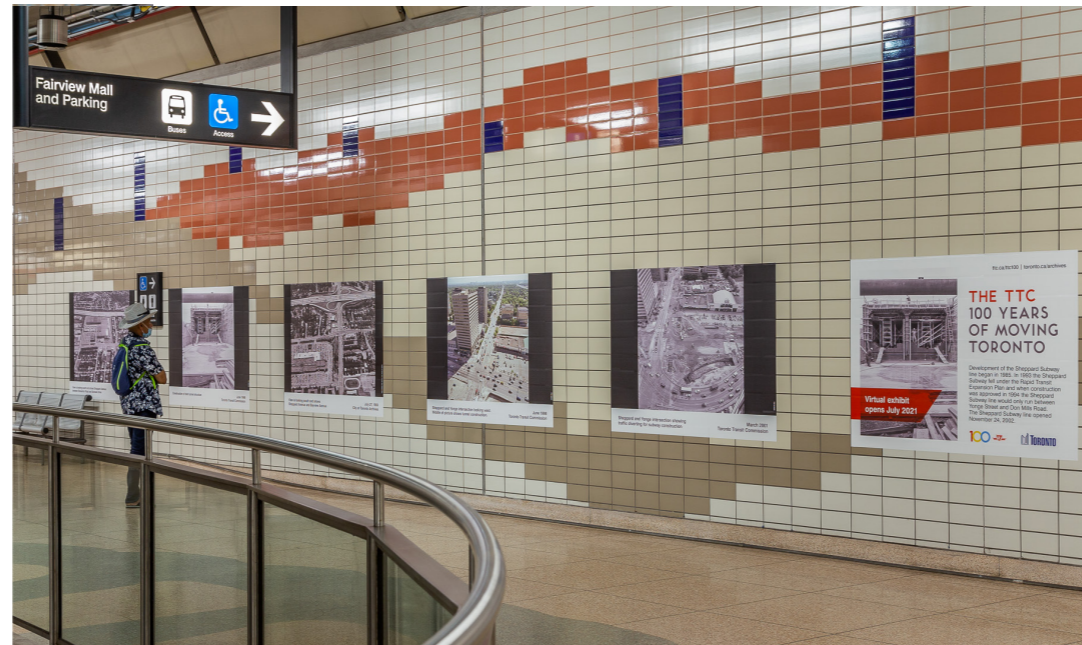


CEO's Report

Toronto Transit Commission

September 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
accessible
buses



204
streetcars



150
trains



16,000+
employees



60
battery-electric accessible
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...

As of September 4, the TTC has made some key service changes including the restoration of three-minute train service on Lines 1 and 2 as well increasing service on 29 bus routes and two streetcar routes. To find out more visit www.ttc.ca.



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CEO's commentary



This month, the TTC kicked off its annual fundraising campaign for the United Way Greater Toronto. Each year our organization raises hundreds of thousands of dollars to help improve the lives of those in our community who are in need. And this year, the need is greater than ever.

I know I speak for all employees and pensioners when I say the TTC cares about the well-being of our fellow citizens. And this caring is reflected in our commitment to providing the best public transit service possible.

Whether on the road or in the subway, TTC employees see and understand the extraordinary times we are in and the response that is required. The challenge is there and TTC employees rise up to meet it.

The TTC supports the United Way Greater Toronto annually through

voluntary payroll deductions and numerous fundraising events organized by volunteers across the property. On September 17, more than 2,000 people attended the TTC Open House at Hillcrest Complex. It was a great opportunity for the public to explore the amazing work done by our operations and maintenance crews as well as donate to a worthy cause.

Returning to in-person events is one more way the TTC is emerging from the pandemic. We can see that our customers are also starting to come back. As of the week ending September 16, boardings by mode were highest on the bus network at 75 per cent of pre-COVID levels while streetcar and subway boardings were at 55 per cent and 64 per cent, respectively. Overall system-wide boardings now sit at 68 per cent of pre-pandemic levels. The TTC experienced an 18-per-cent increase in total customer boardings since the

Labour Day long weekend.

As the city continues to return to normal, the TTC is fully prepared to welcome everyone back to a safe and clean system with service that meets our customers' needs.

People Group

Operations Training Centre (OTC) hiring update

The Operations Training Centre ramped-up training in February of this year in preparation for the September service period. We took an all-hands-on-deck approach to securing the right resources, instructors and training space. OTC trained historic numbers of new employees, with over 600 in the seat by the end of the September board period, and many more by the end of 2022.



CEO's commentary

As we committed to in our 10-Point Plan on Diversity and Inclusion, we continue to work toward ensuring that four out of 10 of all our new operator hires identify as women (page 23). We look forward to reporting back on how we're doing in the coming months.

Engineering, Construction & Expansion Group

ATC installation completion

I'm proud to announce that Automatic Train Control (ATC) signalling is now fully activated and operational on the entirety of Line 1 Yonge-University. This critical infrastructure work was officially completed in late September.

I was joined by Mayor John Tory and TTC Chair Jaye Robinson at Lawrence Station on September 29 to make an official public announcement.

I'm grateful to our ATC Project team along with staff and crews in Infrastructure and Engineering, on completing this major assignment. The modernization of our signalling system allows the TTC to provide more reliable and more frequent service for customers, which will translate into greater capacity.

Throughout many weekend subway closures over the last number of years, crews installed more than 250 signals, 2,000 beacons and other trackside equipment, performed special track work in the tunnels, and laid down more than one million feet of various cabling.

The TTC appreciates and thanks customers, businesses and the general public for their patience and understanding during the numerous closures needed to complete this critical infrastructure work.

Diversity and Culture Group

National Day for Truth and Reconciliation

September 30 is the National Day for Truth and Reconciliation in Canada as well as Orange Shirt Day.

To honour the survivors of the Residential Schools and all of the children who did not return home, on September 30 all TTC buses in service will feature an orange flag with an Every Child Matters message. We're also installing window decals with a similar message on streetcars and Wheel-Trans vehicles in service.

All TTC employees will receive an Every Child Matters pin and will be invited to wear it on the 30th. The pins will be affixed to a postcard reminding us of the importance of Truth and Reconciliation. Employees will also be allowed to wear orange shirts to acknowledge the day.

Thank you to artist Dayle Hawkins of the Mississaugas of the Credit who produced the artwork for the postcard. I'd also like to thank the United Indigenous Council and the Mississaugas of the Credit First Nations for providing guidance on how to best recognize this day.

TTC workers donate backpacks and school supplies

For the third year, TTC volunteer organizers are supporting the Toronto and Region Chapter of the Conference of Minority Transportation Officials (COMTO) with its backpack and fundraising drive. The donation drive collects new backpacks filled with school supplies for children and youth in Neighbourhood Improvement Areas around Toronto.



CEO's commentary

This year employees donated more than 450 new backpacks loaded with school supplies and raised \$1,950 in donations for students in the Lawrence Heights, Malvern, Shawn Blu Rose Park and Allen Gardens Park areas.

Strategy and Customer Experience Group

PRESTO reader upgrades

At the start of September, TTC customers were informed that PRESTO is replacing card readers on Wheel-Trans buses and contracted accessible minivans. The installation is scheduled for completion in November. Starting next month, the replacement of card readers will begin on TTC buses and streetcars, which is expected to continue until December.

The upgrade will accommodate debit/credit card tap payments when that option becomes available across the system in 2023. These readers are the same being used on GO Transit and at other neighbouring transit properties in the 905 region.

In the meantime, customers can continue to tap their PRESTO card or PRESTO ticket on the reader when they board a vehicle from the street or enter a station through a fare gate. We continue to remind customers that their tapped card or ticket is their proof of payment. For more information about PRESTO use on the TTC, please visit ttc.ca/presto.

Public Forum on Accessible Transit

The TTC's mission statement is to provide a reliable, efficient, accessible and integrated bus, streetcar and subway network.

The Public Forum on Accessible Transit updates customers about accessibility initiatives, such as the Wheel-Trans 10-Year Strategy, Family of Services and Easier Access projects. The most recent virtual meeting took place on Thursday, September 22. TTC staff presentations began at 7 p.m. and were followed by a public question-and-answer session. The forum was live-streamed. More details are available at ttc.ca.

The feedback we receive from customers and the general public at our transit forum is essential for helping us to improve our accessible conventional and specialized services that we provide to our diverse customers.

This year's panelists included: Chief Diversity and Culture Officer Keisha Campbell, Wheel-Trans Head (Acting) Cameron Penman, Streetcar Transportation Head Deb Lyon, Customer Policy Manager Matt Hagg, Service Planning Manager Laurence Lui and ACAT Chair Jonathan Marriott. A big thank you to all those who helped make this event happen.

Closing out TTC 100

With nearly 1,000 visitors attending at our 100th anniversary finale at Hillcrest last month, it's evident to me that the TTC remains an integral part of our city and continues to bring great pride to Toronto. Many of the visitors had special memories of the TTC and the closing event helped to show that it holds a special place in the hearts of Toronto.



CEO's commentary

Kids from kindergarten all the way up to Grade 12 sent us their vision of public transit through artwork depicting all facets of the TTC. The response was fantastic and I'd like to extend my congratulations to the following winners:

- Robyn and Leonard Killeen from Seventh Street J.S.
- Selena Haththotuwa from Secord Elementary
- Ishraq Alam from R.H. King Academy
- Annie Clarke-Ward, Jazz Stocker-Witterick,
- Kailah Kilfoyle and Virgil Grant from The Linden School
- Finch Howells-Young from Shirley Street P.S.
- Alexandros Prokos from Sir John A. Macdonald C.I.
- Ayaz Ghafur from Hillmount P.S.
- Saheel Siyam from W.A. Porter C.I.
- Kevin Wang from Elkhorn P.S.

Their artwork has been developed into a mural installation that overlooks the tracks at Davisville Station for all to admire.

I hope everyone had the opportunity to share in some of the celebrations this past year. For me, it has been a great privilege to pay tribute to the TTC workforce, both past and present, for their



tireless dedication to delivering safe, reliable and efficient service to 32 billion riders and counting.



CEO's commentary

Operations Group

Stop-and-Stay in honour of Her Late Majesty Queen Elizabeth II

As Canada mourned the passing of Queen Elizabeth II on Monday, September 19, the TTC paused all service for 96 seconds at 1 p.m.

All trains were held at station platforms. Bus and streetcar operators stopped their vehicles at a regular service stops prior to the designated hour for the moment of silence. Wheel-Trans vehicles also stopped at a safe location, and subway station announcements and social media posts were momentarily suspended. Regular service resumed immediately following the stop-and-stay order.

Our stop-and-stay event coincided with the Provincial moment of silence following Her Late Majesty's State Funeral on the 19th, the last day of the official period of mourning in Canada.

Increases in service starting September 4

In anticipation of the traditional uptick in ridership at this time of year, the TTC increased service to meet the return to school and the workplace after Labour Day, September 5.

Starting on September 4, service was increased on all modes. Among the key service changes were:

- Restoration of three-minute train service on Lines 1 and 2;
- Increased service on more than two dozen bus routes and two streetcar routes;
- Restoration of seasonal, post-secondary services across the network; and
- Extra, unscheduled vehicles were available across all modes to help fill gaps that develop due to unplanned delays or disruptions.

Cleaning blitz at TTC stations

Through a collaborative, multi-department effort, close to 100 summer students began work in late June to perform a cleaning blitz throughout the subway system. These students were divided into 13 teams, each spending a week at a time at an assigned station to manually scrub walls and

stairs, and perform detailed cleaning of stainless steel doors, door/window frames, waste receptacles, elevators, escalators and benches. A total of 64 stations were covered under the cleaning blitz. A total of 30 students had their employment extended by two weeks, and completed a second cleaning at 10 stations.

The Stations Department's September Readiness Plan also ensured hand sanitizing units at all stations were inspected and any necessary repairs made to ensure all were fully operational for September. And staff continue to deliver masks to all stations and any customer who wishes can approach a Station Collector or Customer Service Agent on duty to request one.

Innovation and Sustainability Program

TTC-PowerON Principal Agreement signed

One of the primary goals of the TTC's newly established Innovation and Sustainability Program is to reduce greenhouse gas emissions from today's fossil-fueled fleet and facilities.



CEO's commentary

The drive for greener transit in Toronto took a major step forward in August when the TTC and PowerON Energy Solutions LP, a subsidiary of Ontario Power Generation, agreed to the co-investment, ownership, delivery, maintenance and operations of electrification infrastructure needed to transition the TTC's fleet and facilities to zero-emissions.

PowerON will manage engineering, design, procurement, construction, installation, testing and commissioning of electrification infrastructure at TTC sites over the next two decades. This signing represents a first-of-its-kind partnership between public agencies and corporations working jointly to fight climate change.

Although we're already operating the largest fleet of battery-electric buses on the continent, our Green Bus Program remains aggressive, and includes the procurement of only eBuses starting in 2024 – one year ahead of the 2025 target. The current schedule will deliver full-fleet conversion to zero-emissions by 2037, which is three years ahead of the City's TransformTO Net Zero

Strategy target of 2040.

With the execution of the TTC-PowerON Principal Agreement, the first step is to accelerate efforts to install more than 500 chargers at eight garages between 2023 and 2025. Together through this innovative partnership, the TTC and PowerON are transforming our transit operations and fighting climate change.

Safety and Environment Group

Station vaccination clinics

Held in partnership with Toronto Public Health, the TTC hosted drop-in vaccination clinics at several subway stations this month. First, second and booster doses were administered to people aged five or older. Moderna, Pfizer and Pediatric Pfizer was available and no appointments were required. Shots were available from 11 a.m. to 6 p.m. on each of the following days:

- September 8, 9, 15, 16, 22, 23: Bathurst, Islington, Union and York University stations.
- September 10, 11, 17, 18, 24, 25: Jane, Sheppard West, St Clair West and Warden stations.

The TTC continues to work closely with public health officials regarding the COVID-19 pandemic and although mask wearing is no longer mandatory on public transit, the TTC continues to strongly recommend that customers and employees wear masks while on the network.

The TTC reached a major milestone in its vaccination efforts earlier in the year with more than 10,000 doses of COVID-19 vaccinations administered at clinics held at TTC locations.

Pop-up COVID-19 vaccination clinics continue to take place around the city and all eligible residents are encouraged to get their vaccine shot to protect against variants.



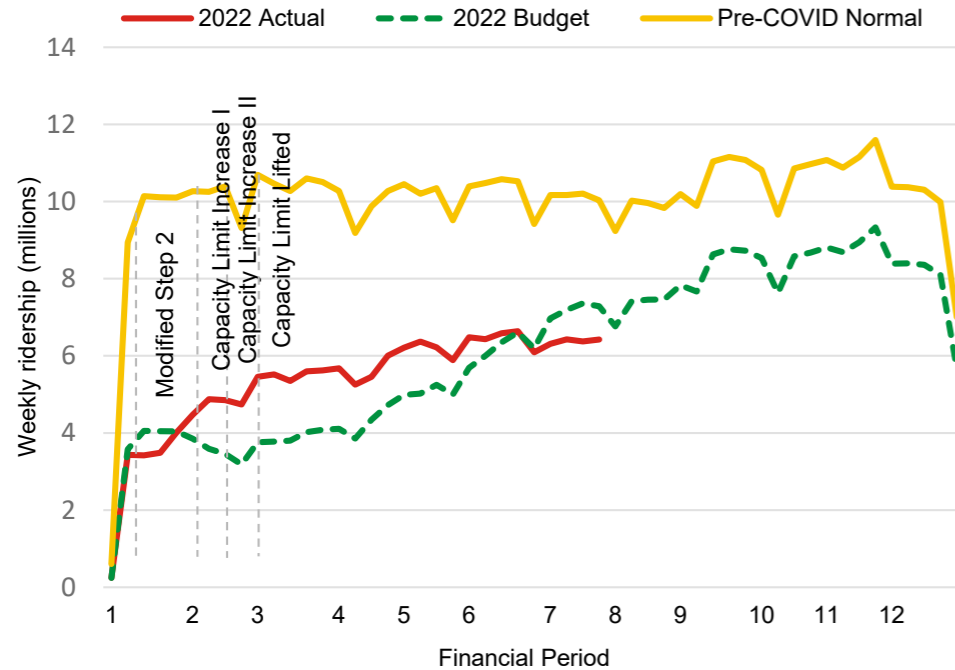
Richard J. Leary
Chief Executive Officer
September 2022





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 7 (July 3 to July 30, 2022) revenue rides totalled 25.5 million or an average of 6.4 million per week, representing 63% of pre-COVID experience. Period 7 experience reflects a 0.2% increase from Period 6, which averaged 6.4 million revenue rides per week and represented 63% of pre-COVID experience.

On a year-to-date basis, revenue rides totalled 165.9 million, which is 19.5 million above budget and represented 54% of pre-COVID experience.

Analysis

After consecutive growth in the first half of the year, the rate of revenue ridership growth now appears to have stabilized, averaging 63% of pre-COVID normal for Period 7.

During Period 7, occasional customers (five-to-eight taps per week) and infrequent customers (one-to-four taps per week) remained unchanged from the prior period at 81%. The proportion of monthly pass customers, and frequent customers

(nine-plus taps per week) also remained unchanged from the prior period at 19%. In comparison, 68% were infrequent/occasional customers and 32% were frequent/monthly pass holders pre-pandemic.

Monthly pass sales for August use totalled 80,069, representing 43% of pre-COVID experience. There were 1,144 less passes sold for August use compared to July. The largest decrease was observed in the youth group (613), followed by post-secondary (439) and adults (131) and partially offset by an increase for senior (39).

Action

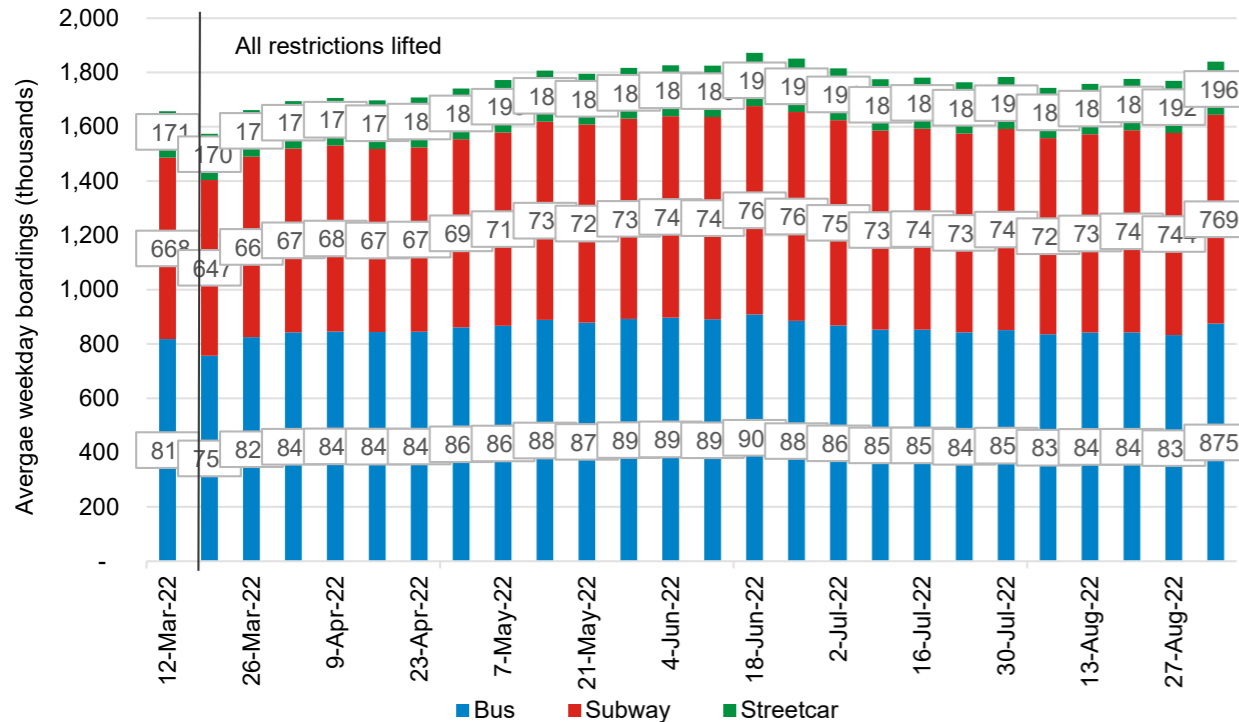
Ridership trends and recovery continue to be monitored closely for all fare concession types and segments. Fall 2022 ridership levels will be telling of the extent of customer return to in-office work. If the frequency of in-office work days remains at current levels, fare revenue could continue to fall below budgeted levels for the remainder 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 1.84 million for the end of August represents 57% of pre-COVID levels*.

Analysis

The week ending September 2 was the last week of summer before the majority of return-to-school routines for secondary and post-secondary students resumed. Students represent 22% of pre-COVID ridership.

Throughout the summer ridership was relatively flat, with the last week of August showing the first sign of ridership returning. This week is the third busiest week since the pandemic, just behind the last two weeks of June 2022. Downtown office occupancy reached 29% at the end of August, and is still anticipated to increase.

At the end of August, bus is 63% pre-COVID, streetcar is 43% and subway is 49% of pre-COVID.

Early reports indicate total boardings increased to 68% in the first week of school. This is expected to increase further to 69-75% mid-September as schools settle in and commuters slowly return to the office more.

Action

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

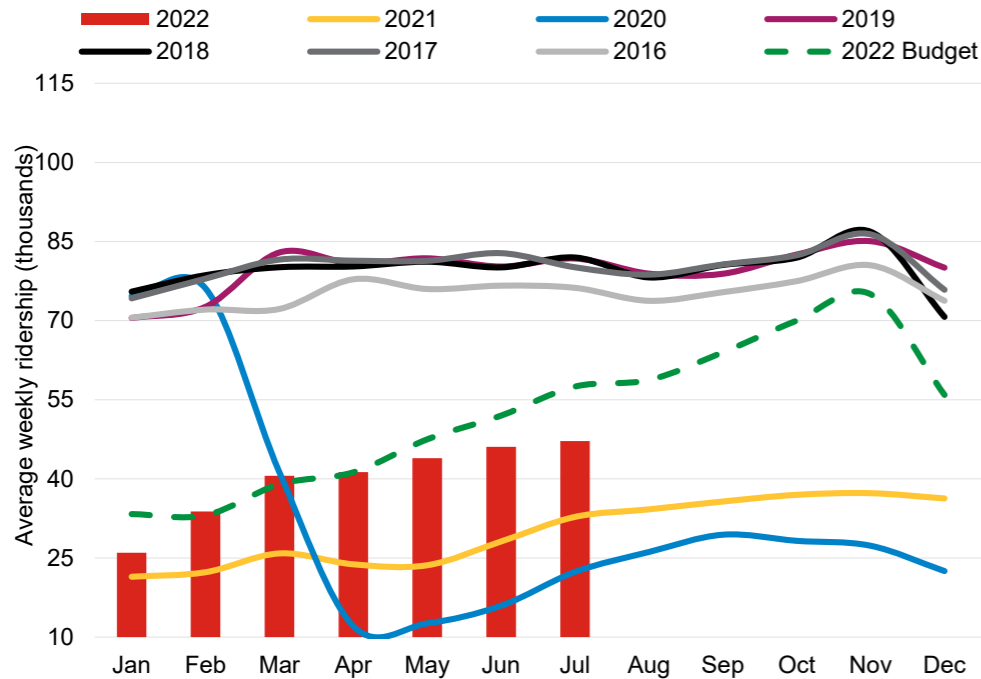
- Regular customer surveys.
- Toronto employer surveys and monitoring downtown office occupancy.
- Outreach to school boards and post-secondary institutions.
- Campaign on customer reacquisition planned for the fall.





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

Period 7 (July 3 - July 30, 2022) Wheel-Trans trips totalled 188,709 or 47,177 trips per week — representing 57.7% of pre-COVID experience. This figure is 18.0% lower than the budgeted 57,500 trips per week.

Year-to-date ridership is 56.2% higher compared to the same period in 2021, and is 8.0% (104,700) under the year-to-date 2022 budget.

Analysis

Ridership continues to show steady growth in 2022.

We expect this trend to continue and are preparing for increased ridership in September as students return to school and more workers return to offices.

Action

We continue to promote Family of Services to encourage full diverted trips on the conventional system.

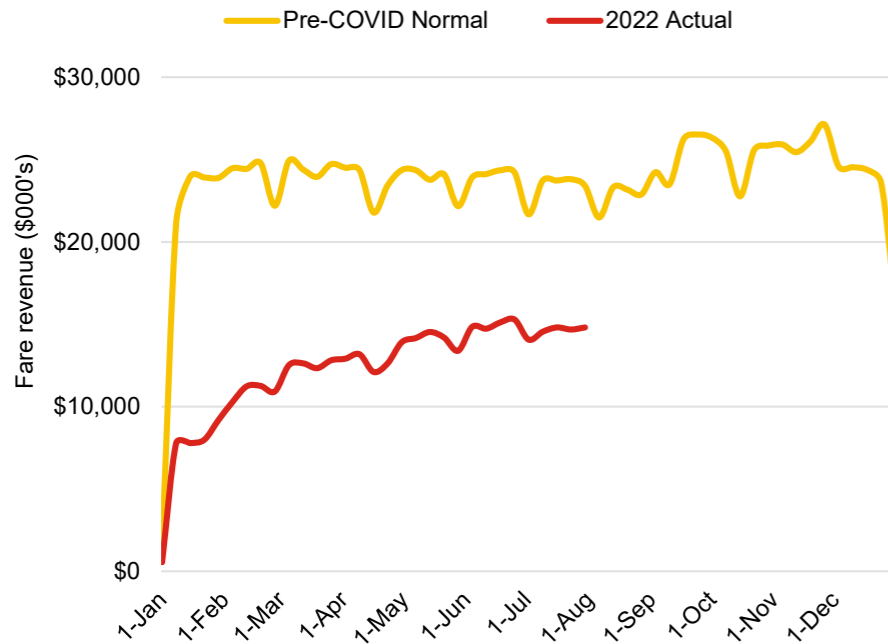
We expect the results of our 2022 Trip Diversion survey this month, which will allow us to better understand changing customer travel behaviour and improve our ability to accurately forecast demand.





Financial

Fare revenue



Definition
Revenue generated through fares.

Results

Period 7 (July 3 to July 30, 2022) fare revenue was \$59.0 million. This is \$6.6 million, or 10% below budgeted fare revenue for Period 7, representing 62% of pre-COVID experience. Weekly fare revenue in Period 7 averaged \$14.7 million, which represents a 1% decrease over Period 6 average weekly revenues of \$14.8 million.

On a year-to-date basis, fare revenue totalled \$381.5 million, which is \$57.1 million above budget and represented 53% of pre-COVID experience.

Analysis

After consecutive growth in the first half of the year, the rate of fare revenue growth appears to have slowed, averaging 62% of pre-COVID normal for Period 7.

Fare revenue exceeded budget for the first half of the year given the effects of the Omicron variant were not as widespread as originally considered. However, fare revenue has now fallen below budgeted

levels, at 10% below budget for Period 7, primarily because the frequency of in-office work days is lower than originally anticipated.

The Period 7 revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$53.6 million from PRESTO — representing a PRESTO ridership adoption rate of 88.1% — and \$5.4 million from other media.

Period 7 revenue reflected the following fare concession profile: 81.0% adult, 7.7% post-secondary, 5.2% youth (ages 13-19), 5.9% senior and 0.2% other.

Action

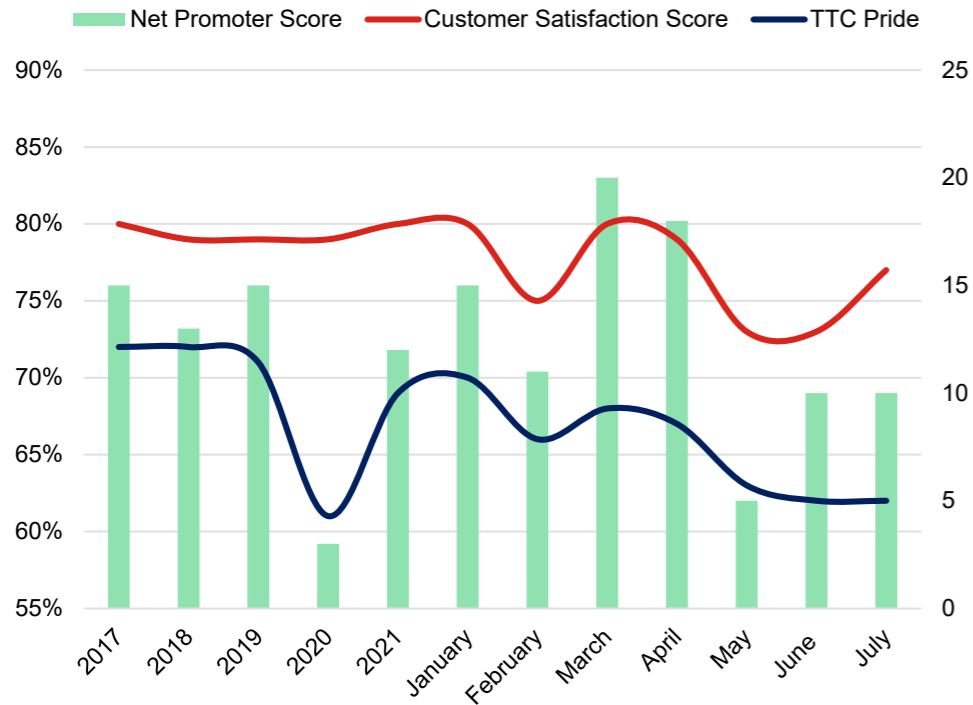
Ridership trends and recovery continue to be monitored closely for all fare concession types and ridership segments. Fall 2022 ridership levels will be telling of the extent of customer return to in-office work. If the frequency of in-office work days remains at current levels, fare revenue could continue to fall below budgeted levels for the remainder 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".

Results

In July, 77% of customers reported high levels of satisfaction with TTC services. Our Net Promoter Score (NPS), measuring how likely customers are to recommend the TTC to a friend, family member or colleague, was 10. The majority (62%) of customers say they are proud of the TTC and what it means to Toronto.

Analysis

Both Customer Satisfaction and NPS increased, while TTC pride remained steady following a low in May.

Our customer satisfaction score in July represents an increase from last month (73%), but a decrease from the same time last year (88%). Lower satisfaction results in 2022 are being driven by customer perceptions of wait time and feelings of personal safety. More customers are reporting being unhappy with their wait and travel time month-over-month. This is consistent with the lower scores we are seeing with our on-time performance metrics (pages 17-18).

Action

- We continue to work with the City and the Toronto Police Service to keep our customers safe (pages 26-27).
- In order to minimize missed trips, service levels will be better aligned with workforce availability through the fall while the restoration of the 600-series buses will help mitigate the impacts of absenteeism.
- Operator departure monitoring will continue across all bus divisions.
- September will see new schedules implemented on 16 routes, including 10 routes with an OTP score of less than 85%.

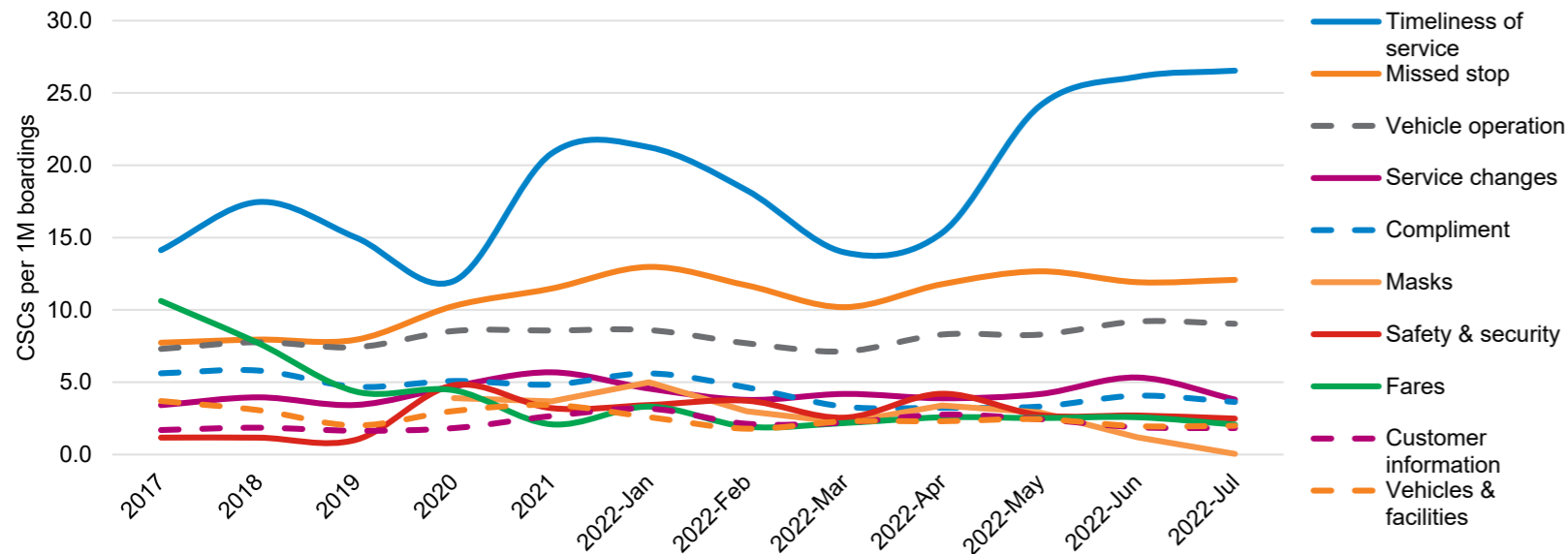




Customer experience

Customer service communications (CSCs)

We value communication with our customers. It helps inform service planning and operations, and improves our overall customer experience. In addition to our Customer Satisfaction Survey (page 11), volunteered customer feedback is also highly valuable. The TTC's Customer Service Centre receives customer input via our website, telephone, email and Twitter – each one is a CSC. CSCs are routed through the organization in order to acknowledge and respond to individual customers, and used to understand overall customer experience.



Definition

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

Results

Overall, CSCs per one million customer boardings decreased by 5% in July compared to June. The total number of CSCs decreased by 8%, while customer boardings increased by 3% month-over-month.

Analysis

Service-related CSCs were mixed and compliments made up 6% of all CSCs, up from 5% last month. All three COVID-related CSCs in July continue to improve.

Service-related CSCs:

- Service changes CSCs decreased in July by 29%, as there were no major changes made to service during this period. Many of these CSCs are related to perceived low frequency of service on surface routes.
- Vehicle operation CSCs decreased by 2% in July, following a relatively flat trend so far in 2022.
- Missed stop CSCs increased by 1% in July — showing a relatively flat trend in recent months.
- Timeliness of service CSCs increased slightly this month (2%), showing an increasing trend since April 2022. These CSCs are primarily related to surface routes currently impacted by construction work. Our on-time performance metrics (pages 17-18) have followed a similar decreasing trend in recent months.

Commentary continued on next page





Customer experience

Customer service communications

COVID-related CSCs:

- Communications related to employees and customers not wearing masks improved (-59%) for the second consecutive month (page 27).
- Crowding CSCs remained outside of the top 10 areas of customer concern for the ninth consecutive month, and are 32% below pre-pandemic levels.
- Safety & security CSCs decreased (-1%) for the third consecutive month. While these CSCs make up only 4% of all CSCs and are decreasing, they remain about two times higher than pre-pandemic levels. The majority of these CSCs are related to anti-social behaviour on the system.

Action

Service-related (pages 15-19):

- In September, service was added across all modes to meet increased demand. Many surface routes now have increased service, either through additional resources to improve on-time performance, new service, or improved frequency of vehicles. We have also prepared for school resuming by increasing resources on routes serving schools.
- 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.

COVID-related:

- Continue to monitor mask use with system-wide observations and

distribute free masks to customers. We recommend that customers and employees wear masks on the TTC.

- 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 compliment

“Being partially disabled, it was difficult to wade through the crowd waiting to board, and missed two streetcars. Your two supervisors on duty, saw my dilemma and came to my aid. They assisted me to board the next car, and found me a seat although being very busy. My note is to express my thanks to them both, and to the TTC, for having such employees on your staff.” - TTC customer

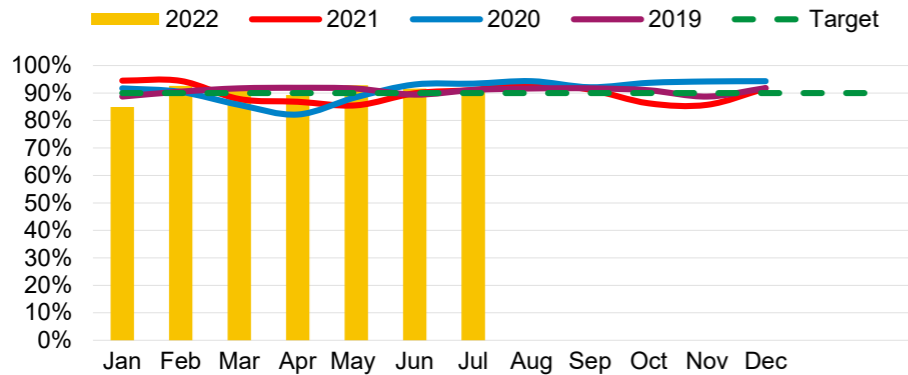




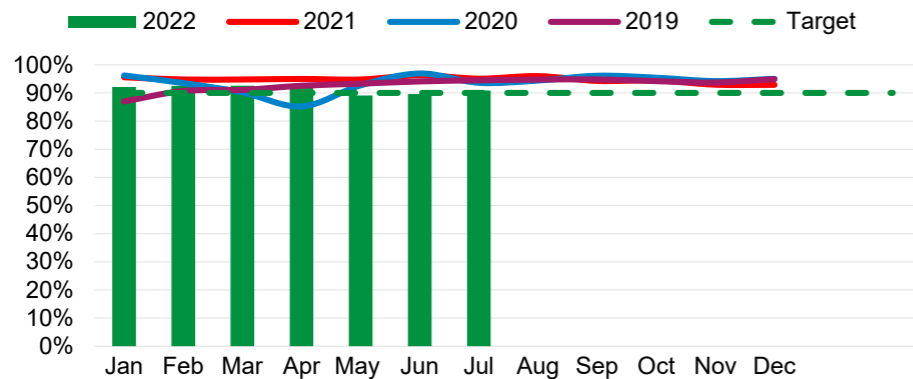
Customer experience

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 (Lines 1 and 2)

Line 1: OTP was 90.9% in July. This represents a decrease from last month (91.6%) and also a decrease from the same time last year (91.1%). Our target of 90% was met.

Line 2: OTP was 90.9% in July. This represents a slight increase from last month (89.6%) and a decrease from the same time last year (95.1%). Our target of 90% was met.

Analysis (Lines 1 and 2)

Line 1: There was a 20.9% decrease in total delay minutes in July. Despite a decrease in delay minutes across all sectors, the OTP was adversely affected by early nightly closures for track work.

Line 2: There was a 4.1% increase in total delay minutes in July. With delay minutes increasing, the expected trend would be for OTP to decrease. However, June's OTP was impacted by the higher than normal early weekday closures, which were reduced in July.

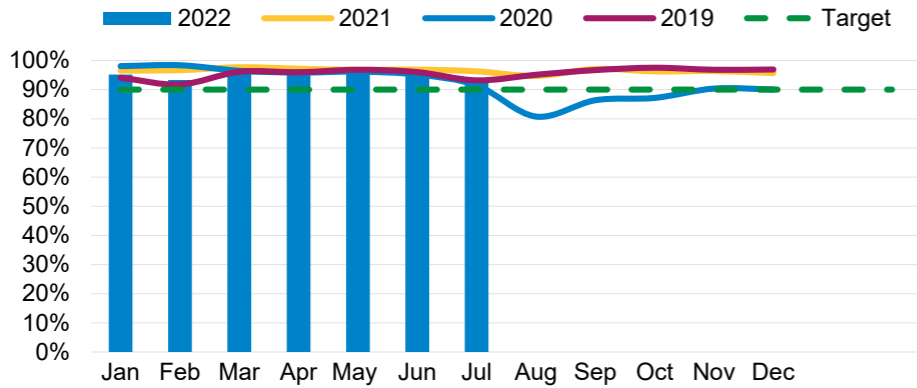




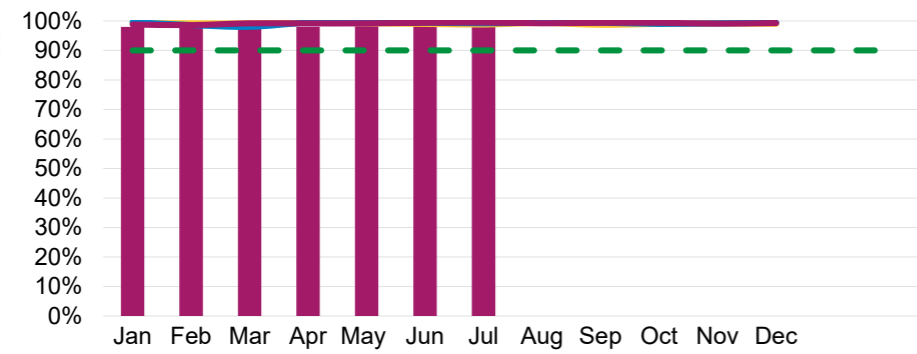
Customer experience

On-time performance (OTP) – Subway

3



4



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

Results (Lines 3 and 4)

Line 3: OTP was 93.2% in July. This represents a decrease from last month (95.2%) and also a decrease from the same time last year (96.3%). Our target of 90% was met.

Line 4: OTP was 98.5% in July. This represents a decrease from last month (98.9%) and a also a decrease from the same time last year (98.8%). Our target of 90% was met.

Analysis (Lines 3 and 4)

Line 3: There was a 65.4% increase in total delay minutes — from 462 minutes in June to 764 minutes in July. The increase can be attributed to more instances of debris at track level.

Line 4: There was a 69.2% increase in total delay minutes — from 159 minutes in June to 269 minutes in July. The increase in delay minutes can be attributed to work zones on the tracks being cleared later than anticipated.

Action

Station cleaning is a key focus this fall.

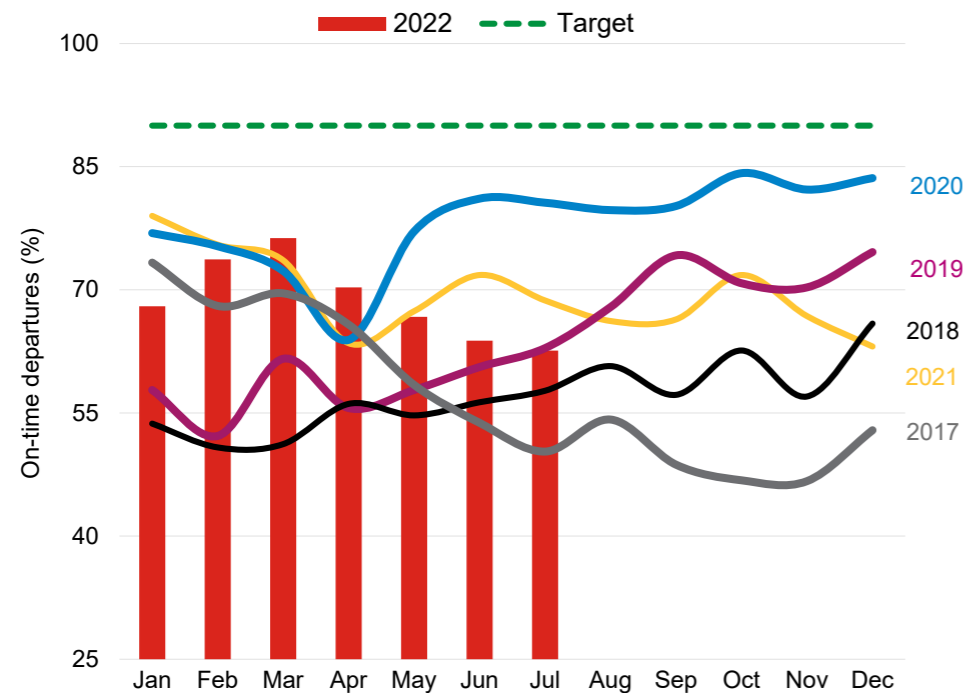
We will continue to monitor ridership and service levels and make adjustments where necessary to ensure punctual service levels are delivered.





Customer experience

On-time performance (OTP) – Streetcar



Definition

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

Results

Streetcar OTP in July was 62.6%, a decrease compared to June (63.8%) and the same period last year (68.7%). Our target of 90% was not met.

Analysis

Streetcar performance has followed a decreasing trend since mid-April. The drop in performance continues to be driven by maintenance and construction projects and events in the city.

Routes not affected by construction performed at 75.7%, and routes not affected by Special Events performed at 80.3%.

The King-Queen-Queensway-Roncesvalles (KQQR) intersection reconstruction continued to require shuttle bus service on the 501 Queen and 504 King routes. Infrastructure upgrades at Dundas West Station required the 505 Dundas and 506 Carlton routes to share High Park Loop throughout the period. These four routes had a combined OTP score of 55.7% — lower than overall performance.

Various events also impacted weekend performance in July. This included Salsa on St Clair (July 9/10), Honda Indy (July 16/17), Taste of Asia and the Toronto International Jazz Festival (July 23/24), and the Caribbean Carnival (July 30/31). On weekdays, the routes not affected by construction achieved an OTP score of 80.3% in July.

Action

We welcome special events, and investment in State of Good Repair. Streetcar OTP initiatives are focused on:

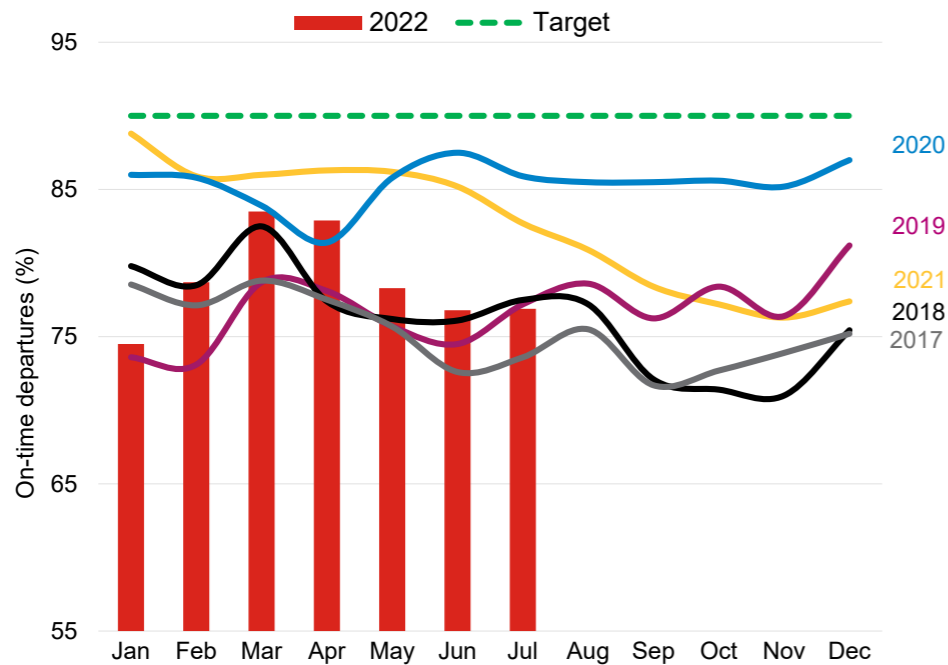
- Adjusting streetcar workforce in order to align with planned service levels for this fall.
- Several schedules are also under review in an effort to improve network OTP.
- New schedules will be implemented on the 511 Bathurst and 512 St Clair routes with the September board period.
- Ongoing vehicle departure monitoring.





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 in July was 76.9%, an increase compared to June (76.8%), however lower compared to the same period last year (82.7%). Our target of 90% was not met.

Analysis

Bus performance remained below 80% on-time for the third consecutive month. Lower performance continues to be largely driven by an increase in missed trips as well as construction and special events on weekends.

During weekdays, 47 of 159 routes performed at an 85% level or greater, while 13 at a 90% level or greater. For routes not impacted by construction, weekday OTP was 82%. Of routes not impacted by construction, 59 performed at an 85% level or less and 13 performed at a 75% level or less. Routes impacted by construction had a weekday score of 68% in July.

Missed trips increased to 7.4% from the 6.0% experienced in June. Late trips again made up the largest component of non-on-time trips for the period, although this category improved compared to June (9.5% compared

to 11.2%).

Weekend performance was impacted by events such as the Honda Indy (July 16/17) and the Caribbean Carnival (July 30/31). Planned subway closures that required shuttle buses re-directed from regular service to meet requirements (July 9/10 and July 23/24) also impacted weekend performance.

Action

We continue to work towards improving bus network performance.

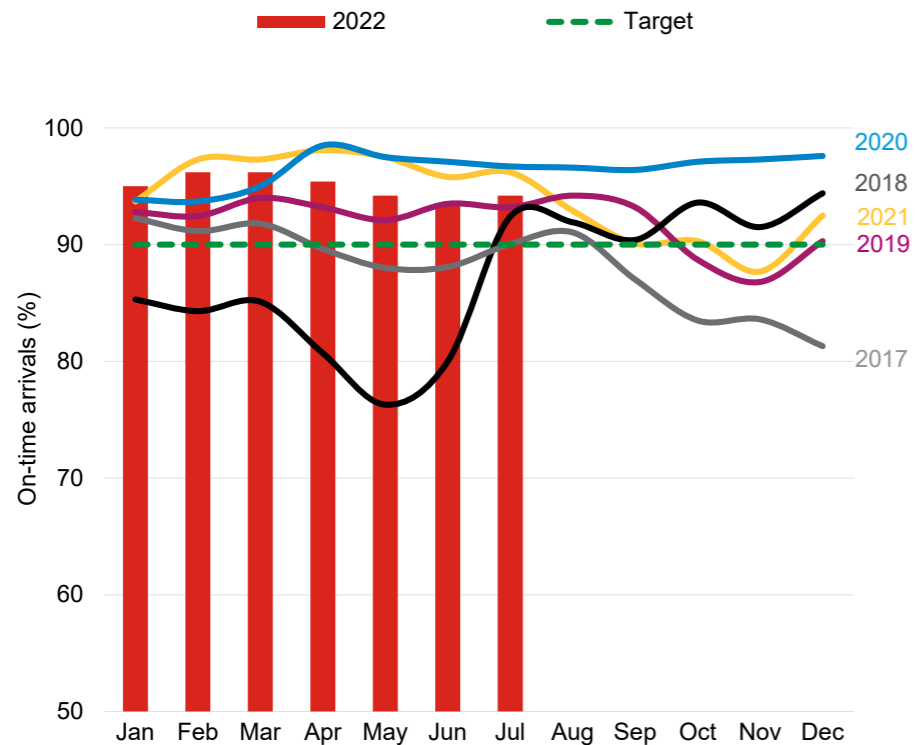
- In order to minimize missed trips, service levels will be better aligned with workforce availability through the fall.
- The restoration of the 600-series buses will help mitigate the impacts of absenteeism.
- Increased number of demand responsive buses.
- Operator departure monitoring will continue across all bus divisions.
- September initiates a deliberate route-focused OTP review, and introduces new schedules on 16 routes, including 10 routes with an OTP score of less than 85%.





Customer experience

On-time performance (OTP) – Wheel-Trans



Results

Wheel-Trans OTP in July increased by 0.8% from June to 94.2%, and is 2.0% lower than the same time last year.

Analysis

The slight increase in OTP can be attributed to the continued focus on service adjustments and vehicle lateness being monitored by our team. Our dedicated dispatch team for OTP has continued to ensure service adjustments are being made proactively to improve overall customer experience and service efficiency.

Action

We will continue to strategize and use appropriate mitigation strategies to adjust service, maintain efficiencies and OTP as ridership increases.

Definition

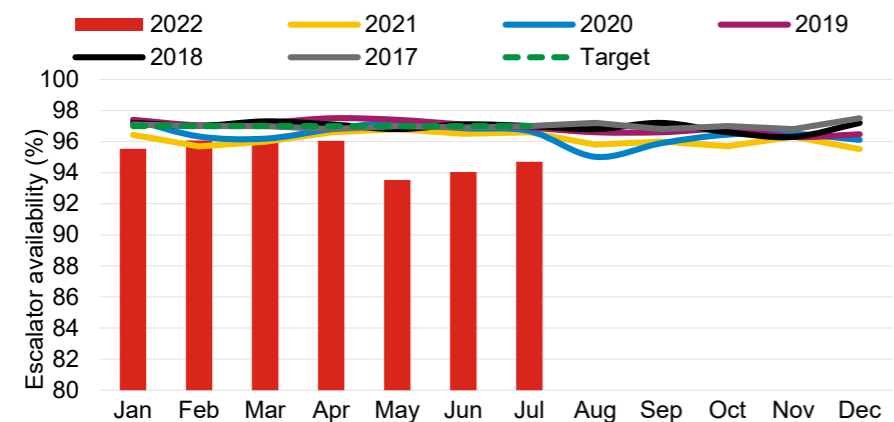
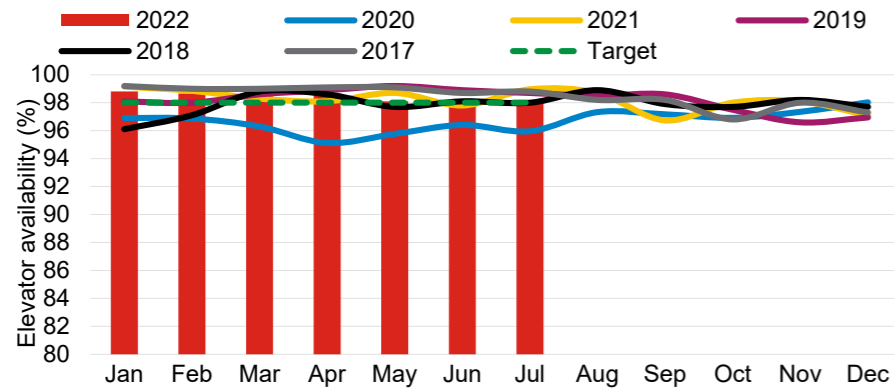
On-time performance of all trips conducted by Wheel-Trans buses. To be on time, the bus must arrive within 20 minutes of its scheduled arrival.





Customer experience

Accessibility – Elevator and escalator availability



Definition

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

Results

Elevator availability in July was 98.1%, which represents a decrease from last month (98.2%) and the same time last year (99.0%). Availability was above our target of 98%.

Escalator availability in July was 94.7%, which represents an increase from last month (93.5%), but a decrease from the same time last year (96.6%). Availability was under our target of 97%.

Analysis

Construction work at Dupont and Bay stations reduced elevator availability in July. We are also receiving a higher number of calls related to debris in door sills.

Escalator availability remained below target this month due to construction work and flooding.

Eight escalators were removed from service due to water damage. An additional three escalators remained out of service to accommodate construction work at Dundas West, Lansdowne and Castle Frank stations. Construction work reduced

availability by approximately 1%.

Two escalators serving the northeast entrance of Spadina Station have been removed from service to perform end-of-life overhauls. Both escalators must be overhauled at the same time to maintain safe pathways for customers and safe work spaces for technicians. This work will have a significant impact on performance until early fall 2022.

Action

We continue to work with our Stations team to assist with cleaning in and around elevator doors. We are also looking into a solution to allow for automatic cleaning of door sills.

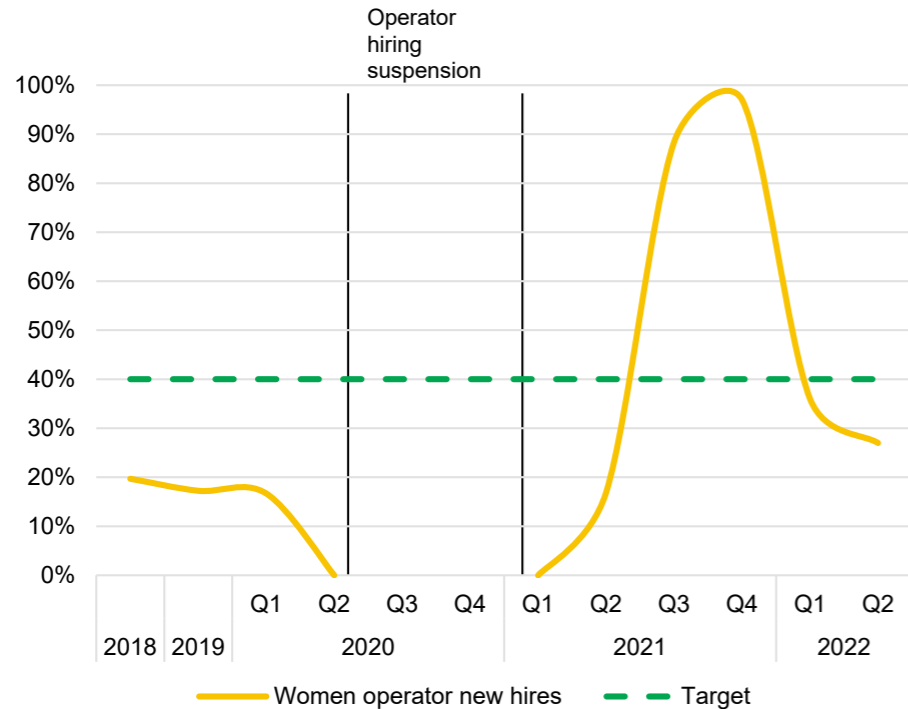
All eight water-damaged escalators were inspected, repaired, and returned to service. The escalator at Lansdowne Station has also been returned to service. Our state of good repair program will continue until the end of 2024 and will impact availability until complete.





Diversity

Women operator new hires



Definition

The proportion of operator new hires who identify as women.

Results

In our 10-Point Action Plan on Diversity and Inclusion, we made the commitment to recruit more women into transit operations, with women representing at least four in every 10 new operator hires by the end of 2021. Last year, we reached our goal with 60% of new hires identifying as women. The hiring of operators was halted during the height of the pandemic and resumed in April 2021.

In Q2 2022, we hired 291 operators (79 women, 212 men), with women representing 27% of that total. This proportion of women hired is a decrease from the previous quarter where they made up 36% of new hires, but an increase from the same time last year (17%).

Analysis

Among the women we hired as operators in Q2 2022, 86% are racialized, of which 62% are Black and 10% are Asian.

We have started off the year slow, but we continue to stay committed to finishing 2022 above our target. We also have some challenges ahead as many industries face a labour shortage.

In April, we hosted a TTC Connects Women as Transit Operators virtual recruitment event with 400 attendees. We also leveraged targeted social media posts with a recruitment ad, video of testimonials and links to apply.

Action

We have several recruiting events planned for the remainder of the year, including career fairs with Toronto Community Housing Corporation and the Native Women's Resources Centre of Toronto.





Safety and security

Lost-time injuries rate (LTIR)



Definition

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

Results

The LTIR in Q2 2022 was 5.9 injuries per 100 employees — a decrease from Q1 (7.3) and an increase from the same period last year (4.1). The LTIR for Q2 was 1% higher 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 20% drop in the Q2 LTIR from Q1 as COVID cases decreased.

Acute emotional event injuries account for 17% of all lost-time injuries and represent the second highest injury event type. Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition) account for 22% of all lost-time injuries and represent the highest injury event type.

Action

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

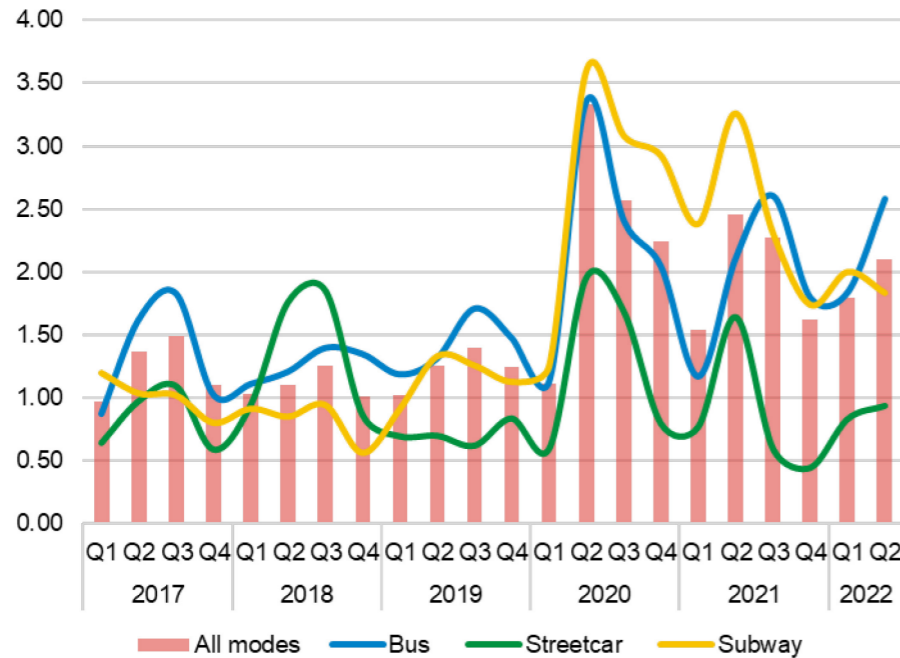
The Ergonomic Musculoskeletal Disorder (MSD) Prevention Program, focuses on preventing musculoskeletal/ergonomic type injuries and resolving ergonomic concerns. It is important to be proactive and address potential hazards before they lead to injuries. The purpose of the program is to increase awareness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





Safety and security

Customer injury incidents rate (CIIR)



Definition
Number of customer injury incidents per one million boardings.

Results

The CIIR in Q2 2022 was 2.1 injury incidents per one million vehicle boardings — an increase from Q1 (1.8) and a decrease from the same period last year (2.5). The CIIR for Q2 was 8% higher 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 increase in the CIIR from Q2 (up 17% from Q1), was mainly driven by an increase in bus onboard injuries (Bus CIIR is up 40% from last quarter). Q1 had 105 bus onboard injuries and Q2 had 179 onboard injuries. About one third (33%) of Q2 bus injuries were due to hard braking by the operators to avoid collisions.

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.

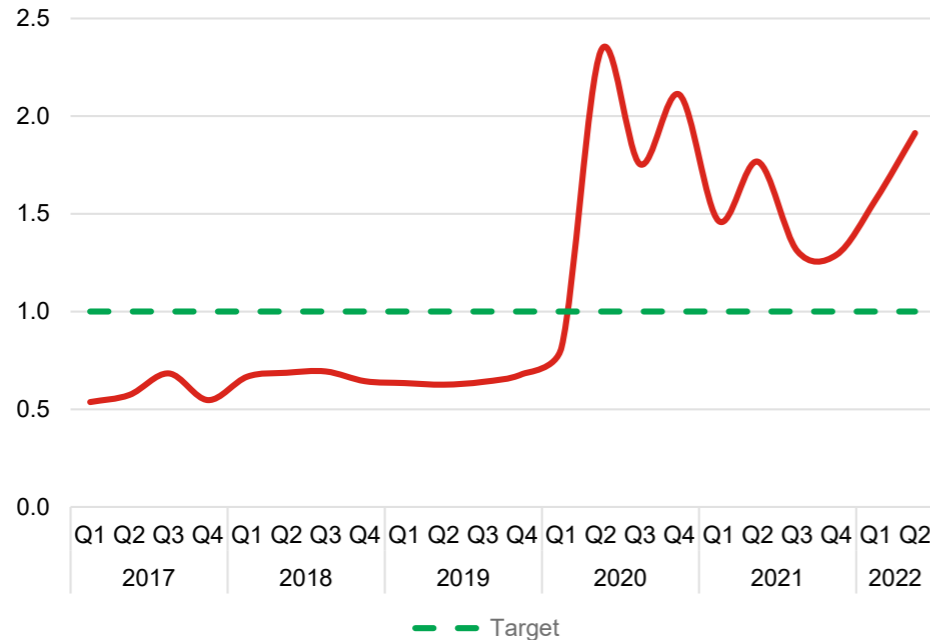
This summer, we are updating the content and design of our safety campaigns on our vehicles and in our stations and exploring new ways to reach our customers to communicate key safety messages.





Safety and security

Offences against customers



Note: New reporting system is in development. Data has not been cleaned for Q2 2022 and may have inaccuracies.

Definition

Number of offences against customers per one million boardings.

Results

In Q2 2022, the number of offences against customers was 1.9 per one million boardings. This represents a 21.6% increase from Q1 2022 and an 8% increase from the same time last year.

Analysis

The total number of offences against customers increased in Q2 compared to Q1 2022 — 268 and 183, respectively.

Action

We have increased patrols and Special Constable presence in our system.

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

Since April 2020, the TTC has partnered with the City to support their Streets to Homes initiative. As part of this program, our CEU Special Constables proactively patrol the TTC system with outreach workers from Streets to Homes. This organization will continue to have dedicated presence of outreach workers in our system going forward.





Safety and security

Offences against employees



Note: New reporting system in development. Data has not been cleaned for Q2 2022 and may have inaccuracies.

Definition

Number of offences against employees per 100 employees.

Results

In Q2 2022, the number of offences against employees was 7.7 per 100 employees. This represents an 9.7% increase from Q1 2022 and a 16.9% increase from the same time last year.

Analysis

The total number of offences against employees increased in Q2 compared to Q1 2022 — 284 and 259, respectively.

Action

Employee and customer safety remains our highest priority. The TTC continues to monitor the progress of its 10-point action plan to prevent assaults. This includes the following programs and initiatives:

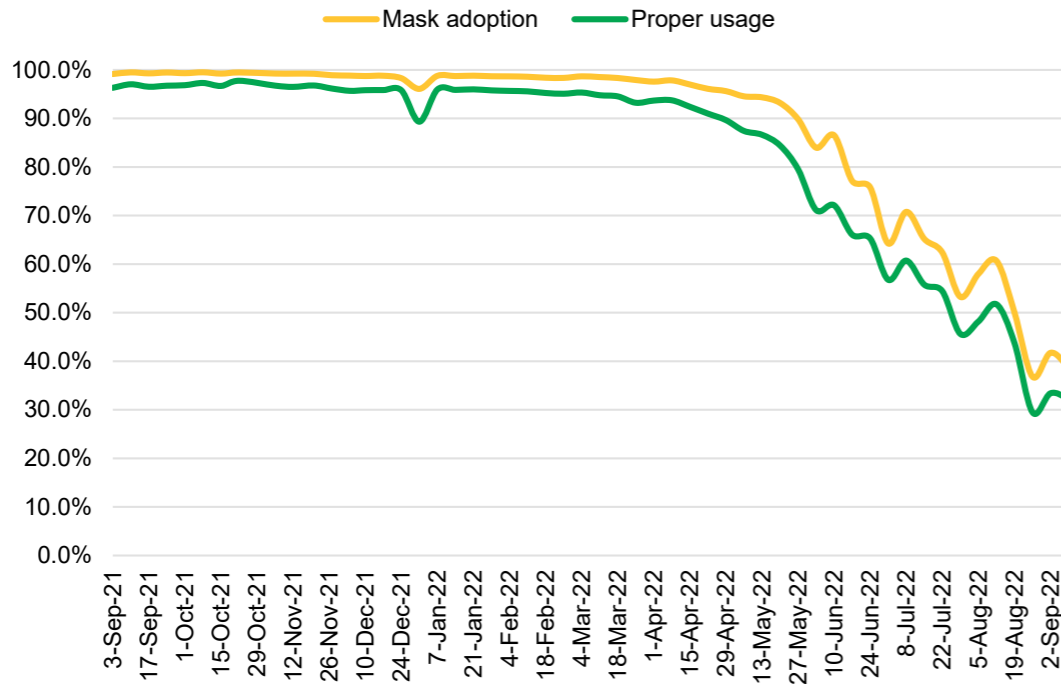
- Delivering a comprehensive one-day training program focusing on de-escalation strategies, communication skills, customer service, managing stress and employee support systems.
- Conducting engagement events with Special Constables to provide an opportunity for employees to ask questions and obtain 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 September 9, 39% of customers were wearing masks and 32% were wearing masks properly over nose, mouth and chin. There were 25,000 customer mask observations made across the network.

Analysis

With the state of emergency in Toronto ending 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 and employees wear masks. Customer surveys indicate masks remain an important safety feature for many customers, however this proportion of customers is declining.

Action

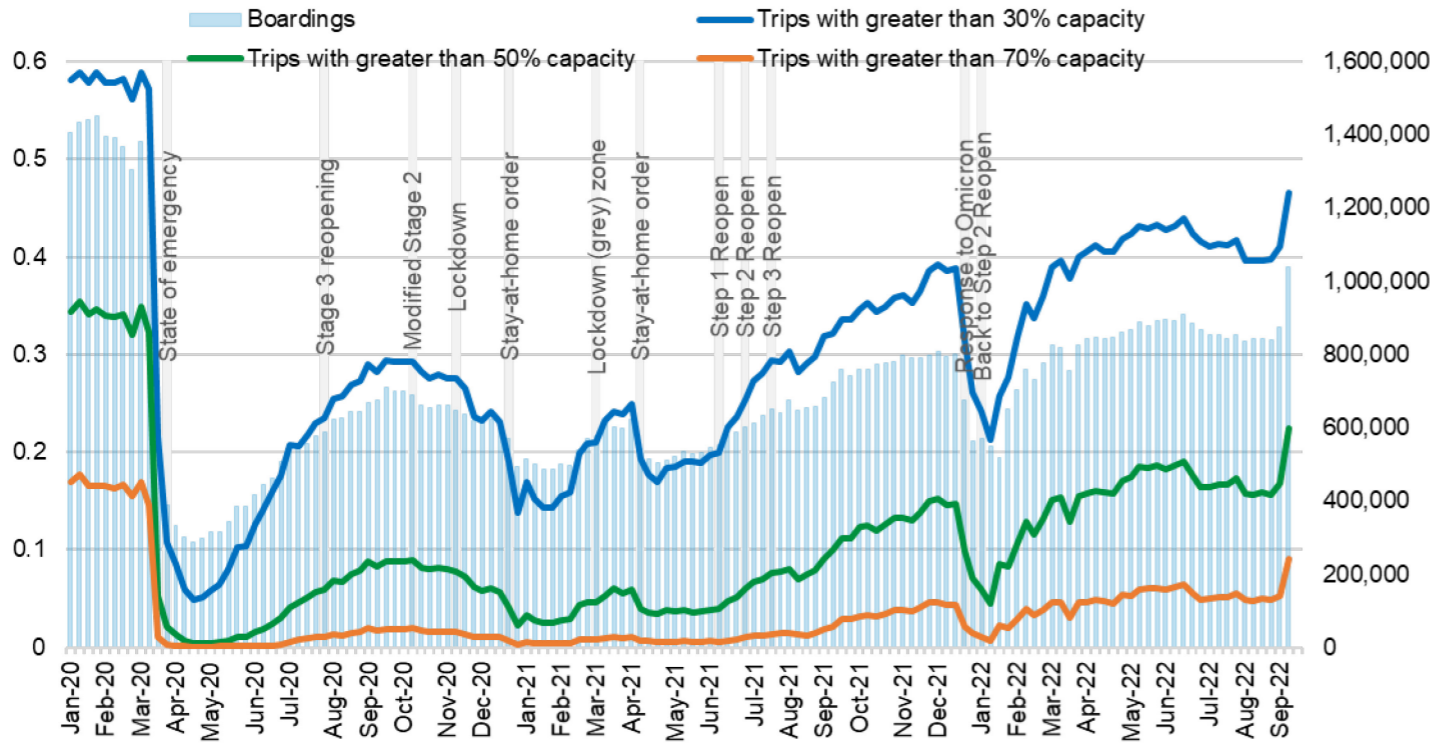
- While customers no longer need to wear a mask while indoors on TTC property, we continue to recommend they do so.
- Regular surveys on customer sentiment related to mask use.
- Broad mask distribution on bus routes and all stations and targeted mask distribution at low points across the city.
- Since June 2020, 3.59 million free masks have been distributed to customers at schools, shelters, stations, and at high-ridership stops — approximately 2,600 were distributed in July 2022.





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 September 9, 78% of all bus trips were under 50% occupancy, compared to 83% last week and 65% pre-COVID.

Analysis

During this time, we served an average 1,038,000 bus customers per weekday, which is 75% of pre-COVID bus boardings and up 19% from the previous week.

Bus occupancy has increased in September as classes resume and more workers return to the office.

Action

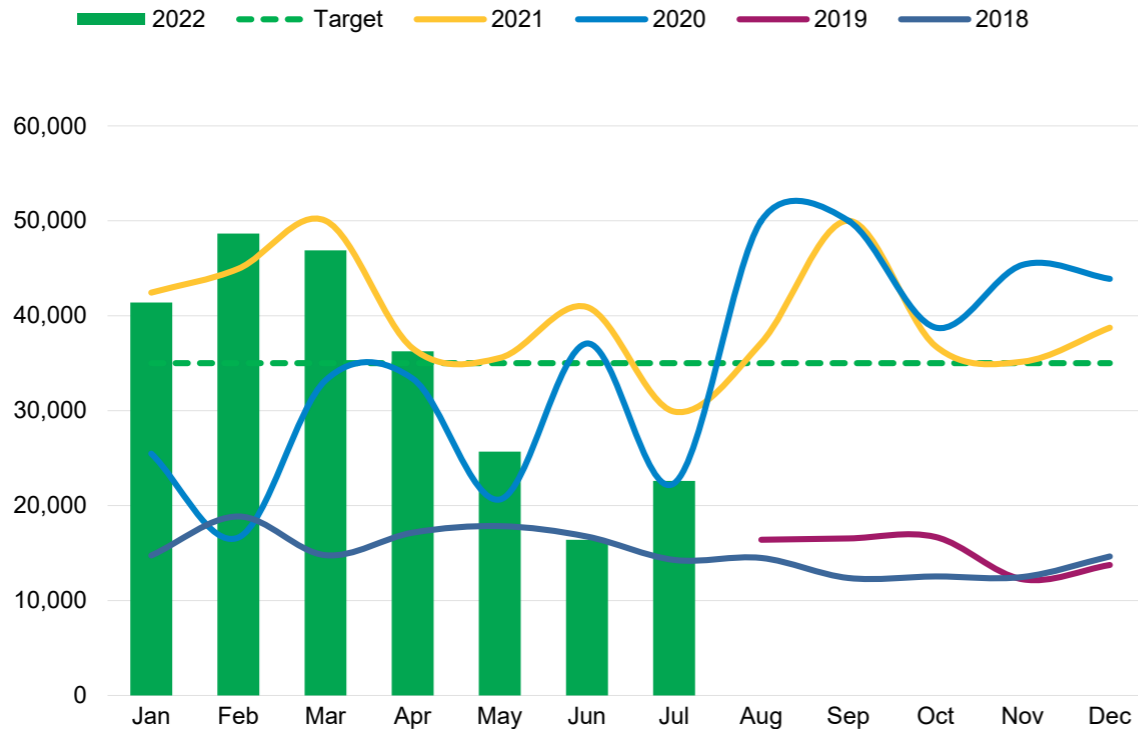
- Maintain weekly monitoring of all bus routes across 30%, 50% and 70% occupancy levels as customers return to transit.
- Continue weekly occupancy analysis to assist with assignment of unscheduled Run-As-Directed service and inform service planning schedules.
- Continue to restore service levels to routes across the city. Additional service improvements were implemented in September.





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 MDBF was 22,609 km in July. This represents an increase from last month (16,400 km), but a decrease from the same time last year (29,905 km). This metric has been below target for three consecutive months.

Analysis

While MDBF has followed a decreasing trend since April, results have improved. Total distance travelled increased by 18%, while failures decreased. There was a reduction in delays caused by door and vehicle control system failures.

Action

Implementation of an improved master controller design has commenced under Alstom's modification program. In addition, preventative maintenance programs are being adjusted to minimize in service failures while engineering design solutions are found.

Door system failures were mostly caused by wiring issues and adjustments of component assemblies. Investigation into these failures is ongoing. As a minimum, emphasis on quality of inspections and repairs is being communicated to staff. Adjustments to quality control processes are also being made to address workmanship issues.





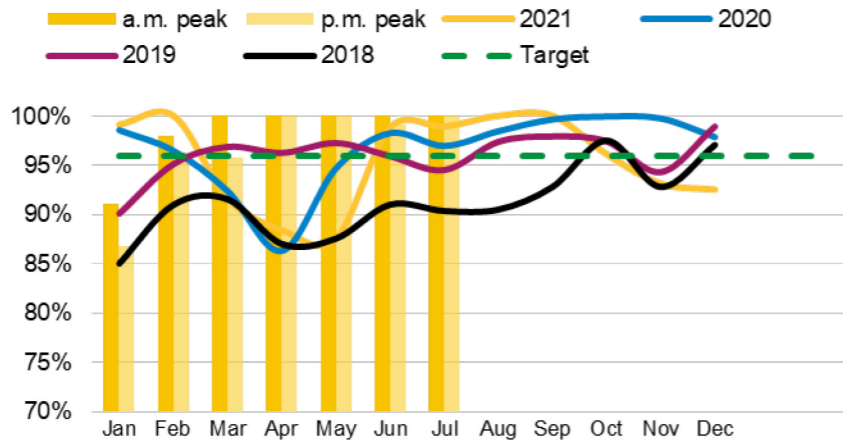
Appendix: Service delivery

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.

July: 100%
June: 100%
July 2021: 98.9%

Target: 96.0%

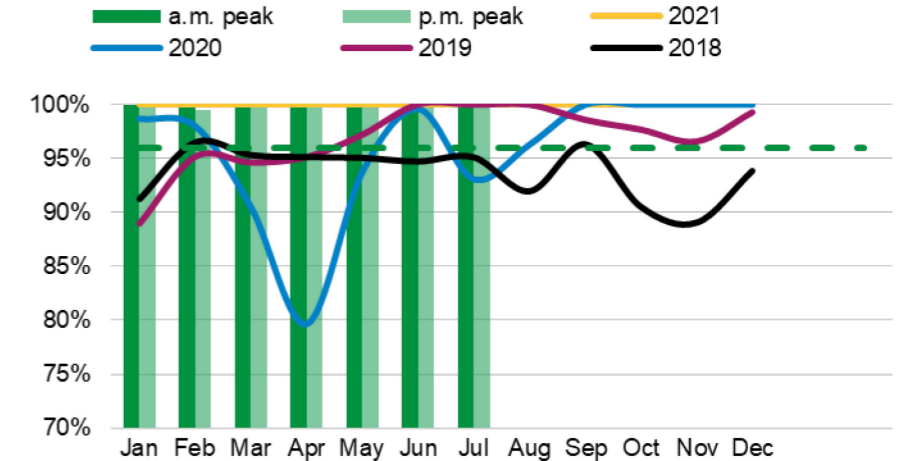


Line 2 capacity

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.

July: 100%
June: 100%
July 2021: 100%

Target: 96.0%



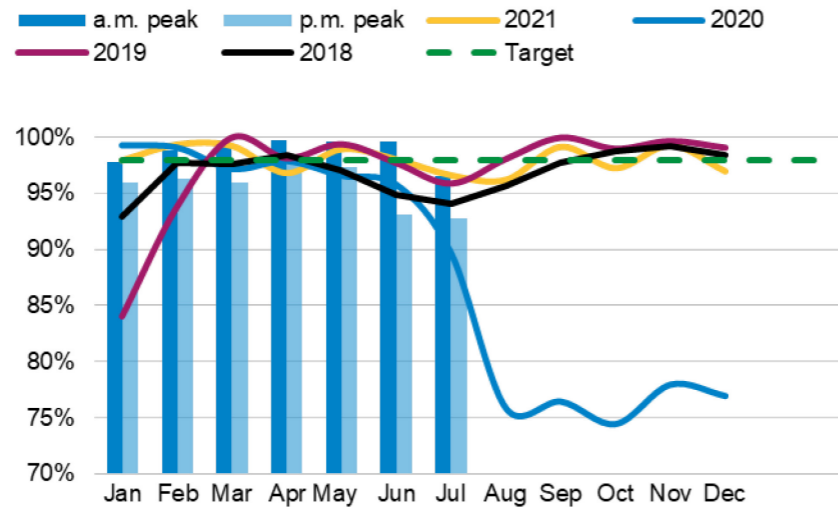
Line 3 capacity

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.

July: 94.5%
June: 96.1%
July 2021: 96.6%

Target: 98.0%

Under target due to vehicle reliability and availability.

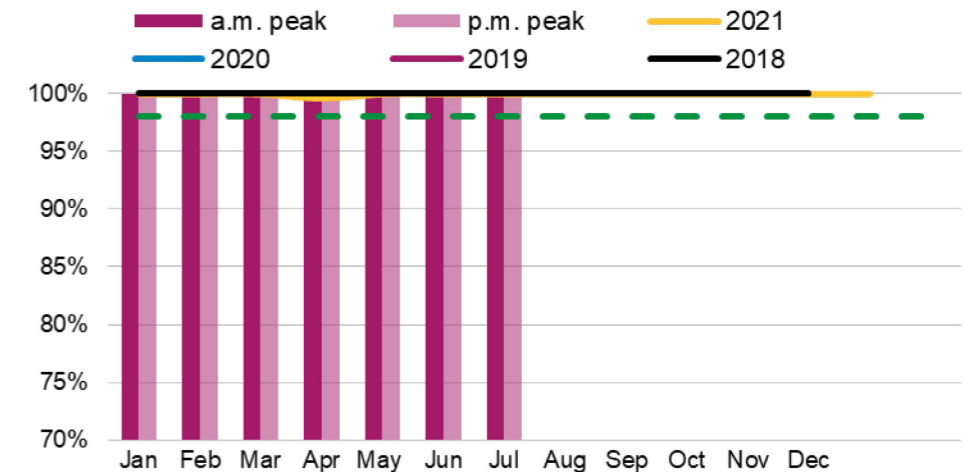


Line 4 capacity

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.

July: 100%
June: 100%
July 2021: 100%

Target: 98.0%





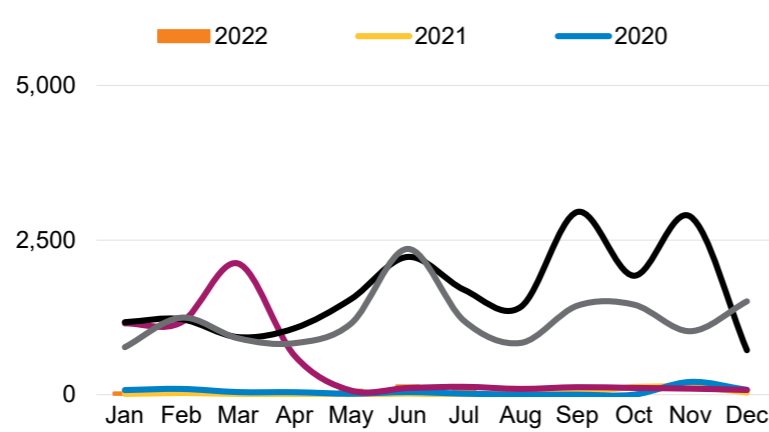
Appendix: Service delivery

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.

July: 84
June: 152
July 2021: 2

Target: This target is under review.

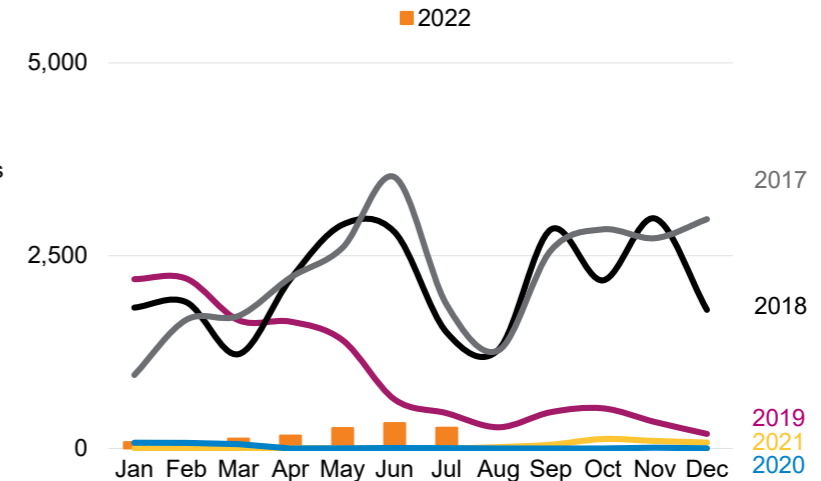


Bus short turns

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

July: 268
June: 328
July 2021: 0

Target: This target is under review.

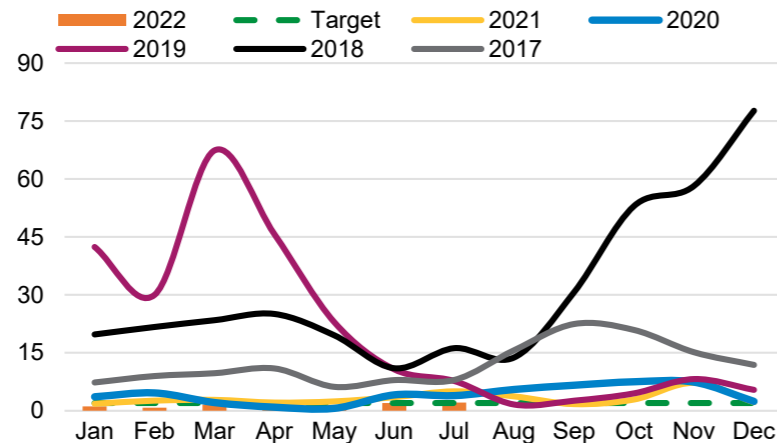


Wheel-Trans contact centre wait time

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

July: 2.1
June: 2
July 2021: 5

Target: 2





Rich Wong
Chief of Vehicles

Rich Wong
Chief Operating Officer (Acting)

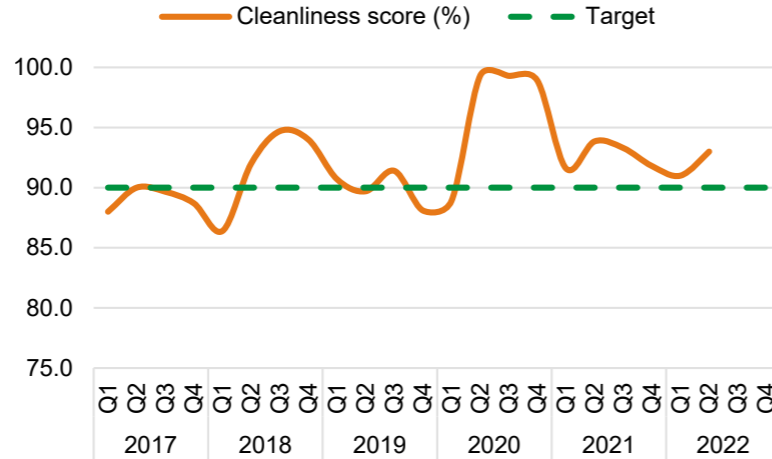
Appendix: Cleanliness

Bus cleanliness

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

Q2: 93.0%
Q1: 91.0%
Q2 2021: 93.9%

Target: 90.0%



Streetcar cleanliness

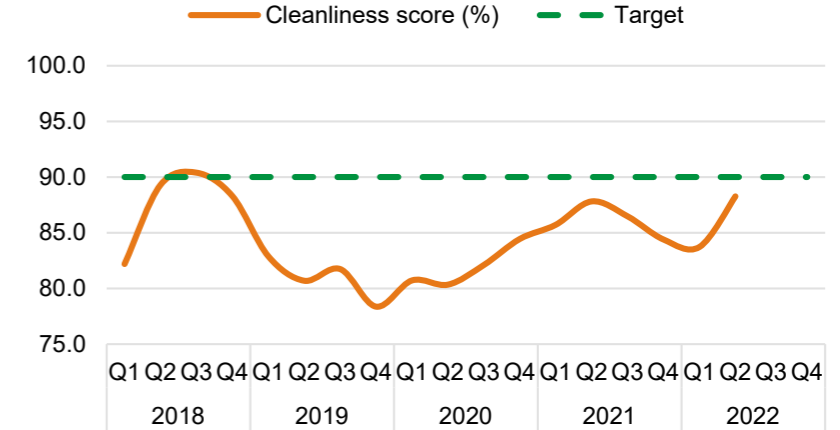
Results of a third-party audit. Average of pre-service, in-service and post-service cleanliness results.

Q2: 88.3%
Q1: 83.7%
Q2 2021: 87.8%

Target: 90.0%



Seats identified as an area requiring improvement. Fleet wide audit of passenger seats has been completed and replacements are underway.

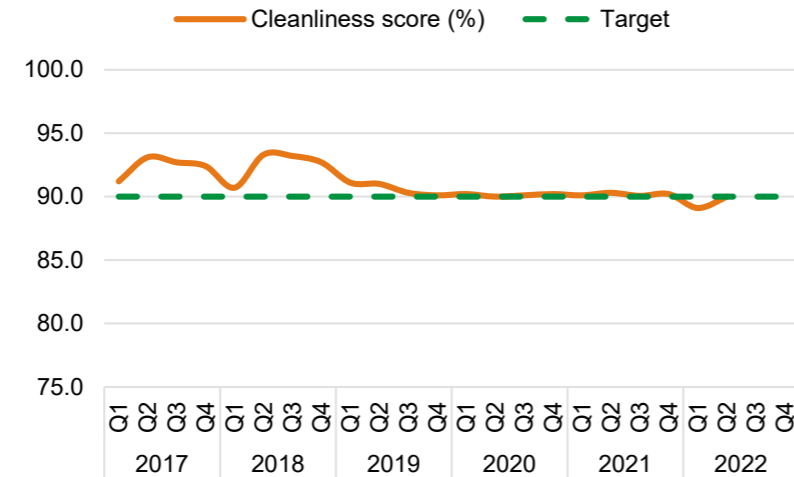


Subway cleanliness

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

Q2: 90.0%
Q1: 89.1%
Q2 2021: 90.3%

Target: 90.0%



Station cleanliness

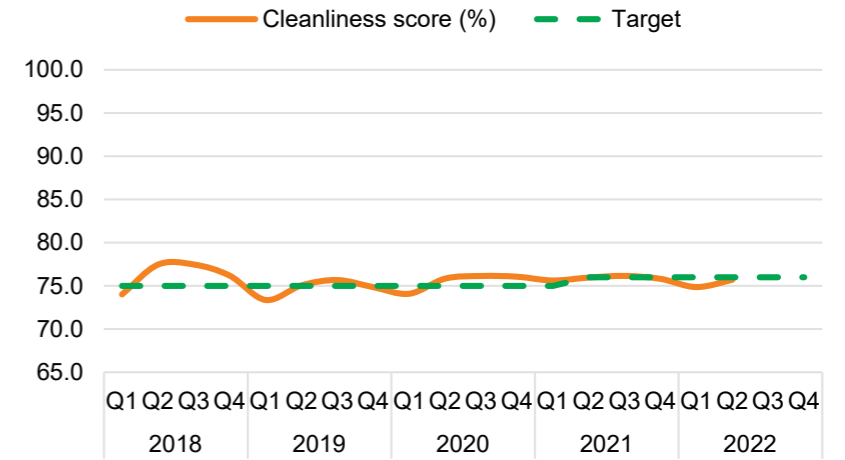
Results of a third-party audit. Average of all 75 stations.

Q2: 75.7%
Q1: 74.9%
Q2 2021: 76.0%

Target: 76.0%



We have hired 100 students for a cleaning blitz of stations this summer.





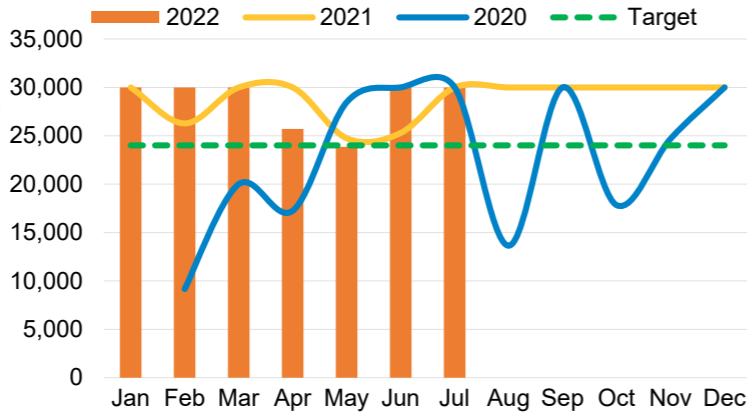
Appendix: Asset reliability

eBus mean distance between failures

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

July: 30,000 km
June: 30,000 km
July 2021: 30,000 km

Target: 24,000 km

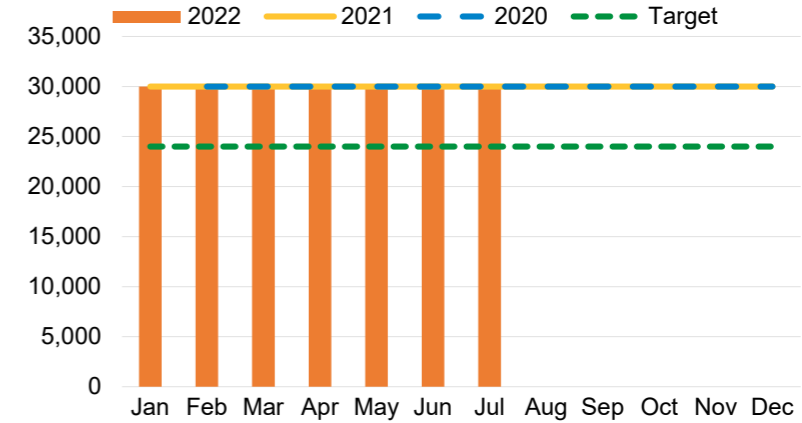


Hybrid bus mean distance between failures

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

July: 30,000 km
June: 30,000 km
July 2021: 30,000 km

Target: 24,000 km

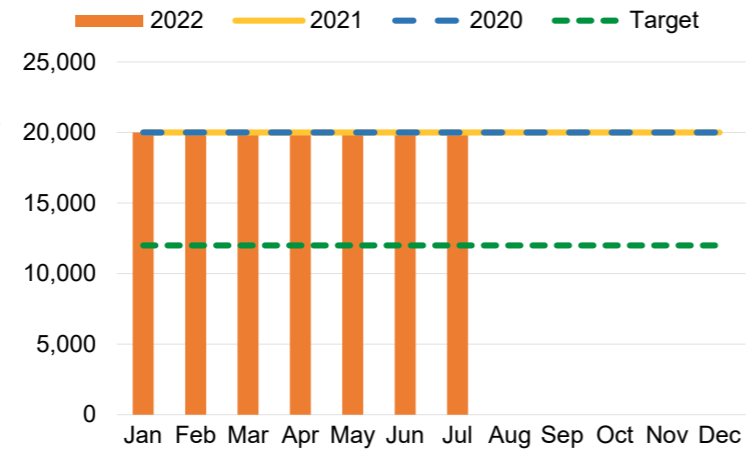


Clean-diesel bus mean distance between failures

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

July: 20,000 km
June: 20,000 km
July 2021: 20,000 km

Target: 12,000 km

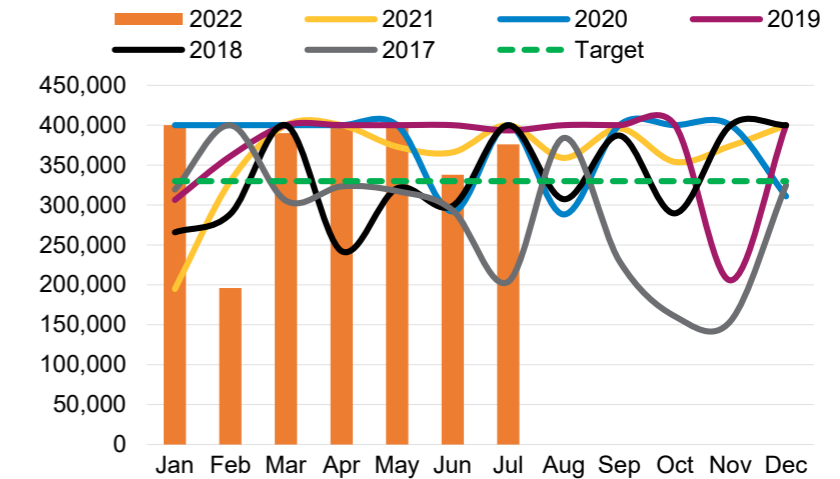


T1 train mean distance between failures

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

July: 376,000 km
June: 338,000 km
July 2021: 426,000 km

Target: 330,000 km



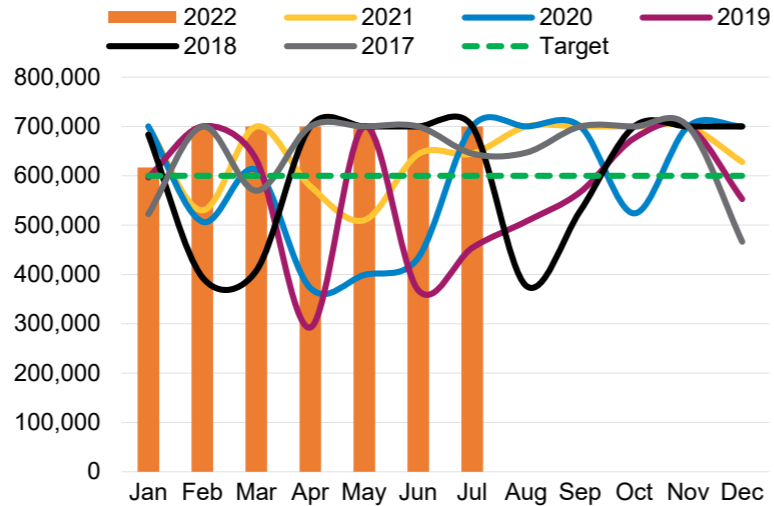
Appendix: Asset reliability

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.

July: 700,000 km
June: 700,000 km
July 2021: 645,000 km

Target: 600,000 km

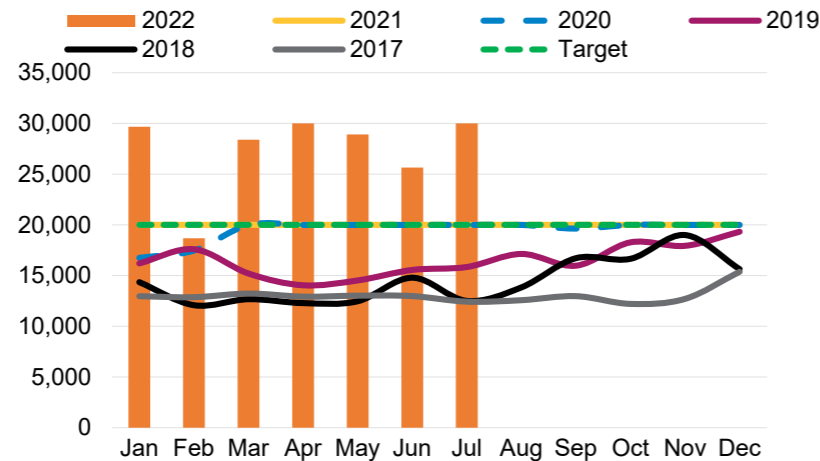


W-T Mean distance between failures

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

July: 30,000 km
June: 25,652 km
July 2021: 20,000 km

Target: 20,000 km





Appendix: Asset reliability

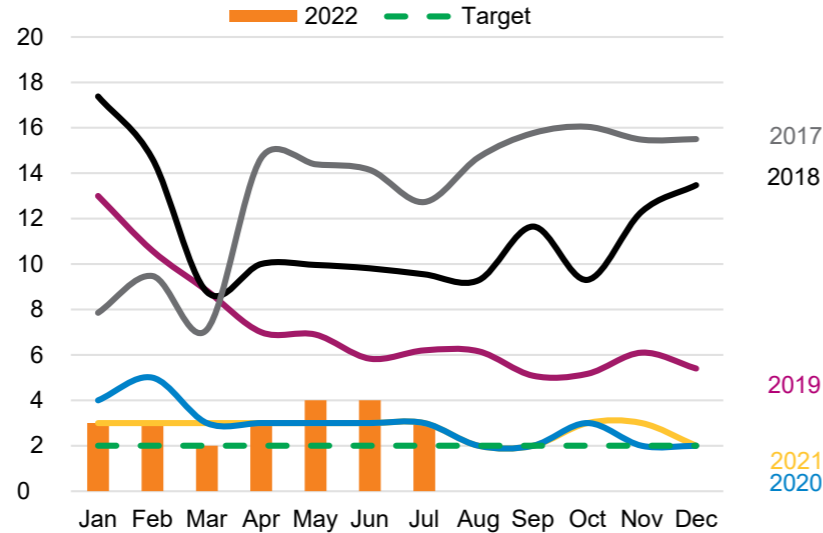
Streetcar road calls and change offs

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.

July: 3
June: 4
July 2021: 3

Target: 2

Under target due to issues related to master controllers, operator seats and video system.

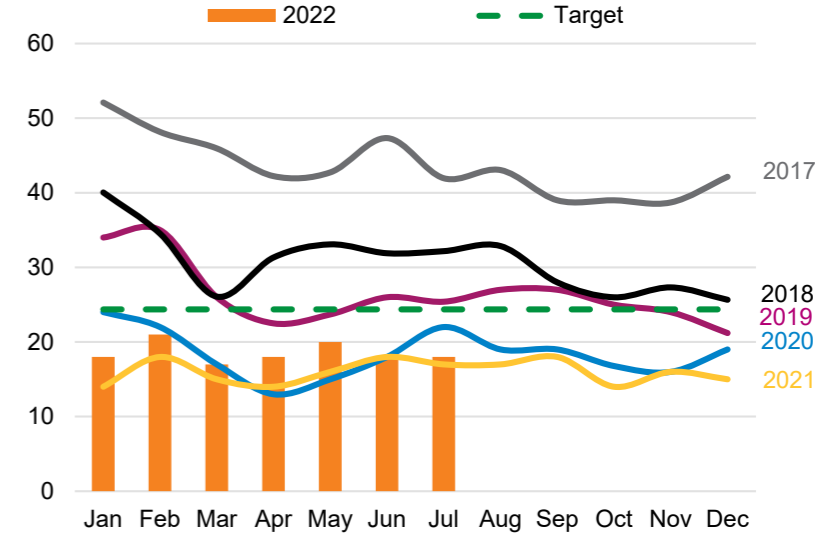


Bus road calls and change offs

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.

July: 18
June: 18
July 2021: 17

Target: 24





Rich Wong
Chief of Vehicles

Scott Haskill
Chief Strategy & Customer Officer (Acting)

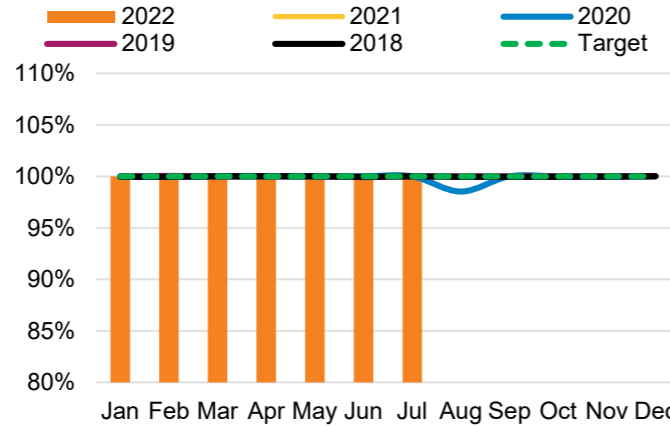
Appendix: Asset availability

Subway service availability

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

July: 100.0%
June: 100.0%
July 2021: 100.0%

Target (RW): 100.0%

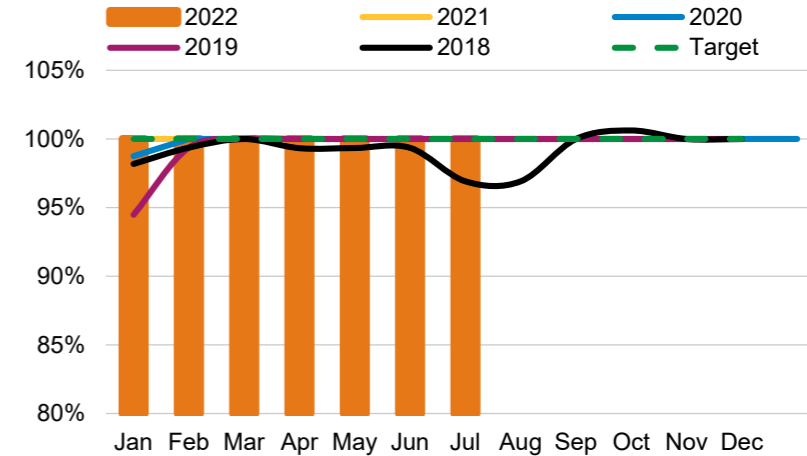


Streetcar service availability

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

July: 100.0%
June: 100.0%
July 2021: 100.0%

Target (RW): 100.0%

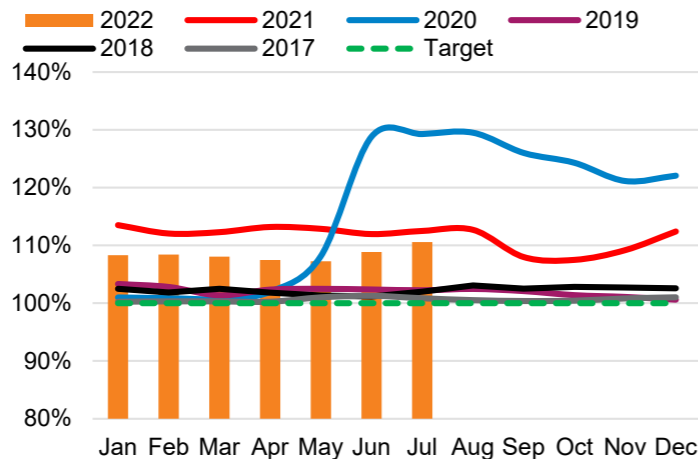


Bus service availability

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

July: 110.6%
June: 108.9%
July 2021: 112.5%

Target (RW): 100.0%

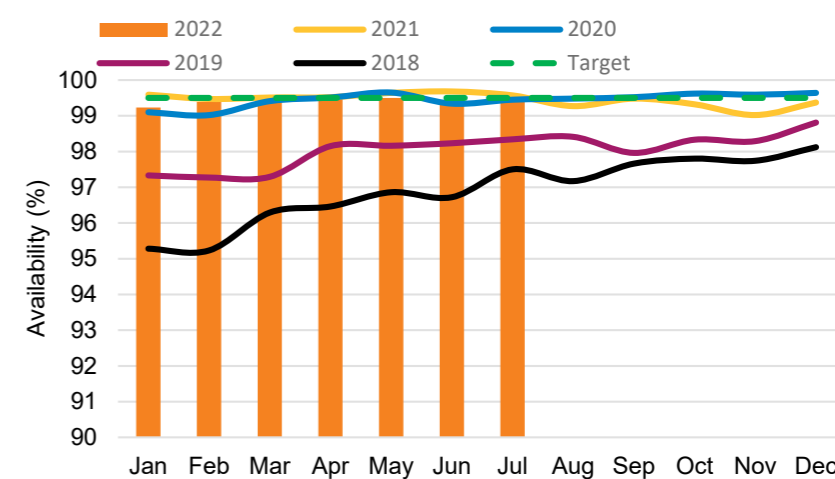


Fare gate availability

Percentage of fare gates are available for use.

July: 99.50%
June: 99.43%
July 2021: 99.57%

Target (SH): 99.50%





Appendix: Asset availability

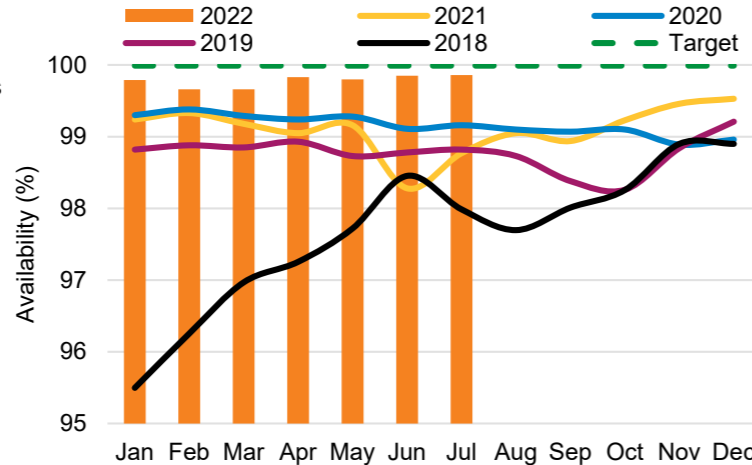
PRESTO reader

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

July: 99.86%
June: 99.85%
July 2021: 98.77%

Target: 99.99% ❌

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

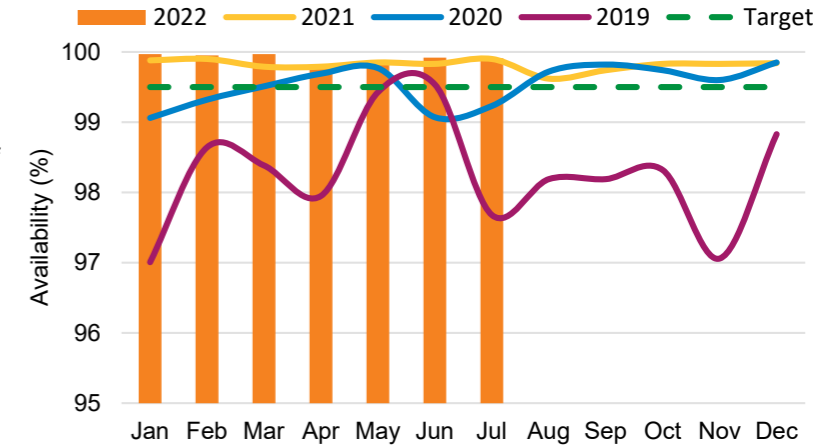


PRESTO Fares and Transfers Machine (FTM)

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

July: 99.91%
June: 99.92%
July 2021: 99.90%

Target: 95.00% ✅

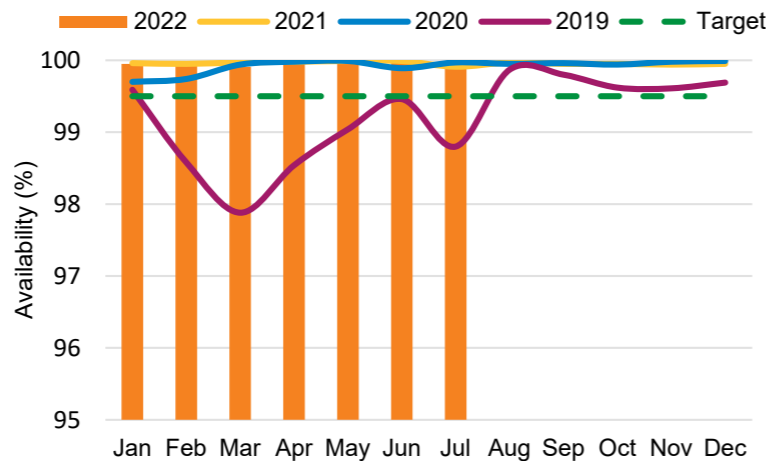


PRESTO Self-Serve Reload Machine (SSRM)

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

July: 99.94%
June: 99.97%
July 2021: 99.91%

Target: 95.00% ✅



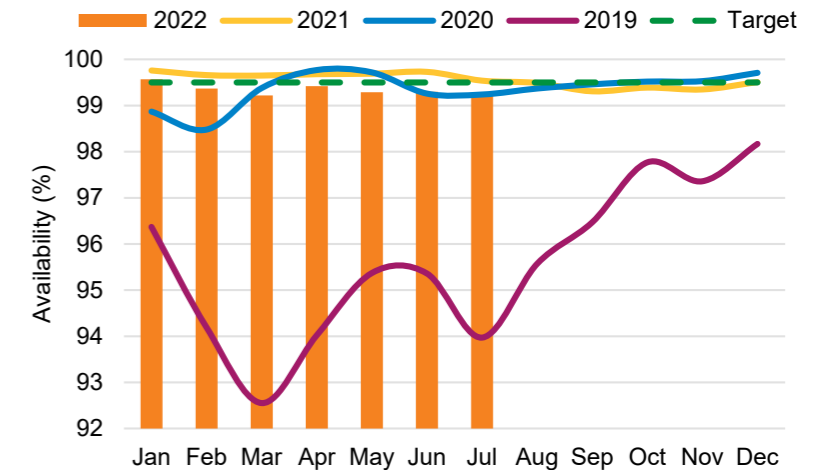
PRESTO Fare Vending Machine (FVM)

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

July: 99.21%
June: 99.30%
July 2021: 99.54%

Target: 99.50% ❌

Incidents related to bill acceptor hardware and screen freeze. PRESTO has identified cause and is taking steps to reduce the impact.





Appendix 2: Safety

Regulatory compliance

This table summarizes the number of regulatory interactions and orders issued in 2022 (January 1 – July 2) and their status.

An Interaction refers to a:

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

Type	Interactions/ visits	Requirement orders ¹ issued	Non- compliance orders ² issued	Status
Ministry of Labour, Training and Skills Development	21	3	6 ^a	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	3	0	1 ^b	Compliance achieved
Toronto Fire Services	30	0	2 ^c	Compliance achieved

¹ Orders issued to provide documentation/information.

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

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

^b The City of Toronto non-compliance order was for a sewer bylaw exceedance at Malvern Garage.

^c The TFS non-compliance orders were for Fire Alarm Panel Troubles.

