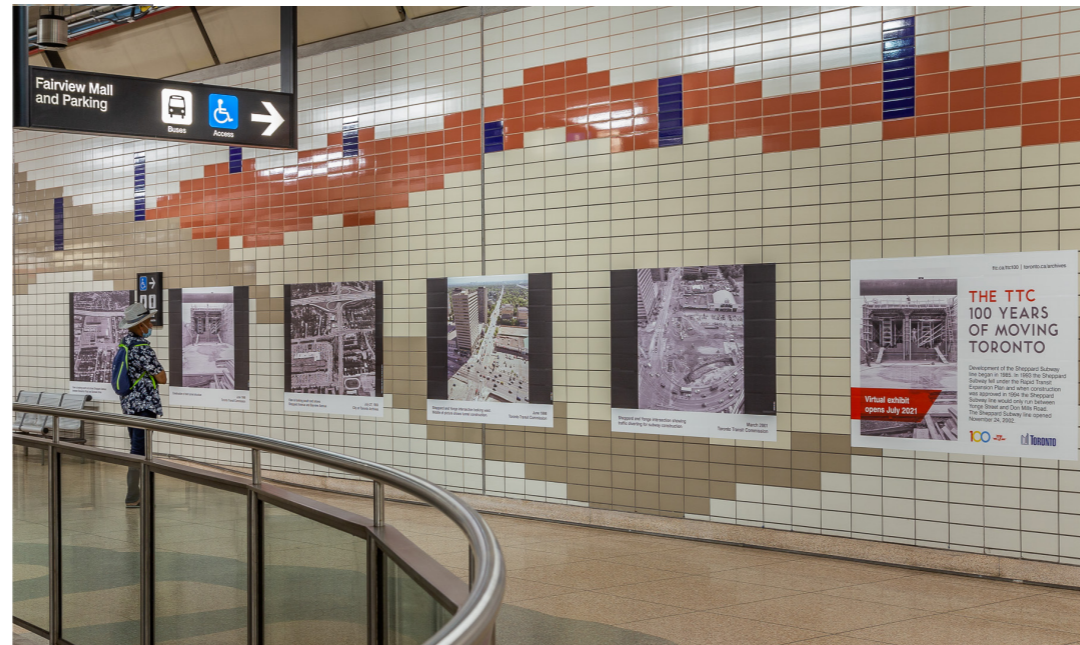


CEO's Report

Toronto Transit Commission

March 2022



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 like YRT in York Region, MiWay in Mississauga, and Ontario's regional GO Transit lines.

Throughout the pandemic, the TTC has kept Toronto moving by serving hundreds of thousands of people a day.

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.

TTC by the numbers



1.7 million
rides a day
pre-pandemic



183,200
weekly service
hours pre-
pandemic



6,400+ km
of routes



2,114
accessible
buses



204
streetcars



150
trains



16,000+
employees



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

Did you know...

Did you know that the City of Toronto proclaimed March 18 Transit Operator and Worker Appreciation Day to recognize the hard work and dedication of the TTC's employees. The TTC is proud to celebrate all the employees that keep Toronto moving today — and every day.

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CEO's commentary



The month of March holds increasingly significant meaning for the TTC. Not only do we turn our clocks forward one hour, welcome springtime and wish everyone a happy St. Patrick's Day, the TTC focuses its attention on employee appreciation.

The TTC, and transit properties across the country, recognized Transit Operator and Worker Appreciation Day on March 18. The TTC is always proud to celebrate the incredible hard work and dedication of its employees. No matter the role — whether it's working on the frontline, at a TTC location, or from home — we're grateful for their work in keeping Toronto moving, especially over these past two years.

Beginning this month, the Province lifted more COVID-19 restrictions, including indoor and outdoor capacity limits. We've already seen capacity crowds return to Scotiabank Arena for Raptors

and Leafs games. We've also seen an increase in ridership across all our vehicles. Bus boardings continue to lead at 59 per cent of pre-COVID levels with streetcar and subway boardings at 49 per cent and 45 per cent, respectively.

We're very pleased to see our customers returning, and their safety as well as the safety of our employees remains the priority for us. On March 9, Ontario's Chief Medical Officer, Dr. Kieran Moore, announced that mask mandates for most indoor settings would be lifted on March 21. While public transit was not included in this change, Dr. Moore did say that remaining mask mandates could be lifted on April 27. With that in mind, the TTC's mask mandate for those travelling on the TTC will remain in place until at least April 27.

The mandate, as approved by our Board on June 17, 2020, allows me to lift it in consultation with Toronto's Medical

Officer of Health. So for the time being, it is status quo with respect to our mask policy.

I look forward to providing further updates as we get closer to April 27.

People Group

Returning to the office

With the Omicron wave of the pandemic slowly subsiding, and with a vaccinated workforce in place, the TTC is planning a gradual return to the office beginning in April. Staff who've been working remotely will be returning to the workplace two-to-three days a week. Similar to many other organizations, the TTC will continue to follow advice from Toronto Public Health as we have throughout the pandemic.



CEO's commentary

Diversity and Culture Group

COMTO event caps off Black History Month at TTC

On February 28, the Toronto and Region Chapter of the Conference of Minority Transportation Officials (COMTO) held a fireside chat with Steve D. Anderson, the first Black lawyer hired by the TTC and author of *Driven to Succeed*. His story is filled with personal lessons and broader themes that we at the TTC and others can learn from. Steve shared his experiences of trying to fit in when he was first hired by the TTC's Legal Department, and the responsibility that being "first" often brings.

As we work to become a more diverse and inclusive organization — and a more inclusive transit system — I appreciate employees taking the time to share their experiences. I want to thank Steve for taking the time to share his story with us.

TTC recognizes International Women's Day

On March 8, the TTC celebrated International Women's Day. This year's theme was *Break the*

Bias. It was an opportunity to recognize the achievements and contributions of women across the organization. This year, on International Women's Day, we were proud to feature women from across the agency on all the TTC's internal channels and on social media.

We've made some significant progress — in 2021, we exceeded our goal of ensuring four out of every 10 operators hired were women, as set out in the *TTC's 10-Point Action Plan on Diversity and Inclusion*. In the last year, we've implemented new outreach initiatives and I'm proud to say that six of every 10 operators hired were women. We also hit another milestone for women at the TTC as we had our first-ever all-women Transit Operator Class graduate in August 2021, as well as our first-ever all-women Streetcar Operator Class last October.

Our goal at the TTC is to make everyone feel empowered and encouraged to pursue their career goals without bias or barriers along the way.



CEO's commentary

Each year on International Women's Day, we're reminded that while many strides have been made towards the equality and inclusion of women, there is still work to be done.

Sock Drive for homeless shelters

The generosity of our employees also never ceases to amaze me. Working with all our union partners, the Toronto and Region Chapter of COMTO, as well as the TTC's Recreation Council, held a sock drive last month. TTC employees collected more than 6,000 pairs of socks. Roughly half were donated to homeless shelters, such as the Good Sheppard, and the rest were given to the Toronto Police Service in order to support some of their programs. Thank you to all those who supported this important initiative.

Strategy and Customer Experience Group

TTC Special Constables update

The TTC's Special Constables have had some real success over the past month. The following example helps to illustrate the important role that Special Constables play in our transit system.

In late February, Transit Special Constables Jackie Zhang and Petar Melinkovic administered life-saving Naloxone to an unconscious person in the subway. The two were called to Bloor-Yonge Station where they attended to an unresponsive woman who had taken fentanyl. The Constables assessed the victim and when there was no response, it was determined that they would administer Naloxone nasal spray to counteract a possible drug overdose. Upon arrival of paramedics, the woman regained consciousness and was transported to hospital.

I want to thank our Special Constables for their great work.

Operations Group

TTC hosts 48th Highlanders of Canada

On March 5 and 6, the TTC was proud to host the 48th Highlanders of Canada, one of Toronto's Army Reserve units, as they conducted a previously scheduled training exercise at the Bay Lower Station.



Photo credit: 48th Highlanders of Canada

CEO's commentary

The TTC regularly partners with emergency services agencies to provide unique training venues. It's one of the ways the TTC is keeping Toronto safe.

Increases to service

The TTC continues to restore service across the city, which saw temporary reductions last November. Starting on Sunday, March 27, we'll begin increasing service on the following routes: 24 Victoria Park, 41 Keele, 44 Kipling South, 46 Martin Grove, 63 Ossington, 86 Scarborough, 89 Weston, 87 Cosburn, 102 Markham Rd and 74 Mt Pleasant (weekdays).

The TTC will also introduce new schedules for the following routes to improve service reliability: 37 Islington, 46 Martin Grove, 52 Lawrence West, 64 Main, 109 Ranee, 124 Sunnybrook, 937 Islington Express and 986 Scarborough Express.

The TTC will restore overall service hours in line with the lifting of public health restrictions and the reopening of workplaces. Individual route schedules and service levels will be determined by

demand, taking into account overall system needs.

We continue to remind customers that wearing a mask is mandatory while riding the TTC.

Wheel-Trans solo rides

On March 20, Wheel-Trans reintroduced shared customer rides in a safe and phased approach. This move is in response to the improving COVID-19 climate, where the Ontario Government has eased a number of restrictions related to capacity limits. In keeping with this direction, and with the support of the Advisory Committee on Accessible Transit, Wheel-Trans reintroduced shared rides starting with Wheel-Trans buses, our largest paratransit vehicles. Shared rides in accessible taxi vans and sedans will be reintroduced in the months to follow.

Safety and Environment Group

Employee safety campaign

Unfortunately, since the start of the pandemic, we've seen more criminal offences against employees – most recently two assaults a week apart. To address this increase, the TTC

developed an action plan to address assaults on employees and support employee safety, which we shared on the first Transit Worker Assault Awareness Day in December 2021.

We've been working closely with our union partners, including ATU Local 113, and we're committed to our multifaceted approach to provide a safe work environment and service that's free from violence, and will continue to do all we can to stop this from happening.

Every day, our employees show tremendous dedication and skill in moving the people from point A to point B, and we know it's important for them to feel safe while doing so. Even one assault is one too many.

Pop-up vaccination clinic

In partnership with Women's College Hospital (WCH), the TTC hosted a vaccination clinic at Union Station on March 15, 16 and 17. WCH administered both Moderna and Pfizer to eligible customers. To date, there have been roughly 9,850 vaccine doses administered at 70 clinics on TTC properties.



CEO's commentary

We're proud of the part the TTC has played, and continues to play, in putting this pandemic behind us.



The safety of employees and customers is the top priority for the TTC. As for TTC staff, the Mandatory Vaccine Policy remains in effect.

Richard J. Leary
Chief Executive Officer
March 2022

And finally, I'd like to wish everyone working at our McNicoll Division and Garage in north Scarborough a happy first anniversary. Bus service began rolling out of the new McNicoll complex on March 28, 2021. McNicoll is home to about 90 maintenance employees and 600 Operators and transportation staff.

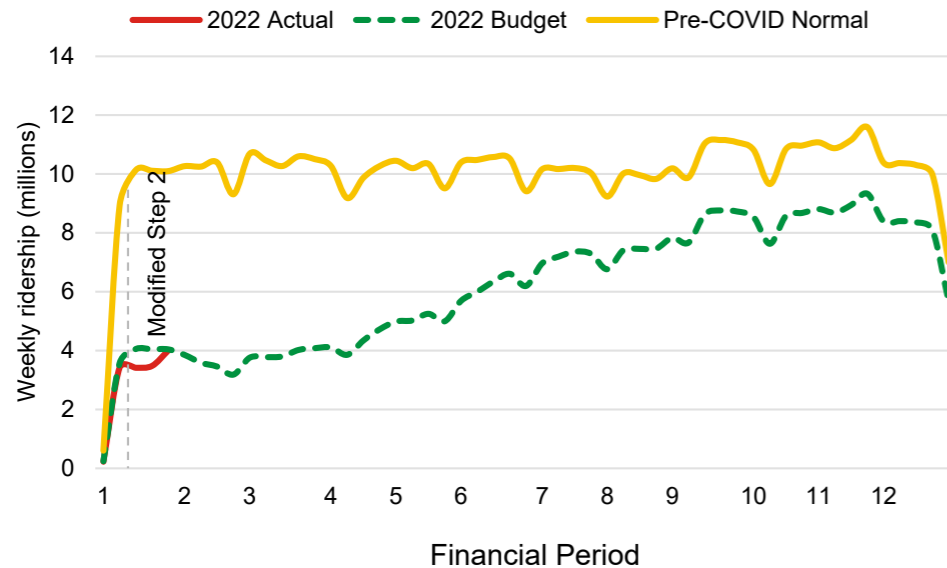
The next TTC Board meeting is scheduled for Thursday, April 14 and will be live-streamed on the Official TTC YouTube Channel, starting at 10 a.m.





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).

Results

Period 1 (January 1 to January 29, 2022) revenue rides totalled 14.585 million or 3.521 million per week, representing 37% of pre-COVID experience. Period 1 experience reflects a 14.1% decrease from Period 12 2021, which had 4.796 million revenue rides per week and represented 51% of pre-COVID experience.

Analysis

With the emergence of the Omicron variant, Ontario further increased restrictions in a number of settings on January 5. Weekly revenue rides averaged 5.5 million at the start of Period 12 2021, decreased to 4.2 million at the end of Period 12, and then further decreased to 3.4 million after the additional restrictions were introduced in January. The decrease in ridership during Period 1 can be attributed to a reduction in work-related trips and leisure travel.

During Period 1, the proportion of occasional customers (five to eight taps per week) and infrequent customers (one to four taps per week) increased 4% from the prior period to 84%, while the

proportion of period pass customers, and those who were frequent customers (nine-plus taps per week) decreased 4% from the prior period to 16%. In comparison, the customer mix pre-COVID was 68% infrequent/occasional and 32% frequent/period pass showing a shift of ridership during the pandemic towards more infrequent/occasional use.

Period pass sales for February use totalled 61,581, representing 30% of pre-COVID experience. An increase of 1,073 period passes were sold for February use in comparison to sales for January use. The largest increase was observed in the adult and post-secondary group (586), followed by youth (572). Senior pass sales decreased (85).

Action

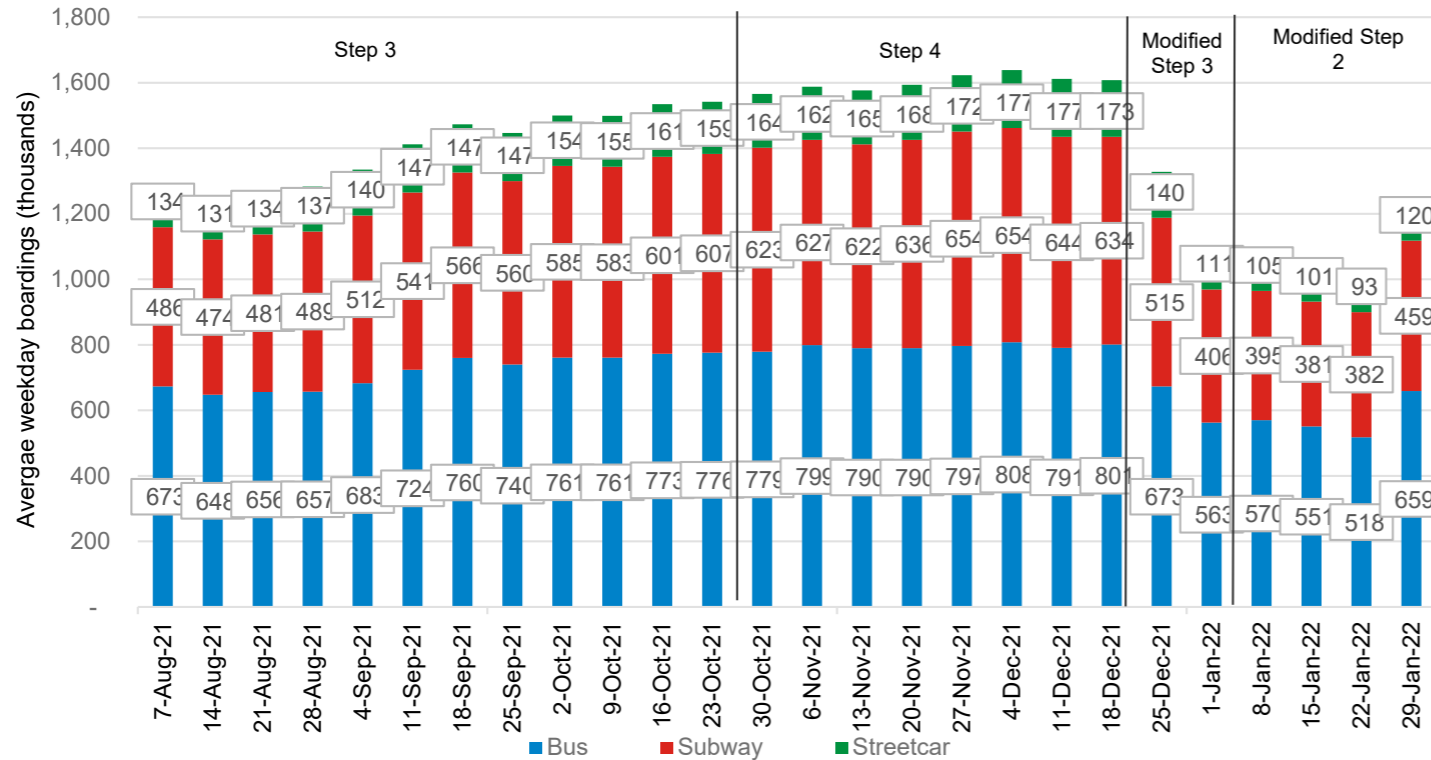
We continue to monitor actual experience closely and anticipate revenue rides to increase with the easing of public health restrictions across all modes. To account for the anticipated increased ridership, in the coming months, we will be restoring service hours to pre-pandemic levels across the network.





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.

Results

Weekday average customer boardings continued to decrease in January due to the Omicron variant, before rebounding towards the end of the month, with the reopening of schools for in-class learning. The total of 1,238,000 boardings represents about 38% of pre-COVID demand for all modes for the week ending January 29.

Analysis

As Ontario entered Modified Step 2 in response to the Omicron variant, weekday average customer boardings dropped to levels last seen in May 2021 (stay-at-home order) for all modes. A rebounding of ridership in the third week of January was hampered by a record snow storm on January 17, but demand improved the following week.

Bus continues to be the busiest of all modes with the greatest share of pre-COVID ridership (week ending January 29: 48% of pre-COVID). Bus customers are more likely to work in jobs that cannot be done from home and tend to rely more on transit for their mobility needs. Subway and streetcar boardings were 31% and 34% of pre-COVID, respectively for the week ending January 29.

Action

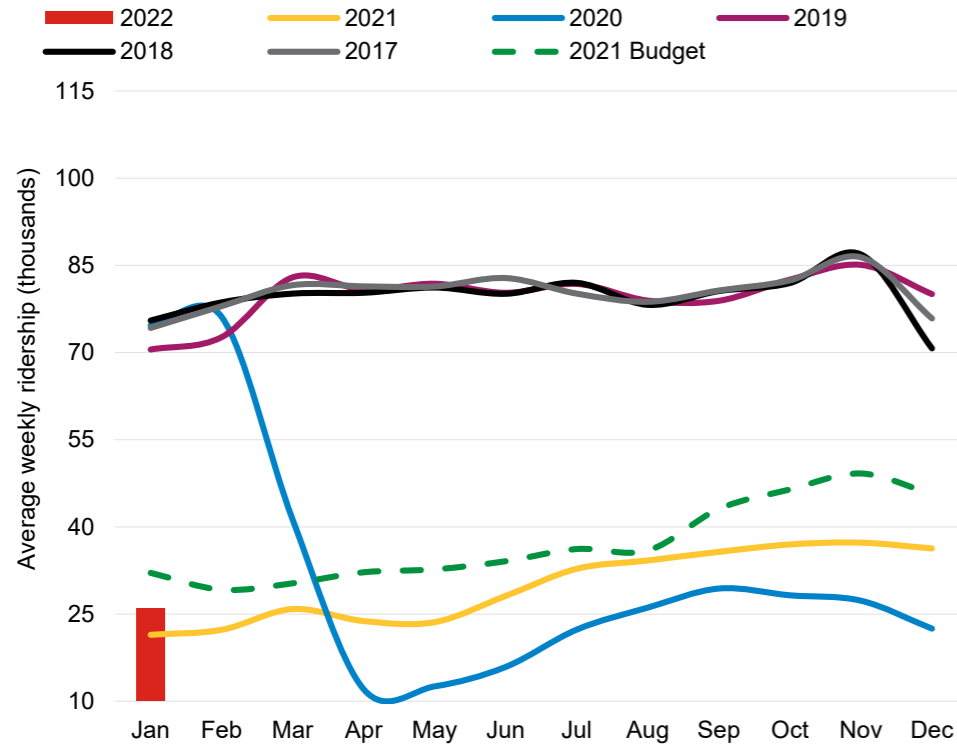
The lifting of capacity restrictions, and the resumption of in-class learning for elementary, secondary and post-secondary schools will lead to rapid ridership growth across all modes. Overall demand is expected to exceed 50% of pre-COVID levels in March and continue to grow until the end of 2022. In the coming months, we will be restoring service hours to pre-pandemic levels across the network.





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

Wheel-Trans trips in Period 1 (January 1 to January 29, 2022) totalled 107,573, or 25,984 passengers per week — representing 32.4% of pre-COVID experience. This figure was 39.6% lower than the budgeted 43,050 trips per week.

Year-to-date ridership is 17.3% higher compared to 2021, and is 39.6% (70,600) under the year-to-date 2022 budget.

Analysis

Ridership for Period 1 remained below projections due to Ontario moving back to Modified Step 2 restrictions in response to the Omicron variant. Several severe weather days in January also limited customer travel. Ridership numbers are expected to increase slowly with the lifting of restrictions.

Action

We will continue to monitor ridership levels and trends. As we move into warmer months and restrictions are lifted, our team

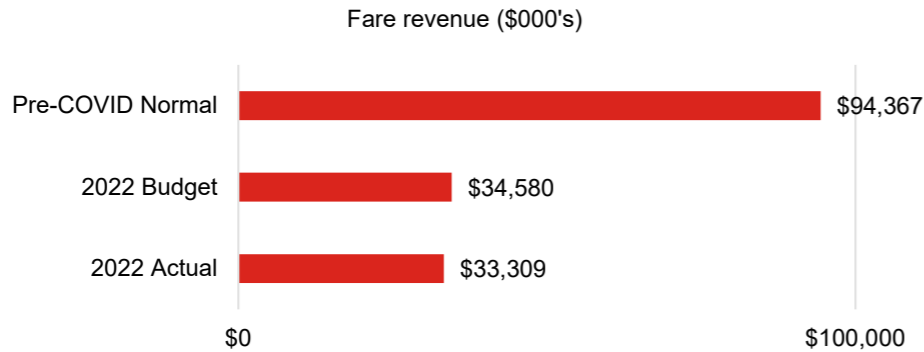
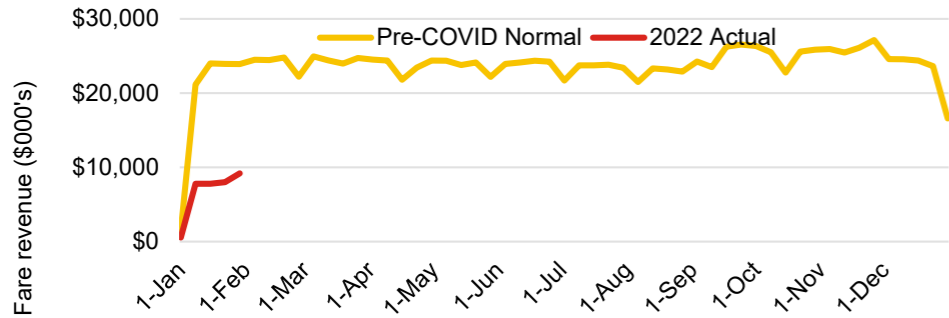
will be prepared to make appropriate service adjustments to account for anticipated increased ridership.





Financial

Fare revenue



Definition
Revenue generated through fares.

Results

Period 1 (January 1 to January 29, 2022) fare revenue was \$33.309 million. This is \$1.271 million, or 3.7% below budgeted fare revenue for Period 1, representing 35% of pre-COVID experience. Weekly fare revenue in Period 1 was \$8.040 million, which represents a 29% decrease over Period 12, 2021 weekly revenues of \$11.314 million.

Analysis

The Period 1 revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$30.4 million from PRESTO — representing a PRESTO ridership adoption rate of 88.7% — and \$2.9 million from other fare media.

Period 1 revenue reflected the following fare concession profile: 81.9% adult, 5.9% senior, 7.2% post-secondary, 4.8% youth (ages 13-19) and 0.2% other.

Action

The 2022 fare revenue budget was developed based on actual 2021 COVID

ridership experience as a percentage of pre-COVID normal ridership. It was adjusted post-Board approval December 20, 2021 to account for the anticipated ridership and revenue impact of the Province's restoration of public health measures in response to the Omicron variant.

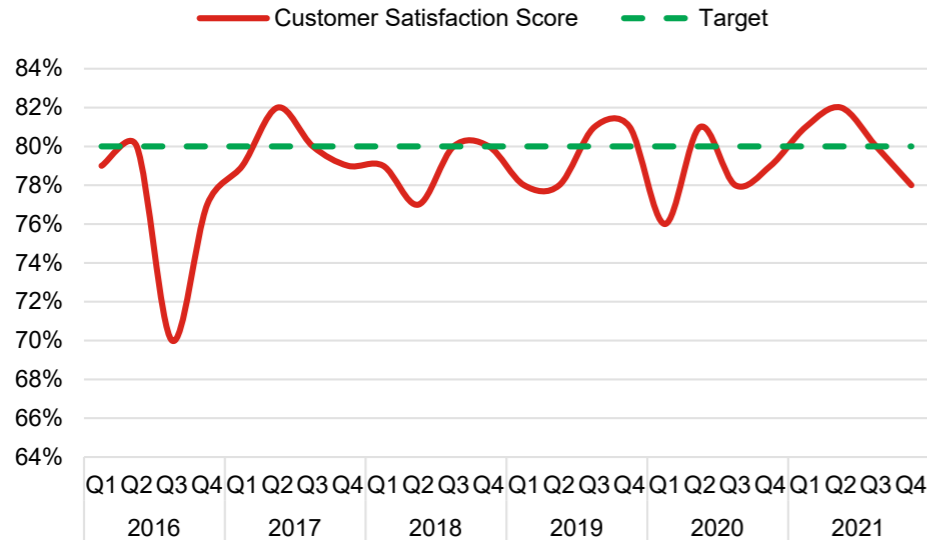
On February 17, 2022, the Federal government announced a \$750 million funding contribution Canada-wide, conditional on matching provincial funds, to support municipalities facing transit operating shortfalls. This one-time payment would help cities maintain service levels despite decreased ridership as a result of the pandemic. The specific allocation available to the TTC is still to be determined. Ridership trend/recovery will be closely monitored moving forward with updates included in future issues of the CEO's Report.





Customer experience

Customer satisfaction



Definition

Quarterly customer survey of 1,500 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".

Results

In Q4 2021, 78% of customers reported high levels of satisfaction with TTC services.

Analysis

The satisfaction score in Q4 represents a decrease from last quarter (80%) and the same time last year (79%). Overall, customer satisfaction remained stable in 2021 with an average of 80%. Customer satisfaction was lowest in December (74%), when compared to October (80%) and November (78%). Lower overall scores in December can be attributed to the implementation of new schedules on November 21 to protect and maintain scheduled service on the busiest routes after our mandatory employee vaccination policy came into effect.

Customers were least satisfied with the length of time they waited for their vehicle, level of crowding and the personal safety they feel — only 66% were satisfied with these trip elements this quarter. Customers also rated these elements of their experience as highly important to their overall customer satisfaction with the TTC.

Action

- We continue to implement measures to keep our customers safe and help them feel more confident on transit.
- In the coming months, we will be restoring service hours to pre-pandemic levels across the network.
- We are working to improve on-time performance through: workforce planning aimed at decreasing cancelled trips, assessing options related to construction projects impacting routes and a network-wide review of operator schedule adherence at end terminals.

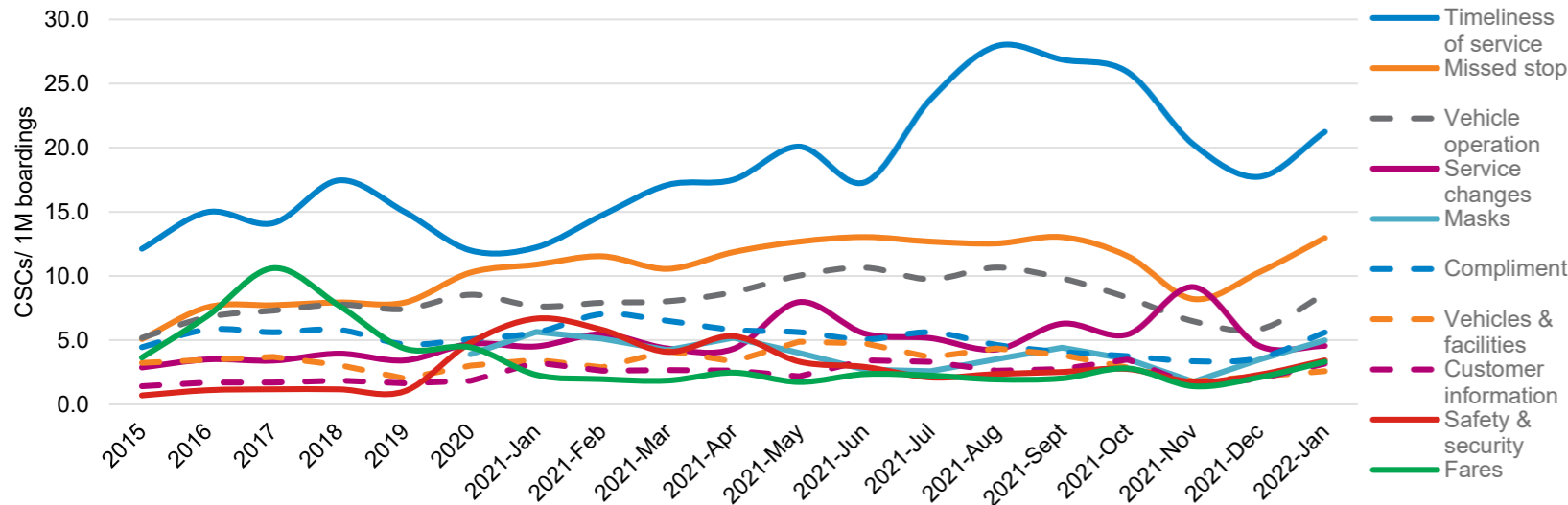




Customer experience

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 quarterly Customer Satisfaction Survey (page 13), volunteered customer feedback is also highly valuable. The TTC's Customer Service Centre receives customer input via our website, telephone, email and Twitter – each one is a CSC. CSCs are routed through the organization in order to acknowledge and 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, email and Twitter.

Results

In January, CSCs per one million customer boardings increased by 25% compared to December, 2021. The total number of CSCs decreased by 12%, while boardings decreased by 30% month-over-month.

Analysis

COVID-related CSCs:

- Communications related to employees and customers not wearing masks increased by nearly 43% and have trended up since November 2021. Customer mask audits identified that proper mask use over nose/mouth/chin declined from 97% to 96%.
- Crowding CSCs remained outside of the top 10 areas of customer concern for the fourth consecutive month.
- Safety & security CSCs increased by 49% after remaining near pre-pandemic levels for most of 2021. The majority of these CSCs are related to instances of anti-social behaviour on the system.

Service-related CSCs:

- Service changes CSCs stabilized in January, after seeing a sharp increase in November 2021 while the TTC implemented new schedules to protect and maintain scheduled service on its busiest routes after the implementation of our Mandatory Vaccine Policy.

Commentary continued on next page





Customer experience

Customer service communications

- Timeliness of service CSCs increased this month (20%) after significant improvements towards the end of 2021. This CSC category still makes up the largest proportion, which is consistent with our on-time performance metrics (pages 18-19) where we continue to see decreases in performance on surface routes primarily due to City construction, TTC infrastructure work and severe winter weather in January.
- Missed stop CSCs increased by 26% after showing an improving trend in late 2021. Vehicle operation CSCs increased by 42% percent this month after improving for four consecutive months.
- Vehicle operation CSCs increased by 42% this month after improving for four consecutive months.
- Compliments increased by 55% this month, with January 17 (day of record snowstorm) marking a monthly high for compliments received.

Action

COVID-related (pages 31-32):

- Integrating social service resources in the Special Constable Service unit to assist individuals experiencing homelessness and people in crisis.
- Real-time monitoring of occupancy data and directing additional buses to where they are needed most.
- Continue to monitor mask use with system-wide observations and distribute free masks to customers.

Service-related (pages 16-20):

- Maintaining schedule plans for January through March, with nominal

adjustments to address vehicle occupancy, service reliability and construction. In the coming months, we will be restoring service hours to pre-pandemic levels across the network.

- Ongoing improvements to workforce planning aimed at decreasing cancellation hours, assessing options related to construction projects impacting routes and a network-wide review of operator schedule adherence at end terminals.

Compliments:

- Distribute customer compliments to frontline operations.
- Feature one monthly compliment in this report.

Customer compliment:

“Today with the severe snow conditions, my vehicle was stuck in the snow with a few others. We were all waiting for help, when a TTC driver whose vehicle was also stuck, took the initiative to get all of us together to collectively clear the road. She went above and beyond to fix the situation. She not only got all the vehicles unstuck, but the bus as well. To me she was the most perfect representation of TTC exceptional service.”

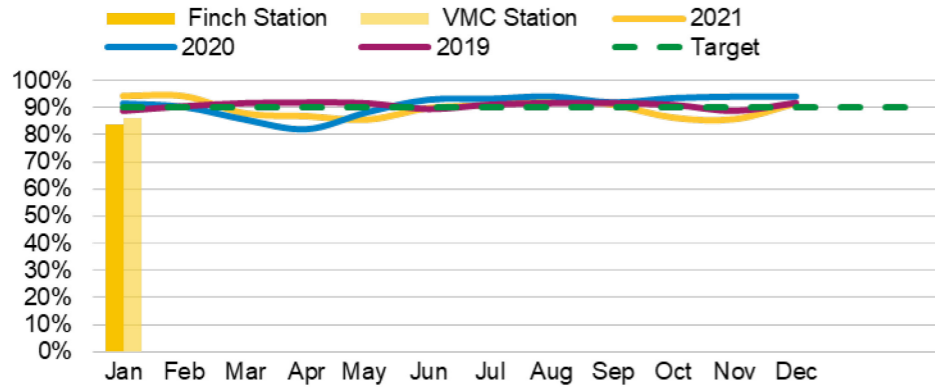




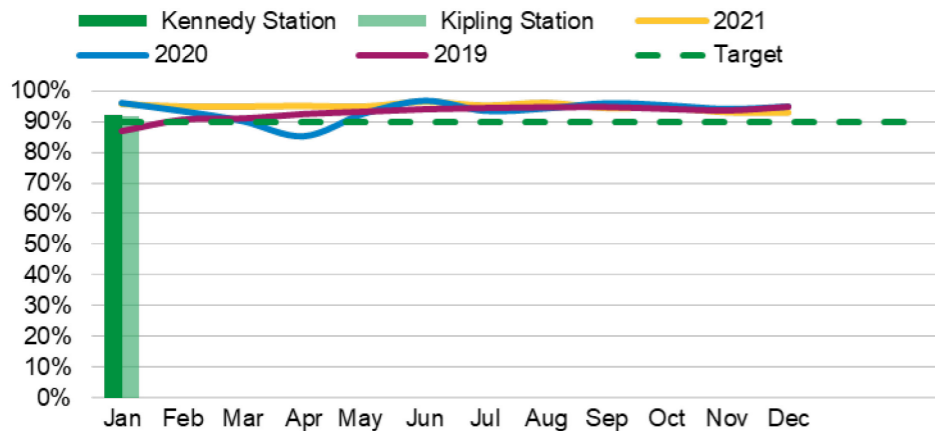
Customer experience

On-time performance (OTP) – Subway

1



2



Definition

Headway (amount of time between train arrivals at a station) adherence of all service trains at end terminals. Data represents weekday service. To be on time a train must be within 1.5 times of its scheduled headway.

Results

Line 1: OTP was 84.9% in January. This represents a decrease from last month (91.7%) and from the same time last year (94.5%). Our target of 90% was not met.

Line 2: OTP was 92.1% in January. This represents a decrease from last month (92.9%) and from the same time last year (95.6%). Our target of 90% was met.

Line 3: OTP was 95.2% in January. This represents a decrease from last month (95.7%) and from the same time last year (96.6%). Our target of 90% was met.

Line 4: OTP was 98% in January. Our target of 90% was met.

Analysis

Line 1: There was a 17% increase in total delay minutes. This is mainly attributed to the record snowstorm on January 17 (11% of all the delay minutes on Line 1 in January occurred on January 17). We also experienced an increase in delays related to staff availability. Security-related delays continue to significantly impact the operational performance of the subway network.

Line 2: There was a 9% increase in total delay minutes. This metric was impacted by an infrastructure-related issue on January 20 that resulted in a 237 minute delay. Delay minutes on Line 2 continue to be impacted by security incidents and staff availability.

Line 3: There was a 78% increase in total delay minutes. Operational performance on Line 3 was strongly impacted by the snowstorm on January 17 and the infrastructure failures that followed the heavy snowfall.

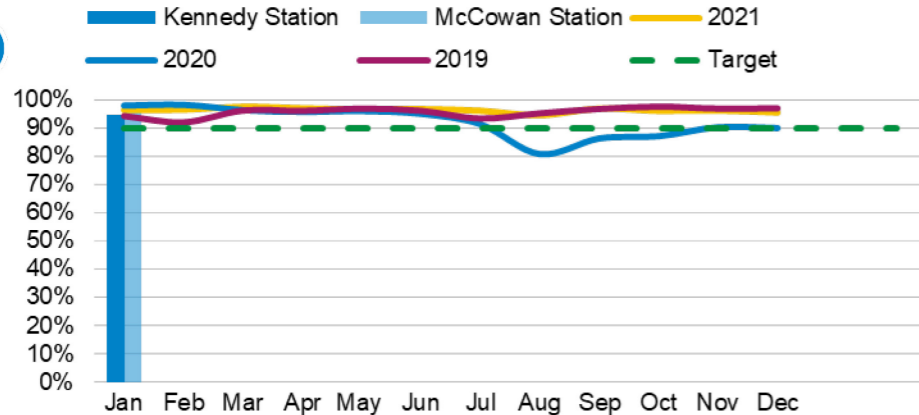




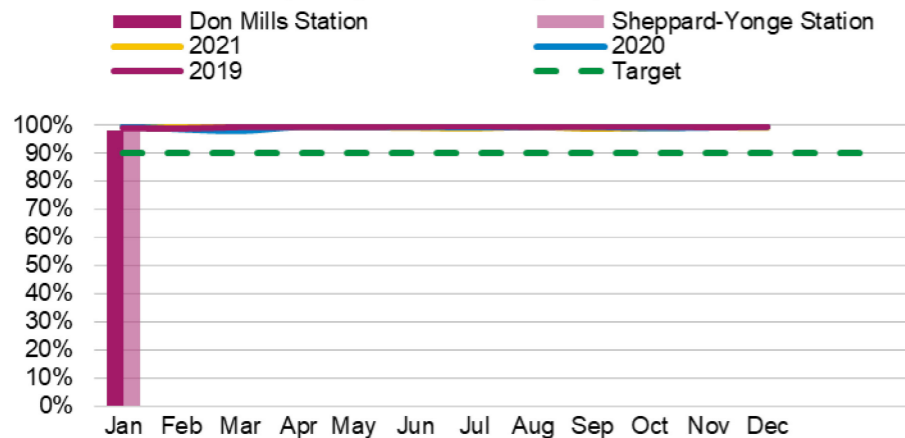
Customer experience

On-time performance (OTP) – Subway

3



4



Definition

Headway (amount of time between train arrivals at a station) adherence of all service trains at end terminals. Data represents weekday service. To be on time a train must be within 1.5 times of its scheduled headway.

Line 4: There was a 360% increase in total delay minutes. This is mainly attributed to an increase in delays staff availability and delays related to security incidents.

Action

In the event of freezing rain or an ice storm, storm trains will operate overnight to keep the power rail clear of ice. Anti-icing fluid will be applied to the power rails when it begins to rain to prevent ice build-up. Crews keep switches clear in yards using switch heaters and blowers, these actions are augmented with increased inspections by track crews. Work cars will act as storm trains in the yards to keep the power rails clear of ice. If the subway is affected by a power outage, shuttle buses will be deployed.

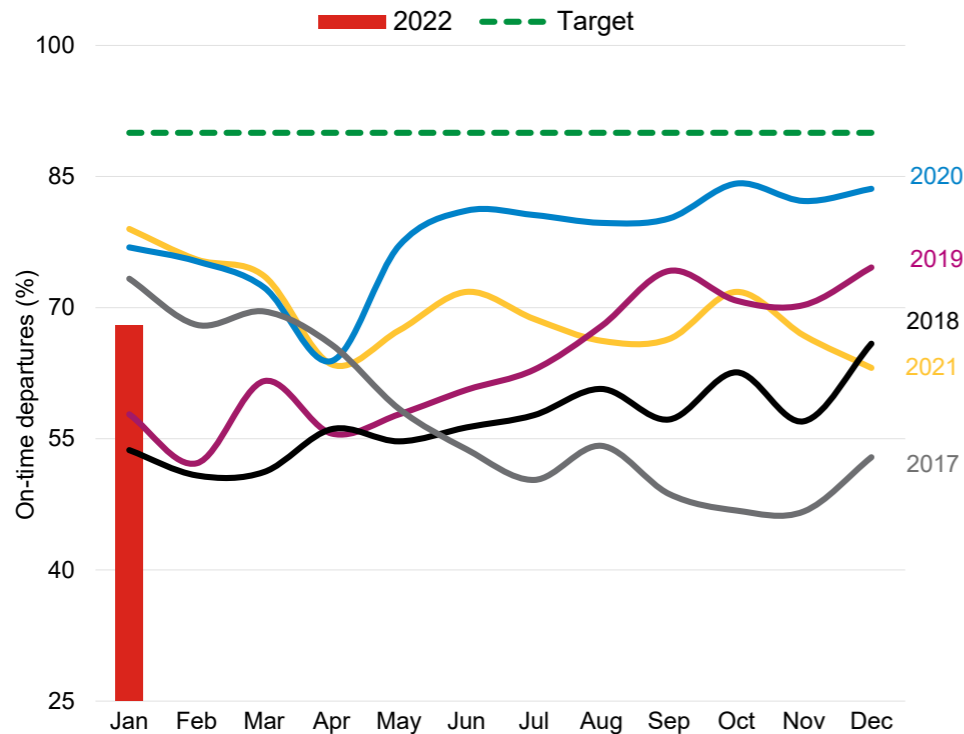
We will continue to monitor ridership and service levels and make adjustments where necessary to ensure punctual service levels are delivered.





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.

Results

OTP in January was 68.0%, an increase compared to December (63.1%), but a decrease compared to the same period last year (79.0%). Our target of 90% was not met.

Analysis

Performance for the period was negatively impacted by a record snowfall on January 17, the recovery period that followed and another snowstorm on January 24. OTP on January 17 was 10.6%. OTP for the period was 73.6% prior to the January 17, while it averaged 61.3% from that day to the end of the period.

In addition to the weather-related impacts, several routes continued to be impacted by delayed start and end times of infrastructure-related projects, including work at the King-Queen-Queensway-Roncesvalles intersection. The combined score of the four routes impacted by construction — 504 King, 501 Queen, 506 Carlton and 505 Dundas — was 64.3%, while the remaining five routes combined for a 75.1% score.

Due to workforce challenges, cancellation hours also continued to performance throughout the period.

The lowest performing route of the period was the 505 Dundas (57.1%), while the highest performing route was the 512 St Clair (83.1%).

Action

Various infrastructure projects that will impact the streetcar network in 2022 are under review, including projects related to Ontario Line construction. Efforts will continue towards developing preferred options for routings and end terminal locations that will help improve network performance.

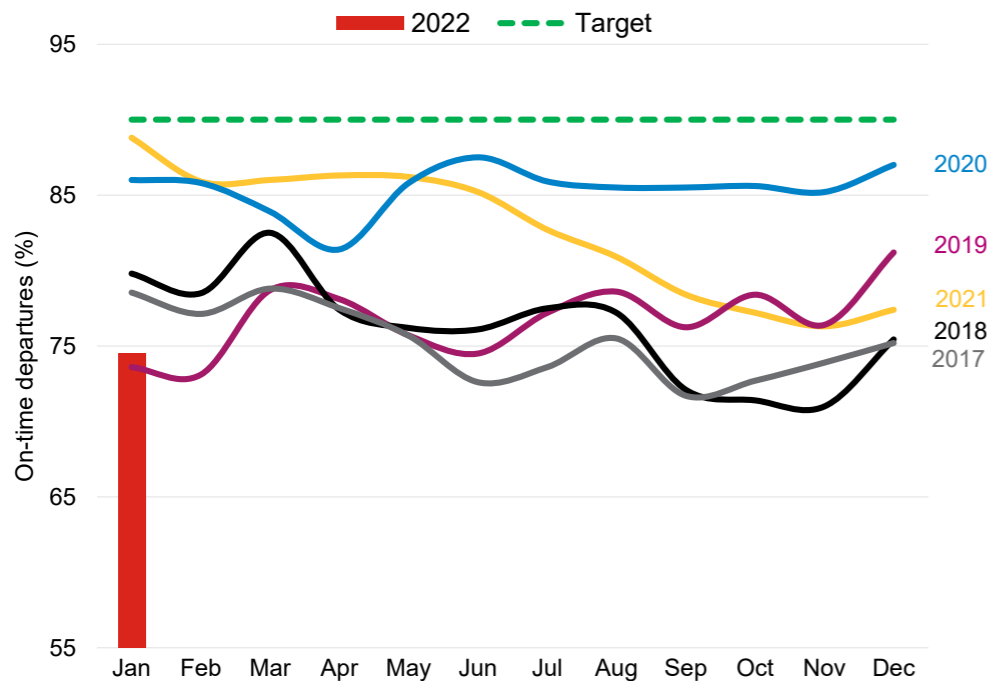
Operator monitoring at end terminal locations will also continue in the coming months, with a focus on minimizing early departures from end terminals.





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.

Results

OTP in January was 74.5%, a decrease compared to December (77.4%) and the same period last year (88.8%). Our target of 90% was not met.

Analysis

OTP was 83.9% for the first three weeks of the period before dropping to 64.7% for the final two weeks of the January period. This drop in performance was largely attributable to the record snowstorm on January 17, the recovery period that followed and another snowstorm on January 24.

When compared to December, the percentage of missed trips increased, while early and late trips decreased:

- Missed trips increased to 9.8% (over 6.4% the previous month)
- Late at 8.7% compared to December at 9.0%
- Early at 7.0% compared to December at 7.2%.

Weekend performance fared better than weekday performance throughout the period (80.8% and 72.1%, respectively), with this largely attributable to the timing of the snowstorms (both events occurred on Mondays). Cancelled service hours reached a high within the period in Week 4.

Action

Numerous schedule enhancements to improve service reliability will be implemented in the upcoming Board Periods. Service levels that were decreased as a part of the November 2021 Board Period are also being restored.

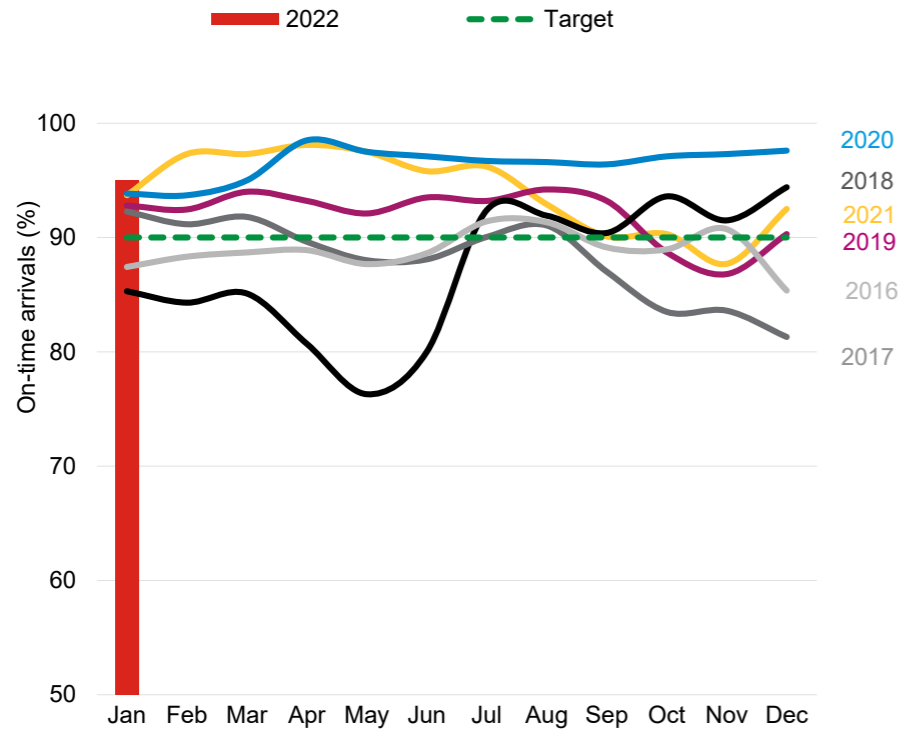
Operator monitoring at end terminals will continue, with the focus on reducing the number of early departures throughout the network. Planning is also underway for the upcoming introduction of Line 5, with the goal of ensuring the changes to the bus network are seamless for customers.





Customer experience

On-time performance (OTP) – Wheel-Trans



Results

OTP in Period 1 (January 1 to January 29, 2022) increased by 2.5% from the previous period to 95.0%, and is 1.3% higher than the same period in 2021.

Analysis

A renewed focus on service adjustment techniques and improving the customer experience, has resulted in a second straight period of improvement for this metric. The dispatch team has put extra efforts in adjusting runs when operational issues arise and making it a priority to minimize the impact to our customers.

Action

Staff will continue to supervise the efforts being made to improve the customer experience to ensure the methods used are effective. Further analysis of traffic patterns and how vehicles move across the network will be reviewed consistently. This will include constant monitoring of actual map and travel time calculations to ensure they are as accurate as possible.

Definition

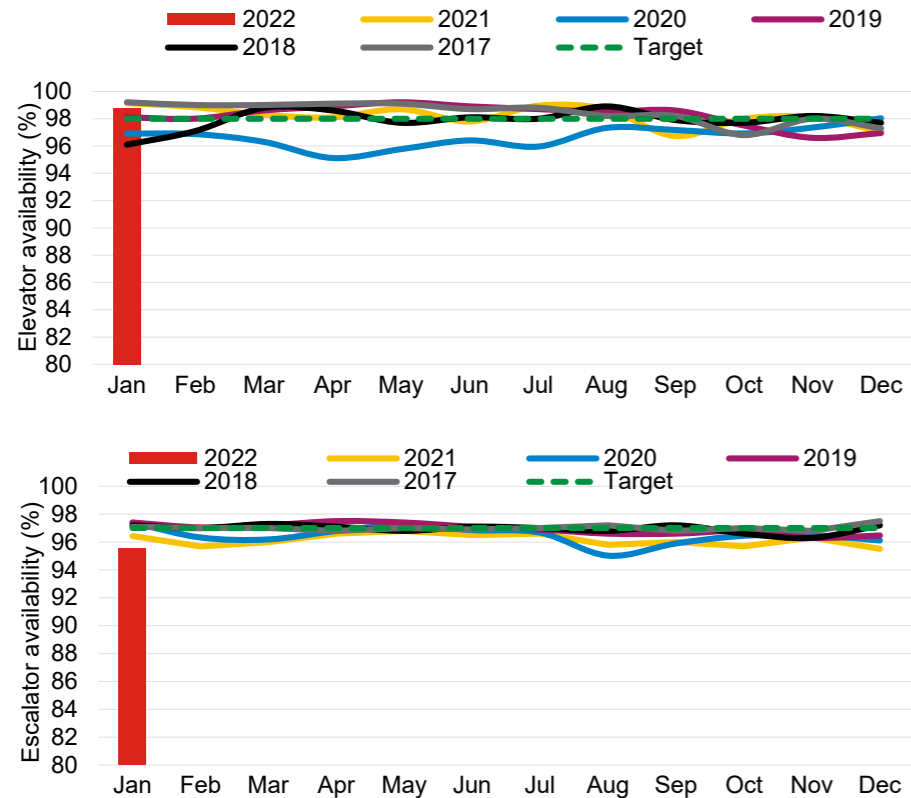
On-time performance of all trips conducted by Wheel-Trans buses. To be on time, the bus must arrive within 20 minutes of its scheduled arrival.





Customer experience

Accessibility – Elevator and escalator availability



Results

Elevator availability in January was 98.8%, which represents an increase from last month (97.1%) and a decrease from the same time last year (99.2%). Availability was above our target of 98%.

Escalator availability in January was 95.5%, which is consistent with last month (95.5%), but a decrease from the same time last year (96.4%). Availability was under our target of 97%.

Analysis

In January, debris and salt impacting elevator door operation caused elevator shutdowns. Additionally, damaged glass due to vandalism increased elevator outages.

Five escalators — two in Bloor-Yonge Station, two in Sheppard Station and one in Finch Station — were removed from service due to water damage.

One escalator at Castle Frank Station was removed from service to accommodate elevator installation for the TTC's Easier Access Program.

Action

All five water damaged escalators were inspected, repaired and returned to service.

The escalator at Castle Frank will remain out of service until the end of 2023 to accommodate elevator construction.

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

Definition

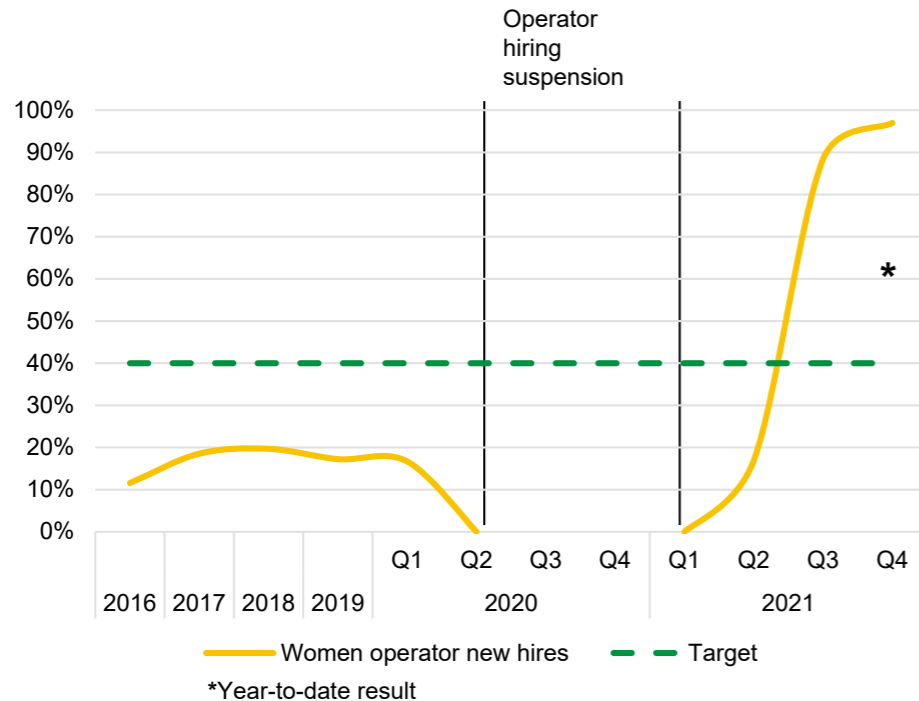
Percentage of total available elevator and escalator service hours during subway service.





Diversity

Women operator new hires



Definition

The proportion of operator new hires who identify as women.

Results

In our 10-Point Action Plan on Diversity and Inclusion, we made the commitment to recruit more women into transit operations, with women representing at least four in every 10 new operator hires by the end of 2021. The hiring of operators was halted during the height of the pandemic and resumed in April 2021. In Q4 2021, we hired 73 operators (71 women, two men), with women representing 97% of that total. This represents an increase from the previous quarter where women made up 88% of new hires.

Analysis

In 2021, we hired a total of 336 operators — 60% are women. Among the women we hired as operators in Q4, 85% are racialized, of which 56% are Black and 29% are Asian. We have exceeded our target of 40% of operator new hires identifying as women, and are on track to continue to meet this commitment as we work towards greater representation of women in transit operations.

The operator role, which makes up the majority of the TTC’s workforce, has historically been predominantly male. Earlier in 2021, we launched a special program to recruit more women to this role. This work included reviewing the hiring process from a diversity and inclusion lens to remove built-in biases.

Action

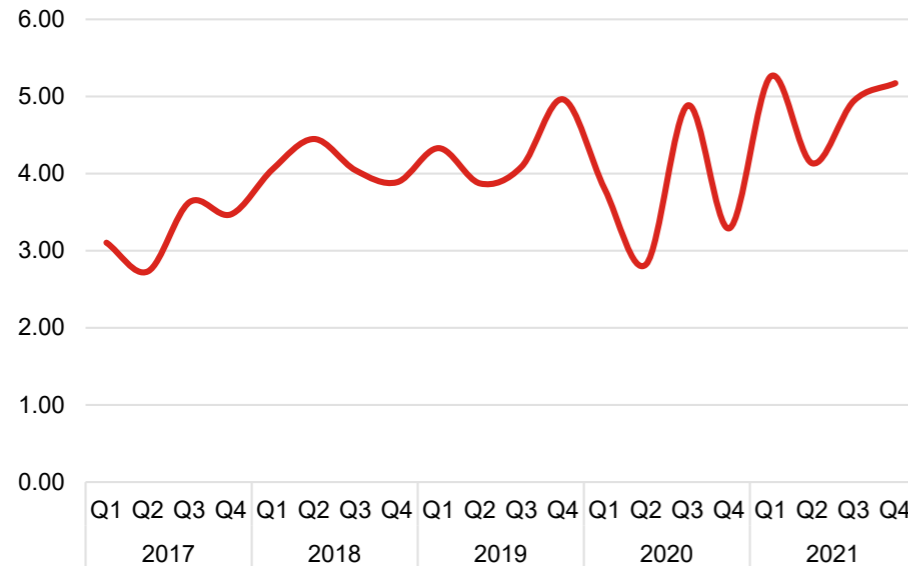
- A formalized 2022 Talent Management Outreach Plan was launched, which introduces specifics of a targeted approach to attract and source diverse, skilled talent. The four key pillars of the plan are: 1. Targeted hiring (including Neighbourhood Improvement Areas) 2. Graduates/early talent 3. Trades 4. Professionals.
- There have been leadership discussions at the executive level where we will build out targeted outreach plans based on specific needs.





Safety and security

Lost-time injuries rate (LTIR)



Definition

Number of employee injuries resulting in missed work per 100 employees (annualized).

Results

The LTIR in Q4 2021 was 5.2 injuries per 100 employees — an increase from Q3 (4.9) and the same period last year (3.3). The LTIR for Q4 was 6% higher than the four-quarter average. There has been an upward trend in the LTIR since 2015.

Analysis

Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition) account for 23% of all lost-time injuries and represent the highest injury event type since 2014. Acute emotional event injuries account for 17% of all lost-time injuries and represent the second highest injury event type.

Action

The Ergonomic Musculoskeletal Disorder Prevention Program, focuses on preventing musculoskeletal/ergonomic type injuries and resolving ergonomic concerns. It is important to be proactive and address potential hazards before they lead to injuries. The purpose of the program is to increase awareness of MSD hazards, provide tools for management and employees to address hazards and to prevent injury by controlling hazards in the workplace. Specific training modules for high-risk groups have been developed. The training sessions have been deferred due to the pandemic. Resources are provided online for general instruction as well as awareness and self-assessments.

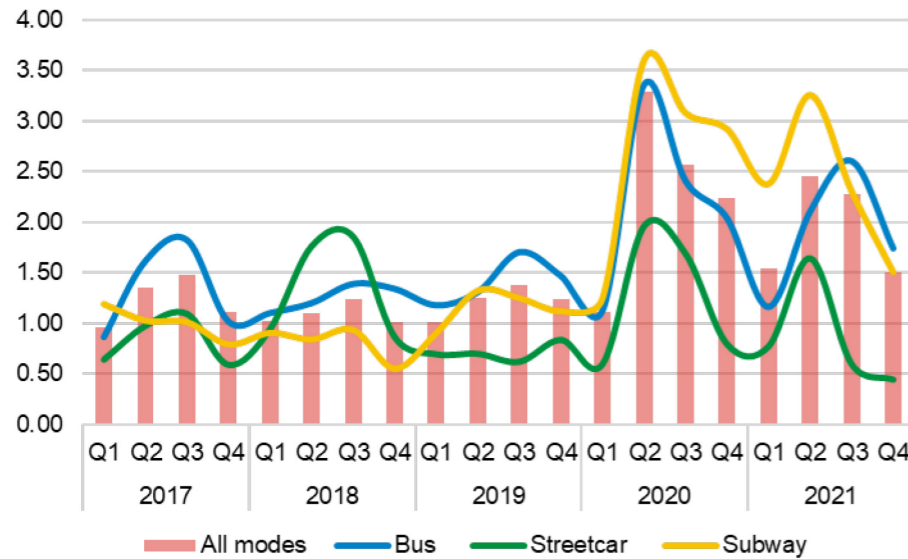
To help address acute emotional event injuries, the TTC has a project underway to identify psychological health and safety (PH&S) hazards and their impact on workers at the TTC as well as to develop tools and resources to develop and implement a PH&S program.





Safety and security

Customer injury incidents rate (CIIR)



Definition
Number of customer injury incidents per one million boardings.

Results

The CIIR in Q4 2021 was 1.51 injury incidents per one million vehicle boardings — a decrease from Q3 (2.27) and from the same period last year (1.54). The CIIR for Q4 was 23% lower than the four-quarter average rate of 1.95 injury incidents per one million vehicle boardings. The four-quarter average shows a statistically significant upward trend in the CIIR over the last five years.

Analysis

The overall increase in the CIIR in 2020 was mainly due to the significant decrease in the overall TTC ridership as a result of the COVID-19 pandemic and state-of-emergency declaration. The decrease in the CIIR from Q3 and from the same period last year, was partly due to the increase in ridership — up 54% from the same time last year and 13% from last quarter. In Q4 there were 184 customer injuries across all modes. This represents a decrease from last quarter (245) and the same time last year (178).

Action

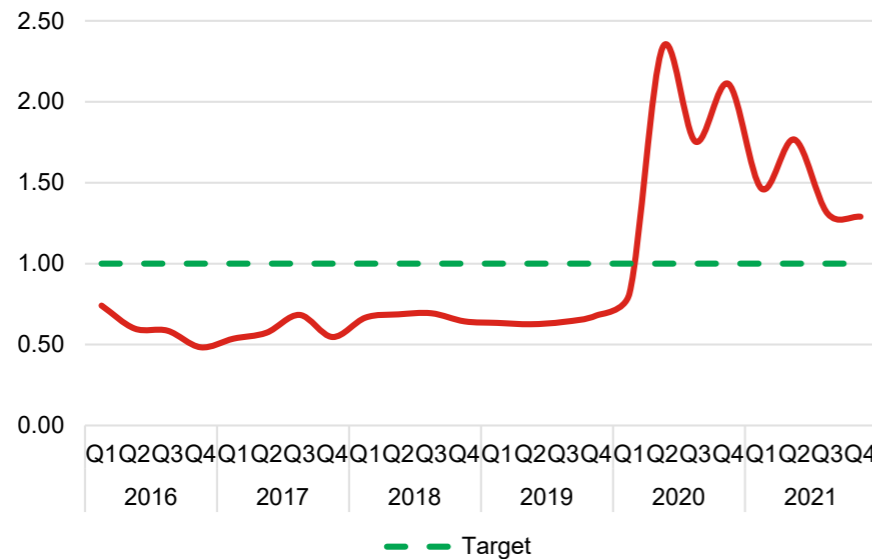
We continue to monitor the CIIR and existing safety initiatives, which includes messaging to promote customer safety and safe vehicle operation. This winter, we continued to promote reminders for customers to avoid slips, trips and falls in stations on our social media accounts. This spring, we will be updating the content and design of our safety campaigns on our vehicles and in our stations and explore new ways to reach our customers to communicate key safety messages when travelling on the TTC.





Safety and security

Offences against customers



Definition
Number of offences against customers per one million boardings.

Results

In Q4 2021, the number of offences against customers per one million boardings was 1.29. This rate represents a decrease of 2% compared to Q3 and a decrease of 39% compared to the same time last year.

Analysis

Overall, there was an increase in the number of offences compared to the previous quarter (157 in Q4 and 144 in Q3). Customer boardings increased by 13%. The most common offence against customers in Q4 was assault, increasing by 19% this quarter.

Action

Our Community Engagement Unit (CEU) continues to focus on the needs of customers who are experiencing homelessness, mental health or addiction issues. We are bringing sustainable solutions that benefit customers and other community stakeholders, as this is a principal factor in the safety of customers and employees during the pandemic.

Since April 2020, the TTC has partnered with the City to support its Streets to Homes initiative. As part of this program, our CEU Special Constables proactively patrol the TTC system with outreach workers from Streets to Homes. Since forming this partnership, the team has had 191 engagements with customers: 17 were provided food and transportation services, 12 requesting shelter space were accommodated (10 were not due to space not being available) and 151 refused services or help.

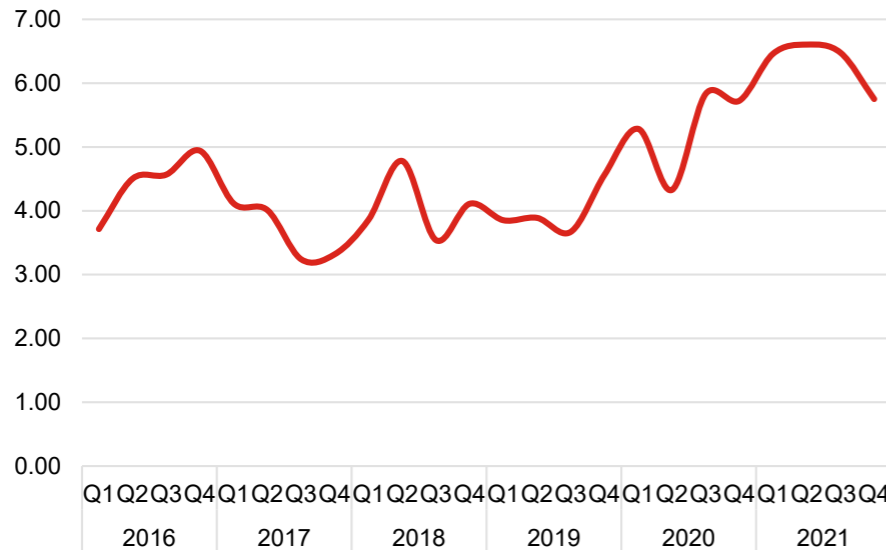
Furthering Our Community by Uniting Services (FOCUS) is an innovative and collaborative risk driven approach to Community Safety and Wellbeing co-led by the City, United Way Toronto and Toronto Police Service that aims to reduce risk, harm, crime, victimization and improve community resiliency and well-being. Across Toronto, weekly FOCUS Tables were established to serve the people in most need. The CEU works with more than 120 member agencies to provide support in the area of mental health, addiction and housing.





Safety and security

Offences against employees



Definition

Number of offences against employees per 100 employees.

Results

In Q4, the number of offences against employees was 5.75 per 100 employees. This represents an 11% decrease from Q3 and a 0.5% increase from the same time last year.

Analysis

The total number of offences against employees decreased in Q4 compared to Q3 — 208 offences and 243 offences, respectively. The top two offences were threats (50%) and assaults against employees (45%).

Action

Employee and customer safety remains our highest priority. The TTC has zero tolerance for abuse faced by our staff. To help prevent incidents, we have safety barriers, video surveillance, radio and non-audio equipment (push-button alerts) on every vehicle, and employee training to assist in prevention, deterrence and response.

To put an end to this harmful behaviour and better support employees, the TTC has developed a 10-point action plan. The plan was communicated on the first Transit Worker Assault Awareness Day on December 17, 2021. An internal, cross-sectional working group has been tasked with implementing and monitoring the progress of the plan.

The plan builds on already-established TTC programs and includes:

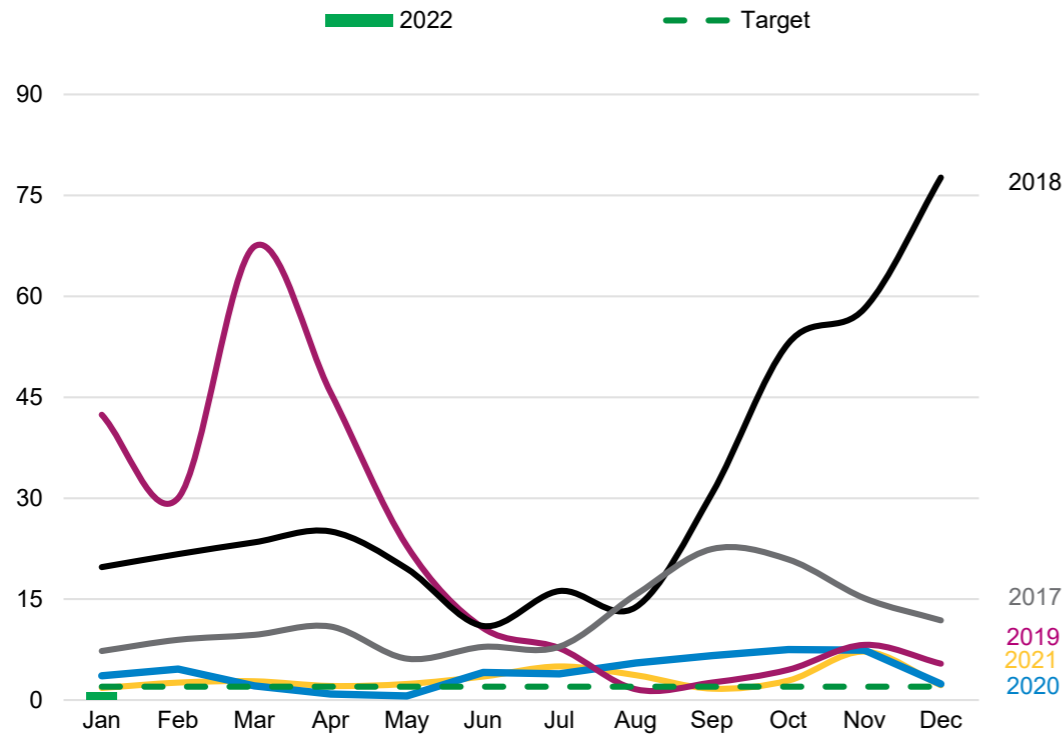
- Integrating social service resources in the Special Constable Service unit to assist individuals experiencing homelessness and people in crisis.
- Implementing a customer campaign focused on respecting TTC employees and keeping them safe.
- Delivering an operator-focused campaign reminding employees what to do if confronted by a customer.
- Enhancing protective screens for bus operators and mandating their use.





Hot topics

Wheel-Trans contact centre wait time



Results

In January, the average Wheel-Trans contact centre wait time was 1.1 minutes. This is lower than the 2.2 minute average in December, and below our target of two minutes.

Analysis

Regular close monitoring of call volumes and staffing levels has led to continued improvement in this metric. This is the second straight period that average wait times have decreased, indicating that ongoing efforts to improve the customer experience are proving effective.

Action

Staff will be monitoring customer trends closely as we prepare for an increase in call volumes, with the lifting of pandemic restrictions and the arrival of warmer weather. We will adjust forecasted numbers as required to ensure wait times remain short.

Definition

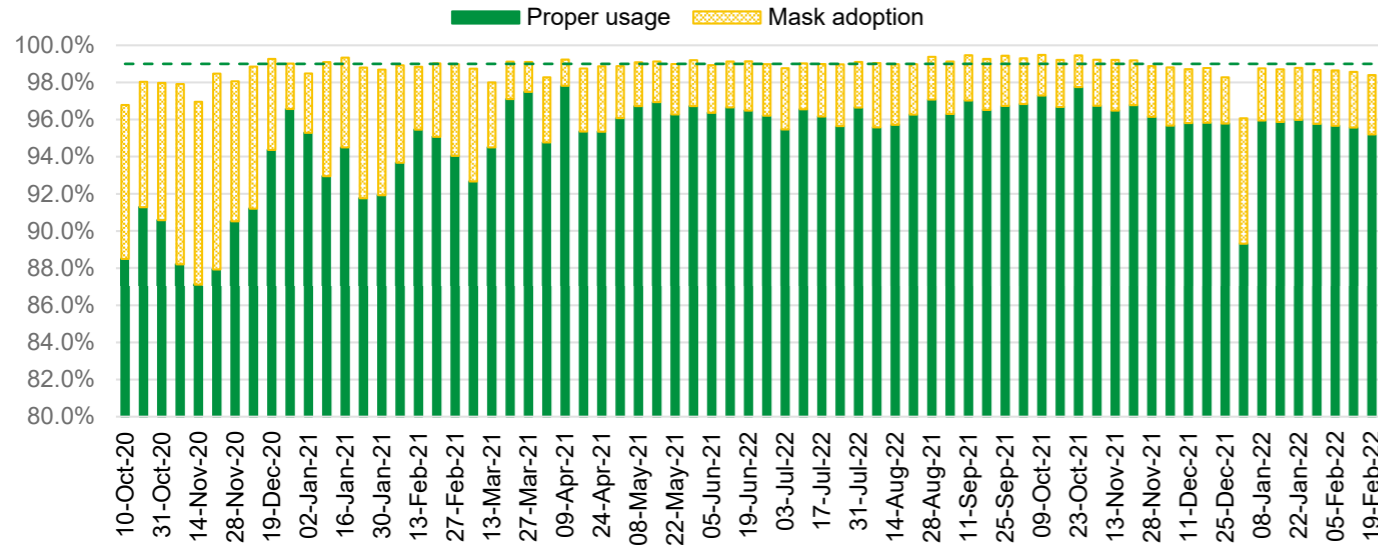
The average amount of time a customer waits in the queue before their call is answered.





Hot topics

Customer mask use



Definition

Mask adoption: Percentage of customers observed wearing a mask.
 Proper usage: Percentage of customers observed wearing a mask properly covering nose, mouth and chin.

Results

Customer mask use is monitored weekly. For the week ending February 18, 99% of customers were wearing masks and 95% were wearing masks properly over nose, mouth and chin. There were 54,462 customer mask observations made at 24 placements across the network.

Analysis

The proportion of customers wearing masks reached 99% in mid-December 2020. This trend has continued into 2022. Customer masks used properly over nose, mouth and chin has remained 96-97% since mid-February 2021, but has now decreased to 95%.

Action

Mask use by customers remains mandatory on the TTC. The TTC's customer mask program focuses on awareness and supply, rather than enforcement:

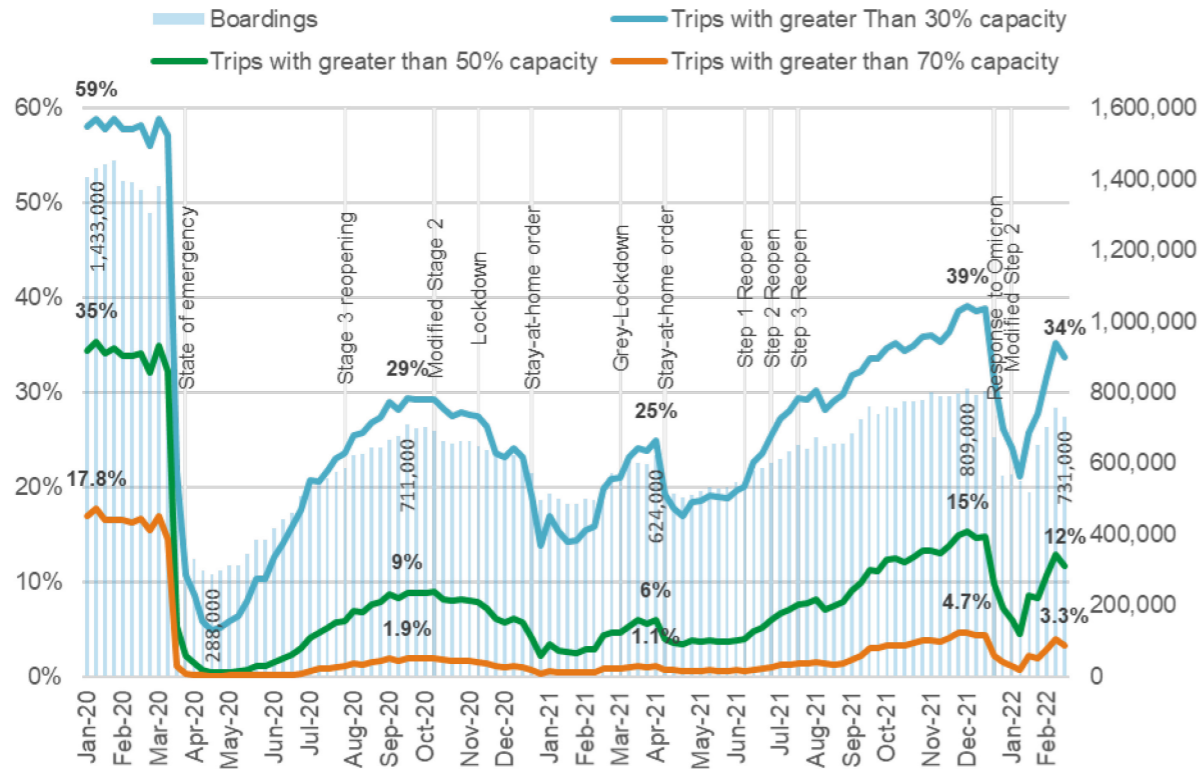
- Current mask campaign on-board vehicles and in stations features customers wearing masks properly and why it's important to wear one.
- An ongoing campaign targeted at customers returning to transit highlights mask use among other safety measures.
- Broad mask distribution on bus routes and all stations and targeted mask distribution at low points across the city.
- Since June 2020, 3.39 million free masks have been distributed to customers at schools, shelters, stations, and at high-ridership stops.
- Weekly monitoring of customer mask use over 12,000-50,000 customer observations from 12-40 locations across the city to monitor compliance and inform distribution plans.





Hot topics

Bus occupancy



Definition

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.

Results

Bus occupancy is monitored daily. For the week ending February 18, 88% of all bus trips were under 50% occupancy. During this time, we served an average 731,000 bus customers per weekday, which is 53% of pre-COVID bus boardings.

Analysis

About 12% of bus trips had more than 25 customers on some part of the route (50% capacity) and 3% of bus trips had more than 35 customers per bus (70% capacity) on some part of the route.

Bus occupancy levels have increased with a rise in boardings.

Action

- In the coming months, we will be restoring service hours to pre-pandemic levels across the network.
- Maintain weekly monitoring of all bus routes across 30%, 50% and 70% occupancy levels as customers return to transit.
- Vehicle occupancy data continues to drive the deployment strategy for Run-As-Directed buses.
- Continue weekly occupancy analysis to assist with assignment of unscheduled Run-As-Directed service.





Appendix: Service delivery

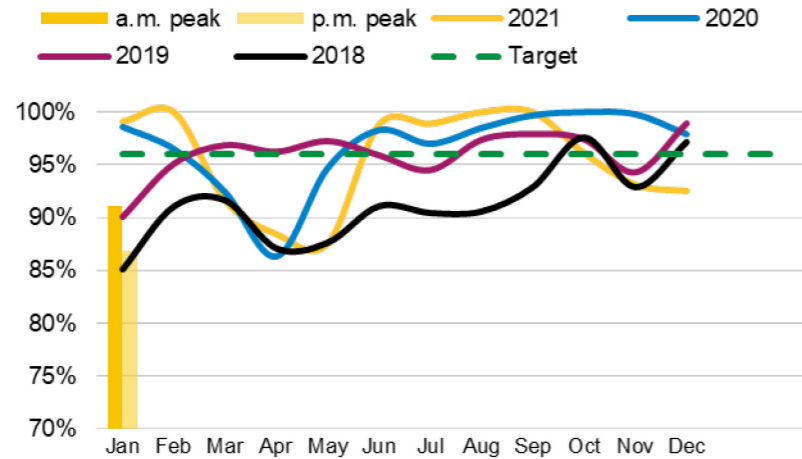
Line 1 capacity

Total number of trains that travelled through 12 sampling points during weekday a.m. and p.m. peaks as a % of trains scheduled. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

January: 88.5%
December: 92.5%
January 2021: 99.1%

Target: 96.0% ❌

Under target due to staff availability and January 17 snow storm.



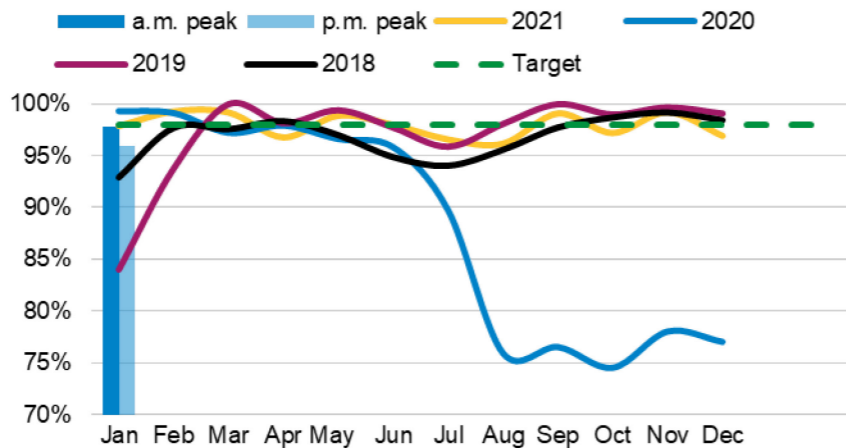
Line 3 capacity

Total number of trains that travelled through two sampling points during weekday a.m. and p.m. peaks as a % of trains scheduled. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

January: 96.8%
December: 96.9%
January 2021: 97.9%

Target: 98.0% ❌

Under target due to January 17 snow storm and SRT vehicle reliability.

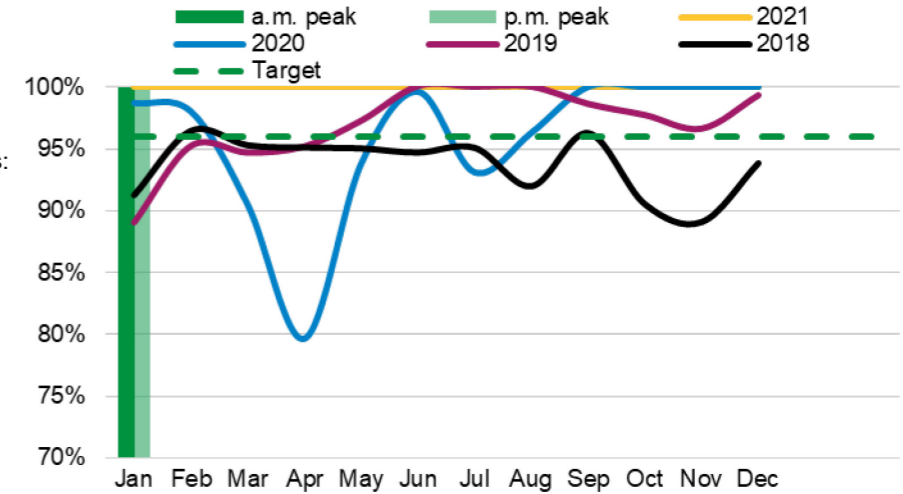


Line 2 capacity

Total number of trains that travelled through 10 sampling points during weekday a.m. and p.m. peaks as a % of trains scheduled. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

January: 100%
December: 100%
January 2021: 100%

Target: 96.0% ✅

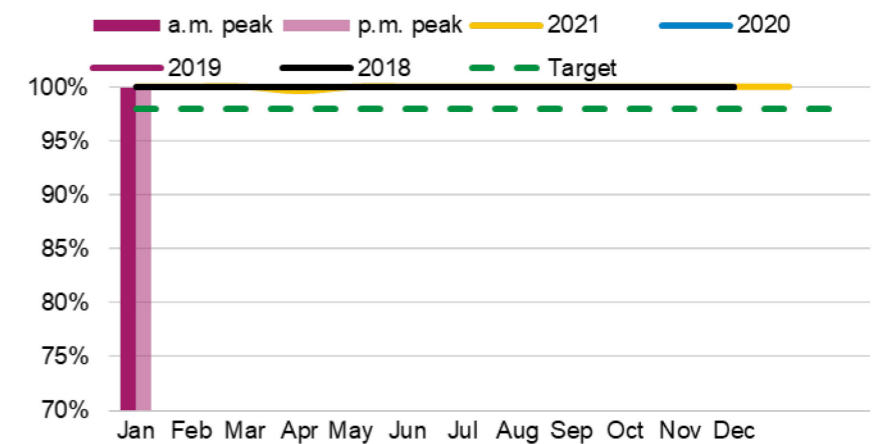


Line 4 capacity

Total number of trains that travelled through two sampling points during weekday a.m. and p.m. peaks as a % of trains scheduled. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

January: 100%
December: 100%
January 2021: 100%

Target: 98.0% ✅





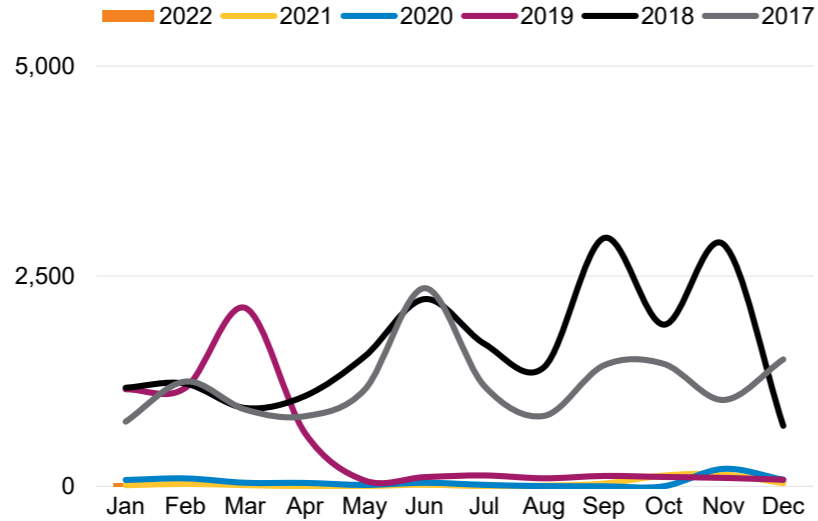
Appendix: Service delivery

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.

January: 37
December: 37
January 2021: 12

Target: Given the significant decrease in short turns compared to previous years, this target is under review.

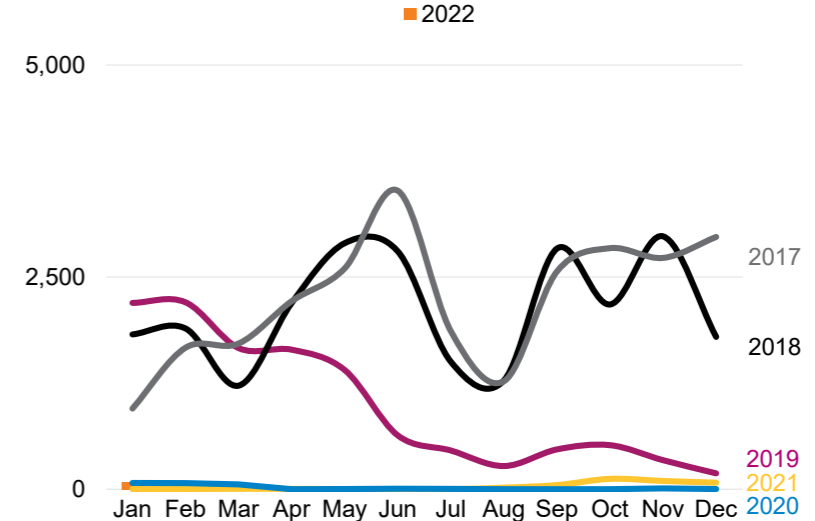


Bus short turns

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

January: 82
December: 76
January 2021: 0

Target: Given the significant decrease in short turns compared to previous years, this target is under review.





Rich Wong
Chief of Vehicles

James Ross
Chief Operating Officer

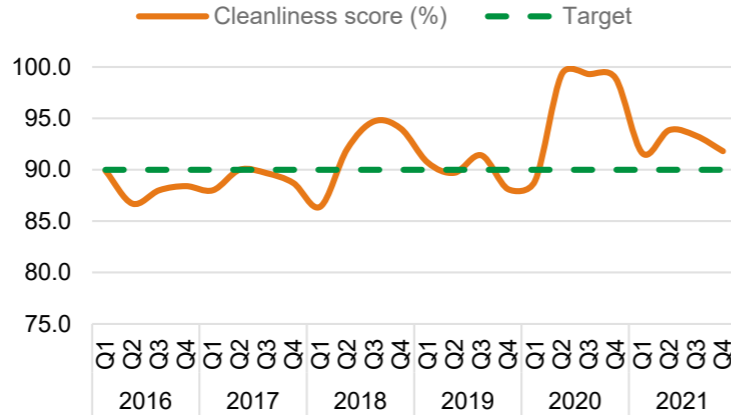
Appendix: Cleanliness

Bus cleanliness

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

Q4: 91.8%
Q3: 93.3%
Q4 2020: 98.9%

Target (RW): 90.0%



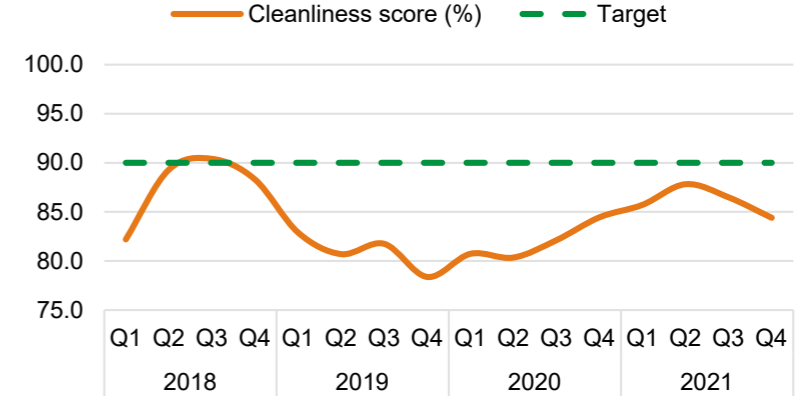
Streetcar cleanliness

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

Q4: 84.4%
Q3: 86.5%
Q4 2020: 84.5%

Target (RW): 90.0%

New cleaning service provider contractor started operations for streetcars in February 2022.

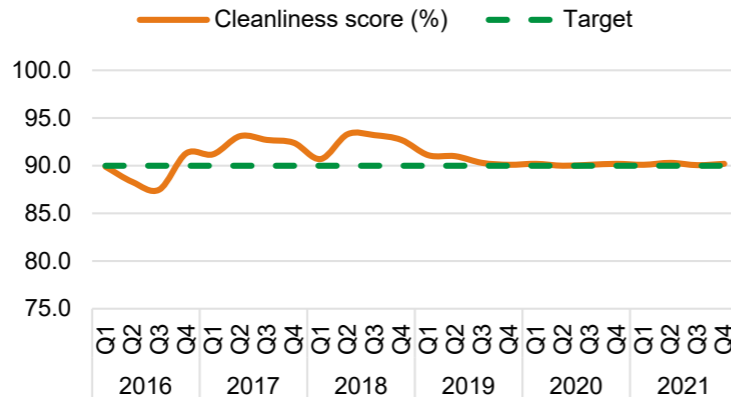


Subway cleanliness

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

Q4: 90.2%
Q3: 90.1%
Q4 2020: 90.2%

Target (RW): 90.0%

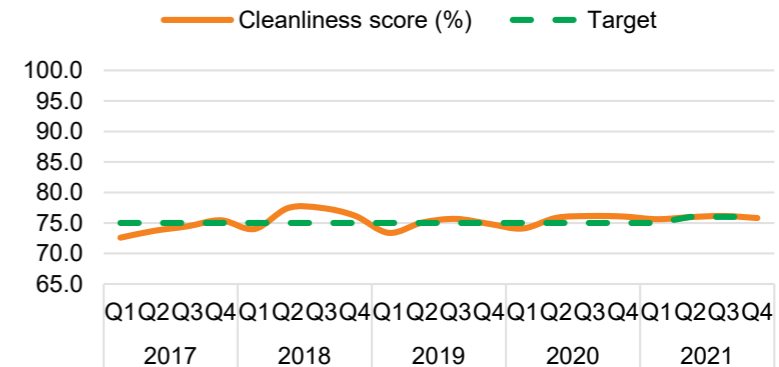


Station cleanliness

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

Q4: 75.8%
Q3: 76.2%
Q4 2020: 76.1%

Target (JR): 76.0%





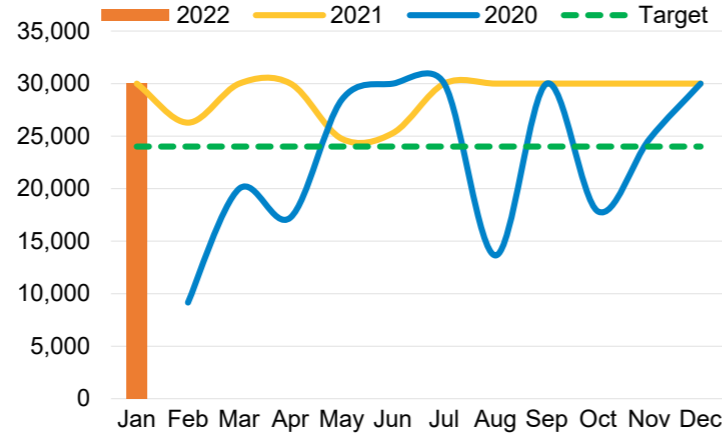
Appendix: Asset reliability

eBus mean distance between failures

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

January: 30,000 km
December: 30,000 km
January 2021: 30,000 km

Target: 24,000 km ✓

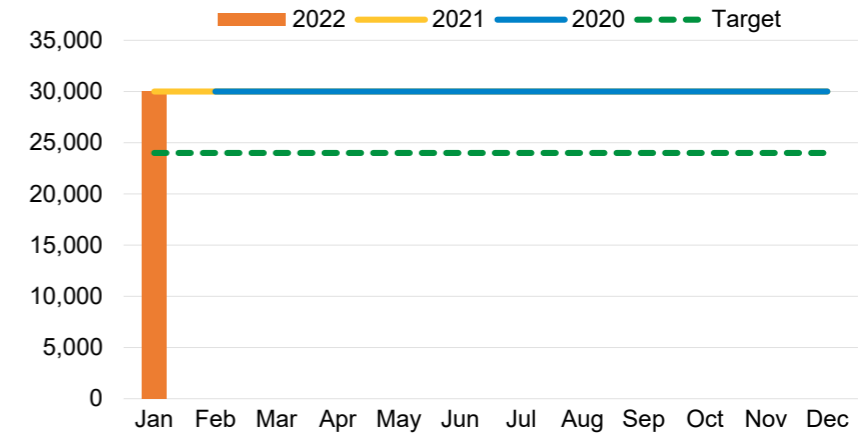


Hybrid bus mean distance between failures

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

January: 30,000 km
December: 30,000 km
January 2021: 30,000 km

Target: 24,000 km ✓

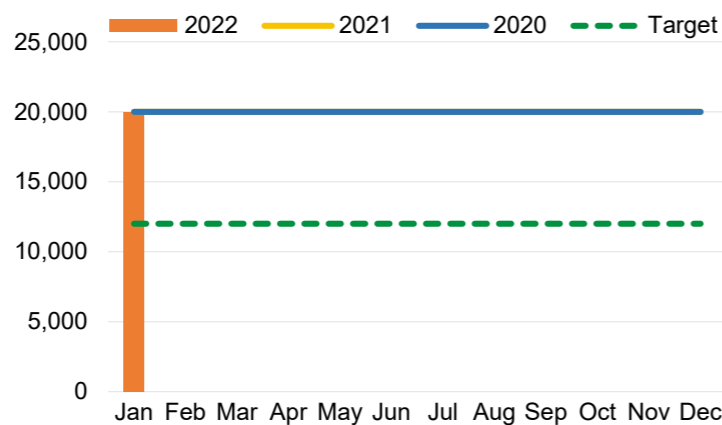


Clean-diesel bus mean distance between failures

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

January: 20,000 km
December: 20,000 km
January 2021: 20,000 km

Target: 12,000 km ✓

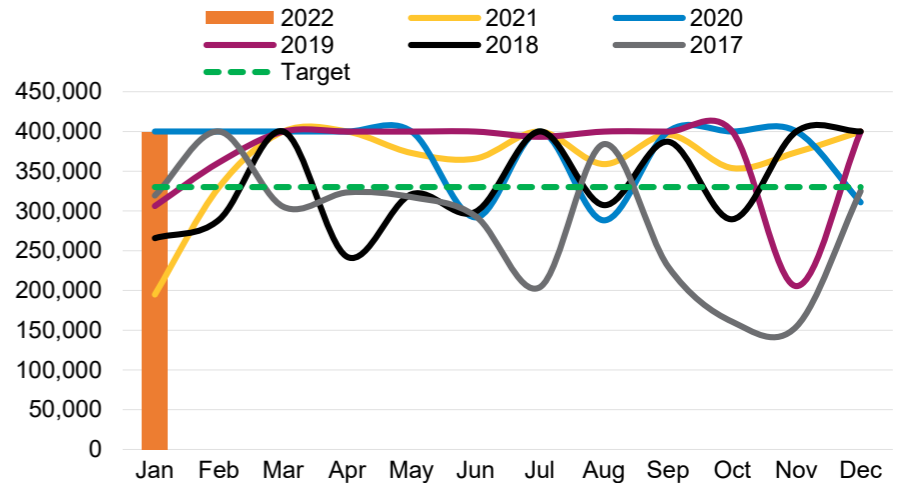


T1 train mean distance between failures

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

January: 400,000 km
December: 400,000 km
January 2021: 194,761 km

Target: 330,000 km ✓





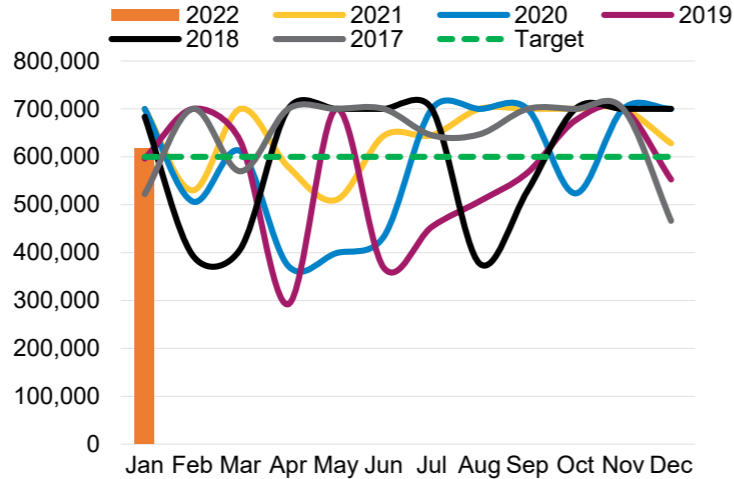
Appendix: Asset reliability

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.

January: 617,000 km
December: 628,000 km
January 2021: 700,000 km

Target: 600,000 km ✓

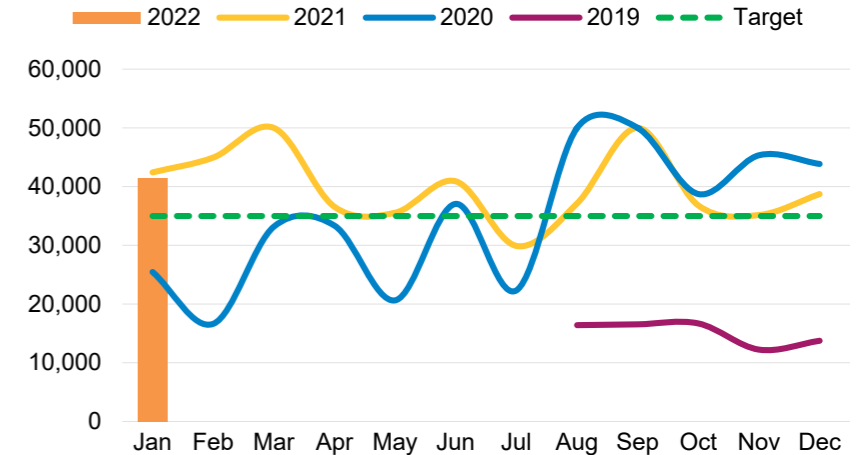


Streetcar mean distance between failures

Total distance (km) travelled per number of equipment incidents resulting in delays of five minutes or more.

January: 41,397 km
December: 38,738 km
January 2021: 42,432 km

Target: 35,000 km ✓

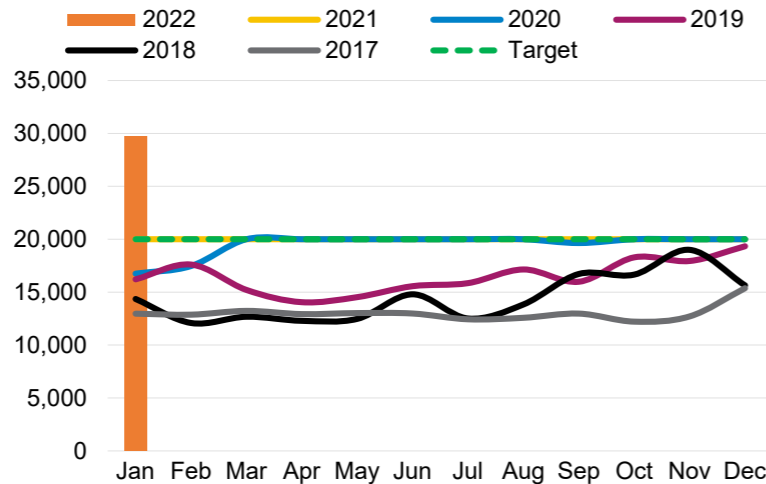


W-T Mean distance between failures

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

January: 29,677 km
December: 20,000 km
January 2021: 20,000 km

Target: 12,000 km ✓





Appendix: Asset reliability

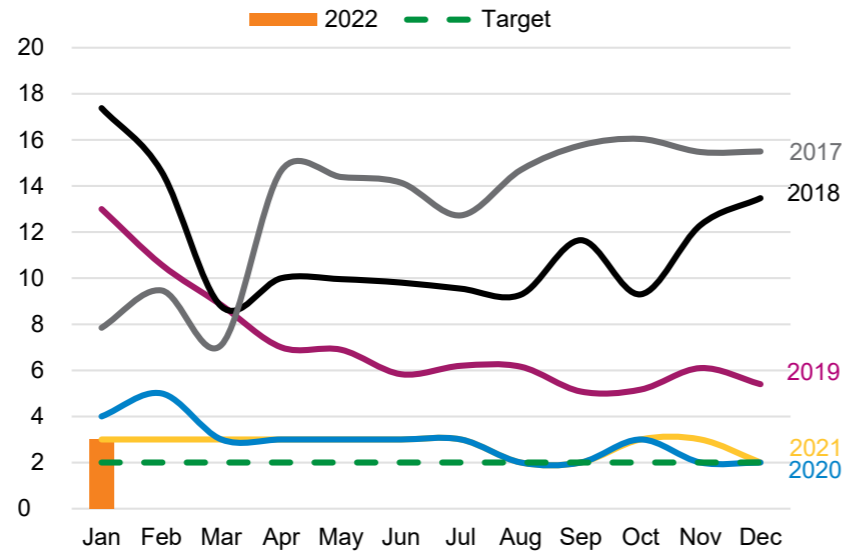
Streetcar road calls and change offs

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.

January: 3
December: 2
January 2021: 2

Target: 2

Target not met due to issues related to the high voltage system, as well as windshield washer and vehicle controls systems.

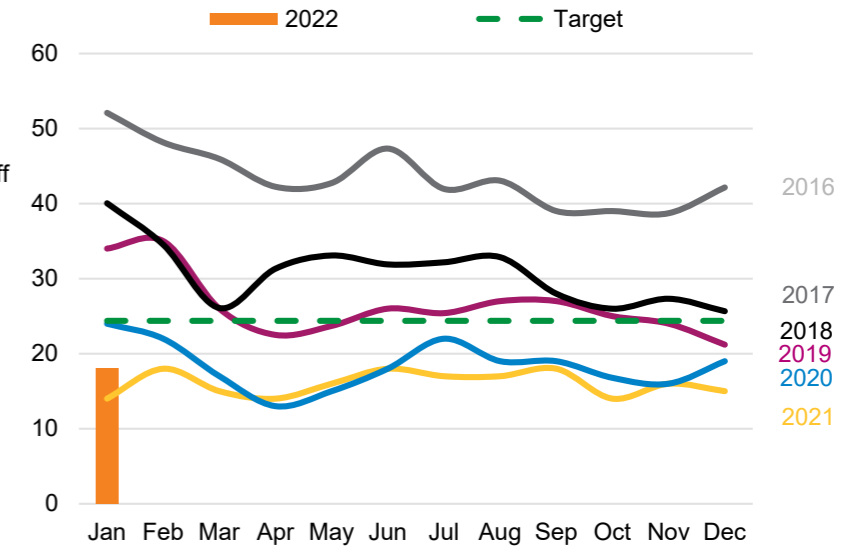


Bus road calls and change offs

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.

January: 18
December: 15
January 2021: 14

Target: 24





Rich Wong
Chief of Vehicles

Scott Haskill
Chief Strategy & Customer Officer (Acting)

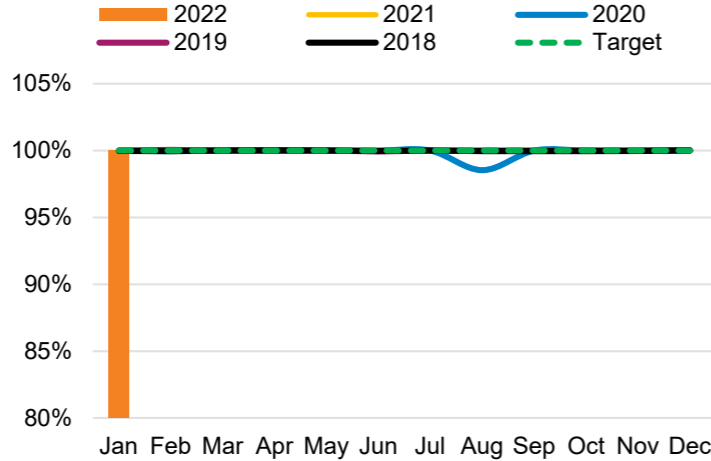
Appendix: Asset availability

Subway service availability

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

January: 100.0%
December: 100.0%
January 2021: 100.0%

Target (RW): 100.0% ✓

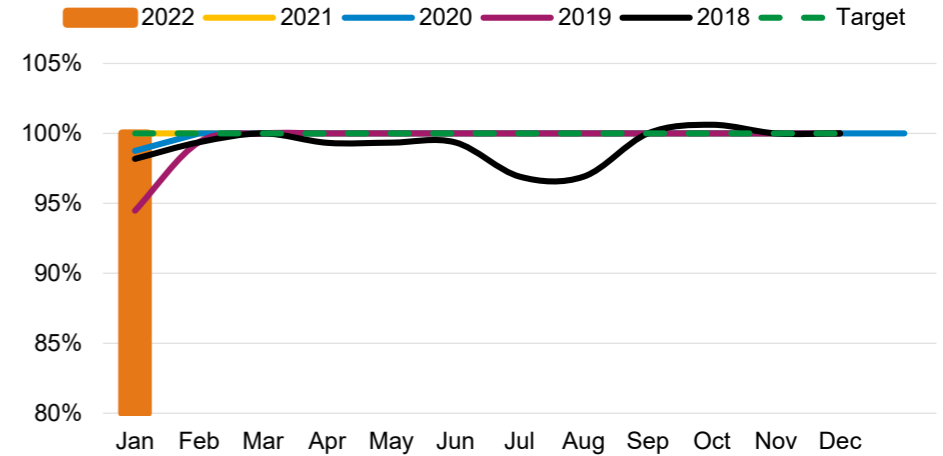


Streetcar service availability

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

January: 100.0%
December: 100.0%
January 2021: 100.0%

Target (RW): 100.0% ✓

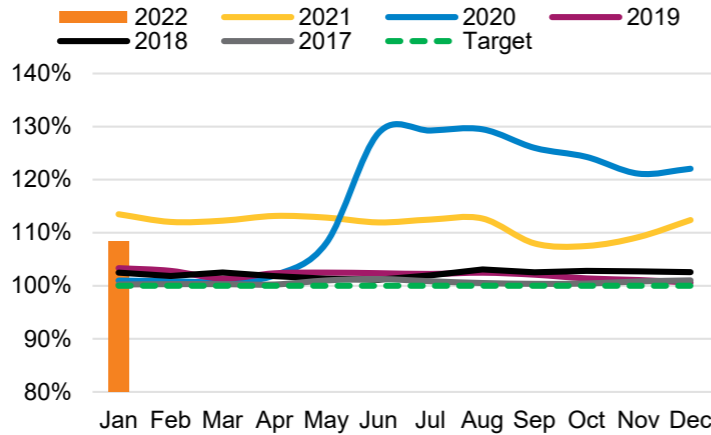


Bus service availability

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

January: 108.3%
December: 112.4%
January 2021: 113.5%

Target (RW): 100.0% ✓



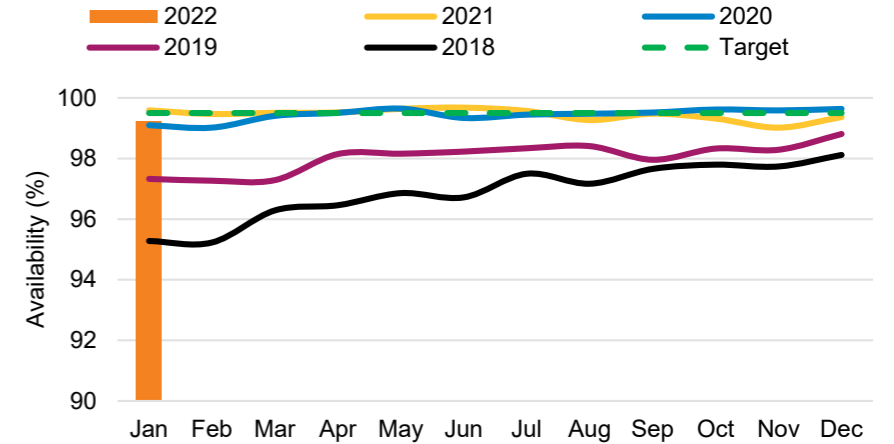
Fare gate availability

Percentage of fare gates are available for use.

January: 99.23%
December: 99.37%
January 2021: 99.59%

Target (SH): 99.50% ✗

Continuing to work with contractor on issues introduced through the deployment of new software.





Appendix: Asset availability

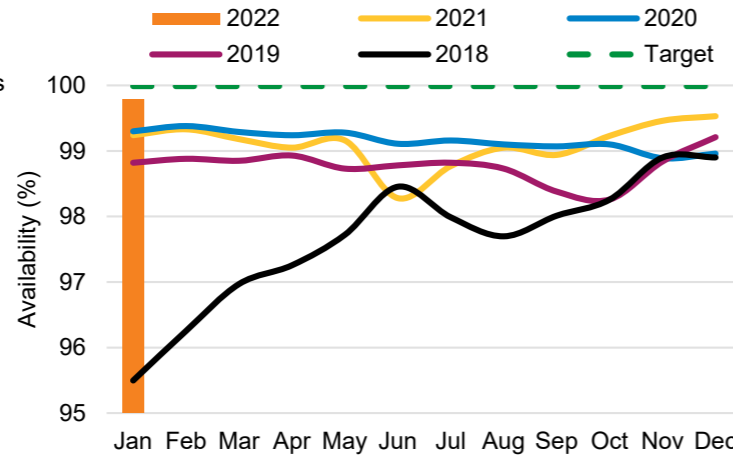
PRESTO reader

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

January: 99.79%
December: 99.53%
January 2021: 99.24%

Target: 99.99% ❌

Devices nearing end of life. Replacement project being planned. New devices will improve performance.

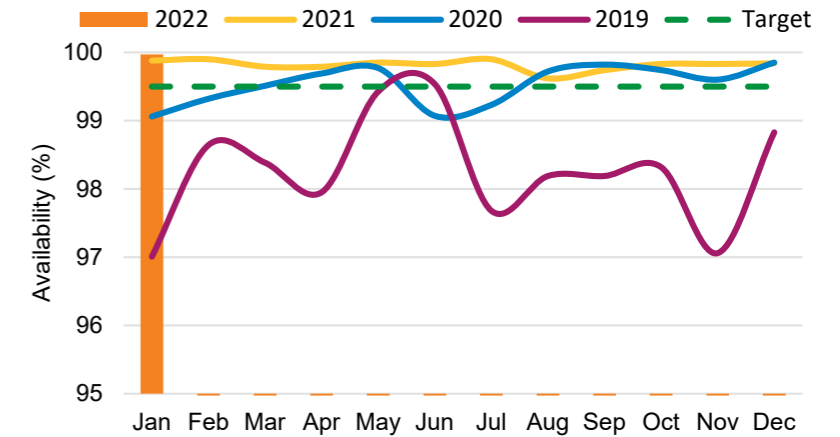


PRESTO Fares and Transfers Machine (FTM)

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

January: 99.97%
December: 99.84%
January 2021: 99.88%

Target: 95.00% ✅

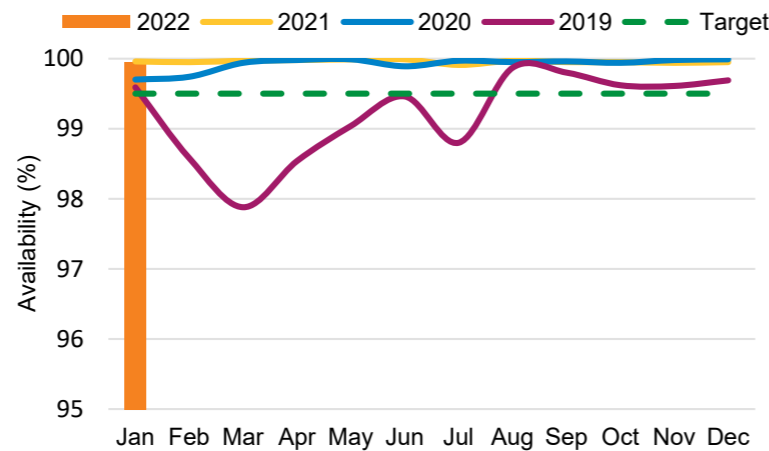


PRESTO Self-Serve Reload Machine (SSRM)

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.

January: 99.95%
December: 99.95%
January 2021: 99.96%

Target: 95.00% ✅

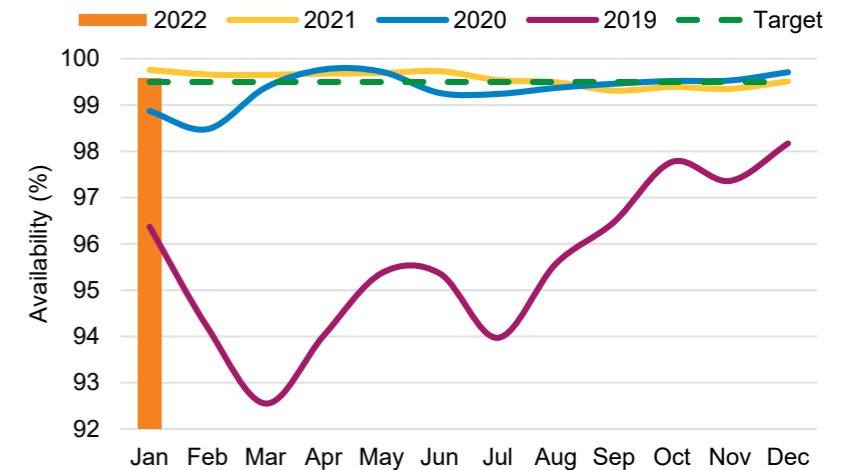


PRESTO Fare Vending Machine (FVM)

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.

January: 99.57%
December: 99.51%
January 2021: 99.76%

Target: 99.50% ✅





Appendix 2: Safety

Regulatory compliance

This table summarizes the number of regulatory interactions and orders issued in 2021 (year-to-date) 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, email or in person.
- Visit to a site or TTC property, pre-planned or unplanned, by a regulatory officer

Type	Interactions/ visits	Requirement orders ¹ issued	Non- compliance orders ² issued	Status
Ministry of Labour, Training and Skills Development	150	7	9 ^a	Compliance Achieved
Ministry of the Environment, Conservation and Parks	0	0	0	No Orders Issued
Technical Standards and Safety Authority	1	0	1 ^b	Compliance Achieved
City of Toronto	8	0	0	No Orders Issued
Toronto Fire Services	30	0	0	No Orders Issued

¹ Orders issued to provide documentation/information.

² Orders issued to remedy contraventions of the Occupational Health and Safety Act or regulations, Environmental Protection Act, City of Toronto Sewers By-Law and Ontario Fire Code.

^a The nine MLTSD non-compliance orders were: Safety Complaint (1), Work Refusal (3), Occupational Illness (5).

^b One TSSA order was caused by an incident.

