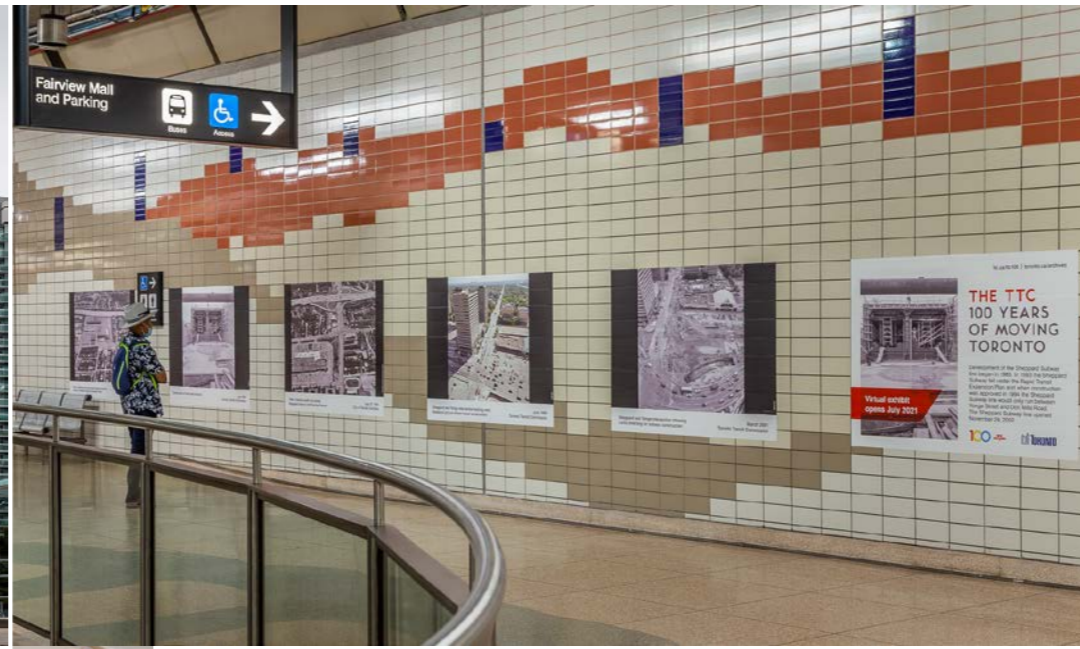


# CEO's Report

Toronto Transit Commission

November 2022



# Toronto Transit Commission



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

## TTC by the numbers



**1.7 million**  
rides a day  
pre-pandemic



**183,200**  
weekly service  
hours pre-  
pandemic



**6,400+ km**  
of routes



**2,114**  
buses



**204**  
streetcars



**150**  
trains



**16,000+**  
employees



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

### Our vision

To be a transit system that makes Toronto proud.

### Our mission

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

## Did you know...

Did you know that 20 years ago this month, the TTC opened its first fully accessible subway line – Line 4 Sheppard. At opening, the Sheppard subway was the first rapid transit line built in Toronto in 17 years.



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# CEO's commentary



The TTC achieved a major milestone last month when we surpassed 33 billion riders on the system since beginning operations in 1921. This is particularly meaningful given the impact COVID-19 has had on our ridership over the past two years.

As of the week ending November 4 (excludes November 4 due to many schools being closed), boardings by mode continue to be highest on the bus network at 76 per cent of pre-COVID levels while streetcar and subway boardings were at 54 per cent and 63 per cent, respectively. Wheel-Trans ridership is at about 64 per cent of pre-COVID. Overall weekday ridership stands at 68 per cent of pre-COVID levels.

I also want to take this opportunity to congratulate our TTC/United Way campaign team. Last month, Bay Lower Station was transformed into an immersive and interactive trick-or-treat spot that saw more than 5,500 visitors during the TTC's first Halloween Fest event. Spooky at normal times, Bay

Lower was eerily decorated for Halloween by more than 100 volunteer employees and students. All proceeds raised are donated to the United Way Greater Toronto. It was a great time for a great cause!

The TTC's achievements are a real testament to the dedication of our workforce. Whether it is carrying billions of customers or events like the one at Bay Lower Station – none of this would be possible without the nearly 16,000 employees who work tirelessly to make these things happen. Thank you for all you do to make the TTC a great transit system.

On behalf of the entire organization, I would also like to extend our condolences to the family of Donald Morton. Donald was the former General Manager for the Facilities Branch at the TTC. He joined the organization in 1961 as a Structural Engineer in the Engineering Department. He held a variety of increasingly senior roles before becoming General Manager of Engineering and Construction in 1986,

then General Manager of Facilities in 1994 – a position he held until his retirement in 1996. The TTC was deeply saddened by his passing on October 28 at the age of 85.

## **Diversity and Culture Group**

### **TTC Connects: Women as Transit Operators**

On October 19, the TTC's Talent Management team hosted its latest virtual information session focused on women interested in the role of Operator, and career advancement at the TTC. The event was widely advertised and more than 1,300 people pre-registered for the session.

Through these types of events we hope to showcase the TTC as a place where women can build a rewarding and fulfilling career. In 2020, we committed that going forward every four out of 10 new hires for the role of transit operator should identify as a woman. We achieved this goal in 2021.



# CEO's commentary



By the end of October, the TTC had hired 430 women operators and is on target to achieve its goal again by year's end. We continue to work diligently to ensure our workforce represents the diversity of the communities we serve.

## **TTC and Dolphin Disabilities team up for a successful mentoring day**

Last month, the TTC's Diversity Department and Racial Equity Office partnered with Dolphin Disabilities and the Canadian Council on Rehabilitation and Work in support of the Dolphin Disabilities Mentorship Day Program. The Dolphin Disabilities Mentoring Day utilizes technology to help bridge the talent, communication and knowledge gaps between business, employment and community supports, and persons with disabilities.

A total of 36 TTC employees volunteered as mentors to provide insight into their career journeys and offered networking opportunities to a talented pool of career-seeking mentees. My thanks to everyone who participated and helped organize the event.

## **Strategy and Customer Experience Group**

### **2023 Annual Service Plan**

I would like to thank everyone who provided their feedback during our 2023 Annual Service Plan process. The Annual Service Plan guides the TTC as we plan for the

upcoming year. Along with extensive public consultation, the plan also relies on feedback from elected officials and stakeholders. The Annual Service Plan aims to use learnings from the COVID-19 pandemic. During the pandemic, we saw ridership patterns shift as well as the important role that public transit played in supporting people in making essential trips.



# CEO's commentary

The 2023 Annual Service Plan will also include:

- Line 3 surface network changes: Line 3 Scarborough is expected to be decommissioned in Q4 2023. This plan will set out a bus replacement strategy, with improved connections from different areas in Scarborough to Kennedy Station on Line 2. It will also lay out plans to better connect customers in Scarborough to additional subway stations on Lines 1 and 4, and GO train stations on the Stouffville GO line.
- Line 6 surface network changes: With Line 6 Finch West scheduled to be completed in 2023, this plan will set out a modified bus service plan that will improve connectivity to the new LRT line.
- Network adjustments to study areas across the city: Eight areas across the city have been identified for study with the goal of improving connections and addressing new travel patterns for our riders.

The Annual Service Plan is expected to be before the new TTC Board for consideration in early 2023.

## Honouring Remembrance Day

As we do every year, the TTC paused all service for two minutes in honour and memory of Canada's fallen on Remembrance Day. All subway trains were held at station platforms, bus and streetcar operators held their vehicles at a regular service stop and Wheel-Trans operators held their vehicles at a safe location.

On October 28, the TTC joined Canadian veterans and students from Davisville Public School at Leslie Station to launch the Toronto Royal Canadian Legion's annual TTC Poppy Campaign, which continued until Remembrance Day. In World War II alone, more than 600 TTC workers enlisted for service. Their names are remembered on the TTC's Honour Rolls, including a dozen who were killed in action.

As in previous years, the TTC was honoured to provide current and former members of Canada's military with free rides on Remembrance Day. The TTC's Honour Guard also proudly represented our workforce in the Remembrance Day service at the Cenotaph at Old City Hall.



# CEO's commentary

## **Operations and Infrastructure Group**

### **Updates to track projects**

There were numerous streetcar rail and infrastructure renewal projects underway in 2022 to maintain our streetcar network and continue essential state-of-good-repair and modernization work.

Working with the City, some of the key projects underway impacting service include:

- Scheduled TTC track work, City of Toronto streetscape, and cycling infrastructure work along College Street is to be completed early next year.
- Track reinstatement work on Adelaide Street is progressing well, with project completion of both water main and track work in spring 2023.
- City water main and TTC track intersection replacement work at King-Shaw will be completed in early December.

We will continue to communicate all the closures and diversions associated with this work so our customers can plan accordingly

<https://www.ttc.ca/service-advisories/Service-Changes>

As always, we appreciate the patience of our customers during this work and we will continue to provide updates on the progress. TTC staff are scheduled to bring forward to the Board the 2023 schedule of planned closures in the first quarter of the new year.

## **Transportation and Vehicles Group**

### **Winter readiness**

Winter readiness planning is a year-round assignment at the TTC. The summer is used to review contracts and agreements to ensure all our winter inventory and equipment is replenished and ready. The off-season is used to enhance employee training and make necessary modifications to our severe weather operations plans.

As we head into the colder months, the TTC's Transit Control Centre constantly monitors the weather and road and rail conditions for possible impacts on overall service, and co-ordinates specific actions across the network based on those conditions.

The control centre also maintains regular

communications with City Transportation and Emergency Services among others. Winter preparedness is a multi-departmental effort at the TTC. Staff have meticulously mapped out planned subway closures, streetcar diversions and bus replacement service for the upcoming winter season.

Every mode of transportation has prepared for severe weather. Wheel-Trans proactively contacts its customers to cancel or postpone non-essential trips. On the subway system, we de-ice power rails when snow or ice is forecast. We also store subway trains in tunnels overnight to prevent freezing.



# CEO's commentary

On the streetcar network, there is special equipment to support ice removal and additional staff is deployed to key locations to deal with problems. We're also prepared to supplement service with buses as required and we can also remove stops from service on routes that are historically impacted by poor weather conditions.

During inclement weather, customers are reminded to leave extra time in their commutes, to be careful of slippery conditions, and to check ahead on the status of service by following @TTCNotices on Twitter or by signing up for eAlerts.

## **Safety and Environment Group**

### **The TTC to launch new safety awareness initiatives**

The Safety and Environment Department is launching three new employee safety awareness initiatives. These efforts are designed to keep

safety top of mind and continuously promote a positive safety culture.

Along with issuing communications on *Eyes and Mind on Task* and introducing guidance and job aids for *Real-Time Hazard Analysis* to be used by workers prior to starting a task, the TTC will also be implementing a *Safety Moment* initiative.

A Safety Moment is a short conversation about a specific safety-oriented topic intended to get employees thinking about safety. It typically occurs at the start of a shift or meeting and can be led by any member of a work crew or staff employee.

At the TTC, the safety of our employees and customers is always of paramount importance to us. I want to thank all our customers for sharing

their thoughts with us and helping us continue to be a great transit system.

Stay safe.

**Richard J. Leary**  
**Chief Executive Officer**  
**November 2022**

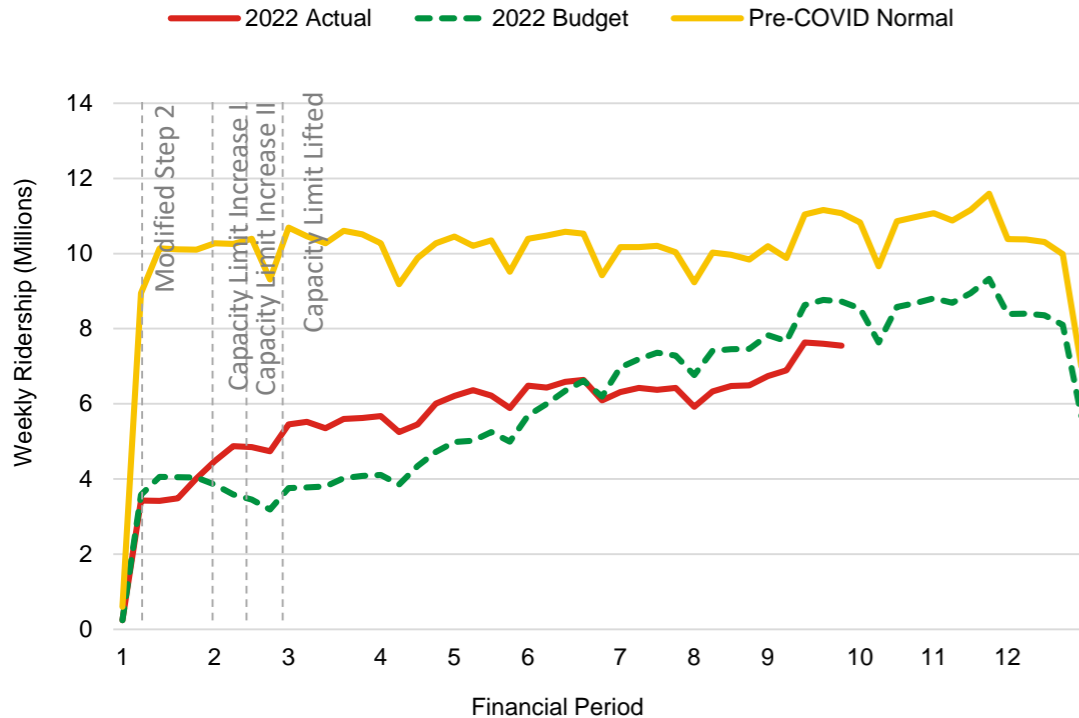






# Ridership

## Revenue rides



### Definition

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

### Results

Period 9 (August 28 to October 1) revenue rides totalled 36.4 million or an average of 7.3 million per week, representing 68% of pre-COVID levels and a 3.7% increase from Period 8.

Year-to-date revenue rides totalled 227.5 million, which is 10.4 million above budget and cumulatively represents 57% of pre-COVID experience.

### Analysis

After steady growth in the first half of the year, the rate of revenue ridership growth slowed through the summer. Growth returned in Period 9 with a return to school and a slight increase to in-office work, with revenue rides reaching an average 68% of pre-COVID experience. The budget anticipated a return to office of three days a week in the fall but actual in-office work remains closer to two days a week. As a result, revenue ridership has fallen 12.5% below budgeted levels for Period 9 and is expected to remain below budget for the remainder of 2022.

The proportion of occasional customers (five-to-eight taps per week) and infrequent customers

(one-to-four taps per week) decreased from 81% in Period 8 to 79% in Period 9. The proportion of monthly pass customers and frequent customers (nine-plus taps per week) increased from 19% to 21% as school and work travel increased. In comparison, 68% were infrequent/occasional customers and 32% were frequent/monthly pass holders pre-pandemic.

Monthly pass sales for October use totalled 100,994 (46% of pre-COVID levels). 7,730 more passes were sold for October use compared to September, representing an 8% increase month-over-month and attributable to a return of post-secondary students. The largest increase was observed in the post-secondary passes (4,851), followed by adult (1,778), youth (1,018) and senior (83) passes.

### Action

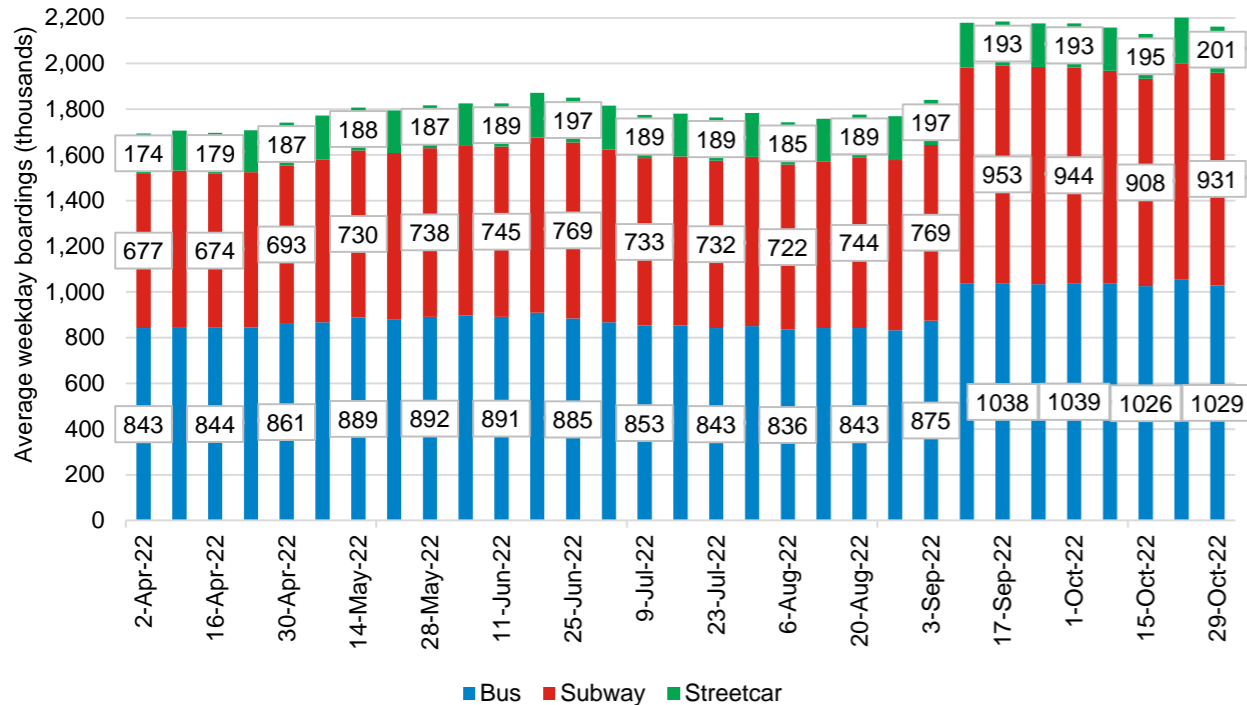
Ridership trends and recovery continue to be monitored closely for all fare concession types and ridership segments. Fare revenue is expected to continue to remain below budget for the remainder of 2022 given the frequency of in-office work days is now expected to remain unchanged to the end of 2022.





# Ridership

## Customer boardings – Bus, subway and streetcar



### Definition

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

\*Pre-COVID: as compared to the last week of full demand and full service prior to COVID March 2020. Not adjusted for summer seasonality.

### Results:

Average weekday boardings of 2.15 million for the week ending October 28 represents 68% of pre-COVID levels.

### Analysis:

Boardings increased by 18% in the week after the Labour Day long weekend and have been steady throughout September and October.

The increase is driven primarily by students returning to school for the new school year and employees returning to the workplace. While student ridership is expected to recover fully, work-related commutes are still lagging: third party research suggests downtown office occupancy levels remained at 35% in late October.

Bus remains the busiest of all modes with the greatest share of pre-COVID ridership (week ending October 28: 75%) and has increased 32% year-over-year. Subway ridership (62% of pre-COVID) and streetcar ridership (55%) have increased 49% and 18% year-over-year, respectively.

### Action:

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

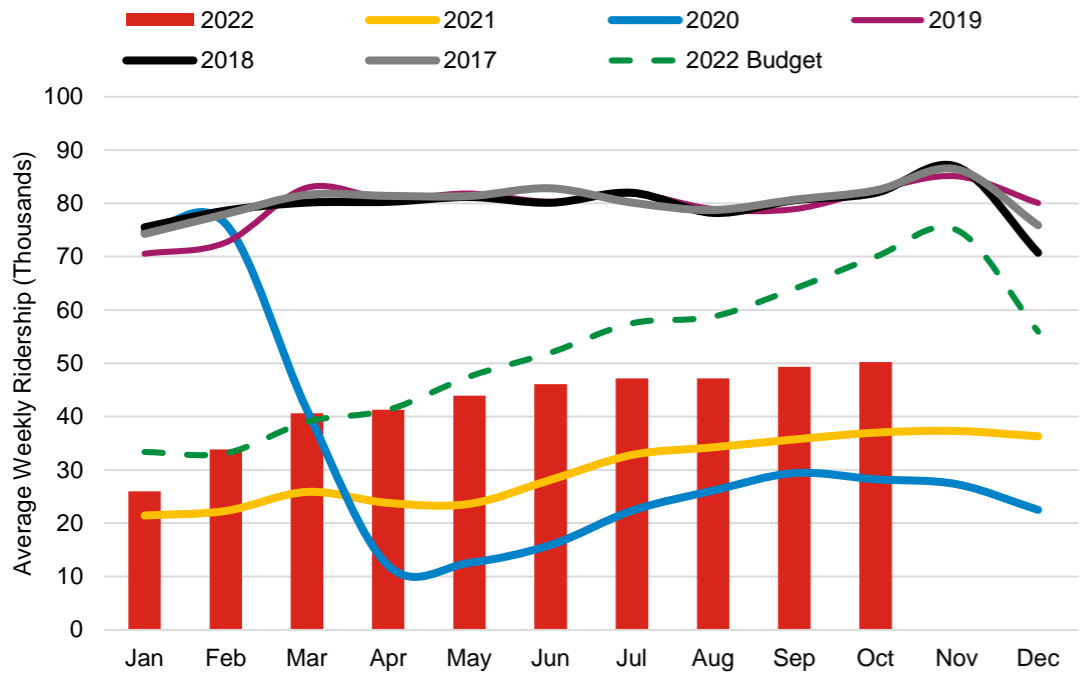
- Regular customer surveys.
- Toronto employer surveys and monitoring downtown office occupancy.
- Outreach to school boards and post-secondary institutions.
- Campaign on customer reacquisition is underway.





# Ridership

## Wheel-Trans – Trips



### Definition

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

### Results

Ridership in Period 9 (August 28 to October 1) was 246,665 or 49,333 passengers per week. This figure was 22.9% lower than the budgeted 64,000 customers per week. In terms of year-over-year growth, Period 9 YTD ridership is 50.9% higher compared to the same period in 2021, and is currently 12.0% under the YTD 2022 budget (or 224,500 customers).

The 2022 Period 9 ridership represents 62.5% of pre-COVID levels compared to Period 9 2019.

### Analysis

Ridership for this period has shown growth over 2021 due to customer trip patterns returning to normal. We have seen the planned recovery of pre-COVID experience at anticipated targets and increasing. Customer trip bookings remain strong as the increased use of self-booking continues, while booking wait times remain low. We still continue to experience customer same day cancellations that affects our planned ridership numbers; this

includes same-day trip No-Shows and Cancel-at-Door.

### Action

In order to mitigate the high number of No-Shows and Cancel at Door trips, customer communications and reminders for scheduled trips are being improved with the next upgrade of the scheduling and dispatching software.

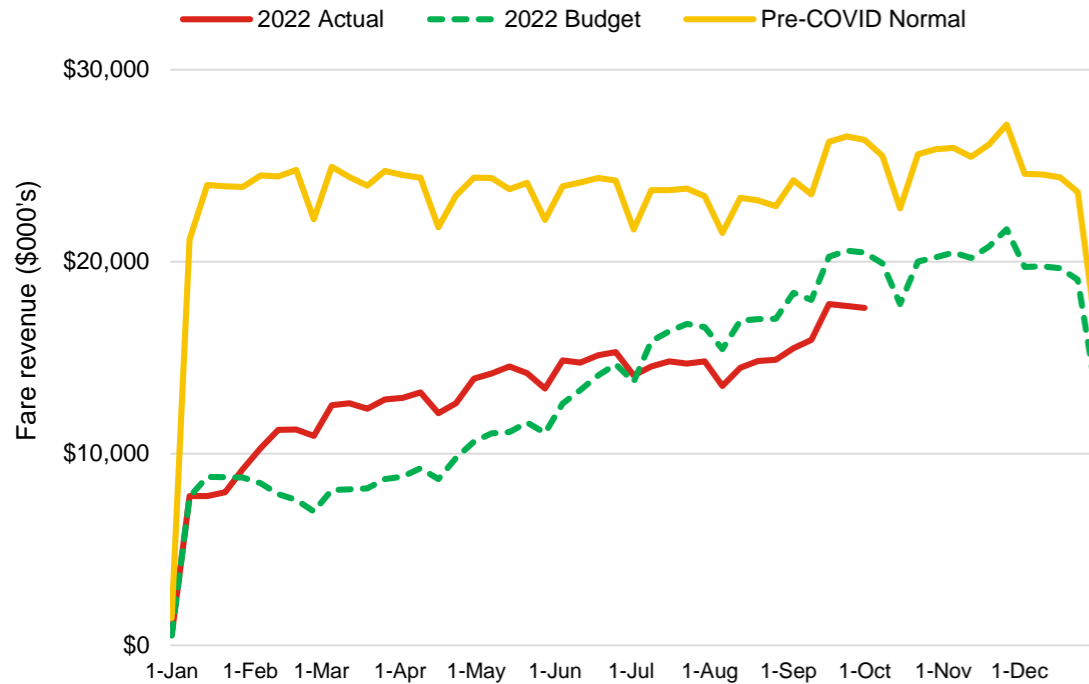
Service efficiencies are continuously being developed in order to ensure demand is being met while maintaining a low rejection rate.





# Financial

## Fare revenue



Definition  
Revenue generated through fares.

### Results

Period 9 (August 28 to October 1) fare revenue was \$84.6 million. This is \$13.1 million or 13.4% below budgeted fare revenue for Period 9 and represents 67% of pre-COVID levels. Weekly fare revenue in Period 9 averaged \$16.9 million, which represents a 17.0% increase over Period 8 weekly revenues.

On a year-to-date basis, fare revenue totalled \$523.9 million, which is \$35.5 million above budget and cumulatively represents 56% of pre-COVID experience.

### Analysis

After steady growth in the first half of the year, the rate of fare revenue growth slowed during the summer. Fare revenue increased again for Period 9 with a return to school and a slight increase in in-office work, reaching an average of 67% of pre-COVID experience.

Fare revenue exceeded budget for the first half of the year as the effects of the Omicron variant were less widespread than expected. The budget anticipated a return to office of

three days a week in the fall, but actual in-office work remains closer to two days a week. As a result, fare revenue has fallen below budgeted levels, at 13.5% below budget for Period 9, and is expected to remain below budget for the remainder of 2022.

Period 9 revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$77.6 million PRESTO — representing a PRESTO ridership adoption rate of 88.7% — and \$7.0 million other fare media.

Period 9 revenue reflected the following fare concession profile: 77.7% adult, 9.2% post-secondary, 5.5% senior, 7.4% youth (ages 13-19) and 0.2% other.

### Action

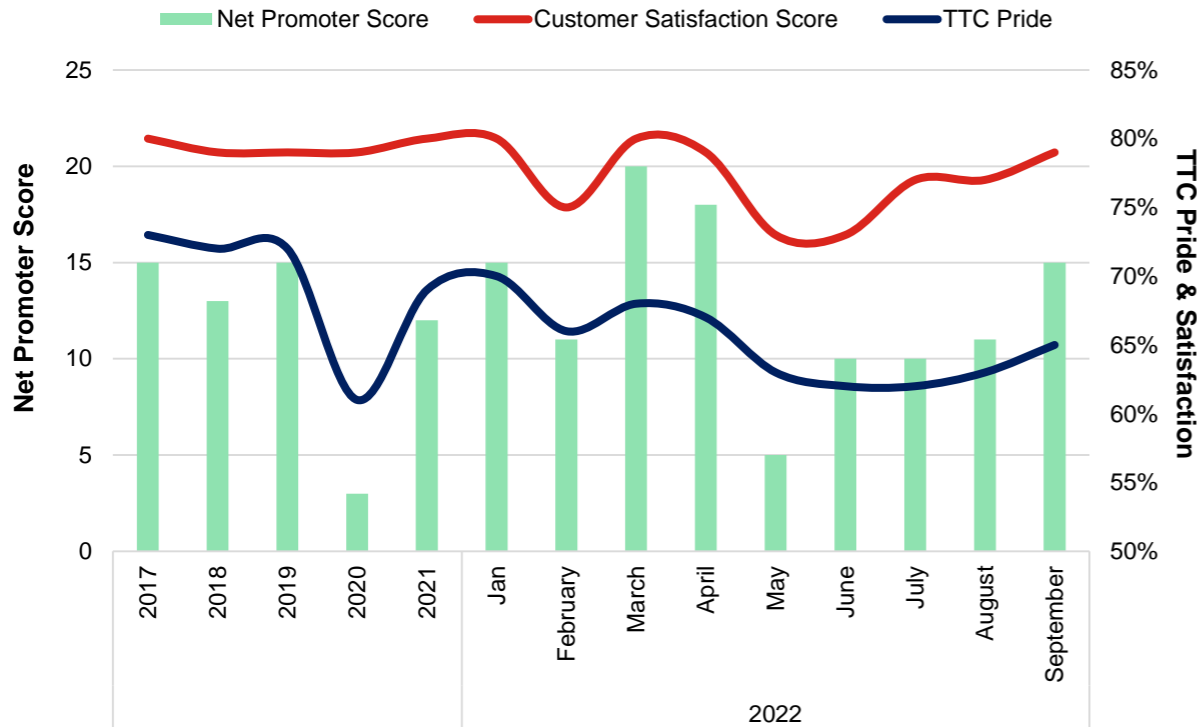
Ridership trends and recovery continue to be monitored closely for all fare concession types and ridership segments. Fare revenue is expected to continue to remain below budget for the remainder of 2022 given the frequency of in-office work days is now expected to remain unchanged to the end of 2022.





# Customer experience

## Customer satisfaction



### Definition

Monthly customer survey of 500 TTC customers. Customers are asked: How satisfied were you overall with the quality of the TTC's service on the last TTC trip you took, on a scale of one to 10 where one is "extremely dissatisfied" and 10 is "extremely satisfied". Net Promoter Score (NPS) measures how likely customers are to recommend the TTC to a friend, family member or colleague.

### Results

In September, 79% of customers reported high levels of satisfaction with TTC services, a two point increase from August 2022. Our Net Promoter Score increased to 15. The number of customers who say they are proud of the TTC and what it means to Toronto has increased slightly to 65%.

### Analysis

All key metrics increased and continue to grow from a May 2022 low. Customer satisfaction is at its highest point since the removal of mask mandates in Ontario and is inline with pre-COVID levels. The TTC's NPS has reached pre-COVID levels after three months of continued improvement.

All but one aspect of satisfaction increased from August, with satisfaction around the length of time a trip took decreasing from 71% to 70%. Personal safety, a key concern since 2021, increased six points between August and September. At 70%, this is the highest rate since March 2022.

Satisfaction with wait times and staff helpfulness increased from 65% to 71%. Improvements to Customer Ease Scores reflect this, with next vehicle information and getting help when needed each increasing two points into September.

In recent months, streetcar customers are much less satisfied than other mode customers. In August, streetcar user satisfaction was 70%, and has increased to 73% in September. This remains six points below average satisfaction levels.

### Action

- Operator departure monitoring will continue across all bus divisions.
- New schedules were implemented on 16 routes in September, including 10 routes with an On Time Performance score of less than 85%.
- We continue to work with the City and the Toronto Police Service to keep our customers safe (pages 26-27).

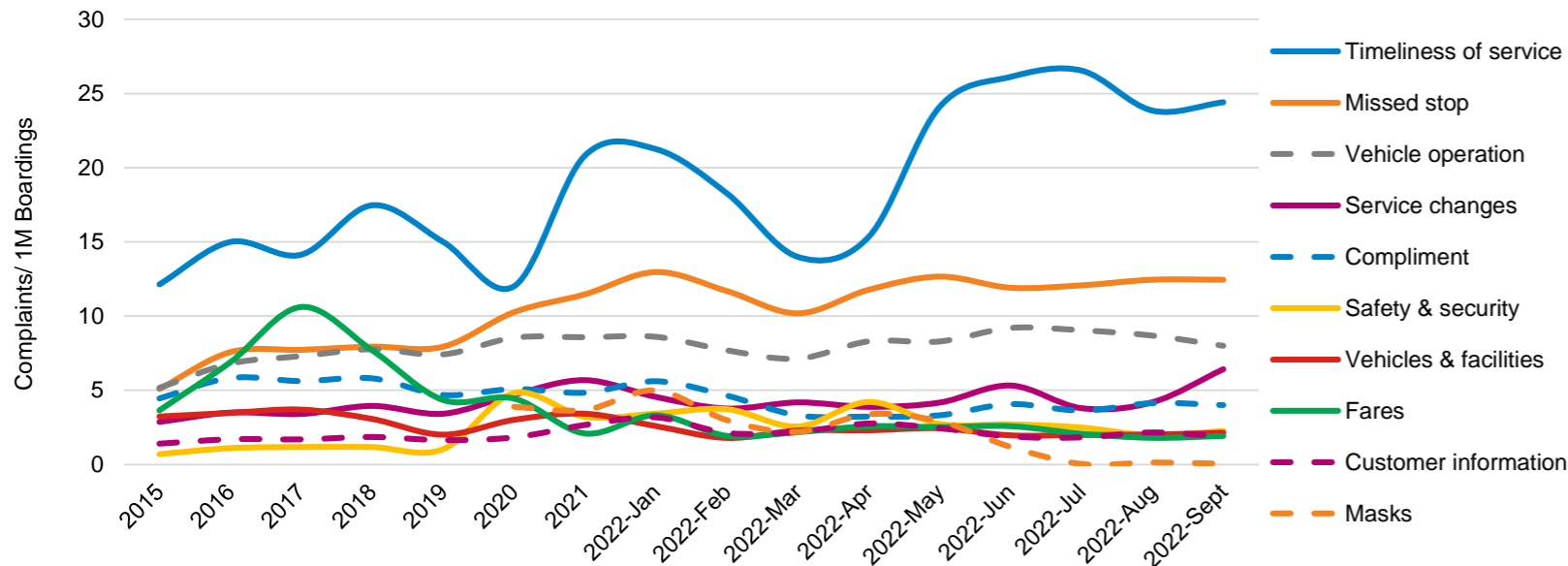




# Customer experience

## Customer service communications (CSCs)

We value communication with our customers. It helps inform service planning and operations, and improves our overall customer experience. In addition to our Customer Satisfaction Survey, volunteered customer feedback is also highly valuable. The TTC's Customer Service Centre receives customer input via our website, telephone, email and Twitter – each one is a CSC. CSCs are routed through the organization in order to acknowledge and respond to individual customers, and used to understand overall customer experience.



### Definition

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

### Results

CSCs per one million boardings increased 5.9% in September compared to August. The total number of CSCs received increased by 18%, while boardings increased by 11.3%.

### Analysis

CSCs per one million boardings increased 7% between August and September when excluding compliments, remaining 43% above 2019 levels. September increases are primarily due to communications on service changes and a slight uptick in timeliness of service communications.

Some communication subjects decreased, including vehicle operation, safety and security, cleanliness, and accessibility. The number of compliments grew in number, but fell 3% when expressed per 1 million boardings.

### Service-related CSC per 1 million Boardings:

- Timeliness of service CSCs increased 2.4%, having declined in August. The majority of complaints concern surface delays, however, subway delay complaints also increased 66%.
- Missed stop CSCs were flat month over month, but remain 57% above 2019 levels.
- Service change CSCs increased 53% into September, led by a doubling in service and routing change communications. This reflects changed service patterns for September. Overall service change CSCs are 87% above 2019 levels.





# Customer experience

## Customer service communications

### *Service-related CSCs per 1M Boardings:*

- Diversions remain low overall, but increased 91% between August and September and are 332% above 2019 levels. Short turn CSCs decreased 1.4% between August and September, but are 138% above 2019 levels.
- An additional 16 compliments were received in September, with patience and courtesy of TTC operators being a common theme.

### *COVID-related CSCs per 1M Boardings:*

- Safety and security CSCs continue to drop from an April 2022 high, down another 12.7% month-over-month in September. These complaints remain 84% above 2019 levels.
- No complaints related to masking were received.



### **Customer compliments**

“Thank you for the Shelter Bus service in times of an emergency. The operator was very professional, kind and helpful to everyone around. He was even willing to do overtime to support a community in need. He had his priority on helping others. Please thank this kind-hearted driver for his service!

-TTC customer

### **Action**

#### *Service-related (pages 15-19):*

- A review of routes not affected by construction with low OTP is ongoing. Improvements to running time and reliability may reduce the number of CSCs related to timeliness of service.
- Ongoing improvements to workforce planning aimed at decreasing cancellation hours, assessing options related to construction projects impacting routes, and a network-wide review of operator schedule adherence at end terminals will also help improve timeliness.

#### *COVID-related:*

- The TTC continues to monitor mask usage on the system and strongly recommends their use.
- We continue to work with the City’s Streets to Homes project to reach out to customers in our system who could use assistance. We have completed a Memorandum of Understanding with Streets to Homes to have a dedicated presence of outreach workers in our system going forward.

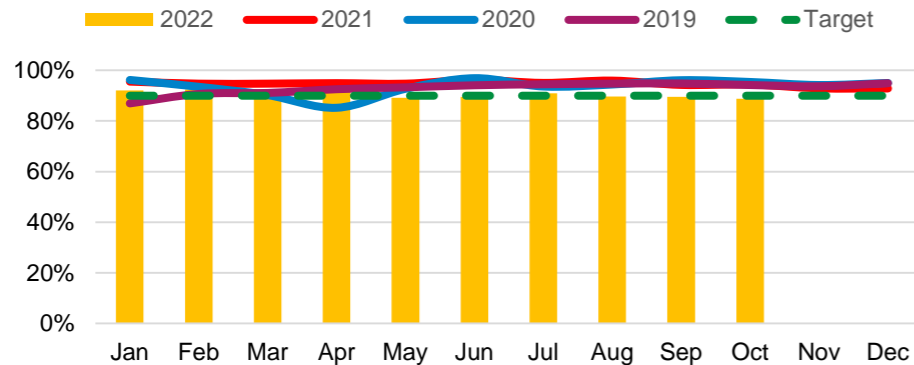




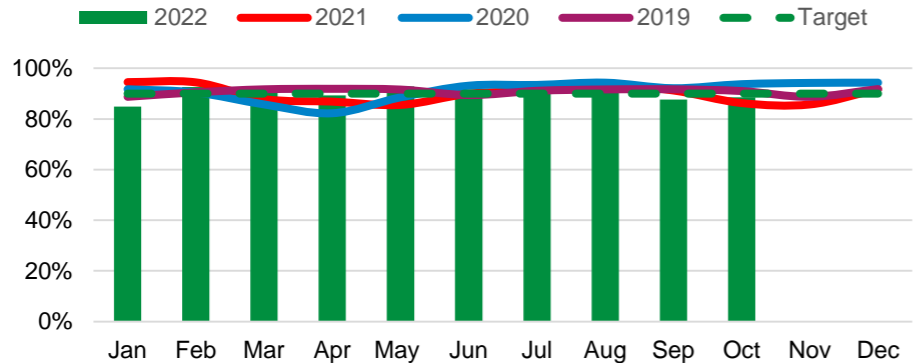
# Customer experience

## On-time performance (OTP) – Subway

1



2



### Definition

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

### Results

Line 1 OTP was 87.7% in September. This represents a decrease from last month (91.5%) and also a decrease from the same time last year (93.5%). Our target of 90% was not met.

Line 2 OTP was 89.5% in August. This represents a decrease from last month (89.7%) and a decrease from the same time last year (94.3%). Our target of 90% was not met.

### Analysis

Line 1 experienced a 0.5% increase in total delay minutes – from 2,825 minutes in August to 2,838 minutes in September. Delays involving equipment increased, offsetting a decrease in delays involving passengers.

Line 2 experienced a 4.2% increase in total delay minutes – from 2,082 minutes in August to 2,169 minutes in September. Fewer debris on track incidents and a reduction in infrastructure delays helped offset the total increase in delay minutes, which were led by rolling stock and staff-related delays.

In addition, there were several instances of closures for construction in September. Closures can create delays for trains turning back at interim terminals, affecting overall OTP. Service was suspended on sections of Line 1 on September 10-11, 17-18, and 24. Early closures affected a section of Line 1 from September 26-29, while a late opening affected a section of Line 2 on September 25.

### Action

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



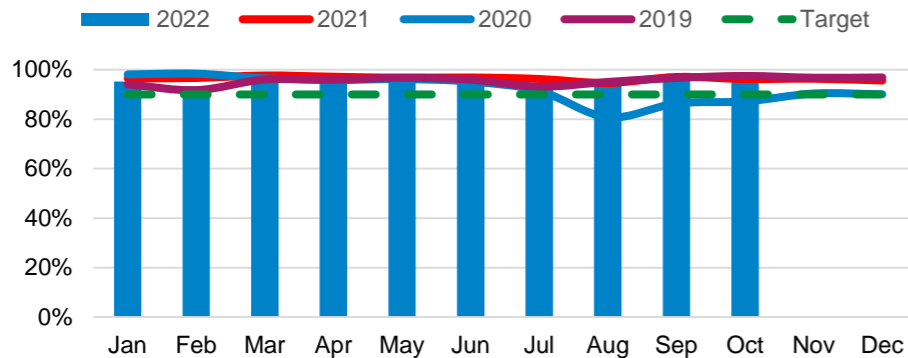




# Customer experience

## On-time performance (OTP) – Subway

3



### Results

Line 3 OTP was 95.6% in September. This represents an increase from last month (93.9%) and a decrease from the same time last year (97.1%). Our target of 90% was met.

Line 4 OTP was 98.5% in September. This represents no change from last month (98.5%) and also a decrease from the same time last year (98.7%). Our target of 90% was met.

### Analysis

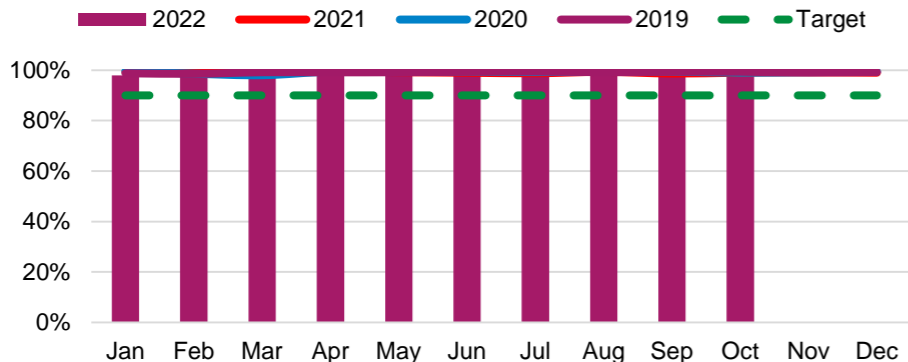
There was a 76.3% decrease in total delay minutes – from 1,095 minutes in August to 260 minutes in September – for Line 3. The decrease in delay minutes can be attributed to a reduction in subway-infrastructure-related issues.

There was a 57.1% decrease in total delay minutes – from 280 minutes in August to 120 minutes in September – for Line 4. Decreases in delay minutes were seen across all sectors.

### Action

There are no anticipated changes to either Line 3 or Line 4 at this time.

4



### Definition

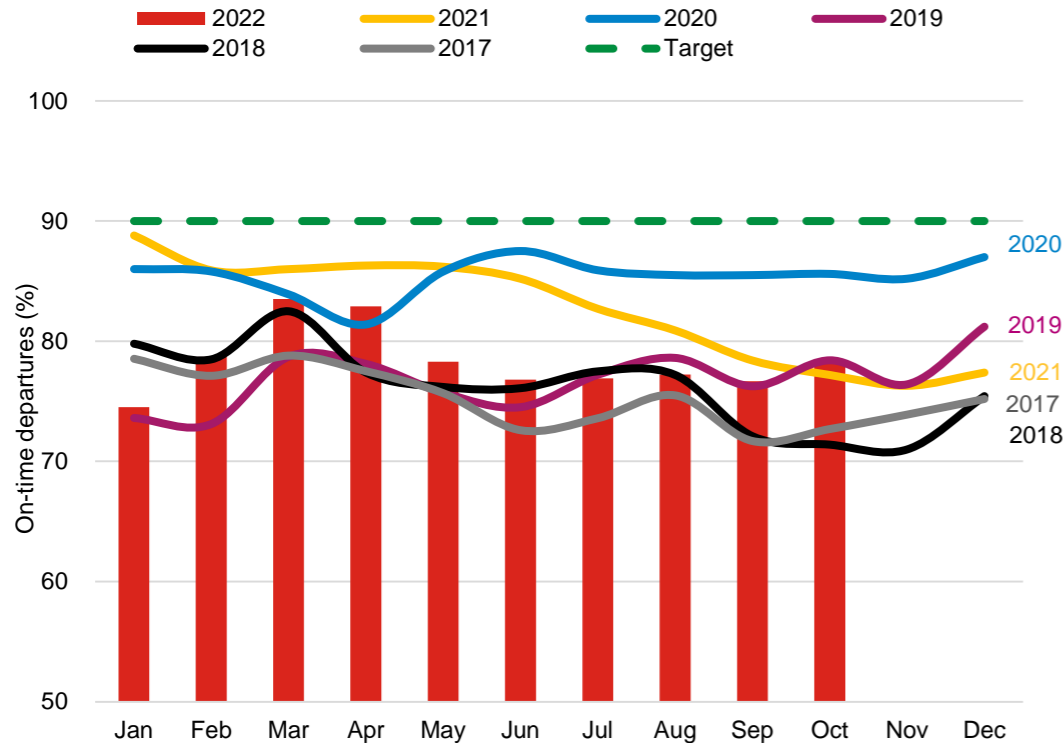
Headway (amount of time between train arrivals at a station) adherence of all service trains at end terminals. Data represents weekday service. To be on time a train must be within 1.5 times of its scheduled headway.





# Customer experience

## On-time performance (OTP) – Bus



### Definition

On-time performance measures vehicle departures from end terminals. Vehicles are considered on time if they depart within 59 seconds earlier or five minutes later than their scheduled departure time.

### Results

Bus OTP was 76.7%, a decrease compared to August (77.2%), and a decrease compared to the same period last year (78.4%). Our target of 90% was not met.

### Analysis

Bus performance remained below 80% on-time for the fifth month in a row. Weekday performance continues to outperform weekend performance, with 78% OTP compared to 72% OTP, respectively. Major civic events affected weekend performance in September.

47 out of 163 routes were affected by construction. When excluding these routes, overall weekday OTP increases to 84%.

Of the 116 routes not affected by construction,

- 17 routes were “On-time” (>90% OTP).
- 33 routes were “On the Cusp” (85-90% OTP).
- 65 routes were “Not On-Time” (<85% OTP).

### Action

Efforts continue with regard to workforce, schedule, end terminal, and operator monitoring improvements:

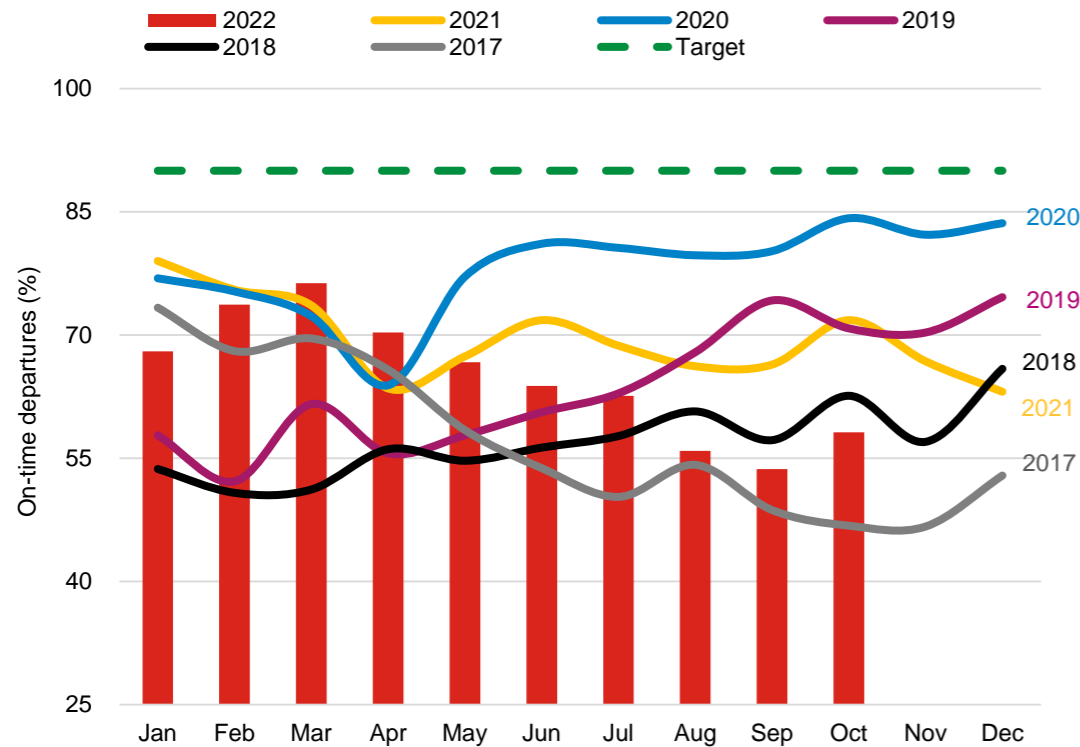
- “Not On-time” routes will be assessed for the root cause of their poor performance, starting with the 12 worst performing. As of early November, over 35 routes are under evaluation.
- Workforce alignment and service resiliency to ensure cancellations and unfulfilled trips are minimized. The unfulfilled rate decreased from 5.7% on Week 35 (before September) to 3.8% on Week 40 (in September).
- Routes that received Service Reliability Improvements during 2022 continue to increase their aggregate OTP score from 69% to 80% after new schedule implementation.
- Operators who have received counselling for departing Early unauthorized have improved their OTP from 73% to 80%.





# Customer experience

## On-time performance (OTP) – Streetcar



### Definition

On-time performance measures vehicle departures from end terminals. Vehicles are considered on time if they depart within 59 seconds earlier or five minutes later than their scheduled departure time.

### Results

Streetcar OTP in September was 54%, a decrease compared to August (56%), and a decrease compared to the same period last year (66%). Our target of 90% was not met.

### Analysis

Streetcar OTP is affected by construction, special events, and continued training of new operators. Five of nine streetcar routes (501, 503, 504, 505, and 506) were affected by construction for September. The remaining four routes (509, 510, 511 and 512) achieved 70% OTP overall for September and 74% for weekdays.

512 St Clair is the only route unaffected by construction or special events for August and September. OTP for this route declined to 78% from 84% in August as new operators become more familiar with the route.

Special events affected OTP for the remaining three routes, with 509 Harbourfront and 511 Bathurst running off-schedule to help manage crowding from the Canadian National Exhibition. 510 Spadina turned back at Queens

Quay, while 511 Bathurst also experienced rolling lane closures on Bathurst Street.

The 501 Queen showed modest improvements to OTP in September (67.7% compared to 61.9% in August) due to reduction of a bus replacement branch on the route's west end.

### Action

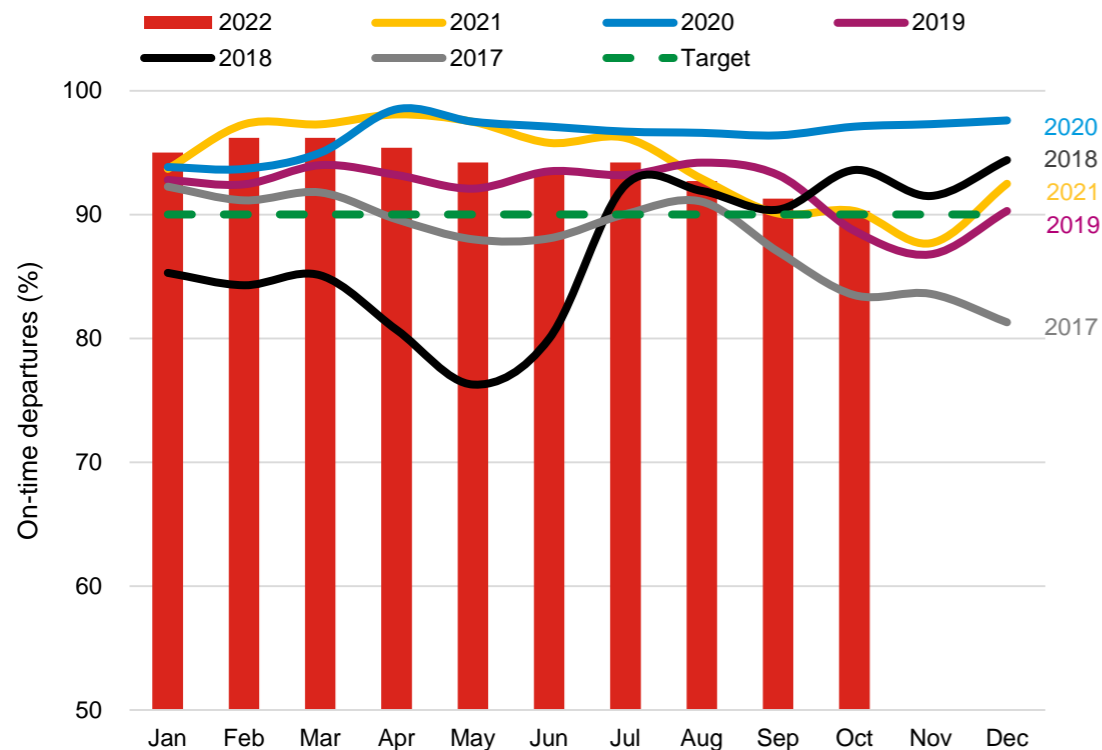
- New schedules are currently under development for all four streetcar routes that are currently not impacted by construction (509, 510, 511 and 512).
- New Operators will be educated on the importance of OTP and how they directly impact this critical KPI for our customers.
- Workforce planning, in order to align requirements with workforce availability, also continues to be a key priority.





# Customer experience

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



### Definition

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

### Results

Wheel-Trans OTP in Period 9 (August 28 to October 1 2022) decreased 1.4% from the previous period to 91.3%, and is 1.2% higher than the same period in 2021.

### Analysis

On Time Performance in September decreased by 1.4% from the previous period. This can be attributed to civic events, closures and construction, as well as impacts of increasing ridership on boarding and offloading time. OTP continues to be above the 90% target.

### Action Plan

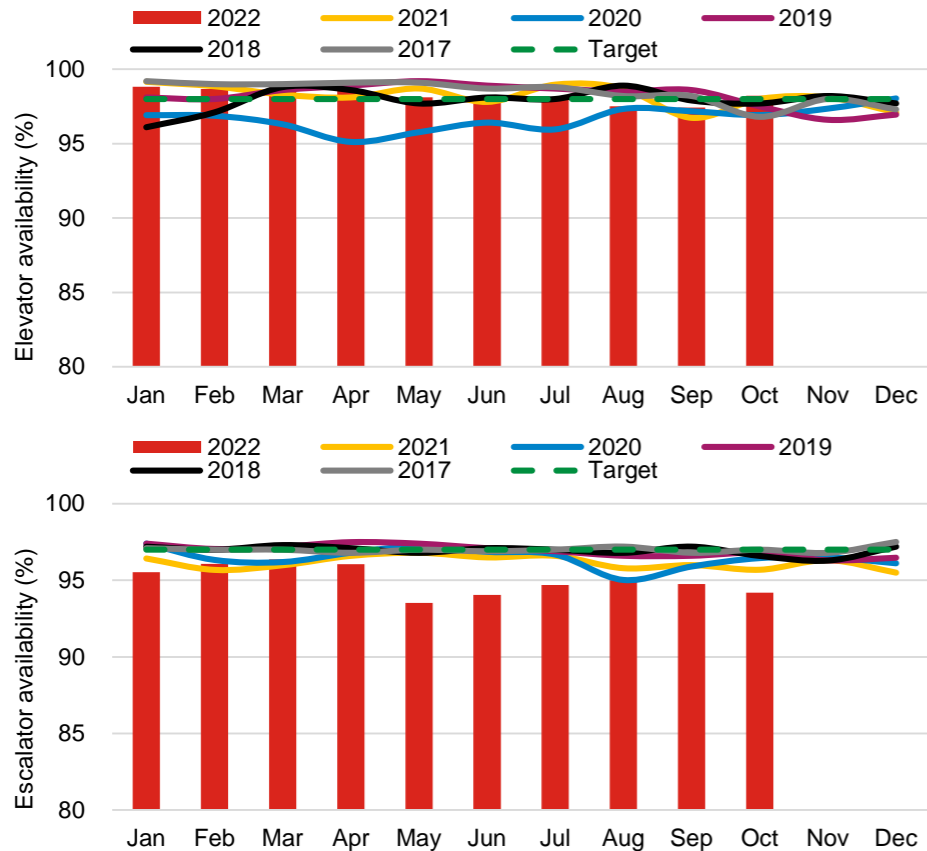
Dispatch will continue to strategize and use appropriate mitigation strategies to adjust service, maintain efficiencies and OTP as we expect ridership to continue to increase.





# Customer experience

## Accessibility – Elevator and escalator availability



### Definition

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

### Results

Elevator availability in September was 97.4%, unchanged from 97.5% in August. Availability remains below target of 98%.

Escalator availability in September was 94.8%, unchanged from 95% in August. Availability remains below target of 97%.

### Analysis

Elevator availability is below target due to construction deficiencies and parts shortages at two stations. Mean Days Between Stoppage (MDBS) targets were met contractually.

- The continued shutdown of one elevator at Dupont Station due to construction deficiencies reduced availability by 585 hours. The elevator returned to service on September 30.
- One elevator at Bloor-Yonge Station experienced 605 hours of downtime due to parts unavailability. This elevator returned to service on October 18.

Escalator availability is below target due to construction and two cases of water damage.

- Water damage affected two escalators at St Clair Station, resulting in 565 hours of downtime. The escalators have since returned to service.
- The overhaul of two escalators at Spadina Station impacted downtime. The State of Good Repair program will continue until the end of 2024, with 121 hours of downtime in September.
- TTC construction and remediation work affected four escalators at Dundas West, Lawrence and Castlefrank stations, resulting in 1,513 hours of downtime. Dundas West Station's escalator has returned to service.
- Finally, vandalism to one escalator at Kipling Station resulted in 161 hours of downtime.

### Action

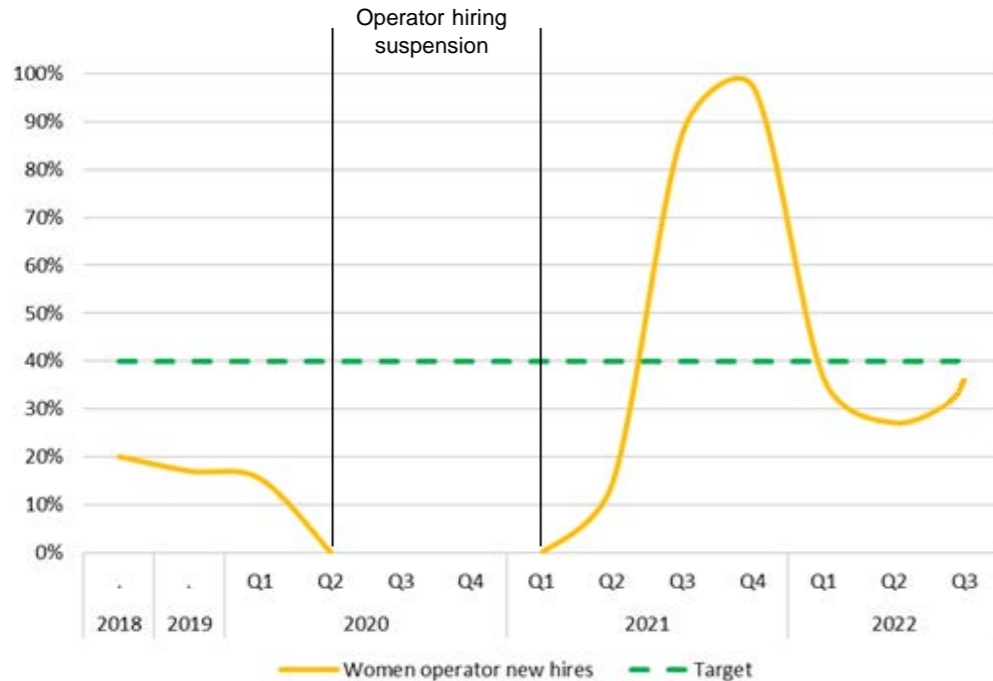
Continue performing preventative maintenance to meet reliability and availability targets.





# Diversity

## Women operator new hires



### Definition

The proportion of operator new hires who identify as women. Note, this metric is reported quarterly and will next be updated in November report.

<sup>1</sup> Source: Q3 women operator new hire data received from Urban Dimensions Group

<sup>2</sup> Higher percentage in Q3 2021 was mainly due to the low denominator/total operators hired (133) compared to Q3 2022 (278) (UDG Q3 2022 Data)

### Results

In Q3 2022, we hired 278 operators (100 women, 178 men)<sup>1</sup>, with women representing 36% of that total. This proportion of women hired is an increase of 9% from the previous quarter where they made up 27% of new hires. However, this is a decrease of 52% from same quarter last year (88%)<sup>2</sup>.

### Analysis

Among the women we hired as operators in Q3 2022, 73% were racialized, 41% Black, 23% Asian, 0% Indigenous, 4.5% Persons with Disabilities and 9% LGBTQ2S+.

In Q3 2022, we held 26 outreach events, which included 11 in-person and 15 virtual. These events covered the operator role and how women can become part of the workforce.

The TTC Connects event was held on October 19, 2022. The event was promoted with digital and poster advertising, and included targeted social media adverts with direct links to apply to be a TTC Operator. 91% of the registrants indicating that this was their first TTC Connects event. A total of 310 participants attended this event resulting in over 270 applications for the transit operator role.

The TTC also collaborated with community partners that service Neighbourhood Improvement Areas. Some of our partners include the City of Toronto, Youth Employment Network (includes 27 organizations), Scarborough Centre for Employment Accessibility, and Miziwe Biik Aboriginal Employment and Training.

### Action

In our 10-Point Action Plan on Diversity and Inclusion, we made the commitment to recruit more women into transit operations, with women representing at least four in every 10 new operator hires by the end of 2022. We started off the year slow, but we continue to stay committed to finishing 2022 above our target.

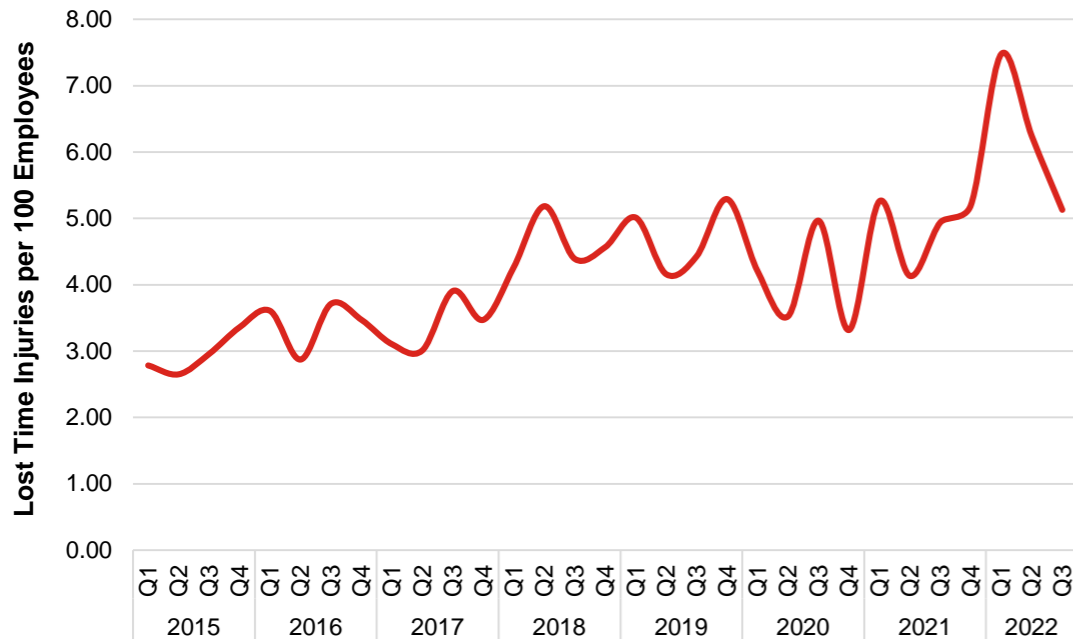
We will continue to intensify our efforts to meet the target number for women transit operators for 2022. There are 19 recruiting events planned for Q4 2022. Our social media campaign is ongoing and will continue to support our outreach efforts for this role.





# Safety and security

## Lost-time injuries rate (LTIR)



### Definition

Number of employee injuries resulting in missed work per 100 employees (annualized). Note, this metric is reported quarterly and will next be updated in the February 2023 report.

### Results

The LTIR in Q3 2022 was 5.1 injuries per 100 employees — a decrease from Q2 (6.2) and an increase from the same period last year (4.9). The LTIR for Q3 was 15% lower than the four-quarter average. There has been an upward trend in the LTIR since 2015.

### Analysis

The increase in Q1 was mainly attributed to the increase in COVID-related lost-time injuries in January due to the OMICRON variant. There was a 31% drop in the Q3 LTIR since Q1 and an 18% drop since Q2.

Musculoskeletal/ergonomic-type injuries account for 20% of all lost-time injuries and represent the highest injury type.

Injuries due to acute emotional events account for 17% of all lost-time injuries and represent the second highest injury type.

### Action

The Ergonomic Musculoskeletal Disorder (MSD) Prevention Program focuses on preventing these types of injuries and resolving ergonomic concerns.

Specific training modules for high-risk groups have been developed and training is scheduled for Wheel-Trans and Elevating Devices groups in the second week of November. Track and Structure group training is to be scheduled for late November 2022, while a new contract needs to be tendered to extend training to additional groups.

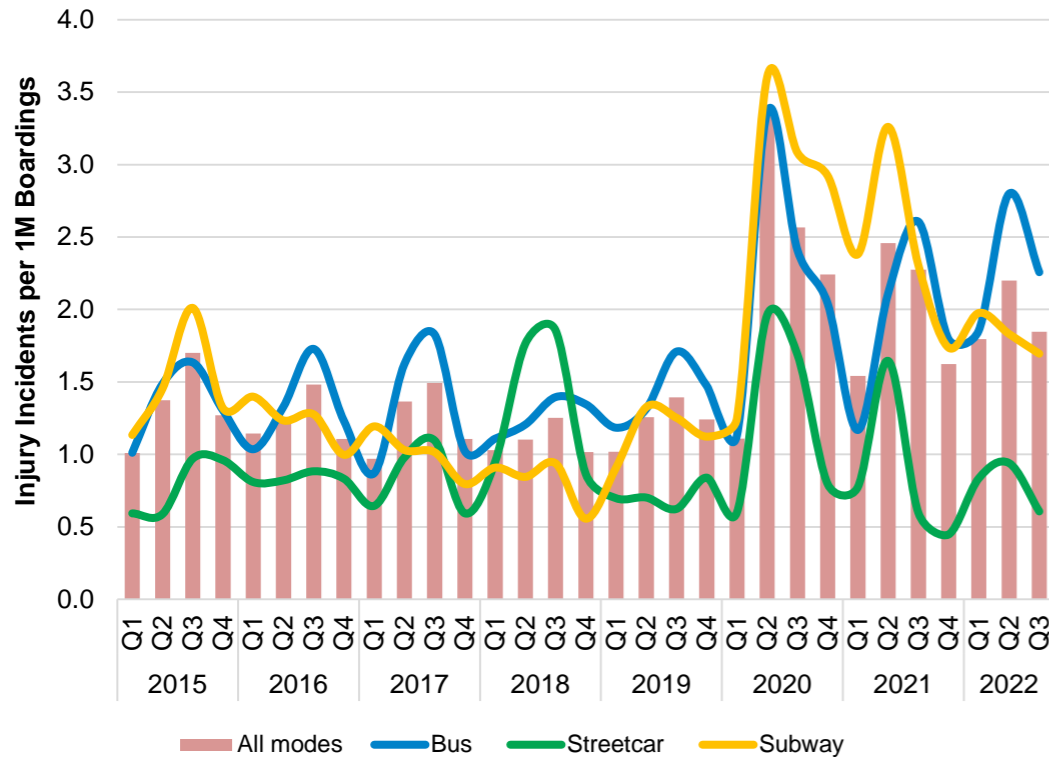
To help address the injuries due to acute emotional events, the TTC has a project underway to identify psychological health and safety (PH&S) hazards and their impact on workers at the TTC as well as to develop tools and resources to develop and implement a PH&S program. An assessment report with recommendations is scheduled to be completed by December 2022.





# Safety and security

## Customer injury incidents rate (CIIR)



**Definition**  
Number of customer injury incidents per one million boardings. Note, this metric is reported quarterly and will next be updated in the February 2023 report.

### Results

The CIIR in Q3 2022 was 1.8 injury incidents per one million boardings - a decrease from Q2 (2.2) and from the same period last year (2.3). The CIIR for Q3 was 1% lower than the four-quarter average rate of 1.9 injury incidents per one million vehicle boardings. The four-quarter average shows a statistically significant upward trend in the CIIR.

### Analysis

The decrease in the CIIR in Q3 (down 16% from Q2), was mainly due to decreases in onboard injuries on streetcars and buses (down 33% and 15%, respectively). Q2 and Q3 had 194 and 165 bus onboard injuries and 15 and 10 streetcar onboard injuries.

### Action

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

- Our reminder communications to operators include maintaining a safe following distance, being aware of your surroundings, operating to conditions and applying smooth braking and acceleration.
- We are continuing to update our safety campaigns on our vehicles and in our stations and exploring new ways to reach our customers to communicate key safety messages.
- We will also be launching content on our social media channels in November to highlight slips, trips and falls month and the precautions customers can take to prevent injuries.

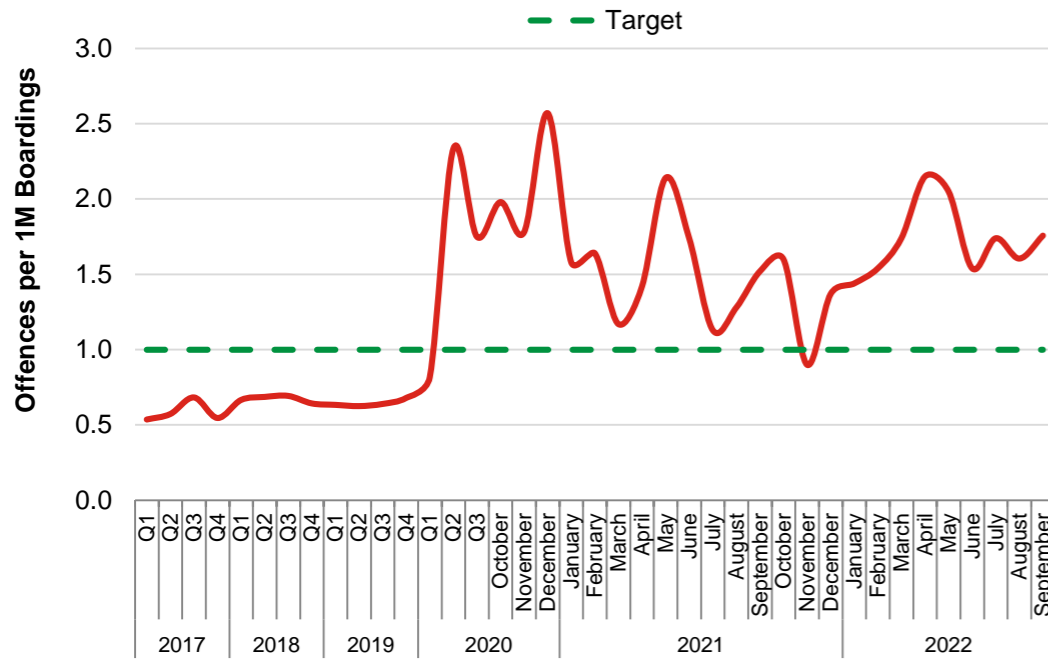






# Safety and security

## Offences against customers



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

### Definition

Number of offences against customers per one million boardings.

### Results

The number of offences against customers was 1.6 per one million boardings for September, decreasing from 1.7 in August. This remains above target and above 1.5 per one million boardings in September 2021.

### Analysis

The total number of offences increased between August (75) and September (104), led by an increase in assaults and theft incidents month over month. A strong return in boardings means these incidents are less common onboard the TTC overall.

### Action

Special Constable Service continues to monitor these statistics on a regular basis and allocate Transit Special Constables accordingly. Special Constables provide support across the network and participate in initiatives to address staff-identified concerns.

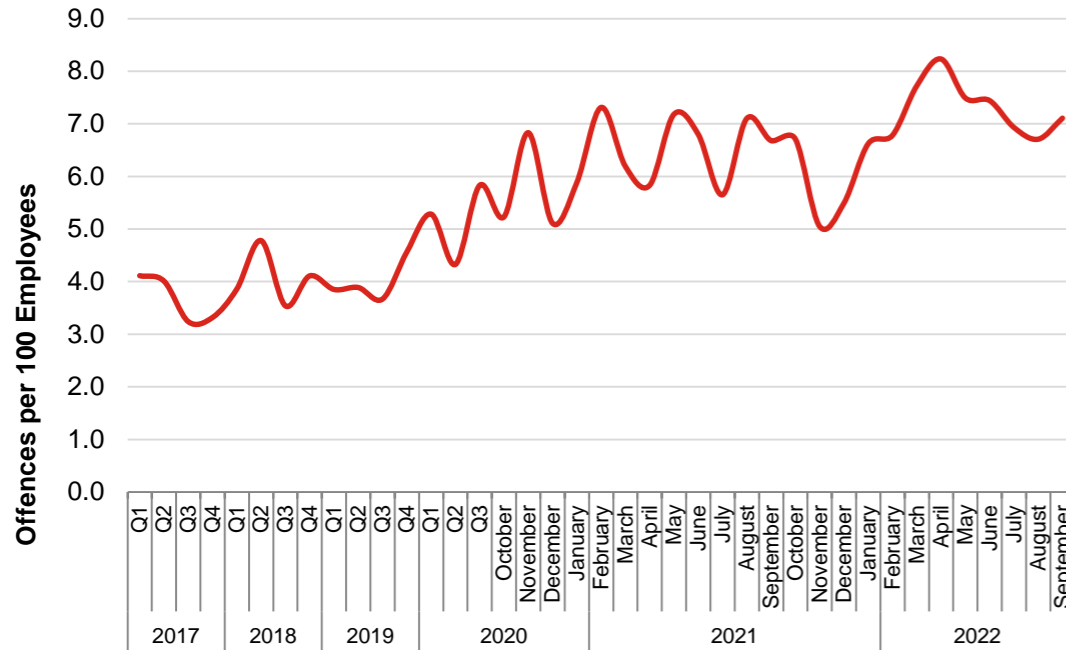
In 2022, Special Constables have increased High Visibility Patrols in subway stations. The TTC is in the process of hiring nearly 60 additional Special Constables, with these positions approved as a priority.





# Safety and security

## Offences against employees



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

### Definition

Number of offences against employees per 100 employees.

### Results

The number of offences against staff increased to 7.04 offences per 100 employees in September, up from 6.88 in August. This is 5.4% above the rate in September 2021.

### Analysis

In absolute terms, the number of offences increased from 80 in August to 102 in September, led by an increase in threats. This increase was tempered somewhat by an increase in the number of uniformed employees in the system.

### Action Plan

The TTC continues to monitor the progress of its 10-point action plan to prevent assaults. This includes the following programs and initiatives:

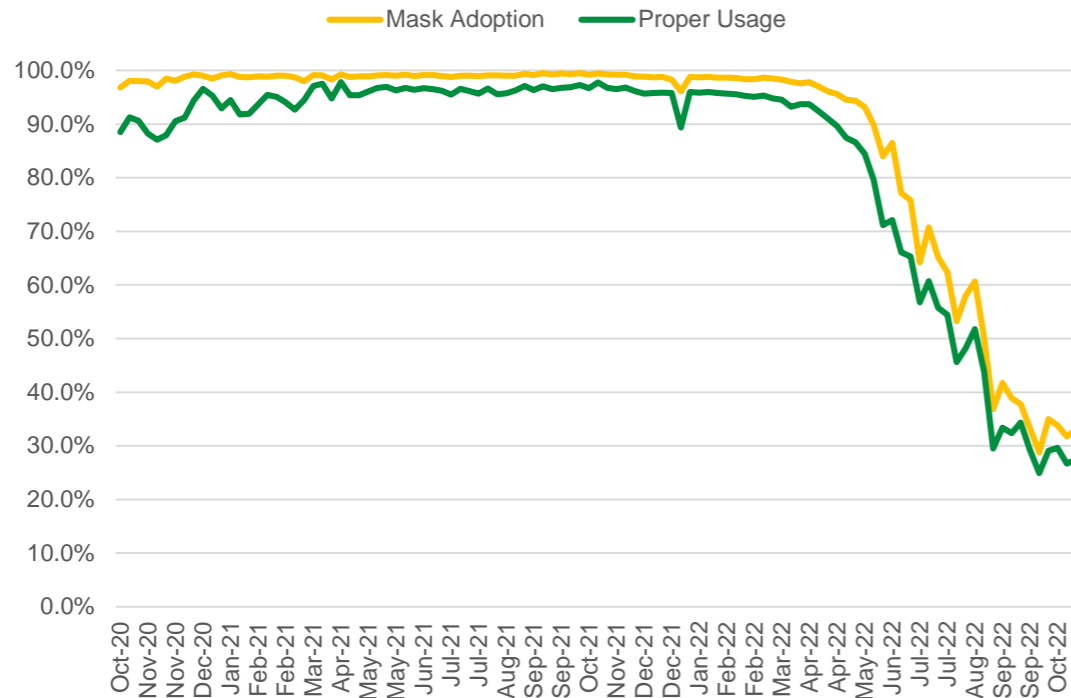
- Delivering a comprehensive one-day training program focusing on de-escalation strategies, communication skills, customer service, managing stress and employee support systems.
- Conducting engagement events with Special Constables to provide an opportunity for employees to ask questions and obtain information on their role and actions.
- Implementing recommendations approved by the TTC Board supporting changes to the Criminal Code, working on a national framework and increasing public awareness of transit worker safety.
- Working in partnership with our unions through the formation of a Joint Labour-Management Committee focusing on assault prevention.





# Hot topics

## Customer mask use



### Definition

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

### Results

For the week ending October 28, 33% of customers were wearing masks and 27.4% were wearing masks properly over nose, mouth and chin. There were 27,649 customer mask observations made across the network.

### Analysis

With the state of emergency in Toronto lifted on May 9 and the expiry of the Provincial mask mandate on June 11, customer mask use has declined. The TTC still strongly recommends that customers wear masks.

Mask use did increase heading into the Thanksgiving long weekend, and has remained stable at about a third of customers observed since then.

From regular customer surveys, most TTC customers still say they feel safer riding the TTC when they wear masks alongside other customers.

### Action

While customers no longer need to wear a mask while indoors on TTC property, we continue to strongly recommend they do so.

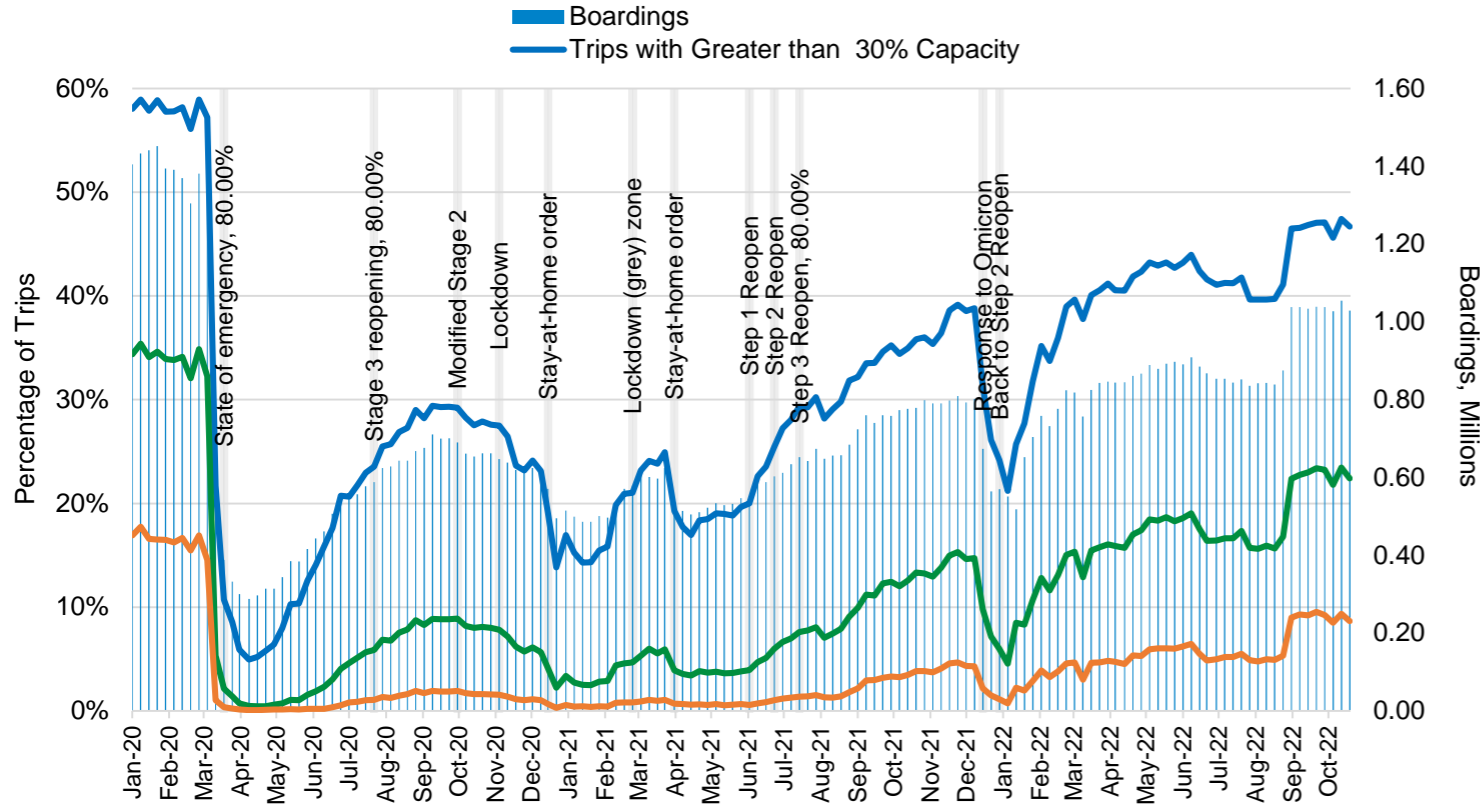
- Regular surveys on customer sentiment related to mask use indicate: Masks remain an important safety feature to most customers.
- Broad mask distribution on bus routes and all stations and targeted mask distribution at low points across the city: Since June 2020, 3.59 million free masks have been distributed to customers at schools, shelters, stations, and at high-ridership stops.





# Hot topics

## Bus occupancy



**Definition**  
 Percentage of weekday bus trips with more than 50% and 70% occupancy.  
 50% occupancy: 25 customers onboard a standard 40-foot bus.  
 70% occupancy: 35 customers onboard a standard 40-foot bus.

### Results

Bus occupancy is monitored daily. For the week ending October 28, 69% of all bus trips were under 50% occupancy, compared to 78% for the week ending September 9 and 65% pre-COVID.

### Analysis

During this time, average weekday bus boardings have remained above one million. While crowding increased in line with boardings in early September with the return to work and school, the portion of high-occupancy trips has slightly decreased since. Early September bus trips with over 80% occupancy ranged from 6.2% to 6.5% of all trips; the week ending October 28 had 5.8% of all bus trips over 80% capacity.

### Action

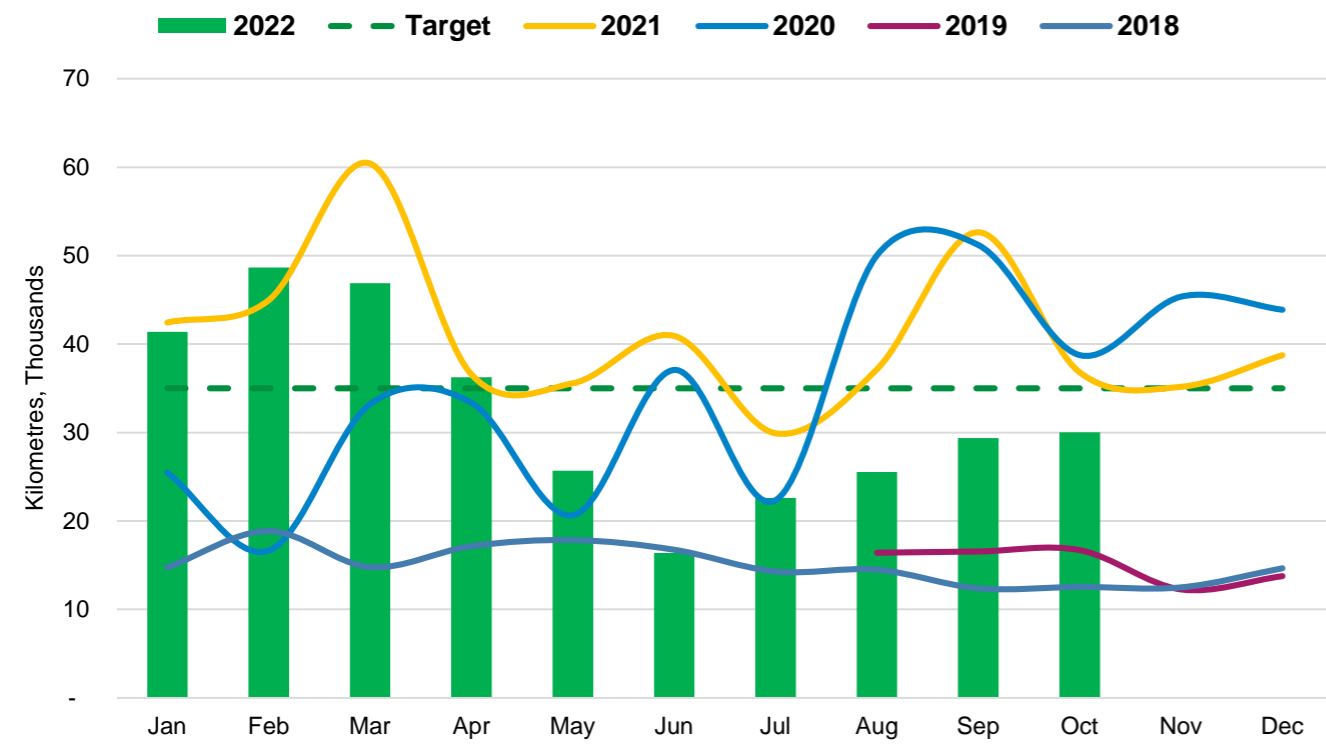
- Maintain weekly monitoring of all bus routes across 30%, 50%, and 70% occupancy levels as customers settle into renewed transit routines.
- Continue weekly occupancy analysis to assist with assigning Run-As-Directed service and to inform service planning.
- September saw a number of service restorations across the city. Further service adjustments can respond to growing crowding levels on key routes.





# Hot topics

## Streetcar mean distance between failures



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

### Results

Streetcar Mean Distance Between Failures (MDBF) increased 15% from August to September.

### Analysis

The increase in MDBF – the third consecutive month of increases is largely due from increased mileage while the number of delay incidents remained constant.

Remaining delays were caused by damaged and malfunctioning buttons related to vehicle controls, operator seats, and ramps, as well as issues with the master controller and disc brakes.

### Action

Streetcar maintenance continues to explore issues related to the data logger system. A preventative maintenance program is in place to avoid master controller system failures.





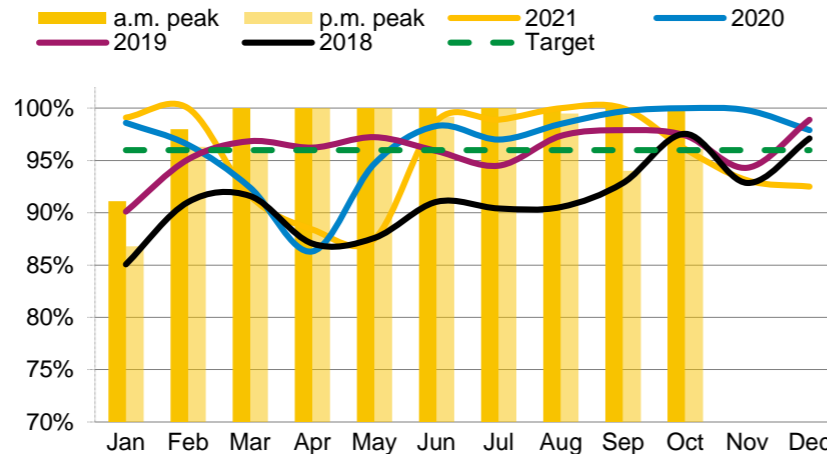
# Appendix: Service delivery

## Line 1 capacity

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

September: 97.2%  
August: 100%  
September 2021: 100%

Target: 96.0%

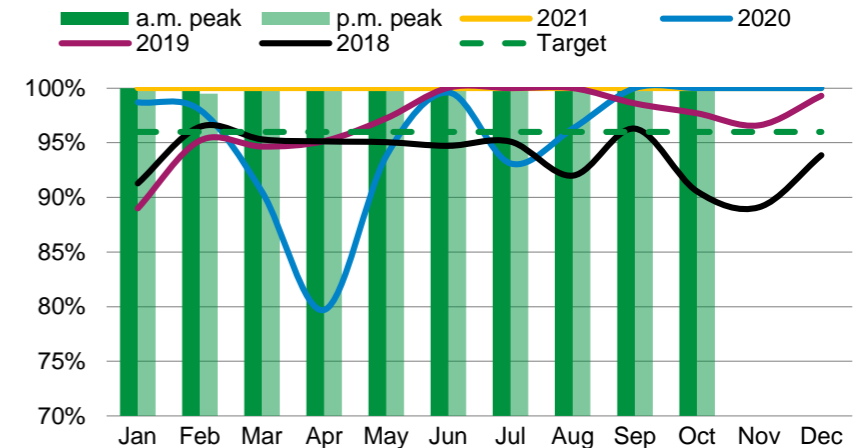


## Line 2 capacity

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

September: 100%  
August: 100%  
September 2021: 100%

Target: 96.0%

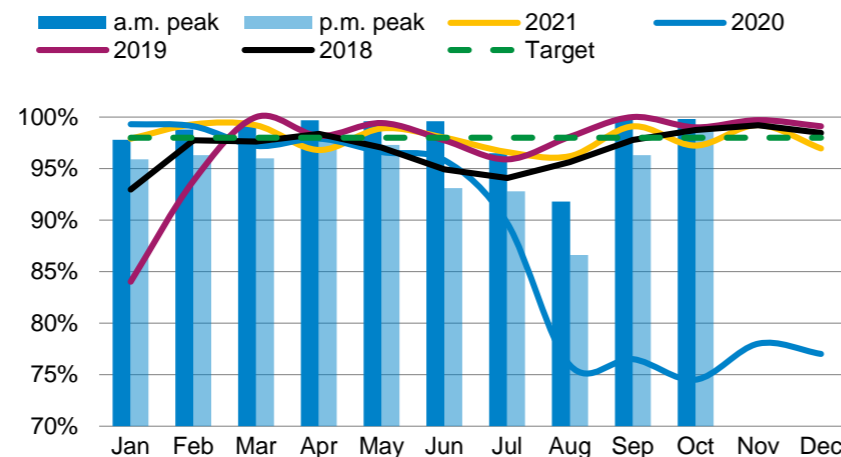


## Line 3 capacity

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

September: 98.1%  
August: 89.0%  
September 2021: 99.1%

Target: 98.0%

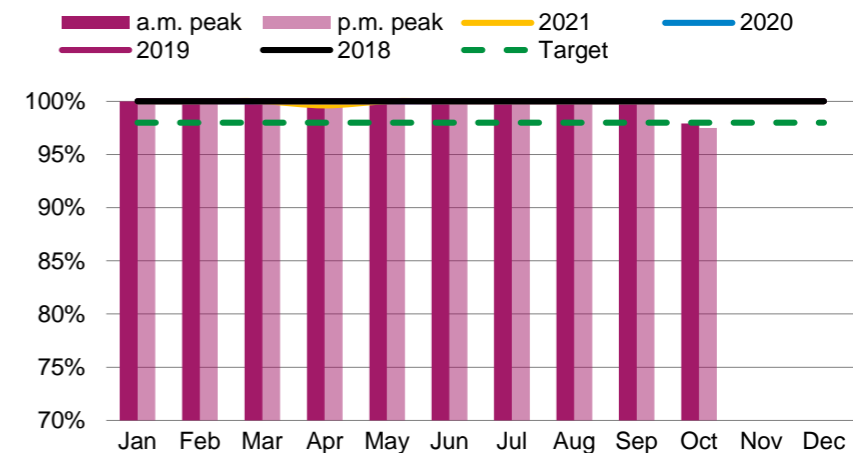


## Line 4 capacity

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

September: 100%  
August: 100%  
September 2021: 100%

Target: 98.0%





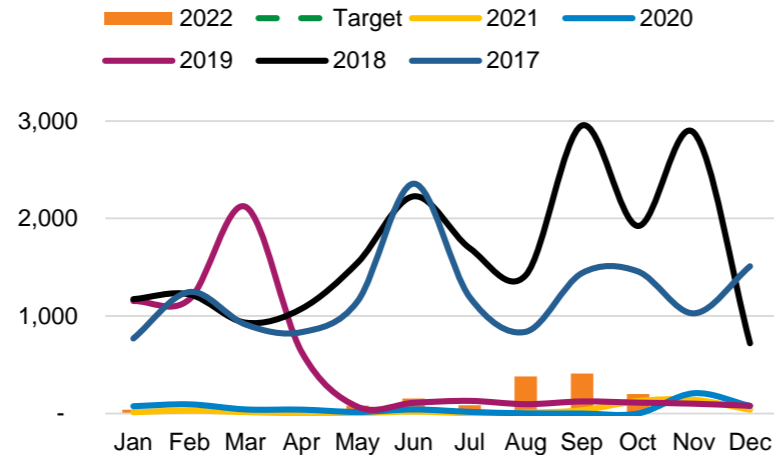
# Appendix: Service delivery

## Streetcar short turns

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

September: 408  
August: 379  
September 2021: 32

Target: This target is under review.

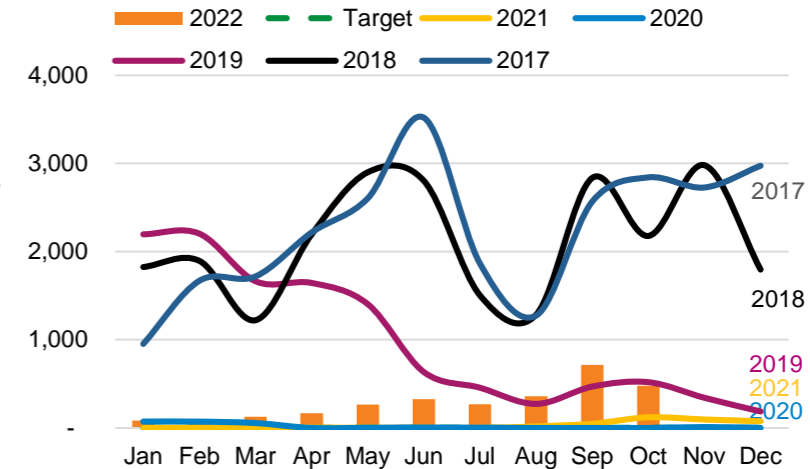


## Bus short turns

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

September: 715  
August: 358  
September 2021: 47

Target: This target is under review.



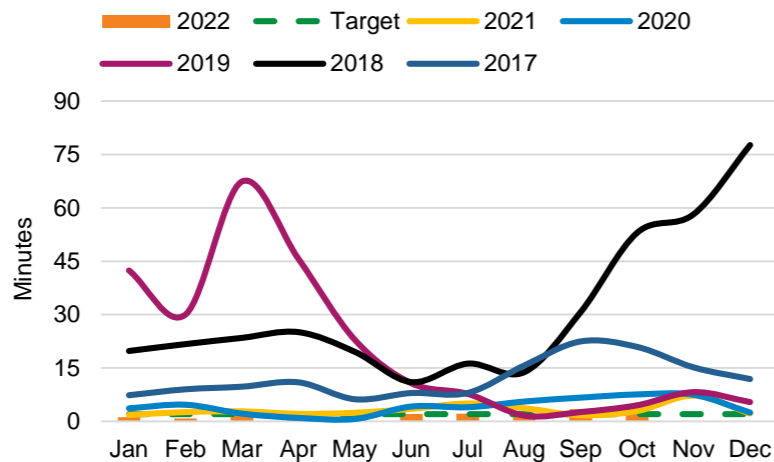
## Wheel-Trans contact centre wait time

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

September: 3.4  
August: 2.4  
September 2021: 1.7

Target: 2

Volumes have exceeded projected levels. Additional staff are being allocated.





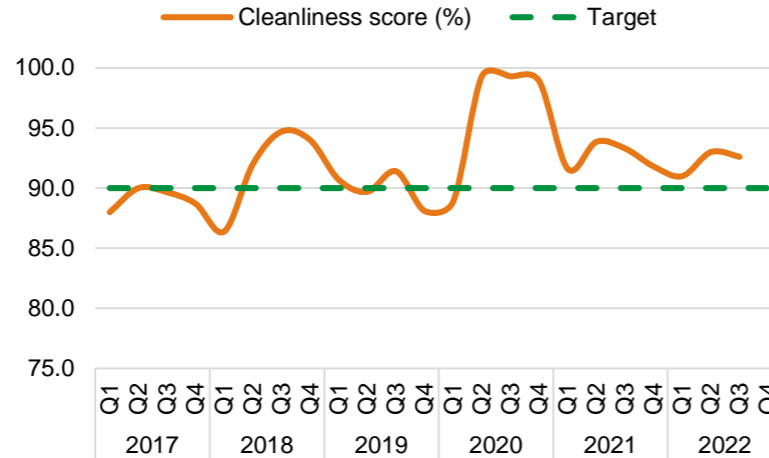
# Appendix: Cleanliness

## Bus cleanliness

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

**Q3:** 92.6%  
**Q2:** 93.0%  
**Q3 2021:** 93.3%

**Target:** 90.0%



## Streetcar cleanliness

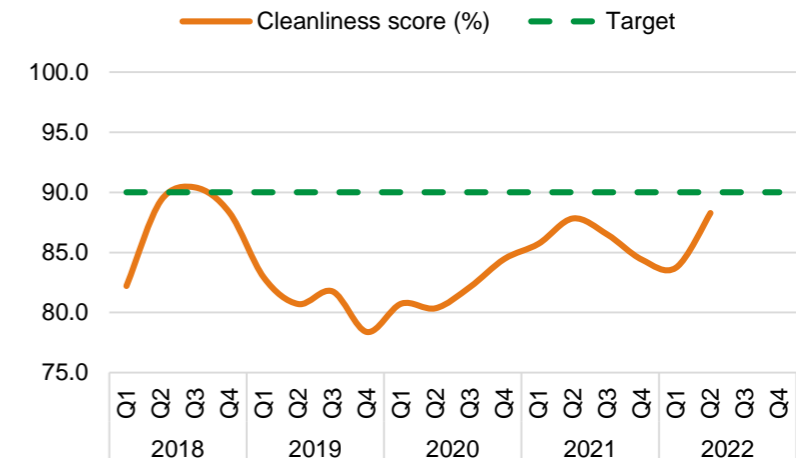
Results of a third-party audit. Average of pre-service, in-service and post-service cleanliness results.

**Q3:** 82.6%  
**Q2:** 88.3%  
**Q3 2021:** 86.5%

**Target:** 90.0%



Staff are reviewing opportunities to improve cleanliness scores with the cleaning service provider.



## Subway cleanliness

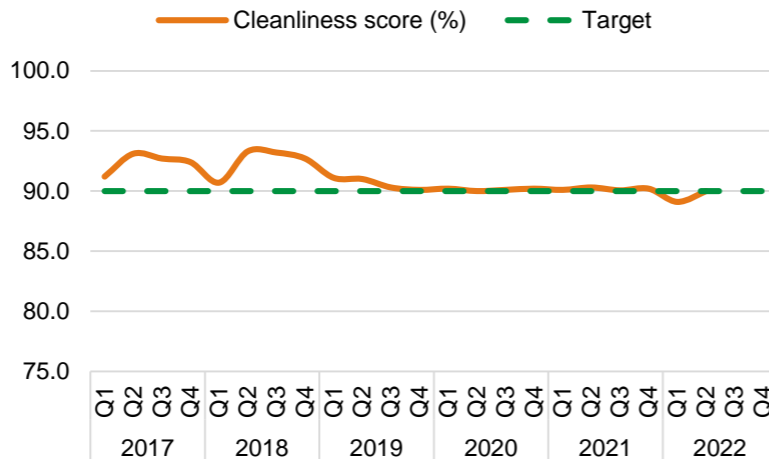
Results of a third-party audit. Average of pre-service, in-service and post-service cleanliness results.

**Q3:** Not Available  
**Q2:** 90.0%  
**Q3 2021:** 90.1%

**Target:** 90.0%



Due to contractual issues, there were no audits performed in Q3-2022.

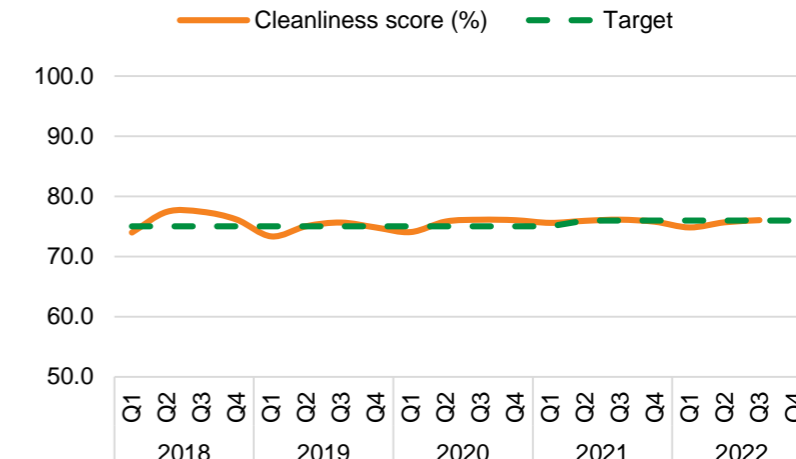


## Station cleanliness

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

**Q3:** 76.1%  
**Q2:** 75.7%  
**Q3 2021:** 76%

**Target:** 76.0%





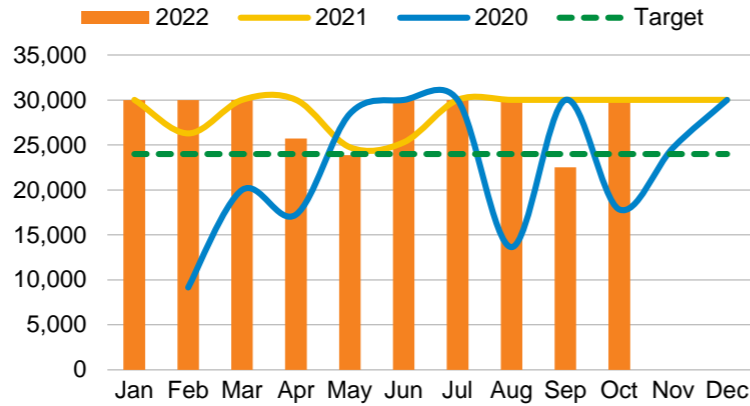


# Appendix: Asset reliability

## eBus mean distance between failures

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

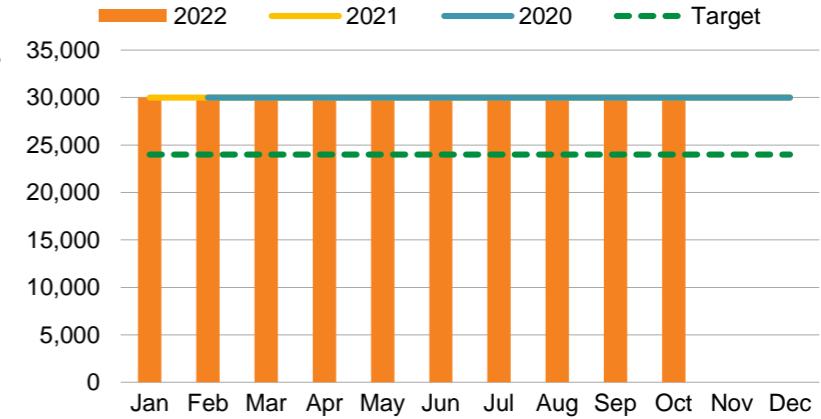
September: 22,500 km  
August: 30,000 km  
September 2021: 30,000 km  
Target: 24,000 km ✓



## Hybrid bus mean distance between failures

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

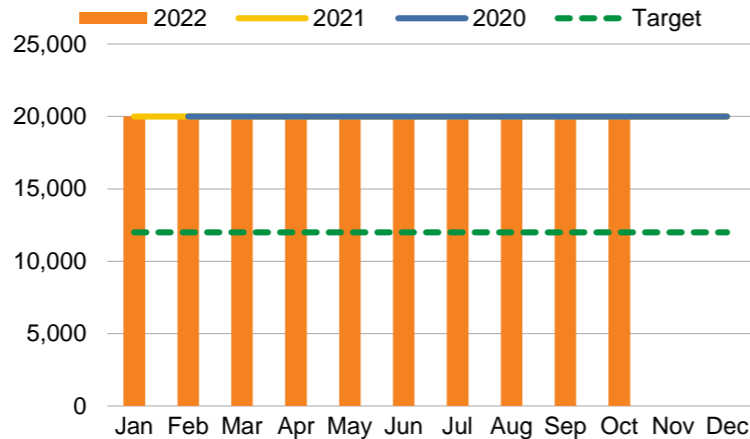
September: 30,000 km  
August: 30,000 km  
September 2021: 30,000 km  
Target: 24,000 km ✓



## Clean-diesel bus mean distance between failures

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

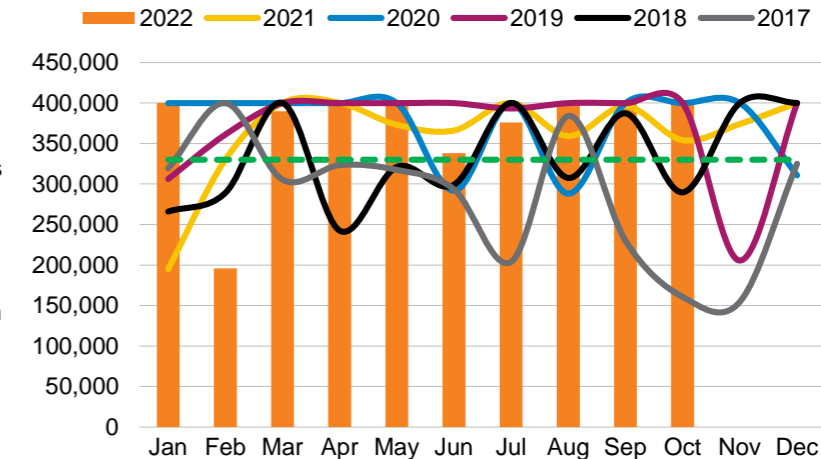
September: 20,000 km  
August: 20,000 km  
September 2021: 20,000 km  
Target: 12,000 km ✓



## T1 train mean distance between failures

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

September: 664,000 km  
August: 488,000 km  
September 2021: 396,000 km  
Target: 330,000 km ✓





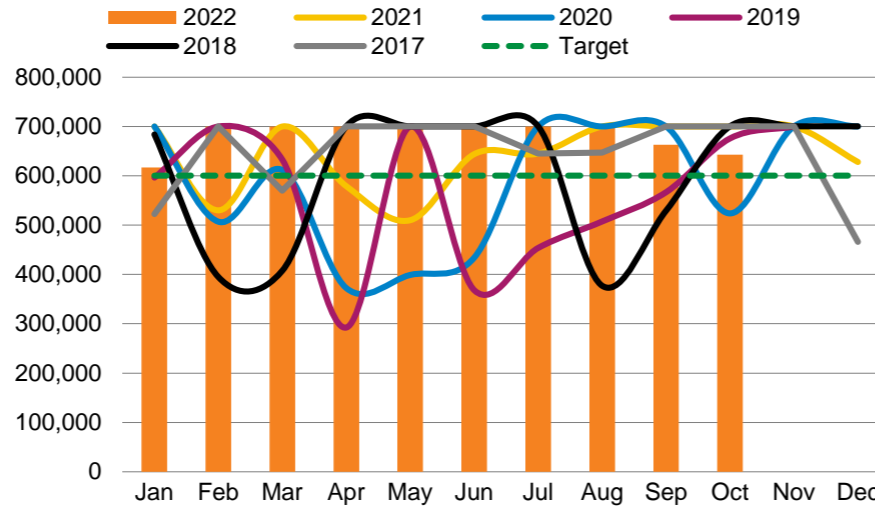
# Appendix: Asset reliability

## TR train mean distance between failures

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

September: 663,000 km  
August: 700,000 km  
September 2021: 700,000 km

Target: 600,000 km

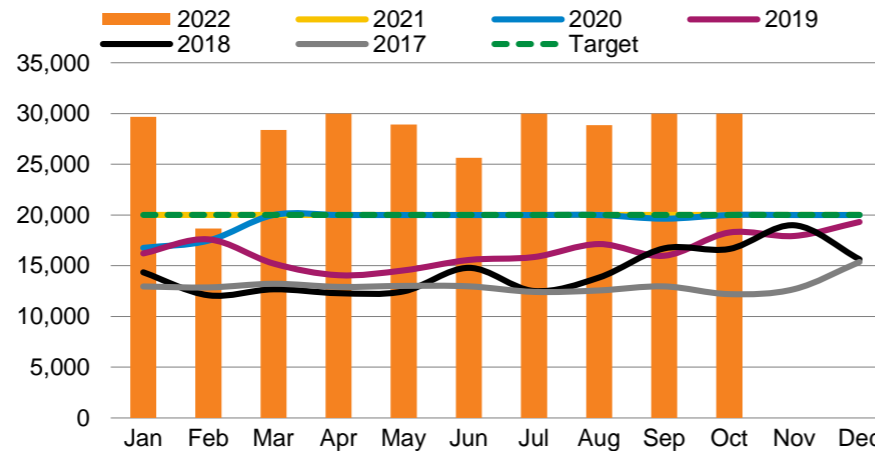


## W-T Mean distance between failures

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

September: 30,000 km  
August: 29,000 km  
September 2021: 20,000 km

Target: 20,000 km





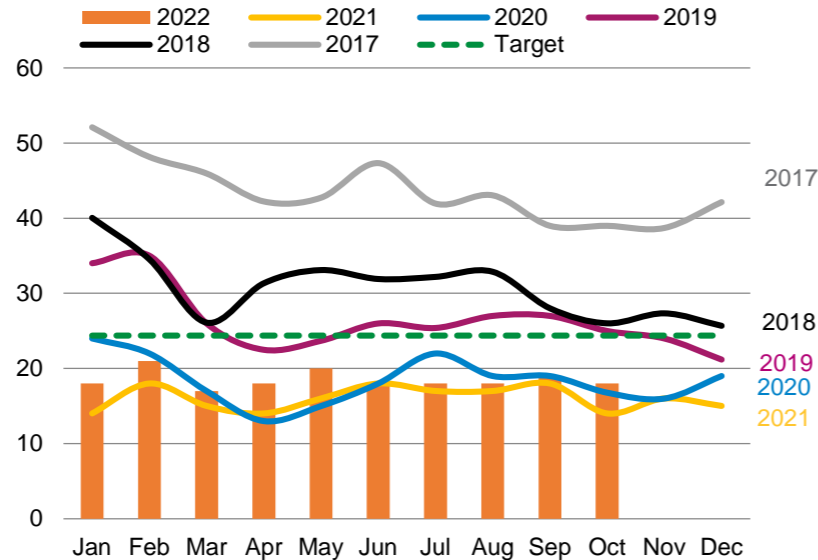
# Appendix: Asset reliability

## Streetcar road calls and change offs

Average daily number of vehicle equipment failures requiring a road call for service repair or a change-off to a repair facility for a replacement vehicle (weekday data). Lower number is favourable.

September: 2  
August: 2  
September 2021: 2

Target: 2

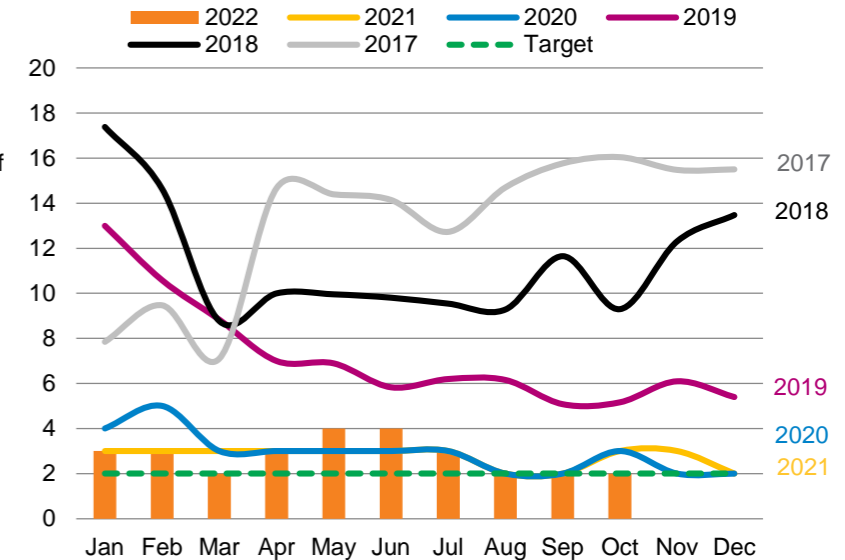


## Bus road calls and change offs

Average daily number of vehicle equipment failures requiring a road call for service repair or a change off to a repair facility for a replacement vehicle (weekday data). Lower number is favourable.

September: 19  
August: 18  
September 2021: 18

Target: 24





**Rich Wong**  
Chief Transportation and Vehicles Officer

**Scott Haskill**  
Chief Strategy and Customer Experience Officer (Acting)

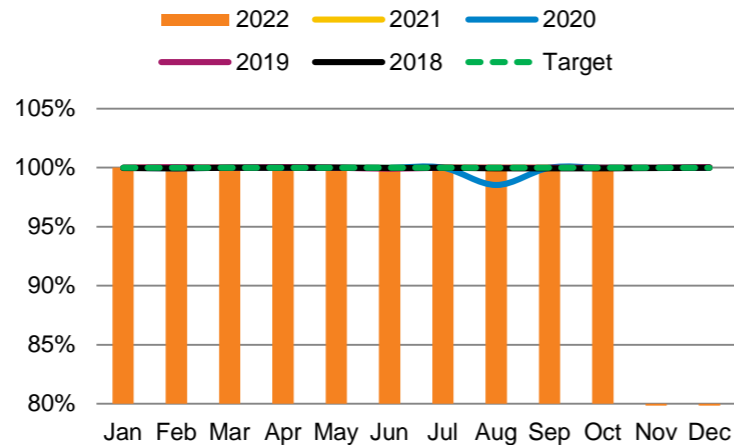
# Appendix: Asset availability

## Subway service availability

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

**September:** 100%  
**August:** 100%  
**September 2021:** 100%

**Target (RW):** 100%

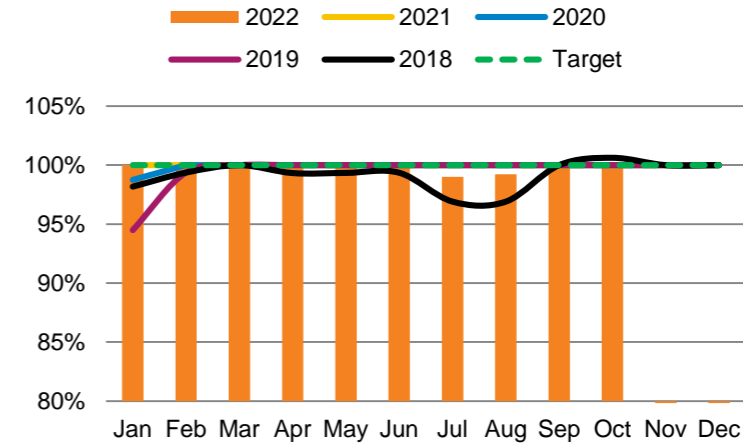


## Streetcar service availability

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

**September:** 100%  
**August:** 99.2%  
**September 2021:** 100%

**Target (RW):** 100%

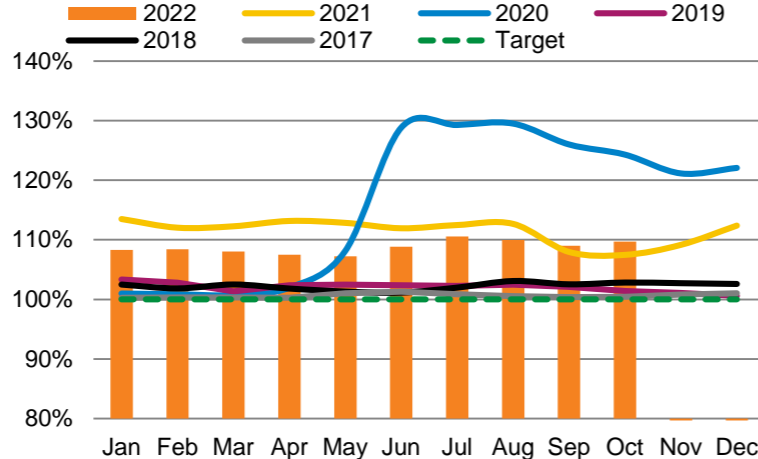


## Bus service availability

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

**September:** 109%  
**August:** 110%  
**September 2021:** 108%

**Target (RW):** 100%



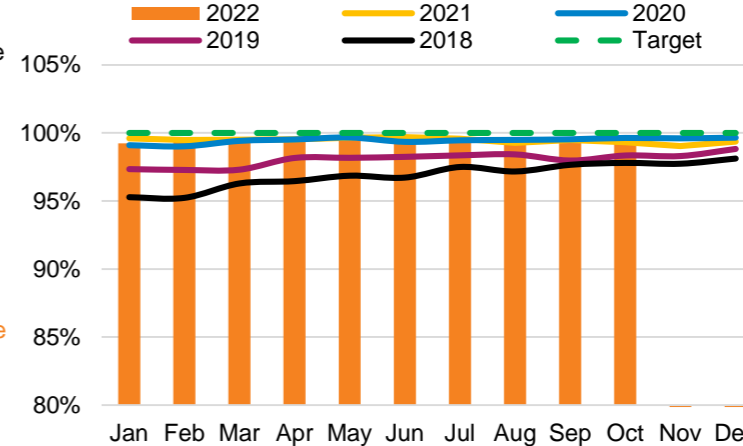
## Fare gate availability

Percentage of fare gates are available for use.

**September:** 99.37%  
**August:** 99.50%  
**September 2021:** 99.5%

**Target (SH):** 99.50%

We are currently piloting a new software patch and are expecting improvements to availability.





# Appendix: Asset availability

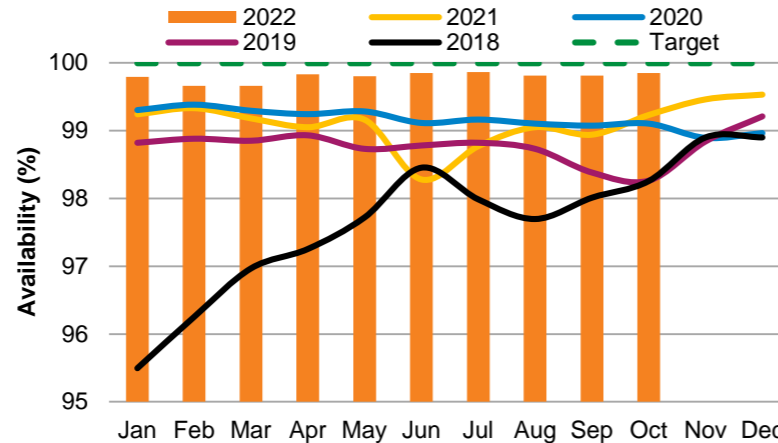
## PRESTO reader

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

**September:** 99.81%  
**August:** 99.81%  
**September 2021:** 98.94%

**Target:** 99.99% ❌

Devices nearing end of life.  
Replacement project  
scheduled to start in Q4 2022.

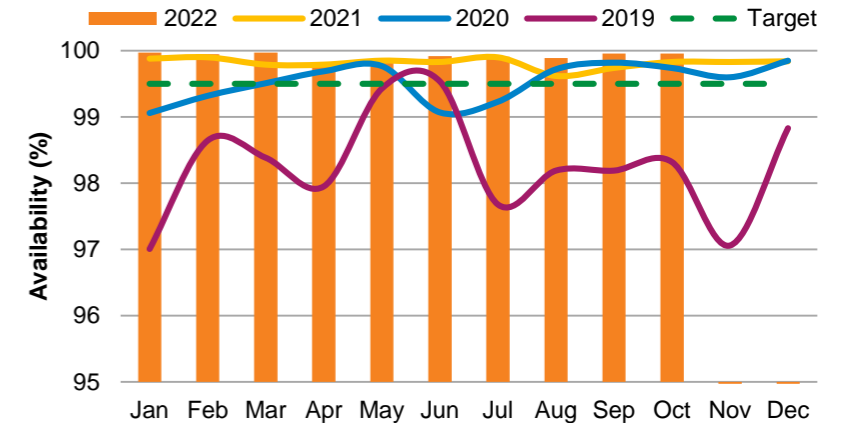


## PRESTO Fares and Transfers Machine (FTM)

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

**September:** 99.96%  
**August:** 99.89%  
**September 2021:** 99.74%

**Target:** 99.50% ✅

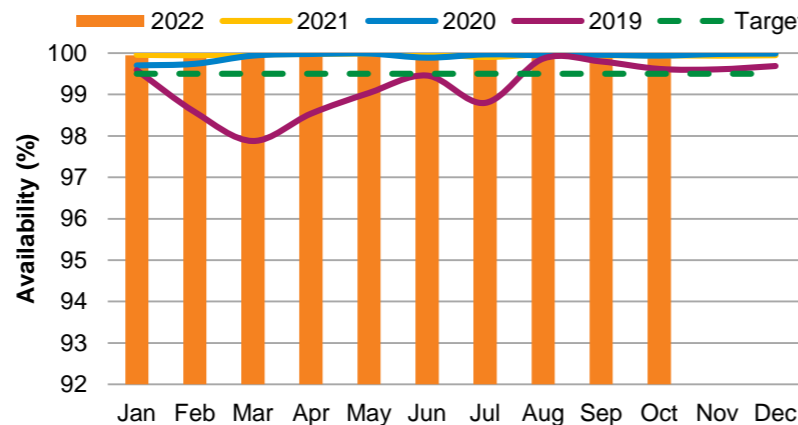


## PRESTO Self-Serve Reload Machine (SSRM)

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

**September:** 99.92%  
**August:** 99.94%  
**September 2021:** 99.95%

**Target:** 99.50% ✅



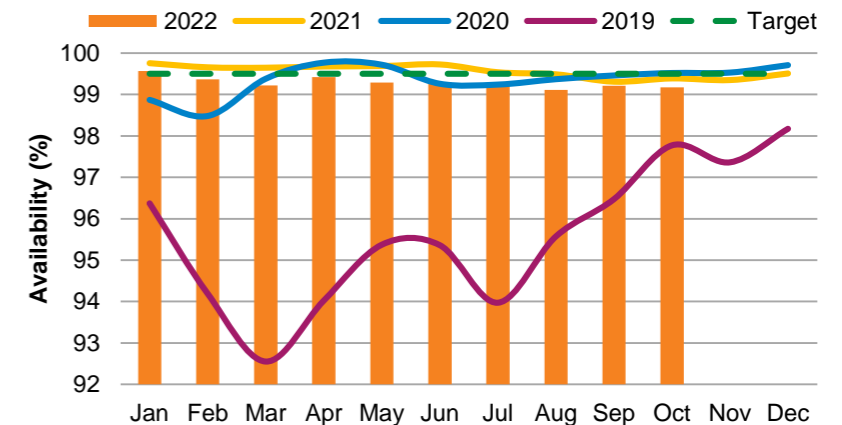
## PRESTO Fare Vending Machine (FVM)

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

**September:** 99.21%  
**August:** 99.11%  
**September 2021:** 99.31%

**Target:** 99.50% ❌

Increase in incidents relating to bill acceptor hardware, screen freeze and card dispenser. PRESTO has identified the cause and is taking steps to remediate.





# Appendix 2: Safety

## Regulatory compliance

This table summarizes the number of regulatory interactions and orders issued in 2022 (January 1 to October 1)<sup>1</sup> and their status.

An Interaction refers to a:

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

Type	Interactions/ visits	Requirement orders <sup>2</sup> issued	Non- compliance orders <sup>3</sup> issued	Status
Ministry of Labour, Training and Skills Development	67	4	6 <sup>a</sup>	Compliance achieved
Ministry of the Environment, Conservation and Parks	0	0	0	No orders issued
Technical Standards and Safety Authority	0	0	0	No orders issued
City of Toronto	4	0	1 <sup>b</sup>	Compliance achieved
Toronto Fire Services	50	0	2 <sup>c</sup>	Compliance achieved

<sup>1</sup> Next update will be available in the February 2023 CEO's Report

<sup>2</sup> Orders issued to provide documentation / information

<sup>3</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.

<sup>a</sup> The six MLTSD non-compliance orders were: Two Work Refusals and four TPS Response/Call to MOL.

<sup>b</sup> The City of Toronto non-compliance order was for a sewer bylaw exceedance at Malvern Garage.

<sup>c</sup> The TFS non-compliance orders were for Fire Alarm Panel Troubles.

