



Chief Executive Officer's Report – June 2021

Date: June 16, 2021
To: TTC Board
From: Chief Executive Officer

Summary

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

Financial Summary

There are no financial impacts associated with the Board's receipt of this report. The CEO's Report features metrics on fare revenue and budgets.

The Interim Chief Financial Officer has reviewed this report and agrees with the financial summary information.

Equity/Accessibility Matters

The TTC is committed to promoting and supporting diversity and inclusion as well as removing barriers in all corporate policies, procedures, processes, programs and services in order to reflect and respond to the needs of employees, contractors and customers.

The CEO's Report includes monthly reporting on elevator and escalator availability in our system, performance metrics for our Wheel-Trans service, and regular updates on the TTC's Easier Access Program, which is on track to making all stations accessible by 2025.

The CEO's Report also features a section on employees and diversity. This section includes regular updates on important projects and initiatives aimed at creating an organizational culture of inclusiveness, respect and dignity that is free from harassment or discrimination. Starting in the summer 2021, the employees and diversity section will include core metrics.

The design and layout of the CEO's Report have been optimized to meet web accessibility standards.

Issue Background

The CEO's Report was created in 2012, replacing the Chief General Manager's Report. The previous report provided detailed information on all TTC departments and capital projects.

The CEO's Report was updated in 2016 to be more closely aligned with the TTC's seven strategic objectives at the time: safety, customer, people, assets, growth, financial sustainability, and reputation.

In 2018, with the launch of the 2018-2022 Corporate Plan, the report again underwent progressive changes to align and reflect our reporting metrics to the TTC's continued transformation.

With new and emerging priorities and strategic objectives, we again updated the CEO's Report in 2021 to ensure it meets the needs of the Board, the public and the organization going forward.

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Signature



Richard J. Leary
Chief Executive Officer

Attachments

Attachment 1 – Chief Executive Officer's Report – June 2021

CEO's Report

Toronto Transit Commission

June 2021



Toronto Transit Commission



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

Throughout the pandemic, the TTC has kept Toronto moving by serving hundreds of thousands of people a day, including those working in essential services.

Our vision
To be a transit system that makes Toronto proud.

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

TTC by the numbers



1.7 million
rides a day
pre-pandemic



183,200
weekly service
hours pre-
pandemic



6,400+ km
of routes



2,114
accessible
buses



204
streetcars



150
trains



16,000+
employees



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

Did you know...



On September 1, 2021, the TTC will celebrate its 100th anniversary. Stay tuned for information on how we will be celebrating and how you can be involved.

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CEO's commentary



Throughout June, the TTC is proud to recognize and celebrate Indigenous History Month and Pride.

As in previous years, we've wrapped a TTC bus on the 94 Wellesley route with Pride-themed artwork to celebrate the history, courage and diversity of Toronto's Two-Spirit, Lesbian, Gay, Bisexual, Trans, Intersex, Queer and Questioning communities (2SLGBTQ+). If you spot the bus, be sure to take a photo and share it on social media using the hashtag, #TTCPride.

If you're visiting 1900 Yonge St. this month, look for the Pride Flag, which will be flying from June 1 to 14, followed by the Transgender Pride Flag from June 15 to June 30. These flags symbolize our commitment to combat homophobia, transphobia and biphobia in our workplace and on our transit system.

To honour the rich history of Indigenous Peoples, TTC staff consulted with the Mississaugas of the Credit First Nation and an Indigenous Young Elder, Philip Cote, to create an awareness campaign that's running in TTC stations, vehicles and work locations.

Part of the campaign highlights different spots along TTC routes that have Indigenous significance. We've also wrapped five streetcars with a land acknowledgement in the spirit of equity, inclusion and reconciliation. In addition, our new Ride Guide was released this month and features the Medicine Wheel Map on the cover. The illustration is by Que Rock, an Indigenous artist, and is based on the Anishnaabe Medicine Wheel teachings.

This month, we will also be featuring employees who agreed to share their

stories of being Indigenous in Canada and at the TTC.

A 10,000 year old road

Route 127 Davenport (Gete-Onigaming) traces a hunting site along sections of an ancient pathway. According to oral tradition, the territory connected settlements along the Kabechenong River (Humber) in the west, to the Wonscotanach (Waw-sco-ta-Nawsh) (Don) and Chi Sippi (Rouge) rivers in the east.

The pathway was originally shaped by the southern edge of the massive Wisconsin Glaciation. At its peak, this glacier was seven times taller than the CN Tower.

Stations shown: Davenport Ave, Casa Loma, Dupont, Spadina, St Geo, Bathurst, Christie, Ossington, Dufferin, Lansdowne, as West.

TTC HONOURS TORONTO'S RICH INDIGENOUS HISTORY

The land we travel on today is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnaabe, the Chippewa, the Haudenosaunee and the Huron-Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa First Nations.



CEO's commentary

I would like to thank Sheldon Morriseau, Karen Hoare and John Robinson for sharing their heritage and their experiences with us.

On June 1 at 2:15 p.m., the TTC brought all of its vehicles to a standstill and paused for two minutes of silence to honour the 215 children whose remains were discovered on the grounds of the Kamloops Indian Residential School in Tk'emlúps te Secwépemc First Nation territory. I want to express my deep sadness on behalf of all TTC employees. While we know our Indigenous History Month campaign will not erase the pain this and other tragedies have caused, we hope that it can help to educate our communities so that we can know and do better moving forward.

I also want to acknowledge the hard work of all our employees, and in particular our frontline workers. They have been through a lot this past year, and we know they continue to face ongoing challenges. Recently, we have seen a rise in assaults against employees across all frontline workers (page 28).

This is an issue we take very seriously. Above all else we want to make sure that every single one of our employees makes it home safely. I have been in discussion with both Toronto City Manager Chris Murray and Police Chief James Ramer to see how we can work together to support employees. As well, we are in the process of finalizing a communication campaign reinforcing this message to all our customers. I know the greatest asset our transit system has is our employees and their safety is a top priority for the TTC.

People Group

I would like to take this opportunity to recognize our long-time Chief People Officer Gemma Piemontese, who will be retiring at the end of June. Gemma has served with the TTC for nearly 40 years.

Gemma began her career at the TTC in 1982. She worked in Service Planning and Engineering as well as Construction before joining Human

Resources in 1989. She held increasingly senior roles in Employee Relations, Occupational Health as well as Claims Management and Placement Services before being promoted to Head of HR in 2012. Five years later, after a reorganization of departments formed the new People Group, Gemma was promoted to Chief People Officer.

We will be celebrating Gemma's distinguished career virtually later this month and I look forward to one-day recognizing Gemma's immense contributions with an in-person ceremony.

On behalf of the TTC Executive and all employees, I'd like to publicly congratulate Gemma on a distinguished TTC career and best wishes for a long and fulfilling retirement!

Diversity and Culture Group

On May 25, the Toronto and Region Chapter of the Conference of Minority Transportation Officials (COMTO) hosted its first-ever panel in recognition of Asian Heritage Month.



CEO's commentary

The virtual discussion, *Perspectives for Addressing the Rise in Anti-Asian Hate Crimes, focused on the history of anti-Asian racism in North America*, and the increase in anti-Asian racism throughout the pandemic. Offering their insights were: Avvy Go, the Clinic Director of the Chinese and Southeast Asian Legal Clinic; Kate Shao, a labour and employment lawyer and Board Member of the Toronto Chapter of the Chinese Canadian National Council; and Leslie Woo, Chief Executive Officer of CivicAction.

Within the organization, the TTC recognized Asian Heritage Month in May by sharing the experiences of employees of Asian descent and recognizing the contributions of Asian Canadians and their diverse stories of resilience and perseverance.

Strategy and Customer Experience Group

Free Wi-Fi on the 35 Jane bus route

Free public Wi-Fi is now available on all buses on the 35 Jane route. This marks the beginning of a phased proof-of-concept pilot involving about 100

buses running on the Jane and Markham Road routes. The 102 Markham Road trial is scheduled to start on June 14.

Both the 35 and 102 services operate through a number of key Neighbourhood Improvement Areas in the west and east ends of the city, which will benefit from free internet access.

Customers are invited to provide feedback about their experience by calling our Customer Service



Mayor John Tory helps launch free Wi-Fi on 35 Jane buses.

Centre or by completing a suggestion form available at ttc.ca.

The pilot runs through summer during which time TTC staff will evaluate the performance of the equipment on the vehicles and gather customer feedback to help inform a Request for Proposal (RFP) for a Wi-Fi network on buses and streetcars. The RFP will be issued later this year.

APTA webinar

I was pleased to take part in a webinar hosted by the American Public Transit Association on May 20. I participated with transit colleagues from Georgia, Virginia and California in a discussion about service integration and new ways of looking at urban mobility.

As North America's third largest transit agency, the TTC operates an extensive and integrated multi-modal system that carries 85 per cent of all transit trips in the GTA. We are a key connector of people to leisure, services and employment across the region.

CEO's commentary

Public transit in the GTA is delivered by 10 different agencies, all of which do a terrific job of knowing the needs of their customers and delivering service as best they can in their respective communities. Ultimately, with a more coordinated approach, we can improve and integrate without losing that local knowledge or compromising service that communities depend upon.

I speak with the other transit CEOs about this regularly, and we've established a peer working group to advance this initiative. We know there's room for improving cross-boundary journeys and increasing regional transit ridership, and we're excited to take on this work, starting with a cross-boundary service pilot later this year.

Vehicles Group

Sixty new streetcars coming to the TTC

All of us at the TTC were elated at last month's decisions by the Board and City Council to approve the purchase of 60 accessible streetcars

and upgrades to Hillcrest Complex.

The funding commitments by federal, provincial and City partners announced earlier in the month enables the TTC to secure the additional vehicles as well as much-needed investments at Hillcrest, to accommodate an expanded fleet. Our Streetcar Program now gives us the ability to provide reliable and accessible service for decades to come. Streetcar service on a number of routes is currently supported by 50 buses. This \$568 million investment will allow us to reallocate those vehicles back to the bus network where they are needed.

Investment in public infrastructure, transit especially, is critical to local and national economies as we begin to put the pandemic behind us and welcome customers back to the system. These new streetcars will contribute to a reduction in gridlock and provide faster, more frequent and environmentally friendly TTC service. Effective transit is an important contributor to the city's prosperity, and this funding is a recognition of how important it is for Torontonians to be able to

get to places efficiently.

The first deliveries are scheduled to start in late 2023. This purchase will bring the total fleet size to 264 in 2025.

Board of Trade panel discussion

On June 1, I had the opportunity to participate in a Toronto Board of Trade virtual event. With support from TTC staff, we delivered a comprehensive presentation on our program to support the City's climate targets. Green fleets and green energy was the focus of the panel discussion, which included our partners at Ontario Power Generation, President and CEO Ken Hartwick, and Toronto Hydro's Elias Lyberogiannis, Executive Vice-President, Planning and Chief Engineering and Modernization Officer. As previously reported in the CEO's commentary, the TTC operates the largest battery-electric bus fleet in North America.

The TTC has an ambitious program underway to achieve a 100-per-cent, zero-emissions bus fleet by 2040.



CEO's commentary

This includes charging infrastructure at strategic bus garages, stations and transit stops across the network. By 2025, we expect to have about 300 more long-range eBuses running on our surface routes.

Infrastructure and Engineering Group

Late last month, we completed our third extended subway closure on Line 1, between St George and St Andrew stations. This stretch of track was closed for 10 days on two previous occasions this year to perform a variety of essential maintenance and state-of-good-repair work. Some of the major work finished by crews included:

- Completion of 44,000 square feet of asbestos abatement at St Patrick and Queen's Park platforms, saving about two years of platform closures/trains bypassing at each station.
- Installation of new, high-capacity traction power cables.
- Removal of 3,000 square feet of transite conduit. Transite is a form of asbestos.

Accelerating this work during a period of reduced ridership has spared our customers between 75 and 100 weekend closures over the next few years. Thanks to everyone involved in this massive effort.

During the pandemic, our engineering and infrastructure teams have taken a different and innovative approach to some of our most critical state-of-good-repair work, and we've made significant progress. Surveys have shown that customers are supportive of this approach, and we're truly appreciative for their patience and understanding.

Safety and Environment Group

As announced by the Province, all frontline transit workers who aren't able to work from home were eligible for their first vaccination last month.

Although at the time, almost 90 per cent of our employees already qualified for vaccination because of age or address, the change

accelerated the opportunity for TTC employees to receive a shot.

To further help our employees get vaccinated, the TTC has teamed up with hospitals and health partners to organize first-dose vaccine clinics at our work locations.

The first pop-up clinic on TTC property was held at our new McNicoll Division on May 13, and at the time of writing this commentary, we've held seven more clinics for employees and contractors.

We continue to work with our health partners to add more pop-up clinics on TTC properties throughout the city. Employees are participating during their breaks or before or after their shift.

The TTC sends out a big thank you to:

- Scarborough Health Network
- Women's College Hospital
- North York General Hospital
- North York Toronto Health Partners



CEO's commentary

- Michael Garron Hospital
- Sunnybrook Hospital

Thanks to these clinics, over 1,700 employees (more than 10 per cent of the workforce) and TTC contractors have received their shot. Getting as many people vaccinated as soon as possible is an important piece of putting this pandemic behind us and having our lives return to normal. With the Province accelerating appointments for second doses, the TTC will look for opportunities to partner with health providers to offer second shots.

The next virtual Board meeting is scheduled on June 16 at 10 a.m., and will be live-streamed on the Official TTC YouTube Channel.



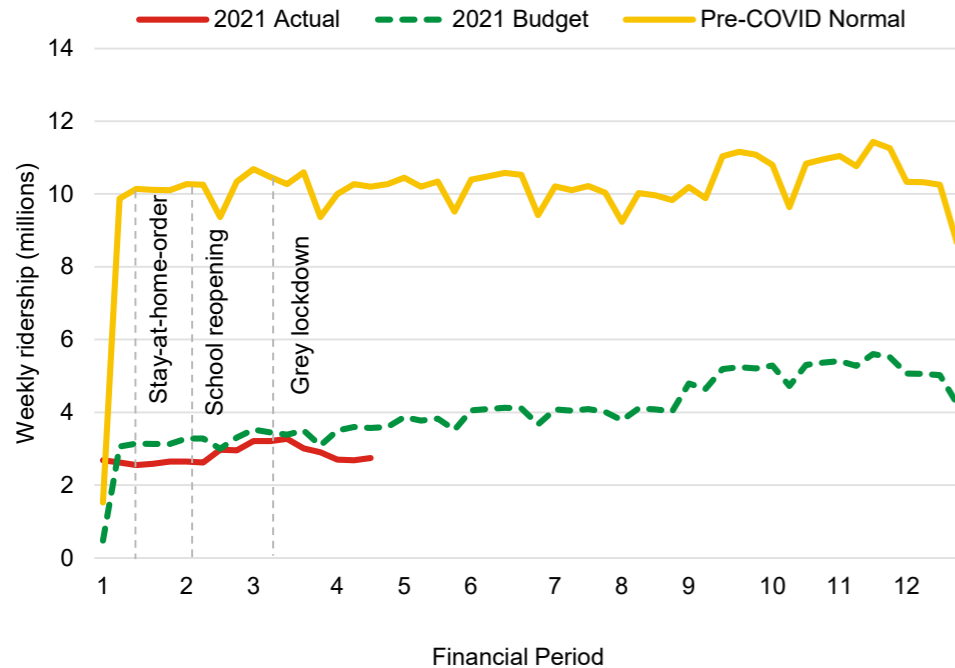
Richard J. Leary
Chief Executive Officer
June 2021





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 4 (April 4 to May 1, 2021) revenue rides totalled 11.038 million or 2.759 million per week, representing 27% of pre-COVID experience. Period 4 experience reflects a 11.9% decrease from Period 3, which had 3.133 million rides per week and represented 30% of pre-COVID experience.

Analysis

Ontario issued a third stay-at-home order on April 8. Weekly revenue rides averaged 2.71 million at the start of the stay-at-home order and increased to 2.74 million at the end of April

During this period, the proportion of occasional customers (five to eight taps per week) and infrequent customers (one to four taps per week) dropped by 1% from 79% to 78%, while the proportion of period pass customers increased by 2% from 8% to 10%. In comparison, the proportion of infrequent and occasional customers represented approximately 68% of all customers, while frequent and period pass customers represented 32% pre-COVID.

Period pass sales for May were approximately 44,583, a decrease of 1,899 over April. The largest decrease was in the adult and post-secondary group (1,695), followed by seniors (127) and youth (77).

Action

Ridership is expected to slowly recover as restrictions are lifted and more people are vaccinated.

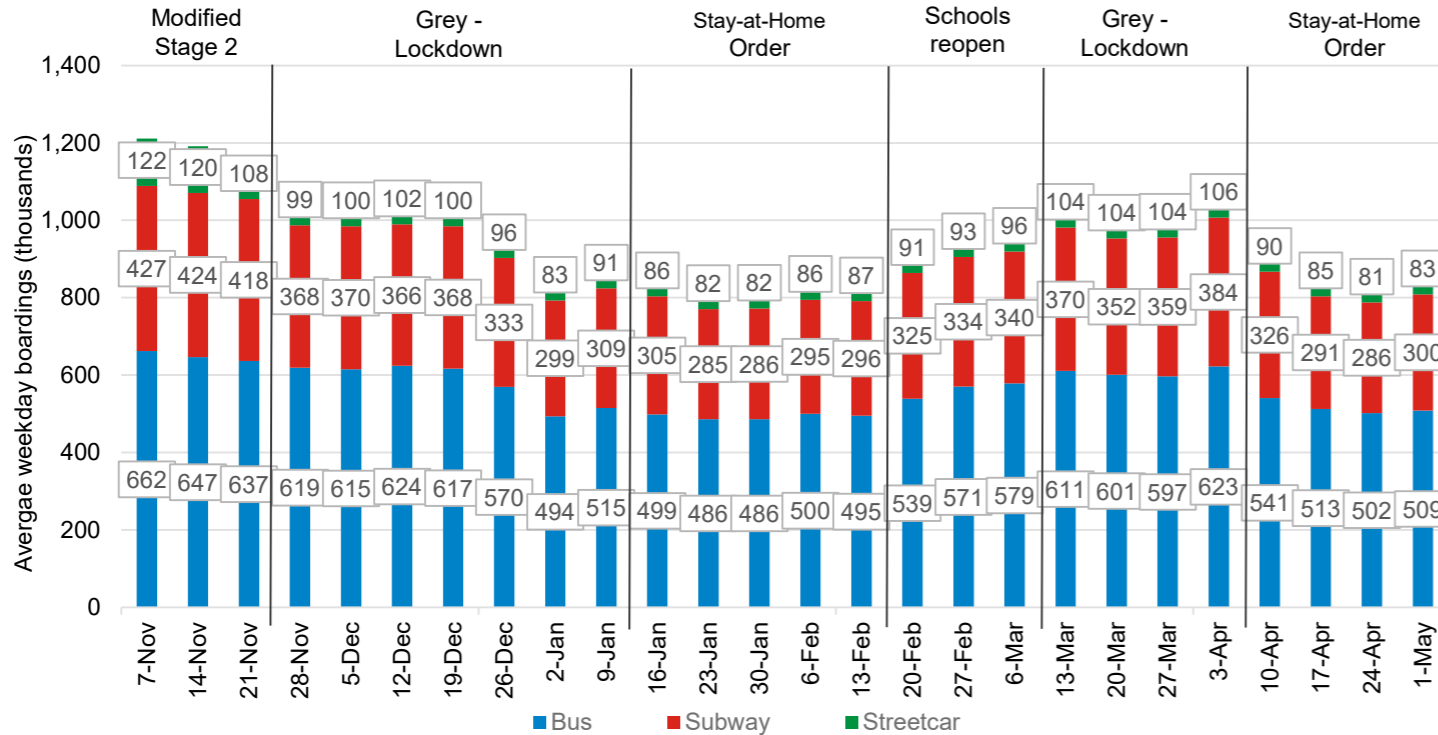
A phased customer communications campaign is planned. The first phase focuses on safety measures in place, including cleaning and sanitizing, mandatory masks, hand sanitizer, enhanced service on busy routes and improved station management to support customer comfort and awareness of safe travel on transit. The second phase focuses on welcoming customers back to the system by highlighting popular city destinations as the economy reopens. Launch dates for campaigns are not set as of yet, but we hope to promote phase 1 this summer and phase 2 in early fall.





Ridership

Customer boardings – Bus, subway and streetcar



Definition

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

Results

Customer boardings for all modes decreased through April. The total of 869,000 boardings represents about 27% of pre-COVID demand.

Analysis

Average weekday boardings were 502,000 on bus routes (36% of pre-COVID), 286,000 on subway lines (19% of pre-COVID) and 81,000 on streetcar routes (23% of pre-COVID) for the week ending April 24, 2021. There was a small increase in boardings for all modes the last week of April.

The decreased demand for all services observed in April is due to school closures and the stay-at-home order enacted during the week ending April 10, 2021. Bus continues to be the busiest of all modes with the greatest share of pre-COVID ridership. Bus customers are more likely to work in jobs that cannot be done from home and tend to rely more on transit for their mobility needs. Conversely, subway and streetcar boardings remain 19%-23% of pre-COVID levels, and will increase as restrictions are lifted.

Action

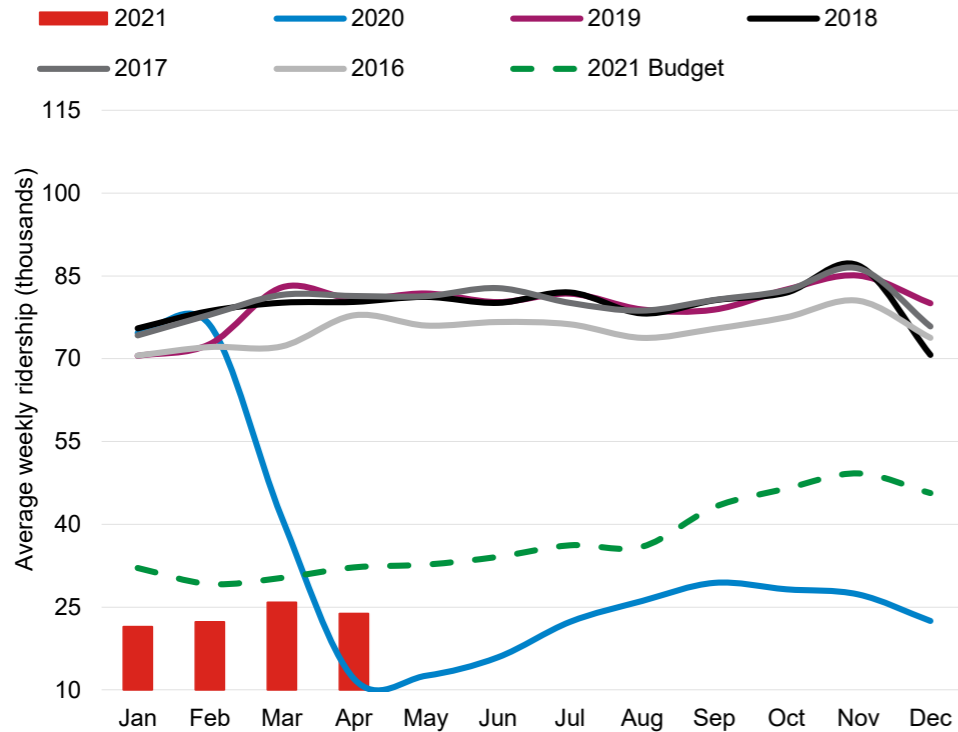
We continue to operate a demand-responsive service plan as outlined in the 2021 Annual Service Plan. With improved weather, and decreasing new COVID-19 cases in the community, we expect incremental increases in demand as the Province moves forward with its three-step plan to safely reopen.





Ridership

Wheel-Trans – Trips



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

Results

Wheel-Trans trips in Period 4 (April 4 - May 1, 2021) totalled 95,173 or 23,793 trips per week. This figure is 26.1% below the budgeted 32,190 trips per week.

Year-to-date ridership is 55.0% lower compared to the same period in 2020, and is currently 24.1% (128.9k) under the year-to-date 2021 budget.

Analysis

With the Provincial stay-at-home order in place, customer travel has been reduced to essential trips only, including life sustaining treatments and picking up medication. Although ridership is 26% below budget, it remains 50% higher than the first wave of the pandemic.

Action

Trips are expected to remain below budget until the stay-at-home order is lifted and the Province moves forward with its three-step reopening plan.

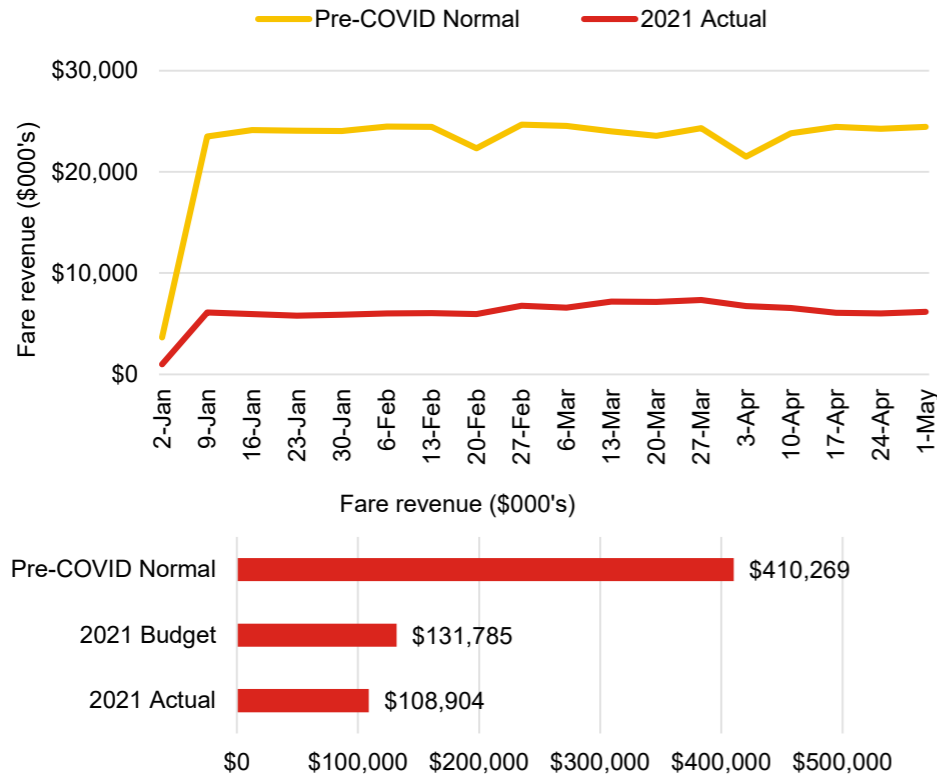
We remain focused on ensuring all essential trips are provided to customers in the safest possible manner. Solo rides (one customer per vehicle) and other safety measures, with guidance from Toronto Public Health, are the priority for service to keep customers and employees safe.





Financial

Fare revenue



Definition
Revenue generated through fares.

Results

Period 4 (April 4 to May 1, 2021) fare revenue was \$24.132 million. This is \$8.826 million, or 26.8% below budgeted fare revenue for Period 4, representing 25% of pre-COVID experience. Weekly fare revenue in Period 4 was \$6.033 million, which represents a 14% decrease over Period 3 weekly revenues of \$6.998 million.

On a year-to-date basis, fare revenue was approximately \$108.904 million, which is \$22.881 million below budget or 27% of pre-COVID experience.

Analysis

The Period 4 revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$21.7 million from PRESTO — representing a PRESTO ridership adoption rate of 91.2% — and \$2.4 million from other media.

Period 4 revenue reflected the following

fare concession profile: 84.3% adult, 7.1% senior, 5.2% post-secondary, 3.2% youth (ages 13-19) and 0.3% other.

Action

Fare revenue remains below pre-COVID levels and is being monitored daily. To date, this financial impact is being primarily addressed through the Safe Restart Agreement (SRA) funding. With fare revenue trending below the anticipated impact incorporated into the 2021 Operating Budget, staff are working to reduce this additional impact through expenditure management.

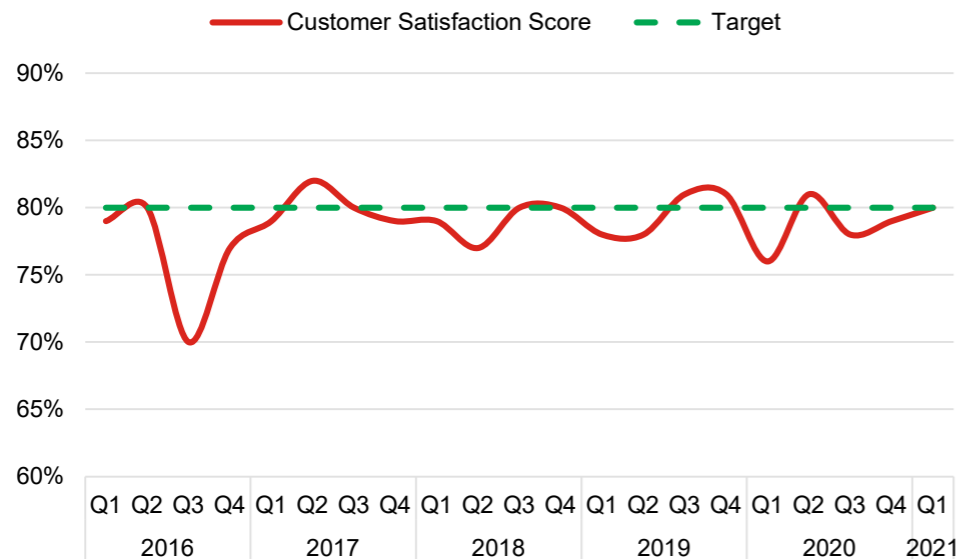
Financial implications, associated with these ridership revenue trends, can be found in the accompanying report, Financial Update for the Period Ended May 1, 2021.





Customer experience

Customer satisfaction



Definition

Quarterly customer survey of 1,500 TTC customers. Customers are asked: How satisfied were you overall with the quality of the TTC's service on the last TTC trip you took, on a scale of one to 10 where one is "extremely dissatisfied" and 10 is "extremely satisfied".

Results

In Q1 2021, 80% of customers reported high levels of satisfaction with TTC services.

Analysis

The satisfaction score in Q1 represents an increase from Q4 (79%) and the same time last year (76%). Frequent customers are slightly more satisfied than occasional customers — 81% compared to 79%, respectively. Overall, customer satisfaction has remained relatively stable during the pandemic.

Satisfaction is consistent with last quarter for most elements of the customer journey (wait time, trip duration, comfort of ride, etc.), with the exception of customers being more satisfied this quarter with the level of crowding on vehicles across all modes.

Satisfaction with the safety measures implemented to protect customers has also increased this quarter (Q1: 73%, Q4: 68%). Cleanliness continues to be a top driver of satisfaction.

Customers are also reporting higher levels of pride in the TTC, with 70% expressing agreement that they are proud of the TTC and what it means to Toronto — up from 59% last quarter and 50% the same time last year.

Action

We will continue with enhanced cleaning and disinfection of all public places, stations and vehicles to keep customers and employees safe. Marketing plans will focus on safety of TTC services as customers return.

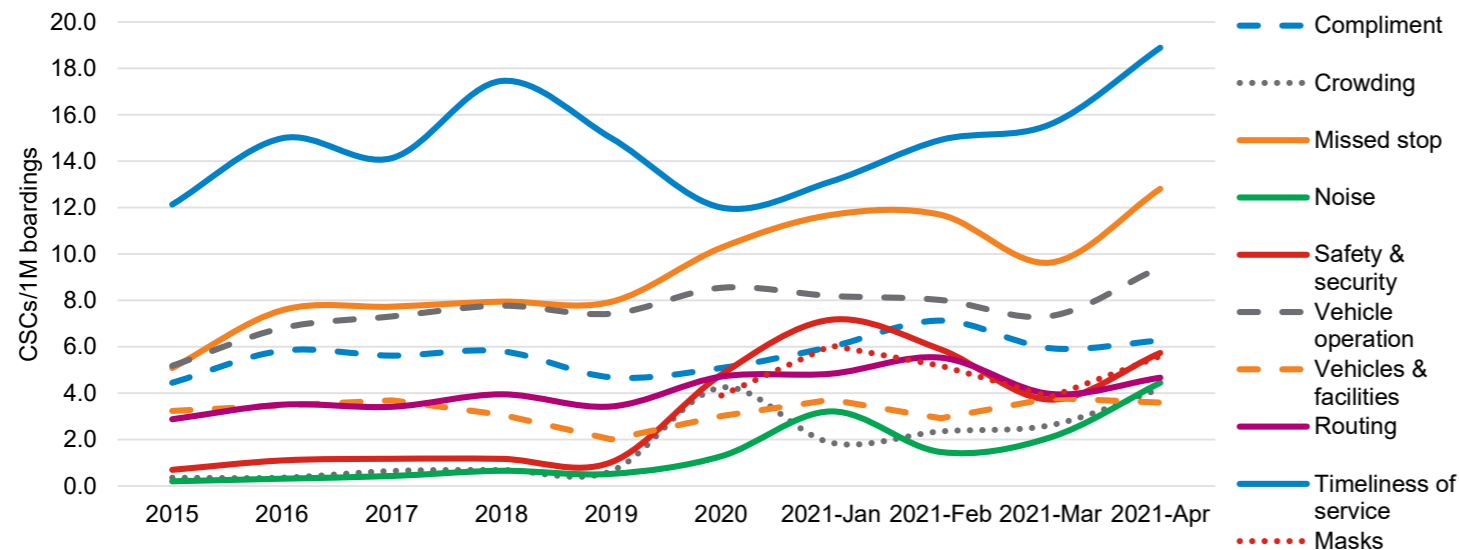




Customer experience

Customer service communications (CSCs)

We value communication with our customers. It helps inform service planning and operations, and improves our overall customer experience. Our quarterly Customer Satisfaction Survey (page 14) allows us to monitor and better understand the voice of the customer. Volunteered customer feedback is also highly valuable. The TTC's Customer Service Centre receives customer input via our website, telephone, email and Twitter. Input is routed through the organization in order to acknowledge and respond to individual customers.



Definition

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

Results

In April, the total CSC volume decreased by 13% compared to March. Total boardings decreased by 30%, due in large part to Toronto moving from a grey-lockdown to a stay-at-home order. The decrease in customer boardings is the principal reason for CSCs per million boardings increasing significantly in April.

Analysis

The individual categories for CSCs were relatively consistent with March, with Idling dropping out of the top 10. Noise complaints entered the top 10 near the bottom.

Although the pandemic has heightened customer concerns related to vehicle and station cleanliness, the recent decreasing trend in CSCs indicates greater and sustained customer confidence in the cleanliness of our system. We continue to see Cleanliness CSCs below the 2020 average and remain out of the top ten.

CSCs related to Safety & security, Crowding and Masks total numbers are consistent with March, however all climbed upwards on a per million boardings basis in April given reduction in boardings. The Mask category now includes both employees and customers. Customer mask CSCs currently make up 25% of this category.

Missed stop, Timelines of service and Vehicle operation all increased comparably in April per one million boardings.

Commentary continued on next page





Customer experience

Customer service communications

However, they again had much lower total numbers compared to March.

Noise complaints entered the top 10 this month and have trended up over the past quarter. Streetcar rail noise and vibration was the biggest contributing factor in April (64% of noise complaints) with many CSCs referencing High Park Loop. This is a seasonal issue where increased rainfall can wash away rail lubricant, causing rail noise.

Customer compliments increased slightly in April per million boardings.

Action

Service reliability (pages 17-21)

- Deliver CSC analytics into on-time performance working group.
- Proactively mine customer feedback for actionable insights to inform operations and planning.

Crowding (page 31)

- Continue to operate demand-responsive service plan.
- Bus occupancy information now available on two popular journey planning apps (Transit and Rocketman). In the week after launch, there was a near 10% increase in Rocketman app usage while customer boardings decreased slightly over the same period.

Noise

- Adjusted lubricator unit in the High Park Loop, increased frequency of inspections and implemented a GPS activated reminder for Operators to

slow down when entering and leaving the loop to reduce noise. Staff will continue to monitor loops and adjust lubrication as required. Planned capital investment to outfit the fleet with additional lubrication systems and to install noise-dampening rings on the vehicles to mitigate noise.

Safety & security (pages 27-28).

- Continue to work with local partners to provide assistance to underhoused individuals and those experiencing mental health issues.

Masks (page 30)

- Continue to distribute free masks to customers and communicate proper mask use.

Compliments

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

Customer compliment:

An elderly man flipped over on a medical motorized scooter and was pinned under his scooter on the sidewalk. I had to put my hand up to stop traffic both direction to cross the street to offer assistance. Not only did the TTC bus stop on the busy road to let me get to the elderly man. He pulled the bus over to come assist and offer any service we might need and made sure we were alright before leaving. Please once again convey my deepest gratitude and how much this reflects the professionalism, community standards and values we expect from the TTC.

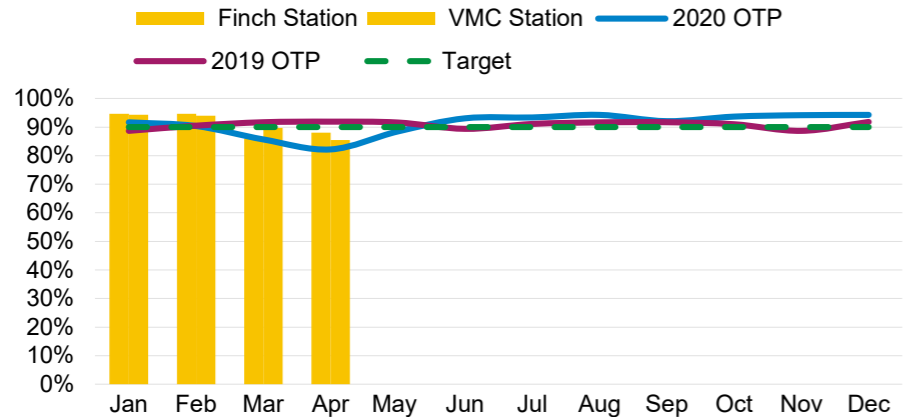




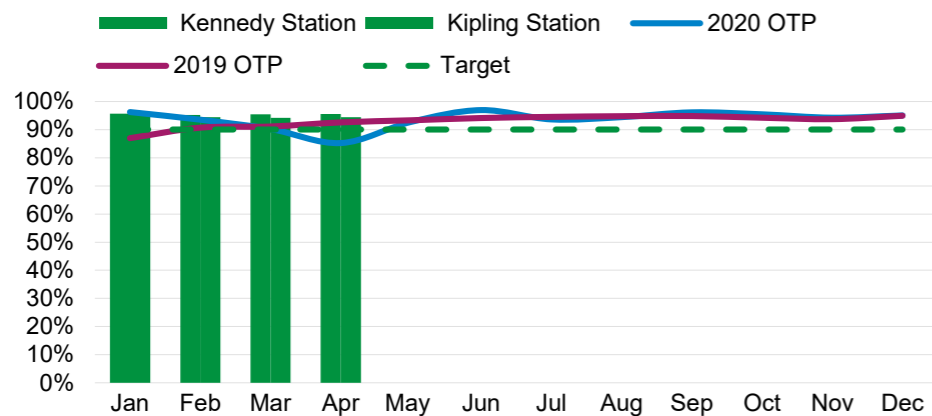
Customer experience

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 86.8% in April. This represents a slight decrease from last month (87.8%), but an increase from the same time last year (82.2%). Our target of 90% was not met.

Line 2: OTP was 95.0% in April. This represents an increase from the same time last year (85.2%) and is relatively consistent with last month (94.8%). Our target of 90% has been met for the past 12 months.

Line 3: OTP was 97.2% in April. This represents a slight decrease from last month (97.7%) and an improvement from the same time last year (95.9%). Our target of 90% has been met for the past six months.

Line 4: OTP was 99.5% in April. Our target of 90% was met.

Analysis

Line 1: From April 12 to 21, the portion of this line between St George and St Andrew stations was closed to accelerate state-of-good-repair and asbestos abatement work. While this extended closure allowed the TTC to take advantage of reduced ridership and carry out much-needed work with minimal inconvenience to customers, it had a negative impact on OTP. Excluding the 10-day closure, the overall average performance for the line was 90.5%.

Comparing April to March, there was a 7.6% reduction in total delay minutes. This is mainly due to a decreases in delay minutes attributed to customers, vehicles and subway infrastructure equipment.

Line 2: There was a 51% increase in total delay minutes compared to March. This is mainly due to increases in delay minutes attributed to customers and staff.

Commentary continued on next page

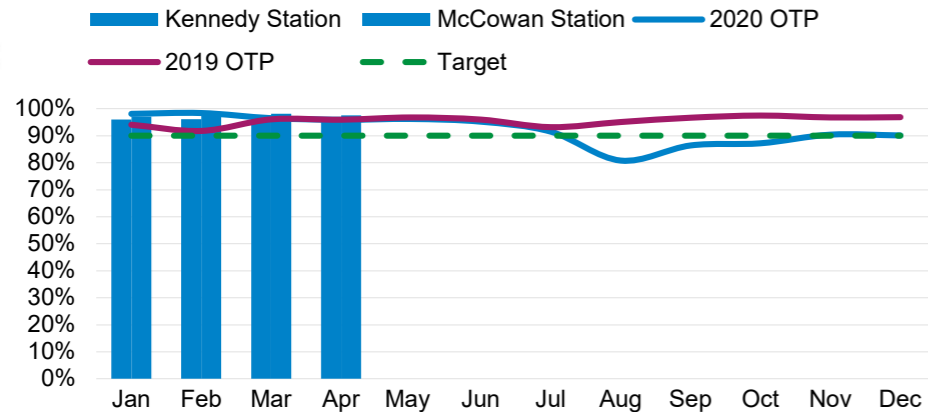




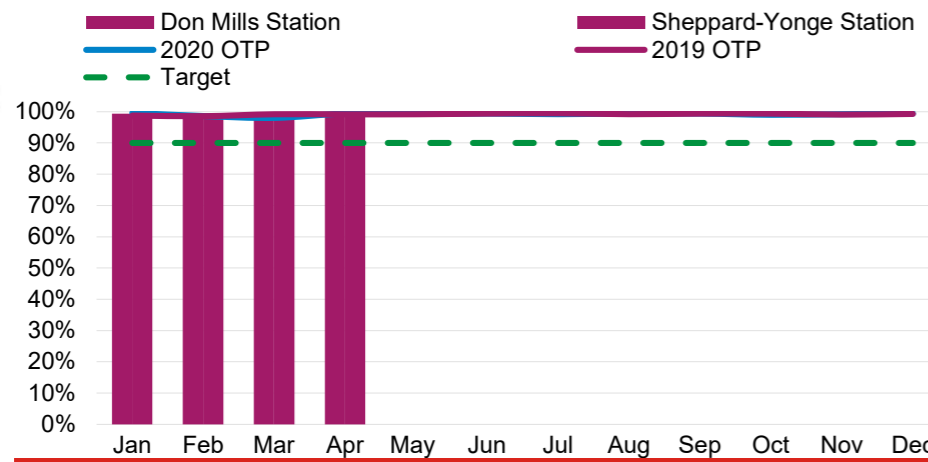
Customer experience

On-time performance (OTP) – Subway

3



4



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

Line 3: There was a significant increase in total delay minutes — from 46 minutes in March to 320 minutes in April. This increase is primarily due to increases in delay minutes attributed to vehicles and subway infrastructure equipment.

Line 4: Continues to run as scheduled and without any major issues.

Action

We completed another 10-day closure on Line 1 between St George and St Andrew from May 17 – 27. Given the success we had with the previous two single platform closures, we carried out asbestos abatement work on two platforms during this closure. The asbestos is now completely removed within the area. The work from this closure will result in 25 fewer weekend closures over the next few years.

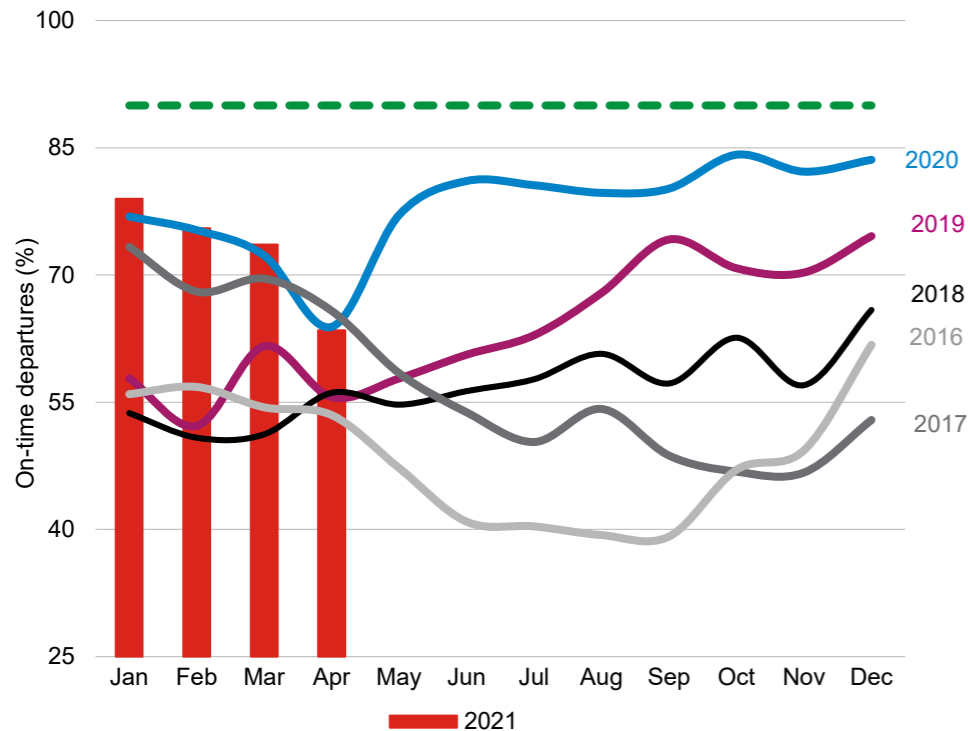
We will continue to monitor ridership and service levels and make adjustments where necessary to ensure punctual service levels are delivered.





Customer experience

On-time performance (OTP) – Streetcar



Definition

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

Results

OTP in April was 63.5%, which represents a significant decrease compared to March (73.6%) and a slight decrease over the same time last year (63.9%). Our target of 90% was not met.

Analysis

Performance remained in the low 60% range for each week of the period, a continuation of the poor performance that began in the last week of the March period (56.7%).

The large sinkhole that developed on the 506 Carlton in March continued to significantly impact both branches of the route, requiring modified routings and off-schedule operation for the entire period. The 501 Queen (bus: 51.7%, streetcar: 92.1%) and 504 King (bus: 21.1%, streetcar 90.3%) continued to experience performance challenges with bus branches. Both sets of bus branch service are required due to construction at the King-Queen-Queensway-Roncesvalles intersection. Excluding the three routes noted above (501, 504, and 506), the network score for the period is 85.4%.

The following two planned diversions also negatively impacted performance:

- Rail clip replacement in the Spadina tunnel negatively impacted the 510 Spadina significantly on the first day of the period (April 4);
- Drainhole cleaning at Dundas West Station required the 505 Dundas to divert to the High Park Loop on the April 10 weekend.

Action

Recent efforts have focused on improving bus branch performance on the streetcar network, including identifying better end terminals and improving scheduled travel times. For the May and June Board Periods, all four bus branches will either receive a new end terminal, improved run times, or both.

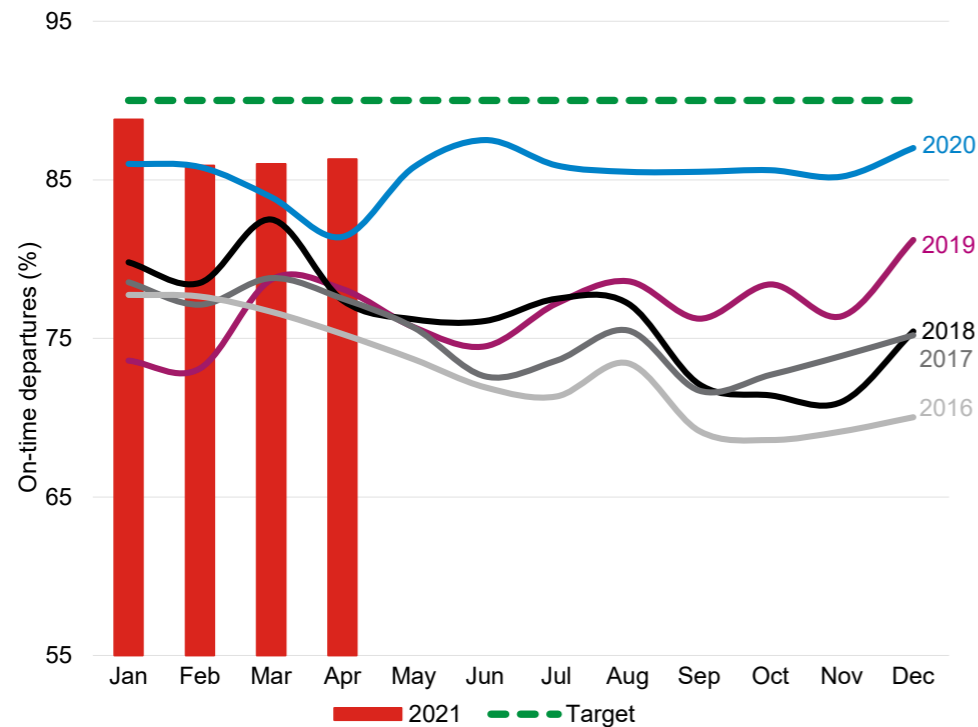
While the sinkhole repair is ongoing, the 506 Carlton route will return to a single-branch route operated only by streetcars in the May Board Period. Additional work was completed in order to allow for a streetcar diversion on route until the sinkhole is repaired. Lastly, continued efforts will focus on appropriate midday cleaning on or near-route as much as possible in order to minimize the impact to service.





Customer experience

On-time performance (OTP) – Bus



Definition

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

Results

OTP in April was 86.3%, which represents a slight increase compared to March (86.0%) and an increase over the same time last year (81.4%). Our target of 90% was not met.

Analysis

Performance reached a weekly high of 87.4% in week 15 and decreased slightly each of the subsequent weeks to a low of 84.8% in week 18. When compared to March, the percentage of early trips (4.0%) remained steady, the percentage of late trips (5.9%) decreased slightly (6.5% in March), while the percentage of missed trips (3.9%) increased slightly (3.6% in March).

As performance decreased through each week of the period, bus service cancellation hours increased, with week 18 reaching a weekly high thus far in 2021.

An updated list of the network's top 15 busiest routes combined for an 83.1%

performance figure for the period, a small increase over the February combined score (82.0%). Of the top 15 busiest routes, the 29 Dufferin had the lowest score (72.8%, a small improvement over the 71.9% in March). Express routes combined for an 83.8% performance figure for the period, a small increase over the February combined score (82.7%). Of the express routes, the 929 Dufferin had the lowest score (69.9%, an improvement over the 60.1% in March).

Action

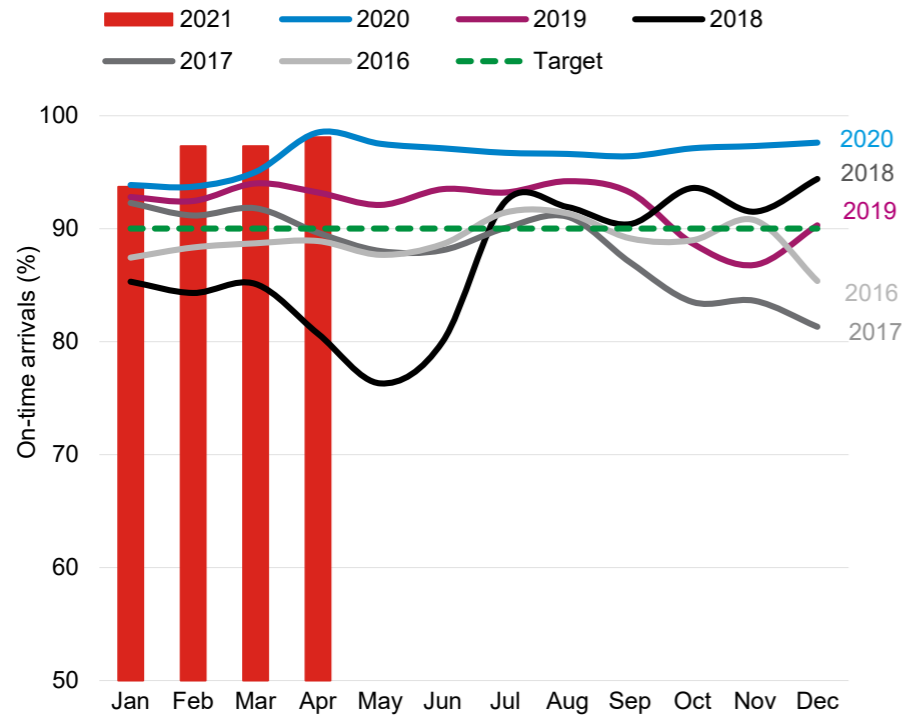
Efforts continue to focus on schedule improvement to better align them with current and projected operating conditions. Poor-performing routes such as the 29 Dufferin and 929 Dufferin Express have been targeted for schedule improvements in upcoming Board Periods. A network-wide review of end terminal locations has also begun. Reviews of midday bus disinfection and bus operations cancellation data is also a major focus area.





Customer experience

On-time performance (OTP) – Wheel-Trans



Results

OTP in April was 98.1%. This result represents a slight increase from March (97.3%) and a slight decrease from the same time last year (98.5%)

Analysis

Wheel-Trans OTP has remained above target for the past 17 months.

Action

We continue to strive to maintain high OTP in order to ensure that customers are not waiting beyond their scheduled pickup time. We remain focused on the safety of employees and customers.

Definition

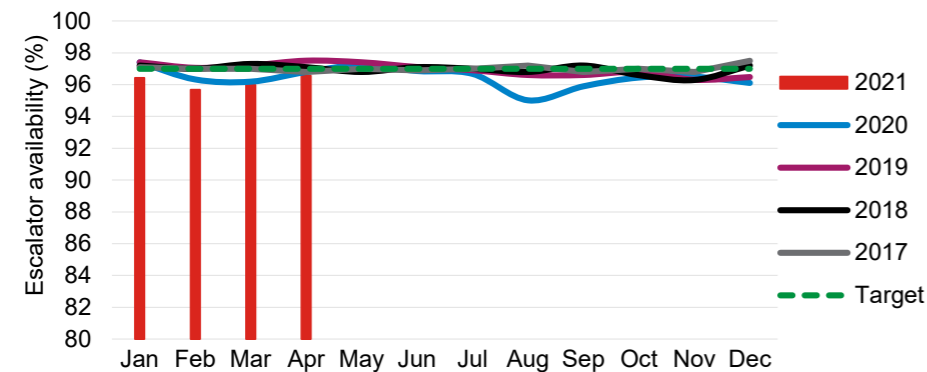
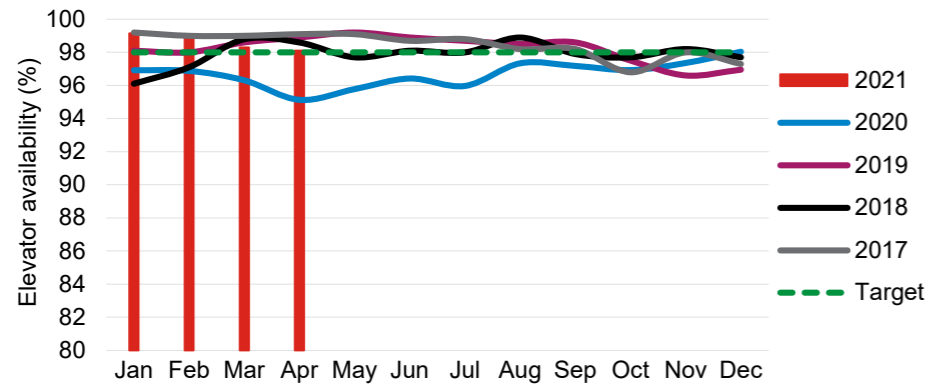
On-time performance of all trips conducted by Wheel-Trans buses. To be on time, the bus must arrive within 20 minutes of its scheduled arrival.





Customer experience

Accessibility – Elevator and escalator availability



Definition

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

Results

Elevator availability in April was 98.1%, meeting our target of 98.0%.

Escalator availability in April was 96.6% — below our target of 97%.

Analysis

There was an increase in elevator outage hours due to vandalism, including incidents of broken elevator glass in Queen Station, Jane Station, Coxwell Station, St Clair West Station and Sheppard West Station. There were over 600 outage hours as a result of this vandalism.

The escalator between the concourse and Lansdowne Avenue East at Lansdowne Station remained off in April. The station's main entrance was closed to accommodate installation of elevators as part of the Easier Access program to make the station accessible.

Another escalator in Lansdowne Station

and an escalator in Finch Station both experienced flooding resulting in 340 hours of downtime.

Action

The incidents of elevator vandalism are currently being investigated.

Lansdowne Station's main entrance and escalator reopened on May 17.

The flooded escalators at Lansdowne and Finch stations were inspected, repaired and returned to service.

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





Mary Madigan-Lee
Chief People Officer

Keisha Campbell
Chief Diversity & Culture Officer

People and diversity

New additions



Chezlie Alexander

We continue to grow our Diversity & Culture team with our latest hire — Chezlie Alexander. Chezlie joins the TTC family in June and will lead our Racial Equity team. For the better part of 25 years, Chezlie has worked across the province alongside

marginalized groups to build more inclusive communities. He is committed to creating spaces that engage difference and make room for people to contribute their diverse experiences, perspectives and skills towards more equitable outcomes.

Chezlie was a member of the leadership team that opened the first Community Health Centre in Peel Region, and as the Director of Population Health and Community Initiatives at the Bramalea Community Health Centre (CHC), he was the architect of the community mobilization strategy that successfully advocated for \$4.3 million in capital funding to deliver a satellite CHC in Malton, Ontario. Chezlie was also the Toronto Public Health lead who conceptualized and implemented the Urban Harvest: REXDALE (UH:R) project alongside other City of Toronto divisions and local community agencies. UH:R is a waste diversion and surplus food harvesting project in North Etobicoke.

Chezlie comes to us directly from the Ontario Public Service, where he was a Manager in the Ministry of Children, Community and Social Services (Youth Strategies Branch), and the

Practice Lead for the Ontario Black Youth Action Plan (OBYAP). With a \$60 million funding commitment, OBYAP works toward eliminating systemic, race-based disparities by increasing opportunities for Black children, youth and families across the province.

Lastly, Chezlie is a father to two young Black girls, and as such he is deeply committed to nurturing strong and empowered children, who are able to live their healthiest and fullest lives imaginable.

The TTC's Anti-Racism Policy consultants will report to Chezlie and are currently supporting policy review and development work across the organization. They are continuing the TTC's work in partnership with the City of Toronto's Confronting Anti-Black Racism (CABR) Unit for the sharing of best practices and learnings. They have also been attending the CABR Unit's City Leads Circle to update on the TTC's year three priorities with representatives from the TTC's Talent Management Department, Human Rights and Investigations Department, Revenue Protection Department and Special Constable Services.

Commentary continued on next page





Mary Madigan-Lee
Chief People Officer

Keisha Campbell
Chief Diversity & Culture Officer

People and diversity

Phase 2 of the Racial Equity Impact Assessment, being conducted by Dr. Scott Wortley and Dr. Akwasi Owusu-Bempah, is currently underway. TTC staff are working with Professors Owusu-Bempah and Wortley on the development of community focus groups and expert stakeholder consultations.

Building inclusive spaces

Learning from best practices and developing strategic partnerships is one of the items in TTC's 10-Point Action Plan on Diversity and Inclusion. The Diversity Department has been working with the City's Indigenous Affairs Office (IAO) to explore ways to facilitate more inclusive workplaces for Indigenous employees.

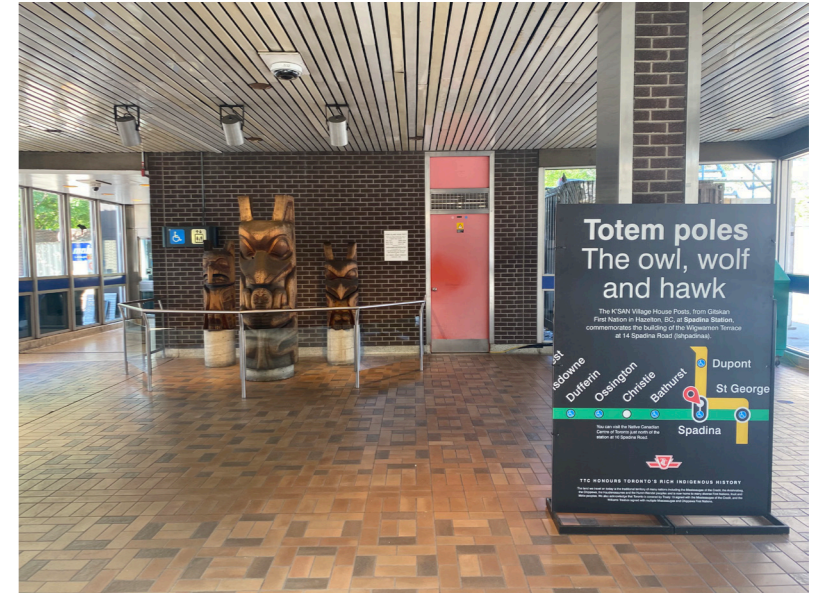
Staff from the IAO have shared information to assist the TTC in understanding and planning for the use of Indigenous medicines and smudging in properties, buildings and facilities.

In addition, IAO staff have performed a smudging demonstration on TTC property for staff from the Diversity and Property departments. They explained that the Indigenous tradition of

smudging involves the burning of sacred medicines (e.g. tobacco, sweet grass, sage and cedar) believed to cleanse and purify the spirit and surrounding space, clear negativity and promote positivity.

The act of smudging is a protected practice under the Ontario Human Rights Code, and is not prohibited in a workplace by the Smoke-Free Ontario Act. The Ontario Human Rights Commission has also stated that smudging in the workplace should be reasonably accommodated up to undue hardship.

The Diversity Department hopes to develop guidelines aimed at fostering inclusive workplaces and to facilitate the practice of smudging proactively in a timely and dignified way.



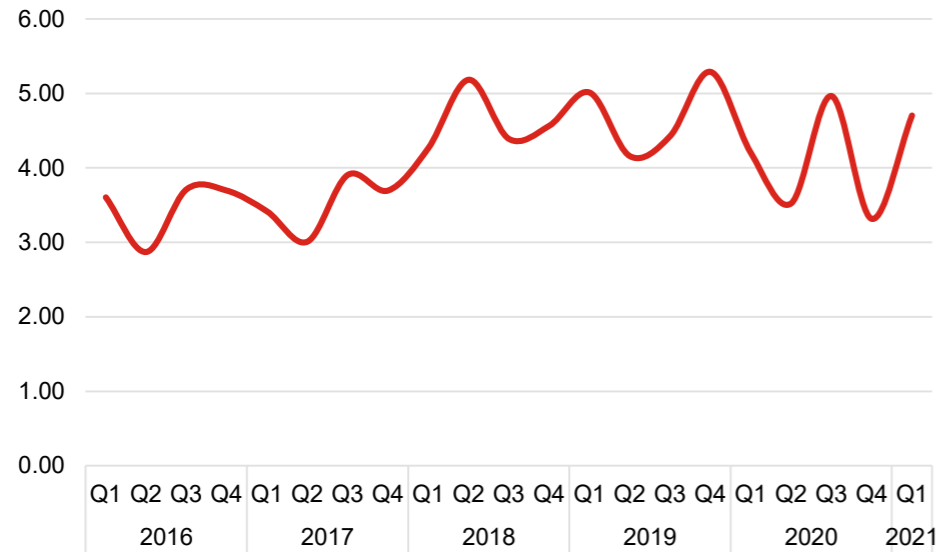
Totem poles at Spadina Station





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 Q1 2021 was 4.7 injuries per 100 employees — an increase from Q4 (3.3) and the same period last year (4.2). The LTIR for Q4 was 14% higher than the four-quarter average. Moreover, there has been an upward trend in the LTIR since 2015.

Analysis

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

Acute emotional event injuries account for 17% of all lost-time injuries and represent the second highest injury event type.

Action

The Ergonomic Musculoskeletal Disorder Prevention Program, currently being implemented, focuses on preventing musculoskeletal/ergonomic type injuries and resolving ergonomic concerns. Specific training modules for high-risk groups have been developed. The training sessions have been deferred to winter 2021 due to the pandemic.

To help address the acute emotional event injuries, the TTC is initiating a project to identify strengths, areas for improvement and gaps as they pertain to psychological health and safety.

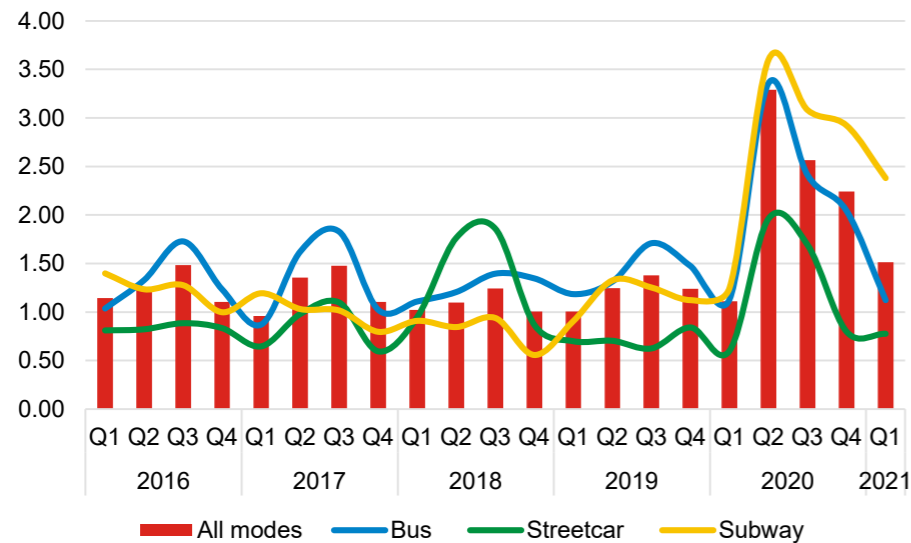
Note: Q2 2021 data will be available in the September 2021 CEO's Report.





Safety and security

Customer injury incidents rate (CIIR)



Definition

Number of customer injury incidents per one million boardings.

Results

The CIIR in Q1 2021 was 1.5 injury incidents per one million vehicle boardings — a decrease from Q4 (2.2) and an increase from the same period last year (1.1). The CIIR for Q1 was 37% lower than the four-quarter average rate of 2.4 injury incidents per one million vehicle boardings. The four-quarter average shows a statistically significant upward trend in the CIIR.

Analysis

The overall increase in the CIIR in 2020 was mainly due to the significant decrease in the overall TTC ridership as a result of the COVID-19 pandemic and state-of-emergency declaration.

The decrease in the CIIR over the last three quarters was partly due to the small increase in ridership in the summer and winter compared to spring 2020.

Action

We will continue to monitor the CIIR and existing safety initiatives, which include messaging to promote customer safety and safe vehicle operation. For example, social media channels included messages reminding customers to watch their step when boarding or exiting TTC vehicles to avoid slips, trips and falls. In addition, the TTC engaged Operators in face-to-face discussions starting in November on operating in winter conditions.

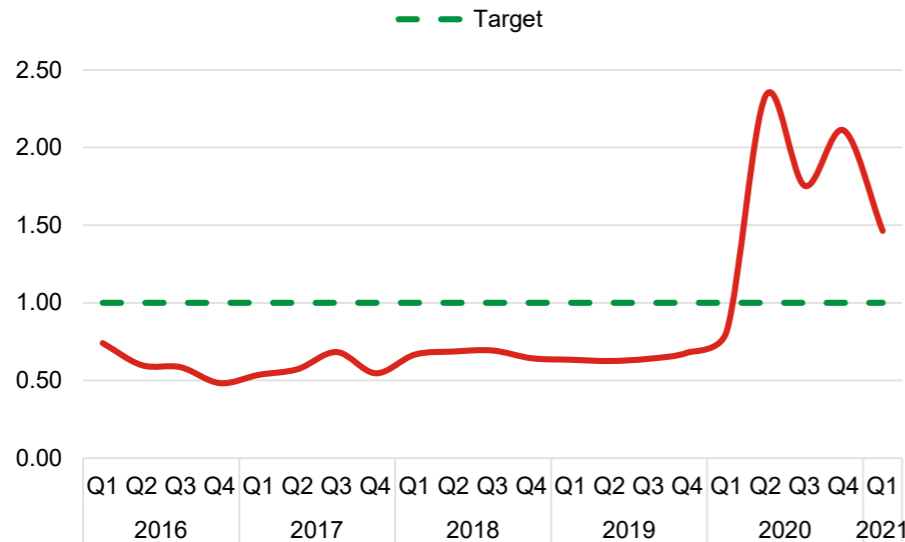
Note: Q2 2021 data will be available in the September 2021 CEO's Report.





Safety and security

Offences against customers



Definition
Number of offences against customers per one million boardings.

Results

In Q1, the number of offences against customers per one million boardings was 1.46. This is a 31% decrease from Q4 and a 79% increase from the same time last year.

Analysis

Q1 saw an improvement in the rate of offences against customers per one million boardings compared to Q4 due to both the reduction in overall offences and the increase in customer boardings this period. The number of offences decreased 34% compared to the previous quarter — 109 compared to 167 offences, respectively. The greatest decrease was in assaults — 111 in Q4 compared to 71 in Q1.

Action

The TTC’s Community Engagement Unit (CEU) continues to focus on the needs of customers who are under-housed and/or experiencing 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.

Since April 2020, the TTC has partnered with the City of Toronto 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. Since forming this partnership the team has had 443 engagements with customers: 64 were provided food and transportation services, 35 requesting shelter space were accommodated (13 were not due to space not being available) and 315 refused services or help.

In addition to this program, we have implemented a number of tactics, including:

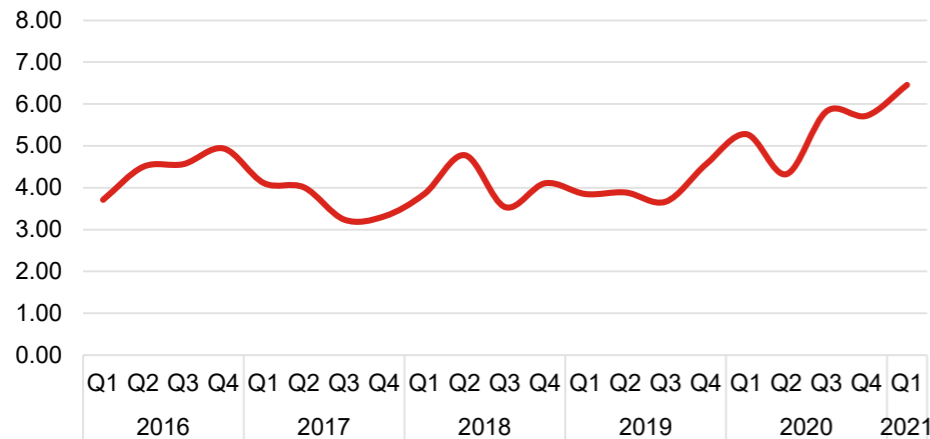
- Enlisting the assistance of TPS patrol to attend highly impacted stations and routes.
- Organizing and participating in mask distribution campaigns.





Safety and security

Offences against employees



Results

In Q1 2021, the number of offences against employees per 100 employees was 6.46. This represents a 12.9% increase from Q4 2020 and a 22.3% increase compared to Q1 2020.

Analysis

The total number of offences against employees increased in Q1 2021 compared to Q4 2020 — 243 offences and 209 offences, respectively. The majority of these offences were assaults or threats of assault against employees, which have increased during the pandemic.

Action

In addition to the actions noted in the Offences against customer section (page 27) and the CEO’s commentary (page 5), we continue to conduct high visibility patrols with a focus on stations to assist staff with closing time. We also hired 40 new Special Constables in 2020, which allows for a team to be on foot patrol in the subway almost daily and another team dedicated to streetcars.

Definition

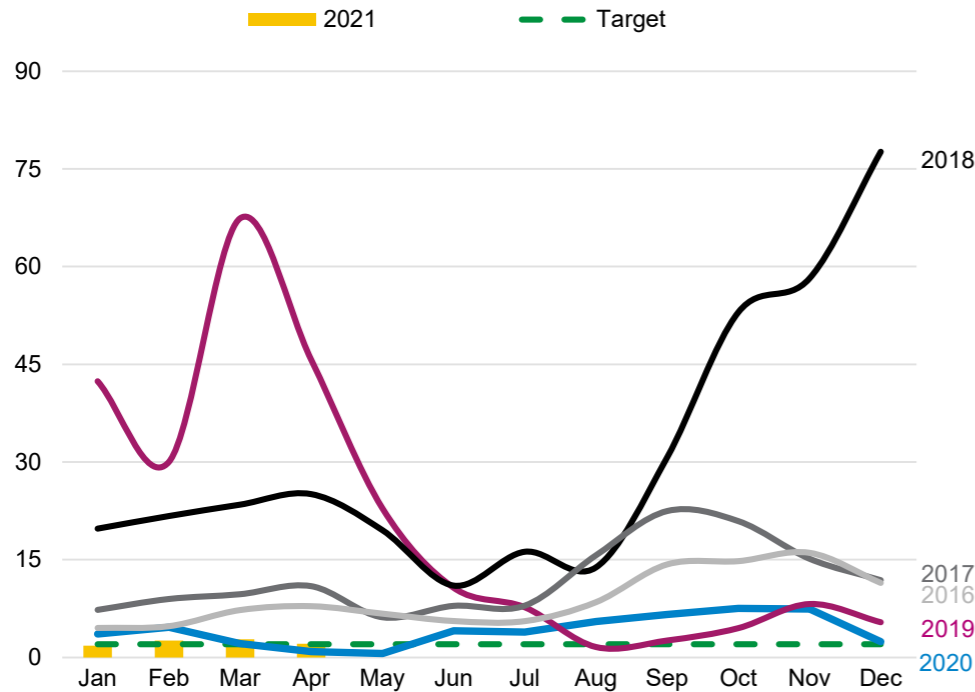
Number of offences against employees per 100 employees.





Hot topics

Wheel-Trans contact centre wait time



Definition

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

Results

In April, the average Wheel-Trans contact centre wait time was 2.1 minutes. This is below the 2.8 minute average in March, and slightly above our new target of 2 minutes.

Analysis

On April 8, a province-wide stay-at-home-order was introduced which resulted in a slight reduction in our call volumes. We adjusted our workforce coverage to match demand and this contributed to a lower average wait time for this period.

After successful rigorous testing of our work from home solution for the reservations department, we were able to implement a work from home schedule at the end of March. Although this process involved significant testing, we were able to introduce this change while maintaining an average wait time very close to our two-minute target.

Action

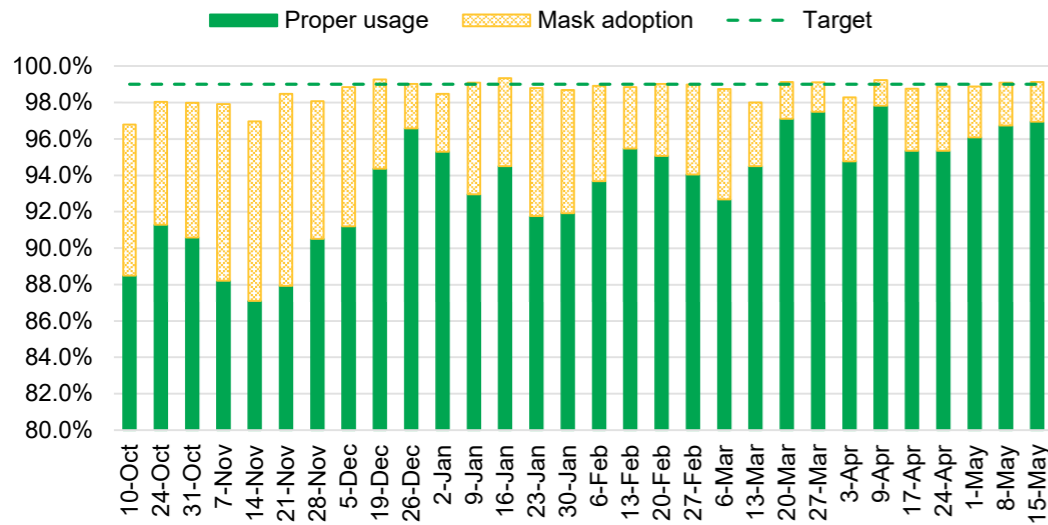
We are monitoring the new work from home solution for our reservations call takers to ensure we continue to meet customer expectations and deliver excellent service. A key part of our action plan is to meet regularly with our overflow contractor (TELUS) to discuss call volume projections and adjust quickly once information is received related to COVID-19 restrictions. The ability to take advantage of our overflow solution as the Province moves forward with its reopening plans, will enable us to maintain a high level of customer service as demand increases.





Hot topics

Customer mask use



Definition

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

Results

From May 1-15, 96,400 customer mask observations were made at 32 stations across the network. Of the customers observed, 99% were wearing masks (mask adoption), and 97% were wearing masks properly over nose, mouth and chin (mask compliance).

Analysis

The proportion of customers wearing masks reached 99% in mid-December, and has remained at that level through to April 2021. The proportion of customers wearing masks properly over nose, mouth and chin has improved from roughly 90% in mid-November to 95% in mid-February. This coincides with external awareness campaigns as well as the TTC's mask distribution and awareness campaigns. In recent weeks, customer mask compliance results have trended up and remain between 96%-97%.

Action

While masks are mandatory on the TTC, we are not enforcing mask use. Our focus is on information, awareness and supporting supply:

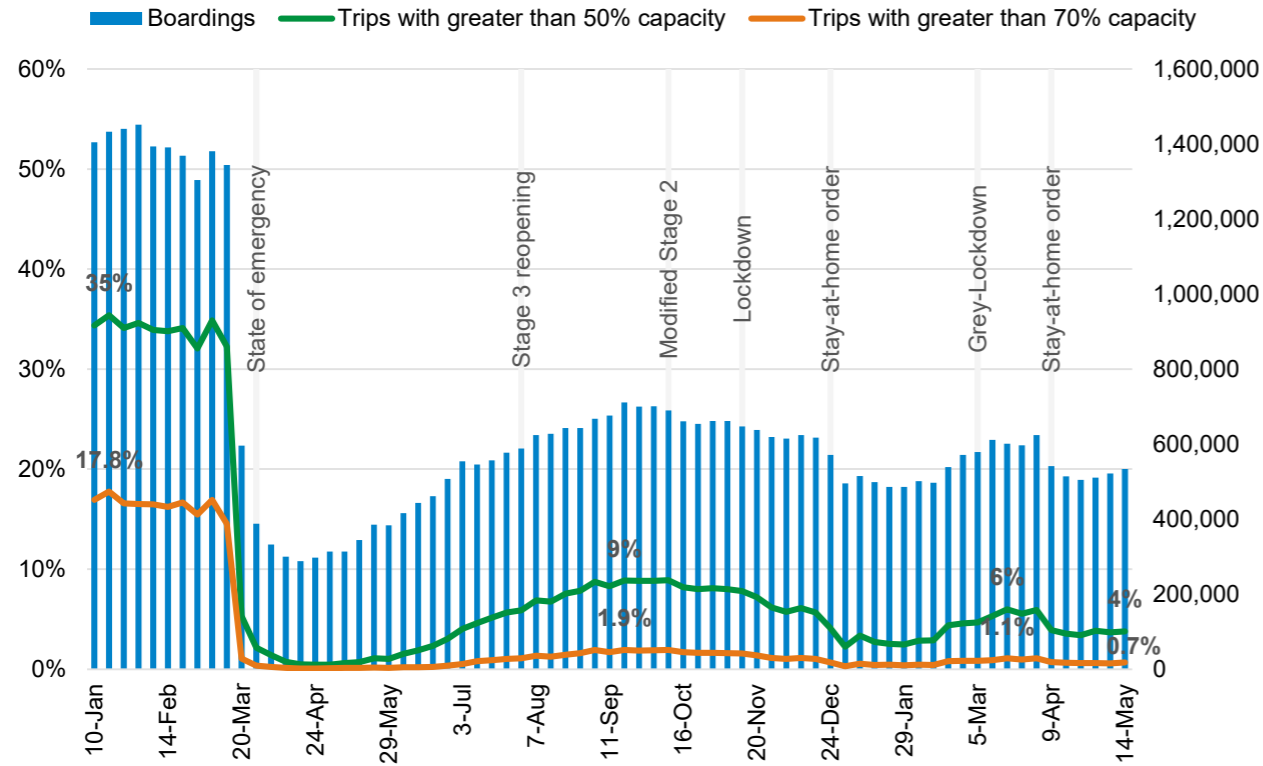
- Anticipating compliance rates may be improved with greater mask availability, we are continuing with broad and targeted mask distribution. Since June 2020, free masks have been distributed to customers at schools, shelters, stations, and at high ridership stops. Approximately 2.18 million masks have been distributed to customers as of May 22, 2021.
- We continue to survey customer mask use across our system. Analysis of surveys and customer communications is used to identify possible low compliance locations and routes (<95%). These are provided to staff as future target areas for distributing masks and reinforcing awareness.
- Several ongoing mask-specific customer communications campaigns that include messaging about how to wear a mask properly. Our most recent mask campaign was launched in March on board vehicles and features customers wearing masks properly and why its important to wear one.





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

For the week ending May 14, 2021, we served 534,000 bus customers on average per weekday (37% of pre-COVID). Of this, only 4% of bus trips had more than 25 customers per bus on some part of the route (50% capacity) and 0.7% of bus trips had more than 35 customers per bus (70% capacity) on some part of the route.

Analysis

The bus occupancy results are driven by two factors: demand and capacity. On the demand side, average daily bus customers have increased by 12,000 compared to the week ending May 7, but remain well below levels seen prior to the Province enacting the stay-at-home order on April 8 (624,000 for the week ending April 1, 2021). With reduced boardings, overall levels of occupancy decline as do trips over 50% and over 70%. This natural reduction along with continued proactive practice of demand-responsive field deployments of buses, reduces over rates of occupancy.

Action

We are executing frequent planned schedule changes to optimize resources from low demand service (fewer than 25 customers i.e. <50% capacity) to high demand bus service (more than 35 customers i.e. >70% capacity) through each Board Period May – September.

To further support customers, bus occupancy information is now available on two leading customer journey planning mobile apps (Transit and Rocketman). In the week following the launch of occupancy data, there was a near 10% increase in Rocketman app usage with boardings decreasing slightly over the same period.





Appendix: Service delivery

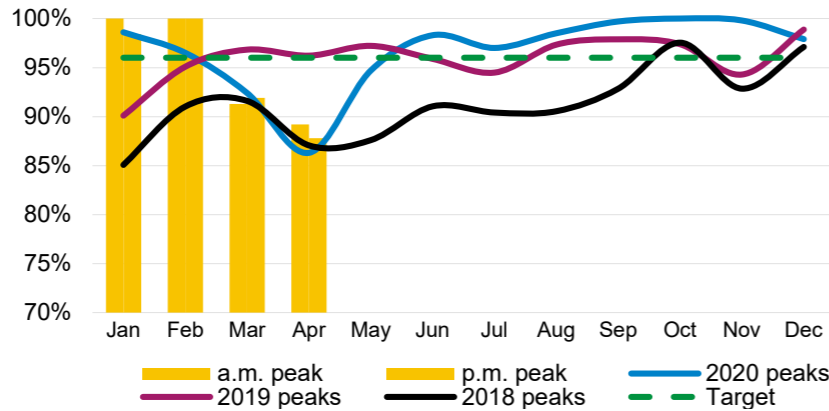
Line 1 capacity

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.

April: 88.4%
March: 91.6%
April 2020: 86.3%

Target: 98.0% ❌

Closures: April 12-21 and April 26-May 6.

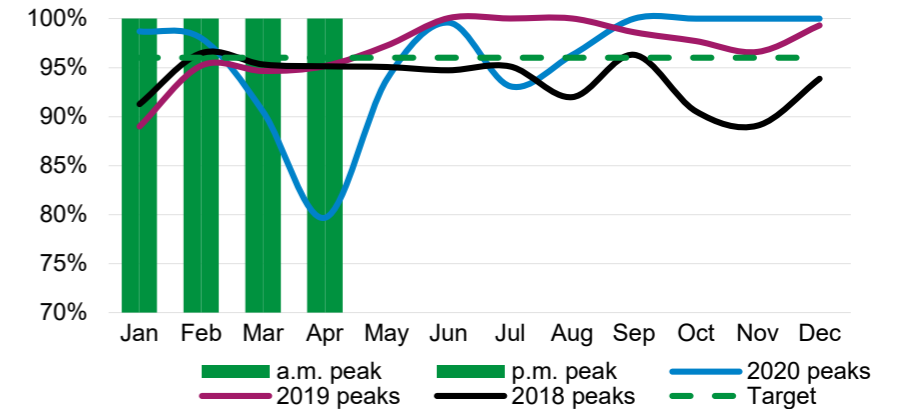


Line 2 capacity

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.

April: 100%
March: 100%
April 2020: 79.7%

Target: 98.0% ✅



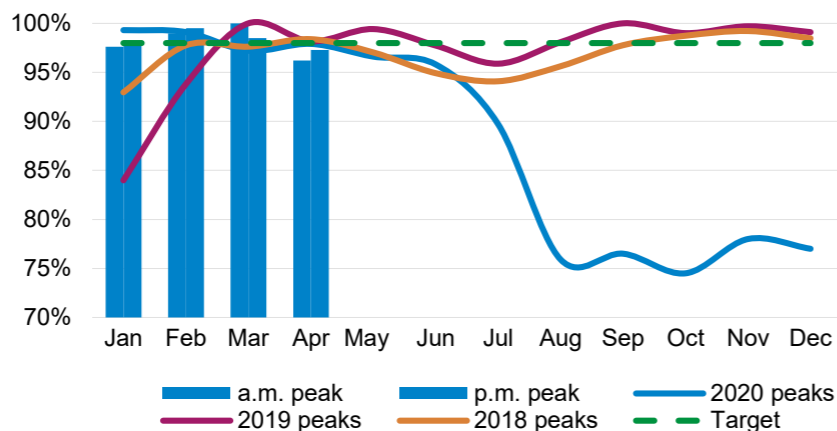
Line 3 capacity

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.

April: 96.8%
March: 99.2%
April 2020: 97.9%

Target: 98.0% ❌

A switch-related failure on April 23 resulted in an 80-minute delay.

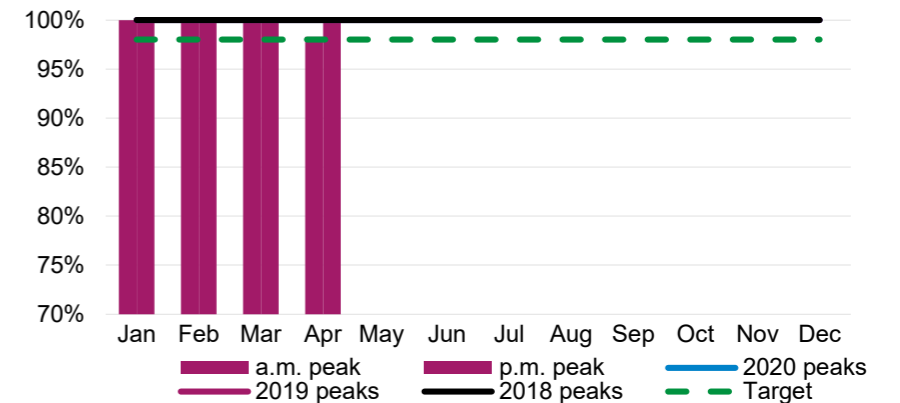


Line 4 capacity

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.

April: 99.6%
March: 100%
April 2020: 100%

Target: 98.0% ✅





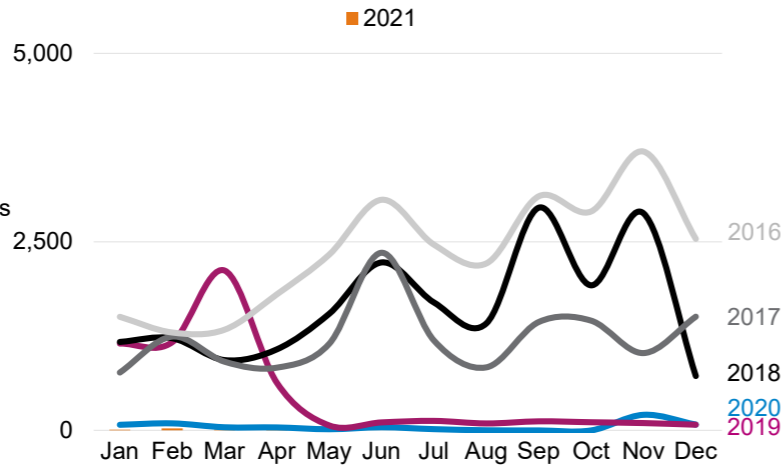
Appendix: Service delivery

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.

April: 1
March: 13
April 2020: 40

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

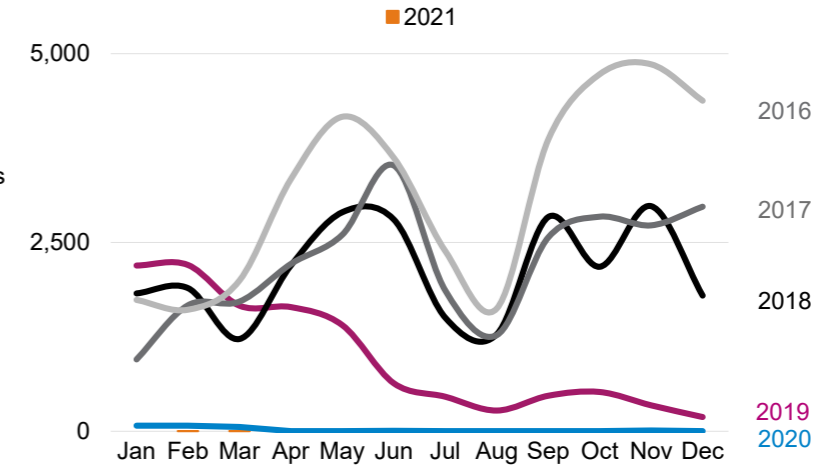


Bus short turns

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

April: 0
March: 4
April 2020: 0

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





Rich Wong
Chief of Vehicles

James Ross
Chief Operating Officer

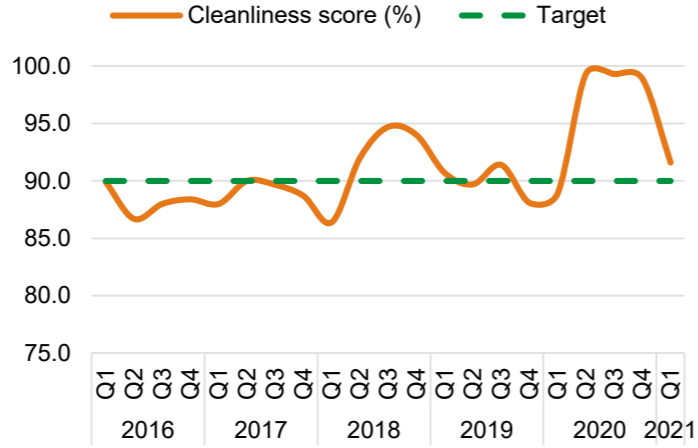
Appendix: Cleanliness

Bus cleanliness

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

Q1: 91.6%
Q4: 98.9%
Q1 2020: 88.9%

Target (RW): 90.0%



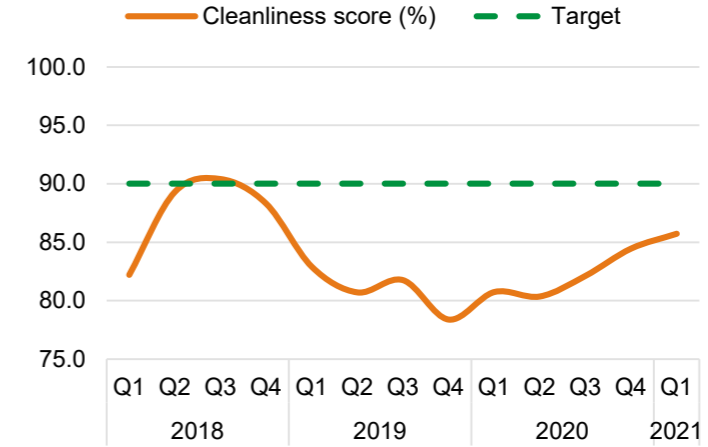
Streetcar cleanliness

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

Q1: 85.7%
Q4: 84.5%
Q1 2020: 80.7%

Target (RW): 90.0%

Staff is reviewing and adjusting cleaning frequencies and programs to improve quality of vehicle cleanliness.

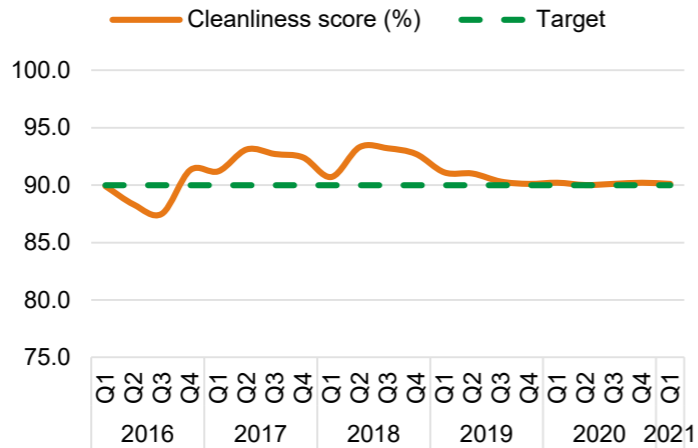


Subway cleanliness

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

Q1: 90.1%
Q4: 90.2%
Q1 2020: 90.2%

Target (RW): 90.0%

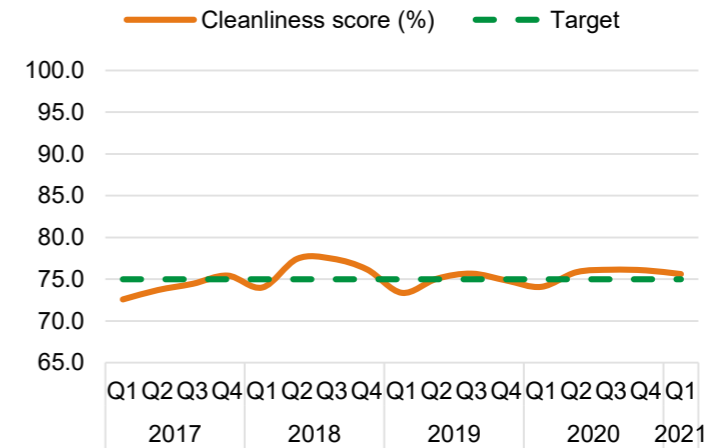


Station cleanliness

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

Q1: 75.6%
Q4: 76.1%
Q1 2020: 74.1%

Target (JR): 75.0%

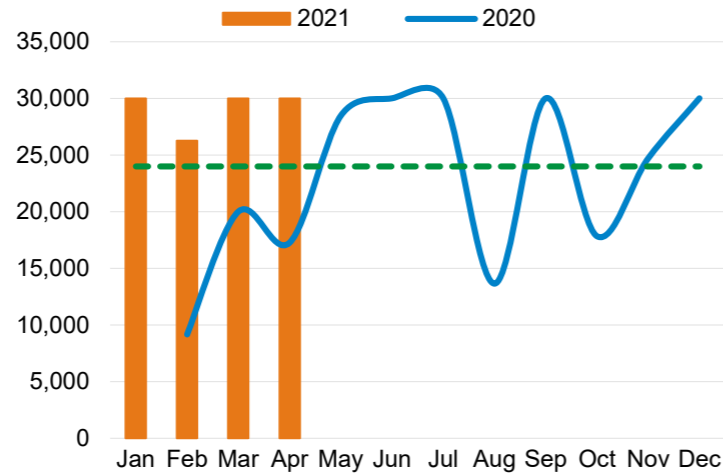




Appendix: Asset reliability

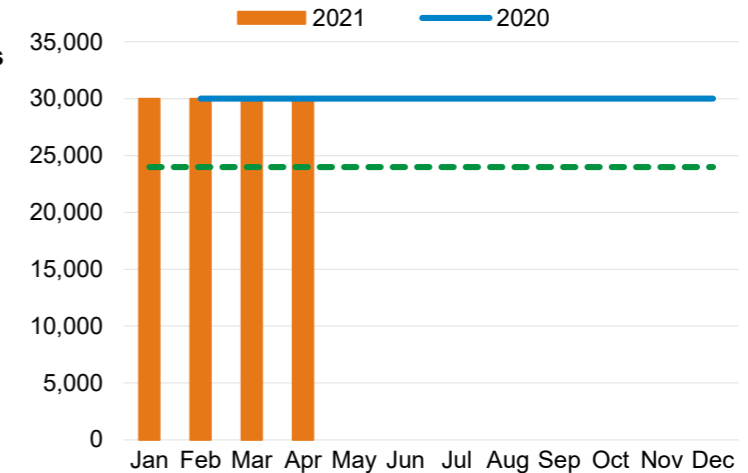
eBus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

April: 30,000 km
March: 30,000 km
April 2020: 17,255 km
Target: 24,000 km ✓



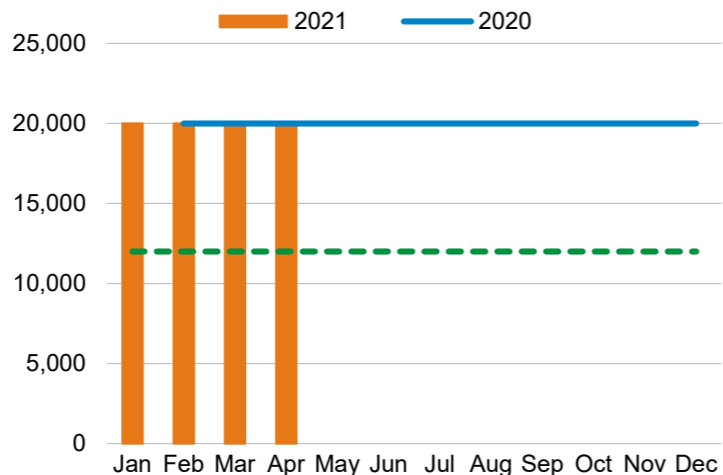
Hybrid bus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

April: 30,000 km
March: 30,000 km
April 2020: 30,000 km
Target: 24,000 km ✓



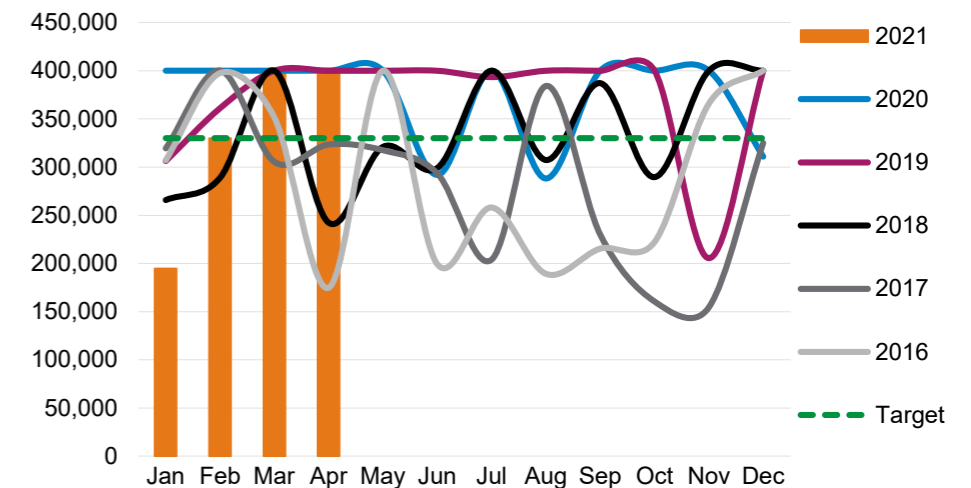
Clean-diesel bus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

April: 20,000 km
March: 20,000 km
April 2020: 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.

April: 400,000 km
March: 400,000 km
April 2020: 400,000 km
Target: 330,000 km ✓





Appendix: Asset reliability

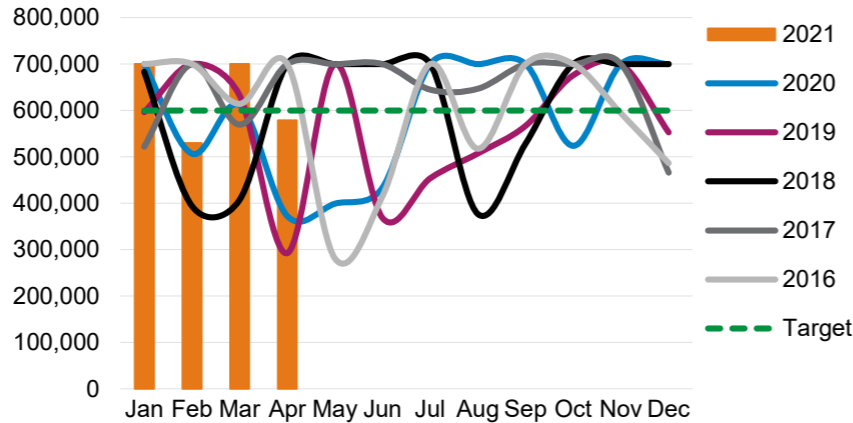
TR train mean distance between failures

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.

April: 579,000 km
March: 700,000 km
April 2020: 372,320 km

Target: 600,000 km ✘

Number of delay incidents consistent with last month. Fewer kilometres travelled due to Line 1 closures.

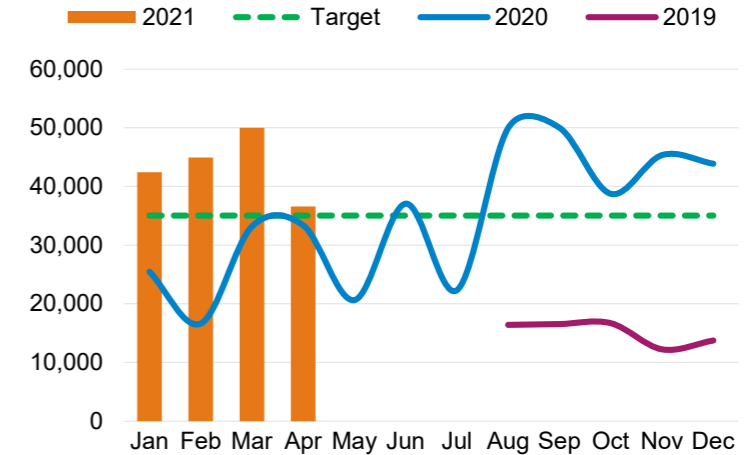


Streetcar mean distance between failures

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

April: 36,563 km
March: 50,000 km
April 2020: 33,364 km

Target: 35,000 km ✔

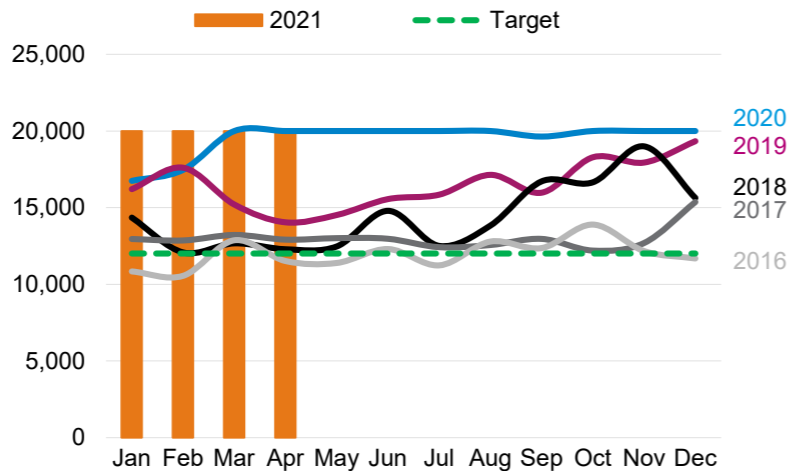


W-T Mean distance between failures

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

April: 20,000 km
March: 20,000 km
April 2020: 20,000 km

Target: 12,000 km ✔





Appendix: Asset reliability

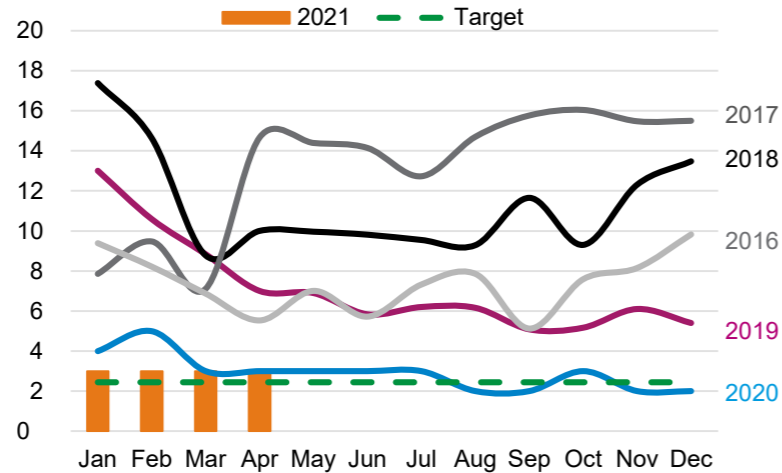
Streetcar road calls and change offs

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

April: 3
March: 3
April 2020: 3

Target: 2.4 ❌

Averaging 0.6 above target. Main failures are related operator seat, missing operator equipment and ramp retraction. None of these failures resulted in a delay.

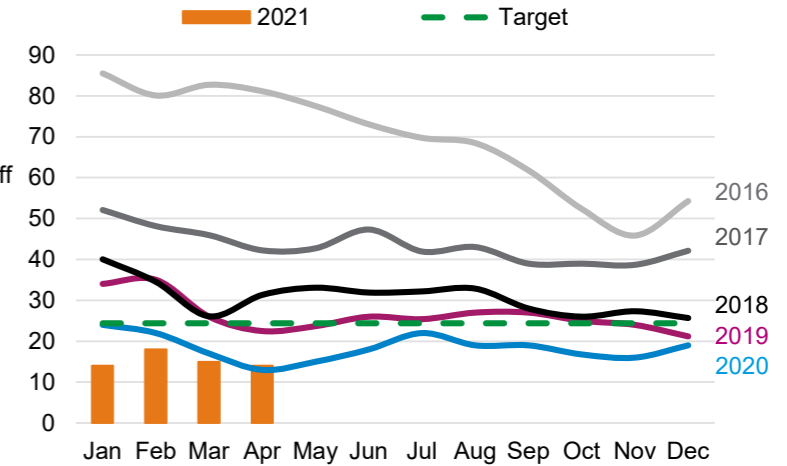


Bus road calls and change offs

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.

April: 14
March: 15
April 2020: 13

Target: 24 ✅





Rich Wong
Chief of Vehicles

Kathleen Llewellyn-Thomas
Chief Strategy & Customer Officer

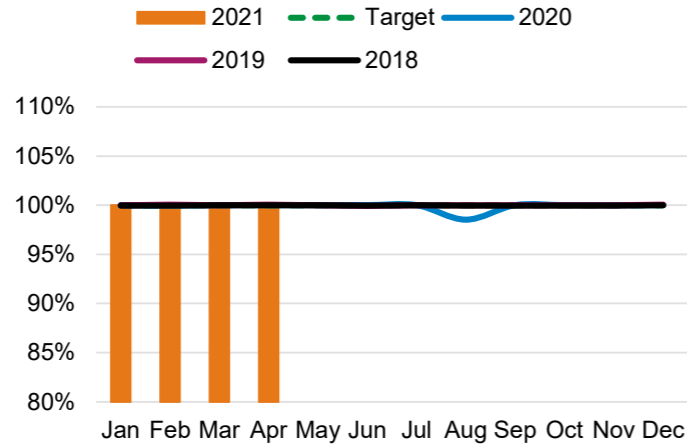
Appendix: Asset availability

Subway service availability

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

April: 100.0%
March: 100.0%
April 2020: 100.0%

Target (RW): 100.0% ✓

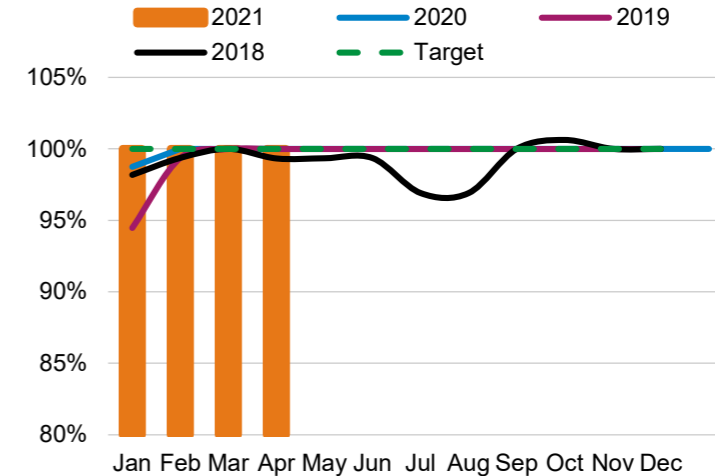


Streetcar service availability

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

April: 100.0%
March: 100.0%
April 2020: 100.0%

Target (RW): 100.0% ✓

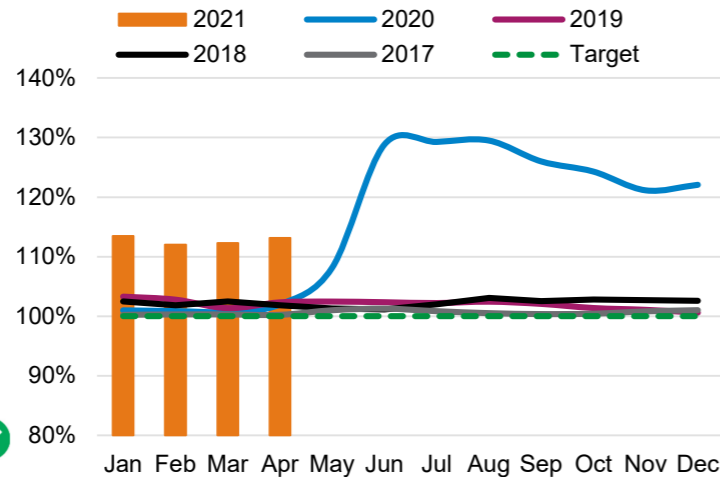


Bus service availability

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

April: 113.3%
March: 112.3%
April 2020: 102.0%

Target (RW): 100.0% ✓

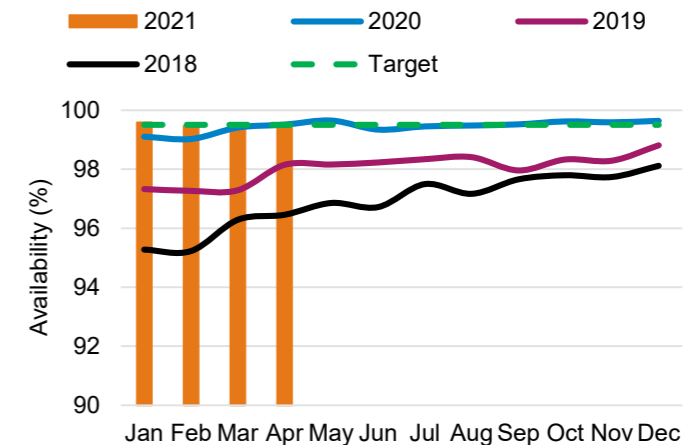


Fare gate availability

Percentage of fare gates are available for use.

April: 99.52%
March: 99.51%
April 2020: 99.51%

Target (KLT): 99.50% ✓





Appendix: Asset availability

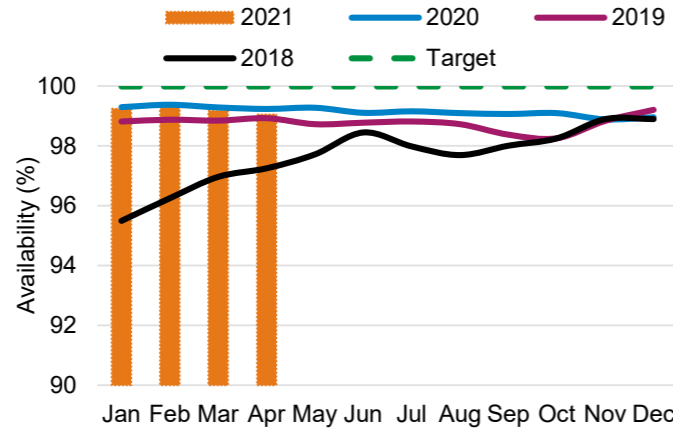
PRESTO reader

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

April: 99.05%
March: 99.18%
April 2020: 99.24%

Target: 99.99% ❌

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

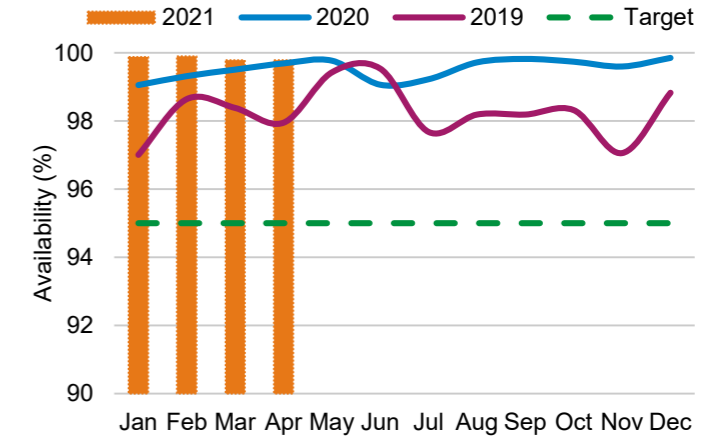


PRESTO Fares and Transfers Machine (FTM)

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

April: 99.79%
March: 99.79%
April 2020: 99.69%

Target: 95.00% ✅

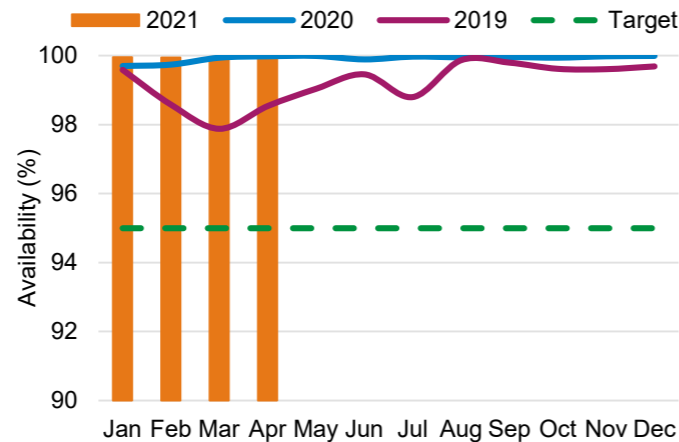


PRESTO Self-Serve Reload Machine (SSRM)

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.

April: 99.98%
March: 99.97%
April 2020: 99.98%

Target: 95.00% ✅

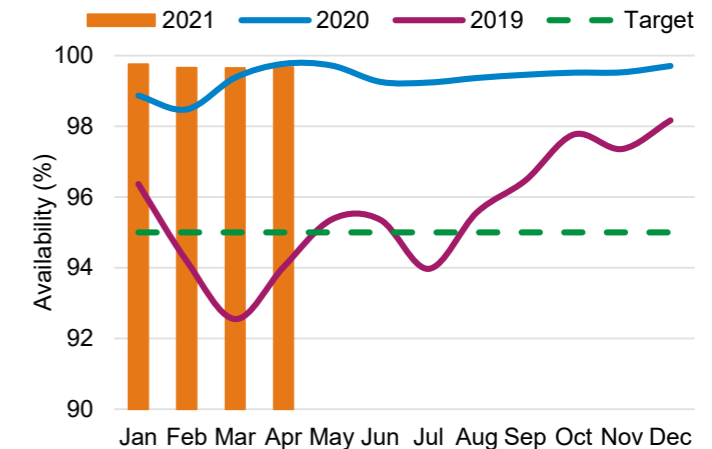


PRESTO Fare Vending Machine (FVM)

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.

April: 99.68%
March: 99.65%
April 2020: 99.77%

Target: 95.00% ✅





Appendix 2: Safety

Regulatory compliance

At the May 29, 2019 Audit and Risk Management Committee meeting, a commitment was made to report to the Board on compliance to Safety, Health and Environment regulatory orders and to provide assurance that Commissioners have discharged their legal responsibilities. The table summarizes the number of regulatory orders issued from January 1 to April 3, 2021 and their status.

Type	Requirement Orders ¹ issued	Non-compliance Orders ² issued	Status
Ministry of Labour Orders	2	3	Compliance Achieved
Ministry of the Environment, Conservation and Parks Orders	0	0	Not Applicable
Technical Standards and Safety Authority Orders	0	0	Not Applicable
City of Toronto – Notice of Violation	0	0	Not Applicable
Toronto Fire Services Code Violations	0	0	Not Applicable

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.

