



Chief Executive Officer's Report – July 2023

Date: July 12, 2023

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 Members of Toronto City Council, the City Manager and the City Chief Financial Officer. The report is also made available to the public on the TTC's website.

Financial Summary

There are no financial impacts associated with the Board's receipt of this report. The CEO's Report features metrics on fare revenue and budgets.

The Interim Chief Financial Officer has reviewed this report and agrees with the financial summary information.

Equity/Accessibility Matters

The TTC is committed to promoting and supporting diversity and inclusion as well as removing barriers in all corporate policies, procedures, processes, programs and services in order to reflect and respond to the needs of employees, contractors and customers.

The CEO's Report includes monthly reporting on elevator and escalator availability in our system, performance metrics for our Wheel-Trans service, and regular updates on the TTC's Easier Access Program.

The CEO's Report also features a section on employees and diversity. This section includes regular updates on important projects and initiatives aimed at creating an organizational culture of inclusiveness, respect and dignity that is free from harassment or discrimination. In the summer of 2021, a new diversity section was launched to include core metrics on our Women Operators New Hires.

The design and layout of the CEO's Report have been optimized to meet web accessibility standards.

Issue Background

The CEO's Report was created in 2012, replacing the Chief General Manager's Report. The previous report provided detailed information on all TTC departments and capital projects.

The CEO's Report was updated in 2016 to be more closely aligned with the TTC's seven strategic objectives at the time: safety, customer, people, assets, growth, financial sustainability, and reputation.

In 2018, with the launch of the 2018-2022 Corporate Plan, the report again underwent progressive changes to align and reflect our reporting metrics to the TTC's continued transformation.

With new and emerging priorities and strategic objectives, we again updated the CEO's Report in 2021 to ensure it meets the needs of the Board, the public and the organization going forward.

Contact

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Signature



Richard J. Leary
Chief Executive Officer

Attachments

Attachment 1 – Chief Executive Officer's Report – July 2023

CEO's Report

Toronto Transit Commission

July 2023



Toronto Transit Commission



The TTC is a City of Toronto agency that provides public transit services for Toronto that extend into surrounding municipalities. The TTC's mandate is to establish, operate and maintain the local transportation system in the city of Toronto. The TTC is the largest public transit system in Canada and the third-largest in North America. It is also integrated with other nearby transit systems, such as YRT in York Region, MiWay in Mississauga, and Ontario's regional GO Transit lines.

TTC by the numbers



1.7 million
rides a day
pre-pandemic



183,200
weekly service
hours pre-
pandemic



6,400+ km
of routes



2,031
Buses
252
Paratransit



204
streetcars



150
trains



16,000+
employees



60
battery-electric buses — the
largest fleet in North America

Our vision

To be a transit system that makes Toronto proud.

Our mission

To provide a reliable, efficient, accessible and integrated bus, streetcar and subway network that draws its high standards of customer care from our rich traditions of safety, service and courtesy.

Did you know...

70 years ago this month, the TTC's first subway cars arrived in Toronto from Britain. Built by Gloucester Railway Carriage & Wagon Company Ltd., the trains were the first to operate on Canada's First Subway when it opened on March 30, 1954. The red Gloucester cars were a Toronto landmark until their retirement in 1990.



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CEO's commentary



I would like to congratulate the members of the TTC's cricket team, the *Red Rockets*, who were crowned CIMA Mayor's Trophy cricket champions at Sunnybrook Park on June 24. Our team beat the Toronto Police in the final match of the annual contest. The TTC has a proud tradition in the tournament – the day was filled with the exciting competition with our peers in the transit industry and other organizations in the GTA. As in past years, the free event was open to the public, and friends and family members enthusiastically supported our players.

Ridership on the TTC continues to remain steady. As of the week ending June 16, the TTC's average weekday boardings stand at 70 per cent of pre-COVID levels, at 2.28 million. Boardings by mode continue to be highest on the bus network at 81 per cent of pre-COVID levels while streetcar and subway boardings were at 59 per cent and 63 per cent, respectively. Wheel-Trans ridership is at 73 per cent of pre-COVID.

A decline in ridership is expected in July and August as elementary and secondary schools enter summer break. Although more office employees are expected to return to the office at least two-to-three days per week throughout the year, customer demand is expected to remain at the current level throughout the summer.

As we head into summer, I hope everyone will be able to take some time to rest and recharge. I also want to say a special thank you to all our employees for their hard work over the past few months. Getting our customers to and from their destinations safely and getting more people back on transit is thanks to you.

Diversity and Culture Group

Underground Freedom Train Ride

The TTC is proud to once again to be supporting and participating in the annual underground freedom train ride to celebrate Emancipation Day on August 1.

The special event to mark the role of the Underground Railroad in Canadian history will take place on Line 1 Yonge-University on Sunday, July 31, starting at 10:45 p.m. The midnight train ride is hosted by the Blackhurst Cultural Centre and ushers in Emancipation Day on August 1. The event is open to the public.



To celebrate Indigenous Peoples Day, the TTC hosted a Sunrise Ceremony at Hillcrest on June 21.



CEO's commentary

Activities celebrating this annual ride include singing, poetry readings, and drum playing. Honouring Emancipation Day reminds us of how important it is to combat anti-Black racism and to eliminate discrimination in all its forms in our communities as well as our workplaces, something the TTC is firmly committed to eliminating.

Indigenous Peoples Month

We were honoured to participate in the profound Sunrise Ceremonies held at our various work locations in June. Sunrise ceremonies have deep cultural significance for many Indigenous nations. They symbolize meeting the sun at the beginning of the day, embracing Mino Baamodziwin (the good way) through prayers, and expressing gratitude.

TTC at Special Olympics in Etobicoke

Special Olympics Ontario held its annual Athletics Meet at Centennial Stadium in Etobicoke on June 10. The TTC was pleased to lend its support with one of our buses on site as a cooling station. We also had staff in attendance to offer information, such as Travel Training Handbooks, Wheel-Trans Re-Registration forms as well as TTC buttons, stickers and colouring books.

Among the track and field competitors vying for medals this year was the daughter of Queensway Bus Transportation Manager Terry Hughes. We were thrilled to learn that Ashley finished first in the 100- and 200-metre races. Congratulations, Ashley, the TTC is very proud of your accomplishments!

The TTC has collaborated once again this summer with the Toronto Zoo to promote our new seasonal service from Rouge Hill GO Station and to celebrate the opening of the new Orangutan exhibit. Specially wrapped buses and streetcars began appearing around the city in June.

A new, weekday seasonal service was added on the 200 Toronto Zoo route in June to meet the increased travel demand to the zoo during the summer months. Service between Rouge Hill GO Station and the Toronto Zoo via Port Union Road and Sheppard Avenue East runs from 8:30 a.m. to 8 p.m. Buses arrive every 20 minutes in all time periods.



DRIVER SIDE

CEO's commentary



One of 100-plus students participating in the station cleaning blitz.

TTC thanks employees for service excellence

The TTC congratulated its latest group of Rewards and Recognition winners, representing Marketing, Legal, Signals, Streetcar and Bus Maintenance, Engineering and Construction, Rail Cars, Training, Safety, and our Bus, Streetcar and Subway transportation departments.

I was proud to express personal thanks to our recipients for outstanding achievements in the categories of Leadership, Customer Service, Safety, Diversity, Teamwork and Innovation and Sustainability. Congratulations to: Ryan Brooks, Louise Gallotta, Samantha Haffner, Sajid Maqbool, Jeffrey Matheson, Ben Kirton, Moganaraj Rajathurai, Robert Sorrenti, Stephen Cartaciano, Deborah Herbert, Krzysztof Potasz, Patrick Rameshwar, Mario Arruda, Ricardo Couto, Elizabeth Hoare, Bruno Perrella, Roy Hartley, Vince Perruccio, Sal Maltese, Alexandra Kargutkar, Gordon McKee, Felician Burca, Ming Li, Keith McGill, Shanae Brown and Tejinder Jawandha.

Operations and Infrastructure Group

Station cleaning blitz underway

I am pleased to report that the TTC has brought back the Student Janitor Program this year. This initiative is led by Jamal Richardson, Head of Stations, and his team in Station Services.

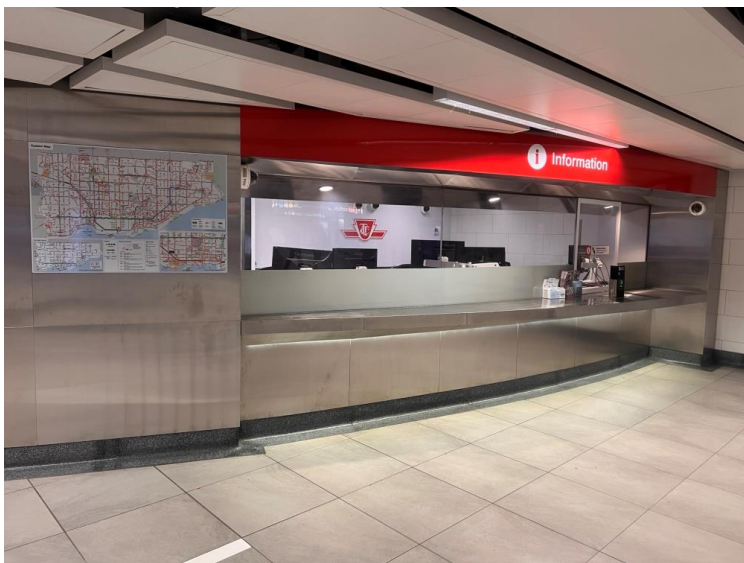
So far, the blitz has hit 31 stations and another 26 are currently underway with our aim of completing all stations at least once by September. Some of the busier stations will see additional passes by the blitz team of more than 100 students. That is amazing progress and we are already hearing from our customers that they appreciate the difference this effort is making. We are promoting this program on our social media channels as well as arranging for local Councillors to see our progress at stations in their wards.



CEO's commentary

Station Hubs now fully operational

All six of the TTC's new Station Zone Hubs in the subway system are now operational. The last two hubs at St Clair West and Sheppard-Yonge went into service recently. These Hubs provide zone management, security monitoring, and the ability to respond efficiently to customer service requests. The other Hubs are located at York University, Union, Kipling and Bloor-Yonge.



Union Station Transit Hub.

Zone Hubs are part of the Stations Transformation Program, which also includes:

- Upgrading the subway's Public Announcement system;
- Upgrading Passenger Assistance Intercoms; and
- Installing/upgrading existing CCTV cameras.

Transportation and Vehicles Group

Building and sustaining career paths in TTC trades

For many years, the TTC has partnered with high schools and colleges in Toronto to offer Truck and Coach Technician apprenticeships and technician positions within our ranks. This year, we will be celebrating two groups (2021 and 2022) that have graduated from the Truck and Coach program within our Bus Maintenance and Shops Department and who have received a Technician License.

Within the last four years, and with the expanding light rail industry, we have worked closely with our partners at Centennial College to introduce an apprenticeship focusing on getting our technicians certified and licensed and recognized as Journey Persons (technicians within 268R licensing).

This has been hugely successful within our streetcar maintenance area.

The first group of candidates is scheduled to graduate by mid-2024. I am very proud to say that we will be the first in Canada – and most likely North America – to have licensed technicians recognized by Ministry standards to maintain and repair our vehicles.

Our Bus Maintenance and Training staff have shown keen foresight in forecasting the future and pioneering a license towards the light rail industry as it is expanding nationwide, and recognizing the future needs across our industry.

I am also proud to add that over the years, we have focused on underrepresented groups, such as women in trades and diverse young students who are passionate about the trades. Many of our apprentices have moved into leadership roles and are enjoying lasting careers at the TTC.



CEO's commentary

Given the trades shortage in the province, the Ontario government is investing more than \$225 million towards developing a Skilled Development Fund. We are working hard at the TTC, in partnership with Centennial College, to submit a proposal for funding to secure training equipment and other resources to ensure the apprenticeship programs are equipped with the latest technology.

501 Queen Streetcar service to return to Long Branch Loop

The TTC and the City of Toronto are pleased to announce that beginning on September 3, the 501 Queen Streetcar service will be restored at Long Branch Loop.

The City and the TTC are nearing completion of major infrastructure upgrades in the King Street West, Queen Street West, The Queensway and Roncesvalles Avenue (KQQR) intersection area. Upgrades include TTC track renewal and improvements as well as TTC traction power and overhead contact system renewal and improvements.

From January 2021 until May 2023, buses replaced the 504 King between Dundas West Station and Dufferin Street, including the intersection at King Street West and Roncesvalles Avenue to accommodate the construction.

504A King Streetcar service between Dundas West Station and Dufferin Street resumed in May. The 501 Queen is currently short-turning at Queen Street West and Roncesvalles Avenue. 501L Queen buses are operating from Queen Street West and Dufferin Street to Long Branch Loop.

For more information on the construction progress or TTC service updates, customers are encouraged to visit www.ttc.ca/kqqr.

Engineering and Construction Group

70 years ago this month

Seventy years ago on July 30, 1953, the TTC's first subway cars (#5000 and #5001) arrived in Toronto from Britain. From the plant of the Gloucester Railway Carriage & Wagon Company Ltd., the cars were shipped by road to Avonmouth (the Port of Bristol) where they were loaded onto the vessel, *City of New York*. After an uneventful trip across the Atlantic Ocean, they were unloaded at Montreal onto specially equipped railway flatcars and shipped via Canadian National Railway to Toronto. The initial order was for 104 subway cars. The red Gloucester trains were the first to operate on the original Yonge line. Canada's First Subway officially opened on March 30, 1954.



First Gloucester Car Arrival to Canada.

CEO's commentary

Safety and Environment Group

The City of Toronto Dashboard on Community Safety and Well-being

As a reminder, the City recently launched a dashboard on community safety and well-being in the transit system. This dashboard draws from information provided by the TTC, the City, Toronto Police, and other external partners, and highlights areas where there has been some positive change as well as indicators where there is a need for more work.

The metrics in the dashboard are updated monthly to demonstrate the progress and impacts of the various interventions that have been taking place on the network. Publishing the data allows everyone to identify trends and ensures accountability. The dashboard is available at www.toronto.ca/transitdata.

I am grateful to our employees and our many partners for the hard work and collaboration to tackle the complex challenges our system has faced over the past several months.

The next scheduled TTC Board meeting will be on Wednesday, July 12. The public meeting will be live-streamed on the Official TTC YouTube Channel, starting at 1 p.m.

Stay safe.

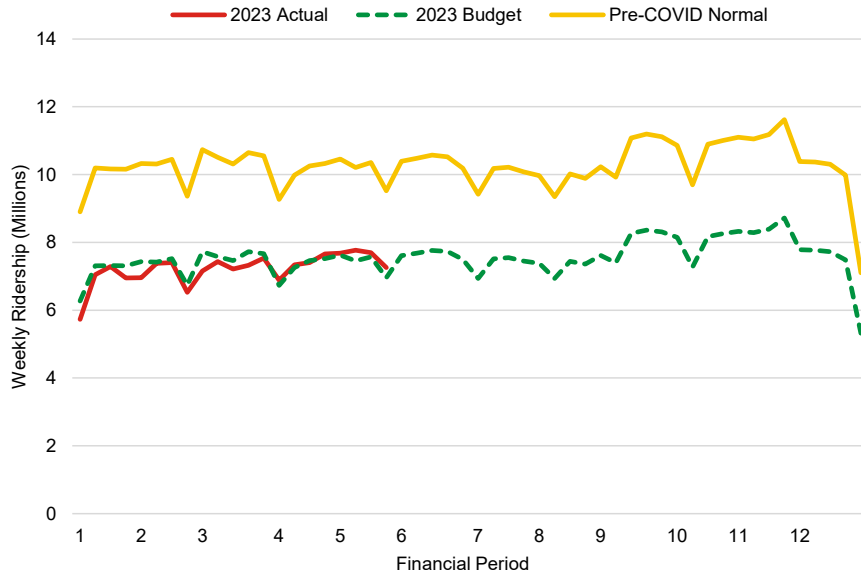


Richard J. Leary
Chief Executive Officer
July 2023



Ridership

Revenue rides



Definition

Revenue rides are equivalent to linked trips, and represent a customer journey from origin to destination, including transfers. Average number of customer linked trips per week, including paid and free trips (children 12 and under).

Additional detail in Appendix

Results

Period 5 (April 30 to May 27, 2023) revenue rides totalled 30.4 million. This represents 75% of pre-COVID experience and is 0.8 million or 2.7% above budgeted revenue rides for Period 5. Period 5 average weekly ridership increased to 7.6 million rides per week from 7.3 million revenue rides per week in Period 4. Year-to-date revenue rides totalled 151.6 million, which is 2.4 million below budget and cumulatively represents 71% of pre-COVID experience.

Analysis

Revenue ridership has seen steady growth thus far in 2023. A few significant weather events that occurred during the first three months of the year caused a direct reduction in ridership on those days with significant inclement weather, resulting in ridership in the first quarter to be slightly below budget. With no significant weather events in May, ridership averaged 75% of pre-COVID levels for the period, above the budgeted 73%. During Period 5 2023, up to 92% of unique PRESTO riders returned to the system each week with over 1.07 million unique cards used per week on the TTC, as compared to 1.16 million in early 2020.

While riders have returned to the system, the travel frequency of the riders has dropped. For example, the number of unique riders classified as “commuters” (i.e. ride four or five weekdays per week) are at 59% of March 2020 levels, below the overall ridership rate of 75% of pre-COVID experience for Period 5.

Conversely, riders who use transit less frequently (ride less than four weekdays per week) are at 118% of March 2020 levels. This is indicative of a travel pattern change from former daily commuters to a now less frequent usage group likely due to hybrid work practices. These trends are further confirmed given monthly pass sales for June use totalled 107,965, representing 54% of pre-COVID levels, clearly demonstrating a change in travel patterns.

Action

The 2022 experience was used as the basis for the 2023 revenue ridership budget that expected ridership to reach 75% of pre-COVID levels by the end of 2023.

Ridership is anticipated to continue to track to budgeted levels for the balance of the year, forecasted to end the year at 75% of pre-COVID levels. The key assumptions used to establish the revenue ridership budget for 2023 continue to be valid as most employers are anticipated to maintain current hybrid work practices with the average number of in-office days increasing marginally throughout the year and attendance levels at special events and in-person class settings for post-secondary institutions and schools are anticipated to be maintained.

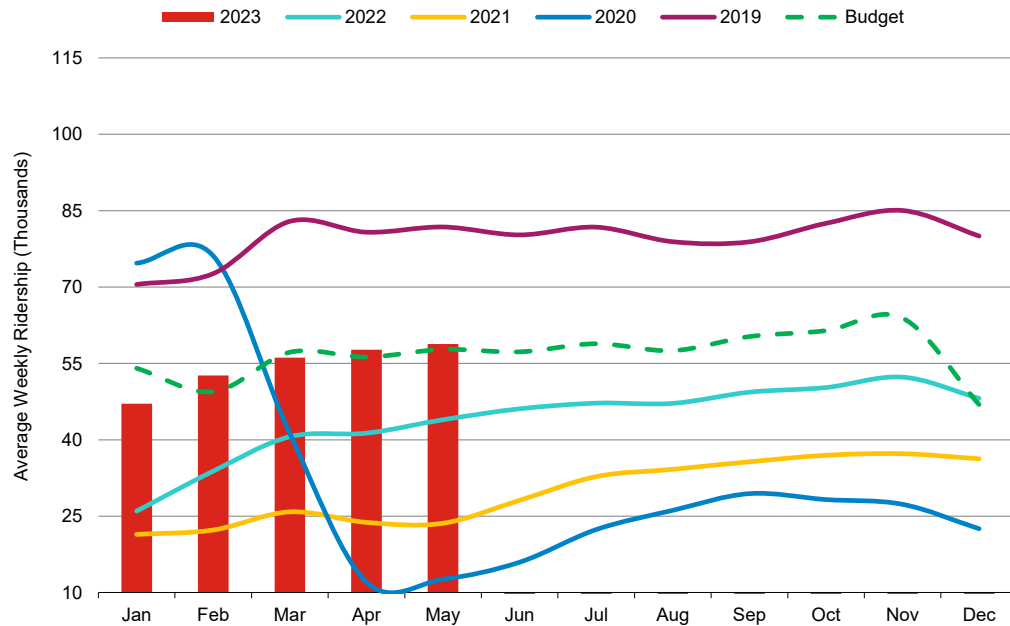
Ridership trends and recovery continue to be monitored closely for all fare concession types and ridership segments.





Ridership

Wheel-Trans – Trips



Definition

Average number of trips per week using both Wheel-Trans dedicated services and contracted services. Wheel-Trans ridership is counted separately from TTC ridership on conventional bus, streetcar and subway.

Results

Ridership in Period 5 (April 30 to May 27, 2023) was 235,217 (or 58,805 passengers per week). This figure was 1.8% higher than the budgeted 57,760 customers per week. In terms of year-over-year growth, the Period 5 year-to-date (YTD) ridership is 46.4% higher compared to the same period in 2022 and is -1.0% or 11,600 under the annual 2023 YTD budget. The 2023 YTD ridership represents 68.3% of the pre-COVID experience in Period 5 2019.

Analysis

Ridership trends have shown a higher than expected recovery for the second consecutive month. The budget anticipated an increase in in-person medical appointments and increasing customer comfort with travel and event attendance. Actual ridership is consistent with those trends although we are monitoring recently developing trends. Same day trip booking continues to increase as the TTC is able to accommodate customer trip requests. The average wait time of 1.7 minutes for this period has drastically improved the customer experience and has increased customer trip bookings.

Action

To accommodate potential ridership increases, Wheel-Trans is ensuring sufficient workforce is available and reviewing contracted taxi usage for more efficient deployment to ensure customer trip requests are honoured.

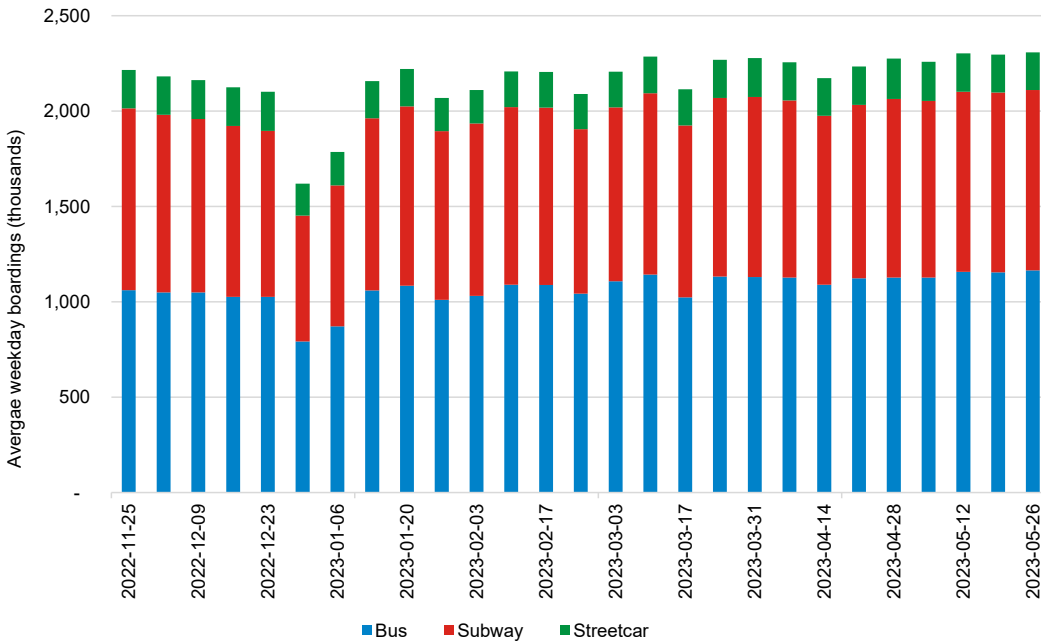
Note: Wheel-Trans ridership is not included in TTC ridership totals.





Ridership

Customer boardings – Bus, subway and streetcar



Definition

Boardings measure customer use of the system, by mode and by location. Customers are counted each time they board a TTC vehicle.

Additional detail in Appendix

*Compared to the last week of full demand and full service March 2020. Not adjusted for summer seasonality.

Results

Average weekday boardings of 2.31 million represents 72% of pre-COVID* levels for week ending May 26.

Analysis

Bus remains the busiest of all modes with 1,165,000 boardings or 84% of pre-COVID for week ending May 26.

Proportionately, a greater portion of subway and streetcar customers are office workers than bus customers, and demand on these two modes is more directly affected by hybrid work. Subway demand is at 63% pre-COVID for week ending May 26, holding steady at April levels. Streetcar demand, on the other hand, decreased to 56% pre-COVID from 60%.

Although office workers tended to commute slightly more than two days per week on average in early 2023, the uptake of in-office days picked up throughout April and May, and has reached 2.5 days per week on average. Favourable weather throughout May also encouraged increased discretionary travel, contributing to week-over-week records of post-pandemic customer boardings.

As of the week ending May 26, boardings have increased 27% from the year prior. Growth is strongest on the bus network, at 31% year-over-year, while subway is at 28% and streetcar at 5%. Streetcar demand is most affected by return to office and is currently impacted by several major construction projects.

Action

Continue to forecast demand and identify opportunities for ridership growth through:

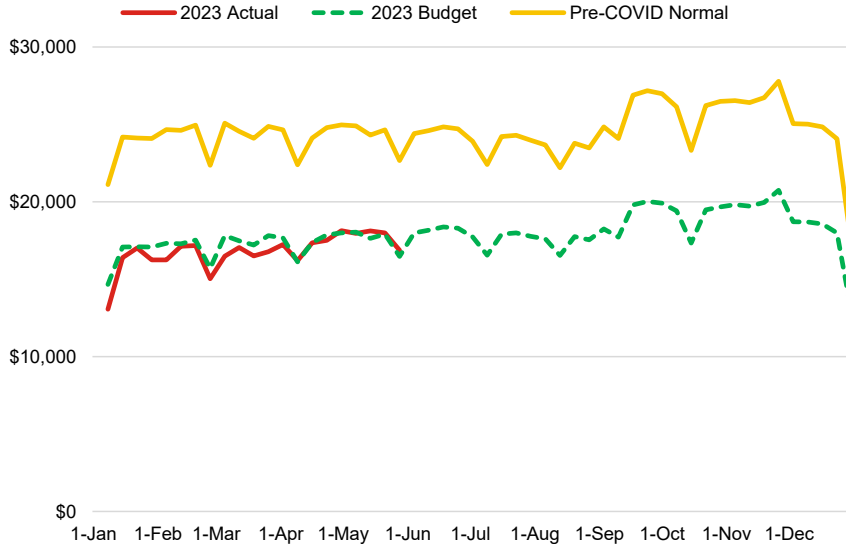
- Monitoring weekly ridership.
- Regular customer surveys.
- TTC Toronto Employer Survey and monitoring downtown office occupancy.
- Transportation Tomorrow Survey (TTS) participation.





Financial

Fare revenue



Definition
Revenue generated through fares.

Results

Period 5 (April 30 to May 27, 2023) fare revenue was \$71.8 million. This represents 74% of pre-COVID revenue and is \$1.7 million or 2.5% above budgeted fare revenue for Period 5. Period 5 average weekly fare revenue of \$17.9 million increased 3.7% over Period 4.

On a year-to-date basis, fare revenue totalled \$354.1 million, which cumulatively represents 70% of pre-COVID experience and is \$7.2 million below budget.

Analysis

Fare revenue has seen steady growth thus far in 2023. A few significant weather events during the first three months of the year caused a direct reduction in ridership on those days with significant inclement weather, resulting in fare revenue in the first quarter to be slightly below budget. With no significant weather events in May, fare revenue was at 74% of pre-COVID levels for the period, slightly above the budgeted 73%.

The revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$66.8 million for Period 5 — representing a PRESTO ridership adoption rate of 90.3% — and \$5.0 million from other media for Period 5.

Period 5 revenue was generated from the following fare concession groups: 77.6% adult, 9.2% post-secondary, 5.7% senior, 7.3% youth (ages 13-19) and 0.2% other.

Action

The 2022 experience has been used as the basis for the 2023 revenue budget that expected fare revenue to reach 75% of pre-COVID experience by the end of 2023.

Fare revenue is anticipated to continue to track close to budgeted levels for the balance of the year, forecasted to end the year at 75% of pre-COVID levels. The key assumptions used to establish the fare revenue budget for 2023 continue to be valid as most employers are anticipated to maintain current hybrid work practices with the average number of in-office days increasing marginally throughout the year and attendance levels at special events and in-person class settings for post-secondary institutions and schools are anticipated to be maintained.

Ridership trends and recovery continue to be monitored closely for all fare concession types and ridership segments.

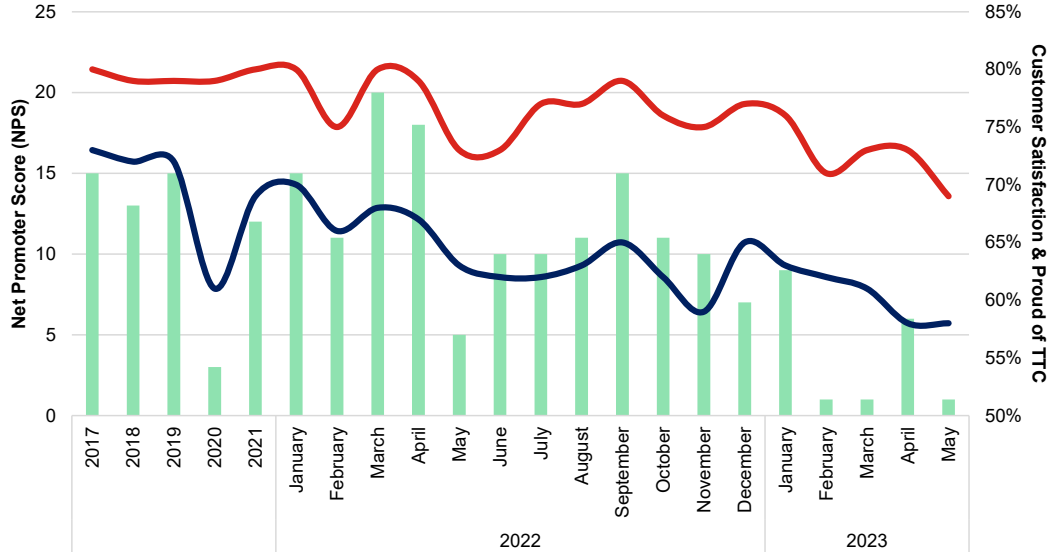




Customer experience

Customer satisfaction

Net Promoter Score (NPS) Customer Satisfaction Score Proud of TTC



Definition

Monthly customer survey of 500 TTC customers.

Customers are asked: How satisfied were you overall with the quality of the TTC's service on the last TTC trip you took, on a scale of one to 10 where one is "extremely dissatisfied" and 10 is "extremely satisfied".

Net Promoter Score (NPS) measures how likely customers are to recommend the TTC to a friend, family member or colleague.

Note: the customer satisfaction is a lagging indicator, relating to events that occurred in the previous month.

Results

Customer satisfaction has decreased since April from 73% to 69% in May, Net Promoter Score decreased to one from six, while the number of customers who say they are proud of the TTC and what it means to Toronto remained steady at 58%.

Analysis

May data indicates a decline in customer satisfaction compared to April, with certain factors playing a more prominent role in this decrease. Notably, there has been a decrease in satisfaction levels among bus customers, which likely contributed to the overall decline.

Additionally, satisfaction levels for the subway remained at their lowest point since the start of the pandemic, showing minimal improvement. However, it is worth highlighting that streetcar satisfaction has shown a slight improvement, making it the only exception among the modes. Furthermore, personal safety and security remain a primary concern for customers across all modes.

Net Promoter Score from April to May decreased by five points, indicating a lower level of customer loyalty and advocacy. Additionally, customer attitudes towards the TTC suggest a stable attitude for pride in the transit system and its importance to Toronto.

Action

The ongoing development of an action plan addressing concerns about safety and security involves the utilization of findings from the safety and security survey as well as insights gathered from focus groups. These valuable inputs inform both current and future strategies to ensure an enhanced approach to safety and security.

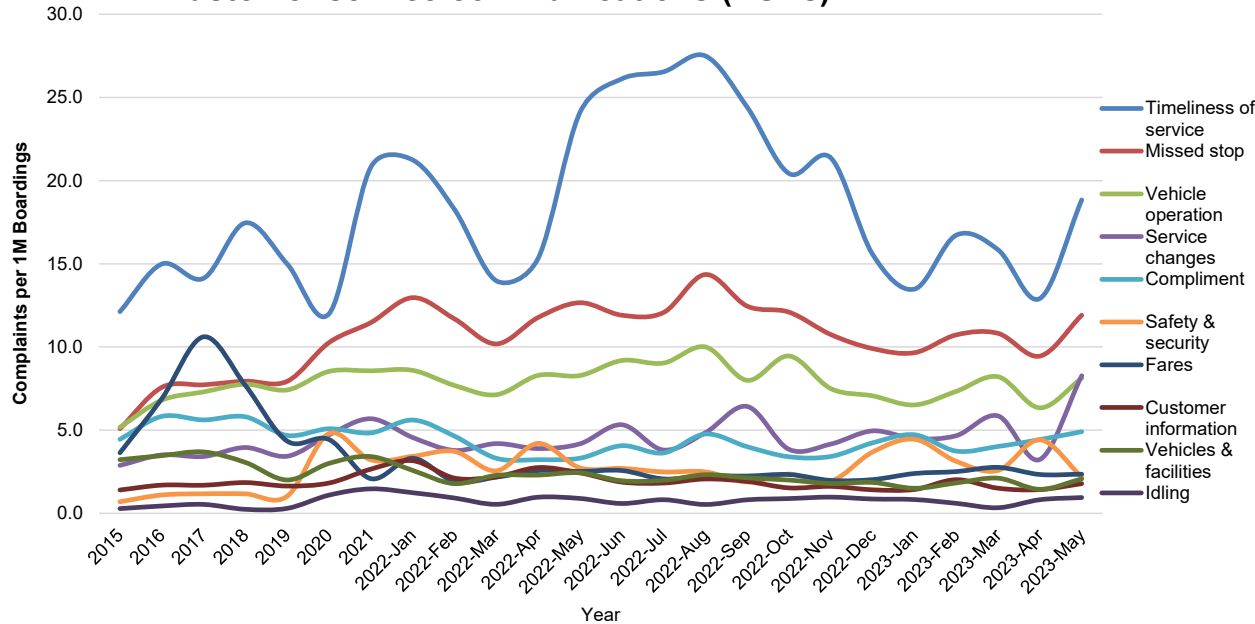
- Monitoring customer sentiment through ongoing customer satisfaction survey and customer service communications.
- Customer streetcar intercept survey is underway.





Customer experience

Customer service communications (CSCs)



We value communication with our customers. It helps inform service planning and operations, and improves our overall customer experience. In addition to our Customer Satisfaction Survey (page 11), voluntary communication to TTC's Customer Service Centre are routed through the organization to inform TTC, respond to individual customers, and used to understand overall customer experience.

Definition

Top 10 CSCs (number of communications) per one million boardings, by category. Customers provide feedback to the TTC via our website, telephone, e-mail and Twitter accounts.

Results

Customer Service Communications (CSCs) per one million boardings saw a 42% increase in May compared to April. In May, there were a total of 4,117 CSCs, while in April, 2,905 CSCs were received. Overall, the average number of customer boardings per day increased by 10%.

Analysis

Several categories saw increases in CSCs, particularly the top four ranked categories: Timeliness of Service, Missed Stops, Vehicle Operation and Service Changes. Additionally, other categories, such as Customer Information, Vehicles and Facilities and Idling also experienced increases.

More notably, Idling moved up in rank, displacing Noise as the 10th category. However, Idling accounted for only 1% of the total CSCs received in May. In contrast, there was a significant decrease of 48% in CSCs related to Safety and Security, which stood out as the sole category that experienced a decline.

Highlights:

- Increase in timeliness of service CSCs can be attributed to an increase in CSCs related to trips surface delays, subway delays, and ahead of schedule, increasing by 54%, 23% and 17% respectively.
- Missed stop CSCs increased by 30% after a decline in April 2023.
- Vehicle operation CSCs increased 30% in April; this increase can be attributed to increase in door operation and operation of the vehicle.





Customer experience

Customer service communications

Service-related CSCs:

- Service changes CSCs have increased by 120% from April to May. More than three quarters (76%) of service changes CSCs were related to customer requests for changes in service and routes. This subcategory has increased by 50% since the month of April, likely due to anticipated service adjustments in May.

Action

Service-related and Timeliness of Service

- Route-level analysis of all surface routes, with focus on improved On-Time Performance. Improvements in running-time and reliability were implemented in June schedules.
- Ongoing improvements to workforce planning and review of operator schedule adherence are aimed at decreasing cancellation hours and improving timeliness.

Community Safety Related

- Proactive steps are being taken to address safety and security concerns by increasing the presence of Special Constables and uniformed management, conducting vehicle cleaning during peak hours, and collaborating with the City of

Toronto and community partners. These efforts aim to implement both short- and long-term strategies that focus on preventing offences and improving the overall customer experience.

Customer compliments

"I wanted to publicly thank the lovely TTC fellow who was manning the booth at the Davisville Station on the morning of Friday, May 5th. I had just been to the eye doctor and had my pupils dilated, making everything blurry.

I asked him for help in entering the station. He kindly asked where I was going, found the easiest route, helped me use my card, and wished me a nice visit with my friend. Upon returning to the station around 1:30 that afternoon, I thanked him for his help earlier in the day, but wanted to let you know how helpful he was.

All too often people send along complaints. This man (unfortunately I did not ask him for his name) should be recognized for the excellent service he provides to customers using the TTC."

- Anita S.





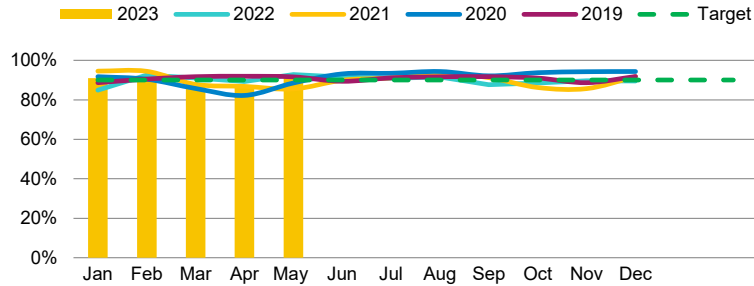
Rich Wong
Chief Transportation and Vehicles Officer

Fort Monaco
Chief Operations and Infrastructure Officer

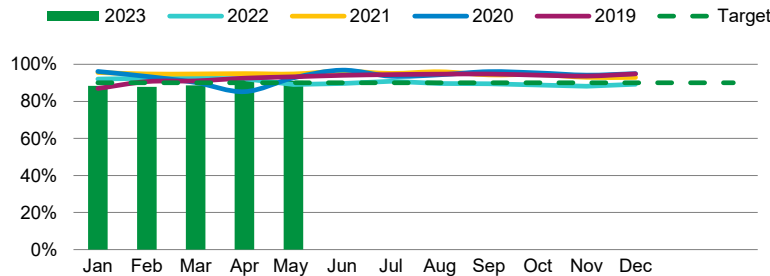
Customer experience

On-time performance (OTP) – Subway

1



2



Definition

Subway OTP is determined by headway adherence of service trains at end terminals. Headway is the amount of time between train arrivals at a station. Data represents weekday service. To be on time a train must be within 1.5 times of scheduled headway.

ATC: Automatic Train Control **OPTO:** One-Person Train Operation

Results

Line 1 OTP was 91.1% in May. This represents an increase from last month (87.1%) and a decrease from the same time last year (92.8%). Our target of 90% was met.

Line 2 OTP was 91.1% in May. This represents a decrease from last month (92.8%) and an increase from the same time last year (89.1%). Our target of 90% was met.

Analysis

On line 1, there was a 23.9% decrease in total delay minutes — from 3,424 minutes in April to 2,607 minutes in May. The decrease was attributed to reduction in ATC, Plans Bs and passenger-related delays. Passenger-related delays still make up 68% of the total delay minutes.

Single line operation late evenings from April 3 to 6, April 10 to 14 and April 17 to 21 from Vaughan Metropolitan Centre and Pioneer Village for tunnel leak remediation further impacted OTP calculations.

On Line 2, there was a 19.5% increase in total delay minutes — from 2,055 minutes in April to 2,455 minutes in May. Passenger-related delays still make up the majority of delay minutes accounting for 70% during May. Passenger-related delays accounted for 97% of the overall increase in delay minutes observed from April to May.

Action

We will continue to monitor ridership and service levels and make adjustments where necessary to ensure punctual service levels are delivered.



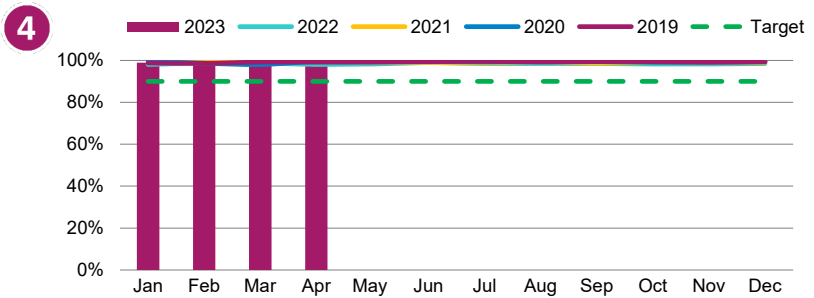
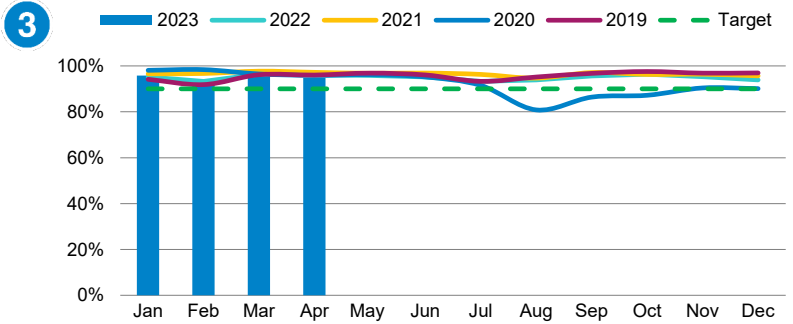


Rich Wong
Chief Transportation and Vehicles Officer

Fort Monaco
Chief Operations and Infrastructure Officer

Customer experience

On-time performance (OTP) – Subway



Definition
Subway OTP is determined by headway adherence of service trains at end terminals. Headway is the amount of time between train arrivals at a station. Data represents weekday service. To be on time a train must be within 1.5 times of scheduled headway.

Results

Line 3 OTP was 95.4% in May. This represents an increase from last month (94.8%) and a decrease from the same time last year (95.8%). Our target of 90% was met.

Line 4 OTP was 98.9% in May. This represents a decrease from last month (99.1%) and an increase from the same time last year (98.2%). Our target of 90% was met.

Analysis

On Line 3, there was a 11.6% decrease in total delay minutes — from 852 minutes in April to 753 minutes in May. Increases in delay minutes due to timeouts were offset by a decrease in signal-related delays.

On Line 4, there was a 45.8% increase in total delay minutes — from 212 delay minutes in April to 309 delay minutes in May. Compared to April, increase in delay minutes were seen across all sectors, however, passenger-related delays contributed to 60% of total Line 4 delays.

Action

There are no anticipated changes for these lines.



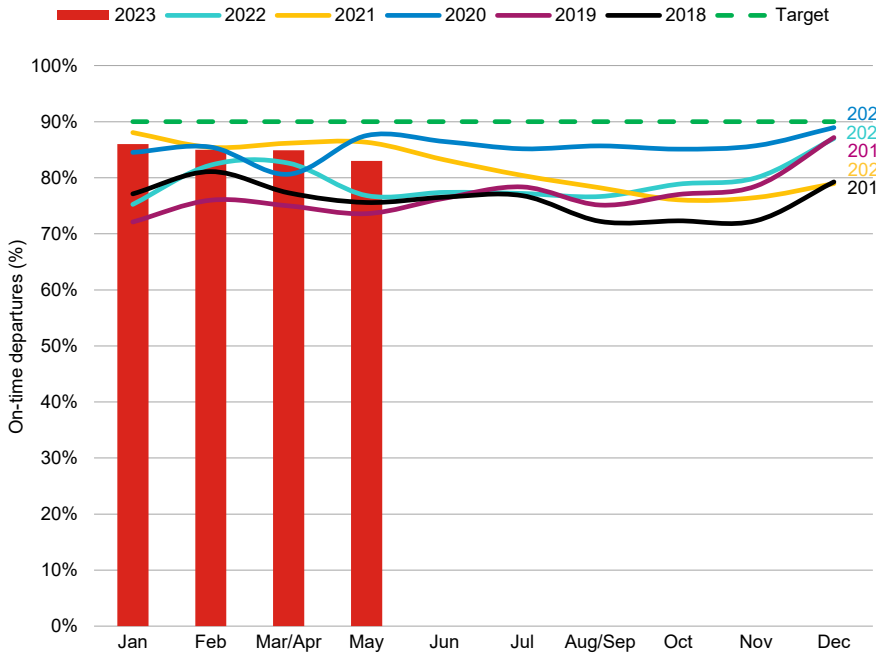


Rich Wong
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Chief Operations and Infrastructure Officer

Customer experience

On-time performance (OTP) – Bus



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. (-1 to +5)

Results

Bus OTP for the May Board Period was 83%, a decrease of two percentage points compared to the March/April Board Period (85%). In comparison to the same board period last year (77%), there was a six percentage-point increase in OTP, but the target of 90% was not met.

Analysis

Construction activity increased during the last two weeks of the March/April Board Period, and this activity continued through May. The routes not affected by construction achieved an 88% On-Time level during the board period and met the target of 90% in Week 20 (May 15-19). Monday, May 22 (Victoria Day) was the highest performing day of the period at 88% OTP for all routes combined.

During the weekdays in May, 47 of 158 routes were impacted by construction for at least three weeks of the six-week board period. Overall weekday OTP was 88% for the 111 routes not affected by construction for the entire board period, and:

- 36 routes were “On-Time” (90% OTP or better).
- 46 routes were “On the Cusp” (between 85% and 90%).
- 29 routes were “Not On-time” with OTP less than 85%. Root cause diagnostic assessments are being undertaken for all 29 routes.

During weekends for the May Board Period, OTP was 84%. Upcoming schedule improvements, addressed through the service reliability program, will improve weekend performance.

Action

To improve OTP, efforts are focused on areas including workforce alignment, schedule development and Operator monitoring. Recent highlights from this work include:

- Workforce alignment and service resiliency reviews to ensure that cancellations and unfulfilled trips are minimized.
- Service Reliability improvements to 51 routes. These routes combined for a weekday On-Time score of 86% over the May Board Period, with 16 of these routes affected by construction for at least three weeks of the period. If the OTP for these 16 routes is excluded, the remaining 35 routes that have received Service Reliability changes to date this year achieved 89% OTP during the May Board Period (both weekdays and weekends combined).

Bus Transportation Supervisors have returned to 10 routes at Finch, Keele and Islington stations after being detailed to support operational needs at Broadview Station.



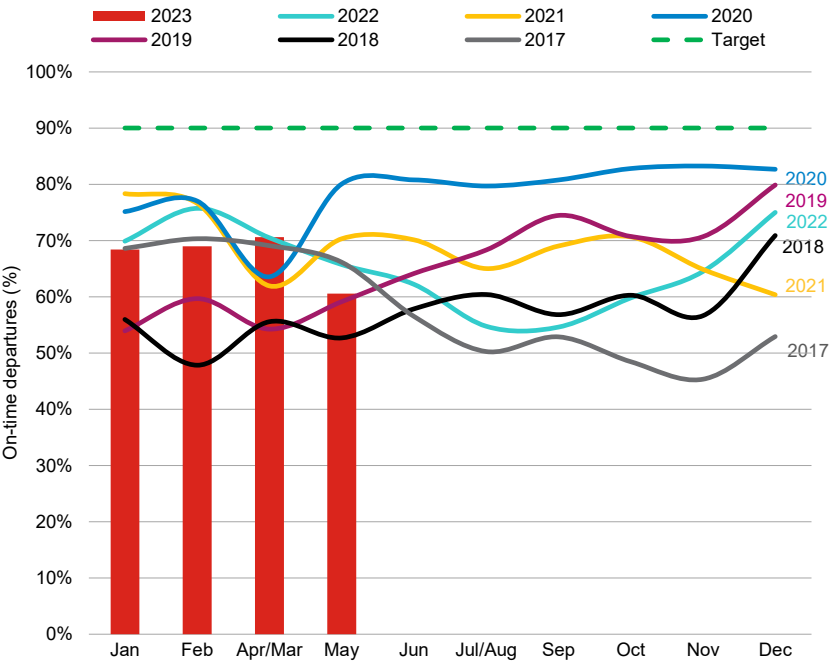


Rich Wong
Chief Transportation and Vehicles Officer

Fort Monaco
Chief Operations and Infrastructure Officer

Customer experience

On-time performance (OTP) – Streetcar



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. (-1 to +5)

Results

Streetcar OTP for the May Board Period was 61%, a decrease of 10 percentage points compared to the March Board Period (71%). In comparison to the same board period last year (66%), there was a five percentage-point decrease in OTP and the target of 90% was not met.

Analysis

After several consecutive board periods of improving performance, streetcar OTP decreased significantly during the May Board Period. This was largely due to an increase in the number of routes impacted by construction.

For the three routes not affected by construction during this board period (509 Harbourfront, 510 Spadina and 511 Bathurst), weekday OTP was 84%.

- 510 Spadina and 511 Bathurst achieved 85% OTP or better weekday performance.
- 510 Spadina route performed at an 86% weekday performance level for the period, the highest performance level ever achieved under its current routing servicing Union Station.
- 509 Harbourfront achieved 89% On-time departures eastbound from Exhibition Loop.

Monday, May 22 (Victoria Day) was the highest performing day of the period at 77% for all routes combined, the 16% increase illustrating the improvements of operations in reduce traffic.

The five construction-impacted routes combined for a 55% On-time performance level for the board period. We continue to measure to end-terminal timing, even for construction affected routes. Construction projects included Queensway right-of-way reconstruction, Ontario Line work (Queen/Yonge Streets), as well as infrastructure upgrades on Gerrard Street/Coxwell Avenue, Broadview Avenue, and St. Clair Avenue, each impacting the 501, 503, 504, 505, 506 and 512. The volume of construction projects are anticipated through the fall and future years.

Action

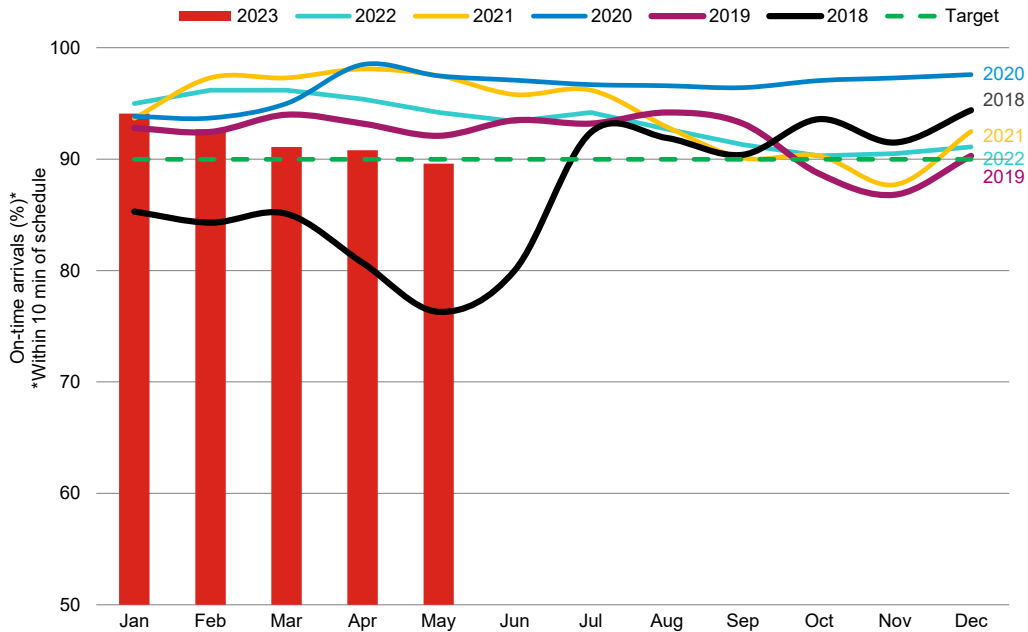
- Advanced planning for increasing infrastructure and SOGR projects across the TTC, Metrolinx and City of Toronto.
- Alternative service delivery strategies.
- Increased field staff and customer communications.





Customer experience

On-time performance (OTP) – Wheel-Trans



Definition

On-time performance of all trips conducted by Wheel-Trans buses. To be on time, the bus must arrive within 20 minutes of its scheduled arrival.

Results

OTP in Period 5 (April 30 to May 27, 2023) decreased by 1.2% from the previous period to 89.6%, and is 4.6% lower than Period 5 in 2022.

Analysis

There has been a significant increase in road closures due to special events on weekends. Additionally, construction season has officially kicked off as well and we have seen delays and road closures as a result. Both of these factors directly impact OTP.

Action

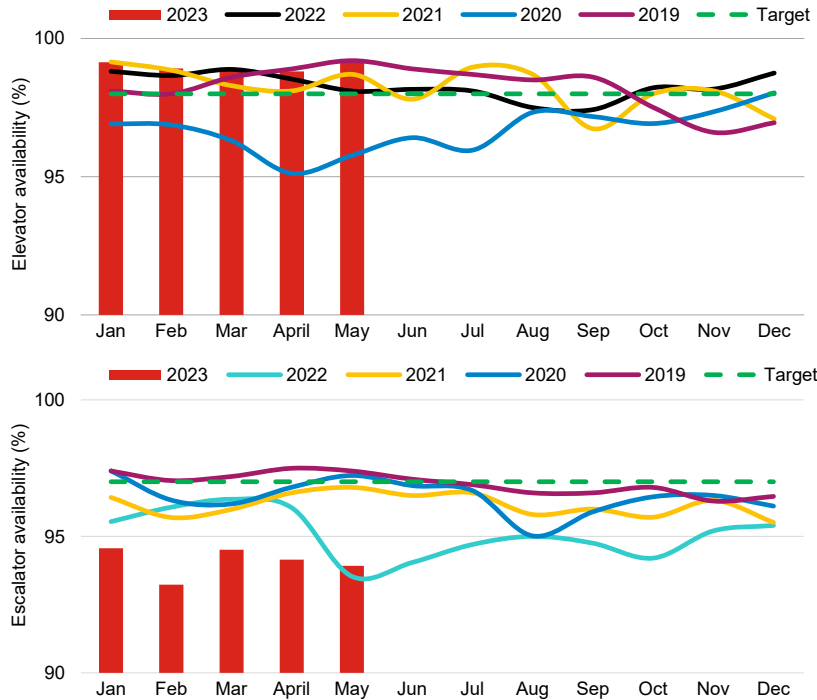
Our Dispatch, Service Planning and Project teams are strategizing new techniques, including scheduled time adjustments during peak service hours in an effort to maintain efficiencies, mitigate delays and increase OTP. Further mitigation strategies are being explored to ensure we achieve our goal of OTP of 90% or better.





Customer experience

Accessibility – Elevator and escalator availability



Definition

Percentage of total available elevator and escalator service hours during subway service.

Results

Subway elevator availability for May was 99.12%, exceeding the target of 98%.

Escalator availability for May was 93.9%, not meeting the target of 97%.

Analysis

In May, elevator maintenance and repairs were completed as planned and scheduled. A total of nine escalators were removed from service due to water damage:

- Two at St Andrew Station;
- Five at Wilson Station;
- One at Pioneer Village Station; and
- One at St George Station

These resulted in 2,965 hours of downtime.

Three escalators are out of service to accommodate construction work:

- One at Donlands Station;
- One at York Mills Station; and
- One at Castle Frank Station, which has been out of service from December 2021 and will be until December 2023.

Total out of service hours due to construction has resulted in 1,371.6 hours of

downtime.

Overhaul of two escalators at St Clair West Station and one at Queen Station continue to have an impact on downtime. Additionally, the aging escalators necessitate motor rebuilds, leading to over 161.4 hours of downtime, as part of the State of Good Repair program.

Action

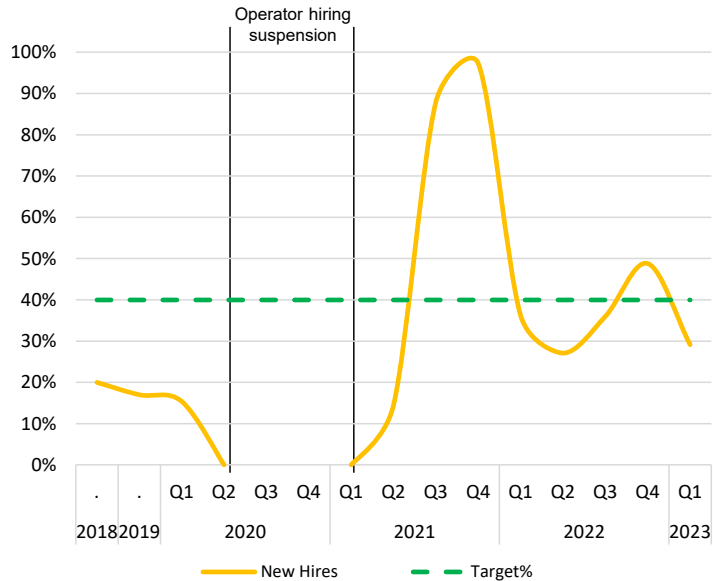
- Continue performing preventative maintenance to meet reliability and availability targets.
- Two escalators at St Andrew Station are currently out of service as a third-party builds the electrical system. One of the two has been returned to service. The second escalator is expected to be operational by the mid-July. The remaining seven escalators have been inspected, repaired, and are now back in service.
- Castle Frank and Donlands station escalators remain out of service due to construction, while the escalator at York Mills Station is now operational.
- Escalator State of Good Repair initiative is ongoing.



Diversity



Women in Transit Operations



Definition

The proportion of operator new hires who reported and identify as women versus all newly hired operators.

*as reported by UDG (the TTC's vendor for Diversity data).

Diversity metrics are reported quarterly. Q2 results will be reported in Q3.

Results

In our 10-Point Action Plan on Diversity and Inclusion in 2021, we made the commitment to recruit more women into transit operations, with women representing at least four in every 10 new operator hires. In 2023, this remains a crucial performance metric with the TTC hiring 151 transit operators (107 men, 44 women) in Q1.

Analysis

Of the newly hired women (in Q1 2023), 85% identified as racialized, with 46% identifying as Black, 31% as Asian, 0% as Indigenous, 0% as Persons with Disability, and 15% as LGBTQ2S+¹. This compared to Q4 2022 is an improvement where racialized women made up 73% of the overall newly hired women transit operators.

Similar to Q1 2022 results, we have started off the year slow, but we continue to stay committed to finishing 2023 above our target.

Action

As we look towards the future and our continued commitment to hiring more women into transit operations, we will explore other innovative ideas, such as increasing the percentage of women entering training classes to a 50:50 gender ratio.

Next, we will look to how we can apply the success of the Transit Operator hiring program to the rest of the TTC beginning with a view into how we are trending on women hires across the organization.

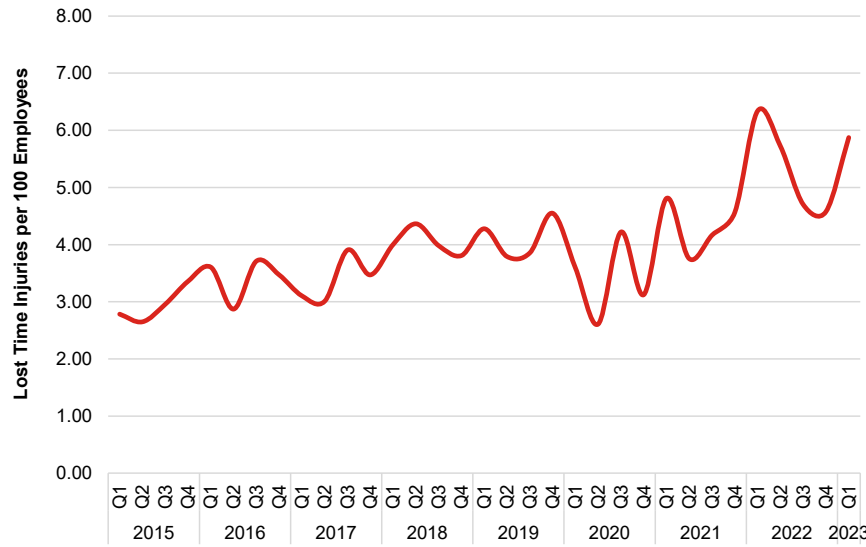
¹ Note the proportions will not add up to the total racialized as employees may identify with races not listed specifically.





Safety and security

Lost-time injuries rate (LTIR)



Results

The LTIR in Q1 2023 was 5.9 injuries per 100 employees — an increase from Q4 2022 (4.6) and a decrease from the same period last year (6.3). The LTIR for Q1 was 13% higher than the four-quarter average. There has been an upward trend in the LTIR since 2015.

Analysis

The increase in Q1 LTIR compared to Q4 2022 is mainly attributed to the increase in acute emotional events and slip/trip injury events.

Injuries due to acute emotional events account for 18% of all lost-time injuries and represent the second highest injury event type. Injuries due to slip/trip incidents account for 14% of all lost-time injuries and represent the third highest injury event type. This increase is seasonal and observed during the winter months.

Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition)

continue to represent the highest injury event type and account for 19% of all lost-time injuries. However, this event type is not driving the increase in the overall LTIR for Q1. There is a 21% reduction in the musculoskeletal/ergonomic type injuries in 2022 compared to 2021.

Action

To help address the injuries due to acute emotional events, the TTC has a project underway to identify psychological health and safety (PH&S) hazards and their impact on workers at the TTC as well as to develop tools and resources to develop and implement a PH&S program. An assessment report with recommendations is currently under internal review. The TTC also has a Suicide Prevention program, which outlines current practices to prevent suicide incidents involving the TTC and to mitigate the impact when incidents cannot be prevented.

As part of winter readiness planning, communications were

issued to TTC employees about staying safe during winter months, including slip and trip prevention.

The Corporate Ergonomics program focuses on preventing musculoskeletal disorders (MSD) stemming from improper manual material handling and poor office ergonomics. In 2021, it was identified that there were lost-time injuries due to manual material handling. Back care training modules for high-risk groups were delivered in the train-the-trainer model for Wheel-Trans, Elevating Devices and Track and Structure groups in 2022. The trainers were educated on the theory behind MSD and measures to prevent injury through safe manual-handling techniques.

As next steps, we will continue to monitor and analyze injury statistics to guide our decisions and the corporate program for ergonomics will be updated.

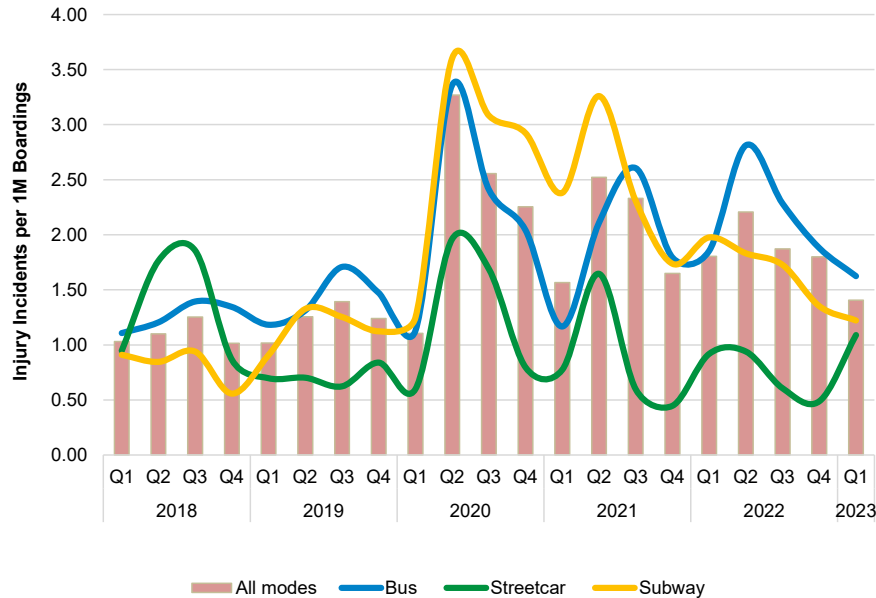
Definition
Number of employee injuries resulting in missed work per 100 employees (annualized).
LTIR metric is reported quarterly. Q2 results will be reported in Q3.





Safety and security

Customer injury incidents rate (CIIR)



Definition

Number of customer injury incidents per one million boardings.
CIIR metric is reported quarterly. Q2 results will be reported in Q3.

Results

The CIIR in Q1 2023 was 1.4 injury incidents per one million vehicle boardings — a decrease from Q4 (1.8) and from the same period last year (1.8). The CIIR for Q1 was 23% lower than the four-quarter average rate of 1.8 injury incidents per one million vehicle boardings. The four-quarter average, over the five years, shows a statistically significant upward trend in the CIIR.

Analysis

The decrease in the CIIR in Q1 (down 22% from Q4 2022), was mainly due to the decrease in bus and subway injuries (Bus CIIR is down 16%, and Subway is 10% down from last quarter). Q4 and Q1 had 150 and 136 bus onboard injuries and 96 and 87 subway injuries, respectively.

Action

We continue to monitor the CIIR and existing safety initiatives, which includes messaging to promote customer safety and safe vehicle operation.

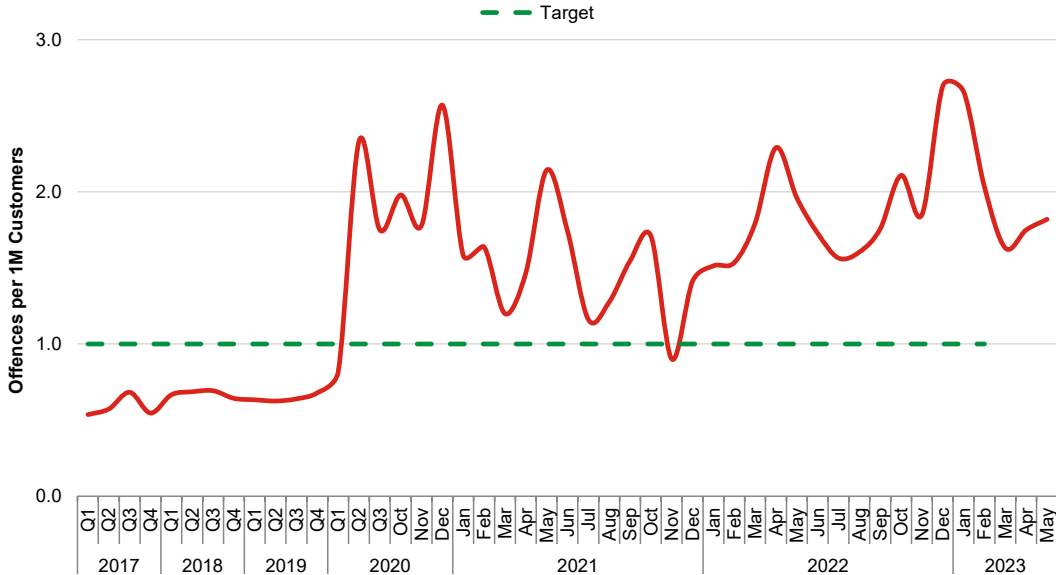
- Over the winter months, we launched content on our social media channels to highlight slips, trips and falls and the precautions customers can take to prevent injuries.
- Our communications to operators included a campaign that emphasized being aware of your surroundings, maintaining a safe following distance, operating to conditions and applying smooth braking and acceleration.
- We continue to update our safety campaigns across the system and exploring new ways to reach our customers to communicate key safety messages.





Safety and security

Offences against customers



Note: New reporting system in development. Data is still in cleaning for December to April and may have inaccuracies.

Definition

Number of offences against customers per one million boardings.

Results

The number of offences against customers was 1.82 per one million boardings for May, increasing from 1.75 in April.

Analysis

The total number of offences showed a slight upward trend from April (95) to May (102), an increase in overall incidents. Moreover, there was a rise in the number of assault and robbery incidents during this period. This pattern mirrors the trend in summer of 2022, suggesting a recurring trend.

Action

Continued increased community safety support through the network:

- Maintain the current number of Community Safety Ambassadors to provide support for persons experiencing homelessness and individuals with complex needs; extended through to Fall 2023.
- Maintain the current number of Security Guards (50 contracted positions) with flexibility to adjust numbers if required, to provide high visibility support and

improve personal safety; extended through to fall 2023.

- Continue Toronto Police Service patrols during peak/post times and in hot-spot locations as per TOPS independent deployment.
- Continue with the one-year LOFT/M-DOT pilot program increasing mental health coverage to five days per week.
- Continue Special Constable Service recruitment and onboarding efforts for 50 additional Special Constables by end of 2023.
- Maintain the current number of Streets to Homes resources dedicated to the TTC (20 outreach workers in total).
- Develop and maintain Transit Community Safety Dashboard with City of Toronto and TPS.

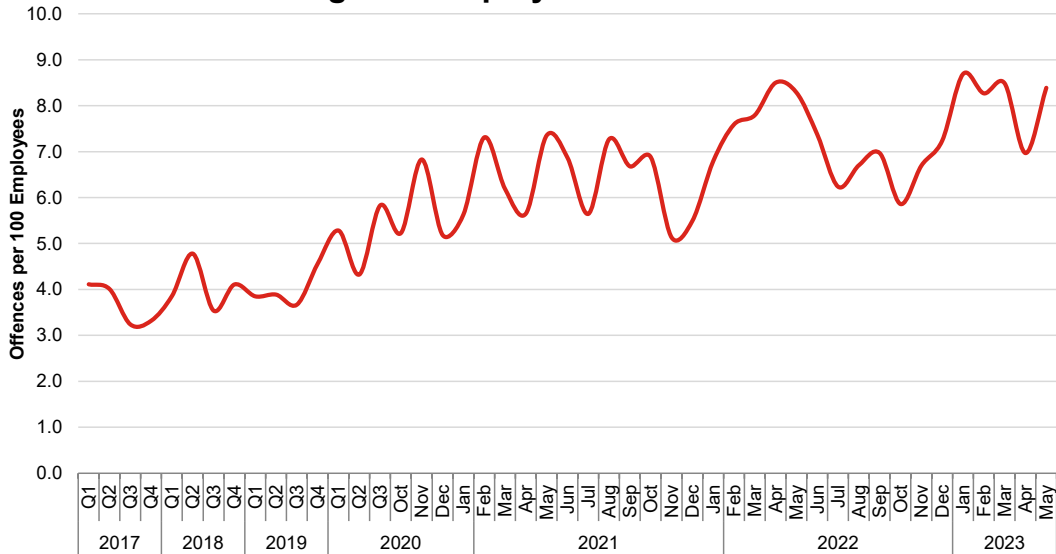
The TTC's Special Constable Service continues to monitor these statistics regularly, allocate security and support resources across the network to assist with emerging issues identified by staff and customers across the system.





Safety and security

Offences against employees



Note: New reporting system in development. Data is still in cleaning for Q1-2023 and may have inaccuracies.

Definition
Number of offences against employees per 100 employees (annualized).

Results

The number of offences against employees increased to 8.39 offences per 100 employees in May, up from 6.97 in April.

Analysis

In absolute terms, the number of offences increased to 99 in May from 82 in April. The number of assaults and threats reported by employees increased. The increase in offences against employees is similar to the trend observed in May 2022.

Action

As part of the TTC's community safety and security plan, the initiatives supporting employees also include:

- Supporting proactive site visits conducted by the Ministry of Labour, Immigration, Training and Skills Development (MLITSD) and reviewing risk assessments, reporting processes, training and control measures.

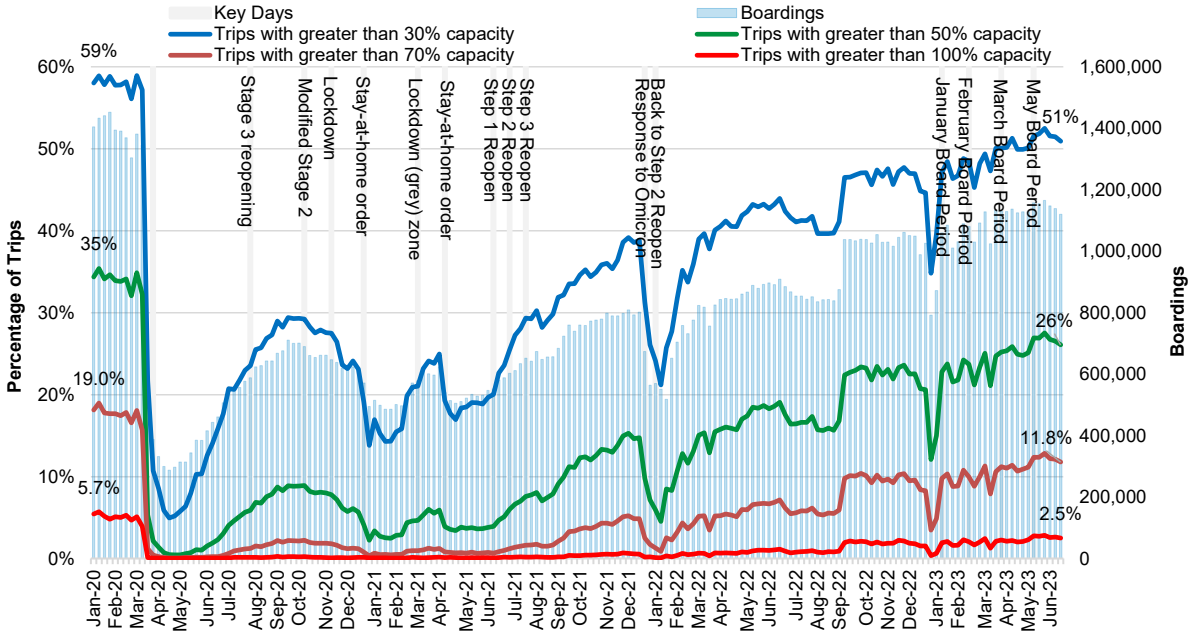
- Engaging with unions through the Joint Labour Management Committee to provide updates on action items and discuss recent incidents.
- Increasing Special Constables presence and continued use of Security Guards throughout the TTC network, as well as increased management personnel during peak service periods.
- Expanding de-escalation training to 9,000 frontline employees, including unconscious bias training.
- The Transit Community Safety Dashboard includes Offences against Employees as well as Customers.

The TTC's Special Constable Service continues to monitor these statistics regularly, allocate security and support resources across the network to assist with emerging issues identified by staff and customers across the system.



Hot topics

Bus occupancy



Percentage of weekday bus trips with more than 50% and 70% occupancy.
 50% occupancy: 25 customers onboard a standard 40-foot bus.
 70% occupancy: 35 customers onboard a standard 40-foot bus.
 100% occupancy: 50 customers onboard a standard 40-foot bus. (all customers have seat or standing room equivalent to service standards).
 120% occupancy: 60 customers onboard a standard 40-foot bus. (at crowding levels)

Results

For the second week of June 2023, the frequency of bus trips with occupancy under 30% was 51%, while the frequency of bus trips with some portion of the trip over 100% occupancy was 2.5%, across 32,000 daily weekday trips, and bus boardings 81% of pre-COVID levels.

Analysis

Occupancy rates at all thresholds are steady with customer use. Additionally, the frequency of high-occupancy trips are consistently increasing at only half the pace of the frequency of low-occupancy trips, indicating positive trend in managing capacity on buses.

Compared to pre-COVID the frequency of bus trips with some portion of the trip at 100% occupancy are 2.5% compared to 5.7% in early 2020. Only 0.6% of 32,000 daily trips had some portion of the trip at over 120% occupancy, and these trips are the focus for additional demand-responsive bus service, and future scheduling updates.

Action

- Maintain weekly monitoring of all bus routes across all occupancy levels as customers settle into renewed transit routines.
- Continue weekly occupancy analysis to assist with assigning Run-As-Directed service and to inform service planning.



Hot topics

Safety and Security – 9-1-1/2-1-1 Posters



Promoting access to safety and security resources
Over the last several months, the TTC has been working to increase safety messaging to customers. Multilingual ads directing customers to the website for professionally translated information on safety was implemented earlier this year.

The TTC continues to promote the SafeTTC app that allows customers to quickly and discretely report safety incidents directly to Transit Control.

Most recently, the TTC installed posters in hot-spot locations promoting the services of 9-1-1 and 2-1-1.

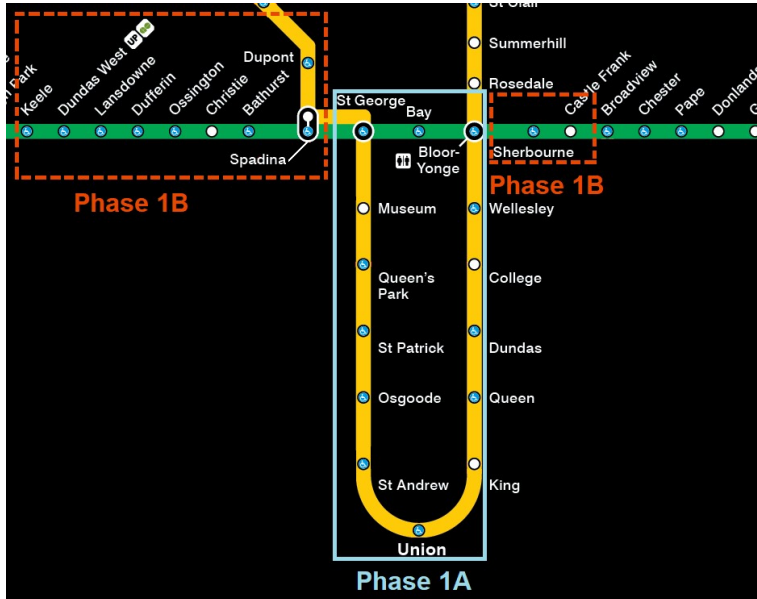
The posters are meant to remind customers that help is just a phone call away – whether it be for emergency services (9-1-1) or non-emergency support (2-1-1) related to mental health and other issues.





Hot topics

Rogers' Wi-Fi Update



Phase 1A and 1B areas in the subway system.

Project Snapshot

The TTC is working with Rogers to plan its build to provide cellular and 5G connectivity throughout the subway system, including tunnels and stations. This build is in conjunction with the TTC's own subway infrastructure work.

Action

Phase 1A will enable the Line 1 Lower U, from St George to Bloor, with tunnel and station cellular and 5G capability, including 9-1-1 coverage. The target is to complete this in time for the upcoming school year, specifically by fall 2023. To accomplish this, a proof of concept has been scheduled this summer, which will require the installation of field equipment in a station room along with the installation of Rogers Base Station Hotel 1 equipment. The TTC and Rogers technical teams will work closely to meet the set target.

Phase 1B focuses on enabling the Line 2, St George to Keele and Yonge to Castle Frank stations only (not tunnel) cellular and 5G capability by winter 2023.

9-1-1 coverage will be tested as part of the certification process at each station.

Preliminary design on the remaining 5G tunnel work has commenced along with the initial procurement of the required cabling. A TTC room survey is also underway to identify two new base station hotel room sites that will be outfitted with the necessary equipment, which will in turn operate the remaining lines. We anticipate that the remaining 5G/Cellular station and the next phase of tunnel designs will be finalized in winter 2023, which will facilitate the creation of an overall project schedule.





Hot topics

Apprentices Program



June 2023 Graduation Ceremony

Background

Bus Maintenance and Shop in partnership with Centennial College and Ministry of Labour, Training, and Skills Development have been administering Truck and Coach Apprenticeship for over the last two decades. This program has been recognized and rated #1 in Canada. With the expansion of Light Rail and increasing complexity of technology, a similar program has been introduced for Light Rail and solidifying our commitment to evolving transit.

Benefits

- **Industry Leader:** TTC in partnership with Centennial College will be the first in Canada to develop, graduate and license Light Rail Technicians with approval from the Ministry of Labour. These new Journey Persons will set the standard for the light rail industry.
- **Trade Shortages:** TTC's apprenticeship programs are helping to address the industry wide shortage of skilled trades persons. These programs are also helping to create educational and employment opportunities in the community.
- **Industry Recognition and Collaboration:** Our program success has led agencies such as City of Toronto, MiWay, and even New York Transit to seek our guidance. Ministry recognition through an award highlights our dedication to fostering a skilled workforce.
- **Investing in the Next Generation:** Toronto District School Board programs offer recent graduates opportunities for leadership roles and high school students explore trades within our agency. Expansion to other districts ensures a diverse and skilled future workforce.
- **Stepping into New Frontiers:** Following the success of Specialized Trades Exploration Program (STEP) to Transportation, we introduced STEP to Construction in Infrastructure and Operations, nurturing talent across multiple fields.
- **Promoting Diversity and Inclusion:** We prioritize outreach, attending conferences to advocate for women and underrepresented groups in trades. Removing stigmas and highlighting opportunities fosters inclusivity.

Our commitment to developing skilled technicians, promoting diversity, and anticipating industry needs drives our success. With each graduating group, we celebrate achievements that propel us toward an innovative and sustainable future.





Rich Wong
Chief Transportation and Vehicles Officer

Fort Monaco
Chief Operations and Infrastructure Officer

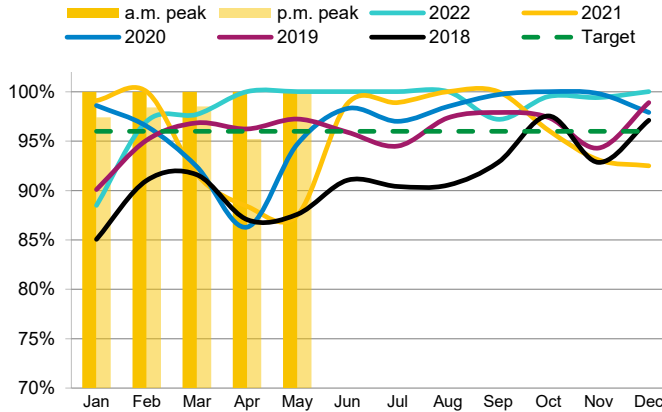
Appendix: Service delivery

Line 1 capacity

Total number of trains that travelled through 12 key sampling points during a.m. and p.m. peaks as a percentage of trains scheduled. Data is based on weekday service. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

May 2023: 100.0%
April 2023: 100.0%
May 2022: 100.0%

Target: 96.0%

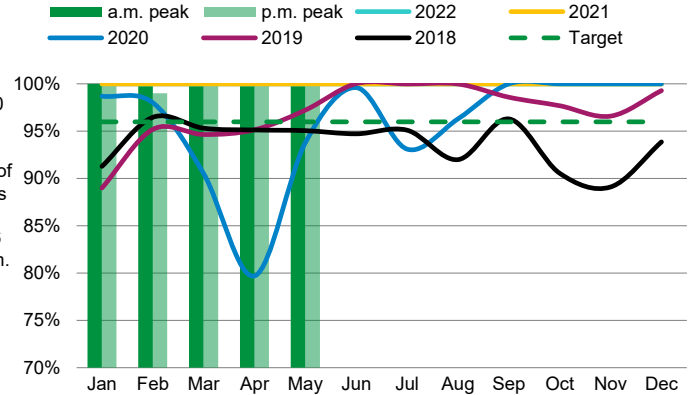


Line 2 capacity

Total number of trains that travelled through 10 key sampling points during a.m. and p.m. peaks as a percentage of trains scheduled. Data is based on weekday service. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

May 2023: 100%
April 2023: 100%
May 2022: 100%

Target: 96.0%

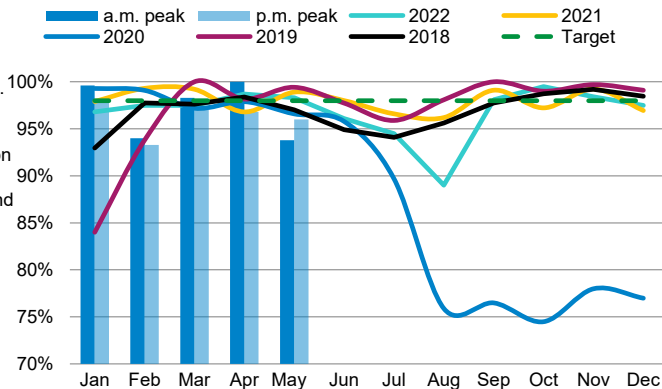


Line 3 capacity

Total number of trains that travelled through two key sampling points during a.m. and p.m. peaks as a percentage of trains scheduled. Data is based on weekday service. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

May 2023: 95.0%
April 2023: 98.3%
May 2022: 98.3%

Target: 98.0%

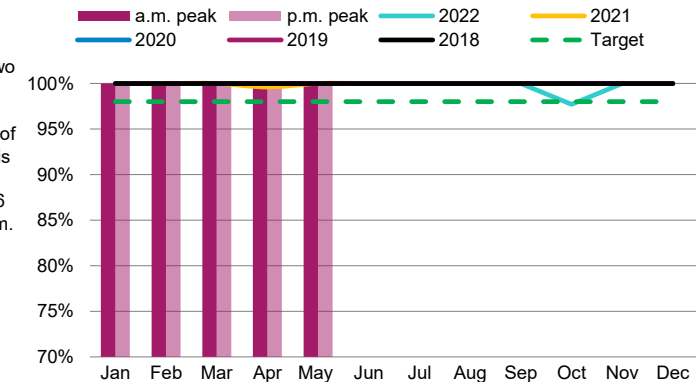


Line 4 capacity

Total number of trains that travelled through two key sampling points during a.m. and p.m. peaks as a percentage of trains scheduled. Data is based on weekday service. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

May 2023: 100.0%
April 2023: 100.0%
May 2022: 100.0%

Target: 98.0%





Rich Wong
Chief Transportation and Vehicles Officer

Fort Monaco
Chief Operations and Infrastructure Officer

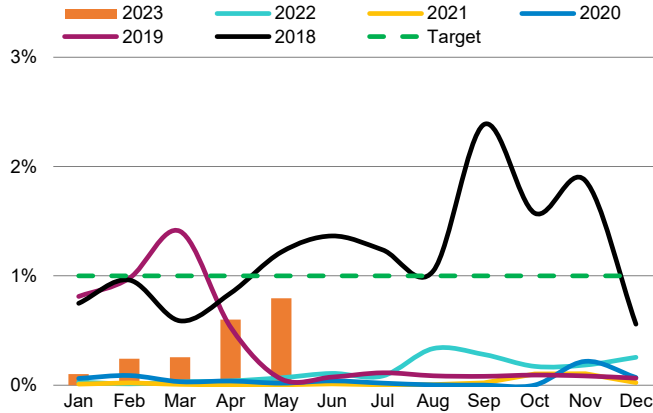
Appendix: Service delivery

Streetcar short turns

A short turn occurs when a vehicle is turned back and taken out of service before it can reach the end of its route (per 1,000 departures).

May 2023: 0.79%
April 2023: 0.60%
May 2022: 0.07%

Target: 1%

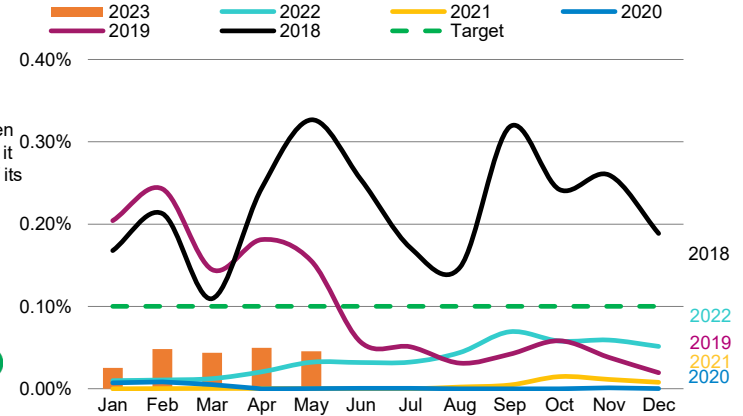


Bus short turns

A short turn occurs when a vehicle is turned back and taken out of service before it can reach the end of its route (per 100 departures).

May 2023: 0.03%
April 2023: 0.05%
May 2022: 0.03%

Target: 0.10%

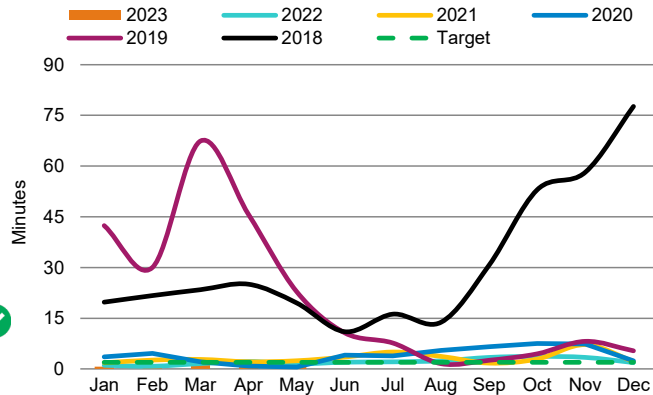


Wheel-Trans contact centre wait time

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

May 2023: 1.7
April 2023: 2.2
May 2022: 1.5

Target: Less than 2





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Fort Monaco
Chief Operations and Infrastructure Officer

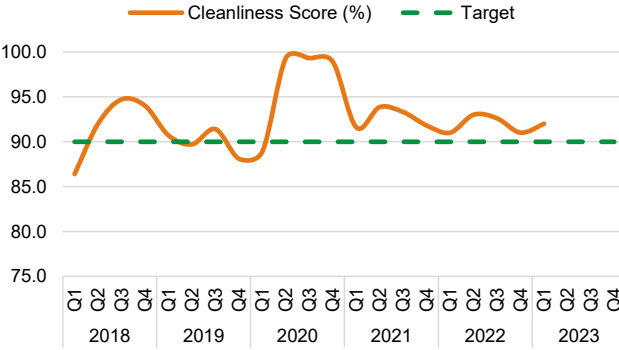
Appendix: Cleanliness

Bus cleanliness

Results of a third-party audit. Average of pre-service, in-service and post-service cleanliness results.

Q1 2023: 92.0%
Q4 2022: 90.0%
Q1 2022: 91.0%

Target: 90.0%

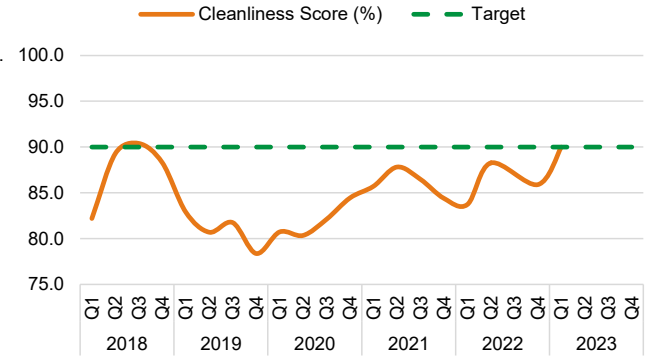


Streetcar cleanliness

Results of a third-party audit. Average of pre-service, in-service and post-service cleanliness results.

Q1 2023: 90.0%
Q4 2022: 85.9%
Q1 2022: 83.7%

Target: 90.0%



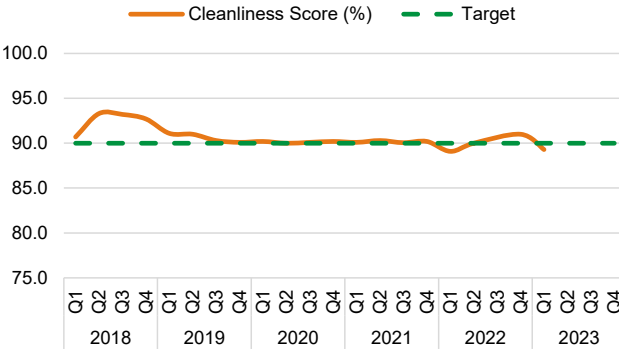
Subway cleanliness

Results of a third-party audit. Average of pre-service, in-service and post-service cleanliness results.

Q1 2023: 89.3%
Q4 2022: 91.0%
Q1 2022: 89.1%

Target: 90.0%

Leverage insights from third-party audits to inform improvements



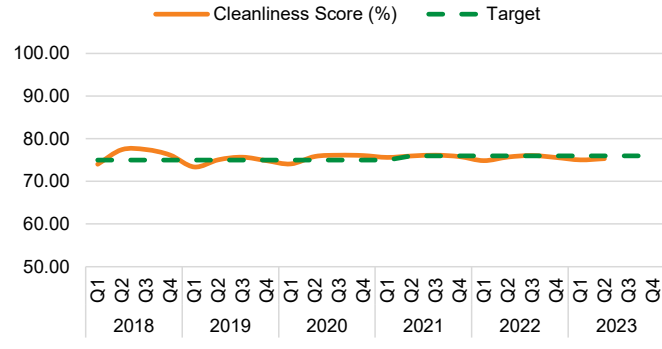
Station cleanliness

Results of a third-party audit. Average of all 75 stations.

Q2 2023: 75.33%
Q1 2022: 75.04%
Q2 2022: 75.71%

Target: 76.0%

Leverage insights from third-party audits to inform improvements



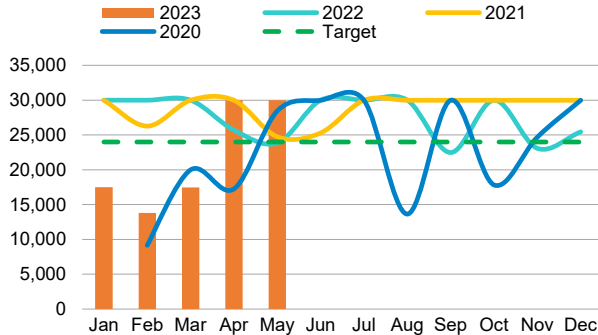


Appendix: Asset reliability

eBus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

May 2023: 30,000
April 2023: 30,000
May 2022: 23,863

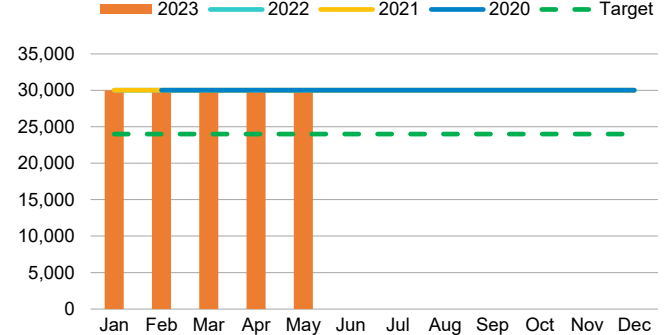
Target: 24,000 km



Hybrid bus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

May 2023: 30,000
April 2023: 30,000
April 2022: 30,000

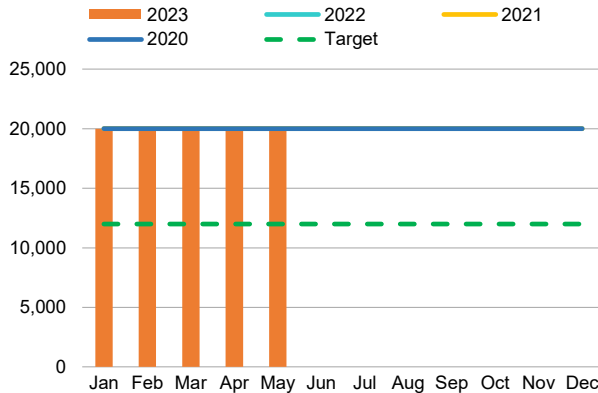
Target: 24,000 km



Clean-diesel bus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

May 2023: 20,000
April 2023: 20,000
May 2022: 20,000

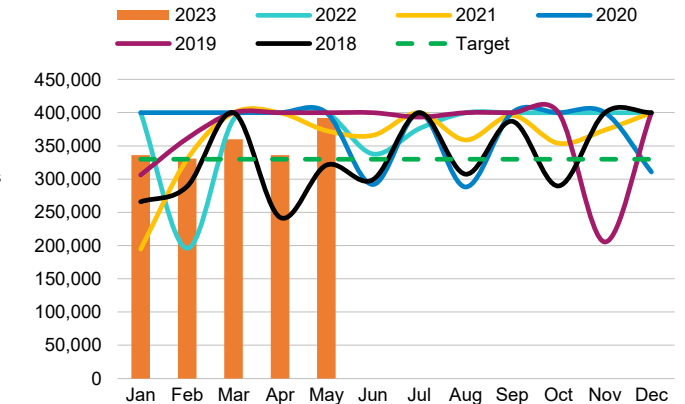
Target: 12,000 km



T1 train mean distance between failures
Total distance (km) travelled per number of equipment incidents resulting in delays of five minutes or more. T1 trains operate on Line 2.

May 2023: 392,000
April 2023: 336,000
May 2022: 400,000

Target: 330,000 km





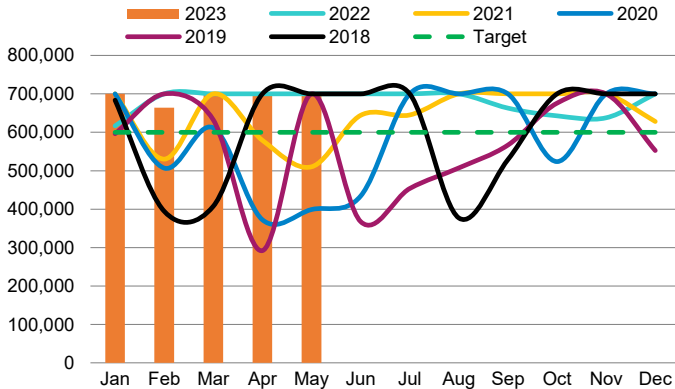
Appendix: Asset reliability

TR train mean distance between failures

Total distance (km) travelled per number of equipment incidents resulting in delays of five minutes or more. TR trains operate on Line 1 and Line 4.

May 2023: 700,000
April 2023: 700,000
May 2022: 700,000

Target: 600,000 km

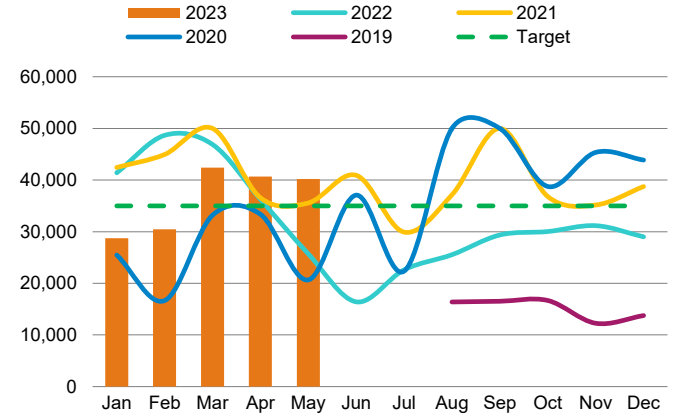


Streetcar mean distance between failures

Total distance (km) accumulated per number of mechanical road calls.

May 2023: 40,205
April 2023: 40,700
May 2022: 25,690

Target: 35,000 km

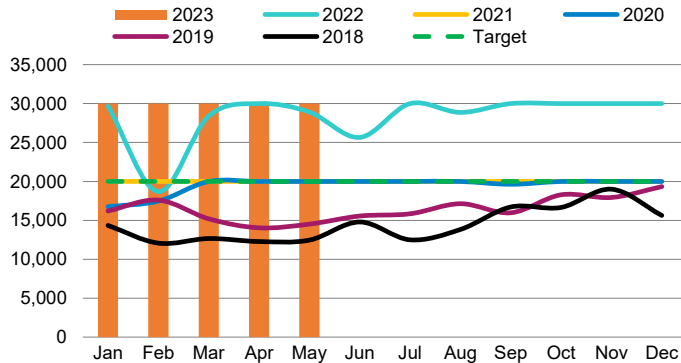


W-T Mean distance between failures

Total distance accumulated by the Wheel-Trans fleet per number of mechanical road calls.

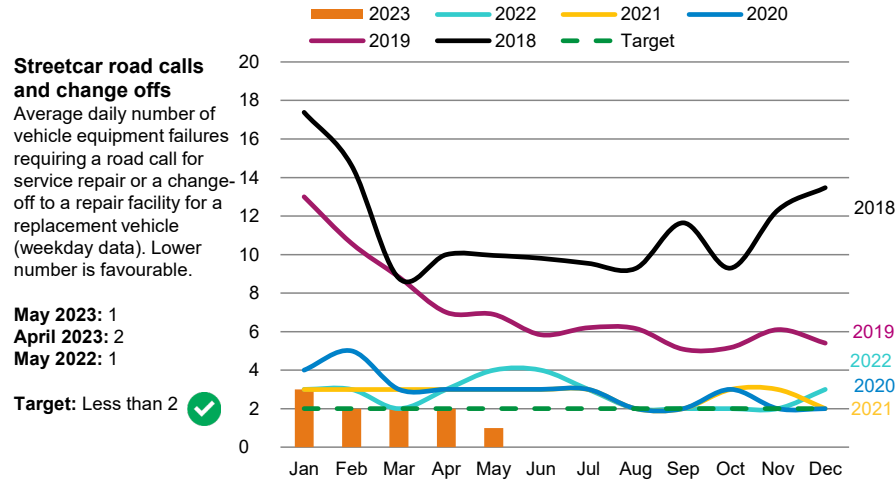
May 2023: 30,000
April 2023: 30,000
May 2022: 28,917

Target: 20,000 km





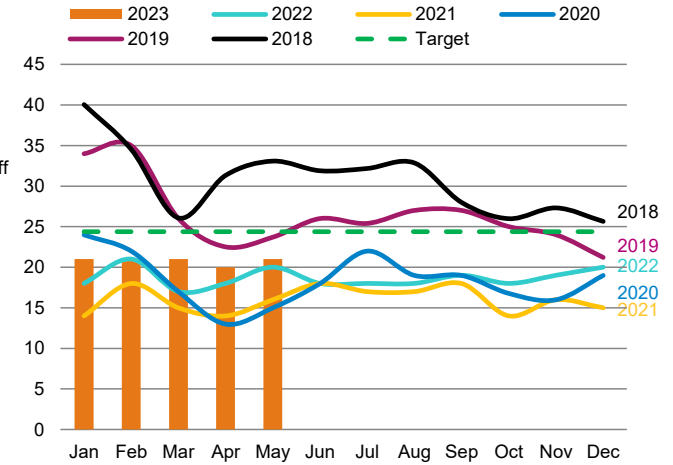
Appendix: Asset reliability



Bus road calls and change offs
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 (weekday data). Lower number is favourable.

May 2023: 21
April 2023: 20
May 2022: 20

Target: Less than 24 ✓





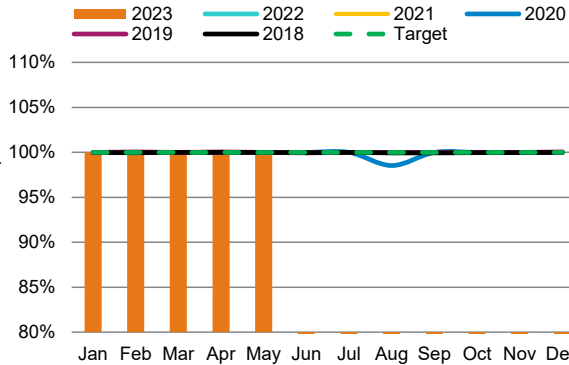
Appendix: Asset availability

Subway service availability

Daily weekday average number of trains put into service per the number of trains scheduled for the a.m. peak period.

May 2023: 100%
April 2023: 100%
May 2022: 100%

Target (RW): 100%

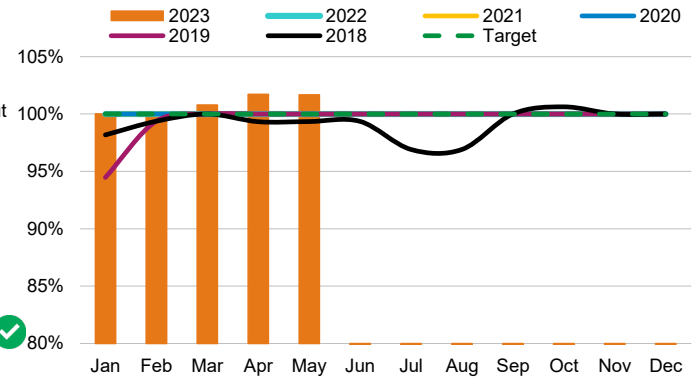


Streetcar service availability

Daily weekday average number of streetcars put into service per the number of streetcars scheduled for the a.m. peak period.

May 2023: 101.7%
April 2023: 101.7%
May 2022: 100%

Target (RW): 100%

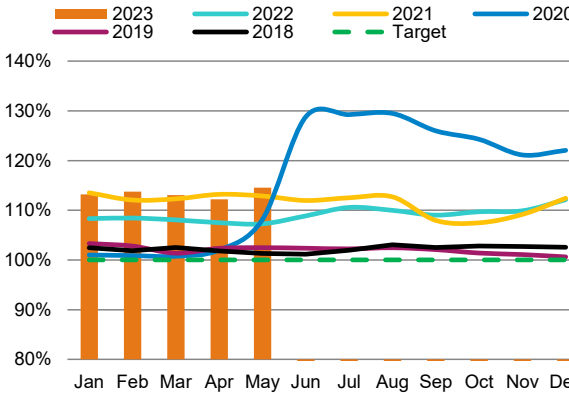


Bus service availability

Daily weekday average number of buses put into service per the number of buses scheduled for the a.m. peak period.

May 2023: 114.5%
April 2023: 112.2%
May 2022: 107.3%

Target (RW): 100%



Fare gate availability

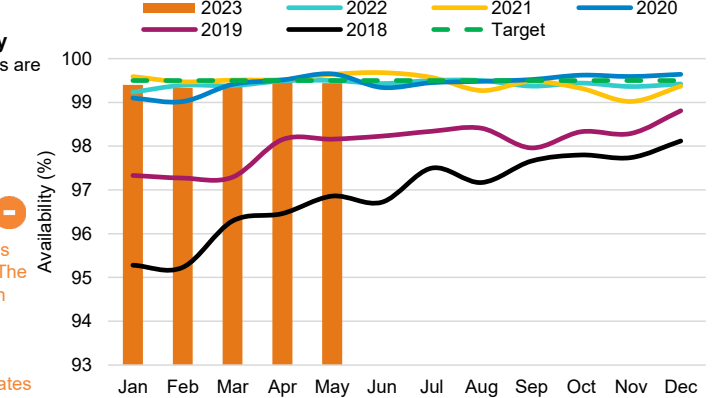
Percentage of fare gates are available for use.

May 2023: 99.44%
April 2023: 99.48%
May 2022: 99.50%

Target (SH): 99.50%



A new software patch is improving availability. The other issues have been resolved and we are expecting a continued improvement in the reliability of the Fare gates through 2023.





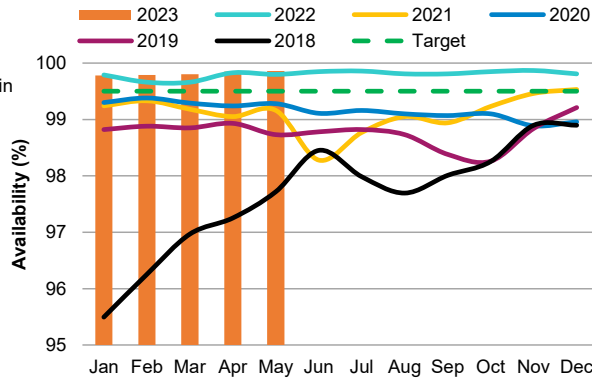
Appendix: Asset availability

PRESTO reader

Percentage of PRESTO readers in working order. PRESTO readers allow customers to pay their fare and are installed onboard TTC buses and streetcars.

May 2023: 99.86%
April 2023: 99.85%
May 2022: 99.80%

Target: 99.50%

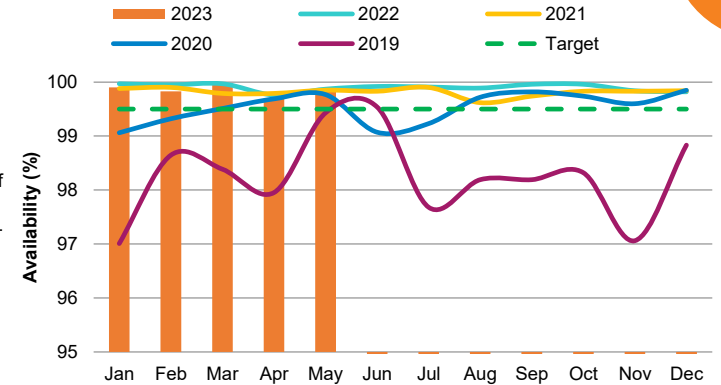


PRESTO Fares and Transfers Machine (FTM)

Availability of FTMs based on duration of fault to time of resolution. FTMs allow customers to purchase Proof of Payment tickets on streetcars and at selected streetcar stops.

May 2023: 99.86%
April 2023: 99.69%
May 2022: 99.87%

Target: 99.50%

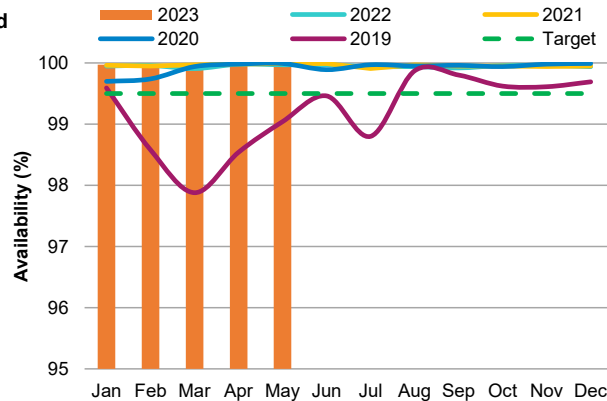


PRESTO Self-Serve Reload Machine (SSRM)

Availability of SSRMs based on duration of fault to time of resolution. SSRMs allow customers to load funds onto PRESTO cards, view their balance and card history, and activate products purchased online. SSRMs are installed at station entrances.

May 2023: 99.94%
April 2023: 99.96%
April 2022: 99.97%

Target: 99.50%

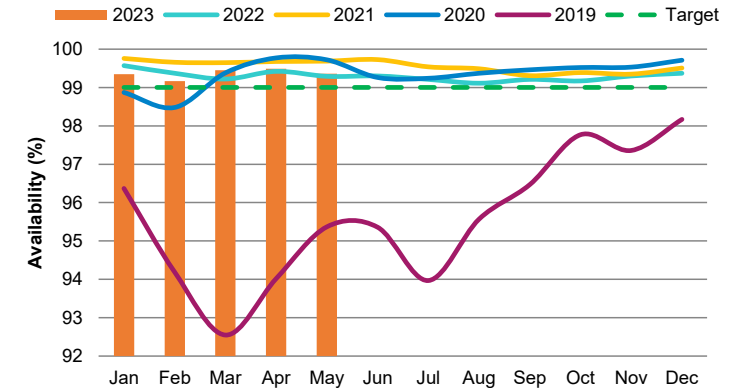


PRESTO Fare Vending Machine (FVM)

Availability of FVMs based on duration of fault to time of resolution. FVMs allow customers to load funds onto PRESTO cards, purchase cards, view balance and card history, and activate products purchased online. FVMs are installed at station entrances.

May 2023: 99.36%
April 2023: 99.49%
May 2022: 99.29%

Target: 99.00%





Appendix 2: Safety

Regulatory compliance

This table summarizes the number of regulatory interactions and orders issued in 2023 (January 1 to April 1)¹ and their status.

An Interaction refers to a:

- Report made by the TTC to a regulatory agency.
- Communication received from a regulatory officer requesting information, by phone, e-mail or in person.
- Visit to a site or TTC property, pre-planned or unplanned, by a regulatory officer.

Type	Interactions/visits	Requirement orders ² issued	Non-compliance orders ³ issued	Status
Ministry of Labour, Immigration, Training and Skills Development	22	0	0	No orders issued
Ministry of the Environment, Conservation and Parks	0	0	0	No orders issued
Technical Standards and Safety Authority	0	0	0	No orders issued
City of Toronto	0	0	0	No orders issued
Toronto Fire Services	0	0	0	No orders issued

¹ Next update will be available in the September 2023 CEO's Report

² Orders issued to provide documentation/information

³ Orders issued to remedy contraventions of the Occupational Health and Safety Act or regulations, Environmental Protection Act, Technical Standards and Safety Authority and City of Toronto Sewers By-Law and Ontario Fire Code



Appendix: How ridership is measured?

Revenue Rides versus Customer Boardings

Revenue Rides and Customer Boardings are both measures of transit ridership. Some transit agencies report ridership as 'Linked Trips' others report ridership as Boardings. Like many agencies the TTC uses both.

Revenue Rides

Revenue rides are linked trips. They represent a customer journey from origin-to-destination one-way, including transfers.

Why this is important: Indicates how many paid trips customers have made, and ties to fare revenue. This is the basis for forecasting and collecting fare revenue.

In the public transit industry:

- Can be referred to as 'linked trips', and 'ridership'.
- "Revenue Rides" are used by MTO to determine Gas Tax funding allocations.
- "Revenue Rides" aligns with CUTA's (Canadian Urban Transit Association) definition of "ridership", standardizing ridership reporting across Canadian transit agencies.
- Includes all fare groups as well as those with \$0 fares, including child and two-hour transfer rides. Excludes fare evasion.

Definition in the TTC CEO's Report

Revenue rides are equivalent to linked trips, and represent a customer journey from origin to destination, including transfers. The CEO's Report includes the average number of customer linked trips per week, including paid and free trips (children 12 and under).

Customer Boardings

Boardings measure customer use of the system. Customers are counted each time they board a TTC vehicle.

Why this is important: Represents use on the system, by mode, by vehicle, by times of day, and ties to occupancy. This is the basis for customer demand and service planning.

In the public transit industry:

- Can be referred to as 'unlinked trips' and 'ridership'.
- Is used by US transit agencies reporting to Federal Transit Administration for funding.
- Boardings aligns with APTA's (American Public Transit Association) definition of "ridership", which includes select Canadian transit agencies,
- www.apta.com/research-technical-resources/transit-statistics/ridership-report/.
- Some Canadian transit agencies use Boardings to report ridership.
- Includes both paid and unpaid use.

Definition in the TTC CEO's Report

Customer Boardings measure customer use of the system, by mode and by location. Customers are counted each time they board a TTC vehicle. The CEO's report includes the average daily boardings per mode.

