

# Item No. 1



For Information

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

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

### Summary

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

### Financial Summary

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

### Equity/Accessibility Matters

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

## Decision History

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

## Issue Background

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

## Contact

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ciaran.ryan@ttc.ca

## Signature

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Richard J. Leary  
Chief Executive Officer

## Attachments

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




# Toronto Transit Commission

# CEO's Report

## November 2019



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Ongoing trend indicators:  Favourable  Mixed  Unfavourable

\*Represents four-quarter average of actual results

# Performance scorecard

## TTC performance scorecard – November 2019

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
<b>Safety and security</b>							
Lost-time injuries	Injuries per 100 employees	Q2 2019	4.55	4.71*	✓	✗	14
Customer injury incidents	Injury incidents per 1M boardings	Q2 2019	1.27	1.15*	✗	✓	15
Offences against customers	Offences per 1M boardings	Q3 2019	0.67	1.00	✓	–	17
Offences against staff	Offences per 100 employees	Q3 2019	3.98	4.07	✓	✗	18
Fitness for duty	% of employees that tested non-compliant	Sep 2019	3.7%	1.7%	✗	✓	19
<b>Ridership</b>							
Ridership	Monthly ridership	Sep 2019	53.2M	52.9M	✓	✓	20
Ridership	Year-to-date ridership	2019 YTD (to Sep)	399.3M	402.1M	✗	✓	20

Ongoing trend indicators:  Favourable  Mixed  Unfavourable

\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
PRESTO ridership	Monthly ridership	Sep 2019	44.4M	45.6M	✗	✗	22
PRESTO ridership	Year-to-date ridership	2019 YTD (to Sep)	321.9M	319.5M	✓	✓	22
Wheel-Trans ridership	Monthly ridership	Sep 2019	394.5K	394.5K	✗	✗	24
Wheel-Trans ridership	Year-to-date ridership	2019 YTD (to Aug)	3,126.3K	3,263.8K	✗	✗	24

### Customer experience

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

1	On-time performance Line 1	Scheduled headway performance at end terminals	Sep 2019	91.7%	90%	✓	⊖	26
2	On-time performance Line 2	Scheduled headway performance at end terminals	Sep 2019	94.8%	90%	✓	✓	27
3	On-time performance Line 3	Scheduled headway performance at end terminals	Sep 2019	96.7%	90%	✓	⊖	28


Ongoing trend indicators: Favourable Mixed Unfavourable

\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
4 On-time performance Line 4	Scheduled headway performance at end terminals	Sep 2019	99.4%	90%	✓	✓	29
1 Capacity Line 1	Trains-per-hour during peak	Sep 2019	97.9%	96%	✓	✓	30
1 Capacity Bloor Station	Trains-per-hour (8 a.m. to 9 a.m.)	Sep 2019	97.6%	96%	✓	–	30
1 Capacity St George Station	Trains-per-hour (8 a.m. to 9 a.m.)	Sep 2019	100%	96%	✓	✓	30
2 Capacity Line 2	Trains-per-hour during peak	Sep 2019	98.6%	96%	✓	✓	31
3 Capacity Line 3	Trains-per-hour during peak	Sep 2019	100%	98%	✓	–	32
4 Capacity Line 4	Trains-per-hour during peak	Sep 2019	100%	98%	✓	✓	33
Amount of service	Average weekly service hours delivered	Sep 2019	10,951 h	11,131 h	✗	✓	34
Vehicle reliability T1 trains	Mean distance between failures	Sep 2019	514,587 km	300,000 km	✓	✓	35
Vehicle reliability TR trains	Mean distance between failures	Sep 2019	566,923 km	600,000 km	✗	–	36

Ongoing trend indicators:  Favourable  Mixed  Unfavourable



\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Service availability	Daily average service delivered	Sep 2019	100%	100%	✓	✓	38
Subway cleanliness	Audit score	Q3 2019	90.3%	90%	✓	✗	39
 <b>Streetcar services</b>							
On-time performance	On-time departures from end terminals	Sep 2019	74.2%	90%	✗	✓	40
Short turns	Monthly total short turns	Sep 2019	122	1,272	✓	✓	41
Amount of service	Average weekly service hours	Sep 2019	19,214 h	18,926 h	✓	✓	42
Vehicle reliability LFLRV (Low-Floor Light Rail Vehicle)	Mean distance between failures	Sep 2019	28,763 km	35,000 km	✗	✓	43
Vehicle reliability CLRV (Canadian Light Rail Vehicle)	Mean distance between failures	Sep 2019	3,610 km	6,000 km	✗	✗	45
Road calls and change offs	Average daily road calls or vehicle change offs	Sep 2019	5	2.4	✗	✓	46
Service availability	Daily number of vehicles available for service	Sep 2019	100%	100%	✓	✓	47

Ongoing trend indicators:  Favourable  Mixed  Unfavourable


\*Represents four-quarter average of actual results



Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Streetcar cleanliness	Audit score	Q3 2019	86.5%	90%	✘	✘	48
 <b>Bus services</b>							
On-time performance	On-time departures from end terminals	Sep 2019	76.2%	90%	✘	✔	49
Short turns	Monthly total short turns	Sep 2019	469	2,062	✔	✔	51
Amount of service	Average weekly service hours	Sep 2019	154,423 h	153,053 h	✔	⊖	52
Vehicle reliability	Mean distance between failures	Sep 2019	20,000 km	12,000 km	✔	✔	53
Road calls and change offs	Average daily road calls or vehicle change offs	Sep 2019	27	24	✘	⊖	54
Service availability	Daily average service delivered	Sep 2019	102.1%	100%	✔	✔	55
Bus cleanliness	Audit score	Q3 2019	91.4%	90%	✔	⊖	56
 <b>Wheel-Trans services</b>							







Ongoing trend indicators:  Favourable  Mixed  Unfavourable




\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
On-time performance	% within 20 minutes of schedule	Sep 2019	93.2%	90%	✓	✓	57
Vehicle reliability	Mean distance between failures	Sep 2019	15,981 km	12,000 km	✓	✓	58
Accommodation rate	Percentage of requested trips completed	Sep 2019	99.9%	99%	✓	✓	59
Average wait time	Average amount of time a customer waits before call is answered	Sep 2019	2.6 min	15 min	✓	✓	60
 <b>Station services</b>							
Station cleanliness	Audit score	Q3 2019	75.67%	75%	✓	⊖	61
Elevator availability	Per cent available	Sep 2019	98.6%	98%	✓	✓	62
Escalator availability	Per cent available	Sep 2019	96.6%	97%	✗	⊖	63
Fare gates equipped with PRESTO	Per cent available	Aug 2019	98.41%	99.5%	✗	✓	65
PRESTO Fare Card Reader	Per cent available	Sep 2019	98.38%	99.99%	✗	⊖	66

Ongoing trend indicators:  Favourable  Mixed  Unfavourable

\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
PRESTO Fare Vending Machine	Per cent available	Sep 2019	96.47%	95.00%			67
PRESTO Self-serve Reload Machine	Per cent available	Sep 2019	99.80%	95.00%			68
PRESTO Fares and Transfer Machines	Per cent available	Sep 2019	98.19%	95.00%			69

Ongoing trend indicators:  Favourable  Mixed  Unfavourable

\*Represents four-quarter average of actual results

# CEO's commentary

Before beginning my commentary this month, I would like to acknowledge our Chair, Jaye Robinson, for her exceptional leadership. As you know, Chair Robinson recently announced she is taking time off to focus on her health and her family. On behalf of the TTC's 15,000 employees, I would like to take this opportunity to wish her all the best. She is a truly remarkable leader — one who has had a significant impact on me, in particular, this past year — and we look forward to seeing her back behind the wheel very soon.

In several of my reports to Commissioners this year, I have provided updates on transit realignment discussions that the TTC, the City and the Province have been undertaking.

Last month, Mayor Tory announced that the subway network would remain wholly integrated within the TTC and that the Province would

invest in major transit expansion projects, thus making available billions of dollars for our critical state of good repair needs.

On October 29, City Council voted by an overwhelming majority to move forward on transit expansion with the Ontario Government. Council passed the Toronto-Ontario Transit Update report by a vote of 22-to-3. The City will retain ownership of the existing subway network. The TTC will retain operations of the transit network. And the City, with the TTC, will work with the Province as it undertakes expansion through four priority transit projects as soon as possible: the Ontario Line, the three-stop Line 2 East Extension, the Eglinton West LRT and the Yonge North Subway Extension.

I will continue to report to the Board our collective progress as news becomes available.

## Subway maintenance

Our Subway Infrastructure department is responsible for maintaining the subway assets in a state of good repair. As part of packaging this work to align with Automatic Train Control (ATC) implementation on Line 1, expected to be completed by mid-to-late 2022, crews are focusing on critical work required from Eglinton to Finch stations between 2019 and 2022. Finishing this work will require reduced speed zones, during select periods of time, with the following general parameters:

- Reduced speed zone durations of approximately 18 days.
- Allowable speeds in the 15-to-25 km/h range based on work progress; approximate lengths are 180-to-220 metres.
- Weekend closures required to replace switches.
- Times leading into and after the weekend closures needed to prepare and complete tasks before speed is permitted to return to normal.

This is important work that has previously been deferred (2013-2015). It can no longer be delayed and needs to be completed in advance in order to fully optimize ATC installation.

This will impact customers. The greatest inconvenience should be expected during the rush period, due to the requirement to operate slowly through the construction area. This impact is expected to compound over peak times and will likely result in train queues, meaning two-to-three times the normal travel times in some areas.

In doing this work, we will take full advantage of weekend closures and early closures in order to mitigate customer impact. The planning of this work is underway and in December we will report to the Board the 2020 closure schedule and outlook for 2021-2022.

We will of course communicate reduced speed zones as soon as they are scheduled in targeted areas.

Given the inconvenience that reduced speed zones will cause customers, our Customer Communications department will undertake an extensive marketing and communications campaign, which includes:

- 15-second videos on platform screens announcing reduced speed zones at affected stations
- Website notices
- Station posters
- Social media posts

The TTC is responsible for maintaining the subway system to industry best practices, and a large percentage of our guidelines adhere to the American Public Transportation Association (APTA) standards for Rail Transit Track Inspection and Maintenance. These guidelines govern the requirement to reduce the service speed of trains when a portion of the railway base is removed or compromised for the purposes of safely operating the railway. Excavating this base is a requirement when we remove or replace vital components. A key component that wears and needs replacement in the asset

management cycle is a track turnout. This is a mechanical installation that enables the trains to be guided from one track to another.

At various sections of our subway line, this railway base is comprised of coarse stone (or ballast) used to form the track bed of the railway and this ballast requires complete removal to allow for the removal of the turnout. When the ballast is removed, a portion of the railway base is removed. Therefore, the speed of the vehicles is reduced to as low as 15 km/h and the remaining railway is secured by means of blocks and other forms of temporary fastening.

Once the turnout is replaced, all temporary blocking is removed and new ballast is delivered and installed. When the turnout/ballast replacement is complete, a process known as tamping (an activity using specialized machinery to pack ballast under the railway track to make it sturdier and eliminate voids) is completed.

It's important to stress that our priority will be to minimize impacts

on the customer and at the same time ensuring the safest conditions for our track crews.

### LRT construction

The construction of Metrolinx’s Eglinton Crosstown LRT (ECLRT), by Crosslinx Transit Solutions (CTS), has been ongoing since 2015. While the Mosaic Group (Mosaic) commenced construction on the Finch West LRT (FWLRT) in 2018.

As the future operator of the LRT lines, the TTC is working closely with Metrolinx, CTS and Mosaic to ensure that the completed lines can be safely and efficiently operated. Also, as the owner and operator of the existing transit system, the TTC has a responsibility to ensure the structural integrity of its subway infrastructure, as well as the safe and efficient operation of the system, are maintained during construction.

ECLRT construction is proceeding at the three interchange stations. At Eglinton West Station, the LRT line will be constructed immediately under the subway. To

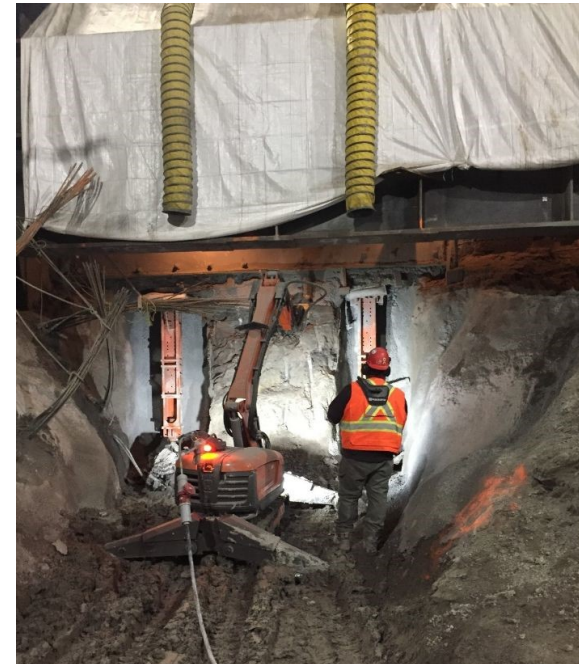
accommodate, soil excavation has recently commenced under the subway structure, south of the station. During excavation and subsequent construction of the LRT structures, extensive monitoring for any soil or structural movements that could be detrimental to our subway infrastructure is being conducted by CTS on a 24/7 basis.

At Eglinton Station, construction by CTS on the subway’s new emergency ventilation system has been ongoing since 2018. This has required a number of weekend closures. A new structure is being built south of the station (at Berwick Portal) and construction of a new building to house the ventilation equipment is set to commence shortly.

At the subway platform, hoarding was installed last month around existing escalators near the north end of the station, to allow for demolition and relocation of the escalators. As this hoarding narrowed the width of the available platforms, measures have been implemented by TTC and CTS staff to ensure the protection of

customers during this stage of the work.

Similar to Eglinton West Station, excavation will be required under the TTC subway structure, with extensive monitoring of movements and mitigation measures by CTS to protect the subway infrastructure. Site preparation is almost completed. Excavation below the



Excavation of horizontal gallery under subway structure at Eglinton West Station.

subway is set to start later this month.

At Kennedy Station, the LRT station's tail tracks will be constructed under the existing Line 3 structures. To accommodate, site preparation to support the piers of Line 3 was completed late last month, and excavation was to commence shortly thereafter.

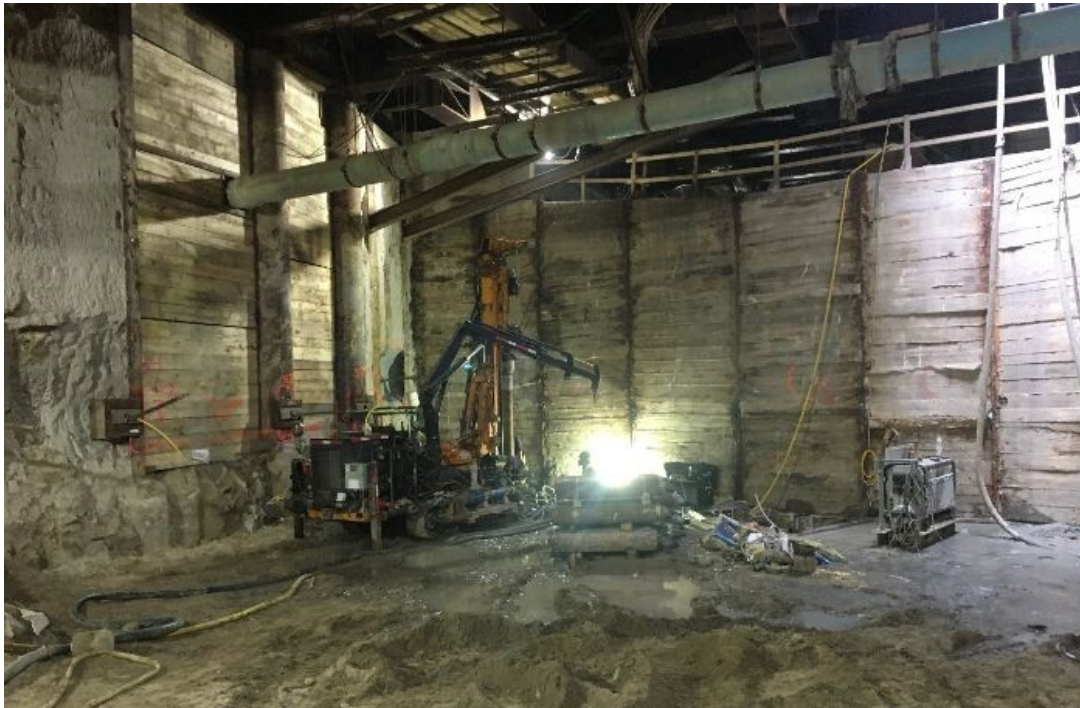
Detailed design is ongoing by Mosaic for the FWLRT. To date, site preparation work (utility relocations, tree removal, geotechnical drilling, etc.) has been done at various locations along the LRT line, including at Finch West Station.

### **Tickets, tokens and passes**

Last month, we advised our customers, employees and Commissioners that we would stop selling tickets, tokens and remaining pass products at our stations on November 30, 2019. This marks another major milestone in our transition to PRESTO.

Customers will still be able to purchase tickets and tokens at third-party retailers across the city. As well, we will keep selling tickets and tokens to school boards and social service agencies until a new bulk sales program on PRESTO is available.

A date when the TTC will stop accepting legacy fare media, or cash, is yet to be determined as customers continue to transition to the PRESTO fare payment system. We will let customers know well ahead of time before this happens. Customers will need to use up the remaining tickets and tokens they have before that time arrives. More than 80 per cent of riders currently use PRESTO.



Installation of micropiles along subway structure at Eglinton Station

An extensive communications campaign to inform and educate customers about this important news is underway. Complete details are available at [ttc.ca](http://ttc.ca).

### **Reliability improvements**

Later this month (on November 24) we will be introducing reliability improvements on the following routes around the city: 22 Coxwell, 25 Don Mills, 56 Leaside, 60 Steeles West, 68 Warden, 121 Fort York-Esplanade, 125 Drewry and 925 Don Mills Express.

### **CLRV streetcars**

As mentioned previously, we will be retiring the last of our 40-year-old CLRV streetcars by the end of the year. To help celebrate their wonderful history and iconic status in our city, we are scheduling extra service on the 501 Queen route using the CLRV cars on Saturday and Sunday afternoons, from November 24 until December 22.

### **Upcoming meetings**

The Board has two remaining meetings in 2019. The next regularly scheduled Board meeting will take place on Thursday, December 12 at our usual time of 1 p.m. The final Board meeting of the year on Monday, December 16 will be a special meeting to deal with our 2020 budgets.

And finally, if you and your family are planning on heading out to catch the Toronto Santa Claus Parade on Sunday, November 17, the TTC is always the best way to get there. Don't forget that this year's parade is taking a different route so please check out the latest details at [ttc.ca](http://ttc.ca).

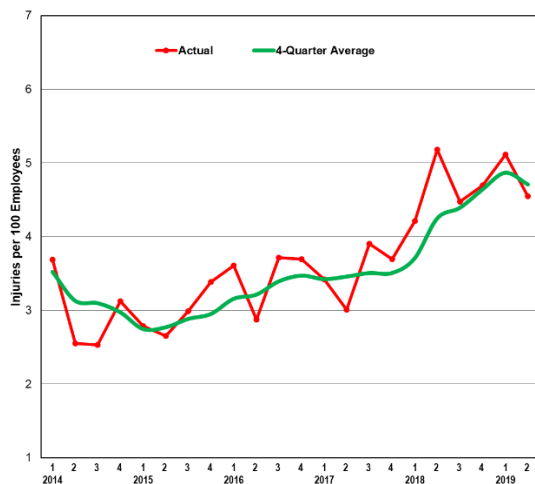


**Richard J. Leary**  
**Chief Executive Officer**  
**November 2019**



# Safety and security

## Lost-time injuries rate (LTIR)



### Definition

Number of lost-time injuries reported per 100 employees.

### Contact

John O'Grady,  
Chief Safety Officer

## Results

The LTIR for Q2 2019 was 4.55 injuries per 100 employees.

## Analysis

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

## Action plan

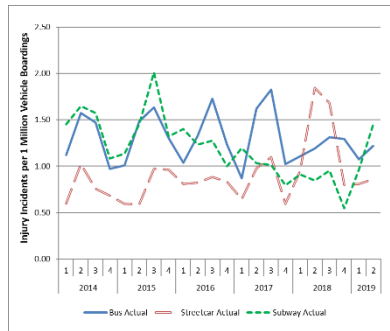
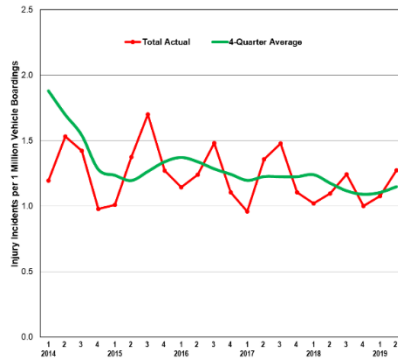
Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition) continue to account for 23% of all lost-time injuries and represent the highest injury event type since 2014. The Ergonomic Musculoskeletal Disorder Prevention Program focuses on preventing such injuries and resolving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

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

Acute emotional event injuries caused by sudden and unexpected traumatic events continue to represent the second highest injury type and account for 16% of all lost-time injuries since 2014. In January 2018, under the Workplace Safety and Insurance Board Act, the Province introduced two legislative changes: 1) The new policy on Chronic Mental Stress allows for compensation due to work-related stressors like harassment; 2) The policy on Traumatic Mental Stress is revised to broaden the spectrum of psychological claims. These changes have created an opportunity for an increase in the reporting of claims related to emotional trauma injuries.

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

## Customer injury incidents rate (CIIR)



### Definition

Number of customer injuries per one million boardings.

### Contact

John O'Grady,  
Chief Safety Officer

## Results

The CIIR for Q2 2019 was 1.27 injury incidents per one million vehicle boardings.

## Analysis

The CIIR for Q2 was 10% higher than the four-quarter average rate of 1.15 injury incidents per one million vehicle boardings. This increase is mainly attributed to the increase in the station-related subway customer injury incident rate in Q2. Slip, trip, and fall injuries on escalators and stairs/steps were the highest type of station injuries reported this quarter.

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

## Action plan

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

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

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

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

## Regulatory compliance

At the May 29 Audit and Risk Management Committee meeting, a commitment was made to report to the Board on compliance to Safety, Health & Environment regulatory orders and to provide assurance that Commissioners have discharged their legal responsibilities. The table entitled “Order Compliance” summarizes the number of regulatory orders issued in 2019 (year-to-date) and their status.

### Contact

*John O’Grady,  
Chief Safety Officer*

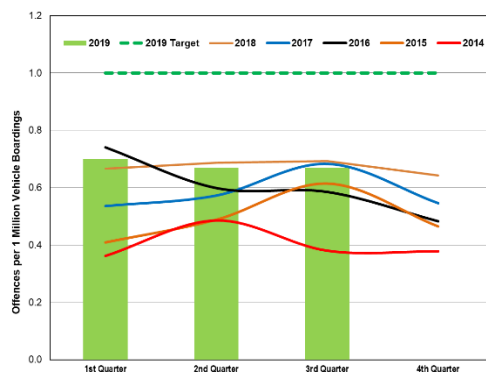
## Order compliance

Type	Number of Orders Issued		Status
	Requirement Orders <sup>1</sup>	Non-compliance Orders <sup>2</sup>	
Ministry of Labour Orders	10	6	Compliance Achieved
Ministry of the Environment, Conservation and Parks Orders	0	0	Not Applicable
Technical Standards and Safety Authority Orders	0	0	Not Applicable
City of Toronto - Notice of Violation	0	0	Not Applicable

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

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

## Offences against customers



### Definition

Number of offences against customers per one million vehicle boardings.

### Contact

Kirsten Watson  
Deputy Chief Executive Officer –  
Operations

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## Results

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

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## Analysis

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

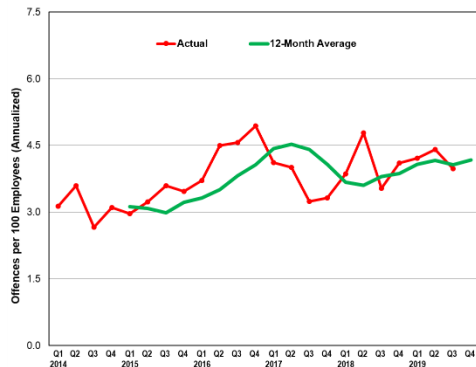
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## Action Plan

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

## Offences against staff



### Definition

Number of offences per 100 employees.

### Contact

Kirsten Watson  
Deputy Chief Executive Officer –  
Operations

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## Results

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

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## Analysis

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

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## Action Plan

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

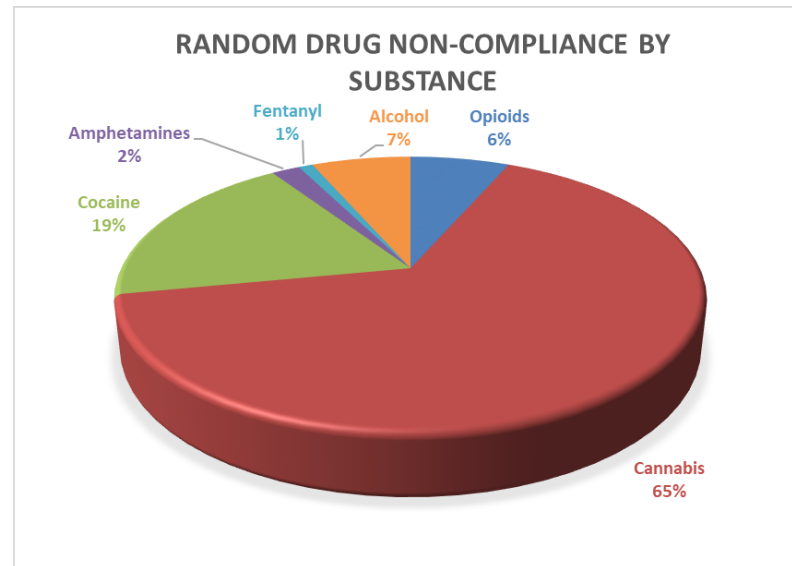
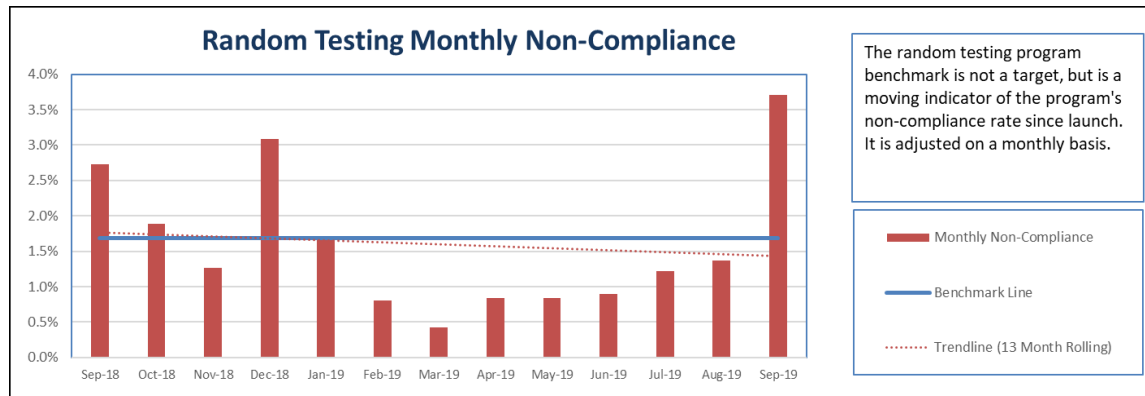
## Fitness for duty

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

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

### Contact

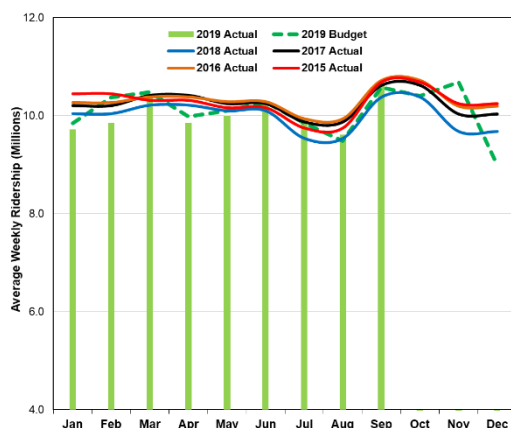
Sean Milloy,  
 Director – Employee Relations  
 Human Resources



September 2019 saw a higher than usual number of failed random tests. This was in part because two employees refused to complete their random tests. Refusal to complete a random test is relatively rare. In 2018, only one employee of more than 2,700 tested refused to complete a test.

# Ridership

## Ridership



### Definition

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

### Contact

Josie La Vita,  
Chief Financial Officer

## Results

Period 9 (September 1 to October 5, 2019) revenue ridership totalled 53.2 million or 10.6 million passengers per week. This was approximately 0.3 million (0.6%) above the monthly budget of 52.9 million rides and 0.7 million (1.3%) above the same period in 2018. For the third-consecutive month this year, ridership was above budget.

Year-to-date ridership at the end of period 9 was 399.3 million, 2.9 million (0.7%) below budget, but 0.1 million (less than 0.1%) above the comparable period in 2018.

## Analysis

In period 9, ridership continued to grow over 2018 driven by adult ridership growth of 1.5 million rides offset somewhat by declines in child ridership (-0.5M) and ridership from Day pass and GTA weekly rides (-0.3M).

PRESTO period pass sales continue to improve with a monthly total of 208,484 in September and 217,240 in October (all group sales).

Legacy fares collected continue to drop. In period 9, only 16.5% or 8.8 million rides were paid using non-PRESTO products.

The upward trend in ridership over the last five periods indicates Toronto's economy and employment are doing well. According to City of Toronto data, 67,300 more people were working in September year-over-year.

The year-over-year ridership summary shows adult ridership increasing by 6.2 million, offset by declines in senior/youth ridership by 1.8 million, child ridership by 2.6 million and ridership from Day pass and GTA weekly pass by 1.8 million.

## Action Plan

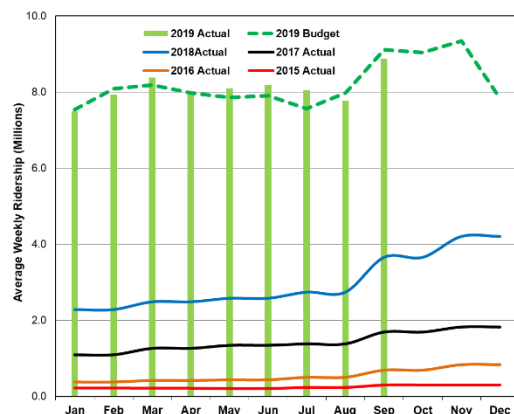
We are developing a 5-Year Service Plan and 10-Year Outlook to ensure

we are improving the experience for our customers and encouraging non-customers to use TTC services more. The vision for the Plan is to focus on improvements that directly enhance the TTC's core-competency: mass transit — moving large volumes of customers safely, reliably and swiftly across Toronto. The emerging pillars of opportunity are:

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



## PRESTO ridership



### Definition

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

Note: PRESTO ridership is included in TTC ridership totals.

### Contact

Josie La Vita,  
Chief Financial Officer

## Results

Period 9 (September 1 to October 5, 2019) PRESTO ridership totalled 44.4 million or 8.9 million passengers per week. This was approximately 1.2 million (2.5%) below the budget, but 26.7 million higher than September 2018 ridership of 17.7 million.

Year-to-date ridership at the end of period 9 was 321.9 million, 2.4 million (0.8%) above budget and 216.3 million above the comparable period in 2018.

## Analysis

The PRESTO adoption rate for period 9 was 83.5%, representing a 2.7% increase over period 8 (80.8%).

Looking at the demographic adoption rate since December 2018, the adult adoption rate has increased from 51.0% to 89.3%, the senior adoption rate has increased from 35.8% to 70.0% and the youth adoption rate has increased from 36.7% to 68.1%.

Substantial progress has been made over last year with numerous fare

products now available on PRESTO. Fare card readers have been installed on all buses and streetcars. Fare gates equipped with PRESTO and fare vending machines are at all subway entrances.

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

On a positive note, period pass sales continue to grow, reducing the negative trend of -30.1% in January, the first month of Metropass discontinuance, to -19.7% in October.

Looking at the demographic period pass sales trends:

- Adult sales were -27.0% in January and improved to -19.2% in October.

- Post-secondary sales were -34.7% in January and improved to -17.6% in October.
- Senior/youth sales were -40.7% in January and improved to -27.7% in October.

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

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

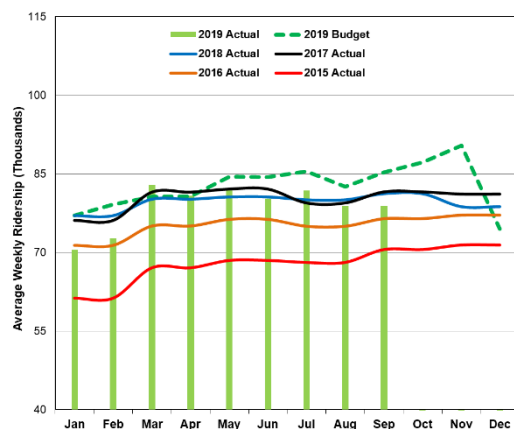
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### **Action Plan**

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

## Wheel-Trans ridership



### Definition

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

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

### Contact

Josie La Vita,  
Chief Financial Officer

## Results

Ridership in period 9 (September 1 to October 5, 2019) totalled 394,460 rides (or 78,892 rides per week). This figure was 7.5% lower than the budgeted 85,280 customers per week. In terms of year-over-year results, September ridership was 1.13% higher compared to the same period in 2018.

Year-to-date ridership at the end of period 9 totalled 3,126,322 rides (or - 4.2%) below the budgeted rides total of 3,263,818.

## Analysis

Year-to-date ridership for period 9 increased by 1.1% compared to 2018. Same-day trip booking continues to increase as customers are able to have their trip requests accommodated. This is evidenced by a 25% increase in calls received at the contact centre, compared to the previous month. The number of abandoned calls has remained below target over the past three periods, allowing a better response to customer trip requests. The average wait time of 2.6 minutes has

improved the customer experience. Same-day cancellations continue to climb, making our schedules inefficient, and causing our use of contracted services to increase.

Overall ridership for the year remains low due to the significant decrease experienced in periods 1 and 2. The overall trend since then has been equal to or higher than that of the previous year, but remains below budget.

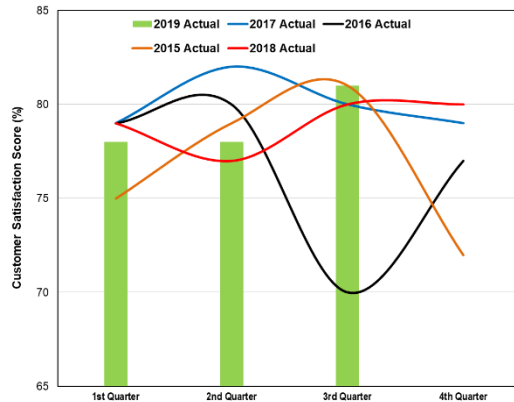
## Action Plan

We continue to experience a high number of no-shows and cancelled trips at the door. Customer communications and methods of reminding customers of scheduled trips are being improved with the next upgrade of the scheduling and dispatching software. Service efficiencies are continuously being developed in order to ensure demand is being met, while maintaining a low rejection rate.

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

# Customer experience

## Customer satisfaction



### Definition

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

### Contact

*Kathleen Llewellyn-Thomas,  
Chief Customer Officer*

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## Results

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

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## Analysis

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

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

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

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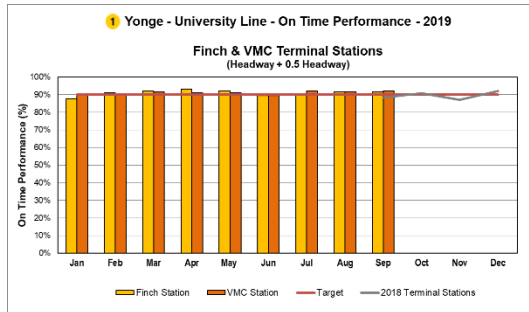
## Action plan

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

## Subway services

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



#### Definition

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

#### Contact

James Ross,  
Chief Operating Officer

## Results

In September, OTP improved to 91.7%, up from 91.6% in August. This measure has remained fairly consistent and has met the target of 90% for the past three months.

## Analysis

Performance remained steady even with delay incidents increasing by 1% and total delay minutes increasing by 7.7%. There were no reduced speed zones for the first three weeks in September, offsetting the increase in delays.

Additional staff remain in place at end terminals to sustain efforts that are reducing dwell times.

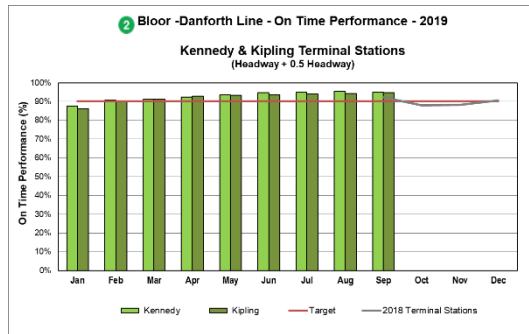
## Action plan

Management's attention to our end terminals, with staff deployed especially during peak periods, will continue in the coming months.

Infrastructure work planned for the coming weeks may have an impact on this measure, but increased

staffing and customer communications are planned.

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



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

## Results

OTP in September slightly improved from August with an overall average of 94.8%.

Our target of 90% has been consistently met since February.

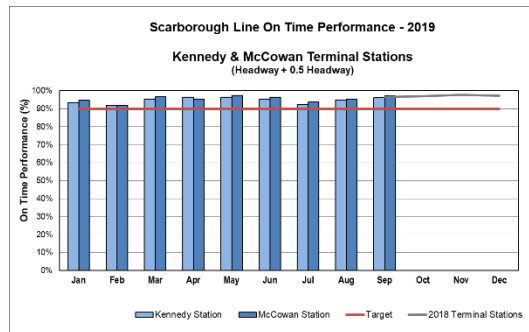
## Analysis

This line's favourable performance was supported by the use of Run-As-Directed trains, 12.6% fewer incidents and 22.4% fewer delay minutes in September. There were 25.1% fewer delay minutes compared to the same time last year.

## Action plan

Supervisory resources continue to be deployed at the end terminals throughout the service day to sustain the efforts of improving dwell times.

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



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

## Results

This measure improved at both terminals to 96.7% in September, up from 95.1% in August.

Our target of 90% was met.

## Analysis

There were 38.7% fewer delay minutes in September, which helped improve terminal departures.

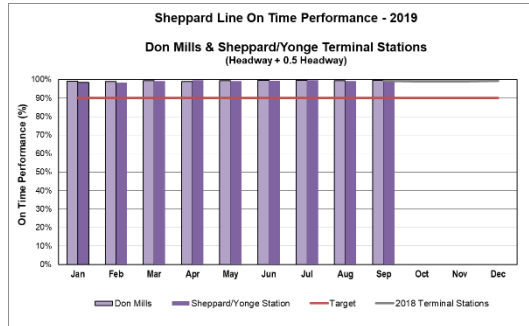
Our hot weather protocol was not initiated on any day in September, providing consistency in headways.

## Action plan

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

Service is expected to perform well until the winter storm season arrives, which typically impacts service on this line.

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



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

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## Results

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Line 4 OTP in September was 99.4%, up slightly from the 99.2% achieved in August.

Our target of 90% was met.

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## Analysis

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The number of incidents in September was reduced by seven to 42. Delay minutes also dropped by 48. There are so few delays on this line that terminal departures were not impacted in a significant way.

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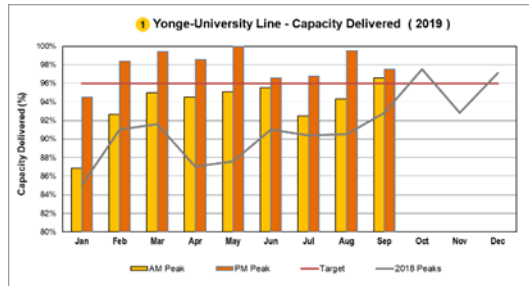
## Action plan

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



## Line 1: Capacity



### Definition

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

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

### Contact

James Ross,  
Chief Operating Officer

## Results

With an overall average of 97.9%, the target of 96% was met for both a.m. and p.m. peaks for the first time this year. Steady gains in the a.m. peak have been realized over the past three months.

## Analysis

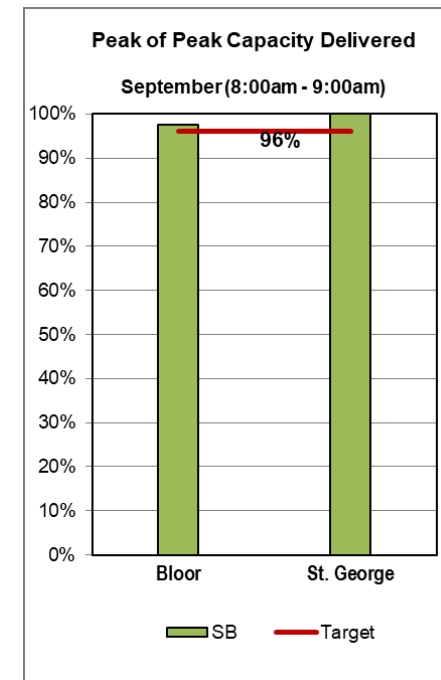
Having no reduced speed zones during the first three weeks of September helped maintain consistent throughput along the line. However, there was a 7.7% increase in total delay minutes, most of which occurred in the p.m.

Performance during the p.m. peak dropped as there were five days with capacity delivered less than 23 trains-per-hour in the afternoon. The significant delays causing the slow-downs included an injury on the tracks (193-minute delay) and a report of smoke/fire (30-minute delay).

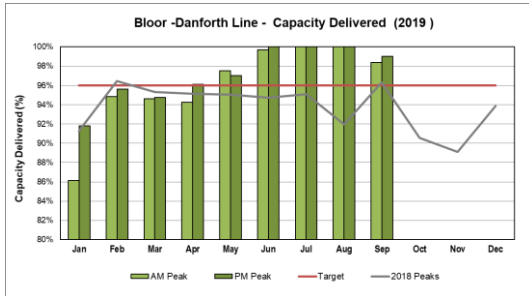
Peak-of-peak capacity delivered remained steady throughout the month through both Bloor and St George stations.

## Action plan

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



## Line 2: Capacity



### Definition

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

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

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

### Contact

James Ross,  
Chief Operating Officer

## Results

OTP in September was 98.6%, down from the past three months when we achieved 100%.

Our target of 96% has been met for the past five months.

## Analysis

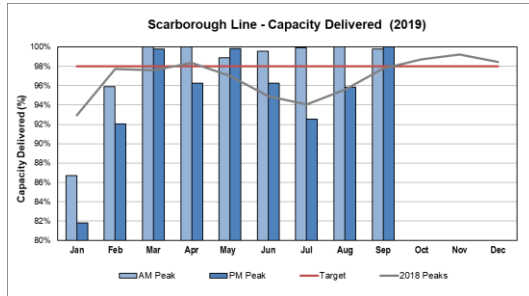
This line continues to benefit from the addition of Run-As-Directed (RAD) trains earlier this year, providing a mitigation for delay incidents and an increase in capacity delivered should no delays occur.

There was significant improvement over the 96.3% we achieved in September of 2018.

## Action plan

With the consistent scheduling of RAD trains for a.m. and p.m. peaks being added permanently to our schedule for Line 2, capacity has maintained our expected performance.

## Line 3: Capacity



### Definition

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

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

### Contact

James Ross,  
Chief Operating Officer

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## Results

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With a combined peak average of 100%, September was the first month we achieved both our a.m. and p.m. targets since May.

Our target for this measure is 98% and was met.

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## Analysis

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As noted throughout the summer months, performance on Line 3 improves as ambient temperatures cool moving into the autumn. Our hot weather protocol was not initiated at all during September, resulting in improved p.m. peak service.

Delay incidents on this line were also reduced by 30.8%.

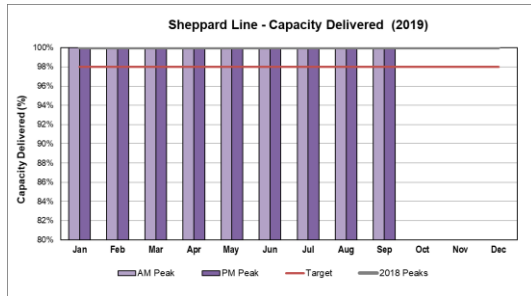
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## Action plan

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As expected, operating conditions have improved with cooler temperatures. We expect this level of performance to continue until the line is affected by winter weather.

## Line 4: Capacity



### Definition

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

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

### Contact

James Ross,  
Chief Operating Officer

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## Results

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

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## Analysis

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Delay incidents and minutes are very low on this line and, although they improved further, the metric remains at 100%.

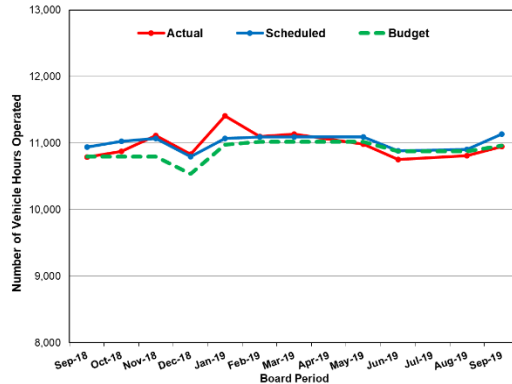
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## Action plan

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

## Subway: Weekly service hours



### Definition

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

### Contact

Kathleen Llewellyn-Thomas,  
Chief Customer Officer

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## Results

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

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

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## Analysis

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

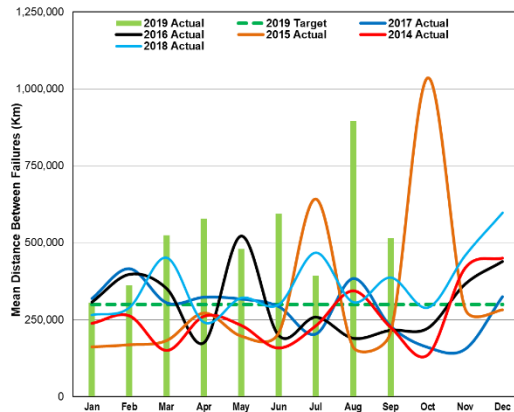
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## Action Plan

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No action required at this time.

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



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

### Results

The MDBF in September was 514,587 kilometres, exceeding the target of 300,000 kilometres. This is the 11th consecutive month that the T1 fleet has met or exceeded the target.

### Analysis

In September, there were seven delay incidents greater than or equal to five minutes. The 12-month moving average for the T1 fleet is at approximately 490,900 kilometres between delay incidents greater than or equal to five minutes. The highest number of delays were attributed to the brake system, the passenger door and the trainline systems, each with two delay incidents greater than or equal to five minutes. The propulsion inverter system had one delay incident greater than or equal to five minutes.

### Action Plan

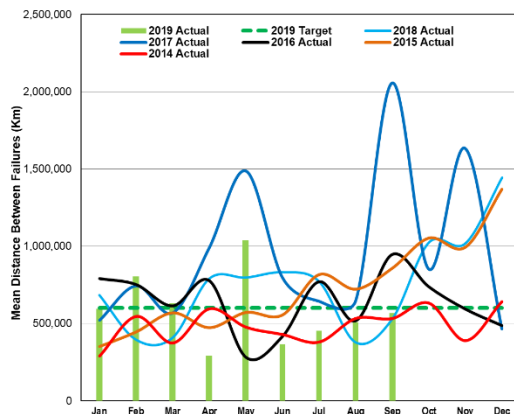
The two brake system-related failures were a result of a defective friction brake electronic control unit (FBECU) and a sticky master

controller. The defective FBECU and sticky master controller were both replaced and the train was tested and returned back into revenue service.

The two passenger door-related incidents were due to an out of adjusted door interlock gap and a loose door control key switch. The door interlock gap has since been readjusted to specifications and the loose door control key switch has been tightened. Both trains have been tested and returned back into revenue service.

Technical staff will continue to perform quality assurance and quality control processes to improve vehicle and fleet reliability. These activities include, but are not limited to data mining, process and workmanship audits, and root cause failure investigations.

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



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

## Results

The MDBF in September was 566,923 kilometres, which is below the target of 600,000 kilometres.

## Analysis

In September, there were nine delay incidents greater than or equal to five minutes. The 12-month moving average for the TR fleet is at approximately 714,000 kilometres between delay incidents greater than or equal to five minutes. The highest number of delays were attributed to the cab door with three delay incidents, followed by the Automatic Train Control (ATC) system with two delay incidents. This was followed by the alternating current, brake, body and trainline systems each with one delay incident greater than or equal to five minutes.

## Action Plan

The three cab door system-related incidents were a result of two bent window latches on the cab door with the third delay incident related to a cab door switch discrepancy fault. The two bent window latches were

subsequently replaced, and windows tested. The faulty cab door switch has since been replaced and the train has returned back into revenue service.

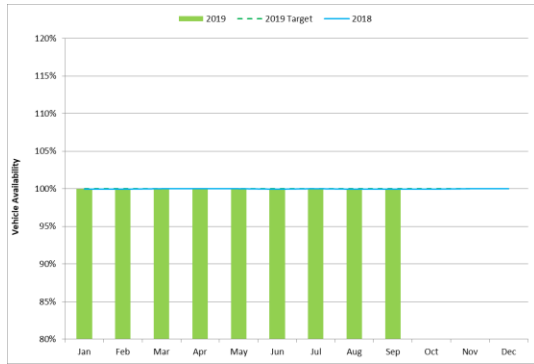
The two ATC-related incidents were a result of a faulty ATC switch and faulty ATC passenger door open command. The faulty ATC switch has since been replaced. The train has been tested and returned to revenue service with no further issues. Data logs for the faulty ATC passenger door open command have been downloaded and provided to our vendor for further analysis. ATC wiring has since been verified to be secured and the train has returned back into service with no further issues.

In September, there were no passenger door system-related delay incidents greater than or equal to five minutes. All door rollers continue to be condition monitored by technical personnel at the carhouse to determine if delamination of the door rollers is occurring. All detected issues are fixed before returning the train back into revenue service. The advancement of the door roller

program for the TR fleet to 2020 is being finalized, as well as the testing of a new design for door rollers. The objective is to restore door reliability back to vehicle specifications.



## Subway: Service availability



### Definition

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

### Contact

*Rich Wong,  
Chief Vehicles Officer*

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## Results

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The vehicle availability in September was 100%.

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## Analysis

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

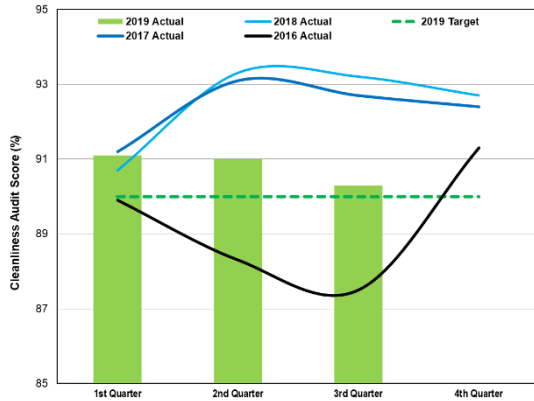
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## Action Plan

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

## Subway: Vehicle cleanliness



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

## Results

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

## Analysis

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

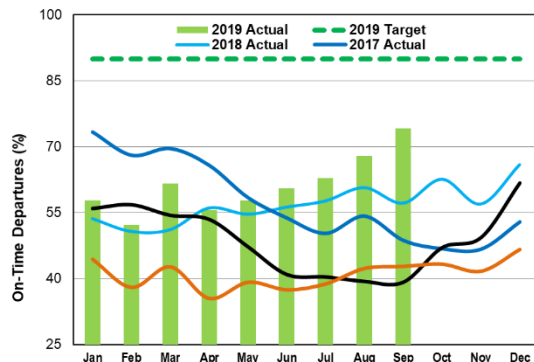
The overall exterior cleanliness scores increased this quarter as the exterior body wash cycle resumed once every 10 days in addition to a focused exterior program that commenced in late Q2 2019 and concluded towards the end of Q3 2019. The floor wash cycle continues to be addressed once every 14 days.

## Action Plan

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

## Streetcar services

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



#### Definition

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

#### Contact

*James Ross,  
Chief Operating Officer*

### Results

OTP in September was 74.2%, an increase compared to August (67.9%) and the same time last year (57.2%).

### Analysis

OTP for September was the highest monthly streetcar score over the past five years. This was largely the result of more schedule improvements for the September Board Period (501L Queen and 503 Kingston Rd) and a continued focus by the route management team on providing reliable streetcar service for our customers.

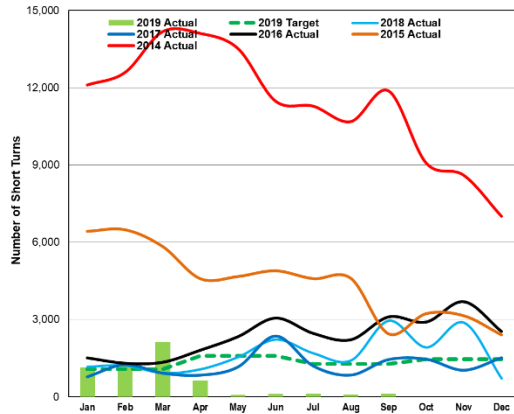
OTP improved each week of the period, increasing from almost 68% in Week 36 to over 77% in Week 40. However, performance for the period was negatively impacted by planned diversions for the Toronto International Film Festival (September 5-10). As well, service on several routes operated to non-scheduled end terminals for the September 14-15 weekend due to the Roncesvalles Polish Festival (504A King) and several planned

infrastructure repair projects (509 Harbourfront, 510 Spadina and 511 Bathurst).

### Action Plan

Further schedule improvements were implemented for the October Board Period. The planning for 2020 schedule improvements is also underway. The goal is to continue to refine existing schedules, while ensuring several significant construction projects are addressed appropriately.

## Streetcar: Short turns



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

## Results

There were 122 short turns in September, an increase compared to August (94), but a significant decrease from the same time last year (2,953).

Our target of 1,272 short turns for this period was met.

## Analysis

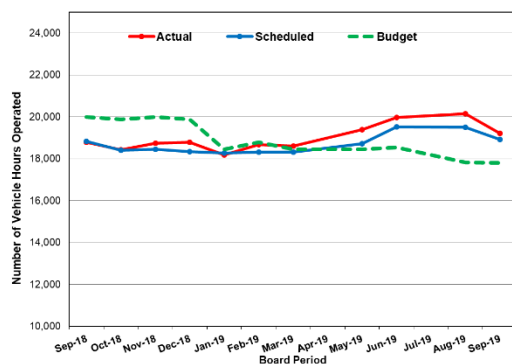
Streetcar short turns continue to occur at a very low rate, averaging less than four per day over the period throughout the network. Route management continues to ensure streetcars complete full trips to end terminals.

The route with the highest number of short turns over the period was the 506 Carlton. This route's reliability has been negatively impacted by construction projects in the east end of the city near Coxwell Avenue.

## Action Plan

The route management team will continue to focus on keeping short turn numbers low into the future. Day-to-day route management techniques will continue to support this as a priority for our customers.

## Streetcar: Weekly service hours



### Definition

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

Measured daily.

### Contact

Kathleen Llewellyn-Thomas,  
Chief Customer Officer

## Results

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

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

## Analysis

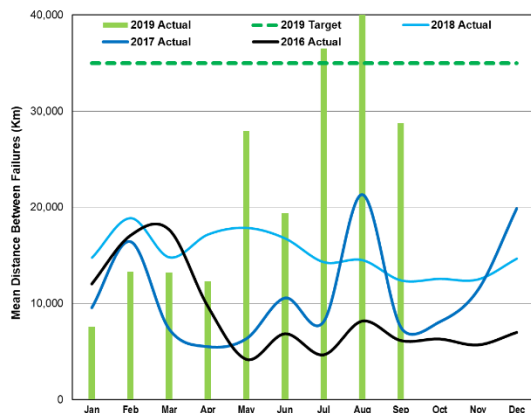
Due to the deferment of several construction projects requiring replacement of streetcars with buses, scheduled streetcar hours are higher than budgeted.

Actual service hours are higher than scheduled service hours.

## Action Plan

No action required at this time.

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



### Definition

Total kilometres travelled by the Low-Floor Light Rail Vehicle (LFLRV) compared to the number of mechanical incidents (defined contractually) resulting in delays of five minutes or more. Includes all seven days of service. A threshold of 35,000 km was established to reflect the manufacturer's obligations for reliability.

### Contact

Rich Wong,  
Chief Vehicles Officer

## Results

The MDBF using the contractual method in September was 28,763 kilometres. The contractual MDBF includes failures that cause (or have the potential to cause) a delay of five minutes in duration or longer. This KPI is used to directly measure Bombardier's performance under contract. September's contractual MDBF is a decrease of 22,746 kilometres compared to the previous month, but is an increase of 16,385 kilometres when compared to the same time last year.

The 12-month rolling average contractual MDBF was 20,852 kilometres. The contractual target for this metric is 35,000 kilometres MDBF, which must be achieved one year after delivery of the 204th streetcar.

Graphs to depict and to track both the contractual MDBF (monthly and 12-month average) and the operational MDBF are under development and will be included in future CEO's Reports. The operational MDBF for September was 15,035 kilometres.

## Analysis

In September there were 23 delay incidents that contributed to the contractual MDBF. Train and Cab Control system failures caused nine delays, while the Train Control Management system caused four delays. There was one delay incident related to the hydraulic Brake system and two delays related to the Door system.

## Action Plan

We continue to review and validate Bombardier's proposed vehicle modification programs to ensure ongoing improvement in the reliability of the vehicles.

**Train and Cab Control System:** A fleet inspection has been completed for loose Master Controller connectors and a further Engineering investigation is ongoing to establish root cause analysis and potential corrective actions.

**Brake System:** Quality control containment and improvements have been implemented at supplier sites. In addition, component

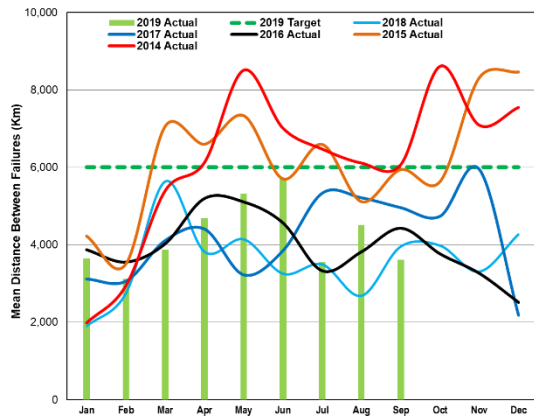
improvements (e.g. seals, guidance shaft and locking pins) are in validation and planning stages with implementation targeted for Q1 2020.

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

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

These reliability improvement programs continue to be refined as more in-service data becomes available with the increased use of the vehicles and an increase in fleet size.

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



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

## Results

The MDBF for the CLRV fleet in September was 3,610 kilometres. This is a decrease of 346 kilometres from the same time last year and a decrease of 902 kilometres from last month.

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

## Analysis

The reliability of the CLRV fleet decreased in September due to an increase in the number of compressed air, disc brakes, high voltage and low voltage system-related failures.

## Action Plan

We will continue to perform preventative maintenance activities on the CLRV fleet to reduce potential failures. We are on track to decommission all CLRVs by the end of 2019. In total there were 40 CLRV remaining in service in October.

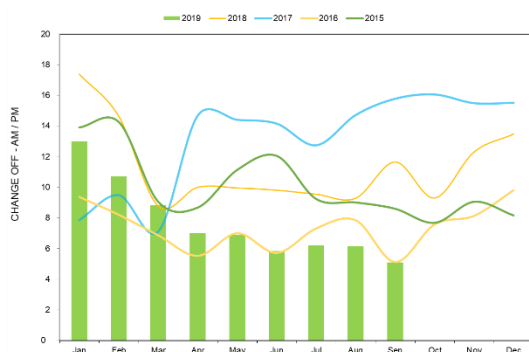
## Streetcar decommissioning schedule

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

\*Projected



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



### Definition

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

### Contact

*Rich Wong  
Chief Vehicles Officer*

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## Results

The target for the maximum number of RCCOs is 1.5% of peak daily service. In September, 3.0% (or five of 163 vehicles) of the peak daily service, including Run-As-Directed (RAD) vehicles, resulted in a RCCO. This was a decrease of 0.6% from the previous month.

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## Analysis

The daily average number of RCCOs decreased by one in September compared to last month.

A reduction in failures of air conditioning, disc brakes and communication equipment systems on the LFLRV fleet contributed to reduced RCCOs.

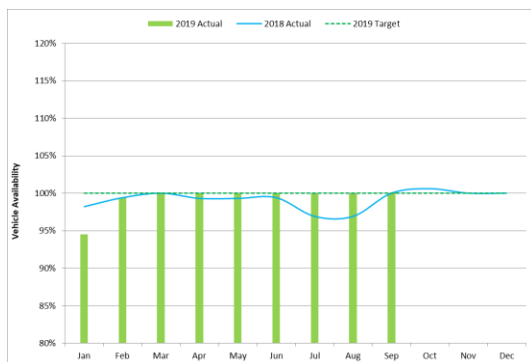
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## Action Plan

Pre-service inspection and preventative maintenance will continue to reduce the number of RCCOs. Staff continue to focus on the top problem systems on the vehicles to reduce failures. Bombardier and TTC staff are aware

of the component reliability issues related to the LFLRV and continue to investigate the problems to determine a resolution. Decommissioning of unreliable legacy vehicles will help reduce the number of RCCOs.

## Streetcar: Service availability



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

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## Results

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

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## Analysis

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

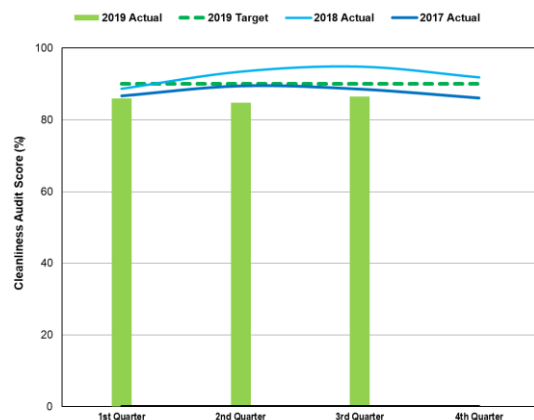
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## Action Plan

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

## Streetcar: Cleanliness



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

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## Results

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

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## Analysis

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

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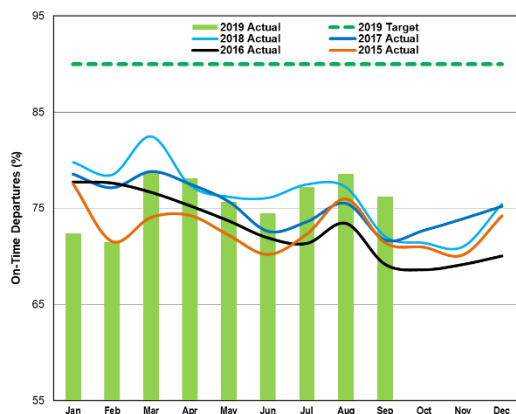
## Action Plan

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

## Bus services

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



#### Definition

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

#### Contact

James Ross,  
Chief Operating Officer

### Results

OTP in September was 76.2%, an increase compared to the same time last year (72.1%) and a slight decrease compared to last month (78.6%). Our target of 90% was not met.

### Analysis

OTP for this period was the highest September score over the past five years. The 12 route changes implemented in September brings the total of route improvements in 2019 up to 53.

Reliability improvements implemented in September include:

- 41 Keele (66% in 2018 to 83% in 2019)
- 42 Cummer (77% in 2018 to 90% in 2019)
- 50 Burnhamthorpe (80% in 2018 to 84% in 2019)
- 84 Sheppard West (71% in 2018 to 86% in 2019)
- 89 Weston (70% in 2018 to 80% in 2019)

- 96 Wilson (67% in 2018 to 74% in 2019)
- 165 Weston Rd North (71% in 2018 to 80% in 2019)
- 939 Finch East Express (72% in 2018 to 84% in 2019)
- 941 Keele Express (77% in 2019)
- 984 Sheppard West Express (61% in 2018 to 88% in 2019)
- 989 Weston Express (81% in 2019)
- 996 Wilson Express (83% in 2019)

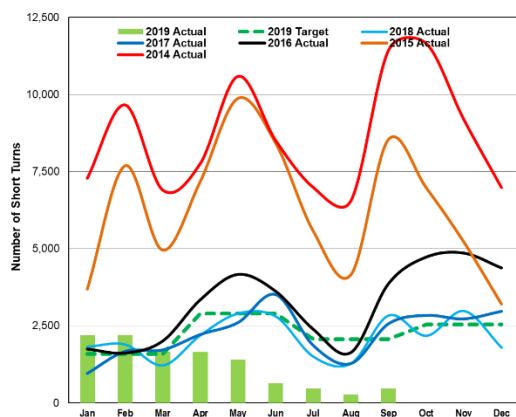
The implementation of the new VISION dispatch system continues across the network. As part of the roll out process, we have identified a number of data quality issues that we are currently working with the vendor to resolve. These issues may result in the overreporting of missed/late trips mainly affecting short duration routes. Updated results will be provided as they become available.

### Action plan

The following reliability improvements were implemented in the October board period: 12 Kingston Rd, 16 McCowan, 17 Birchmount, 34

Eglinton East, 47 Lansdowne, 51  
Leslie, 66 Prince Edward, 75  
Sherbourne, 83 Jones, 87 Cosburn,  
98 Willowdale-Senlac, 100  
Flemingdon Park, 102 Markham Rd,  
108 Driftwood and 142-145  
Downtown Express Service.

## Bus: Short turns



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

## Results

There were 469 short turns in September, a significant improvement from the same period last year (2,837), but an increase from August (273). Our target of 2,062 short turns this period was met.

## Analysis

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

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

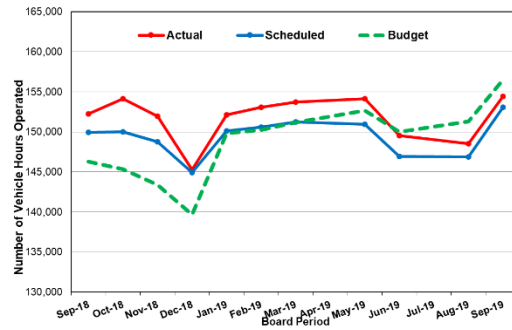
The top seven routes accounted for approximately half the short turns in September: 35 Jane (12%), 52 Lawrence West (9%), 935 Jane Express (7%), 54 Lawrence East (6%), 39 Finch East (5%), 925 Don Mills Express (5%) and 47 Lansdowne (4%).

## Action plan

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

Routes 35/935 Jane and 52 Lawrence West will have new schedules implemented in the first quarter of 2020. Route 925 Don Mills Express has been negatively affected by construction and will have schedule improvements implemented in the November 2019 Board Period. Route 39 Finch East was affected by heavy traffic due to road construction. Route 47 Lansdowne will be improved in November 2019 to address schedule deficiencies.

## Bus: Weekly service hours



### Definition

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

### Contact

Kathleen Llewellyn-Thomas,  
Chief Customer Officer

## Results

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

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

## Analysis

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

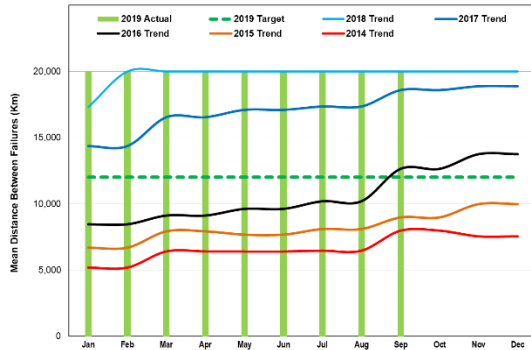
Actual service hours are higher than scheduled service hours.

## Action plan

No action required at this time.

*Note:* We have been unable to accurately update our Bus Weekly Service Hours KPI since the May Board Period. As we transitioned to our new CAD/AVL system (VISION) we experienced issues with our bus travel data, specifically the reporting of inflated numbers. We have worked closely with the VISION vendor to resolve these issues and have resumed regular reporting this month with our September results.

## Bus: Mean distance between failures (MDBF)



### Definition

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

### Contact

Rich Wong  
Chief Vehicles Officer

## Results

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

## Analysis

The MDBF for the bus fleet continues to remain high and above target. New vehicle procurement and commissioning contribute to high reliability, specifically 182 Nova Hybrid buses entered service in 2018 and 2019. In addition to this, we have deployed 10 New Flyer Full Electric buses into service to date, adding to the high reliability number.

Cooling system failures continue to be the top cause of road calls, 61% of all cooling system failures are related to new Nova buses in the fleet. Hybrid Propulsion system failures are increasing for the older first-generation hybrid buses that are now approaching 11 years of service. These failures are almost all related to the traction motors. The failures are sudden unpredictable and catastrophic.

Engine and after treatment failures are also continuing to contribute to road calls. These failures are not predictable.

## Action Plan

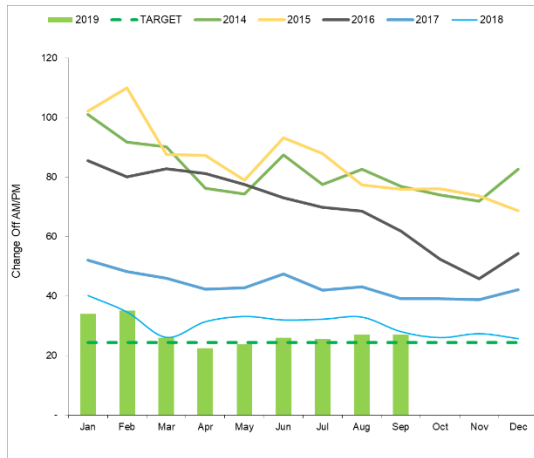
Cooling system issues are being addressed by order specific maintenance programs and Cooling system state of good repair packages to ensure comprehensive and reliable repairs. We are trending positively with respect to Cooling system reliability since the release of these packages.

VISION system Automated Health Monitoring training was planned for the end of October. This training will allow the workforce to better predict and mitigate failures related to engines and exhaust after treatment systems.

Main Airline upgrade SWIS program is being implemented for the Nova Arctic buses to address failures on the airline connecting the main tank to the cooling coil.



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



### Definition

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

### Contact

*Rich Wong,  
Chief Vehicles Officer*

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## Results

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

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## Analysis

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Peak revenue service was 1,626 buses per day, including Run-As-Directed buses in September. The average number of RCCOs per day equates to 1.66% of service, slightly above the 1.5% target.

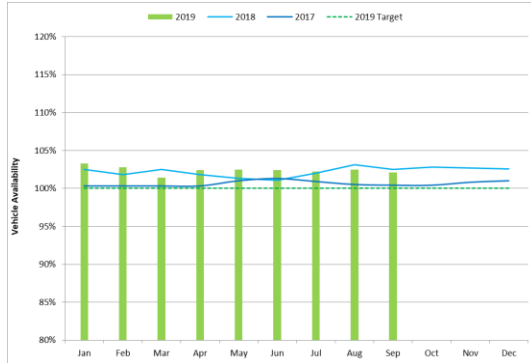
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## Action Plan

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

## Bus: Service availability



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

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## Results

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The average number of buses provided for a.m. peak service in September was 1,660 per day or 102.1% of planned service, well above the target of 1,626 buses.

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## Analysis

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The significant number of new bus procurements from years 2016 into September, 2019 (~1,000) has boosted the fleet performance and permitted a higher number of vehicles available for service. The available vehicles are being utilized for training purposes and permitting additional state of good repair preventative maintenance inspections.

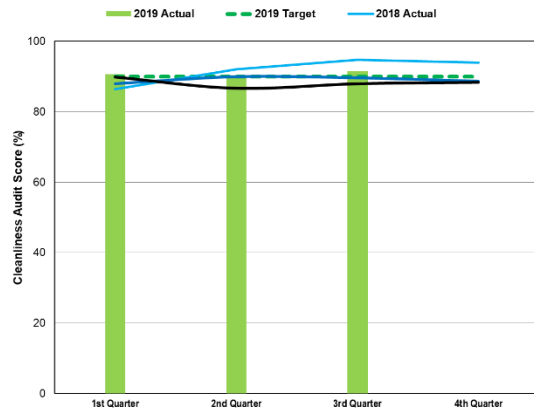
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## Action Plan

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

## Bus: Cleanliness



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

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## Results

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

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## Analysis

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

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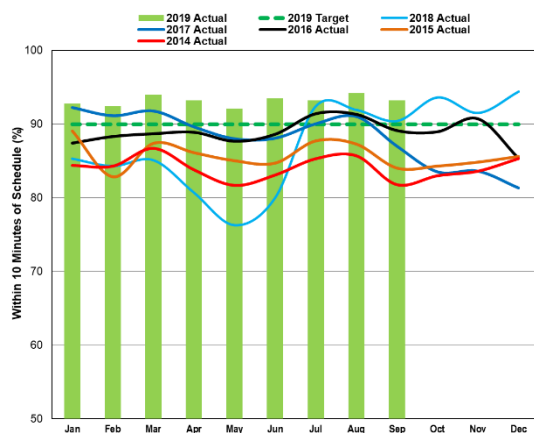
## Action Plan

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

## Wheel-Trans Services

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



#### Definition

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

#### Contact

Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations

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### Results

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OTP in September was 93.2%, a decrease of 1.0% from last month and an increase of 2.8% from the same time last year.

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### Analysis

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Performance was marginally impacted by an increase in road traffic and construction throughout the GTA. However, we remain above target by continuing to focus on timely adjustments to late runs.

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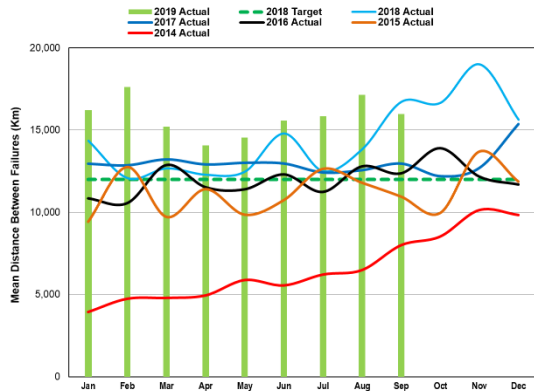
### Action Plan

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Strategic placement of dispatch extras, provides assistance to operations in effectively moving trips in order to maintain runs on time.

We are presently updating standard processes and procedures in order to ensure all incidents are handled effectively and efficiently.

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



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

### Results

The September MDBF of 15,981 kilometres exceeded the target of 12,000 kilometres.

### Analysis

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

To date, we have received 39 of the 48 ProMaster buses scheduled to be delivered by the end of November and delivery is currently on schedule. Side ramp issues have been experienced on the ProMaster bus fleet.

### Action Plan

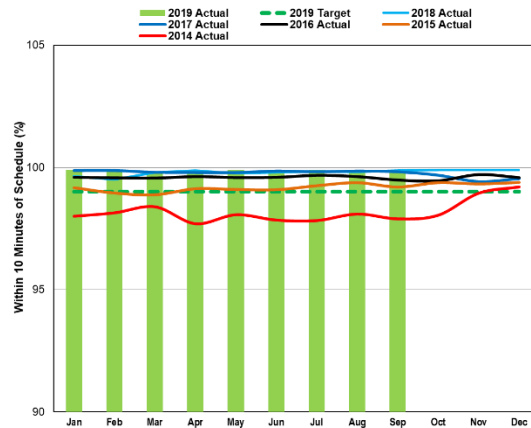
With the aggressive delivery schedule, we have been able to alter our decommissioning strategy to focus on a fault and reliability-based removal from service.

To help mitigate exhaust system issues on the Friendly bus fleet, we

continue to perform post-repair exhaust system cleaning on all Friendly buses.

A retrofit program is underway to address the side ramp issue on the ProMaster fleet and 10% of the fleet is completed as of September.

## Wheel-Trans: Accommodated service



### Definition

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

### Contact

Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations

## Results

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

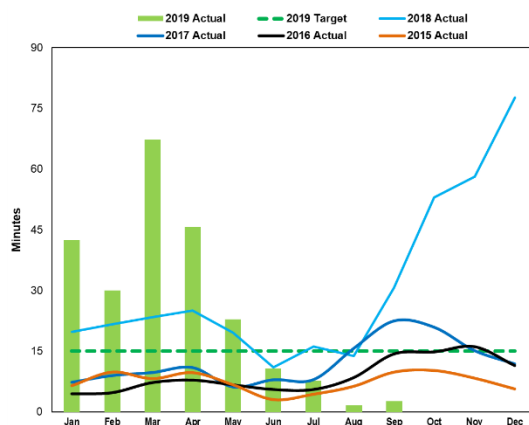
## Analysis

We are committed to providing all trips requested by our customers. We have consistently accommodated above our target since 2015. Ridership has increased by 1.4% for the same number of weeks during period 9 with trips being accommodated at a consistent rate.

## Action Plan

We will continue to monitor the impact of the accommodation rate in relation to budget and same day trip requests to ensure that the most economical solution is provided for all trips.

## Wheel-Trans Contact Centre: Average wait time



### Definition

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

### Contact

*Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations*

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## Results

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The average wait time in September was 2.6 minutes. This is 12.4 minutes below our target.

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## Analysis

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The wait time in Reservations has remained below our 15-minute target as a result of increased staffing levels throughout the summer. There was a slight increase from last month due to increased call volume in the busy back-to-school period. This is the fourth consecutive period the average wait time has been below our target and we anticipate this trend to continue moving forward.

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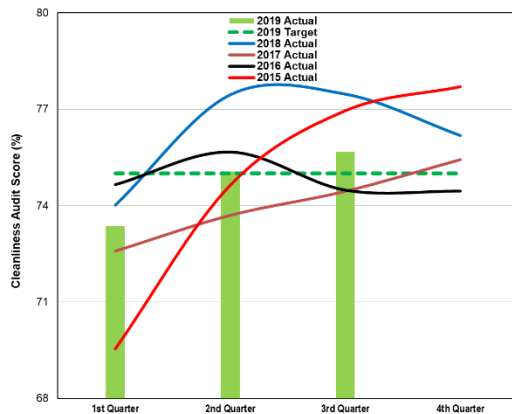
## Action Plan

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We will continue to monitor staffing levels and make adjustments to our schedules to keep wait times below the average wait time target. Our supervisory staff will be focusing on call quality and efficiency with our agents to ensure the maximum number of calls are being processed each day.

## Station services

## Station cleanliness



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

## Results

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

Our target of 75% was met.

## Analysis

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

The highest scoring stations in Q3 were:

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

The bottom three scoring stations in Q3 were:

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

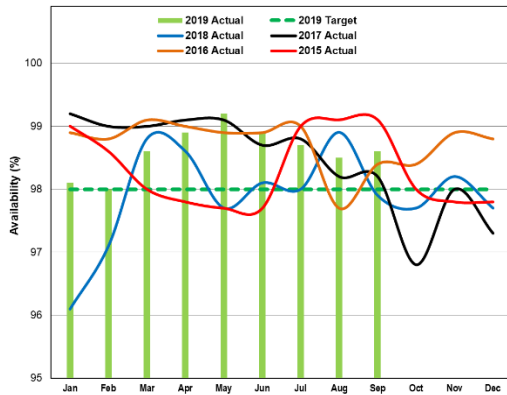
All three of the above stations scored higher than they did in Q2.

## Action Plan

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



## Elevator availability



### Definition

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

### Contact

Fort Monaco,  
Chief Infrastructure and Engineering  
Officer

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## Results

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Elevator availability was above the target of 98% for September, and performance marginally increased to 98.6% from 98.5% in August.

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## Analysis

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Elevator maintenance was completed as planned and scheduled.

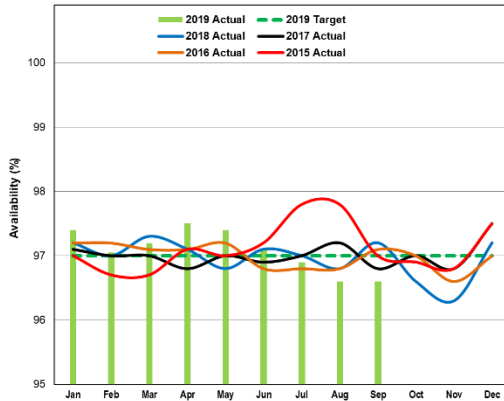
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## Action Plan

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

## Escalator availability



### Definition

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

### Contact

Fort Monaco,  
Chief Infrastructure and Engineering  
Officer

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## Results

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Escalator availability for September was 96.6% and under the target of 97%. There was no change in performance compared to last month.

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## Analysis

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Construction activities at Glencairn, Wilson, Chester, and Lansdowne stations negatively impacted performance in September.

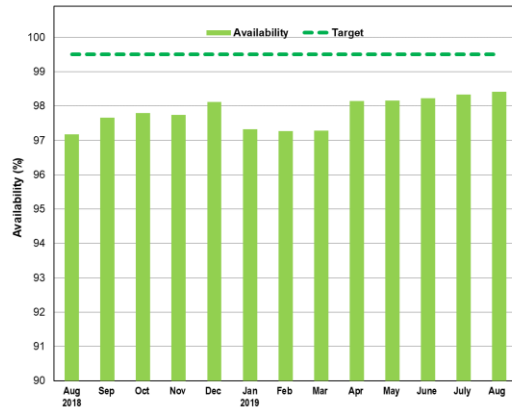
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## Action Plan

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Out-of-service escalators will be returned to service once construction work on and around the escalators is completed.

## Fare gates equipped with PRESTO



### Definition

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

### Contact

James Ross,  
Chief Operating Officer

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## Results

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Fare gate availability averaged 98.41% in August, improving by 0.07% from last month and by 1.24% over the same time last year. Our target of 99.5% was not met.

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## Analysis

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The improvement in availability reflects the ongoing efforts by both TTC and Scheidt & Bachmann (S&B) to address the hardware and software issues with the fare gates. The past six months have shown steady improvements, and with the current modification programs in place, we expect performance to continue to improve throughout the rest of 2019 and into 2020.

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## Action Plan

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A number of programs have been developed and are currently being implemented. These include:

- A software update was successfully installed in late September. This will: improve passage detection, leading to a

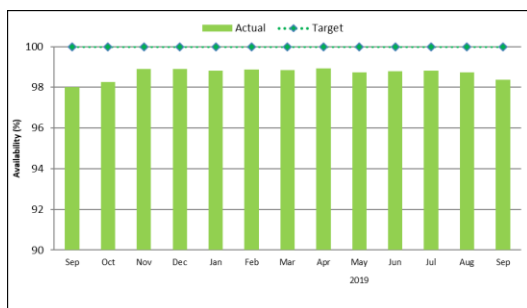
more reliable interface for the customers; provide an upgrade to the motor control interface, improving motor reliability; and resolve an ongoing issue with the card readers on the gates.

- A program to replace the industrial computers in the fare gates. S&B has a second-generation industrial computer with a new Solid State Drive (SSD). This new computer and drive will provide a number of improvements including: Extending the hard drive capacity, improving and protecting the hard drive sectors, increasing the hard drive speed (faster read/write — start-up time will be improved), extending the data logging, and help address the USB disconnect issue we are currently having with the fare gates, this program is ongoing and will require both hardware and software testing to be implemented;
- S&B development teams are currently completing an in-depth review of ongoing issues with the fare gate motors. The report is

expected to be completed in Q4 2019. Once their recommendations are reviewed, an action plan will be developed based on the findings.

Together, all of these initiatives will address screen freezing, tap/no entry, card reader failures, and motor and heater failures. We have additional software and hardware updates scheduled, which will add functionality and provide further fixes to known problems, improving fare gate availability.

## PRESTO card readers



### Definition

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

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

### Contact

*Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations*

## Results

PRESTO card reader availability averaged 98.38% in September, which represents a decrease of 0.35% from last month. The availability remains below the target of 99.99%.

## Analysis

The decrease in availability is attributed to additional instances of network connectivity issues and an increase in the number of devices with memory card issues.

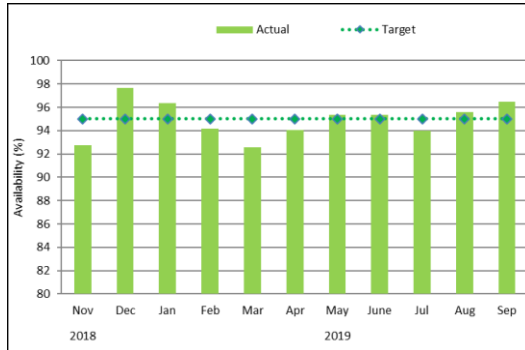
## Action Plan

Metrolinx is conducting root cause analysis for network connectivity issues. The TTC and Metrolinx are also conducting root cause analysis on existing issues, including collecting additional device level data from 300 vehicles.

Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates. The Auditor General's recent report confirmed there are inaccuracies in

how Metrolinx reports availability. We are working with Metrolinx to improve the methodology for determining availability, including the frequency in which the devices are polled for availability status. Technical changes are also being developed to improve the reliability of card readers. Further updates will be provided.

## PRESTO Fare Vending Machine (FVM)



### Definition

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

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

### Contact

*Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations*

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## Results

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PRESTO FVM availability averaged 96.47% in September, which represents an increase of 0.90% from last month. Availability remains above the target of 95.00%.

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## Analysis

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The increase in availability is due to improvements to bill acceptance equipment, timely cash collection and replenishment activities.

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## Action Plan

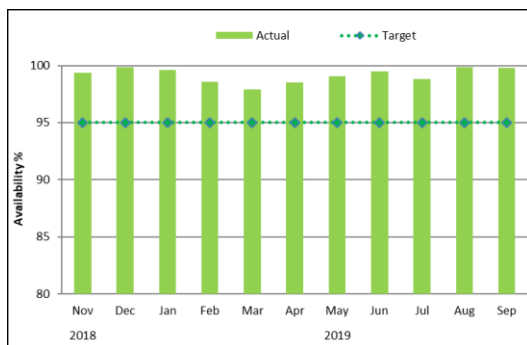
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Metrolinx is working to ensure device reliability and availability are above the agreed target. To support customers as we stop selling tickets, tokens and passes at subway stations, cash collection and equipment repair activities have been improved/increased.

Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates. We are working with Metrolinx to improve the methodology for

determining availability. Further updates will be provided.

## PRESTO Self-Serve Reload Machine (SSRM)



### Definition

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

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

### Contact

*Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations*

## Results

PRESTO SSRM availability averaged 99.80% in September, which represents a decrease of 0.07% from the previous month. Availability remains above the target of 95.00%.

## Analysis

The decrease in availability is due to some instances of intermittent freezing of SSRM devices during the printing of receipts.

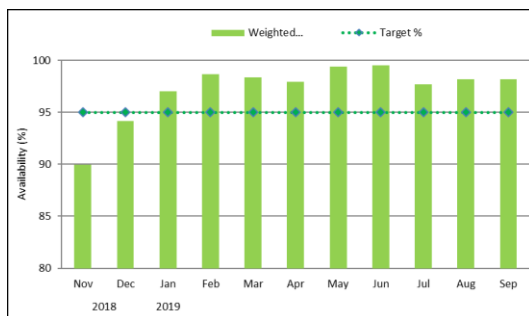
## Action Plan

Metrolinx has identified a solution for the intermittent freezing of SSRMs and it is currently being tested. Test results will be provided when available. To support customers as we stop selling tickets, tokens and passes at subway stations, cash collection and equipment repair activities have been improved/increased.

Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates. We

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

## PRESTO Fares and Transfer Machine (FTM)



### Definition

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

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

### Contact

Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations

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## Results

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PRESTO FTM availability averaged 98.19% in September, which is the same as last month. Availability remains above the target of 95.00%.

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## Analysis

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The level of availability is attributed to timely cash collection activity.

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## Action Plan

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We will continue to monitor performance.

Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates. The Auditor General's recent report confirmed there are inaccuracies in how Metrolinx reports availability. We are working with Metrolinx to improve the methodology for determining availability. Improvements are also underway for the process for cash collection to keep pace with the increase in the size of the fleet of new streetcars.



For further information on TTC  
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