



### Chief Executive Officer's Report – May 2020 Update

Date: May 13, 2020

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, Manager – Research & Insights  
647-465-8659  
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 – May 2020

# Toronto Transit Commission CEO's Report

May 2020



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# Performance scorecard

## TTC performance scorecard – May 2020

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	Q4 2019	5.37	4.77*	✗	✗	17
Customer injury incidents	Injury incidents per 1M boardings	Q4 2019	1.24	1.22*	✗	–	19
Offences against customers	Offences per 1M boardings	Q1 2020	0.85	1.00	✓	–	21
Offences against staff	Offences per 100 employees	Q1 2020	5.38	4.18	✗	✗	22
<b>Ridership</b>							
Ridership	Monthly ridership	Mar 2020	32.7M	52.5M	✗	✗	23
Ridership	Year-to-date ridership	2020 YTD (to Mar)	117.7M	137.6M	✗	✗	23

Ongoing trend indicators:  Favourable  Mixed  Unfavourable  Not applicable

\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
PRESTO ridership	Monthly ridership	Mar 2020	29.9M	36.1M	✗	✗	25
PRESTO ridership	Year-to-date ridership	2020 YTD (to Mar)	106.3M	122.1M	✗	✗	25
Wheel-Trans ridership	Monthly ridership	Mar 2020	206.2K	417.8K	●	●	27
Wheel-Trans ridership	Year-to-date ridership	2020 YTD (to Mar)	851.9K	1,054.3K	●	●	27

### Customer experience

Customer satisfaction	Customer satisfaction score	Q4 2019	81%	80%	✓	✓	28
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### Subway services

1	On-time performance Line 1	Scheduled headway performance at end terminals	Mar 2020	85.7%	90%	✓	⊖	29
2	On-time performance Line 2	Scheduled headway performance at end terminals	Mar 2020	90.2%	90%	✓	✓	30
3	On-time performance Line 3	Scheduled headway performance at end terminals	Mar 2020	96.5%	90%	✓	✓	31

Ongoing trend indicators: ✓ Favourable ⊖ Mixed ✗ Unfavourable ● Not applicable

\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
4 On-time performance Line 4	Scheduled headway performance at end terminals	Mar 2020	98.0%	90%	✓	✓	32
1 Capacity Line 1	Trains-per-hour during peak	Mar 2020	92.4%	96%	✗	✓	33
1 Capacity Bloor Station	Trains-per-hour (8 a.m. to 9 a.m.)	Mar 2020	82.4%	96%	✗	✓	33
1 Capacity St George Station	Trains-per-hour (8 a.m. to 9 a.m.)	Mar 2020	92.6%	96%	✗	✓	33
2 Capacity Line 2	Trains-per-hour during peak	Mar 2020	90.6%	96%	✗	✓	34
3 Capacity Line 3	Trains-per-hour during peak	Mar 2020	97.2%	98%	✗	✓	35
4 Capacity Line 4	Trains-per-hour during peak	Mar 2020	100%	98%	✓	✓	36
Amount of service	Average weekly service hours delivered	Feb 2020	10,998 h	11,131 h	–	✓	37
Vehicle reliability T1 trains	Mean distance between failures	Mar 2020	3,517,962 km	300,000 km	✓	✓	38
Vehicle reliability TR trains	Mean distance between failures	Mar 2020	611,589 km	600,000 km	✓	–	39

Ongoing trend indicators: ✓ Favourable – Mixed ✗ Unfavourable ● Not applicable

\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Service availability	Daily average service delivered	Mar 2020	100%	100%	✓	✓	40
Subway cleanliness	Audit score	Q1 2020	90.2%	90%	✓	✓	41
 <b>Streetcar services</b>							
On-time performance	On-time departures from end terminals	Mar 2020	72.3%	90%	✗	✓	42
Short turns	Monthly total short turns	Mar 2020	42	1,074	✓	✓	44
Amount of service	Average weekly service hours	Feb 2020	18,356 h	19,121 h	✗	⊖	45
Vehicle reliability: LFLRV <i>(Low-Floor Light Rail Vehicle) – Contractual</i>	Mean distance between failures	Mar 2020	95,884 km	35,000 km	✓	✓	46
Vehicle reliability: LFLRV <i>(Low-Floor Light Rail Vehicle) – Operational</i>	Mean distance between failures	Mar 2020	33,191 km	TBD			46
Road calls and change offs	Average daily road calls or vehicle change offs	Mar 2020	3	2.4	✗	✓	49
Service availability	Daily number of vehicles available for service	Mar 2020	100%	100%	✓	✓	50

Ongoing trend indicators:  Favourable  Mixed  Unfavourable  Not applicable

\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Streetcar cleanliness: Pre-service	Audit score	Q1 2020	84.0%	90%			51
Streetcar cleanliness: In-service & post-service	Audit score	Q1 2020	77.4%	90%			52
<b>Bus services</b>							
On-time performance	On-time departures from end terminals	Mar 2020	83.9%	90%			53
Short turns	Monthly total short turns	Mar 2020	56	1,590			55
Amount of service	Average weekly service hours	Feb 2020	145,780 h	151,606 h			56
Vehicle reliability: All buses	Mean distance between failures	Mar 2020	20,000 km	12,000 km			57
Vehicle reliability: e-Bus	Mean distance between failures	Mar 2020	20,000 km	12,000 km			59
Vehicle reliability: Hybrid	Mean distance between failures	Mar 2020	20,000 km	12,000 km			61
Vehicle reliability: Diesel	Mean distance between failures	Mar 2020	20,000 km	12,000 km			62

Ongoing trend indicators: Favourable Mixed Unfavourable Not applicable

\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Road calls and change offs	Average daily road calls or vehicle change offs	Mar 2020	17	24	✓	✓	64
Service availability	Daily average service delivered	Mar 2019	100.7%	100%	✓	✓	65
Bus cleanliness: Pre-service	Audit score	Q1 2020	97.7%	90%	✓	✓	66
Bus cleanliness: In-service & post-service	Audit score	Q1 2020	84.5%	90%	✗	⊖	67
 <b>Wheel-Trans services</b>							
On-time performance	% within 20 minutes of schedule	Mar 2020	95.0%	90%	✓	✓	68
Vehicle reliability	Mean distance between failures	Mar 2020	20,000 km	12,000 km	✓	✓	69
Accommodation rate	Percentage of requested trips completed	Mar 2020	99.9%	99%	✓	✓	70
Average wait time	Average amount of time a customer waits before call is answered	Mar 2020	2.1 min	15 min	✓	✓	71
 <b>Station services</b>							

Ongoing trend indicators: ✓ Favourable ⊖ Mixed ✗ Unfavourable ● Not applicable

\*Represents four-quarter average of actual results

Key performance indicator	Description	Latest measure	Current	Target	Current status	Ongoing trend	Page
Station cleanliness	Audit score	Q1 2020	74.1%	75%	✘	⊖	72
Elevator availability	Per cent available	Mar 2020	96.3%	98%	✘	✘	73
Escalator availability	Per cent available	Mar 2020	96.2%	97%	✘	⊖	74
Fare gates equipped with PRESTO	Per cent available	Feb 2020	99.0%	99.5%	✘	✔	75
PRESTO fare card readers	Per cent available	Mar 2020	99.29%	99.99%	✘	✔	77
PRESTO Fare Vending Machines	Per cent available	Mar 2020	99.38%	95.00%	✔	✔	78
PRESTO Self-Serve Reload Machines	Per cent available	Mar 2020	99.94%	95.00%	✔	✔	79
PRESTO Fares and Transfer Machines	Per cent available	Mar 2020	99.51%	95.00%	✔	✔	80

Ongoing trend indicators:  Favourable  Mixed  Unfavourable  Not applicable

\*Represents four-quarter average of actual results

# CEO's commentary

On May 13, the TTC Board will hold its first-ever virtual Board meeting. The special meeting is scheduled to begin online at 1 p.m. and streamed live on the Official TTC YouTube Channel as usual.

During the COVID-19 State of Emergency, TTC Board meetings are being conducted by electronic means. Commissioners, TTC staff and the public will be required to participate remotely. These measures are necessary to comply with the need for physical distancing and a Provincial Order that limits public gatherings.

Commissioners will have a full agenda. And the public will of course be able to make deputations by contacting the TTC in the usual manner. Under the circumstances, deputations during the virtual meeting will be by written correspondence or by telephone only.

One key item on the May agenda will be an update on the TTC's

response to the COVID-19 crisis. Since the early stages of the coronavirus pandemic, the TTC has remained a resilient and reliable option for our riders, and continues to move hundreds of thousands of customers as safely and effectively as possible.

And as the pandemic evolved, the TTC has quickly modified its operations in close collaboration with Toronto Public Health to ensure that we are maintaining a healthy and safe system, preventing the transmission of the virus, managing incidents of worker illness and protecting our most vulnerable riders.

To highlight a few examples, Wheel-Trans is working with the City's Shelter, Support and Housing Administration and Emergency Medical Services to offer special transport for customers in the shelter system to COVID-19 testing facilities and isolation locations or shelters. Wheel-Trans has also trained 39 dedicated

Operators to transport patients who tested positive for COVID-19.

The TTC has partnered with Toronto Paramedic Services to repurpose five decommissioned buses to safely transport both ambulatory and stretcher-bound patients, including those on ventilators. These modified buses can transport three stretcher-bound patients, up to 10 ambulatory patients, plus three paramedics and one driver.



And TTC Special Constables have been working closely with the City's Streets to Homes program to support those living on the streets

and guide the most vulnerable to the best available support facilities.

Our customers have reached out to the TTC in regards to monthly pass refunds. The provincial emergency measures enacted to help flatten the COVID-19 curve effectively changed the travel plans of many customers who had already purchased a monthly pass for March and/or April. We are currently assessing the feasibility of a number of options. As we rely on PRESTO for processing, we are working collaboratively to understand the technical, financial, resourcing and customer impacts. TTC staff is scheduled to report back with a recommendation at the June Board meeting.

I would like to take this opportunity to publicly thank our employees who participated in a brilliant expression of care and support for GTA healthcare workers on April 30.

Dozens of frontline TTC and GO Transit workers in specially decorated transit vehicles expressed their gratitude in a tribute

parade along hospital row on University Avenue.

This was an inspired effort started at the frontline level at the two transit agencies. To enhance the show of appreciation, employees even called upon their family members to paint colourful signs and messages of support that were plastered across the line of buses for all to see and cheer.

The parade was absolutely heart-warming. These are challenging and stressful times that we are working through and transit employees overall have done a tremendous job serving their communities during the pandemic.

And finally, it is my pleasure to salute the TTC Supervisory Honour Guard on reaching their 25th anniversary.



Over the past 25 years, the Honour Guard has proudly carried the TTC's colours in times of celebration and in times of sorrow. Since forming back in May 1995, they've shown tremendous pride in their volunteer duties, and upheld our unwavering traditions of safety, service and courtesy.

The Honour Guard has represented the TTC with absolute dignity by marching in countless ceremonies and parades, including last month's tribute to healthcare workers. They've marched in lock-step with the City's finest Honour Guards — fire, paramedics and police. They've also stood silently and stoically at the funerals of our TTC colleagues.

We can all draw inspiration by their commitment to co-workers and to the public we serve. Their leadership and the example they set as Honour Guard members is what makes the TTC one of the most visible and vital public service organizations in the GTA.

On behalf of the Board, the Executive Team and all employees,

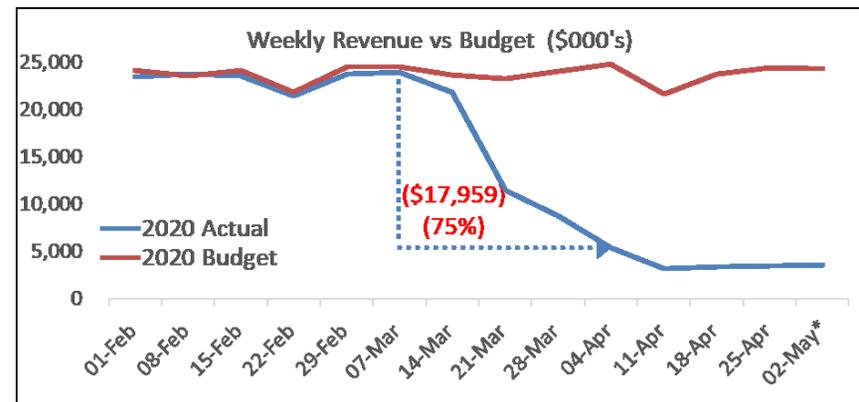
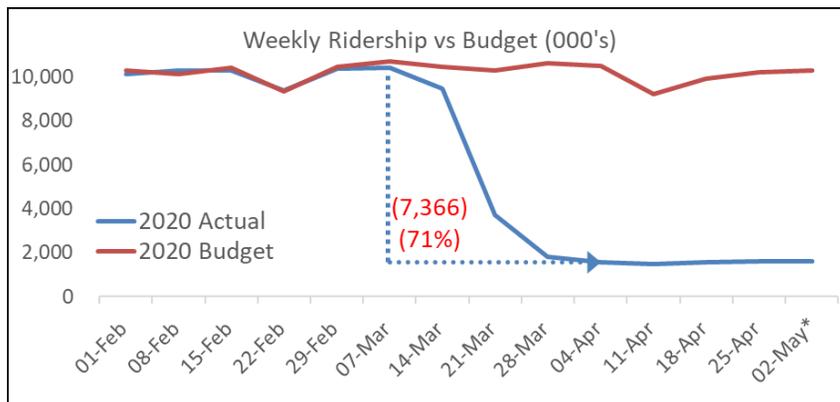
I'd like to extend our sincerest gratitude and wish the Honour Guard continued success in the future.

A handwritten signature in black ink, appearing to read 'Richard J. Leary', written in a cursive style.

**Richard J. Leary**  
**Chief Executive Officer**  
**May 2020**

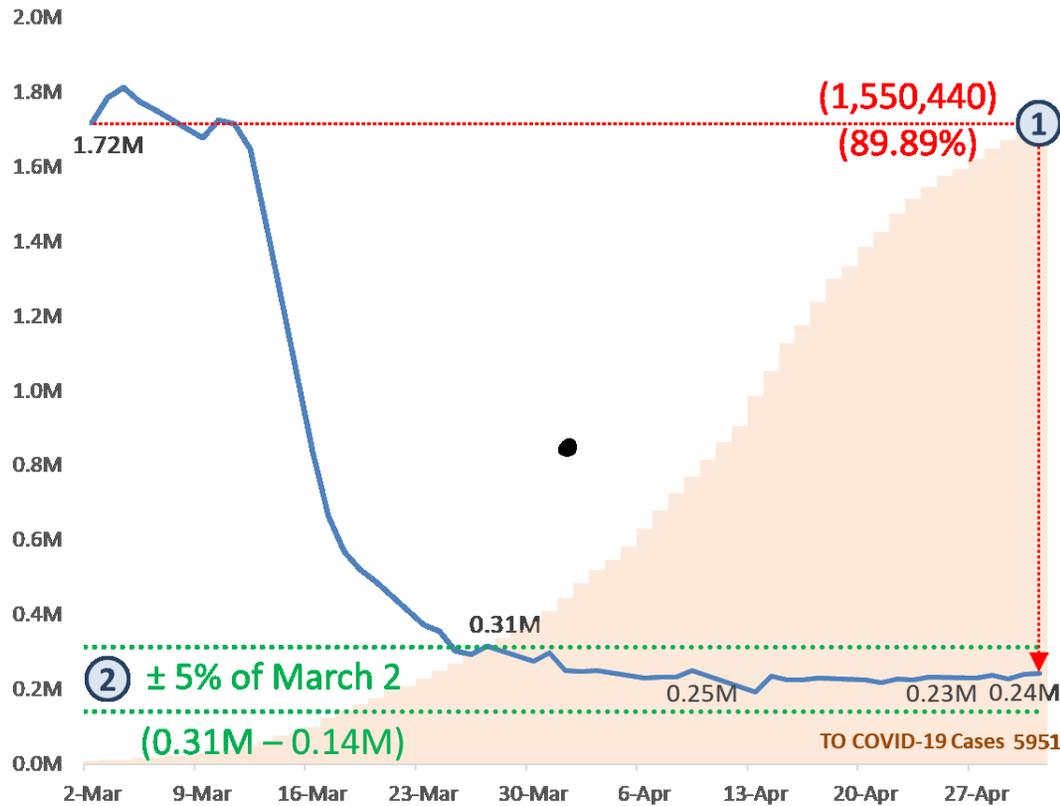
# COVID-19 dashboard (May 4, 2020)

## 2020 YTD ridership and revenue



- KEY OBSERVATIONS:**
- From March 8 – 31, TTC revenue dropped approximately 75% (\$17.96M) due to a significant drop in ridership related to COVID-19. Overall March Revenue was 34% below budget.
  - With the current trend in YTD Ridership and Revenue, April TTC revenue will continue to be approximately 80-90% below budget due to decreased ridership and reduced April period pass renewals.

# PRESTO taps (May 1)

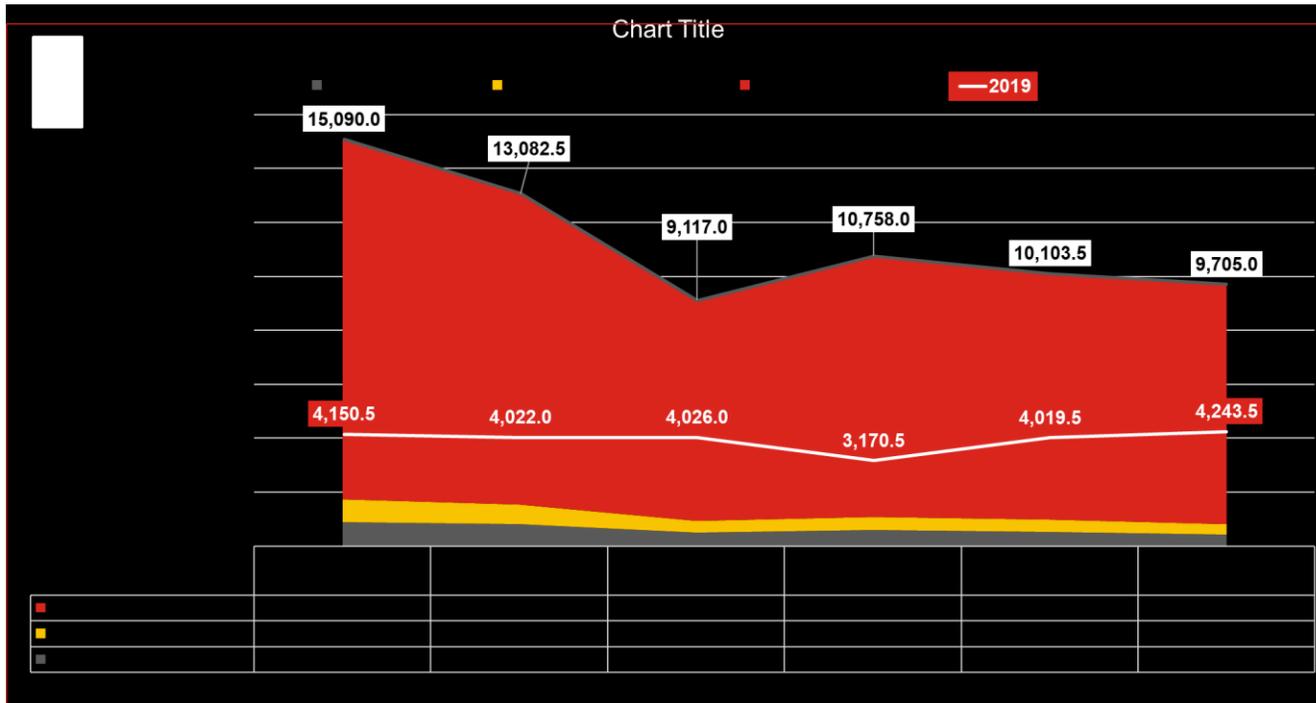


	Taps	Incremental Loss	
		#	%
<b>Mon, 2-Mar</b>	1,717,443	-	-
<b>Fri, 27-Mar</b>	314,554	(1,402,889)	(81.68%)
<b>Thu, 9-Apr</b>	251,221	(63,333)	(3.69%)
<b>Fri, 24-Apr</b>	232,787	(18,434)	(1.07%)
<b>Fri, 1-May</b>	243,804	11,017	0.64%
<b>Total</b>		(1,473,639)	(85.80%)

PRESTO Taps usages continue to drop as City and Province stepped up effort to flatten the curve:

- ① COVID-19 has reduced PRESTO Taps by **(86.52%)** since *Mar. 10*.
- ② Incremental drop has stabilized with daily changes within  $\pm 5\%$  of Pre-COVID-19 (*Mar 10.*); reaching week over week changes of **0.64%** on *Fri May 1*.

## Employee absences



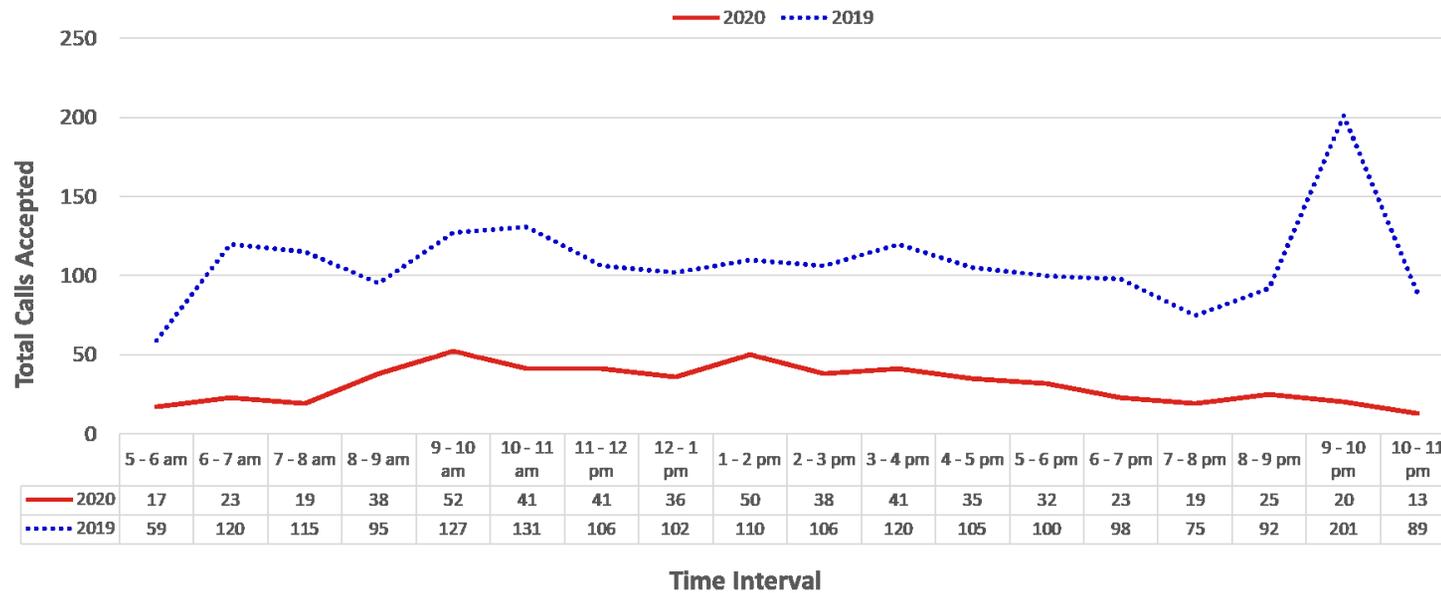
Note: Absences include sickness, AWOL, absences related to occupational injuries, approved and unapproved unpaid leaves, and paid leaves. Year over year comparison is done on the same categories and excludes paid leaves such as bereavement, jury duty, etc. Week 4 lower due to statutory holiday (only 4 days reported). 2019 data aligned by weekday (begins at March 25, 2019). 2019 week 5 is lower due to statutory holiday.

## Transit service (May 1)

	Subway Service	Streetcar Service	Bus Service	Wheel-Trans
<b>Service Output (per Planned Service)</b>	YUS 95% Service BD 98% Service	95.83% Service	97.54% Service	Service Reduced
<b>Mitigating steps to meet operational needs</b>	<ul style="list-style-type: none"> <li>Service output are a percentage of original Board Period service</li> </ul>	<ul style="list-style-type: none"> <li>Service output are a percentage of original Board Period service</li> <li>508 cancelled and is being serviced by 504 &amp; 501</li> </ul>	<ul style="list-style-type: none"> <li>Service output are a percentage of original Board Period service</li> <li>Extra buses added to key routes for front line workers</li> </ul>	<ul style="list-style-type: none"> <li>Service Reduction due to decrease in weekly Ridership (down 70% versus 2020 budget estimates)</li> </ul>
<b>Operator COVID-19 Related Absences</b>	7	19	97	0
<b>COVID-19 Absence Rate</b>	0.9%	3.0%	2.1%	0.0%
<b>OT hours (hh:mm)</b>	0:00	0:00	173:56	0:00

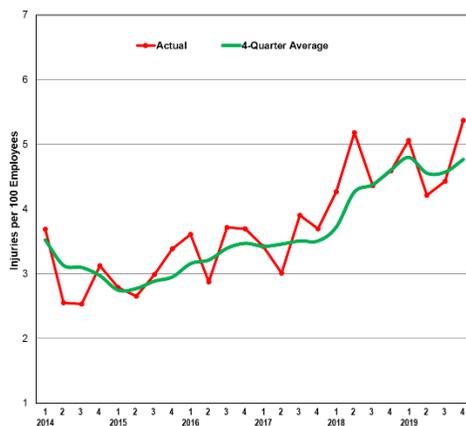
## Wheel-Trans: Reservations calls per hour (May 1)

- YOY, total calls between 5-8am and 8-11pm decreased by **83% (-559)**
- Majority of these calls can be attributed WT customers travelling less for non essential reasons (leisure activities, day programs etc.)



# Safety and security

## Lost-time injuries rate (LTIR)



### Definition

Number of lost-time injuries reported per 100 employees.

### Contact

Betty Hasserjian,  
Chief Safety Officer (Acting)

**Note:** Q1 2020 data will be available in the June CEO's Report.

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### Results

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The LTIR for Q4 of 2019 was 5.37 injuries per 100 employees.

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### Analysis

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The LTIR for Q4 was 13% higher than the four-quarter average. There has been an upward trend in the LTIR since 2015.

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### Action plan

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Slips, trips and falls injuries account for 15% of all lost-time injuries and represent the third highest injury type since 2014. These types of injuries are higher during the winter months with heavy snow and rain.

In November 2019, in support of National Fall Prevention Month, a slip, trip, and fall prevention campaign was rolled out to employees and customers.

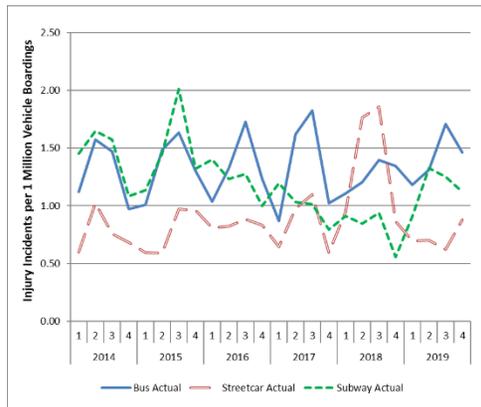
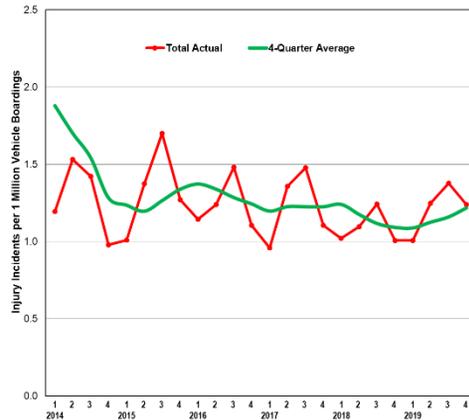
Messaging about slips, trips and falls safety was provided to employees through various communications channels, such as TTC-TV and posters on safety boards

Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition) continue to account for 23% of all lost-time injuries and continue to represent the highest injury event type since 2014. The Ergonomic Musculoskeletal Disorder Prevention Program, currently being implemented, focuses on preventing such injuries and resolving ergonomic concerns. Specific training modules for high risk groups (e.g. Elevating Devices, Wheel-Trans Operators, and Track Maintenance) have been developed. A train-the-trainer session is scheduled for March 2020.

**Note:** 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 bullying or 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.*

## Customer injury incidents rate (CIIR)



### Definition

Number of customer injuries per one million boardings.

### Contact

Betty Hasserjian,  
Chief Safety Officer (Acting)

## Results

The CIIR for Q4 of 2019 was 1.24 injury incidents per one million vehicle boardings.

## Analysis

The CIIR for Q4 was 2% higher than the four-quarter average rate of 1.22 injury incidents per one million vehicle boardings.

## Action plan

The minor increase in the Q4 CIIR was mainly due to the increase in the streetcar customer injury rate. The majority of streetcar customer injuries involved standing customers and were a result of operator hard brake/emergency brake applications to prevent collisions.

To minimize the injuries due to streetcar braking, a review of potential vehicle design improvements is underway. These include increasing the number of handholds and straps, and modification of the master

controller to reduce accidental engaging of the emergency brake.

**Note:** Q1 2020 data will be available in the June CEO's Report.

## Regulatory compliance

At the May 29, 2019 Audit and Risk Management Committee meeting, a commitment was made to report to the Board on compliance to Safety, Health and 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 from January 1 to December 31, 2019 and their status.

### Contact

*Betty Hasserjian,  
Chief Safety Officer (Acting)*

## Order compliance

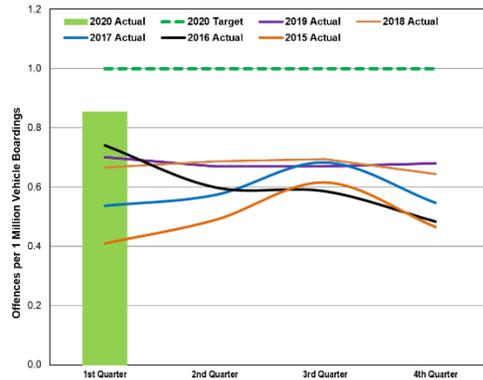
Type	Number of Orders Issued		Status
	Requirement Orders <sup>1</sup>	Non-compliance Orders <sup>2</sup>	
Ministry of Labour Orders	16	7	Compliance Achieved
Ministry of the Environment, Conservation and Parks Orders	0	0	Not Applicable
Technical Standards and Safety Authority Orders	0	0	Not Applicable
City of Toronto - Notice of Violation	0	2	Compliance Achieved
Toronto Fire Services Code Violations	8	59	Compliance Achieved

<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, Environmental Protection Act, City of Toronto Sewers By-Law and Ontario Fire Code.

**Note:** *The next update will be available in the June CEO's Report.*

## Offences against customers



### Definition

Number of offences against customers per one million vehicle boardings.

### Contact

Kirsten Watson  
Deputy Chief Executive Officer – Operations

## Results

In Q1 2020 the number of crimes against customers per one million vehicle boarding increased to 0.85. This was a 25% increase from last quarter and a 21% increase from the same time last year.

## Analysis

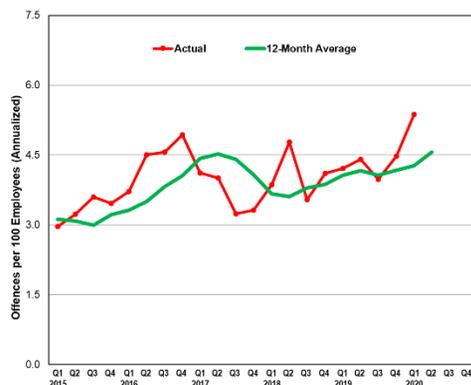
Overall, there were 20 more offences against customers this quarter compared to Q4 2019. In Q1 2020 the number of robberies and sexual assaults significantly increased. There was also a small increase in the number of assaults. In comparison to Q4 2019, there was a decrease in the number of thefts and “other” offences.

## Action Plan

Special Constable Service continues to monitor these statistics on a regular basis and allocate Transit Special Constables across the network to

provide support in the way of special details and initiatives that assist with ongoing and emerging issues.

## 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 Q1 2020 the number of offences against staff increased to 5.38 offences per 100 employees. This is a 20% increase from last quarter and a 27% increase from the same time last year.

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## Analysis

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There were 203 offences in Q1 2020, compared to 170 offences in Q4 2020. This increase was seen across all crime types with a more significant increase in the number of threats and assaults.

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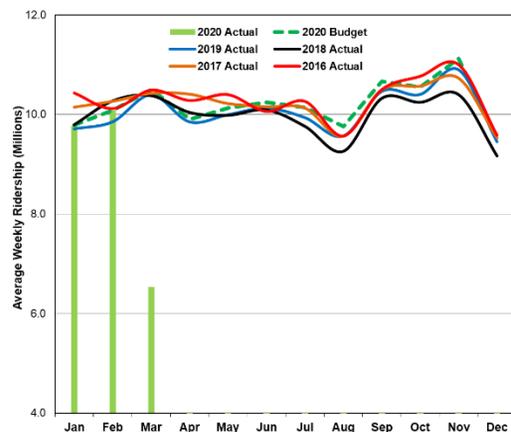
## Action Plan

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Special Constable Service continues to monitor these statistics on a regular basis and allocate Transit Special Constables across the network to provide support in the way of special details and initiatives that assist with ongoing and emerging issues identified by staff across the system.

# 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 3 (March 1 to April 4, 2020) revenue ridership totalled 32.663 million or 6.533 million passengers per week. This was 19.870 million below the budget of 52.533 million rides and 19.327 million below the comparable period in 2019.

Year-to-date revenue ridership (periods 1-3) totalled 117.667 million, which was 19.931 million (14.5%) below budget and 18.141 million (13.4%) below the comparable period in 2019.

There are an additional 5.758 million rides that were lost near the end of March, due to reduced period pass travel of 5.293 million and reduced child travel of 0.465 million.

## Analysis

In Period 3, Toronto was impacted by the COVID-19 pandemic. The first Toronto media report of a TTC COVID-19 case was March 6, 2020

about a customer travelling on the TTC from March 2 to 4. Since that date, we began monitoring the impacts of COVID-19 on ridership and have been tracking the decline daily.

The provincial and municipal emergency measures enacted to help flatten the COVID-19 curve have further accelerated the TTC ridership decline.

Period 3 ridership results show that adult and post-secondary dropped by 46.7%. Senior, youth and child dropped by 52.3% compared to last year.

From the period of March 8 to March 31, ridership declined approximately 71% due to the impact of safety measures in response to the pandemic.

Year-to-date ridership results show:

- Adult and post-secondary down 15.4%
- Senior and youth down 19.8%

- Children down 26.6%.

Ridership is expected drop further as the City remains in a State of Emergency in April. Even after physical distancing measures are lifted, it is expected that ridership will take time to return to its pre COVID-19 levels.

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### **Action Plan**

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With continued monitoring of ridership levels, on a daily basis, the TTC began adjusting service to coincide with service demand. Each mode has had a significant decline with subway ridership dropping by 80%. However, key bus routes were experiencing overcrowding and service response saw tailored delivery to provide additional service on these routes to maintain physical distancing standards.

Work on recovery service planning is underway. Two streams of work are being conducted in parallel.

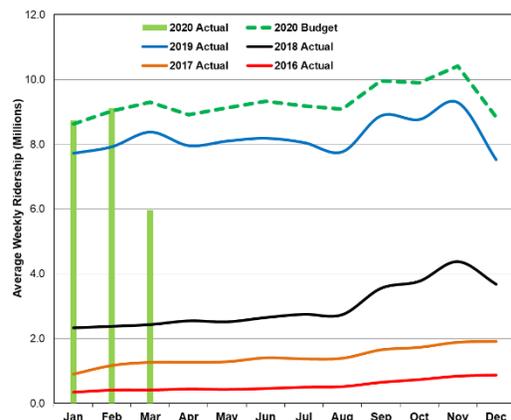
Stream one focuses on demand. This includes participating on the City's and Province's recovery planning

teams to quantify the effect of changes in the economy, education system and the impact of increased telework on ridership.

Stream two focuses on capacity. This includes preparing multiple service schedules ranging from 80% to 100% service to match capacity with demand. The objective is to select the appropriate schedule, given projected demand.

The TTC is conducting scenario planning for multiple states of recovery in the medium-term (January 2021 to September 2021) and long-term (September 2021 and beyond) that will help determine potential service, workforce, fleet and budgetary impacts.

## PRESTO ridership



### Definition

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

PRESTO ridership is included in TTC ridership totals.

### Contact

Josie La Vita,  
Chief Financial Officer

## Results

Period 3 (March 1 to April 4, 2020) PRESTO ridership totalled 29.878 million or 5.976 million passengers per week. This was approximately 16.616 million (35.7%) below the budget and 12.038 million below the comparable period in 2019 (41.916 million).

Year-to-date PRESTO ridership (periods 1-3) totalled 106.342 million, which was 12.9% below budget and 2.606 million (2.4%) below 2019.

There are an additional 5.293 million rides that were lost near the end of March due to reduced period pass travel. This loss was fully realized in April with reduced period pass renewals.

## Analysis

The PRESTO adoption rate for period 3 was 91.5%, representing a 1.1% increase over period 2 (90.4%). This was mainly attributed to the drop in legacy fares due the removal of fareboxes on TTC buses, which started March 25, 2020.

Period pass sales year-over-year saw a decline of 0.5% for March or a decrease of 993 sales. The biggest decline was in adult regular pass sales (-7,036), some of that was due to customers switching to 12-month period and Fair passes, which grew by 3,068 and 1,388 respectively. However, post-secondary and senior/youth period pass sales continued to grow 1,177 and 410 respectively over last year.

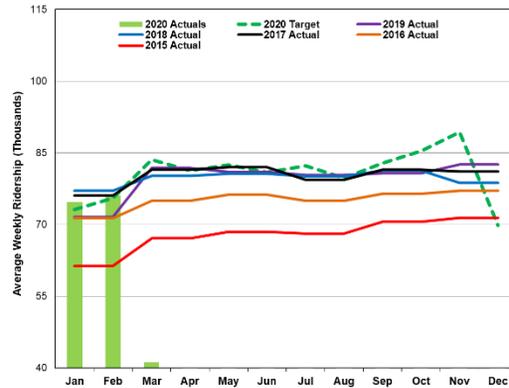
Period 3 was negatively affected by the COVID-19 pandemic. Actions taken by the City and Province to prevent COVID-19 spread have resulted in an approximate 71% decline in ridership, primarily occurring in the second half of March. This coincides with the closing of schools and non-essential workplaces.

## Action Plan

PRESTO adoption is expected to increase over time as legacy media is phased out, more PRESTO fare options are made available and marketing initiatives encourage further PRESTO adoption. The PRESTO adoption rate is expected

to continue to increase during 2020,  
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.

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

### Contact

Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations

## Results

Ridership in period 3 (Mar 1 to Apr 4, 2020) was 206,189 (or 41,238) passengers per week. This figure was 50.7% lower than the budgeted 83,567 customers per week. In terms of year-over-year growth, the period 3 year-to-date (YTD) ridership is 17.9% lower compared to the same period in 2019, and is currently 19.2% (202k) under the YTD 2020 budget.

## Analysis

Due to the COVID-19 pandemic, Wheel-Trans has seen an unprecedented decrease in demand. On March 17, the Province declared a State of Emergency that included implementing the closure of all non-essential workplaces. Wheel-Trans remains an essential service and provides door to door transportation for customers for essential trips.

Service has also expanded to provide special transport for customers who have the disease and still require trips for life-sustaining treatment. It is anticipated that based

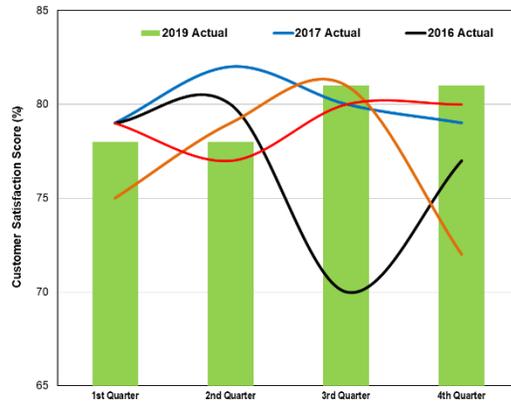
on preliminary ridership projection models, Wheel-Trans will be providing 2.1 million trips in 2020 with 40 per cent of these trips already completed as of period 3.

## Action Plan

Wheel-Trans is closely monitoring the impact of the pandemic on overall ridership levels. A preliminary ridership projection based on the impact to date has been prepared with an anticipated 50 per cent decrease in annual ridership. As more information becomes available, the estimate will be adjusted as well as identifying potential ridership impacts to the 2021 ridership projections.

# 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*

## Results

Four in five (81%) customers reported high levels of overall satisfaction in Q4 2019, which is consistent with last quarter (81%) and the same time last year (80%).

## Analysis

Satisfaction with the level of crowding inside streetcars continues to rise, up to 70% this quarter compared to 60% in Q3. Our now fully accessible fleet of streetcars are moving more customers, more comfortably.

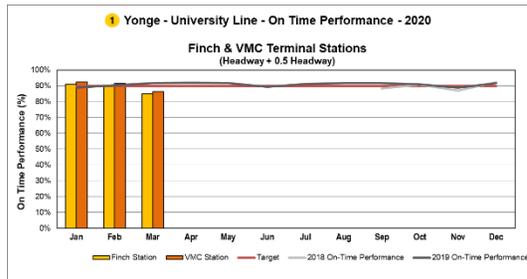
Frontline staff continue to deliver a high level of customer service on a daily basis. In Q4 2018, 82% of customers were satisfied with the helpfulness of staff across all modes. Scores on this key driver of customer satisfaction have remained high and consistent over the years, but there is still room for improvement.

## Action plan

On January 5, 2020, collector booths were closed at 20 additional stations, as part of our Stations Transformation program. The remaining 45 station booths will be closed on March 29, 2020. Outside of the booths, collectors will be more visible and in a better position to actively engage with and assist customers. We expect this transition to have a positive impact on customer satisfaction.

## 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

This metric dropped significantly in March to 85.7%, down from the 90.4% we achieved in February.

Our target of 90% was not met.

## Analysis

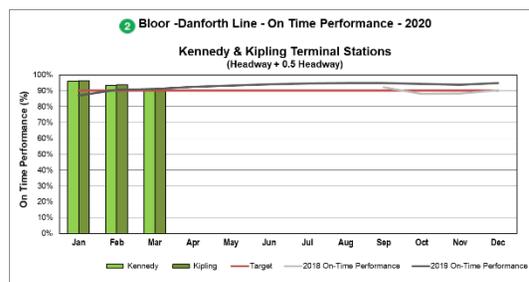
During the latter half of the month, when we decreased service levels to match capacity to both demand and available workforce, this measure began to decline from a strong first week.

As service levels remain below what we scheduled, this score is unlikely to improve.

## Action plan

Planning is under way to assess potential service adjustments for the spring and summer periods, as a response to the COVID-19 pandemic. Within the framework of planned service reductions, the route management team will continue to make efforts to provide a reliable and frequent service for our customers.

## 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

This metric dropped significantly in March to 90.2%, down from the 93.5% we achieved in February.

Our target of 90% was met.

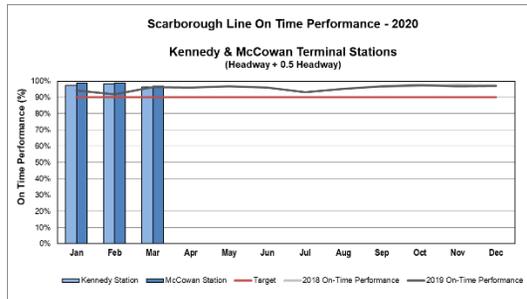
## Analysis

This line suffered a significant decline in performance, but not to the same degree as Line 1 as this line is slightly less busy with larger headways. Reducing service levels to match demand had an obvious impact on our results and will continue to do so.

## Action plan

Planning is under way to assess potential service adjustments for the spring and summer periods, as a response to the COVID-19 pandemic. Within the framework of planned service reductions, the route management team will continue to make efforts to provide a reliable and frequent service for our customers.

## 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

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## Results

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OTP in March was 96.5%, down from the 98.4% we achieved in February.

Our target of 90% was met.

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## Analysis

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This line did not have the same issues related to capacity or workforce reductions as the other lines.

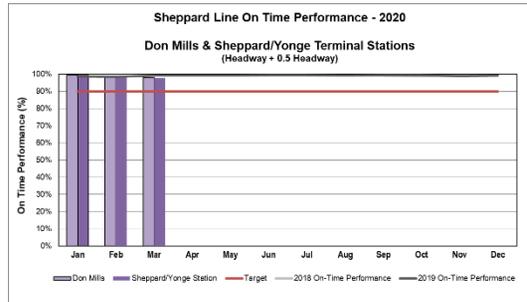
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## Action plan

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Planning is under way to assess potential service adjustments for the spring and summer periods, as a response to the COVID-19 pandemic. Within the framework of planned service reductions, the route management team will continue to make efforts to provide a reliable and frequent service for our customers.

## 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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OTP in March was 98.0%, down slightly from 98.6% last month.

Our 90% target was met.

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## Analysis

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There was an additional 22 delay minutes attributed to operator availability, but overall delay minutes dropped by 23.8%.

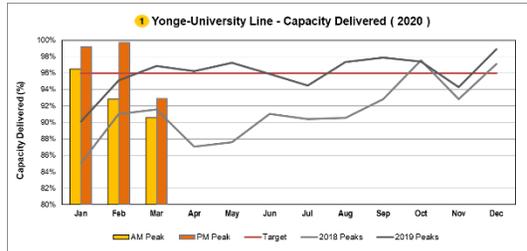
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## Action plan

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Planning is under way to assess potential service adjustments for the spring and summer periods, as a response to the COVID-19 pandemic. Within the framework of planned service reductions, the route management team will continue to make efforts to provide a reliable and frequent service for 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

In March this measure slipped to 92.4%, down from last month when we recorded 96.5%.

Our target for this measure of 96% was met.

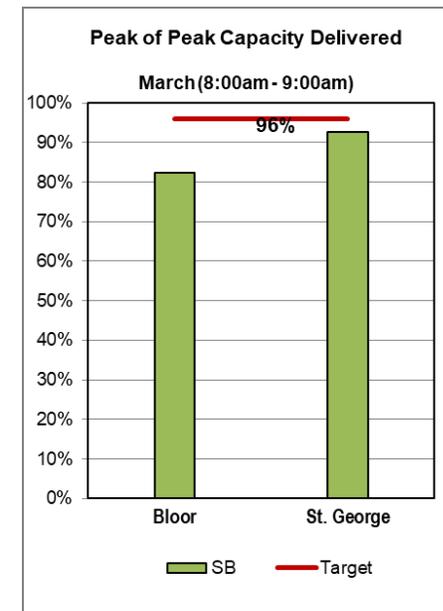
## Analysis

During March, we first saw improved performance levels as ridership declined, while service levels remained at 100%. We then saw performance drop as we reduced scheduled service levels to approximately 85% of our regular timetable.

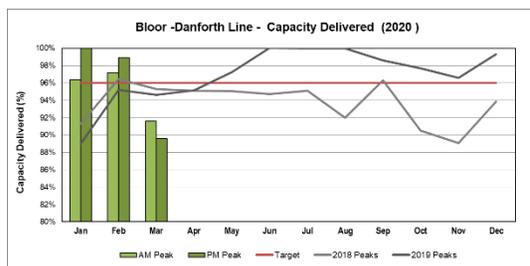
During the peak-of-the-peak, we were only able to achieve an average of 21 of our 25.5 trains-per-hour target, with the decreased amount of trains on the line.

## Action plan

Planning is under way to assess potential service adjustments for the spring and summer periods, as a response to the COVID-19 pandemic. Within the framework of planned service reductions, the route management team will continue to make efforts to provide a reliable and frequent service for our customers.



## 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

In March this measure slipped to 90.6%, down from last month when we recorded 98%.

Our target for this measure of 96% was met.

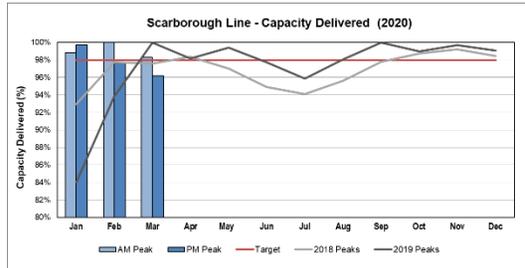
## Analysis

As ridership levels decreased through the latter half of March, our service levels were lowered to help match capacity to demand, impacting this measure.

## Action plan

Planning is under way to assess potential service adjustments for the spring and summer periods, as a response to the COVID-19 pandemic. Within the framework of planned service reductions, the route management team will continue to make efforts to provide a reliable and frequent service for our customers.

## Line 3: Capacity



### Definition

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

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

### Contact

James Ross,  
Chief Operating Officer

## Results

Capacity decreased from 99.1% in February to 97.2% March.

Our target of 98% was met.

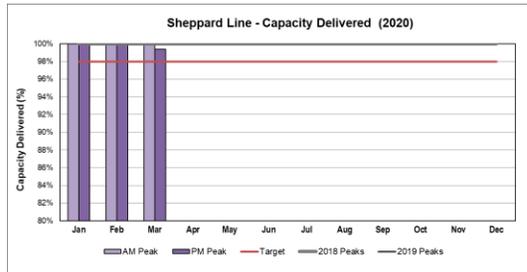
## Analysis

Performance declined below 12 trains-per-hour (TPH) starting on March 24, but remained above 11 TPH as this line has a less demanding schedule with fewer trains and did not have as many crew issues as Lines 1 and 2.

## Action plan

Planning is under way to assess potential service adjustments for the spring and summer periods, as a response to the COVID-19 pandemic. Within the framework of planned service reductions, the route management team will continue to make efforts to provide a reliable and frequent service for our customers.

## 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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This metric continues to perform well and meet target, but did slip below 100% in the p.m. peak (99.4%) for the first time in over two years.

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## Analysis

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Due to the resilient nature of this line and less demanding schedule, the pandemic has had little effect on its performance in March.

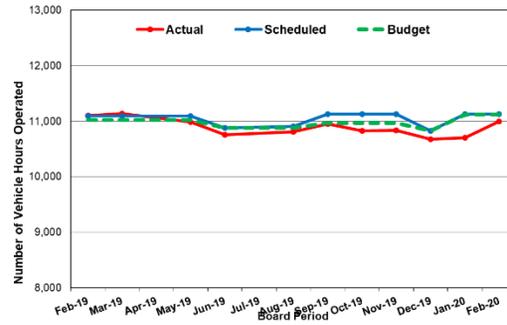
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## Action plan

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Planning is under way to assess potential service adjustments for the spring and summer periods, as a response to the COVID-19 pandemic. Within the framework of planned service reductions, the route management team will continue to make efforts to provide a reliable and frequent service for our customers.

## 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 February 2020 Board Period, 11,119 subway weekly hours were budgeted for service while 11,131 subway weekly hours were scheduled to operate, which represents a variance of 0.11%.

Of the 11,131 subway weekly hours scheduled to operate, 10,998 weekly hours were actually delivered, which represents a variance of -1.20%.

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## Analysis

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Scheduled service hours are matched with budgeted service hours.

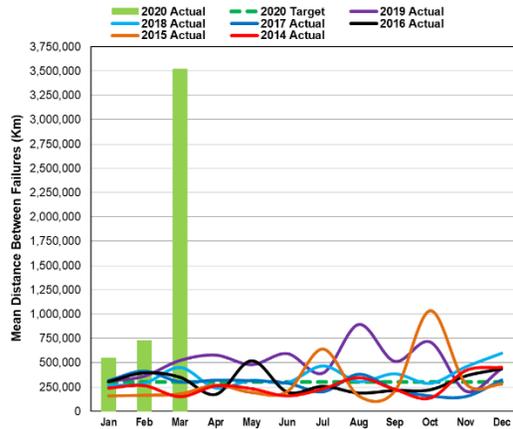
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## Action Plan

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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 March was 3,517,962, which is above the target of 300,000. The February MDBF was 727,790 kilometres. The MDBF for March 2019 was 523,941 kilometres with a rolling annual average of 779,476 kilometres.

This is the T1 fleet's first recorded MDBF of greater than 3.5 million kilometres between failures of greater than or equal to five minutes.

## Analysis

In March, there was one delay incident (passenger door system) greater than or equal to five minutes.

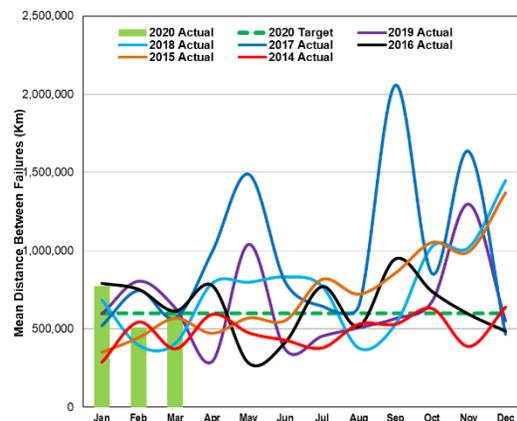
In March, the City of Toronto declared a state of emergency in response to the COVID-19 pandemic. Physical distancing rules and the closing of non-essential businesses resulted in significant decreases in ridership. Decreased passenger loading and a reduction in the cycling of major systems likely contributed to improved vehicle reliability.

## Action Plan

The passenger door related incident was due to a loose door egress air hose which interfered with the door interlock locking rod. The door egress air hose was secured, and doors were tested to be working positively. Train has resumed revenue service with no further issues detected.

To match service levels with reduced ridership demands, the number of trains placed into service will be adjusted in future board periods as we navigate through the COVID-19 pandemic. To take advantage of reduced service levels, TTC staff is investigating opportunities to accelerate maintenance activities. Action plans moving forward will take into consideration, the status of vendors, their manufacturing plants and the ability to continue to get required parts and components.

## 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 March was 611,589 kilometres, which is above the target of 600,000 kilometres with a mixed MDBF trend. The February MDBF was 506,883 kilometres. The MDBF for March in 2019 was 632,432 kilometres with a rolling annual average of 636,465 kilometres.

## Analysis

In March, there were eight delay incidents greater or equal to five minutes. The passenger door system had three incidents, followed by the cab door system with two delay incidents. The brake, speed control and the trainline systems each had one delay incident.

Similar to the T1 fleet reliability improvements, decreased passenger loading and reduced cycling of major systems due to the COVID-19 pandemic likely contributed to improved vehicle reliability.

## Action Plan

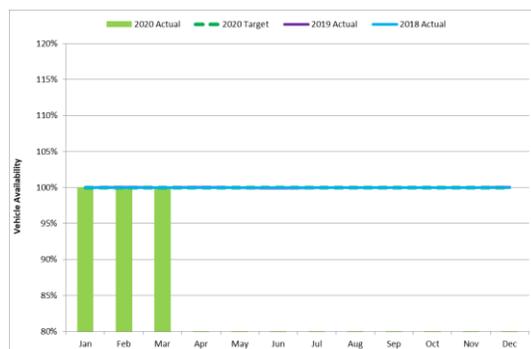
The passenger door related door incidents were a result of two faulty

door electronic control units (DECU), and a loose door isolation device arm. The two faulty DECUs were replaced and doors were tested to be working. The loose door isolation device arm was removed and replaced. The doors were cycle tested.

The two cab door-related delay incidents were related to a loose cab door lock switch and a broken cab window latch. The loose cab door lock switch was tightened and cycle tested. The broken latch was a result of a missing spring. The spring has since been replaced and the train returned to service with no further issues.

To match service levels with reduced ridership demands, the number of trains placed into service will be adjusted in future board periods as we navigate through the COVID-19 pandemic. To take advantage of reduced service levels, TTC staff is investigating opportunities to accelerate maintenance activities. Action plans moving forward will take into consideration, the status of vendors, their manufacturing plants and the ability to continue to get required parts and components.

## 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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Vehicle availability in March 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.

While ridership declined due to COVID-19, the maintenance staff continued to prepare vehicles to meet 100% of the planned service. Future board periods will be adjusted to match ridership with demands. Decreases in service levels will provide opportunity for increased maintenance.

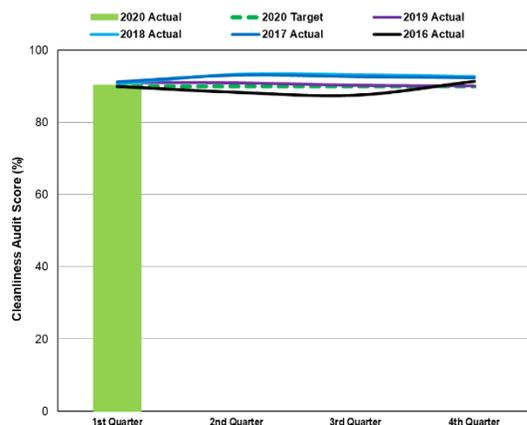
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## Action Plan

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

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## Results

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The average rating of 90.2% in Q1 2020 is above the target of 90.0%. We have recorded a score of greater than 90% since Q4 2016.

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## Analysis

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Areas of strength in the vehicle cleanliness across all fleets and lines were the ceilings, etching/scratchitti, graffiti/stickers and mandatory decals. Factors affecting the quarter-to-quarter overall cleanliness scores in Q1 2020 were the overall door cleanliness, floors, anti draft panels, windows and exterior.

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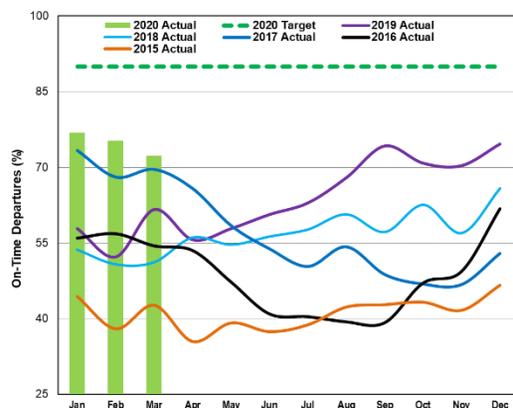
## Action Plan

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In response to the COVID-19 pandemic we have increased disinfection of all vehicles to twice per day and additional end terminal cleaning on subway vehicles.

## Streetcar services

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



#### Definition

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

#### Contact

James Ross,  
Chief Operating Officer

## Results

OTP in March was 72.3%, a decrease compared to February (75.3%), but a significant increase over the same period last year (61.6%).

Our target of 90% was not met.

## Analysis

OTP in March decreased slightly compared to the February score due to planned service reductions during the second half of the period as a result of decreased ridership levels.

Week 11 was the best performing week of the period (approximately 83%), a week where customer and traffic volumes had decreased across the city, but the planned service reductions had not yet been implemented. The remaining three weeks of the period showed a continued drop week-over-week, as the service reductions moved to a height of approximately 30% of planned service by Week 14.

The service reductions impacted all routes and also included the

cancellation of the 508 Lake Shore service and a major reduction on the 503 Kingston Rd service. Week 14 was the poorest performing week of the period (at approximately 53%).

Along with the planned reductions mentioned above, Week 14 was negatively impacted by the delay to the conversion of the overhead infrastructure on the 505 Dundas route. This work was originally to be completed by the start of Week 14, the first week of the Board Period. At this time, the 505 Dundas route was to switch from buses to streetcars operating on pantograph. However, the delay to the conversion of the overhead infrastructure led to a continuation of buses operating on the route from the previous Board Period, despite the fact a streetcar schedule had been implemented.

Conversely, the streetcars that were to operate on the 505 route and be shifted to that route from the 511 Bathurst route remained on the 511 Bathurst route, despite the fact that route had a bus schedule implemented on it. This led to both routes operating “on headways” for Week 14. This will continue until the

new overhead infrastructure on the 505 Dundas route is to become partly operational on April 20. Once the respective vehicle types are returned to the appropriate routes and schedules (i.e. 505 Dundas with streetcars, 511 Bathurst with buses), the network score will improve, as these two routes comprise approximately 20% of the network daily trips and effectively operated off-schedule for Week 14.

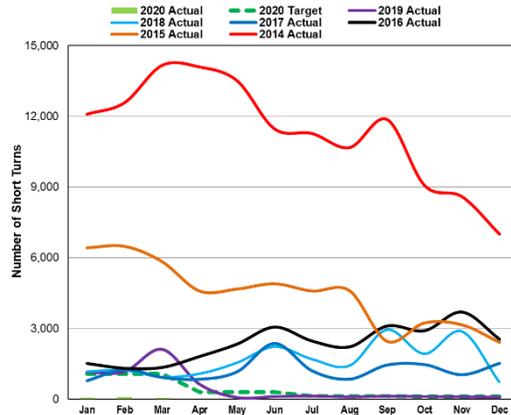
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## **Action Plan**

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Planning is under way to assess potential service adjustments for the spring and summer periods, as a response to the COVID-19 pandemic. Within the framework of planned service reductions, the route management team will continue to make efforts to provide a reliable and frequent service, having streetcars adhere to schedules as much as possible.

## 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 42 short turns in March, a decrease compared to February (94) and a significant decrease from the same period last year (2,121).

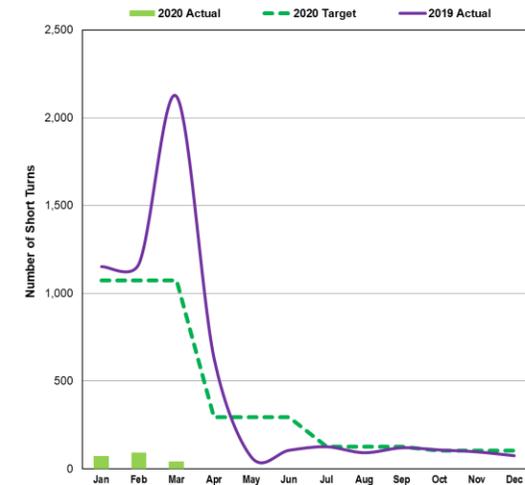
## Analysis

March is the eleventh month in a row with short turn figures at significantly decreased levels compared to 2018 or early 2019. The number for March equates to less than two streetcar short turns per day, on average, throughout the network for the period. The route with the highest number of short turns during the period was the 506 Carlton (12), while the 512 St Clair was second (10).

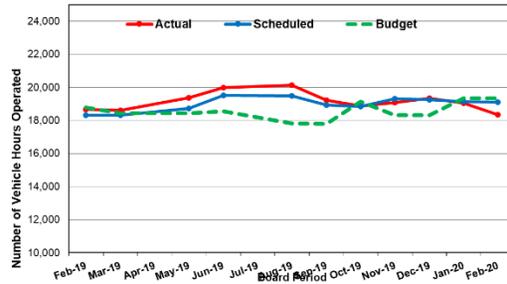
## Action Plan

The streetcar route management team will continue to maintain a low level of short turns throughout the network, short turning streetcars as a last resort when other service adjustments are not viable. The management team will continue to

maintain an oversight position in this initiative, ensuring the figures remain low into the foreseeable future.



## 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

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## Results

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In the February 2020 Board Period, 19,349 streetcar weekly hours were budgeted for service while 19,121 streetcar weekly hours were scheduled to operate, which represents a variance of -1.18%.

Of the 19,121 streetcar weekly hours scheduled to operate, 18,356 streetcar weekly hours were actually delivered, which represents a variance of -4.00%.

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## Analysis

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Scheduled streetcar hours are lower than budgeted due to changes in construction projects.

Actual service hours are lower than scheduled service hours. Some service was cancelled due to the COVID-19 pandemic at end of February board.

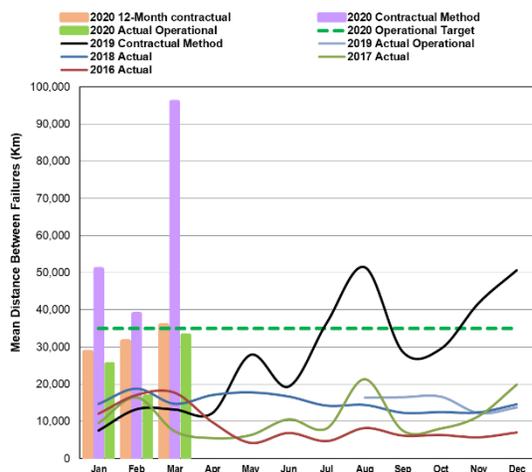
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## Action Plan

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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 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. The operational MDBF includes incidents defined contractually, as well as delay incidents that are caused by failures of equipment from other vendors and delays caused by TTC operations.

### Contact

Rich Wong, Chief Vehicles Officer

## Results

The monthly contractual MDBF for the LFLRV fleet in March was 95,884 kilometres. This is an increase of 57,066 kilometres compared to February and an increase of 82,661 kilometres when compared to March of last year.

The 12-month average contractual MDBF was 35,853 kilometres. The contractual target of 35,000 kilometres MDBF must be met within one year of commissioning of the 204th vehicle.

The monthly operational MDBF for the LFLRV fleet in March was 33,191 kilometres. This is an increase of 16,555 kilometres from the previous period.

## Analysis

In March, there were a total of nine relevant failures under the contractual reliability method. The top contributors were the train and cab controls system with five and the Communication system with three relevant failures.

With respect to the operational MDBF method, there were a total of 26 delays. The top contributors to these failures, in addition to the contractual reliability failures, include the High Voltage System with five failures and the ramp, disc brake and carbody structure & interior components with three failures each.

Compared to February, overall system failures have reduced significantly contributing to increased operational reliability for March.

In March, the City of Toronto declared a state of emergency in response to the COVID-19 pandemic. Physical distancing rules and the closing of non-essential businesses resulted in significant decreases in ridership. Decreased passenger loading and a reduction in the cycling of major systems likely contributed to improved vehicle reliability.

## Action Plan

Vehicle modification programs designed to address the root cause(s) of failures at various stages of development and implementation.

These reliability improvement programs continue to be refined as the number of LFLRV vehicles in service increases and more in-service data becomes available.

**Train and cab control system:** We are continuing to work with Bombardier to design and implement a more reliable master controller on the fleet through an upcoming fleet modification that has faced delays due to impact of COVID-19 on the supplier. Additionally, an engineering investigation of other electrical failures is underway.

**Communication system:** A camera modification program had commenced that addresses known issues with image quality and stability, but has faced delays due to impact of COVID-19 on the supplier. Also passenger information system failures are under engineering investigation.

**Door system:** Failures appear to be electrical-related and are under engineering investigation for root cause.

**High voltage power system:** Multiple modifications aimed to

improve various sub-systems are being implemented on the fleet. This includes adjusting the limit switch on the main switch, and replacement of some of trolley pole and pantograph components with more robust ones (e.g. bracket and chain).

**Brake system:** Quality control containment and improvements have been implemented at supplier sites. In addition, component improvements (e.g. seals, guidance shaft and locking pins) are in validation and planning stages with implementation targeted for Q4 2020.

**Carbody structure & interior:** Vehicle modification program to install improved inter-car dampers and articulation flooring designs is currently underway to address these failures.

In addition to the contractual programs, Operational reliability improvements being made to improve MDBF include:

**High voltage power system:** Continuous improvement of wear item inspections and further investigation of overhead-vehicle

interface to identify and reduce failures.

**Ramp system:** Implement an improved maintenance program to include updated processes as specified by TTC Engineering staff.

**Carbody structure & interior:** Prioritize vehicle modification program and improve inspection requirements.

In addition, continued improvement of inspection and pre-service maintenance plans, together with more effective application of operational procedures will help increase the operational MDBF.

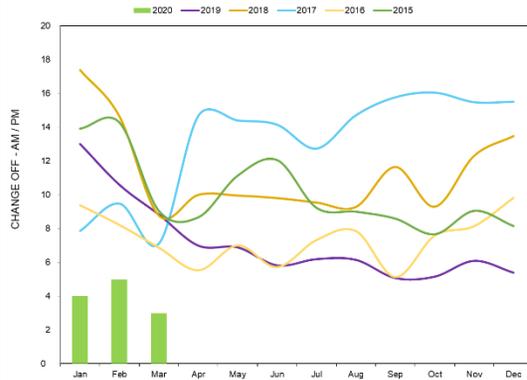
To match service levels with reduced ridership demands, the number of LFLRV placed into service will be adjusted in future board periods as we navigate through the COVID-19 pandemic. To take advantage of reduced service levels, Bombardier and TTC are developing a Maintenance Recovery Plan. This plan will focus on:

- Accelerating vehicle modification programs;

- Addressing outstanding warranty items; and
- Reducing corrective maintenance backlog.

The action plan will take into consideration, the status of vendors, their manufacturing plants and the ability to continue to get required parts and components.

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



### Definition

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

### Contact

Rich Wong  
Chief Vehicles Officer

## Results

The target for the maximum number of RCCOs is 1.5% of peak daily service. In March, 2.0% (or 3 of 147 vehicles) of the peak daily service, including Run-As-Directed (RAD) vehicles, resulted in a RCCO.

While the target of 1.5% was not met, 2% of peak daily service is one of the best results to date. Reduced ridership that translates into less passenger loading and cycling of major systems likely contributed to this improvement.

## Analysis

The daily average number of RCCOs for March decreased by two compared to February 2020.

A reduced number of high voltage, passenger door, windshield system-related failures contributed to the decrease in RCCO numbers in March.

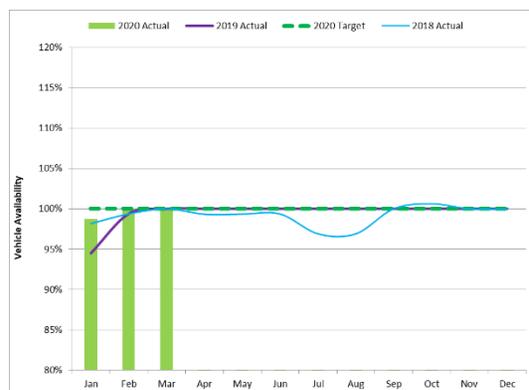
Compared to the previous month, car body and ramp equipment related issues have increased, but overall

failures requiring RCCOs are improving.

## Action Plan

Pre-service inspections and preventative maintenance will continue to reduce the number of RCCOs. Staff continue to focus on the top problem systems 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.

## 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 (RAD) vehicles. In March 2020, the target requirements were met with an average of 147 vehicles available for service.

While ridership declined due to COVID-19, the maintenance staff continued to prepare vehicles to meet 100% of the planned service. Future board periods will be adjusted to match ridership with demands. Decreases in service levels will provide opportunity for increased maintenance.

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## Analysis

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Availability numbers for March were met with the newly commissioned LFLRV vehicles replacing the decommissioned legacy vehicles in service

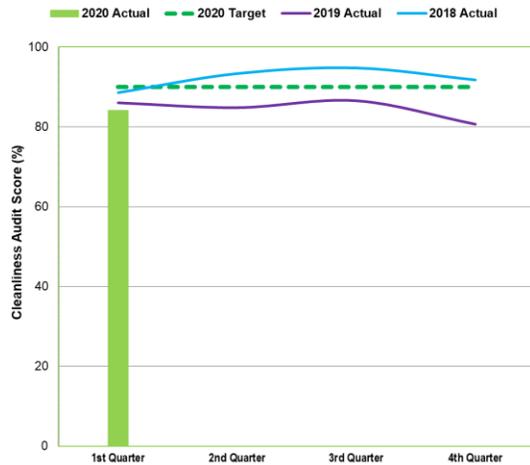
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## Action Plan

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Proper pre-service & preventative maintenance practices will help achieve 100% availability target for the newly commissioned LFLRVs.

## Streetcar: Cleanliness (Pre-service)



### Definition

Results of third-party audit conducted each quarter. “In-service” and “post-service” cleanliness 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 pre-service cleanliness was 84.0% in Q1 to. This is an increase from last quarter (80.7%) and a decrease from the same time last year (86.0%). Overall performance on streetcar cleanliness is below the target of 90%.

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## Analysis

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Heavy snowfall along with unfavourable weather conditions during January and February impacted cleanliness in Q1. Cold temperatures below -10° Celsius and significant snow prevented regular exterior washes from being completed.

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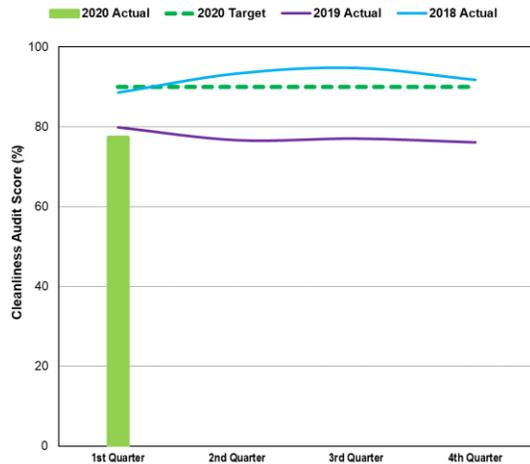
## Action Plan

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Staff continue to investigate and identify further improvements including additional equipment to increase efficiency and frequency of cleaning activities.

In response to the COVID-19 pandemic we have increased disinfection of all vehicles to twice per day.

## Streetcar: Cleanliness (In-service & post-service)



### Definition

Results of third-party audit conducted each quarter. “In-service” and “post-service” cleanliness 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 run-in and in-service cleanliness increased in Q1 2020 to 77.4%. This is an increase from last quarter (76.1%) and a decrease from the same time last year (79.8%).

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## Analysis

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Heavy snowfall during January and February caused accumulation of snow and dirt on the flooring throughout service and has negatively impacted in-service and post-service cleanliness results. Since there is currently no in-service cleaning on the LFLRV, these results are an indication of the vehicle condition compared to cleaned vehicle prior to service.

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## Action Plan

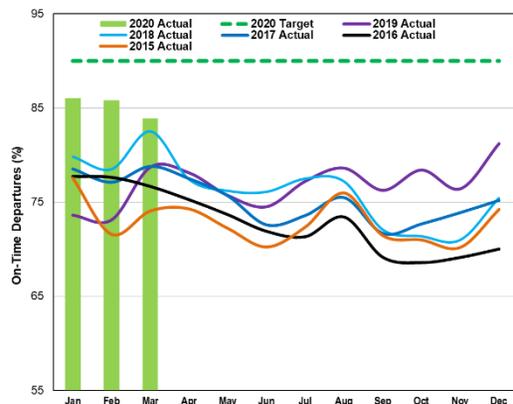
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In response to the COVID-19 pandemic, we are actively undertaking specific disinfecting of vehicles in-service. Staff will continue

to monitor and investigate opportunities for in-service cleaning.

## 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 March was 83.9%, a small decrease compared to February (85.8%), but an improvement over the same period last year (78.7%). Our target for this measure of 90% was not met.

## Analysis

Bus performance for the period reached a peak in Week 11 (approximately 88%) before dropping week-over-week for the remaining three weeks of the period. This drop was largely attributable to the planned service reductions (due to the reduced ridership and workforce availability) associated with the COVID-19 pandemic, beginning in the middle of the period.

The planned service adjustments included reducing the level of service on most routes to pre-established levels, reallocating all Downtown Express service, reallocating most other express service and/or directing these vehicles to serve all local stops. Despite these challenges, and largely prior to these service adjustments, this period

included five days when our 90% performance target was achieved.

The seven schedule changes introduced as part of the February 2020 Board Period continued to score high for this period, with a combined average of 85%, compared to 81% in 2019. The number reaches 87% if the two express services that were a part of the planned adjustments (945 Kipling North Express and 953 Steeles East Express) are excluded.

The performance of the seven routes that recently received schedule changes for the period are as follows:

- 116 Morningside (85%)
- 129 McCowan North (91%)
- 21 Brimley (89%)
- 53 Steeles East (88%)
- 54 Lawrence East (85%)
- 945 Kipling North Express (63%)
- 953 Steeles East Express (53%).

Across the bus network in general, the planned service adjustments described above negatively impacted the performance metric for the period.

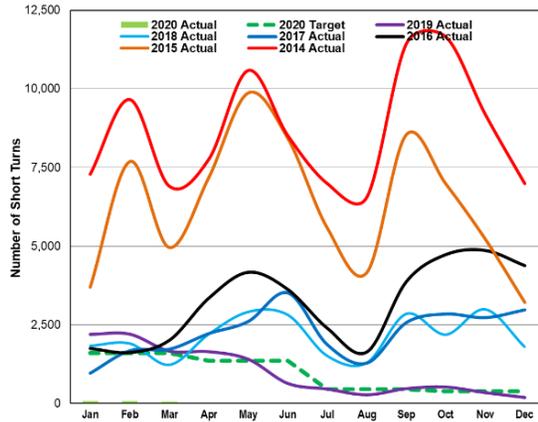
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## **Action plan**

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Despite the operational challenges that have arrived with the COVID-19 pandemic, strong efforts are being made to ensure an adequate service level is provided across the city as a whole. This includes a focus on providing additional buses to routes that continue to show ridership demand, to meet the revised understanding of vehicle capacity in the new physical distancing environment. Planning is taking place to determine potential service adjustments for the spring and summer periods in response to the COVID-19 pandemic.

## 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 56 short turns in March, a decrease from February (72) and a significant improvement from the same period last year when we recorded 1,663.

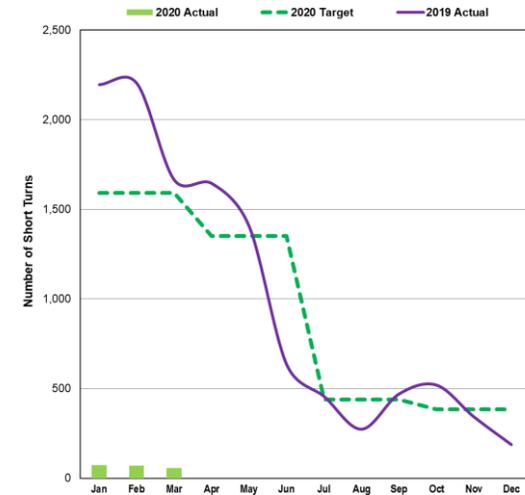
## Analysis

March is the tenth month in a row with short turn figures at significantly decreased levels compared to early 2019 and previous years. The number for March equates to less than two bus short turns per day, on average, throughout the network over the course of the period.

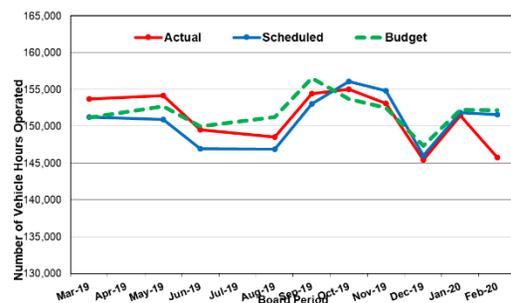
The significant reduction in short turns continued to be driven by increased management oversight and a focus on alternate route management techniques in order to minimize the impact on customers. All short turns for the period occurred in the first half of the period, with none occurring in the second half of the period, aligned with the service adjustments made as an outcome of the COVID-19 pandemic.

## Action plan

The bus route management team will continue to maintain a low level of short turns across the bus network. We will also continue to monitor schedules and review high incident routes where increased traffic congestion may result in unreliable service.



## 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

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## Results

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In the February 2020 Board Period, 152,212 bus weekly hours were budgeted for service while 151,606 bus weekly hours were scheduled to operate, which represents a variance of -0.40%.

Of the 151,606 bus weekly hours scheduled to operate, 145,780 hours were actually delivered, which represents a variance of -3.84%.

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## Analysis

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Scheduled service hours are slightly lower than budgeted service hours due to a few construction projects being delayed.

Actual service hours are lower than scheduled service hours. Some service was cancelled due to the COVID-19 epidemic at end of February board.

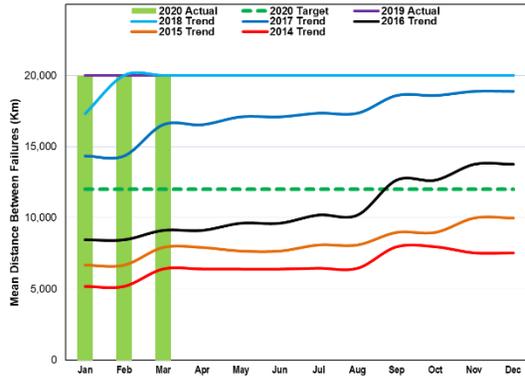
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## Action plan

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No action required at this time.

## Bus: Mean distance between failures (MDBF)



### Definition

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

### Contact

Rich Wong  
Chief Vehicles Officer

## Results

The March MDBF of 20,000 kilometres exceeded the target of 12,000 kilometres.

## Analysis

MDBF for the bus fleet continues to remain high and above target. Recent vehicle procurement additions to the fleet contribute to this high reliability.

Another contributing factor to this high reliability is the implementation of several key reliability and retrofit programs. Examples include: State of good repair inspections, road call and change off (RCCO) root cause analysis, special seasonal preventive maintenance programs, engine oil analysis, engineering modifications and upgrades to assets, and various other system specific programs targeting high failure rate systems.

Notable highlights of current engineering projects include ramp snow guard addition, front door sensitive edge sensors, forward camera activation, idle shutdown

functionality and auxiliary heater filter design change due to obsolescence.

## Action Plan

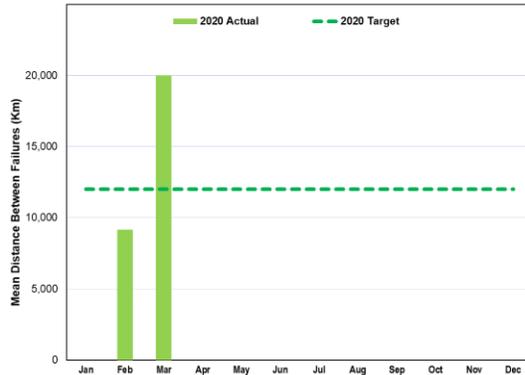
Garages have started the spring seasonal preventative maintenance (PM) program as part of the warm weather preparedness program, with average 65% completion status across garages. We are closely monitoring the on-time completion of this PM program, and simultaneously performing audits on the quality of the work performed. Program audits are underway at each division. Air, Door and HVAC system technical packages are being created and updated for all new bus types in the fleet. The 60' Arctic rebuild is on schedule at Duncan and Harvey shops, along with Hybrid overhaul on failure program.

Aftermarket warranty process is live and parts are being collected with over 800 claims made so far.

To match service levels with reduced ridership demands, the number of buses placed into service will be adjusted in future board periods as we navigate through the COVID-19 pandemic. To take advantage of

reduced service levels, TTC staff is investigating opportunities to accelerate maintenance activities. Action plans moving forward will take into consideration, the status of vendors, their manufacturing plants and the ability to continue to get required parts and components.

## Bus (e-Bus): Mean distance between failures (MDBF)



### Definition

Total kilometres accumulated over the e-Bus 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

e-Bus MDBF in March was 20,000 kilometres, a significant improvement from last month (9,159 kilometres).

## Analysis

In March, there were 14 New Flyer and 10 Proterra buses in service. Due to the limited number of vehicles and ongoing testing programs, the total service kilometres for the e-Bus fleet remains relatively low. Improved trending analysis will become available with increased experience. Staff will therefore continue to closely monitor the fleet as it gains mileage and provides sufficient failure modes for trend analysis. Based on the available data the top failure mode for the Proterra fleet was intermittent failures of a parking brake pressure sensor.

For the New Flyer fleet, a variety of issues related to the steering system, HVAC system and doors were experienced.

## Action Plan

Two campaigns were completed for the Proterra fleet:

1. Parking brake pressure sensor has been relocated to the interior of the bus.
2. A software revision to correct intermittent in service faults and improve power efficiency.

For New Flyer, additional resources from the vendor have been added to catch-up on outstanding repairs. Steering issues have been resolved by vendor.

We are continuing to concentrate resources on e-Bus commissioning and maintenance required documentation. The semi-annual inspection procedures have been drafted, prototyped and validated for both New Flyer and Proterra fleets.

Current procedures are in development for e-Bus personal protective equipment for all three bus types, lockout-tagout, service check, lube inspections and state of good repair documentation.

We are continuing the effort to register e-Bus parts and update asset management structures in various operational management systems.

e-Bus related training has been temporarily postponed due to the COVID-19 pandemic.

## Bus (Hybrid): Mean distance between failures (MDBF)



### Definition

Total kilometres accumulated over the e-Bus 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 Hybrid bus MDBF in March was 20,000 kilometres.

## Analysis

Body-related issues top the list of failure modes: loose mirrors, various body panels and loose panel doors. Power train-related issues follow as the second top failure mode related to this fleet.

Almost all failure modes are related to failed Cummins and BAE powertrain sensors. Front door failures are the third top failure mode with the majority being related to the front doors. Majority of these failure modes surfaced after the introduction of the front door sensitive edge sensor project.

## Action Plan

Most related retrofit work was paused in period 3 due to absences related to COVID-19 pandemic. There are several warranty retrofits underway that are being completed through attrition: adjusting the tolerance on

the front door sensitive edge sensor, rear door structural crack repairs, various clamp upgrades (High voltage and coolant lines), Ramp anti skid surface upgrade, and other fatigue related retrofits.

Garages are starting to perform more warranty repairs rather than opting to have them repaired by the vendor. This will allow us to gain operating experience that we can utilize later for reliability programs.

We are also holding quarterly technical review meetings with BAE/Cummins to better understand the failure modes of the second generation Hybrid system and EPA17 Cummins engines.

## Bus (Diesel): Mean distance between failures (MDBF)



### Definition

Total kilometres accumulated over the e-Bus 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

Diesel bus MDBF in March was 20,000 km.

## Analysis

Body-related issues topped the list of failure modes: Loose mirrors, various body panels, and loose panel doors.

The second top failure mode was related to the cooling system with the majority related to failed original equipment manufacturer hoses and clamps.

The third top failure mode was related to the latest EPA Cummins exhaust after treatment system sensor failures.

Finally, the fourth top failure mode was related to the electrical system with the majority caused by corrosion at electrical junction blocks.

## Action Plan

We are performing state of good repair inspections as a proactive

program to minimize body failures. We are also working closely with the Bus Transportation department to ensure that these failure modes are identified during pre-service checks by operators rather than in-service.

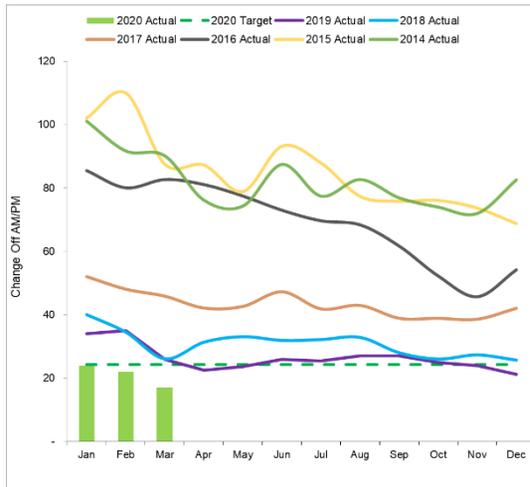
We have released Cooling System Technical packages to be followed for all service interrupting cooling system failures to ensure a comprehensive repair is performed. We are closely monitoring this program via our weekly road call root cause analysis.

We are also working to utilize VISION system as a predictive tool to mitigate Cummins engine and after treatment failures on road. This work is currently on hold due to resource shortages related to the COVID-19 pandemic. We are in talks with external companies providing such predictive services. A pilot project is underway to assess the performance of these predictive services, forecasted to be complete in Q4 2020.

Nova buses are showing abnormal corrosion at their junction blocks on buses with less than four years of

age. There is a retrofit underway to address corrosion on Nova buses via application of a protective compound and rust inhibitor on electrical junction blocks. We are monitoring the performance.

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



### Definition

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

### Contact

Rich Wong,  
Chief Vehicles Officer

## Results

The average number of RCCOs in March was 17 per day, well below target and the lowest achieved to date.

## Analysis

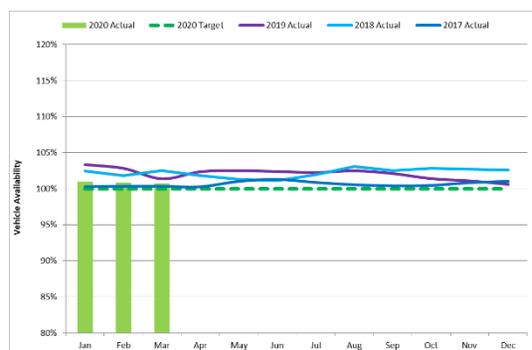
The sudden and significant drop in daily average RCCOs is partially caused by reduced ridership due to the COVID-19 pandemic. We experienced significantly fewer customer-related road calls.

Average peak revenue service was 1648 buses per day, including Run-As-Directed buses in March. The average number of RCCOs per day equates to 1.03% of service, below the 1.50% target.

## Action Plan

We continue to monitor and control road calls via daily tracking, gap analysis, reliability programs and working closely with the Bus Transportation department and service line contractor to look at opportunities to reduce 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

## Results

The average number of buses provided for a.m. peak service in March was 1,648 per day or 100.7% of planned service, above the target of 1,636 buses.

While ridership declined due to COVID-19, the maintenance staff continued to prepare vehicles to meet 100% of the planned service. Future board periods will be adjusted to match ridership with demands. Decreases in service levels will provide opportunity for increased maintenance.

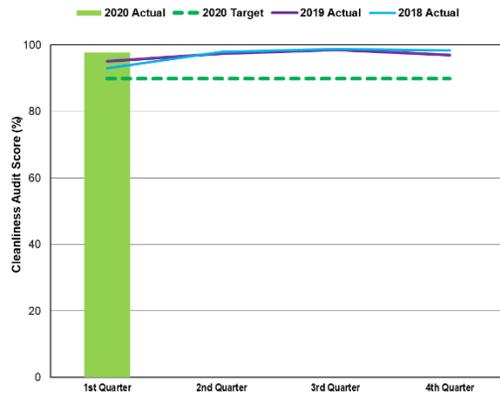
## Analysis

The significant number of new bus procurements from 2016 into period 12, 2019 (~950) has boosted fleet performance and permitted a higher number of vehicles available for service. The available vehicles are being utilized for training purposes and permitting additional state of good repair preventative maintenance inspections.

## Action Plan

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

## Bus: Cleanliness (Pre-service)



### Definition

Results of third party audit conducted each quarter. “Pre-service” cleanliness results. Audits conducted weekdays only, excluding holidays.

### Contact

Rich Wong,  
Chief Vehicles Officer

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### Results

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The pre-service bus cleanliness score in Q1 was 97.7%, which is above the target of 90%.

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### Analysis

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We achieved a pre-service score of 97.7% cleanliness score. The 2.3% score reduction is due to the wheel assembly cleanliness of buses coming out of the wash rack. The wash rack is not able to perfectly clean the rims, as required by the current contract scoring structure.

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### Action Plan

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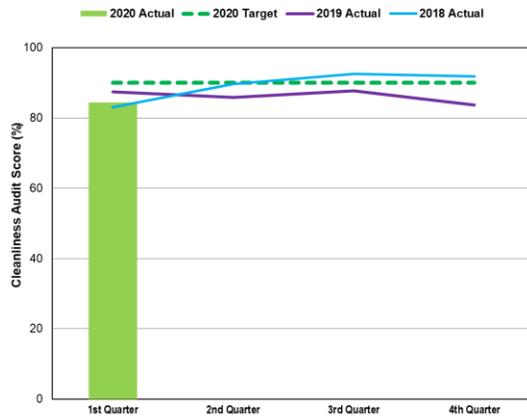
We will be investigating the root cause of the lower audit score for wheel assemblies by reviewing audit criteria, contractor performance and other discovered contributing factors.

We will continue to closely monitor and control cleaning contractor performance.

In response to the COVID-19 pandemic, we are performing specific cleaning and disinfection of all buses at multiple points during service:

Post-service, post a.m. rush and during servicing.

## Bus: Cleanliness (In-service & post-service)



### Definition

Results of third party audit conducted each quarter. “In-service” and “post-service” cleanliness results. Audits conducted weekdays only, excluding holidays.

### Contact

Rich Wong,  
Chief Vehicles Officer

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### Results

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The in-service and post-service bus cleanliness average audit score in Q1 was 84.5%.

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### Analysis

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The score deduction of approximately 16% is related to trash and debris, gum, dirty wheel assemblies. These are natural cleanliness side effects of a working bus in service.

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### Action Plan

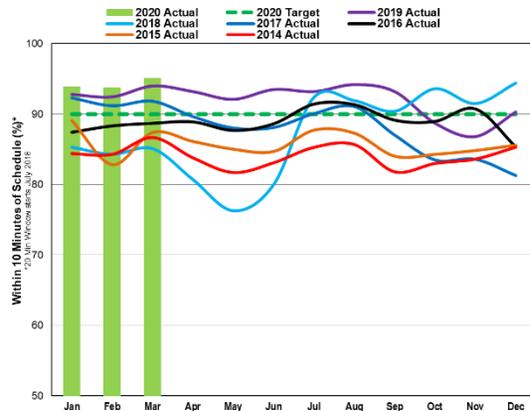
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We will continue to monitor the cleanliness of the fleet to determine whether increasing the frequency of cleaning is required.

In response to the COVID-19 pandemic, we are performing specific cleaning and disinfection of all buses at multiple points during service: Post-service, post a.m. rush and during servicing.

## Wheel-Trans Services

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



#### Definition

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

#### Contact

Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations

### Results

OTP in March increased by 1.3% from the previous period to 95.0%, and is 1.0% higher than the same period in 2019.

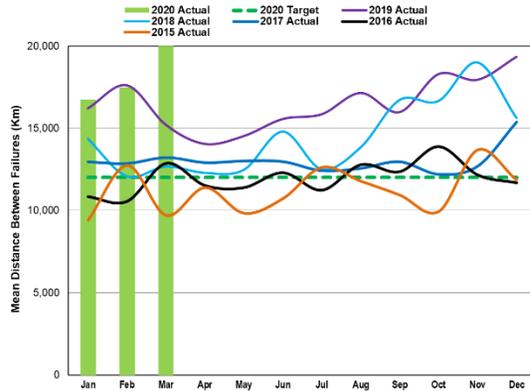
### Analysis

OTP improved due to a decrease in ridership. The COVID-19 pandemic response has significantly reduced ridership, resulting in consistent increases of on-time vehicles.

### Action Plan

There will be a continued increase in OTP with decreased ridership.

## 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 March MDBF of 20,000 kilometres exceeded target of 12,000 kilometres. This is a significant reliability improvement from the previous period (17,219 kilometres).

### Analysis

The Wheel-Trans fleet currently consists of 128 ProMaster and 127 Friendly buses. 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.

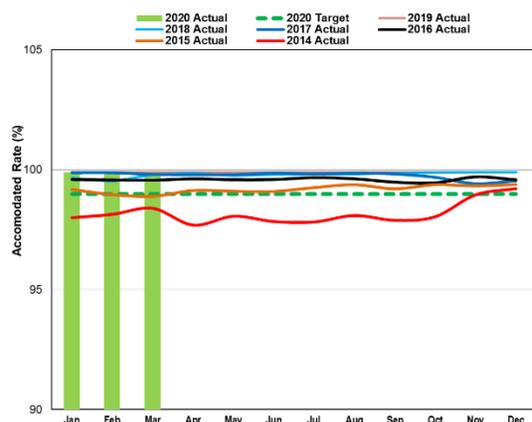
### Action Plan

To help mitigate exhaust system issues on the Friendly bus fleet, we continue to perform post repair exhaust system checks on all Friendly buses. Vehicle software has been updated with improved functionality to perform operator commanded stationary regeneration to minimize exhaust failures.

Engineering retrofit programs are underway on our ProMaster fleet to

correct water leaks in the driver's area (65% complete). We have recently completed a retro fit to the side ramp on the entire ProMaster fleet with the expectation of improved reliability of the component.

## 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 March was 99.9%. This is 0.9% higher than our target, and consistent with the same period last year.

## Analysis

Wheel-Trans maintains a high standard of accommodating trip requests 99 per cent of the time. This is especially crucial during the pandemic where every trip request for essential travel must be accommodated.

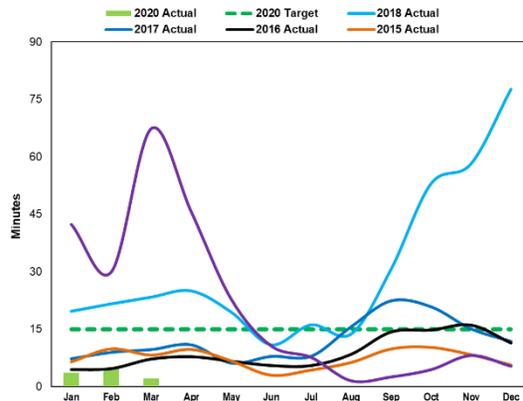
As period 3 progressed and trip requests declined, emphasis has been placed on ensuring physical distancing and providing essential trips to customers.

## Action Plan

We have put measures in place to provide all trip requests as single occupant trips, to determine whether a request is to an appropriate location and to obtain the customer's current health situation along with the trip purpose so that the appropriate

trip type is provided. The focus has been on ensuring all essential trips are provided as well as determining whether special transport for life-sustaining treatment trips are required. We are committed to keeping customers and employees safe.

## Wheel-Trans Contact Centre: Average wait time



### Definition

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

### Contact

*Kirsten Watson,  
Deputy Chief Executive Officer –  
Operations*

### Results

The average wait time in March was 2.1 minutes. This is 12.9 minutes below our target.

### Analysis

As a result of the COVID-19 pandemic, we have experienced a significant reduction in call volumes, which is a direct correlation with our significant decrease in wait times. Our staffing levels have remained consistent during this time, which has resulted in a reduction in the amount of time customers wait on hold to speak to a reservationist and improved the overall customer experience.

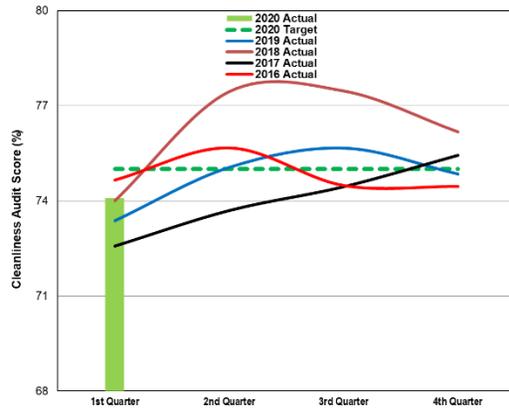
### Action Plan

With the reduction in call volumes, our supervisory staff will place more focus on monitoring call handling techniques and professionalism to continually strive to improve the customer experience. We have started actively contacting customers that have regular trips to determine

whether they still require the trips and subsequently suspending all non-essential trips or trips that are booked to locations that are closed. We continue to monitor call volumes and trip requests as the COVID-19 situation evolves to ensure we have staff available to assist customers as required.

## 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 station cleanliness audit score in Q1 was 74.1%, a slight decrease of 0.76% from last quarter (74.9%) and a slight increase of 0.72% from Q1 2019 (73.4%) The result was just below our target of 75%.

### Analysis

Of the 22 components that are scored, 15 remained the same, while seven saw a slight decrease.

The top three scoring stations in Q1 were York University (91.6%), Pioneer Village (88.5%), and Downsview Park (86.5%) stations.

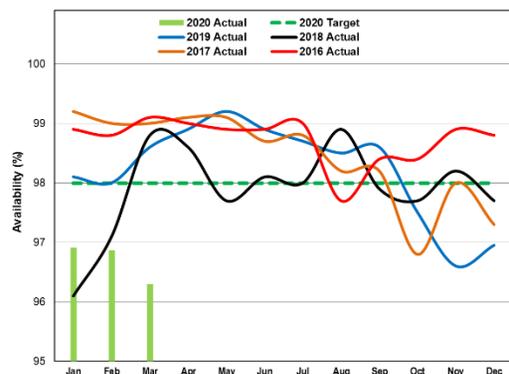
The bottom three scoring stations in Q1 were Woodbine (66.3%), Dufferin (65.6%) and Dundas West (65.3%) stations.

### Action Plan

While seasonal projects have been cancelled for 2020 due to the COVID-19 pandemic and temporary employees not being able to be on-

boarded to backfill, warmer weather should allow for some improvements to be gained.

## Elevator availability



### Definition

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

### Contact

Fort Monaco,  
Chief Infrastructure and Engineering  
Officer

## Results

Elevator availability for March was 96.3%, below the target of 98%. Performance decreased in March compared to last month (96.87%).

## Analysis

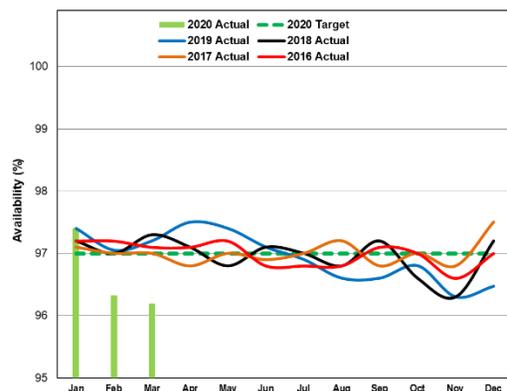
Continued elevator overhaul work at Bathurst, Kennedy, Scarborough Centre (one complete and another unit added in March) stations negatively impacted performance in March.

## Action Plan

Completion of overhaul work was delayed due to the COVID-19 pandemic. Bathurst Station completion schedule was revised to May 2020. Work at Scarborough Centre and Kennedy stations will be completed by July 2020.

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

## Escalator availability



### Definition

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

### Contact

Fort Monaco,  
Chief Infrastructure and Engineering  
Officer

## Results

Escalator availability in March was 96.2%, below the target of 97%. Performance marginally decreased in March compared to last month (96.3%).

## Analysis

The following factors negatively impacted escalator service in March:

- Water damage to six escalators at Yonge, Dupont, Glencairn, and King stations.
- Electrical issue (no power) for two escalators at Finch Station.
- Construction activities at Lawrence and Glencairn stations.

## Action Plan

All water damaged escalators were repaired and returned to service.

Electrical repairs were still on-going for escalators at Finch Station.

Construction at Glencairn was completed on April 8. Construction at Lawrence Station is scheduled to be

completed by the end April, however this might be delayed due to the COVID-19 pandemic.

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

## Fare gates equipped with PRESTO



### Definition

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

### Contact

Kathleen Llewellyn-Thomas,  
Chief Customer Officer

## Results

Fare gate availability averaged 99.0% in February, which represents a small decrease from last month and an increase of 1.75% of the same time last year. Availability was below the 99.5% target.

## Analysis

These results reflect the continued ongoing efforts by both TTC and Scheidt & Bachmann (S&B) to address the hardware and software issues with the fare gates. With the current modification programmes in place, we expect performance to continue to improve throughout 2020.

## Action Plan

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

- The program to replace the industrial computers in the fare

gates was completed Q4 2019. It is expected that S&B's second generation industrial computer, with a new Solid State 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 helping address the USB disconnect issue we are currently having with the Faregates.

- A software update was installed in late Q3 2019. This software update has improved passage detection, leading to a more reliable interface for the customers; provided an upgrade to the motor control interface, improving motor reliability; and resolved an ongoing issue with the card readers on the gates.
- S&B development teams are currently completing an in-depth review of ongoing issues with the fare gate motors. The final report has been completed, and steps

are being taken to implement the solutions indicated in the report.

These plans will help to address the following issues: screen freezing, tap/no entry, card reader failures, motor and heater failures. We have additional software and hardware updates scheduled, which will add functionality and provide further fixes to known problems, improving the gate availability to the customers.

## 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

Kathleen Llewellyn-Thomas,  
Chief Customer Officer

## Results

PRESTO card reader availability averaged 99.29% in March, which represents a decrease of -0.09% from last month. Availability remains below the target of 99.99%.

## Analysis

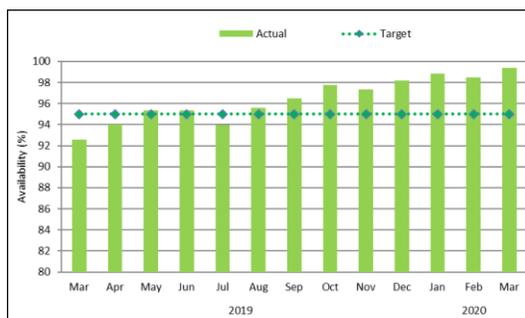
The decrease in availability is attributed to an increase in the number of devices with memory card issues.

## Action Plan

We will continue to improve incident response times and replace problematic hardware components on card readers.

**Note:** Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates and confirmed by the Auditor General's recent report. We are working with Metrolinx to improve the methodology for determining availability including the frequency at which the devices are polled for availability status. Further updates will be provided.

## PRESTO Fare Vending Machines (FVM)



### Definition

*The average percentage of daily availability of PRESTO FVMs are based on duration of identified fault incidents to time of resolution. Cash collection incidents are currently not reflected in the calculation.*

*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

*Kathleen Llewellyn-Thomas,  
Chief Customer Officer*

## Results

PRESTO FVM availability averaged 99.38% in March, which represents an increase of 0.90% from last month. Availability remains above the target of 95.00%.

## Analysis

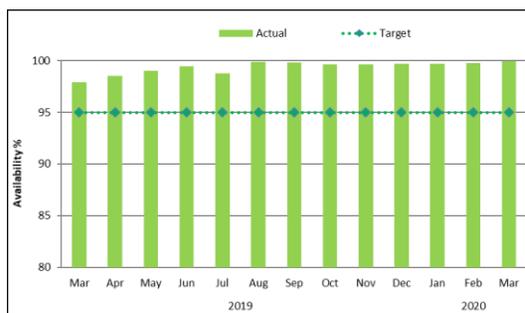
The increase in availability is attributed to a decrease in bill jams resulting from the replacement of the problematic components that handle bills in the vending machines. Timely replenishment of paper stock by Metrolinx also contributed to the increased availability.

## Action Plan

We will continue to monitor availability.

**Note:** *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 Machines (SSRM)



### Definition

*The average percentage of daily PRESTO SSRM availability are based on duration of identified fault incidents to time of 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

*Kathleen Llewellyn-Thomas,  
Chief Customer Officer*

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## Results

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PRESTO SSRM availability averaged 99.94% in March, which represents an increase of 0.20% 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 attributed to a decrease in printer jams and more timely replenishment of paper stock.

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## Action Plan

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We will continue to monitor availability.

**Note:** 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 Machines (FTM)



### Definition

The average percentage of daily availability of PRESTO FTMs are based on duration of identified fault incidents to time of resolution. Cash collection incidents are currently not reflected in the calculation.

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

Kathleen Llewellyn-Thomas,  
Chief Customer Officer

## Results

PRESTO FTM availability averaged 99.51% in March, which is an increase 0.20% from last month. Availability remains above the target of 95.00%.

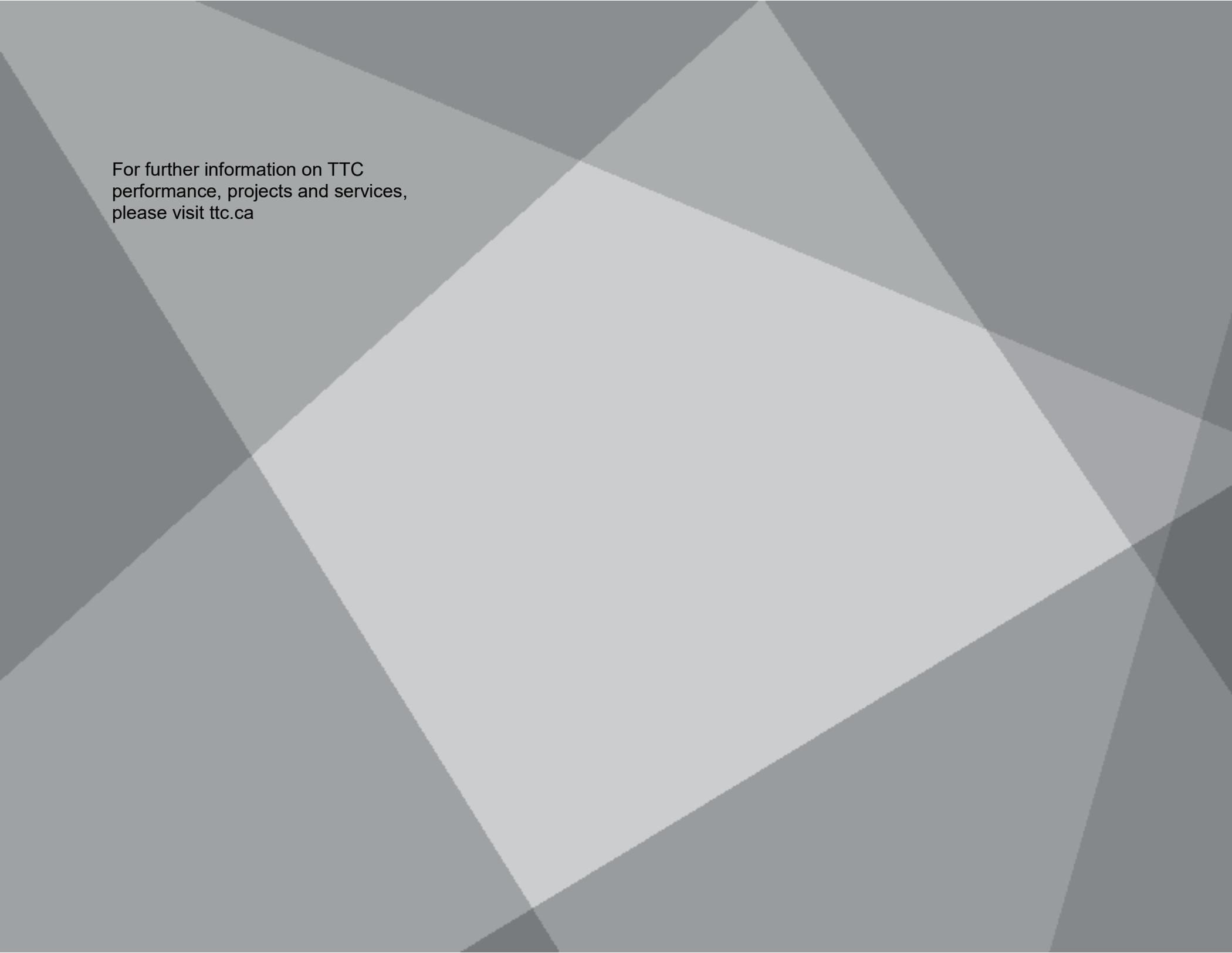
## Analysis

The increase in availability is attributed to a decrease in the number of issues related to device coin vaults. Additional changes to the process for scheduling streetcars for PRESTO equipment maintenance have also been implemented, which has resulted in improved availability.

## Action Plan

We will continue to monitor performance. We will implement an additional software tool (Maximo) to request and schedule streetcars for PRESTO device maintenance activities.

**Note:** Availability data from Metrolinx may be subject to inaccuracies, as indicated in previous updates and confirmed by the Auditor General's recent report. We are working with Metrolinx to improve the methodology for determining availability. We are also in discussions with Metrolinx to restore the debit/credit payment feature for new streetcars. Further updates will be provided.



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