Calvington (73% in 2018 to 94% in 2019); and
- 924 Victoria Park Express (94% in 2019).

Schedule improvements did not improve OTP as anticipated on the 39 Finch East (84% in 2018 to 80% in 2019) due to road construction and data issues at Finch Station. We expect this measure to improve, once these issues are resolved.

Crosslinx construction activities on the above surface section of the Eglinton Crosstown and lane restrictions on the Don Valley Parkway have resulted in increased delays on many routes operating in the east end of the city. These disruptions are expected to continue until the end of the project, with major intersection closures expected during the summer months.

The implementation of the new VISION dispatch system continues across the network. As part of the roll out process, we have identified a

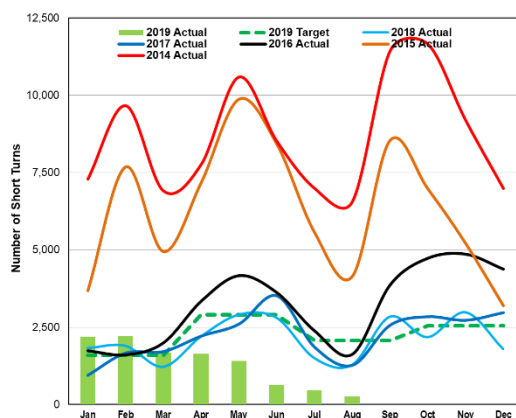
number of data quality issues that we are currently working with the vendor to resolve. These issues may result in the over reporting of missed/late trips mainly affecting short duration routes. Updated results will be provided as they become available.

Action plan

The following reliability improvements will be implemented in the September Board Period:

- 41 Keele
- 941 Keele Express
- 42 Cummer
- 50 Burnhamthorpe
- 80 Queensway
- 84 Sheppard West
- 984 Sheppard West Express
- 85 Sheppard East
- 985 Sheppard East Express
- 89 Weston
- 989 Weston Express
- 96 Wilson
- 996 Wilson Express
- 165 Weston Rd North

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 273 short turns in August, a significant improvement from July (456) and the same time last year (1,283). Our target of 2,062 short turns was met.

Analysis

The significant reduction in short turns in August 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 Crosslinx construction zones on Eglinton Avenue, as well as City of Toronto construction zones.

The top six routes accounted for half the short turns in August: 35 Jane (11%), 41 Keele (11%), 54 Lawrence East (7%), 29 Dufferin (6%), 925 Don

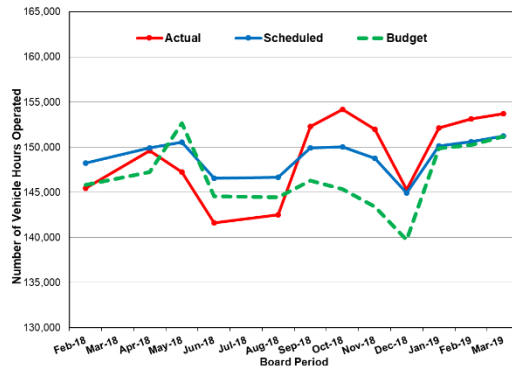
Mills Express (6%) and 85 Sheppard East (5%).

Action plan

We are continuing to 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.

The 35 and 935 Jane will have new schedules implemented in Q1 2020 once the construction at Jane Station is completed. Short turns on the 54 Lawrence East were mainly attributed to the early reopening of Leslie and Eglinton and the route extension to Eglinton Station. Short turns on the 29 Dufferin were mainly attributed to lane restrictions due to construction between Wilson Avenue and Lawrence Avenue West. The 925 Don Mills Express has been negatively affected by construction and will have schedule improvements implemented in the November 2019 Board Period. The 41 Keele and 85 Sheppard will be improved in Q4 2019 to address schedule deficiencies.

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 March 2019 Board Period, 151,192 bus weekly hours were budgeted for service, while 151,254 bus weekly hours were scheduled to operate. This represents a variance of 0.04 %.

Of the 151,254 bus weekly hours scheduled to operate, 153,711 weekly hours were actually delivered, representing a variance of 1.62%.

Analysis

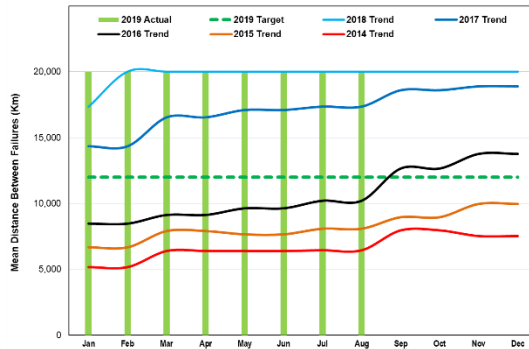
Actual service hours are matched with scheduled service hours.

Action plan

No action required at this time.

Note: Current data is unavailable due a technical issue with our VISION system. We are working to resolve this issue.

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 August was 20,000 kilometres, exceeding the target of 12,000 kilometres.

Analysis

MDBF for the bus fleet remains high and above target. New vehicles entering the fleet including the 115 Nova hybrids and the nine New Flyer Electric buses commissioned to date in 2019 contribute to this high reliability.

Door and ramp problems on the Nova bus series (3100-3369), delivered in 2018, are beginning to increase. Air gap adjustments are being performed by technicians to address the door out-of-adjustment issues. Nova ramps are showing signs of delamination.

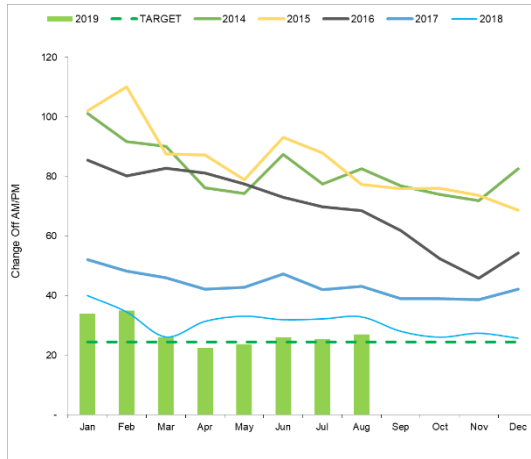
Action Plan

Electric doors are a new technology. A high level training course on the Nova electric doors is scheduled for staff in late September. From this course, a door State of Good Repair

will be developed and implemented as soon as possible.

Nova Bus has developed a solution for the ramp delamination. One prototype bus is in-service to assess the effectiveness of the repair.

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

Results

The average number of RCCOs in August was 27 per day.

Analysis

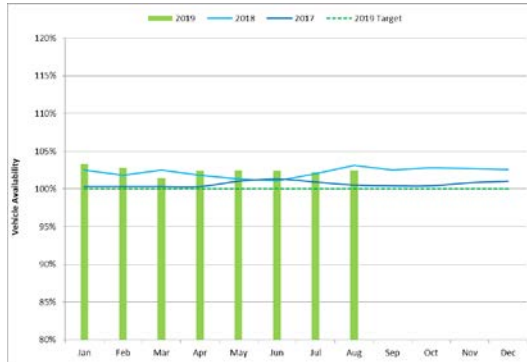
Peak revenue service was 1,579 buses per day, including Run-As-Directed buses in August. The average number of RCCOs per day equates to 1.7% of service, slightly above the 1.5% target.

There has been a slight increase in RCCOs at both Queensway and Wilson garages. Both garages have an aging fleet. There are no specific trends related to the increase.

Action Plan

Repairs on buses are being monitored closely to ensure high quality repairs are being performed.

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

Results

The average number of buses provided for a.m. peak service in August was 1,579 per day or 102.5% of planned service, well above the target of 1,541 buses.

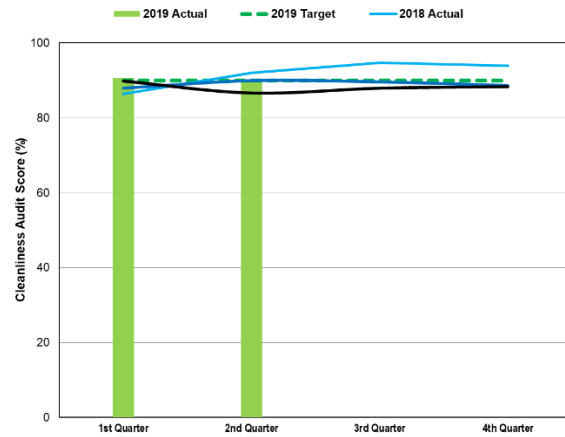
Analysis

The significant number of new bus procurements from 2016 to August, 2019 (~1,000 buses) 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.

Action Plan

We will 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

Results

The bus cleanliness audit score in Q2 2019 was 89.7%, which is slightly below the target of 90%.

Analysis

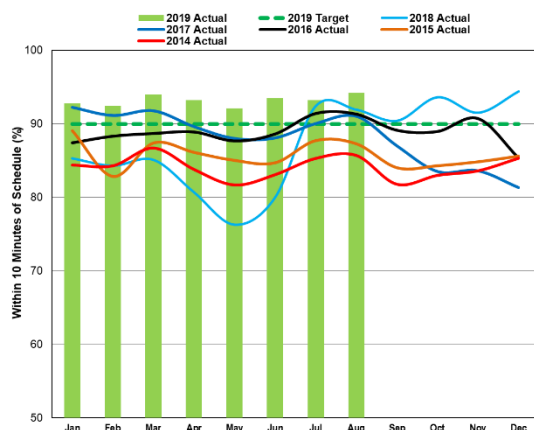
The performance score takes into account pre-service, in-service and post-service audit results. The end-of-service result for Q2 2019 fell well below the yearly average. Pre-service (contractor performance) was below target at Arrow Road, Mount Dennis, and Queensway garages for exterior clean. Improvements to wash rack performance is required to boost exterior cleaning scores.

Action Plan

The cleaning contract administrator has been notified, and meetings have been scheduled with our vendor, TBM Service Group, to discuss the audit findings and corrective actions.

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 August was 94.2%, an increase of 1.0% from last month and 2.3% from the same time last year.

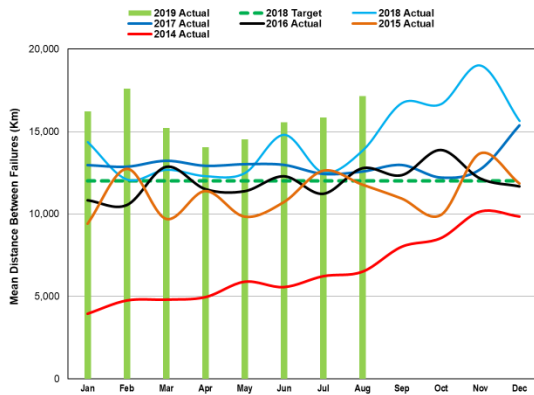
Analysis

Favourable weather and lighter traffic throughout the period allowed the Dispatch team to provide a higher percentage of on-time service. Dispatch continues to focus on effective service adjustments, reducing out-of-service minutes and reducing the number of late vehicles.

Action Plan

The Dispatch team continues to prioritize improving and maintaining our service delivery performance, including trip management and accommodating trips.

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 August MDBF of 17,141 kilometres exceeded the target of 12,000 kilometres, and is above last month's average of 15,851 kilometres.

Analysis

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

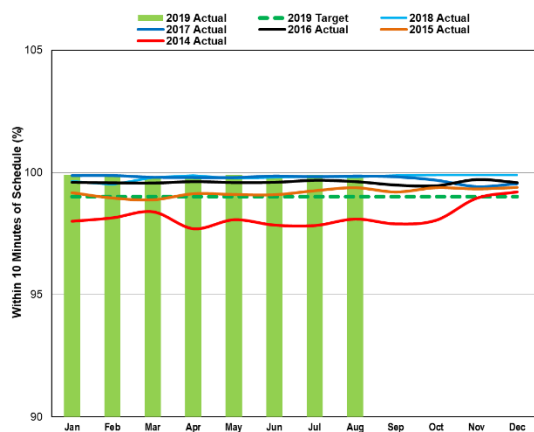
To date, we have received 30 of the 48 ProMaster buses scheduled to be delivered this year.

Action Plan

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

Problematic first-generation Friendly buses are currently being removed from service as new buses arrive.

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 August was 99.9%. This is 0.9% above our target, and consistent with the same period last year.

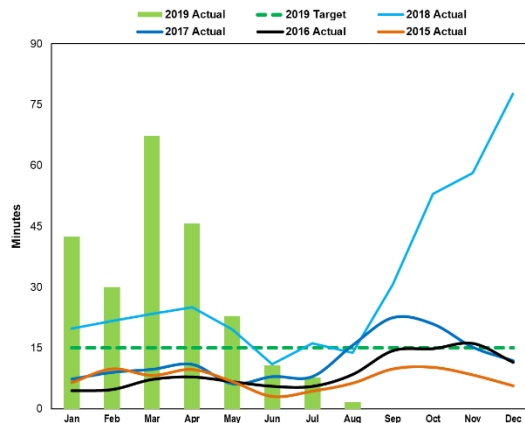
Analysis

We continue to exceed our delivery goal of accommodating more than 99% of trip requests. All customer trip requests are managed through the scheduling system and optimizing daily schedules allows for a higher percentage of trips to be accommodated.

Action Plan

Working towards greater efficiencies in scheduled service provides more opportunities for same-day trip requests. Staff will continue to work towards finding the most economical trip solution for all customer trip requests.

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 August was 1.6 minutes. This is 13.4 minutes below our target.

Analysis

Hiring additional reservationists has provided more coverage throughout the day on the phones to assist customers. This has had a significant impact on our wait times. The increase in staff has led to a reduction in the amount of time customers wait on hold to speak to a reservationist and has improved the overall customer experience.

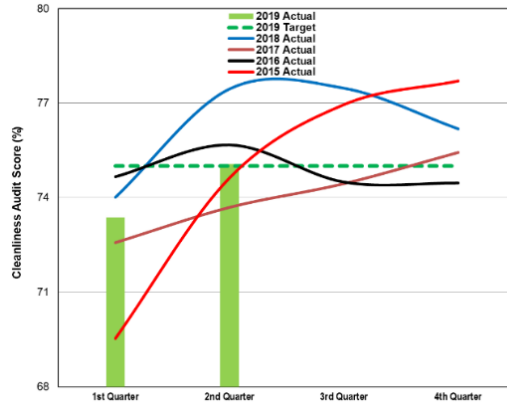
Action Plan

In August, we completed our recruitment of additional reservationists that have greatly contributed to keeping wait times within our 15-minute target. As part of our September readiness plan, we are effectively placing resources throughout the various shifts in an effort to maintain wait times below

our target as the busy September period approaches.

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 Q2 station cleanliness score was 75.06%, which is an increase of 1.69% from last quarter (73.38%), and meets our target of 75%.

Analysis

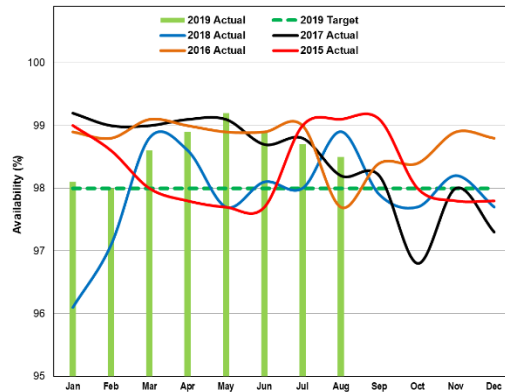
Q2 audits saw an overall increase from Q1 with 11 components receiving higher scores, while 10 other components remained consistent. Floors and escalators saw the biggest improvement, while stairs, platform edge markers, metals and waste/recycling units saw a slight uptick.

The bottom three scoring stations in Q1 — Main (64.10%), Woodbine (63.46%) and Runnymede (63.25%) — all saw increases. The lowest scoring station in Q2 was Dundas West at 65.01%.

Action Plan

Summer students and seasonal projects will help improve cleanliness activities 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 above the target of 98% for August, and performance decreased to 98.5% compared to 98.7% in July.

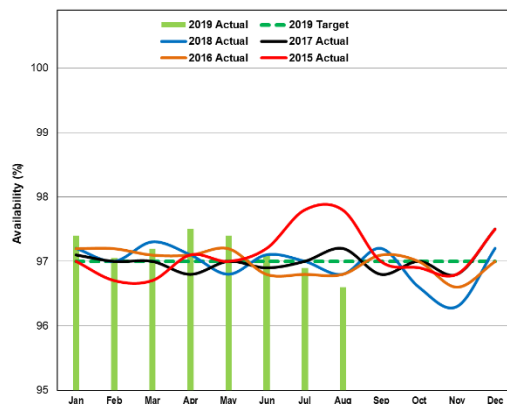
Analysis

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 under the target of 97% for August, and performance decreased to 96.6% compared to 96.9% in July.

Analysis

Availability was negatively impacted in August by the following issues:

- Escalators were out-of-service at Glencairn and King stations due to water leaks.
- Escalators were out-of-service at Glencairn, Wilson and Lansdowne stations due to construction activities.

Action Plan

The water leak issues were fixed and the escalators returned to service at Glencairn and King stations in mid-August.

The out-of-service escalators will be returned to service once construction

work on and around the escalators is complete.

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 98.34% in July, which represents a 0.11% increase from last month and an increase of 0.84% over the same time last year. Availability was below the 99.5% target.

Analysis

The increase in availability reflects the ongoing efforts by both the TTC and Scheidt & Bachmann (S&B) to address the hardware and software issues with the fare gates. With the current modification programs in place, we expect performance to continue to improve through the remainder of 2019.

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.

The program to replace the industrial computers in the fare gates with a second generation model will

increase the hard drive speed, extend data logging, and help address the USB disconnect issue we are currently experiencing. This program is ongoing and will require both hardware and software testing to be implemented.

A software update has been developed and tested, and is being piloted in a small group of stations. This pilot will run until mid-September at which point a decision will be made to go forward with the software to the remainder of the stations. If deployment is approved, the deployment will be completed by the end of 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 and improve 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 gate motors. The report is expected to be completed Q4 2019. Once its

recommendations are reviewed, an action plan will be developed based on the findings.

It is anticipated that this will help to address screen freezing, taps with no entry, card reader failures, and motor and internal heater failures.

We have additional software and hardware updates scheduled, which will further add functionality and provide solutions to known issues.

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 98.73% in August, which represents a decrease of 0.09% from last month. The availability for August remains below the target of 99.99%.

Analysis

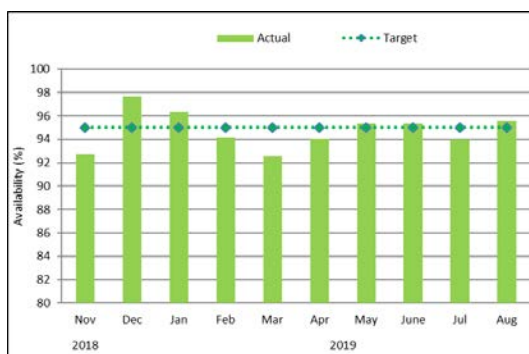
The decrease in availability is attributed to instances of frozen card readers and network connectivity issues.

Action Plan

Metrolinx is conducting root cause analysis for frozen card readers and network connectivity issues. Results will be provided when available. In addition, TTC staff have conducted in-field observations and validations for card reader availability and provided the results to Metrolinx.

Note: Availability data from Metrolinx may be subject to inaccuracies.

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 Chief Executive Officer –
Operations

Results

PRESTO FVM availability averaged 95.57% in August, which represents an increase of 1.60% from last month. The availability for August is above the target of 95.00%.

Analysis

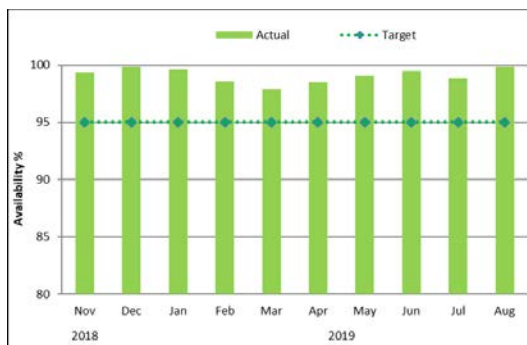
The increase in availability is attributed to timely cash collection and replenishment activities.

Action Plan

Metrolinx is working to maintain availability above the agreed target.

Note: Availability data from Metrolinx may be subject to inaccuracies.

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 Chief Executive Officer –
Operations

Results

PRESTO SSRM availability averaged 99.87% in August, which represents an increase of 1.07% from last month. The availability for August remains above the target of 95.00%.

Analysis

The increase in availability is due to process improvements in SSRM maintenance activities.

Action Plan

Metrolinx is working to maintain availability above the agreed target.

Note: Availability data from Metrolinx may be subject to inaccuracies.

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 Chief Executive Officer –
Operations

Results

PRESTO FTM availability averaged 98.19% in August, which represents an increase of 0.51% from last month. The availability for August remains above the target of 95.00%.

Analysis

The increase in availability is attributed to a reduction in the number of devices offline.

Action Plan

We will continue to monitor performance. Additionally, TTC staff have conducted in-field observations and validations for FTM availability and provided the results to Metrolinx.

Note: Availability data from Metrolinx may be subject to inaccuracies.



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

