



Chief Executive Officer's Report – February 2022

Date: February 10, 2022
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.

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. In the summer of 2021, a new diversity section was launched to include core metrics on our Women Operators New Hires.

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

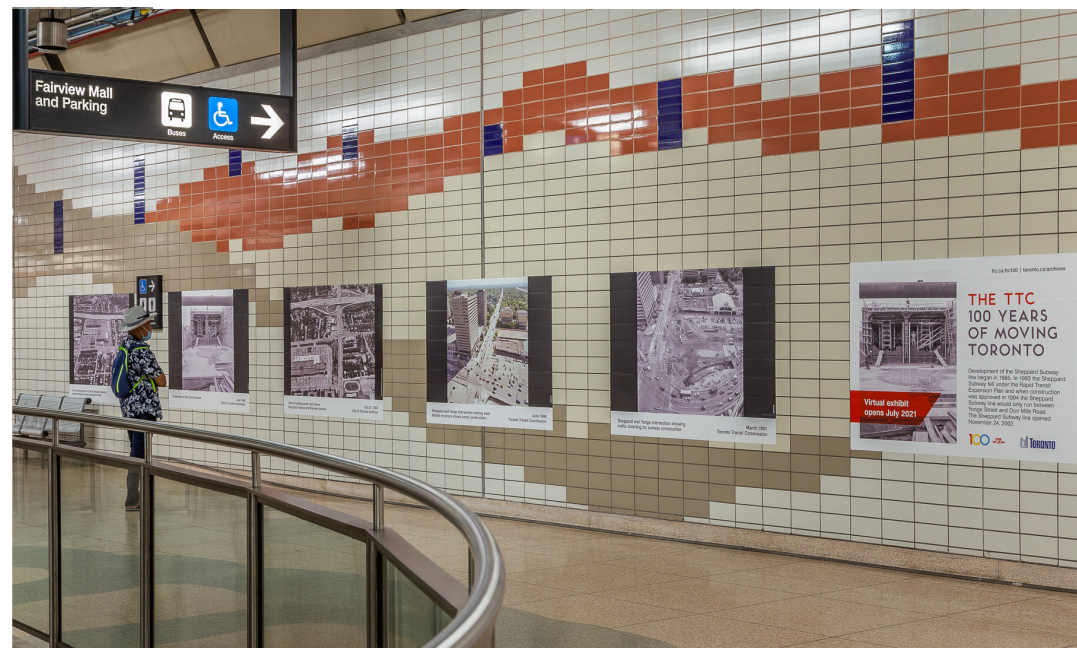
Attachments

Attachment 1 – Chief Executive Officer's Report – February 2022

CEO's Report

Toronto Transit Commission

February 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.

Throughout the pandemic, the TTC has kept Toronto moving by serving hundreds of thousands of people a day.

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.

TTC by the numbers



1.7 million
rides a day
pre-pandemic



183,200
weekly service
hours pre-
pandemic



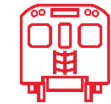
6,400+ km
of routes



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...

February 1 will mark the Lunar New Year, and the festival will last until February 15. This year will be the first year the TTC will formally recognize Lunar New Year with an internal and external communications campaign. We hope you will join us in celebrating the Year of the Tiger.

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CEO's commentary



The TTC is proud to recognize two significant cultural events in February — Lunar New Year and Black History Month. Both events are being celebrated with public campaigns that feature vibrant bus and streetcar wraps.

For the first time, the TTC will recognize Lunar New Year organization-wide. In honour of this celebration, for the duration of Lunar New Year celebrations, we've wrapped one streetcar and four buses in spectacular themed vehicle wraps. I'd like to thank Brenda Tong from Marketing's Design and Wayfinding Section for her tremendous work in designing the vehicle wrap for Lunar New Year. These vehicles share our message of happiness and good fortune for 2022 — the Year of the Tiger — and are translated in multiple languages, including: Chinese, Vietnamese, Korean, Thai, Tibetan, Tagalog, Malay, Indonesian and Mongolian.

As part of Black History Month this year, we've partnered with the City of Toronto's StARToronto Program to showcase 16 unique art pieces and share the stories of eight artists representing our Black communities in Toronto. Posters of their work, designed by the TTC's very own creative team, appear in our vehicles and stations, as well as on our social media channels (Twitter, Facebook, Instagram and LinkedIn). We've wrapped a pair of streetcars and four buses showcasing the artists and their works. Customers can also download a Ride and Find Guide from the TTC website to get the locations of all the art pieces, and use the guide to plan their trip to visit the exhibits.

Similar to last year, this campaign is featured in our workplaces alongside posters of some of our employees who speak about the significance that Black History Month has for them.



CEO's commentary

You can find out more about the campaigns by visiting ttc.ca/BHM and ttc.ca/LNY. Watch for the vehicles for both celebrations across multiples routes throughout the city this month.

Recognizing Lunar New Year and Black History Month are important parts of our broader commitment to build a more inclusive transit system for everyone. And I can tell you, this commitment extends beyond February. Throughout the year, we're working hard on diversity programs to strengthen relationships with our employees and the communities we serve.

Together, we are building a more inclusive TTC for everyone.

Corporate Services Group

Corporate Plan 2018-2022

This year will mark the final year of our current Corporate Plan. The current plan was developed with input from hundreds of stakeholders, including customers, employees as well as our government and regional transit partners. I could not be more

proud of how the TTC has performed. This is particularly evident when we think about all that we were able to achieve while managing the global COVID-19 pandemic and the challenges that accompanied it such as fluctuations in our ridership and the ongoing work we have been doing to welcome back customers.

As we turn our attention toward working on our new Corporate Plan, it is a good time to reflect on some of our key accomplishments. This includes the introduction of key corporate strategies, such as the TTC's 5 Year Service Plan, the TTC's Capital Investment Plan and Real Estate Investment Plan. The development of the TTC's first Fare Policy and Fare Collection Strategy, including opportunities to advance service integration with our regional transit partners, reflect the future focused thinking of the TTC, and are the subject of key reports before the Board this month.

The TTC has also been successful in securing intergovernmental partnership funding by demonstrating leadership in modernizing how the TTC conducts business and identifying efficiency savings. This includes, securing operating funding

under the provincial and federal Safe Restart Agreement; \$4.7 billion in new City Building Funding to address state of good repair; tri-partite commitments to the \$1.5 billion Bloor-Yonge Capacity Improvement Project; and provincial and federal funding for 60 new streetcars and upgrades to the Hillcrest Facility. These investments have enabled us to sustain critical transit services through the pandemic, and make necessary improvements to TTC infrastructure for years to come.

Improving the customer experience and ensuring transit continues to be an attractive and preferred mode of travel is at the core of the TTC's work.

We will be sharing more with you about the TTC's new corporate planning process in the coming months, including a full update on the TTC's accomplishments to date under the current Corporate Plan at the April meeting of the Board.



CEO's commentary

Strategy and Customer Experience Group

TTC supports provincial campaign to promote accessibility

The TTC has been collaborating with the Ontario Public Transit Association on an awareness campaign to promote accessibility on our public transit systems.

The EnAbling Change program, administered by the Ontario Ministry of Seniors and Accessibility, is designed to raise awareness of the various barriers faced by seniors and people with disabilities in our communities. Its ultimate goal is to promote courtesy and understanding for our fellow customers when taking transit.

The digital phase of the campaign was launched on January 24 through our social media channels and platform video screens. Messages and illustrations emphasize priority seating and vehicle loading etiquette, plus a reminder to riders that not all disabilities are always visible. The second phase of the EnAbling Change campaign kicks off this month with vehicle and station posters, and

runs until the end of the month.

Introducing TTC MagnusCards

Another important initiative to help make the TTC more accessible for customers of all abilities is our new partnership with Magnusmode's MagnusCards. This is a digital life skills app to help individuals with autism and other cognitive disabilities use the transit network.

TTC MagnusCards provide step-by-step visual, audio and text-based guidance on various aspects of riding the TTC. TTC MagnusCards also help with fares and passes, trip planning and contacting the TTC Customer Service Centre.

The app is a free download in the Apple App Store or Google Play Store. Please visit ttc.ca for more information.

Updating the Customer Satisfaction Survey (CSS)

Beginning this year, the TTC is updating its long running Customer Satisfaction Survey to include questions on customer perceptions of diversity and inclusion at the TTC. More specifically, the

questions will be examining customer awareness of the TTC's efforts to build a more inclusive transit system. This will help the TTC track its progress and identify areas for further improvement. The CSS is released on a quarterly basis.

Further, the TTC is working hard to understand how perceptions can differ among different customer segments by better understanding respondent demographics, including gender, race and income level. This will allow us to be more targeted in our efforts.

Advancing analytics in the CEO's Report

Employees from our Advancing Analytics working group have been studying data innovation and technology for the last several months to determine how to best to use the data collected by the TTC. Starting in Q2, the CEO's Report will feature an ongoing data innovation section. We look forward to sharing how we're using data and analytics in April to improve our operations and customer experience.



CEO's commentary

Operations Group

Restoring service across the city

Starting on Sunday, February 13, the TTC will begin restoring service levels on the following routes that experienced temporary reductions last November: 20 Cliffside, 50 Burnhamthorpe, 56 Leaside, 57 Midland, 61 Avenue Rd North, 78 St Andrews, 161 Rogers Rd, 168 Symington and 925 Don Mills Express.

We're also introducing service increases and reliability improvements on the following routes: 8 Broadview, 22 Coxwell, 45 Kipling, 50 Burnhamthorpe, 501L/H Queen (bus), 9 Bellamy, 12 Kingston Rd, 42 Cummer, and 300 Bloor-Danforth.

With the scheduled completion of overhead upgrades on Queen Street East and Queen Street West, between Parliament Street and Bathurst Street, we're also planning to return streetcar service on the 501 Queen route to Wolseley Loop, via Queen Street. Streetcar service will no longer divert via Parliament Street, King Street East, King

Street West and Bathurst Street to Wolseley Loop.

Safety and Environment Group

Vaccination clinics update

The TTC started hosting the first round of vaccine booster clinics last month and is continuing this month. Clinics are available to employees and family members who are age 18 or older, as well as TTC consultants and contract workers. Appointments are available for booking online to make things as easy as possible.

We all know getting vaccinated is one of the best ways to protect ourselves and our communities against the Omicron variant and the TTC is proud to play its part.

And finally, as mentioned last month's commentary, the schedule of regular Board meetings this year is condensed as a result of the municipal election on October 24. Following the meeting on February 10, the next public meetings will take place on April 14, May 19, June 23 and July 14.

I'm looking forward to connecting with our Commissioners and the public at our first virtual meeting of 2022 this month. As always, the public meeting will be streamed live on the Official TTC YouTube Channel starting at 10 a.m.



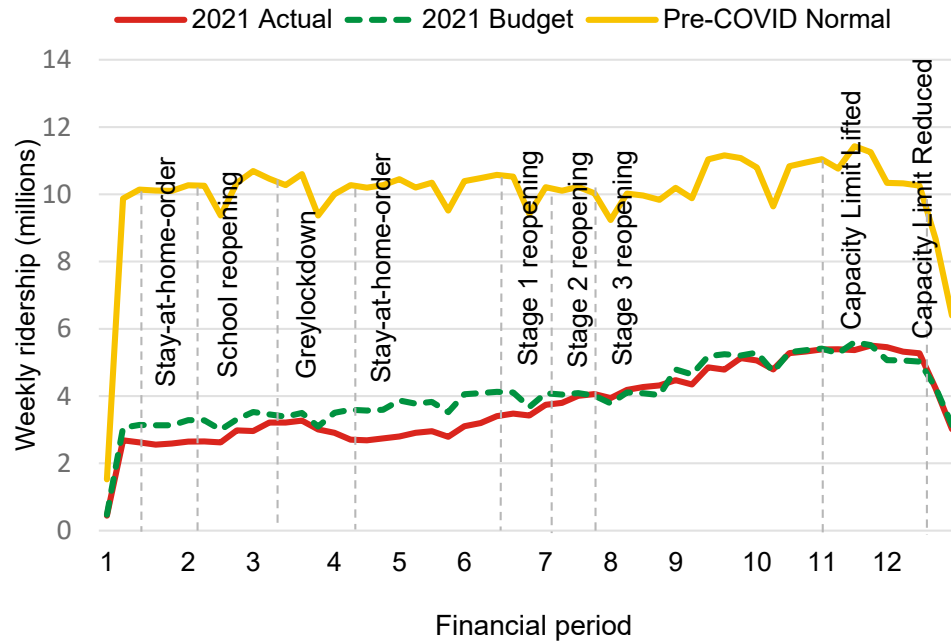
Richard J. Leary
Chief Executive Officer
February 2022





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 12 (November 28 to December 31, 2021) revenue rides totaled 23.294 million or 4.796 million per week, representing 51% of pre-COVID experience. Period 12 experience reflects a 11.4% decrease from Period 11, which had 5.411 million revenue rides per week and represented 49% of pre-COVID experience.

Analysis

Ontario reintroduced capacity limits in a number of settings on December 19. Weekly revenue rides averaged 5.5 million at the start of period 12, and decreased to 4.2 million after the capacity limits were introduced. The decrease in ridership during this period can be attributed to a reduction in work related trips and leisure travel.

During this period, the proportion of occasional customers (five to eight taps per week) and infrequent customers (one to four taps per week) decreased 1% from prior period to 80%, while the proportion of

period pass customers, and those who were frequent customers (nine-plus taps per week) increased 1% from prior period to 20%. In comparison, the customer mix pre-COVID was 68% infrequent/occasional and 32% frequent/period pass showing a shift of ridership during the pandemic towards more infrequent/occasional use.

Period pass sales for January use totaled 60,507, representing 30% of pre-COVID experience. A reduction of 7,886 period passes were sold for January use in comparison to sales for December use. The largest decrease was observed in the adult and post-secondary group (6,789), followed by youth (858) and seniors (239).

Action

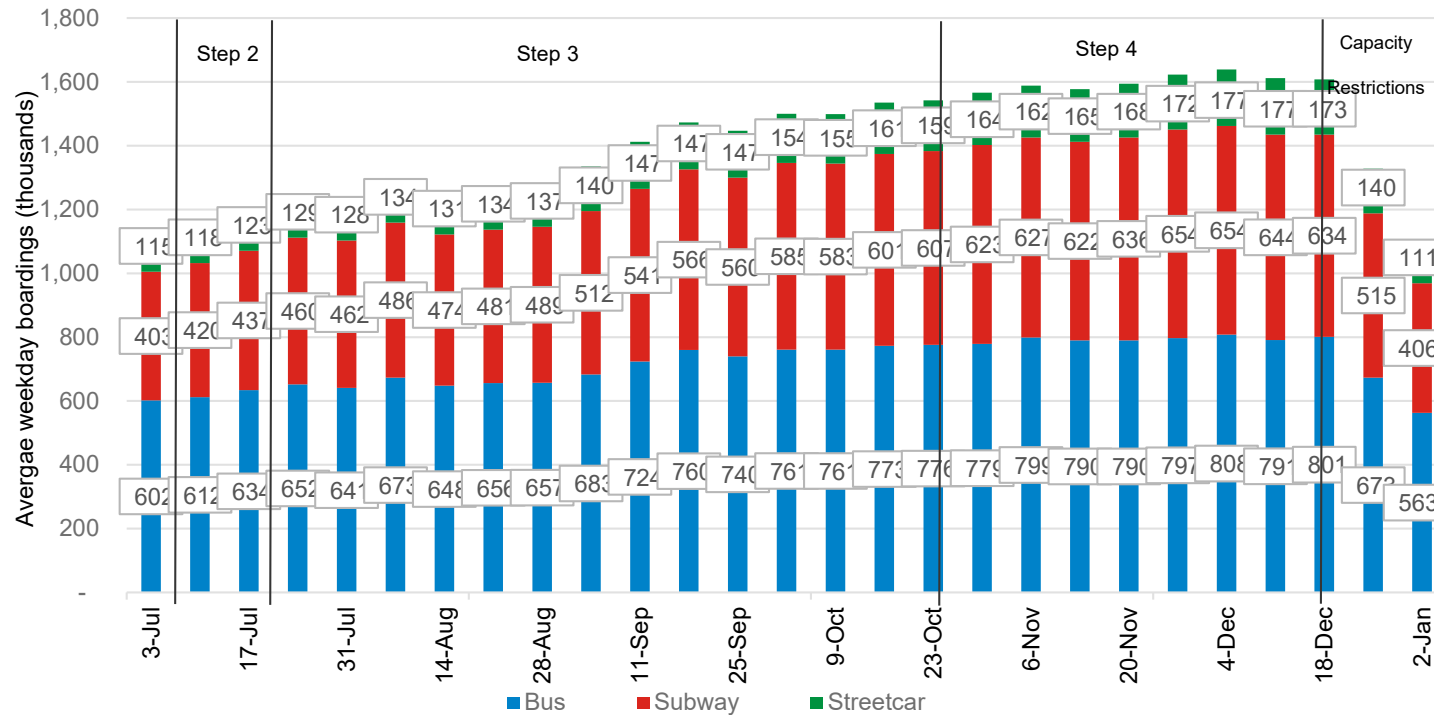
With the emergence of the Omicron variant and the Province's response to limit its spread, it is expected that revenue rides will decline in the immediate term until restrictions are lifted. As a result, the 2022 passenger revenue ridership forecast has been remodeled to account for anticipated impacts of the Omicron variant.





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

Weekday average customer boardings for all modes remained strong through to mid-December. The total of 1.639 million boardings represents about 51% of pre-COVID demand for all modes, and is the highest since the pandemic began.

Analysis

Overall demand increased 28% through the fall to mid-December. Elementary and secondary schools resumed. Post-secondary schools resumed in hybrid format, and office occupancy reached 15% in December. The lifting of capacity restrictions led to a gradual, but steady ridership growth across all modes, including discretionary travel. However, due to school closures, the holiday period and travel reductions with the emerging Omicron variant, boardings decreased by 23% to levels last seen in July 2021.

Bus continues to be the busiest of all modes with the greatest share of pre-COVID ridership (week ending December 4: 59% of pre-COVID). 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. Subway and streetcar boardings were 44% and 51% of pre-COVID, respectively for the week ending December 4.

Action

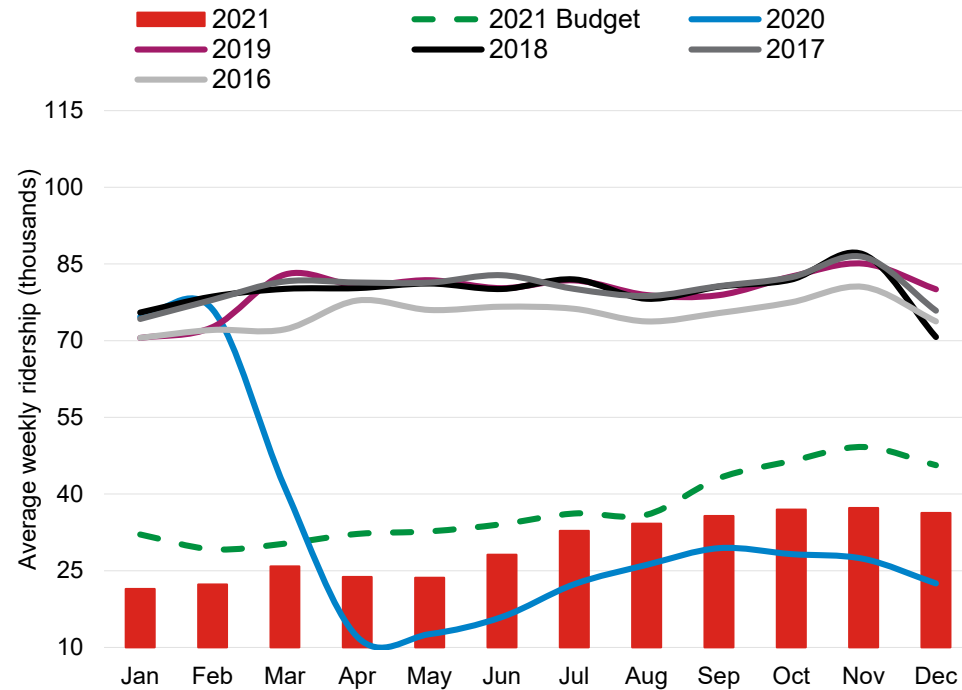
It is expected that overall customer demand will pick up as schools resume in-class learning and restrictions are lifted. We anticipate demand will exceed 50% of pre-COVID levels before the summer and continue to grow until the end of 2022. We plan to operate 100% of service across the network as early as spring 2022.





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 12 (November 28-December 31, 2021) totalled 175,986, or 36,286 passengers per week — representing 49.6% of pre-COVID experience. This figure is 20.5% lower than the budgeted 45,630 trips per week.

Year-to-date ridership is 8.2% lower compared to 2020, and is 19.7% (383,400) under the year-to-date 2021 budget.

Analysis

In Period 12, the COVID-19 pandemic continued to have an impact on our ridership. The emergence of the Omicron variant and the Province’s response to limit its spread was the driving factor in lower-than-expected ridership numbers.

Action

We will continue to monitor ridership trends and adjust service levels as needed to ensure that customer accommodation rates remain high.

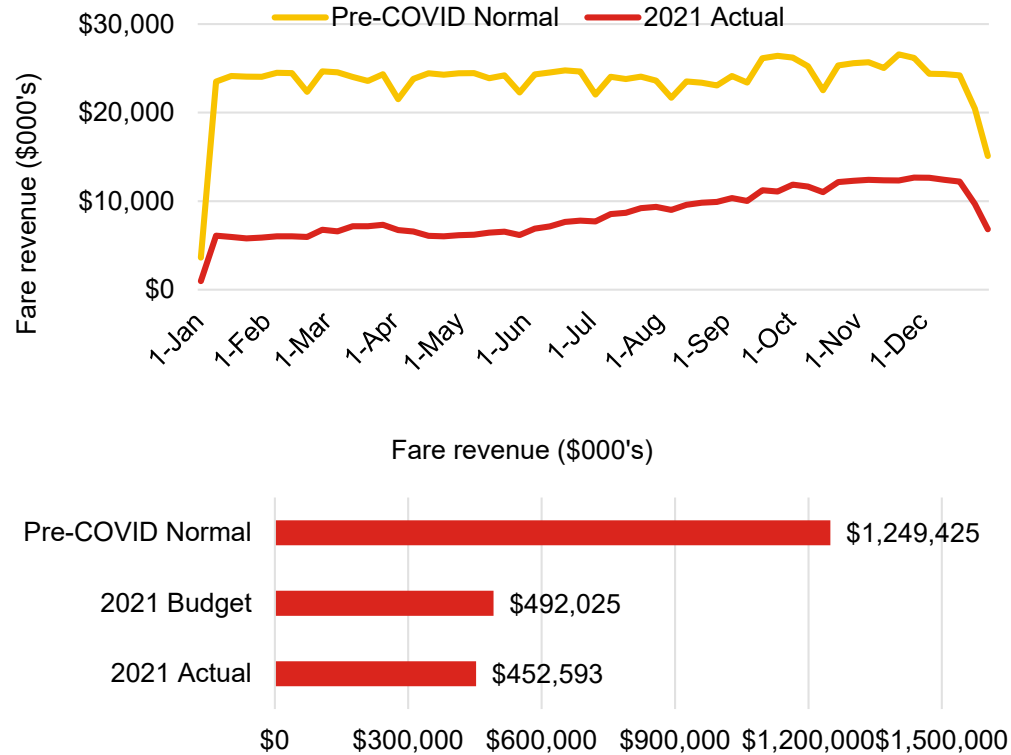
We anticipate that trip requests will remain lower than budgeted in the immediate term until restrictions are lifted.





Financial

Fare revenue



Definition
Revenue generated through fares.

* 2021 yearend financial results are preliminary and subject to yearend audit adjustments

Results

Period 12 (November 28 to December 31, 2021) fare revenue was \$54.954 million. This includes a one time year-end adjustment related to 2020 passes which increased Period 12 fare revenue by \$1.68M. This is \$2.314 million, or 4.4% above budgeted fare revenue for Period 12, representing 51% of pre-COVID experience. Excluding the one time yearend adjustment, Period 12 revenue is \$53.270 million which is \$0.63 million, or 1.2% above budgeted fare revenue, representing 49% of pre-COVID experience. Weekly fare revenue excluding the one time yearend adjustment in Period 12 was \$10.967 million, which represents a 12% decrease over Period 11 weekly revenues of \$12.447 million.

On a year-to-date basis, fare revenue was approximately \$452.593 million, which is \$39.432 million below budget or 36% of pre-COVID experience.

Analysis

The Period 12 revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$49.0 million from PRESTO — representing a PRESTO ridership adoption rate of 88.9% — and \$6.0 million from other media.

Period 12 revenue reflected the following fare concession profile: 80.7% adult, 6.0% senior, 6.6% post-secondary, 6.6% youth (ages 13-19) and 0.1% other.

Action

The 2021 fare revenue budget was developed based on actual 2020 COVID ridership experience as a percentage of pre-COVID normal ridership. The financial impact of COVID on the TTC's 2021 fare revenue budget, relative to pre-COVID normal ridership experience, is being addressed through the Safe Restart Agreement (SRA) funding.

Commentary continue on next page





Financial

Fare revenue

The full year impact of fare revenue below the level budgeted in the 2021 Operating Budget has been offset by under-expenditures. Customer revenue shortfall was concentrated in the first half of the year with substantial recovery and alignment to budgeted passenger revenue reached by the end of the year.

With the emergence of the Omicron variant and the Province's response to limit its spread, it is expected that revenue rides will decline in the immediate term until restrictions are lifted. As a result, the 2022 fare revenue forecast has been remodeled to account for anticipated impacts of the Omicron variant.





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 Q4, 78% of customers reported high levels of satisfaction with TTC services.

Analysis

The satisfaction score in Q4 represents a decrease from last quarter (80%) and the same time last year (79%). Overall, customer satisfaction remained stable in 2021 with an average of 80%. Customer satisfaction was lowest in December (74%), when compared to October (80%) and November (78%). Lower overall scores in December can be attributed to the implementation of new schedules on November 21 to protect and maintain scheduled service on the busiest routes after our mandatory employee vaccination policy came into effect.

Customers were least satisfied with the length of time they waited for their vehicle, level of crowding and the personal safety they feel — only 66% were satisfied with these trip elements this quarter. Customers also rated these elements of their experience as highly important to their overall customer satisfaction with the TTC.

Our Net Promoter Score, measuring how likely customers are to recommend the TTC to a friend, family member or colleague, was 11 — representing an average-to-good result when compared to industry benchmarks. This customer loyalty metric decreased one point from last quarter (12) and increased 10 points from the same time last year (one).

Action

We continue to implement measures to keep our customers safe and help them feel more confident on transit. We are working to improve on-time performance through: workforce planning aimed at decreasing cancelled trips, assessing options related to construction projects impacting routes and a network-wide review of operator schedule adherence at end terminals.

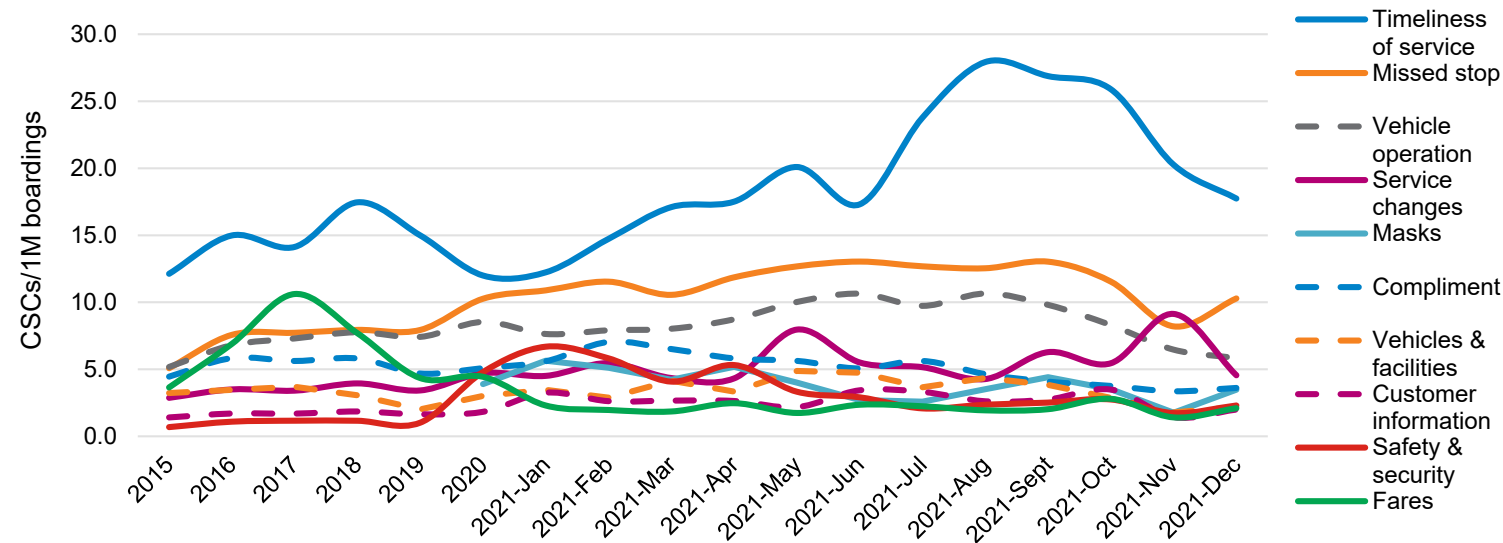




Customer experience

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 quarterly Customer Satisfaction Survey (page 13), 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

In December, CSCs per one million customer boardings increased by 3% compared to November. The total number of CSCs decreased by 7%, while boardings decreased by 9% month-over-month.

Analysis

COVID-related CSCs:

- Communications related to employees and customers not wearing masks increased by nearly 100% after declining over the past several months. At the same time, customer mask audits identified that proper mask use over nose/mouth/chin declined from 97% to 96%.
- Crowding CSCs remained outside of the top 10 areas of customer concern for the third consecutive month. Safety & security CSCs remain near pre-pandemic levels and are down significantly from earlier this year.

Service-related CSCs:

- Service changes CSCs decreased significantly by 50% in December, after seeing a sharp increase in November while the TTC implemented new schedules to protect and maintain scheduled service on the busiest routes after our mandatory employee vaccination policy came into effect.
- Timeliness of service CSCs continued to improve this month (-12%) after significant increases in the summer months. However, this CSC category still makes up the largest proportion, which is consistent with our on-time





Customer experience

Customer service communications

performance metrics (pages 18-19) where we continue to see decreases in performance on surface routes primarily due to cancelled trips, as well as City construction and TTC infrastructure work.

- Vehicle operation CSCs have been improving since September 2021, decreasing by 10% this month.

Action

COVID-related (pages 31-32):

- Real-time monitoring of occupancy data and directing additional buses to where they are needed most.
- Continue to monitor mask use with system-wide observations and distribute free masks to customers.

Service-related (pages 16-20):

- Maintaining schedule plans for January through March, with nominal adjustments to address vehicle occupancy, service reliability and construction.
- 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.

Compliments:

- Distribute customer compliments to frontline operations.

- Feature one monthly compliment in this report.

Customer compliment:

I just had an incredible experience with one of your drivers. The 22 bus on Coxwell, picked me up after missing a bus. But before I got on, I realized I left my mask at home. He was super kind to offer me one! Please extend my thanks from your side!

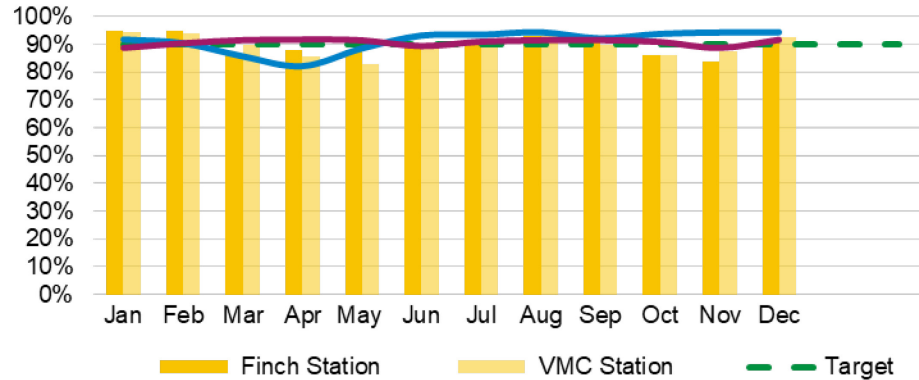




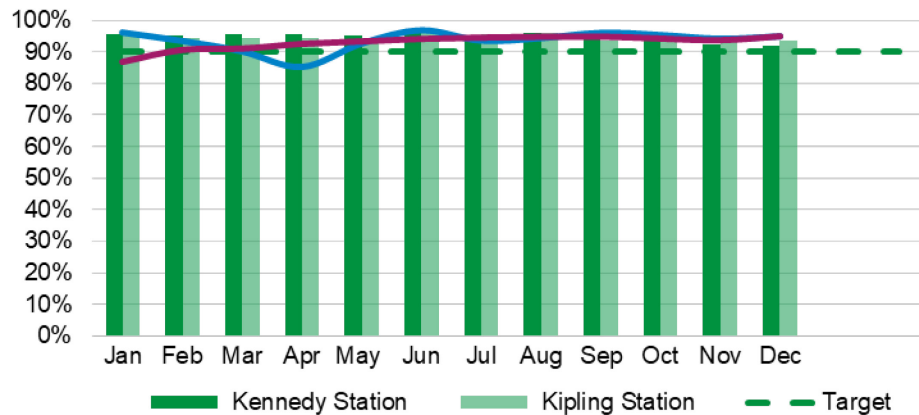
Customer experience

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 91.7% in December. This represents an increase from last month (85.7%) and a decrease from the same time last year (94.3%). Our target of 90% was met.

Line 2: OTP was 92.9% in December. This represents a decrease from last month (93.0%) and from the same time last year (95.0%). Our target of 90% was met.

Line 3: OTP was 95.7% in December. This represents a decrease from last month (96.4%) and an improvement from the same time last year (90.1%). Our target of 90% was met.

Line 4: OTP was 99.0% in December. Our target of 90% was met.

As a result of a cyber security incident, we are experiencing delays accessing and analyzing this data. We are currently reviewing delay incidents and their classifications to ensure their accuracy. Regular analysis reporting will resume in the February CEO's Report.

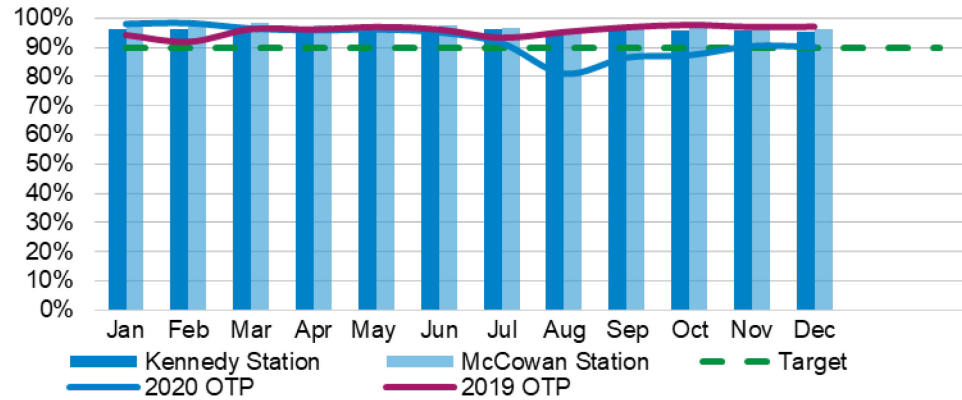




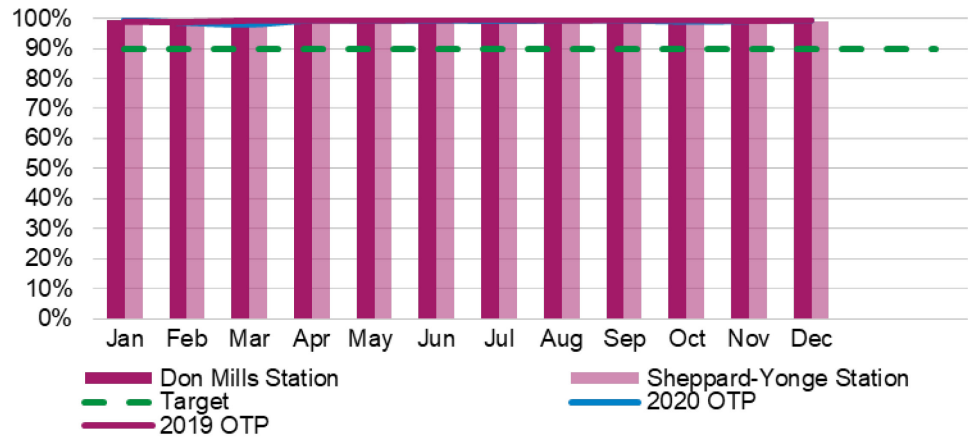
Customer experience

On-time performance (OTP) – Subway

3



4



Definition

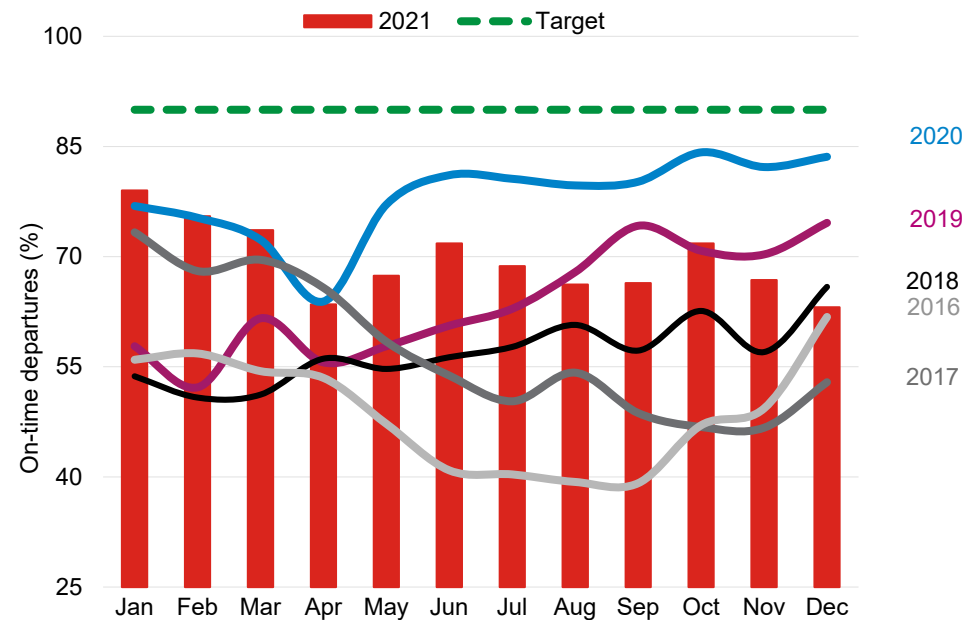
Headway (amount of time between train arrivals at a station) adherence of all service trains at end terminals. Data represents weekday service. To be on time a train must be within 1.5 times of its scheduled headway.





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 December was 63.1%, which represents a decrease compared to November (66.8%) and the same period last year (83.6%). Our target of 90% was not met.

Analysis

Performance continued to be impacted by delayed start and end times of infrastructure-related projects throughout the period. The combined score of the five routes impacted by construction — 504 King, 501 Queen, 506 Carlton, 505 Dundas and 503 Kingston Road — was 57.3% for the period, while the remaining four routes combined for a 76.8% score.

Construction progress at the King-Queen-Queensway-Roncesvalles (KQQR) intersection allowed the 504C King bus branch to operate through the intersection throughout the period. The eastern end terminal for this branch was shifted to Exhibition Loop on December 6 to better accommodate westbound departures. The 504 King route saw a performance peak that week aligned with this shift, achieving a 72.3% average (and a six percentage-point improvement over the previous week).

501L/H Queen shuttle buses were required to divert between Bathurst and Dufferin streets through the period due to rail repair work on Queen Street West. Due to the early completion of overhead infrastructure upgrades on Queen Street East, 501 streetcars were extended to Neville Loop on December 6. This required the 501 streetcars to operate off-schedule for most of the period, while the 501N buses were all deemed “Missed” during this time.

Due to workforce challenges, cancellation hours impacted period performance, reaching a year-to-date weekly high for the last week of the period (Week 53).

Action

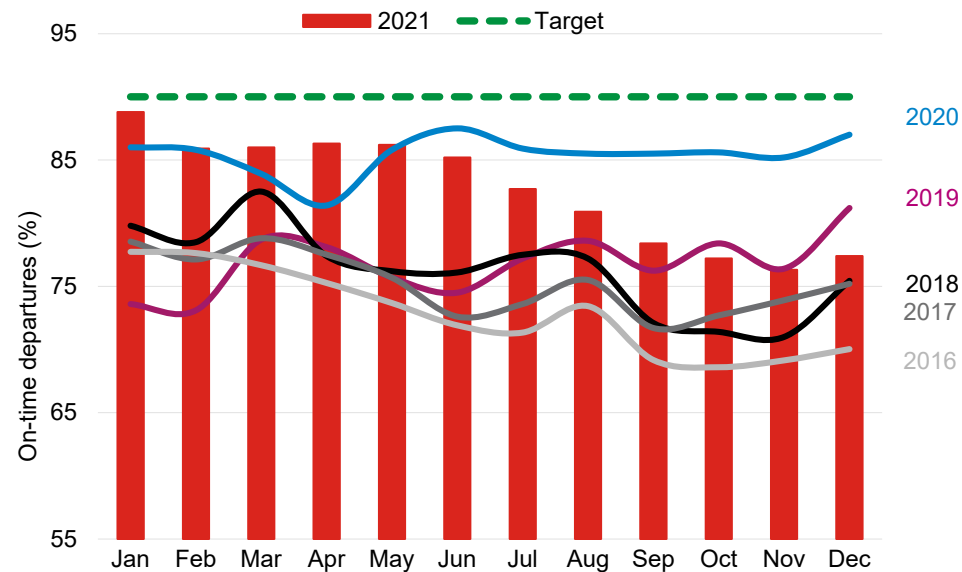
Reviews of infrastructure projects for the first half of 2022 are underway, including the partial reopening of the KQQR intersection to streetcars. Continued efforts will be made to develop preferred options for routings and end terminal locations to improve network performance. This work will also include developing adequate schedules for these preferred options.





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 December was 77.4%, which represents an increase compared to November (76.3%) and a decrease compared to the same period last year (87.0%). Our target of 90% was not met.

Analysis

Cancelled service hours reached a high within the period in Week 53 (the 11th highest weekly cancellation hours figure over the past year). December 31 had the highest single-day total of cancelled service hours for the entire year.

When compared to November, the percentage of Early and Late trips were both down:

- Late at 9.0% compared to November at 10.3%;
- Early at 7.2% compared to November at 7.5%;
- Missed trips increased to 6.4% (over 6.0% in November).

Weekend performance continued to bring down the period’s overall score, with the network experiencing a 75.4% performance for the period during Saturdays and Sundays.

When segmenting the bus network based on total number of scheduled trips, the bottom tier of routes, consisting of the 64 routes that are the smallest by number of trips, was the lowest performing tier of the period (74.9%). The top tier of routes, made up of the 13 largest routes, was the second lowest performing group of the period at 76.1% OTP.

Action

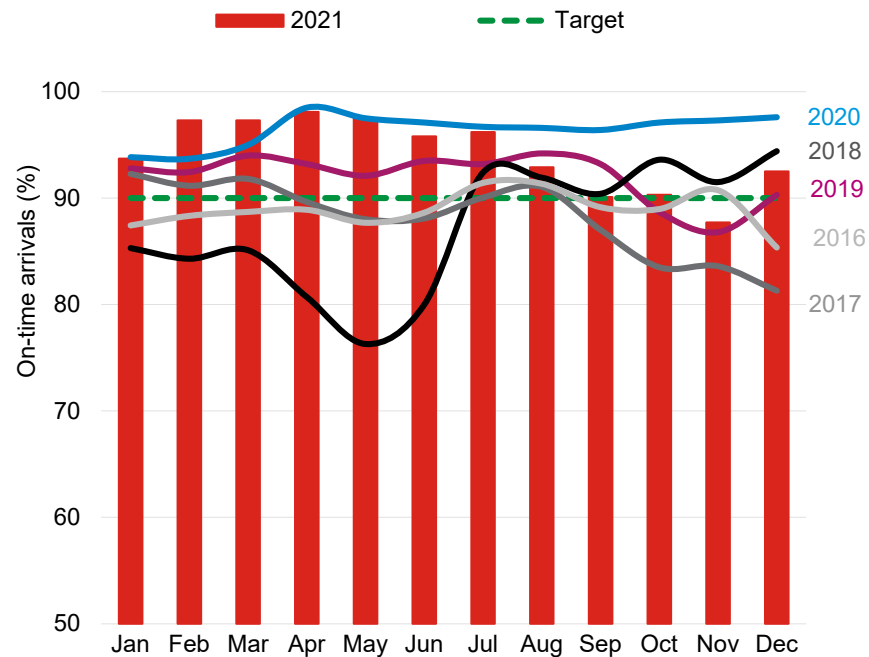
Upcoming schedule improvement efforts, which involve making updates to our schedules to ensure continuous alignment with the operating conditions, have focused on several low-performing routes. Many of these routes fall into the largest and smallest route tiers described above. We are targeting the implementation of these new schedules in the March/April Board Period, depending on resource availability.





Customer experience

On-time performance (OTP) – Wheel-Trans



Results

OTP in December was 92.5%, which represents an increase compared to November (87.7%) and a decrease from the same period last year (97.6%).

Analysis

OTP has increased slightly compared to the previous period as efforts have been focused on adjusting our service management techniques. These efforts have resulted in reduced wait times overall for our customers and an improved customer experience.

Action

The focus will remain on reducing wait times for our customers and providing real-time adjustments to achieve this. Our team will continue to test and implement new and innovative ways to monitor our service. This includes monitoring both traffic and customer volumes as the pandemic evolves.

Definition

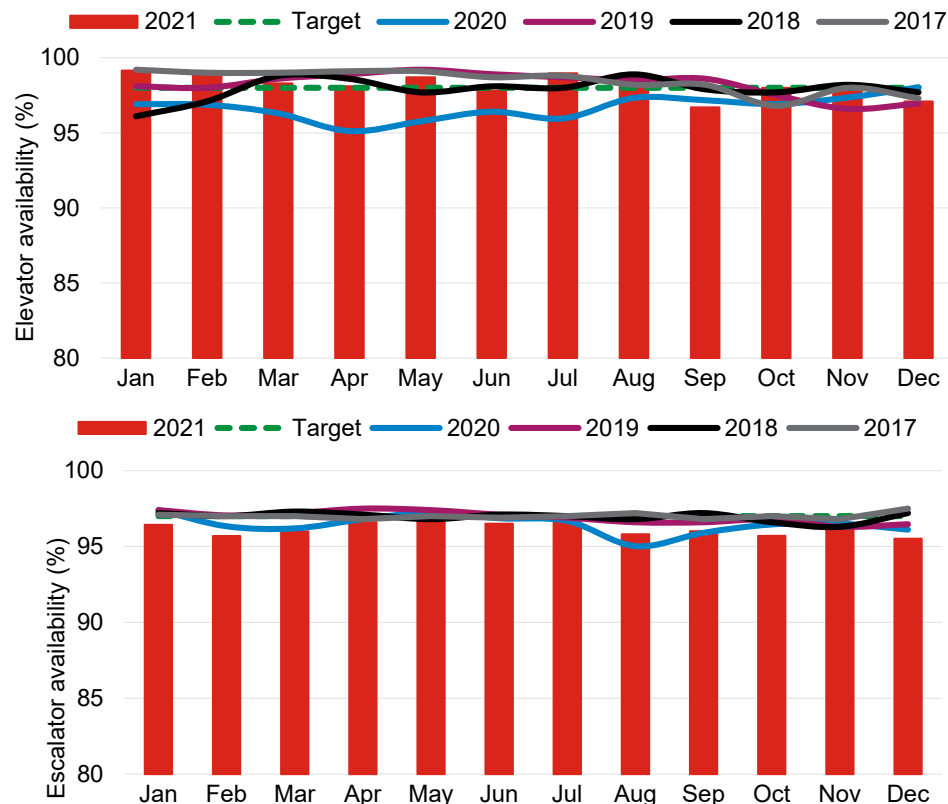
On-time performance of all trips conducted by Wheel-Trans buses. To be on time, the bus must arrive within 20 minutes of its scheduled arrival.





Customer experience

Accessibility – Elevator and escalator availability



Definition

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

Results

Elevator availability in December was 97.1%, which represents a decrease from last month (98.1%) and from the same time last year (98.0%). Availability was below our target of 98%.

Escalator availability in December was 95.5%, which represents a decrease from last month (96.3%) and from the same time last year (96.1%). Availability was under our target of 97%.

Analysis

On December 21, elevators were vandalized at 11 of our subway stations. An individual damaged the elevators at: Bayview, Broadview, Chester, Davisville, Jane, Keele, Main Street, Pape, Queen, Spadina and Sheppard stations. The damaged elevators were shut down. This incident reduced elevator availability by 1.9% overall.

Five escalators were removed from service due to water damage. An additional five escalators were removed from service to accommodate construction. One escalator in Dufferin Station was removed from service due to vandalism.

Action

Temporary repairs to the vandalized elevators were completed within 24 hours so that the stations could remain accessible. Special Constables were able to identify and arrest the suspect shortly after the vandalism occurred.

Two water-damaged escalators at Sheppard Station continue to impact availability. Remedial repair work is underway to reduce risk of future flood events

Four escalators have been returned to service with completion of construction activities. One escalator at Castle Frank will remain out of service until end of 2023.

The vandalized escalator at Dufferin Station. has been returned to service.

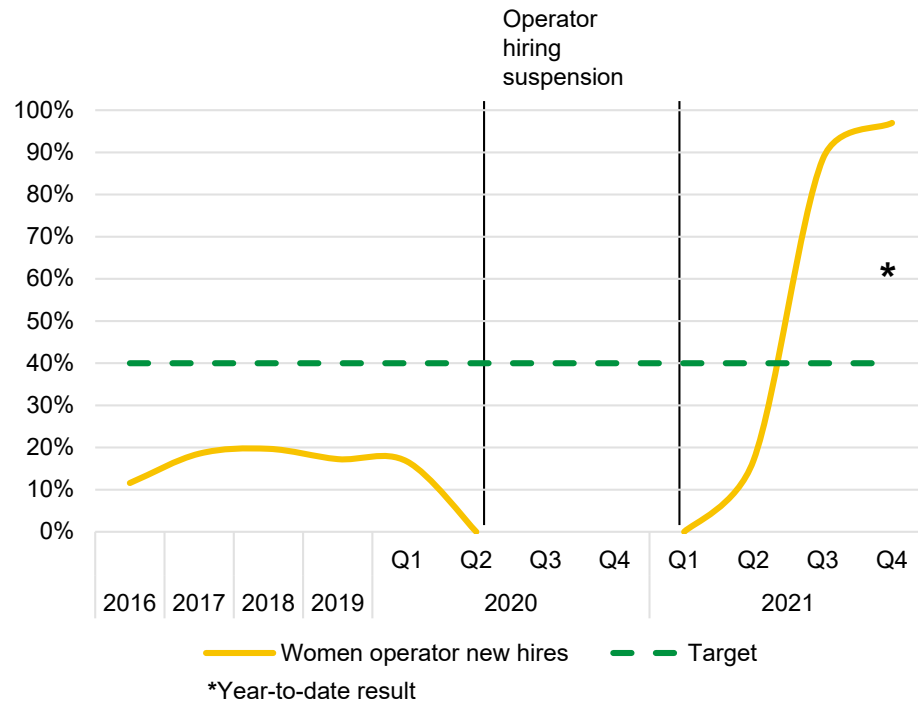
We will continue performing preventative maintenance to meet reliability and availability targets.





Diversity

Women operator new hires



Definition

The proportion of operator new hires who identify as women.

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. The hiring of operators was halted during the height of the pandemic and resumed in April 2021. In Q4 2021, we hired 73 operators (71 women, 2 men), with women representing 97% of that total. This represents an increase from the previous quarter where women made up 88% of new hires.

Analysis

In 2021, we hired a total of 336 operators — 60% are women. Among the women we hired as operators in Q4, 85% are racialized, of which 56% are Black and 29% are Asian. We have exceeded our target of 40% of operator new hires identifying as women, and are on track to continue to meet this commitment as we work towards greater representation of women in transit operations.

The operator role, which makes up the majority of the TTC’s workforce, has historically been predominately male. Earlier in 2021, we launched a special program to recruit more women to this role. This work included reviewing the hiring process from a diversity and inclusion lens to remove built-in biases.

Action

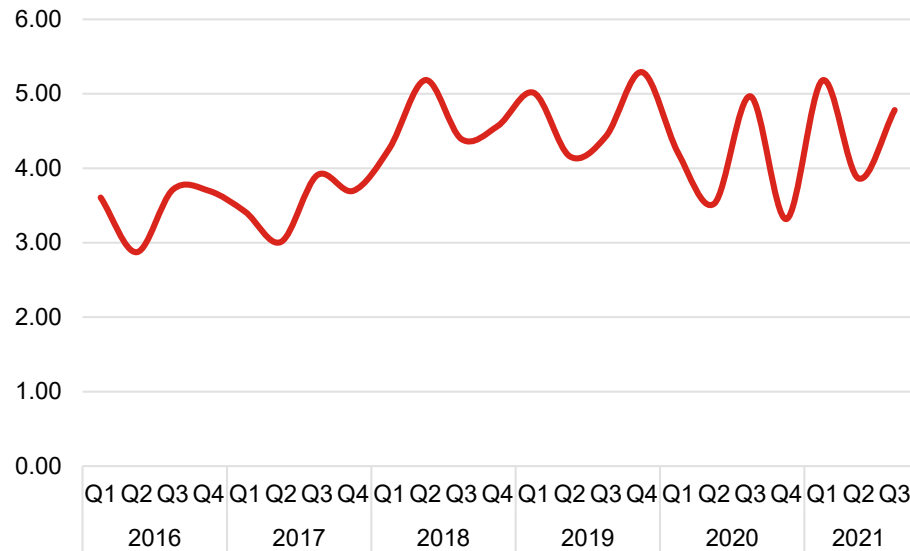
- A formalized 2022 Talent Management Outreach Plan will be launched this month, which will introduce specifics of a targeted approach to attract and source diverse, skilled talent. The four key pillars of the plan are: 1. Targeted hiring (including Neighbourhood Improvement Areas) 2. Graduates/early talent 3. Trades 4. Professionals.
- There have been leadership discussions at the executive level where we will build out targeted outreach plans based on specific needs.





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 Q3 2021 was 4.8 injuries per 100 employees — an increase from Q2 (3.9), but a decrease from the same period last year (3.5). The LTIR for Q3 was 11% higher than the four-quarter average. There has been an upward trend in the LTIR since 2015.

Analysis

Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition) account for 23% of all lost-time injuries and have been the most common injury since 2014. Acute emotional event (AEE) injuries account for 17% of all lost-time injuries.

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. To help address the AEE 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.

Suicide in the subway is an AEE that impacts our community, customers and employees. Our Suicide Prevention Working Group, comprised of representatives from departments impacted by suicide can make a difference in prevention, and provides oversight and direction to the TTC Suicide Prevention Program. Action items include:

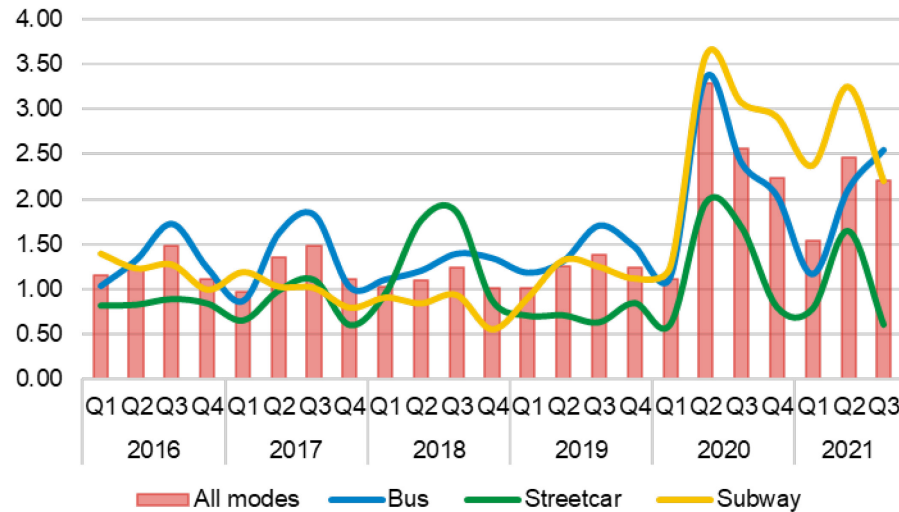
- Increase the opportunity for interventions in potential suicide incidents across the system. The TTC provides training to frontline staff to give them the necessary knowledge and skills to connect people in crisis to help and support.
- Ensure communications destigmatize mental health and suicide and promote help-seeking behaviour and community resources. We continue to support mental health and safety organizations and their campaigns, such as the Operation Life Saver's *Today is Better* campaign.





Safety and security

Customer injury incidents rate (CIIR)



Results

The CIIR in Q3 2021 was 2.2 injury incidents per one million vehicle boardings — a decrease from Q2 (2.5) and a decrease from the same period last year (2.6). The CIIR for Q3 was 5% higher than the four-quarter average rate of 2.1 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 from Q2 and from the same period last year, was partly due to the small increase in ridership compared to 2020.

Action

We continue to monitor the CIIR and existing safety initiatives, which includes messaging to promote customer safety and safe vehicle operation. We will be updating the content and design of our safety campaigns on our vehicles and in our stations and explore new ways to reach our customers to communicate key safety messages when travelling on the TTC.

Definition

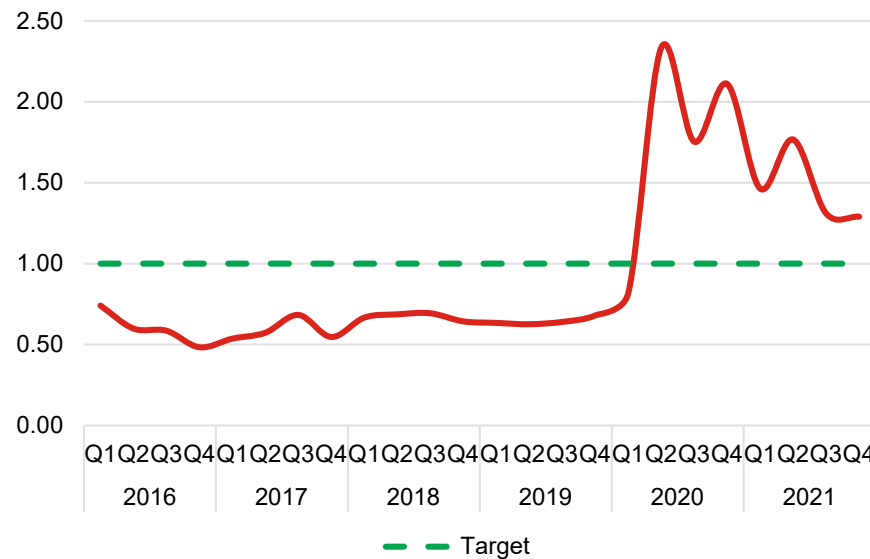
Number of customer injury incidents per one million boardings.





Safety and security

Offences against customers



Definition
Number of offences against customers per one million boardings.

Results

In Q4, the number of offences against customers per one million boardings was 1.29. This rate represents a decrease of 2% compared to Q3 and a decrease of 39% compared to the same time last year.

Analysis

Overall, there was an increase in the number of offences compared to the previous quarter (157 in Q4 and 144 in Q3). Customer boardings increased by 13%. The most common offence against customers in Q4 was assault, increasing by 19% this quarter.

Action

Our Community Engagement Unit (CEU) continues to focus on the needs of customers 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. Since forming this partnership, the team has had 191 engagements with customers: 17 were provided food and transportation services, 12 requesting shelter space were accommodated (10 were not due to space not being available) and 151 refused services or help.

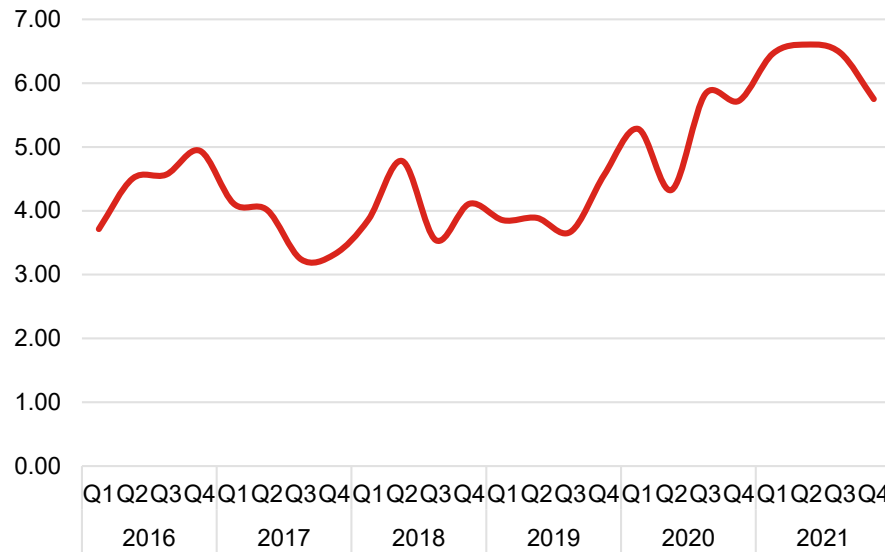
Furthering Our Community by Uniting Services (FOCUS) is an innovative and collaborative risk driven approach to Community Safety and Wellbeing co-led by the City, United Way Toronto and Toronto Police Service that aims to reduce risk, harm, crime, victimization and improve community resiliency and wellbeing. Across Toronto, weekly FOCUS Tables were established to serve the people in most need. The CEU works with more than 120 member agencies to provide support in the area of mental health, addiction and housing.





Safety and security

Offences against employees



Definition

Number of offences against employees per 100 employees.

Results

In Q4, the number of offences against employees was 5.75 per 100 employees. This represents an 11% decrease from Q3 and a 0.5% increase from the same time last year.

Analysis

The total number of offences against employees decreased in Q4 compared to Q3 — 208 offences and 243 offences, respectively. The top two offences were threats of assault (49%) and assaults against employees (39%) .

Action

Employee and customer safety remains our highest priority. The TTC has zero tolerance for abuse faced by our staff. On December 17, the TTC and the City of Toronto recognized the first Transit Worker Assault Awareness Day. The day brings attention to the abuse and assault transit workers, including TTC employees, face every day on the job.

To put an end to this harmful behaviour and better support employees, the TTC has developed a 10-point action plan to address assaults on employees. An internal, cross-sectional working group has been tasked with implementing and monitoring the progress of the plan.

The plan builds on already-established TTC programs and includes:

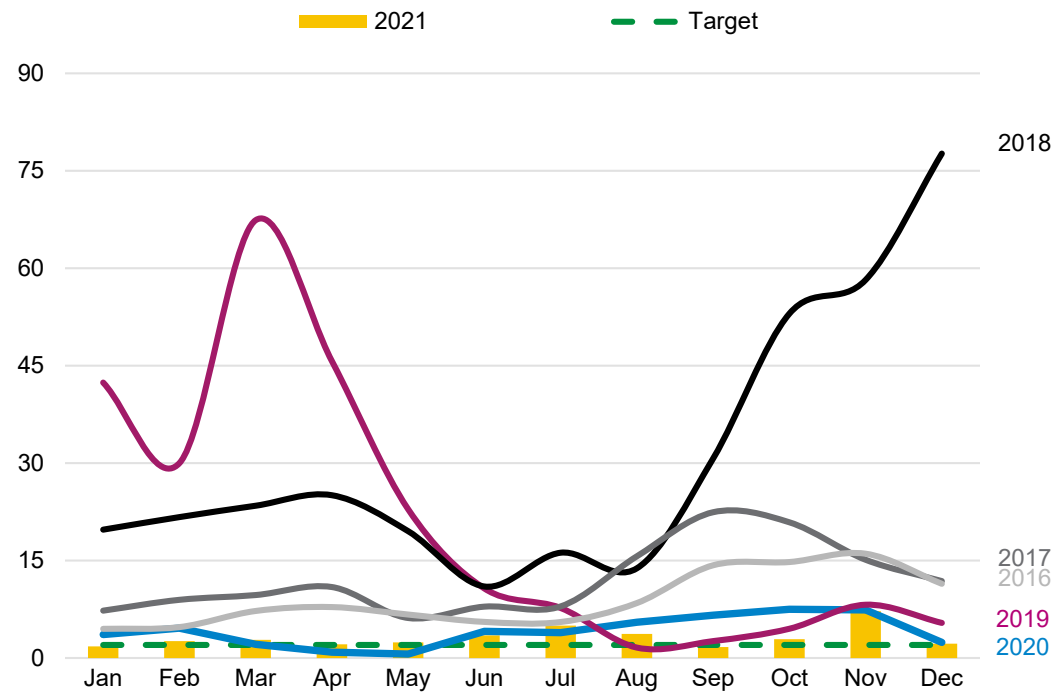
- Integrating social service resources in the Special Constable Service unit to assist individuals experiencing homelessness and people in crisis.
- Implementing a customer campaign focused on respecting TTC employees and keeping them safe.
- Delivering an operator-focused campaign reminding employees what to do if confronted by a customer.
- Enhancing protective screens for bus operators and mandating their use.





Hot topics

Wheel-Trans contact centre wait time



Results

In December, the average Wheel-Trans contact centre wait time was 2.2 minutes. This is higher than the 7.2 minute average in November, and above our target of two-minutes.

Analysis

The continued efforts of our call centre employees, along with the assistance of our overflow contract provider, has led to an improvement in our average wait times this period. Staffing levels were adjusted as required to match demand and keep wait times low for our customers.

Action

Staff will continue to monitor ridership trends and call volumes as restrictions, in place to limit the spread of the Omicron variant, are lifted. We will adjust forecasted numbers as required to ensure wait times continue to improve.

Definition

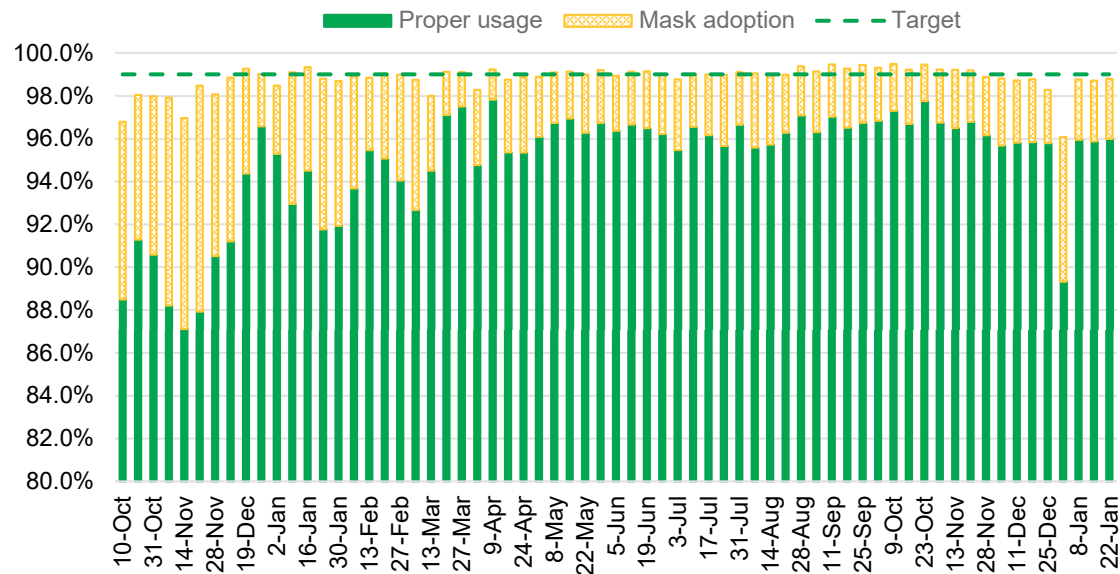
The average amount of time a customer waits in the queue before their call is answered.





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

Customer mask use is monitored weekly. For the week ending January 22, 99% of customers were wearing masks and 96% were wearing masks properly over nose, mouth and chin. There were 44,000 customer mask observations made at 24 placements across the network.

Analysis

The proportion of customers wearing masks reached 99% in mid-December in 2020. This trend has continued into 2022. Customer masks used properly over nose, mouth and chin has remained 96-97% since mid-February 2021.

Action

Mask use by customers remains mandatory on the TTC. The TTC's customer mask program focuses on awareness and supply, rather than enforcement:

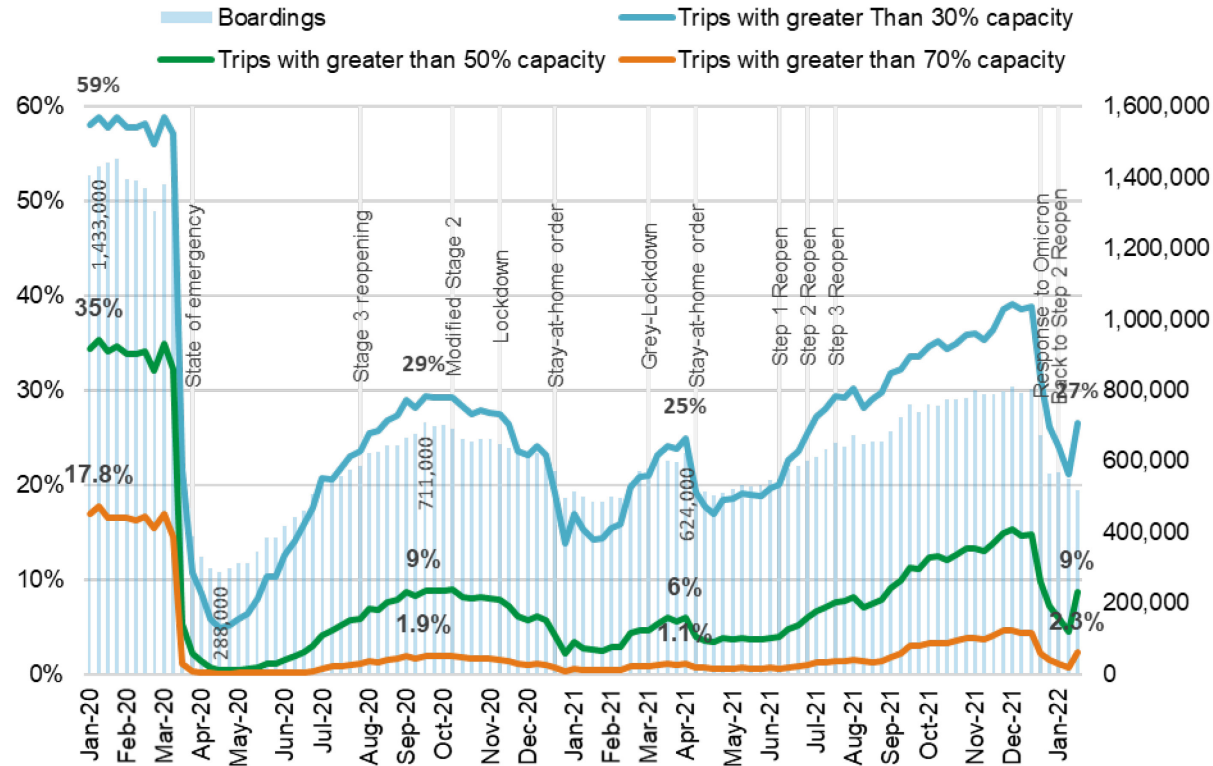
- Current mask campaign on-board vehicles and in stations features customers wearing masks properly and why it's important to wear one.
- An ongoing campaign targeted at customers returning to transit highlights mask use among other safety measures.
- Broad mask distribution on bus routes and all stations and targeted mask distribution at low points across the city.
- Since June 2020, 3.28 million free masks have been distributed to customers at schools, shelters, stations, and at high-ridership stops.
- Weekly monitoring of customer mask use over 12,000-50,000 customer observations from 12-40 locations across the city to monitor compliance and inform distribution plans.





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 January 21, 91% of all bus trips were under 50% occupancy. During this time, we served an average 518,000 bus customers per weekday, which is 53% of pre-COVID bus boardings.

Analysis

About 9% of bus trips had more than 25 customers on some part of the route (50% capacity) and 2% of bus trips had more than 35 customers per bus (70% capacity) on some part of the route.

Bus occupancy levels have increased despite declining boardings. Higher occupancy for the week ending January 21 can be partially attributed the major snow storm that hit Toronto on January 17 leaving hundreds of vehicles stranded across the city.

Action

- Maintain weekly monitoring of all bus routes across 30%, 50% and 70% occupancy levels as customers return to transit.
- Real-time monitoring of 80% occupancy bus routes.
- Continue weekly occupancy analysis to assist with assignment of unscheduled Run-as-Directed service.





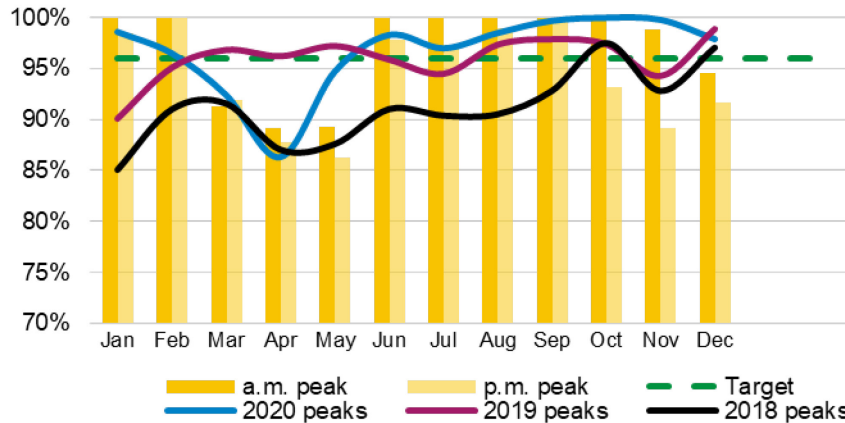
Appendix: Service delivery

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.

December: 92.5%
November: 93.1%
December 2020: 97.9%

Target: 96.0% ❌

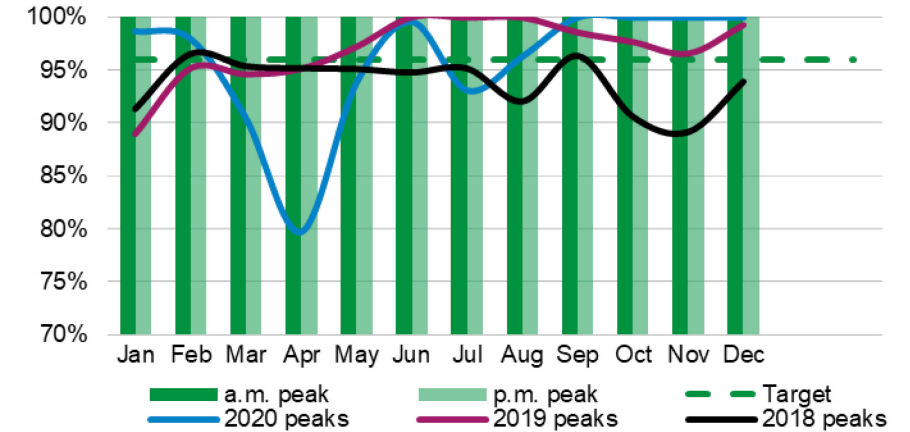


Line 2 capacity

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.

December: 100%
November: 100%
December 2020: 100%

Target: 96.0% ✅

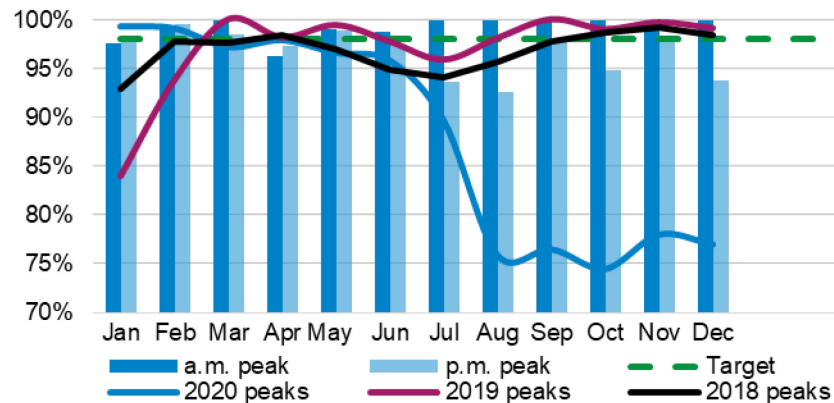


Line 3 capacity

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.

December: 96.9%
November: 99.2%
December 2020: 77.0%

Target: 98.0% ❌

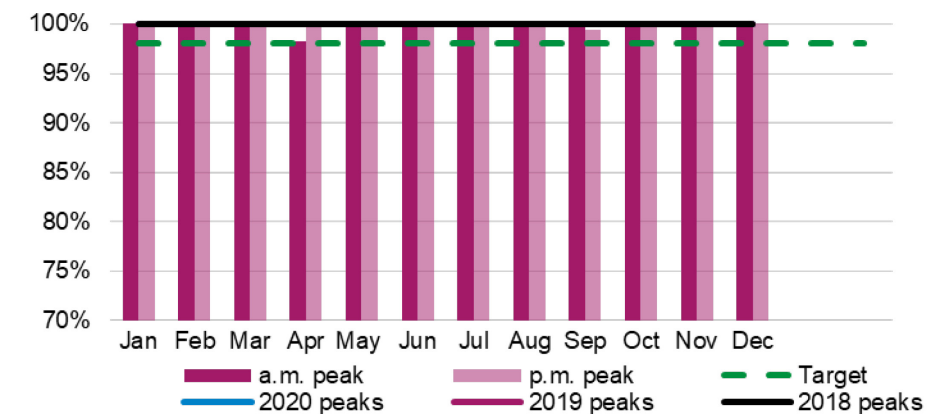


Line 4 capacity

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

December: 100%
November: 100%
December 2020: 100%

Target: 98.0% ✅





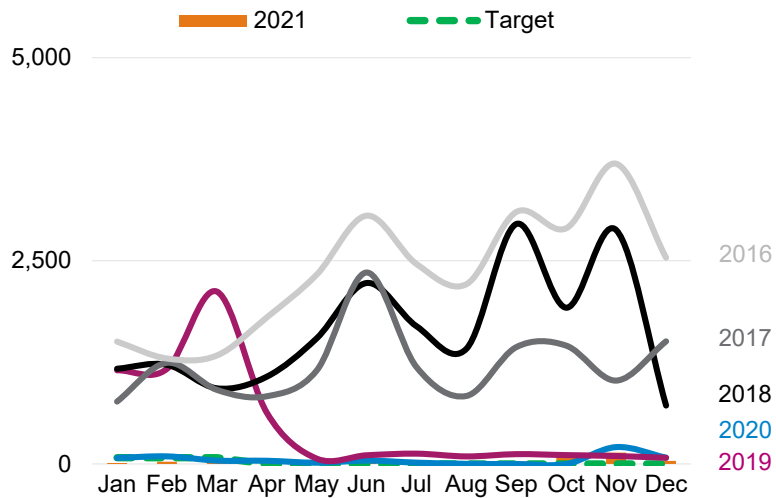
Appendix: Service delivery

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.

December: 37
November: 141
December 2020: 78

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

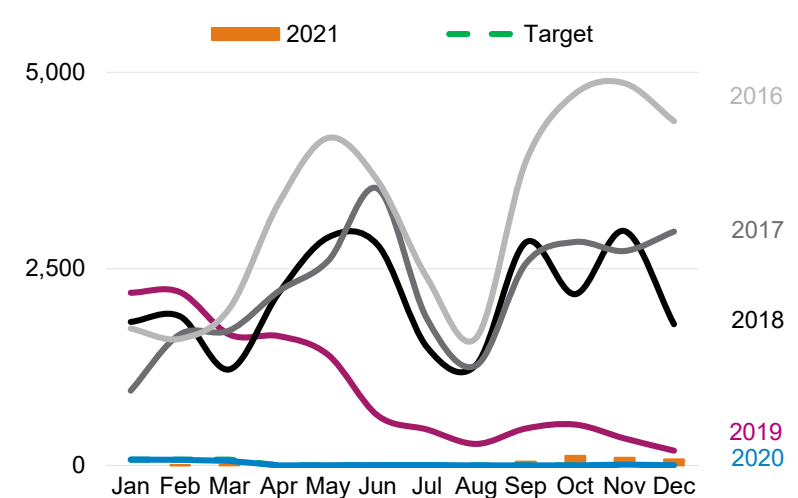


Bus short turns

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

December: 96
November: 121
December 2020: 10

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

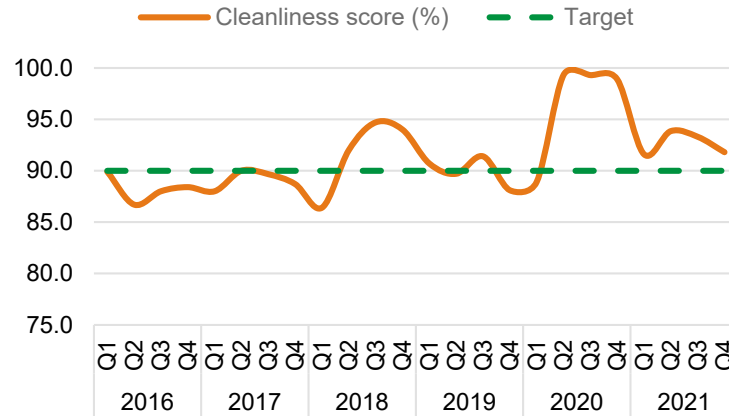
Appendix: Cleanliness

Bus cleanliness

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

Q4: 91.8%
Q3: 93.3%
Q4 2020: 98.9%

Target (RW): 90.0%



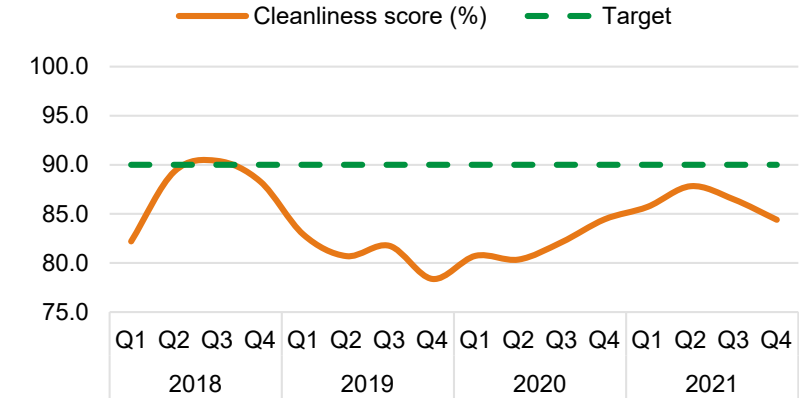
Streetcar cleanliness

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

Q4: 84.4%
Q3: 86.5%
Q4 2020: 84.5%

Target (RW): 90.0%

New cleaning service provider contractor is now on-site conducting training for vehicle cleaning and will start operations for streetcars in February 2022.

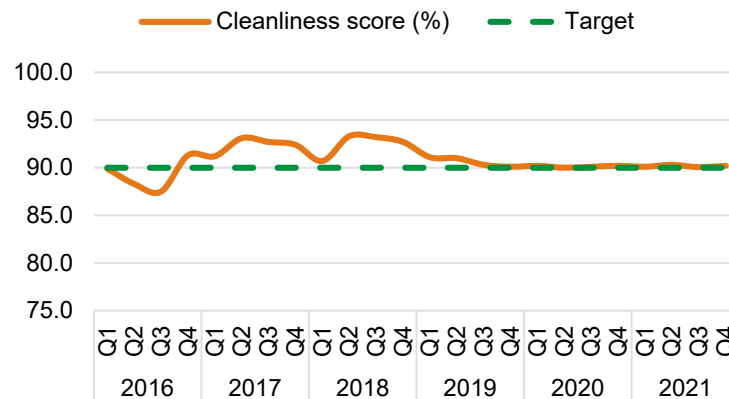


Subway cleanliness

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

Q4: 90.2%
Q3: 90.1%
Q4 2020: 90.2%

Target (RW): 90.0%

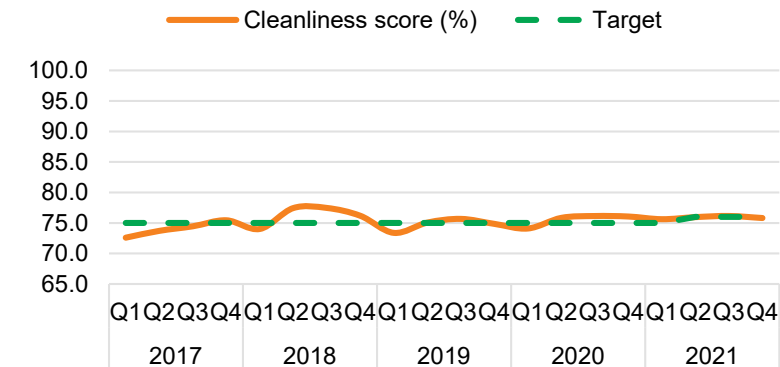


Station cleanliness

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

Q4: 75.8%
Q3: 76.2%
Q4 2020: 76.1%

Target (JR): 76.0%





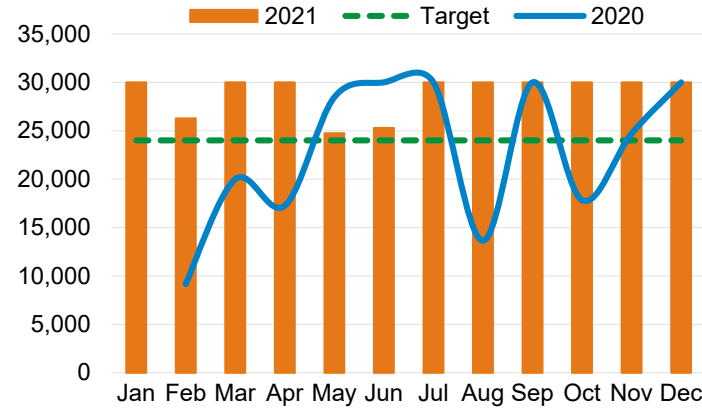
Appendix: Asset reliability

eBus mean distance between failures

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

December: 30,000 km
November: 30,000 km
December 2020: 30,000 km

Target: 24,000 km ✓

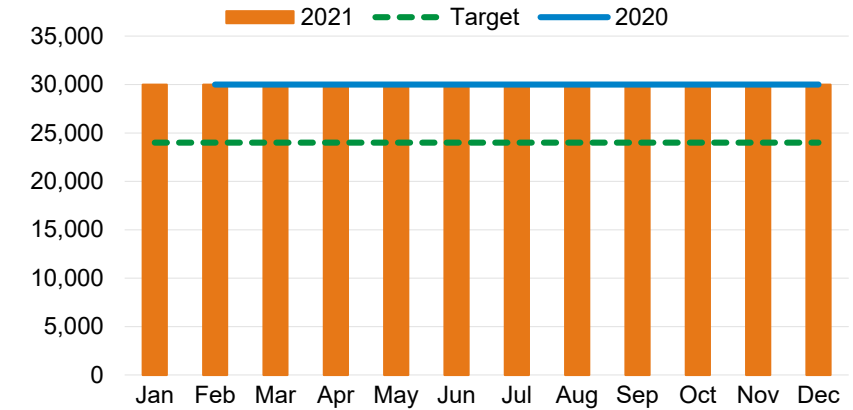


Hybrid bus mean distance between failures

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

December: 30,000 km
November: 30,000 km
December 2020: 30,000 km

Target: 24,000 km ✓

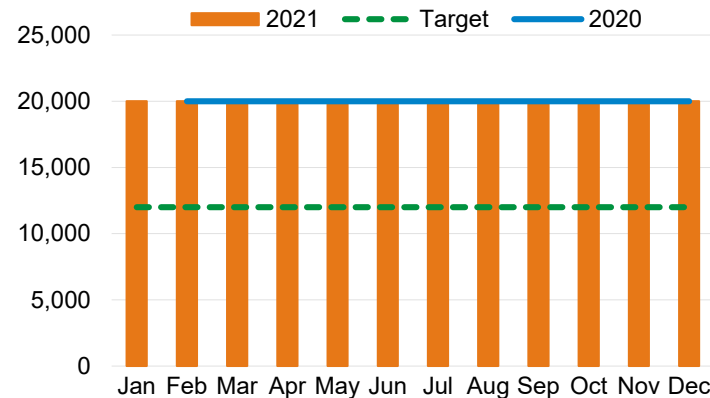


Clean-diesel bus mean distance between failures

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

December: 20,000 km
November: 20,000 km
December 2020: 20,000 km

Target: 12,000 km ✓

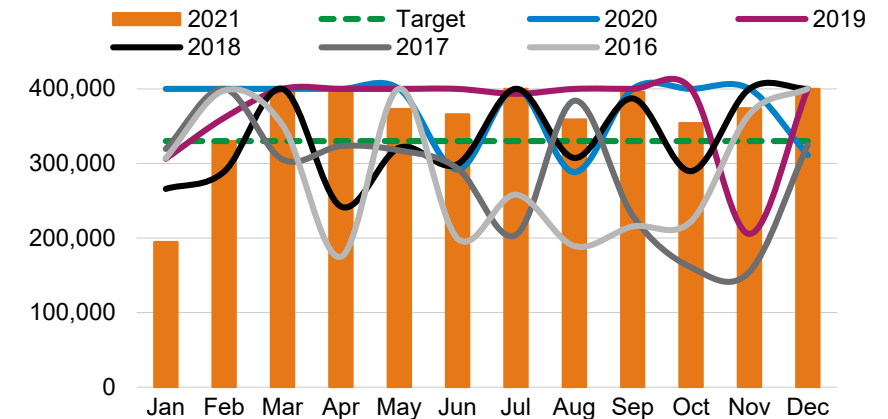


T1 train mean distance between failures

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

December: 400,000 km
November: 374,000 km
December 2020: 310,868 km

Target: 330,000 km ✓





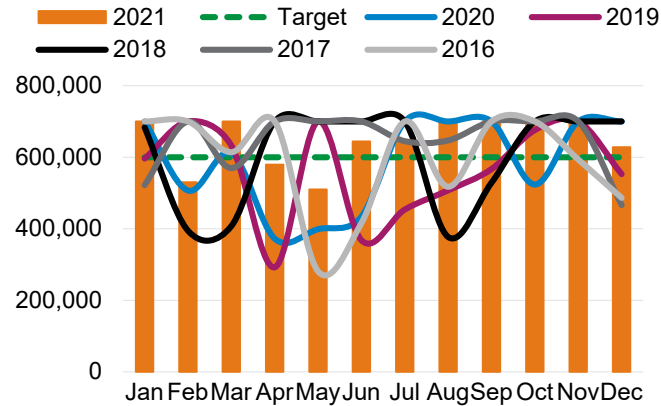
Appendix: Asset reliability

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.

December: 628,000 km
November: 700,000 km
December 2020: 700,000 km

Target: 600,000 km ✓

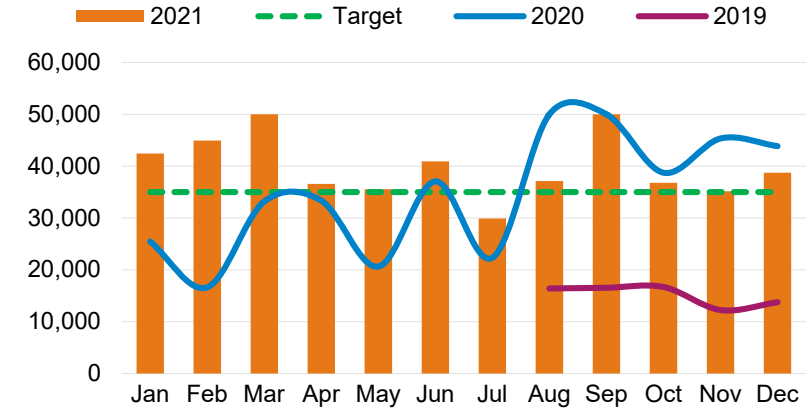


Streetcar mean distance between failures

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

December: 38,738 km
November: 35,163 km
December 2020: 43,873 km

Target: 35,000 km ✓

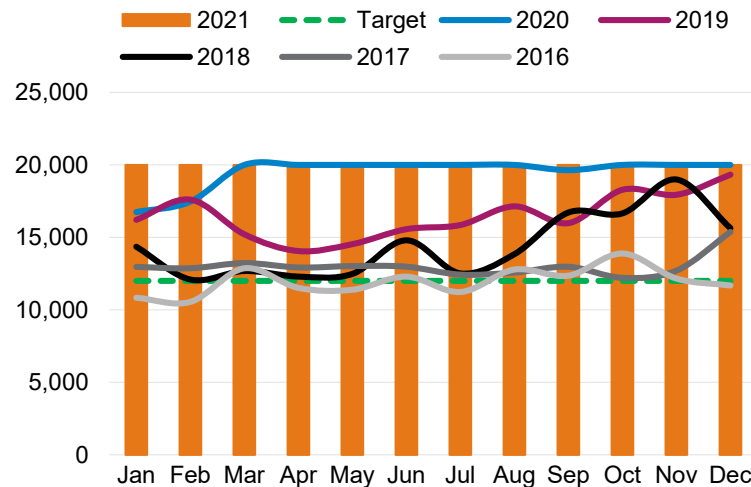


W-T Mean distance between failures

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

December: 20,000 km
November: 20,000 km
December 2020: 20,000 km

Target: 12,000 km ✓





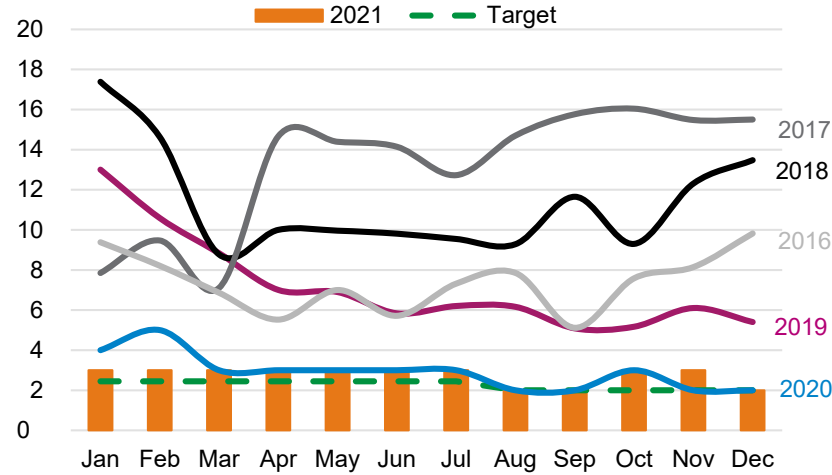
Appendix: Asset reliability

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.

December: 2
November: 3
December 2020: 2

Target: 2

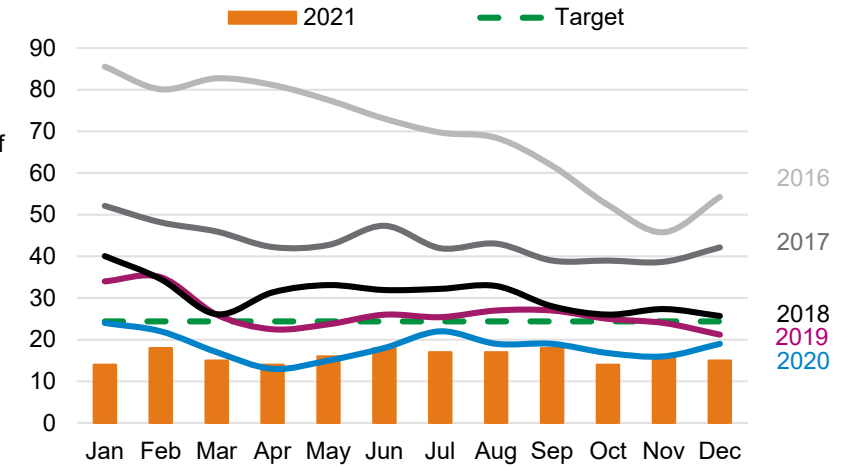


Bus road calls and change offs

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

December: 15
November: 16
December 2020: 19

Target: 24





Rich Wong
Chief of Vehicles

Scott Haskill
Chief Strategy & Customer Officer (Acting)

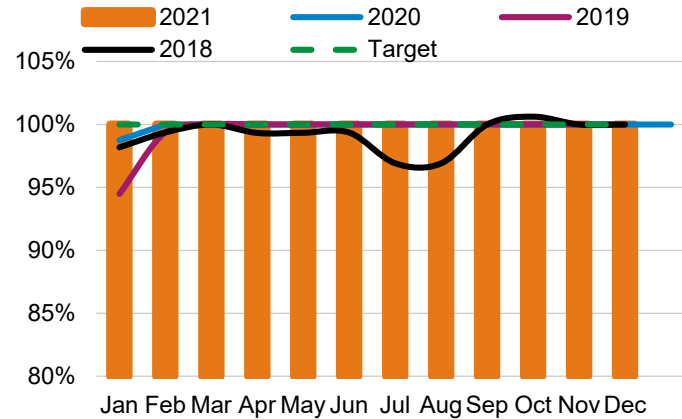
Appendix: Asset availability

Subway service availability

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

December: 100.0%
November: 100.0%
December 2020: 100.0%

Target (RW): 100.0% ✓

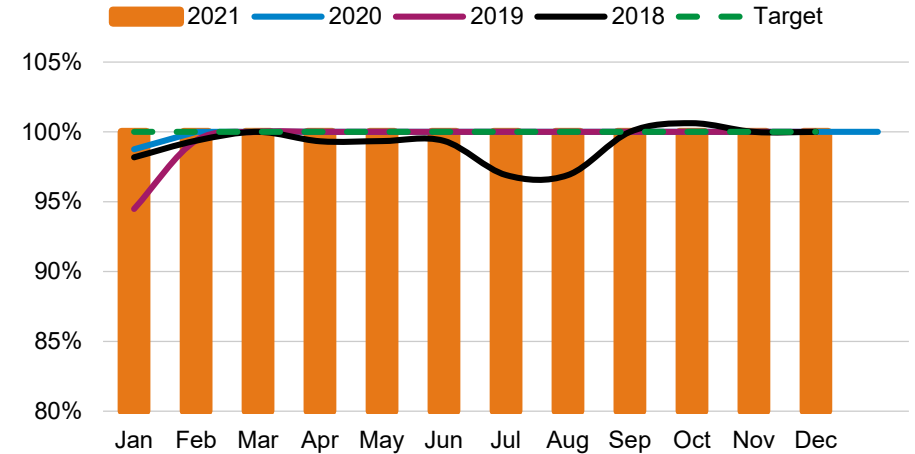


Streetcar service availability

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

December: 100.0%
November: 100.0%
December 2020: 100.0%

Target (RW): 100.0% ✓

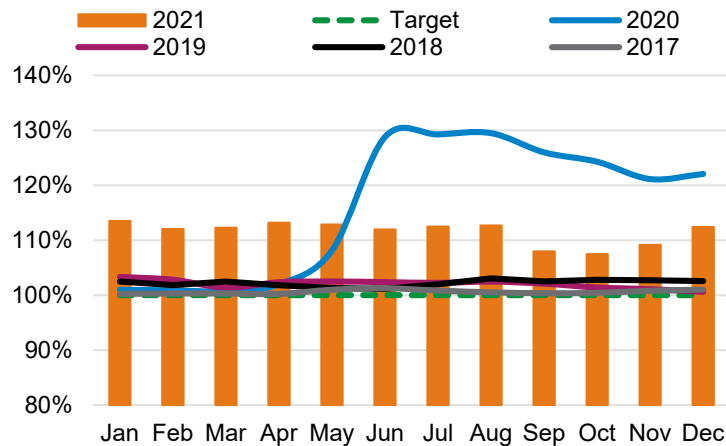


Bus service availability

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

December: 112.4%
November: 109.2%
December 2020: 122.1%

Target (RW): 100.0% ✓



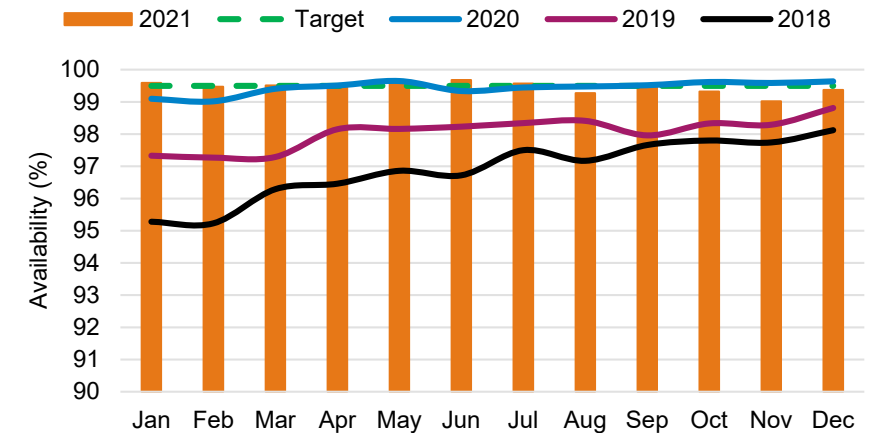
Fare gate availability

Percentage of fare gates are available for use.

December: 99.37%
November: 99.02%
December 2020: 99.64%

Target (SH): 99.50% ✗

Continuing to work with contractor on issues introduced through the deployment of new software.





Appendix: Asset availability

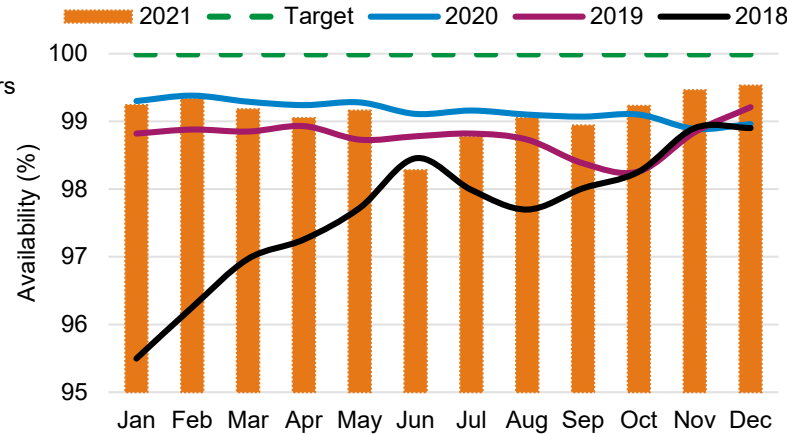
PRESTO reader

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

December: 99.53%
November: 99.46%
December 2020: 98.96%

Target: 99.99% ❌

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

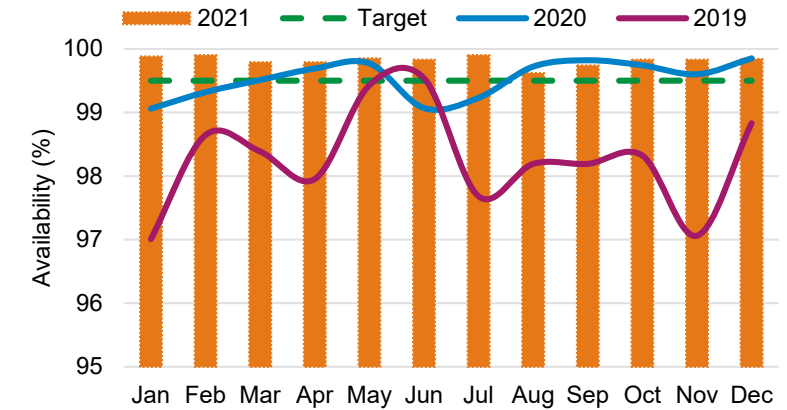


PRESTO Fares and Transfers Machine (FTM)

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

December: 99.84%
November: 99.83%
December 2020: 99.85%

Target: 95.00% ✅

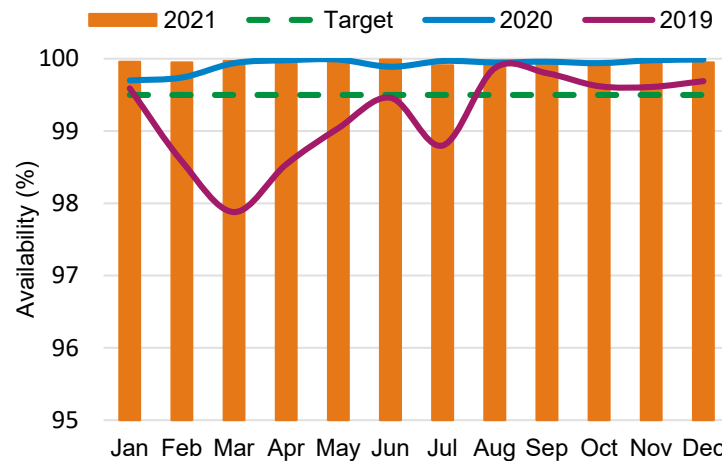


PRESTO Self-Serve Reload Machine (SSRM)

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.

December: 99.94%
November: 99.94%
December 2020: 99.99%

Target: 95.00% ✅

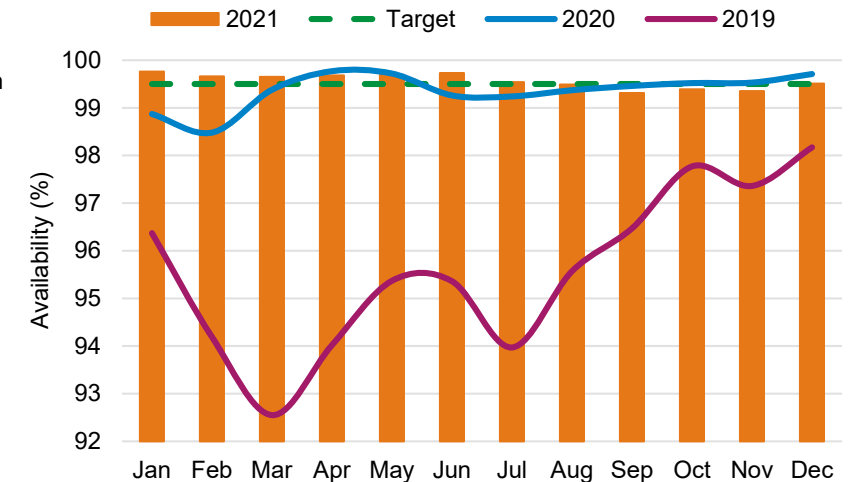


PRESTO Fare Vending Machine (FVM)

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.

December: 99.51%
November: 99.35%
December 2020: 99.71%

Target: 99.50% ✅





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 October 2, 2021 and their status.

Type	Interactions/ visits	Requirement orders ¹ issued	Non- compliance orders ² issued	Status
Ministry of Labour, Training and Skills Development	102	7	8	Compliance Achieved
Ministry of the Environment, Conservation and Parks	0	0	0	Not Applicable
Technical Standards and Safety Authority	1	0	1	Not Applicable
City of Toronto	8	0	0	Not Applicable
Toronto Fire Services	30	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.

