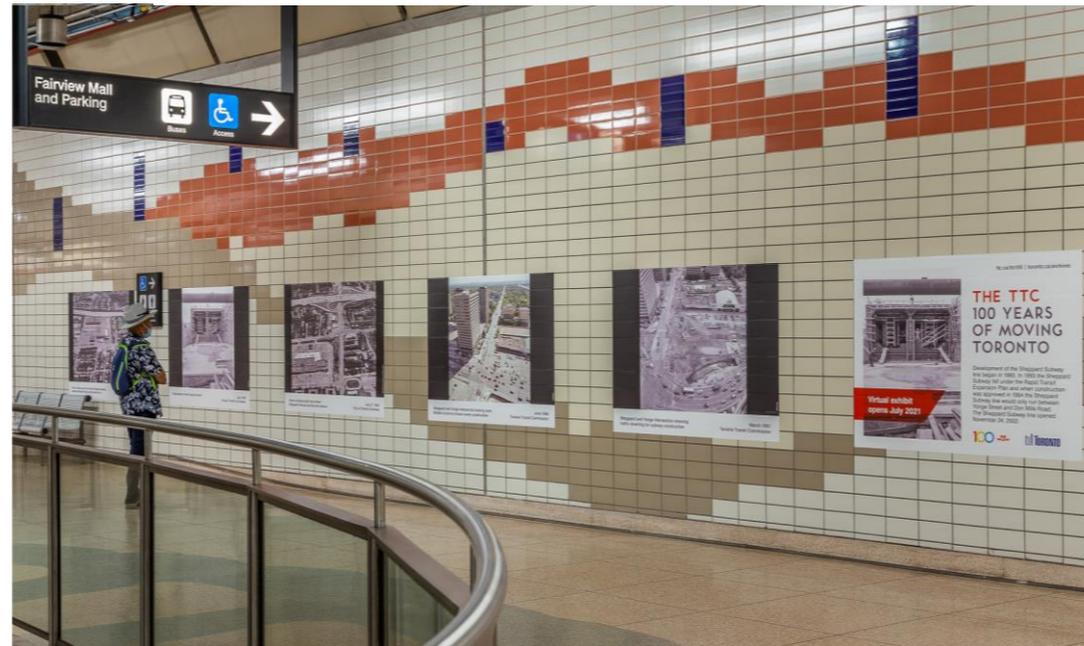


# CEO's Report

Toronto Transit Commission

October 2022



# Toronto Transit Commission



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

## TTC by the numbers



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



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



**6,400+ km**  
of routes



**2,114**  
buses



**204**  
streetcars



**150**  
trains



**16,000+**  
employees



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

### Our vision

To be a transit system that makes Toronto proud.

### Our mission

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

## Did you know...

The TTC will be hosting Halloween Fest on October 29 and 30 at Lower Bay Station? Come join us between 10 a.m and 5 p.m. for a fun family-friendly activity, with all proceeds going to support the United Way!



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# CEO's commentary



On September 29, I had the privilege of addressing the Empire Club of Canada. It was a timely opportunity to talk about how the TTC has been welcoming riders back on board to a “new normal” in Toronto as well as talk about some of the things we are doing to deliver service as advertised to new and returning customers.

As we predicted, the TTC began to experience a steady increase in customers across the network following Labour Day. We know that customer boardings have been steadily climbing across all modes on weekdays and weekends since the beginning of August. Overall weekday ridership increased by 16 per cent, while weekend ridership rose by 11 per cent during that time.

As well, student travel has returned since the end of summer and it makes up the largest portion of the increase between August and September (secondary and post-secondary students normally

represent about 22 per cent of ridership). Office commuters have been slower to return and we are at about 40 per cent of pre-pandemic levels – averaging two days a week. This segment of our ridership normally represents 38 per cent of boardings.

As of the week ending October 7, boardings by mode continue to be highest on the bus network at 75 per cent of pre-COVID levels while streetcar and subway boardings were at 54 per cent and 62 per cent, respectively. At Wheel-Trans, ridership is at about 62 per cent of pre-COVID levels. This organization has worked extremely hard to make sure we were ready for the increase in ridership that we knew was coming. We are in the process of recruiting, hiring and training more frontline employees.

We want customers who have not been travelling with us regularly to know that we are ready to welcome them back. The TTC

has taken steps to remind customers that we are the familiar and affordable alternative for travel in Toronto.

Ultimately, we want people to feel comfortable choosing the TTC because it is safe, reliable, affordable, and a greener choice.

## **Diversity & Culture Group**

### **National Day for Truth and Reconciliation**

On September 30, the TTC recognized the National Day for Truth and Reconciliation. The TTC began the day with a Sunrise Ceremony at the Hillcrest Complex at 7 a.m. All employees were given an orange shirt pin along with a postcard explaining the significance of September 30. Employees were also encouraged to wear an orange shirt over their uniforms to recognize this important day.



# CEO's commentary



Orange flags were installed on all buses, and decals were displayed on streetcars and Wheel-Trans vehicles with the message “Every Child Matters”. The day was also acknowledged on all TTC station platforms and screens.

We know there is still a lot of work ahead of us. At the TTC, our 10-Point Action Plan for Diversity and Inclusion is our collective path forward as we work on becoming a more diverse, equitable and inclusive organization.

## **Celebrating Inclusion in October**

In October, the TTC continues its commitment to promoting inclusion in the workplace by celebrating Women’s History Month and Latin American Heritage Month.

This month, across the Commission, the TTC will be profiling women who have made their mark at the TTC over the years. We will also be highlighting our employees of Latin American heritage through a poster campaign at all our properties.

The TTC is proud to support our workforce as we continue to promote the hiring of women and more diverse individuals through various recruitment events and other hiring initiatives. We strive to make everyone feel empowered and encouraged to pursue their career goals at the TTC.

## **Strategy and Customer Experience Group**

### **Nuit Blanche in the subway**

After a two-year absence due to the pandemic, Nuit Blanche returned to the city in spectacular fashion in early October. The TTC was a proud participant in Toronto’s all-night celebration of contemporary art with exhibits at Kipling and North York Centre stations. These installations were designed by artist Teho Ropeyarn. Large-scale prints explored spiritual narratives between people, land and ancestors.

The TTC played an important role in getting spectators to and from 150 exhibits that Nuit Blanche had to offer across the city. In addition to extended subway service hours, customers could enter North York Centre and Scarborough Centre stations free of charge to view the art installations in each of these stations.



# CEO's commentary

## **Accessibility pilot at York Mills bus terminal**

Earlier this month, the TTC completed a customer survey of new accessibility features piloted at the bus terminal at York Mills Station.

The wayfinding features and information decals that were tested in service are especially beneficial to customers with low vision and those using mobility devices. Some features were also designed to assist bus operators to align vehicles to bus stops more efficiently.

The results of the pilot and customer feedback will help the TTC in its efforts make the network and customer experience as barrier-free as possible.

## **Engineering, Construction & Expansion Group**

### **Automatic Train Control (ATC): Complete on Line 1**

In late September, I was proud to participate in an announcement that Automatic Train Control signalling is now fully activated and operational on the entirety of Line 1 Yonge-University. I am grateful

to staff and crews in Operations and Infrastructure, along with our ATC Project teams, for completing this major assignment.

I was joined by Mayor John Tory and TTC Chair Jaye Robinson at Lawrence Station on September 29 to make an official public announcement. This is an enormous accomplishment for the TTC. Throughout many weekend subway closures over the last number of years, crews installed more than 250 signals, 2,000 beacons and other trackside equipment; performed special track work in the tunnels; and laid down more than one million feet of cabling.

The modernization of our signalling system is one more way the TTC is working to provide a better experience for our customers as we continue to welcome them back.

### **Wi-Fi pilot on buses expanded**

The TTC continues to expand its Wi-Fi pilot on buses. Wi-Fi equipment was recently activated on all 34 Eglinton East and 165 Weston Rd buses. This

pilot is part of a phased proof-of-concept trial aimed at improving the TTC's service offering, and is specifically targeted towards priority neighbourhoods in Toronto.



# CEO's commentary

Just over 180 TTC buses are now equipped for public Wi-Fi. Special exterior decals are affixed to the vehicles to inform riders that they can take advantage of Wi-Fi service on their trip.

## Operations and Infrastructure Group

### **Community Art celebrating the TTC**

Congratulations to TTC Welder Nick Bavaro. The TTC's Community Art Program was engaged to create a mural on a vacant building on Bathurst Street opposite from Hillcrest Complex where some of our heavy maintenance work takes place.

TTC staff worked with Benji Feldman of Front Street Inc. and artist Emmanuel Jarus. The pair ultimately chose Nick as the focal point of their giant mural. Nick works in the Surface Track section in the Streetcar Infrastructure Department. He is shown cutting streetcar rail with a rail saw – a critical task in keeping Toronto's streetcar fleet rolling smoothly.

The mural was painted in July and officially unveiled on September 20.

## Safety and Environment Group

### **Vaccination tally increases**

The TTC hosted drop-in vaccination clinics at eight subway stations through September. The Vax and Ride campaign, held in partnership with Toronto Public Health, administered a total of 1,430 shots to TTC riders and the general public.

That brings the total to more than 14,500 doses of COVID-19 vaccinations administered at clinics held at TTC locations. We are proud of the part that we are playing in putting the pandemic behind us.

### **TTC Halloween Fest – October 29 & 30!**

And finally, I would like to invite everyone to visit TTC Halloween Fest at Bay Lower on Saturday, October 29 and Sunday, October 30. TTC volunteers at our station are putting on a scary, but family friendly great time to raise money for the United Way Greater Toronto. We are looking forward to seeing everyone arrive in costume. Wander through the spooky Trick-or-Train experience for kids, explore the TTC history exhibit and enjoy other fun activities.

Halloween Fest takes place from 10 a.m. to 5 p.m. Tickets at the door are \$5 for adults and \$2 for children 12 and under. All proceeds go to the TTC/United Way campaign.

Happy Halloween and stay safe.



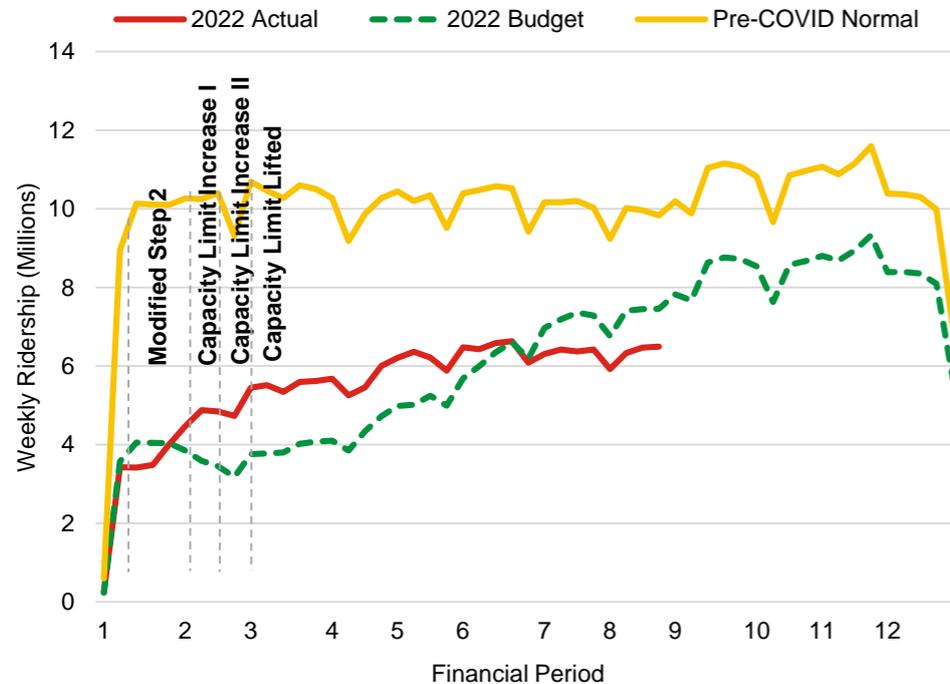
**Richard J. Leary**  
**Chief Executive Officer**  
**October 2022**





# 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 8 (July 31 to August 27, 2022) revenue rides totalled 25.2 million or an average of 6.3 million per week, representing 65% of pre-COVID experience. Period 8 experience reflects a 1.2% decrease from Period 7, which averaged 6.4 million revenue rides per week.

On a year-to-date basis, revenue rides totalled 191.1 million, which is 15.6 million above budget and represented a cumulative 56% of pre-COVID experience.

### Analysis

After consecutive growth in the first half of the year, the rate of revenue ridership growth appears to have slowed, averaging 65% of pre-COVID normal for Period 8.

During Period 8, occasional customers (five-to-eight taps per week) and infrequent customers (one-to-four taps per week) remained unchanged from the prior period at 81%. The proportion of monthly pass customers, and frequent customers (nine-plus taps per week) also remained unchanged from the prior period at 19%. In comparison,

68% were infrequent/occasional customers and 32% were frequent/monthly pass holders pre-pandemic.

Monthly pass sales for September use totalled 93,211, representing 45% of pre-COVID experience. There were 13,137 more passes sold for September use compared to August, representing a 16% increase over the previous month. The largest increase was observed in the post-secondary group (7,574), followed by adult (3,152), youth (2,264) and senior (147). The 16% sales increase is primarily attributable to a return to school and work.

### Action

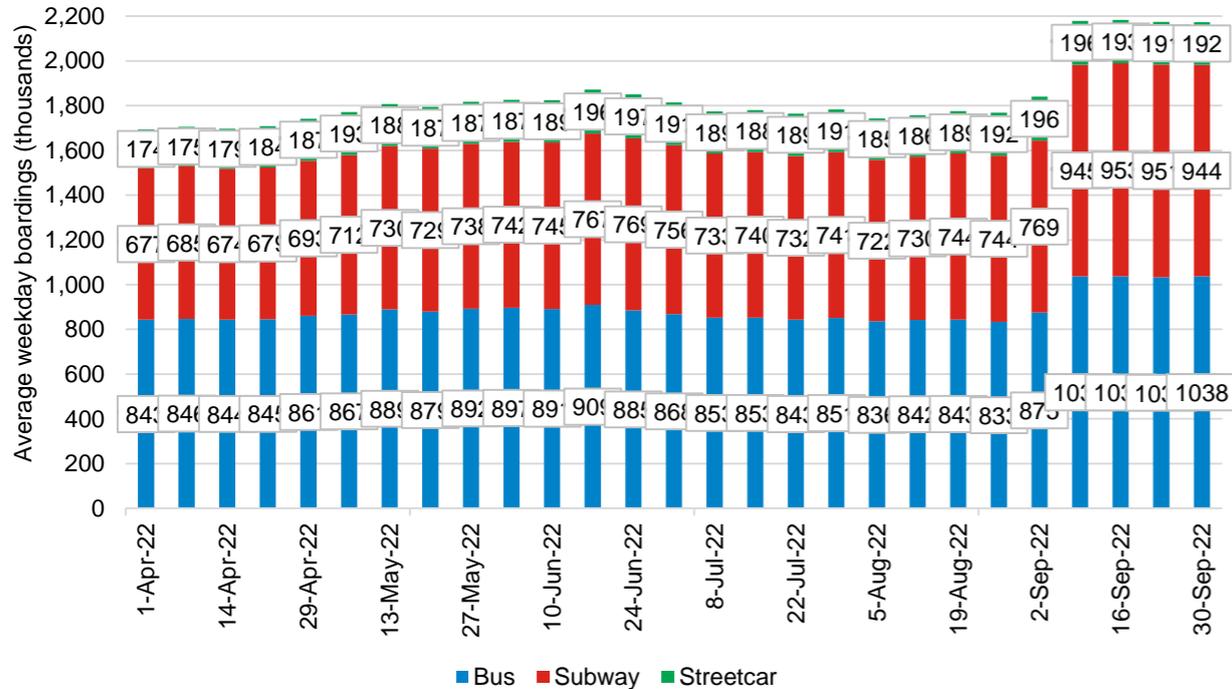
Ridership trends and recovery continue to be monitored closely for all fare concession types and ridership segments. Early Fall 2022 ridership levels indicate that the frequency of in-office work days has not increased, and therefore, will not reach budgeted levels. As a result, fare revenue is expected to continue to remain below budget for the remainder of 2022.





# Ridership

## Customer boardings – Bus, subway and streetcar



### Definition

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

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

### Results

Average weekday boardings of 2.18 million for the week ending September 23 represents 68% of pre-COVID levels.

### Analysis

As of the week ending September 30, weekday bus demand was 75%, streetcar demand at 55% and subway demand at 63%.

Boardings increased by 18% in the week after the Labour Day long weekend, driven primarily by the return of secondary and post-secondary students to school. Return to office continues to be lower than anticipated, with downtown office occupancy rates sitting at about a third full in mid-September. These groups represent 22% and 38% of pre-COVID ridership, respectively.

Bus remains the busiest of all modes with the greatest share of pre-COVID ridership, and demand has continued to increase by 37% year over year. Subway demand has grown 61% year-over-year as subway-oriented school, events and office trips return to the system. Streetcar demand has seen the slowest year-over-year return at 25% as the network faces construction- and congestion-related challenges.

### Action

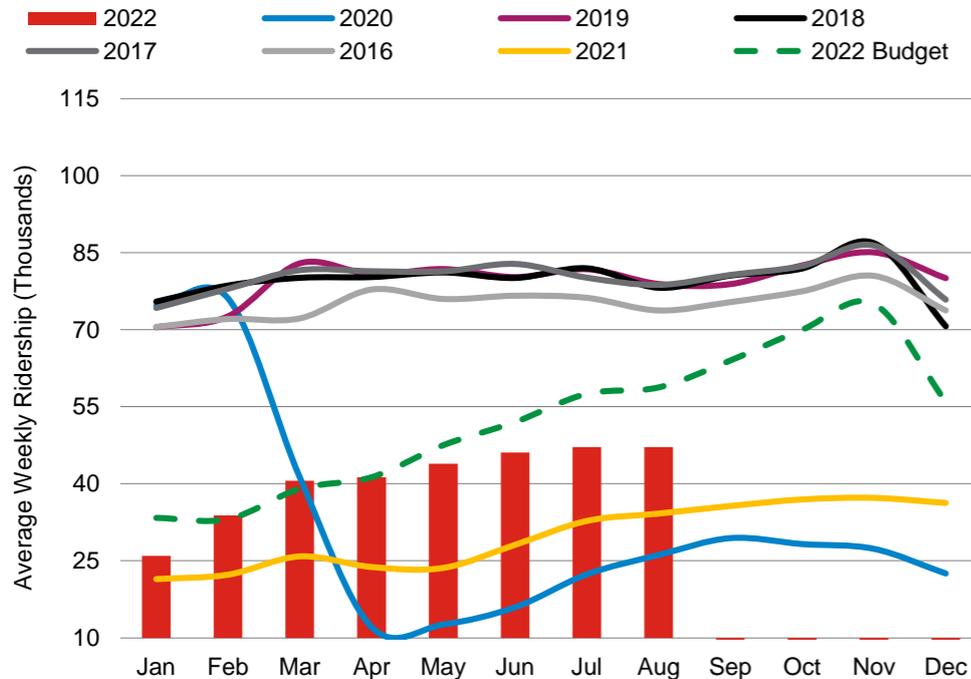
- Results from Toronto employer surveys and downtown office occupancy levels are locking in lower customer demand outlooks for the remainder of 2022 and 2023.
- A customer reacquisition campaign is being planned for late 2022.
- Ongoing customer surveying and outreach to understand challenges and needs.





# Ridership

## Wheel-Trans – Trips



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

### Results

Ridership in Period 8 (July 31 to August 27 2022) was 188,549, or 47,137 passengers per week. This figure was 19.8% lower than the budgeted 58,750 customers per week.

In terms of year-over-year growth, the Period 8 year-to-date ridership is 53.5% higher compared to the same period in 2021, and is currently 9.8% (or 151,000) below the YTD 2022 budget. The 2022 P8 ridership represents 59.7% of the pre-COVID experience (2019 P8).

### Analysis

Wheel-Trans ridership for Period 8 was up 53.5% over the previous year in the same period. The 2022 forecast had been adjusted to reflect overall ridership trends experienced to date based on COVID recovery. Customer confidence has increased period to period with more trips being booked daily. The self-booking website continues to be the preferred trip booking method. This allows customers to

book trips any time of the day at their own convenience. In addition to this option, customers also use the call centre, which has increased its ability to book more same-day trips.

### Action

Wheel-Trans will continue to monitor customer behaviour in order to track the impacts on ridership.

With accommodation rate at near-highest levels, customer trips requests are well-accommodated. Combined with record-low response times to incoming calls, there has been a positive impact on customers' ability to book trips.

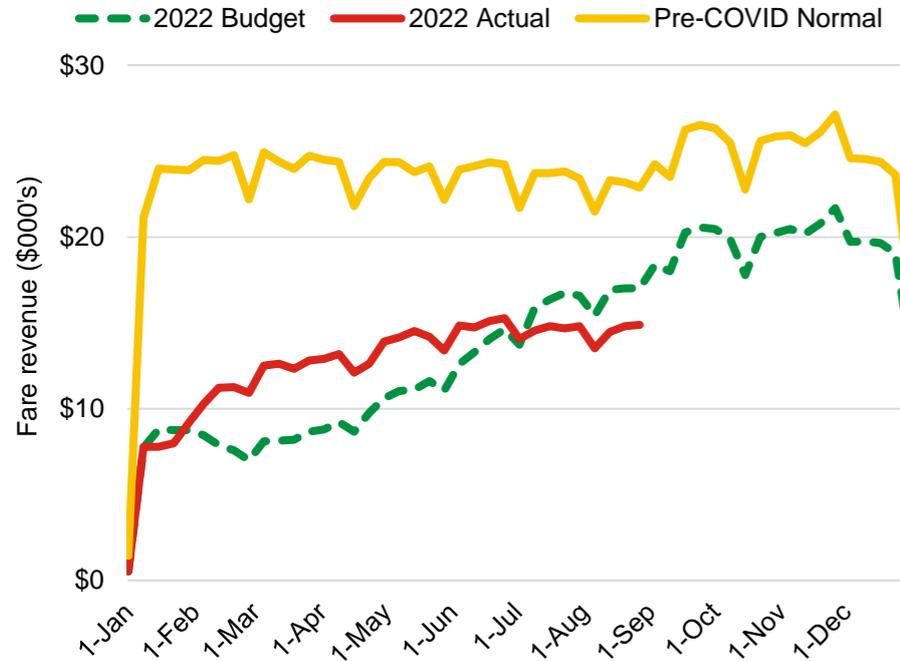
As Family of Services and fully diverted trips continue to be a travel option for conditional customers, the overall impact to ridership will be evaluated.





# Financial

## Fare revenue



Definition  
Revenue generated through fares.

### Results

Period 8 (July 31 to August 27, 2022) fare revenue was \$57.8 million. This is \$8.6 million or 12.9% below budgeted fare revenue for Period 8, representing 64% of pre-COVID experience. Weekly fare revenue in Period 8 averaged \$14.5 million, which represents a 2.0% decrease over Period 7 weekly revenues that averaged \$14.7 million.

On a year-to-date basis, fare revenue totalled \$439.3 million, which is \$48.6 million above budget and cumulatively represented 55% of pre-COVID experience.

### Analysis

After consecutive growth in the first half of the year, the rate of fare revenue growth appears to have slowed, averaging 64% of pre-COVID normal for Period 8.

Fare revenue exceeded budget for the first half of the year given the effects of the Omicron variant were not as widespread as originally considered. However, fare revenue has now fallen below budgeted levels, at 13%

below budget for Period 8, primarily because the frequency of in-office work days is lower than originally anticipated.

The Period 8 revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$52.6 million from PRESTO — representing a PRESTO ridership adoption rate of 88.2% — and \$5.2 million from other media.

Period 8 revenue reflected the following fare concession profile: 81.4% adult, 7.5% post-secondary, 5.9% senior, 5.0% youth (ages 13-19) and 0.2% other.

### Action

Ridership trends and recovery continue to be monitored closely for all fare concession types and ridership segments. Early Fall 2022 revenue ridership levels indicate that the frequency of in-office work days has not increased, and therefore, will not reach budgeted levels. As a result, fare revenue is expected to continue to remain below budget for the remainder of 2022.





# Customer experience

## Customer satisfaction



### Definition

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

### Results

In August, 77% of customers reported high levels of satisfaction with TTC services, unchanged from July 2022. Our Net Promoter Score (NPS), measuring how likely customers are to recommend the TTC to a friend, family member or colleague, increased slightly to 11. The number of customers who say they are proud of the TTC and what it means to Toronto has increased slightly to 63%.

### Analysis

All key metrics have increased and continue to grow following a low in May 2022. Initial September 2022 results suggest the upwards trend is continuing. Customer satisfaction remains down from the same time last year (81%), but has increased to 77% from a low of 73% in May and June. The TTC's Net Promoter Score has increased to 11, up from a low of five in May and trending towards pre-pandemic levels.

Since 2021, personal safety has emerged as the second-most influential driver of customer satisfaction. Satisfaction with personal safety has decreased from 90% pre-pandemic to 66% for 2022 to date. Between July and August, however, the portion of customers dissatisfied due to disruptive passengers decreased from 7% to 3%.

Satisfaction with timeliness of service, and in particular wait times, has decreased to 65% in August compared with 69% in July and 73% pre-pandemic. Notably, ease of finding out when a vehicle will arrive is below average ease of use scores, followed only by getting help when needed.

In recent months, streetcar customers are much less satisfied (70%) compared to customers who use other modes.

### Action

- In order to minimize missed trips, service levels will be better aligned with workforce availability through the fall while an increase in the number of demand-responsive buses will help mitigate the impacts of absenteeism.
- Operator departure monitoring will continue across all bus divisions.
- September has seen new schedules implemented on 16 routes, including 10 routes with an On-Time Performance score of less than 85%.
- We continue to work with the City and the Toronto Police Service to keep our customers safe (pages 24-25).

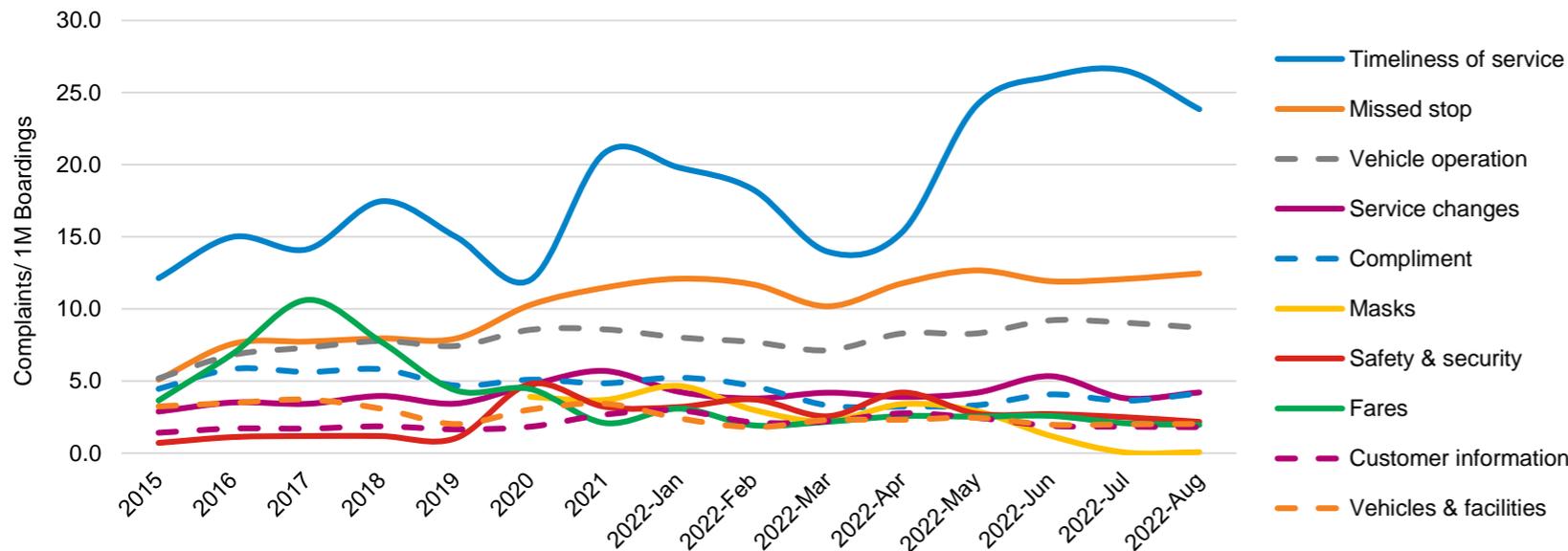




# Customer experience

## Customer service communications (CSCs)

We value communication with our customers. It helps inform service planning and operations, and improves our overall customer experience. In addition to our Customer Satisfaction Survey (page 12), volunteered customer feedback is also highly valuable. The TTC's Customer Service Centre receives customer input via our website, telephone, email and Twitter – each one is a CSC. CSCs are routed through the organization in order to acknowledge and respond to individual customers, and used to understand overall customer experience.



### Definition

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

## Results

Overall, CSCs per one million customer boardings decreased by 2.8% in August compared to July. The total number of CSCs received decreased by 1%, while boardings increased by 1.7%.

## Analysis

Excluding compliments, total CSCs decreased 3.7% between July and August, but remain 34.4% above 2019 levels. A number of topics exceed overall growth from 2019, including timeliness of service, missed stops, safety and security, noise, short turns, diversions and closures, accessibility and idling. Some topics (Fares, Crowding and Parking) have seen reductions compared to 2019.

There was a 20% increase in the number of compliments over July, reaching 6.3% of all CSCs in August. However, this remains below 9.2% of CSCs in 2019 being compliments.

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

- Timeliness of service CSCs decreased 10.1% this month, with the number of delay-related complaints shrinking. However, timeliness of service complaints remain 59% above 2019 levels.
- Missed stop CSCs increased by 3.2% in August as the number of bypassed customers increased. These complaints remain 57% above 2019 levels.





# Customer experience

## Customer service communications

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

- Service change CSCs increased in August 10.5%, led by an increase in service & routing change requests. They remain lower than 2019 levels, at 6.3% of all CSCs compared to 6.7% in 2019.
- Vehicle operation CSCs decreased 3.9% in August with a reduction in door operation complaints. The portion of vehicle operation complaints has decreased to 13.1% from 14.6% in 2019.
- Short turns and diversions remain low in CSCs per 1M Boardings, but have seen growth since 2019 and continued month-over-month growth. Short turns are 142% above 2019 levels, and diversions are 127% above 2019 levels.

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

- Safety and security CSCs continue to drop from an April 2022 high, down another 13.1% in August. These complaints remain 111% above 2019 levels.
- Only three CSCs related to masking were received.
- Crowding CSCs remain outside of the top 10 issues of concern but did see a 19.4% increase into August. Crowding CSCs are 46% below 2019 levels.

### Action

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

- A review of 15 routes not affected by construction with low On-Time Performance is underway. This may improve timeliness of service CSCs.
- Ongoing improvements to workforce planning aimed at decreasing cancellation hours, assessing options related to construction projects impacting routes, and a network-wide review of operator schedule adherence at end terminals will also help improve timeliness.

### COVID-related:

- Mask usage and complaints are dropping. We continue to strongly recommend that customers and employees wear masks on the TTC.
- We continue to work with the City's Streets to Homes project to reach out to people in our system who could use assistance. We now have dedicated teams of outreach workers, partnered with TTC employees, in our system to assist customers in need.

### Customer compliments

"I just wanted to compliment the driver that I had this Saturday on Bathurst. She was fantastic, friendly and courteous, and an excellent driver. She made sure that the bus was as close to the curb as possible to help people off with walking aids and waited until they sat down before taking off from the stop. I hope that she gets this compliment! A fantastic driver!"

- TTC customer

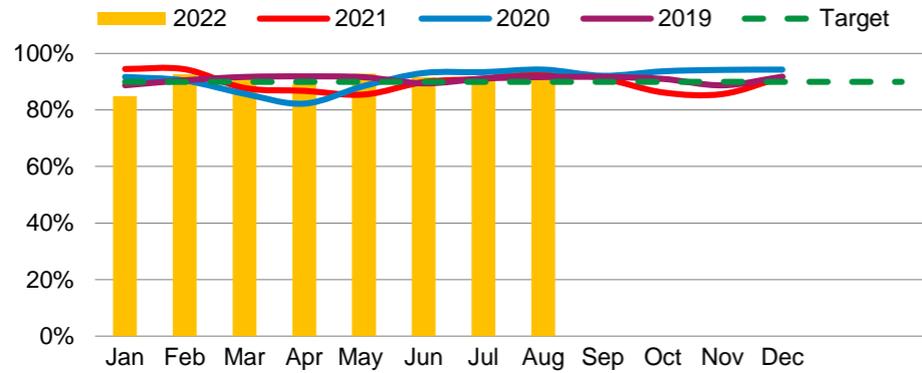




# Customer experience

## On-time performance (OTP) – Subway

1



### Results

Line 1 OTP was 91.5% in August. This represents an increase from last month (90.9%) and also a decrease from the same time last year (93.9%). Our target of 90% was met.

Line 2 OTP was 89.7% in August. This represents a decrease from last month (90.9%) and a decrease from the same time last year (96.0%). Our target of 90% was not met.

### Analysis

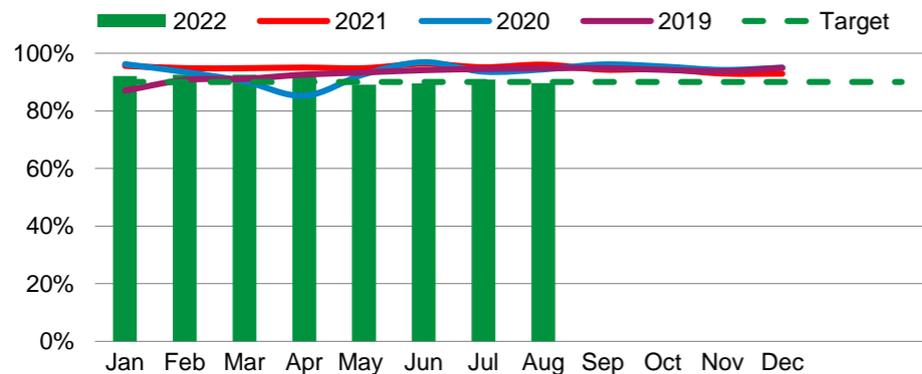
There was a 12.1% increase in total delay minutes on Line 1 – from 2,520 minutes in July to 2,825 minutes in August due to an increase in injuries at track level. However, overall OTP improved as delay minutes for all other reasons decreased and the number of early closures dropped. This suggests the overall number of delays affecting OTP dropped, but the ones that did occur were more serious in nature.

There was a 3.5% decrease in total delay minutes on Line 2 – from 2,157 minutes in July to 2,082 minutes in August. Decreases in OTP are largely attributed to two early closures between Woodbine and Kennedy for track work during this period, as well as a late opening on August 14.

### Action

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

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.

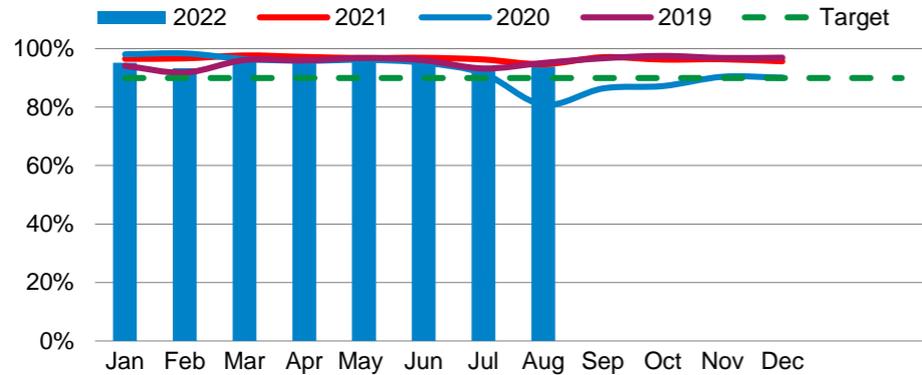




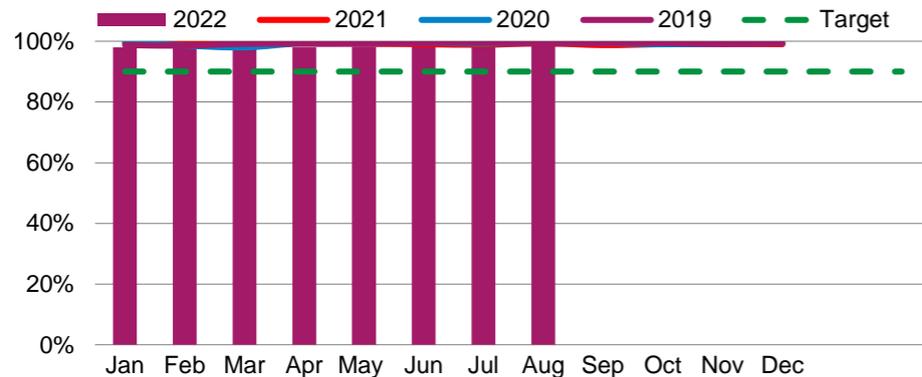
# Customer experience

## On-time performance (OTP) – Subway

3



4



### Definition

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

### Results

Line 3 OTP was 93.9% in August. This represents a increase from last month (93.2%) and also a decrease from the same time last year (94.7%). Our target of 90% was met.

Line 4 OTP was 98.5% in August. This represents no change from last month (98.5%) and also a decrease from the same time last year (99.3%). Our target of 90% was met.

### Analysis

There was a 43.3% increase in total delay minutes — from 764 minutes in July to 1.095 minutes in August – for Line 3. The increase in delay minutes can be attributed to subway infrastructure-related issues.

There was a 4.1% increase in total delay minutes — from 269 minutes in July to 280 minutes in August – for Line 4. Decreases in staff-related delay minutes was offset by passenger-related delay minutes.

### Action

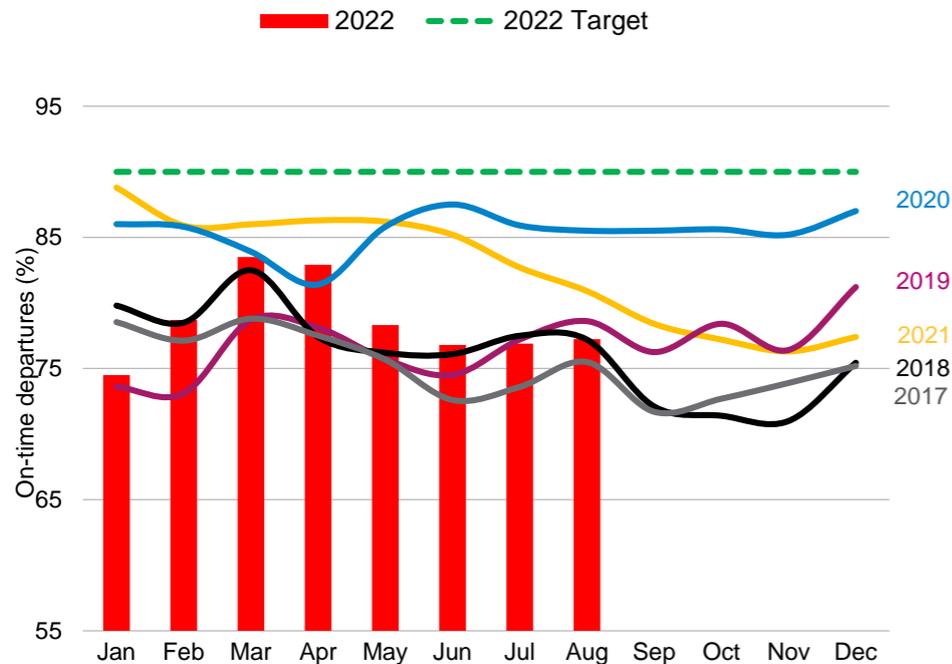
There are no anticipated changes to either Line 3 or Line 4 at this time.





# Customer experience

## On-time performance (OTP) – Bus



### Definition

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

### Results

Bus OTP in August was 77.2%, an increase compared to July (76.9%), but a decrease compared to the same period last year (80.9%). Our 90% target was not met.

### Analysis

Bus performance remained below 80% On-time for the fourth month in a row in August, largely due to summer construction projects. A total of 45 of 160 routes were affected by construction; for those not affected, overall weekday OTP was 83%.

The rate of Missed and Late trips remained high, with Late trips holding at 9.5% and Missed Trips decreasing to 7.2% for the period. Missed trips were also impacted by bus cancellation hours, which remained similar to the July period.

Weekday performance continued to outperform weekends, at 79.4% On-time compared to 70.1% On-time. Weekend performance was impacted by civic events and planned Line 1 subway closures that required shuttle buses to be redirected away from regular service.

Of the 115 routes not affected by construction:

- 21 routes were “On-time” (>90% OTP)
- 34 routes were “On the Cusp” (85-90% OTP)
- 60 routes were “Not On-time” (<85% OTP)

Fifteen of the “Not On-time” routes above will be assessed for the root cause of their very poor performance, starting with the worst performing.

### Action

Efforts continue to improve OTP across multiple departments and initiatives:

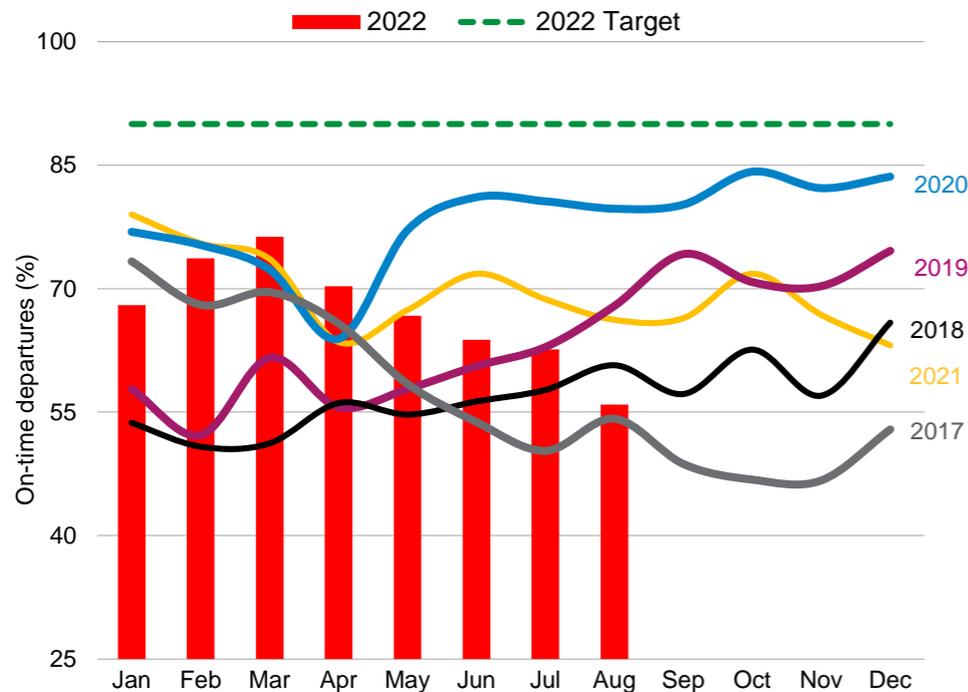
- Workforce alignment and service resiliency efforts are minimizing cancellations and unfulfilled trips. The unfulfilled rate decreased from 6.9% on Week 31 (before the August Period) to 5.1% on Week 36.
- Routes that received Service Reliability Improvements during 2022 have increased their OTP score from 68% to 79% after new schedule implementation.
- Operators who have received counselling for unauthorized early departures have improved their OTP from 74% to 81%.





# Customer experience

## On-time performance (OTP) – Streetcar



### Definition

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

### Results

Streetcar OTP in August was 55.9%, a decrease compared to July (62.6%) and when compared to the same period last year (66.2%). Our target of 90% was not met.

### Analysis

The August period included performance challenges on the streetcar network similar to those experienced in past months.

Only the 512 St Clair route was not challenged by construction or special events during the August period. 512 St Clair operated at an 83.7% On-Time rate for the period.

Construction impacts include the King-Queen-Queensway-Roncesvalles (KQQR) intersection reconstruction and infrastructure upgrades at Dundas West Station. These projects impact the 501 Queen, 504 King, 505 Dundas, and 506 Carlton routes.

Planned rail repair work at King and Sumach Streets also required the 503 Kingston Rd and 504 King route to divert throughout the period. Finally, emergency rail repair work on King Street West in August negatively impacted

scores for the 504 King. These projects contributed to a combined On-time score of 47.0% on these five routes.

In addition, various civic events negatively affected streetcar performance in August. Most significantly, the Canadian National Exhibition (CNE) required all 510 Spadina streetcars to turn back at Spadina and Queens Quay, while both the 509 Harbourfront and 511 Bathurst routes operated with extra vehicles through most of this time period. All three routes effectively operating off-schedule during the CNE, negatively impacting their OTP.

### Action

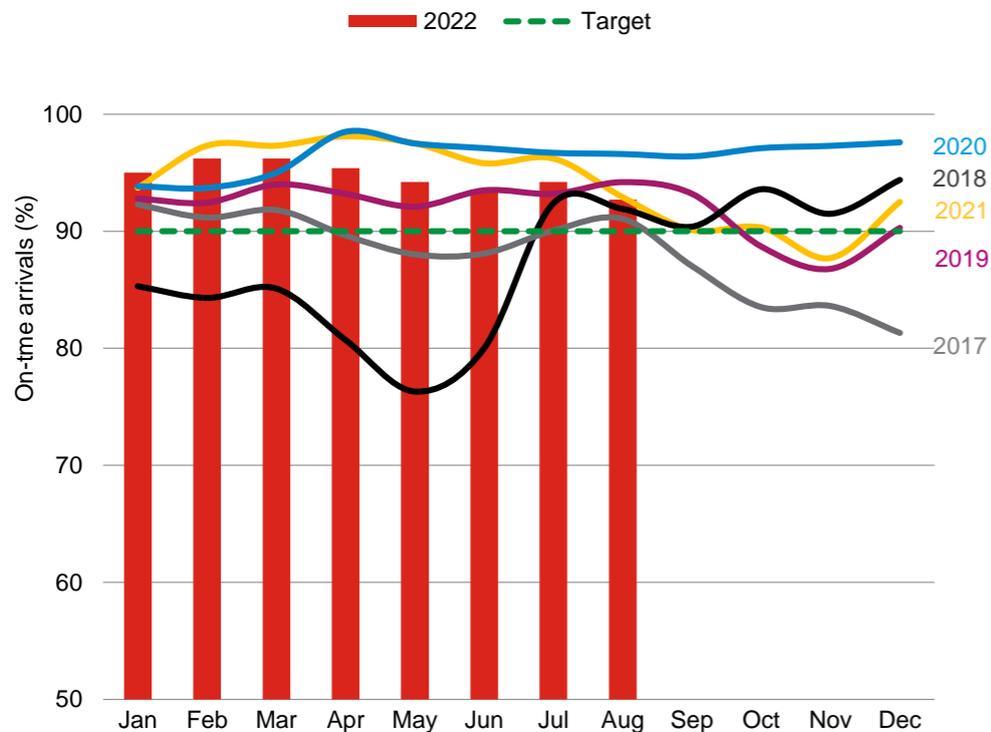
- Work will wind down at Dundas West Station and KQQR intersection work enters a new phase in September.
- New schedules for the 509 Harbourfront and 510 Spadina route are planned to improve OTP at Union Station Loop.
- Numerous streetcar schedules are also currently under review. Streetcar Operator monitoring will continue, as will efforts to work towards the least impactful options to OTP when reviewing future infrastructure projects.





# Customer experience

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



### Results

Wheel-Trans OTP in Period 8 (July 31 to August 27 2022) decreased by 1.5% from the previous period to 92.7%, and is 0.2% lower than the same period in 2021.

### Analysis

OTP in August decreased by 1.5% from the previous period. This can be attributed to the return of major events such as the CNE along with increased amounts of closures and construction throughout the city. However, we continue to monitor and regularly maintain OTP above the 90% target.

### Action

Our Dispatch Team will continue to strategize and use appropriate mitigation strategies to adjust service, maintain efficiencies and OTP, where and when possible, as we expect ridership to continue increasing.

### Definition

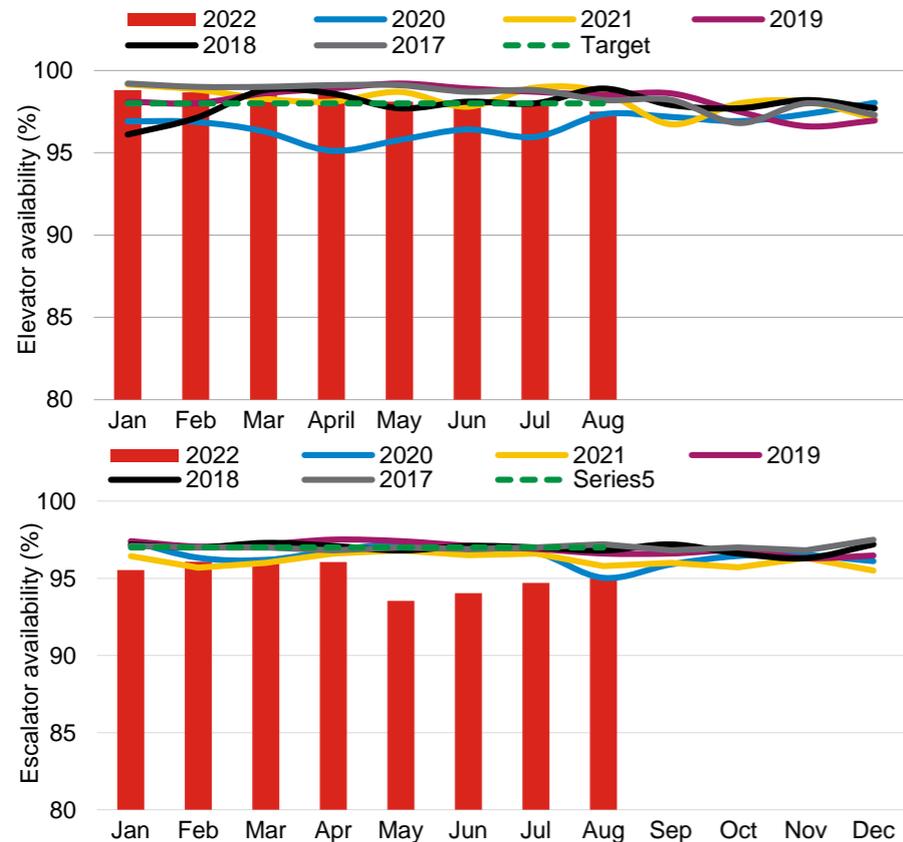
On-time performance of all trips conducted by Wheel-Trans buses. To be on time, the bus must arrive within 20 minutes of its scheduled arrival.





# Customer experience

## Accessibility – Elevator and escalator availability



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

### Results

Escalator availability in August was 95%, a slight increase from 94.7% in July. Availability remained under target of 97%.

### Analysis

Water damage affected four escalators: two at St Clair Station, one at Christie Station, and one at North York Centre Station. All were removed from service, resulting in 1,109 hours of downtime. Escalators at Christie & North York Centre stations have been restored, while St Clair Station escalators are pending repairs to station drainage systems.

Three escalators are out of service to accommodate construction work, with one each at Dundas West, Lansdowne, and Castle Frank stations. This resulted in 1,392 hours of downtime due to construction. Lansdowne has since returned to service, while Castle Frank will remain out of service until December 2023.

The overhaul of two escalators at Spadina continue to have an impact on downtime. The State of Good Repair program has contributed 363 hours of downtime to date as aging escalators require rebuilds. This program will continue through 2024.

### Results

Elevator availability in August was 97.5%, which represents a decrease from last month (98.1%). Availability was below 98% target.

### Analysis

The shutdown of one elevator at Dupont Station due to construction deficiencies reduced availability by 625 hours. The elevator returned to service September 30.

Two elevators at Boor-Yonge Station experienced a combined downtime of approximately 595 hours. One elevator has returned to service, while the second is expected to return by end of October.

Mean Days Between Stoppage (MDBS) targets for elevators were met contractually, and subway elevator MDBS increased from July. Several calls related to failed controller components and wiring issues caused a higher number of shutdowns.

### Action

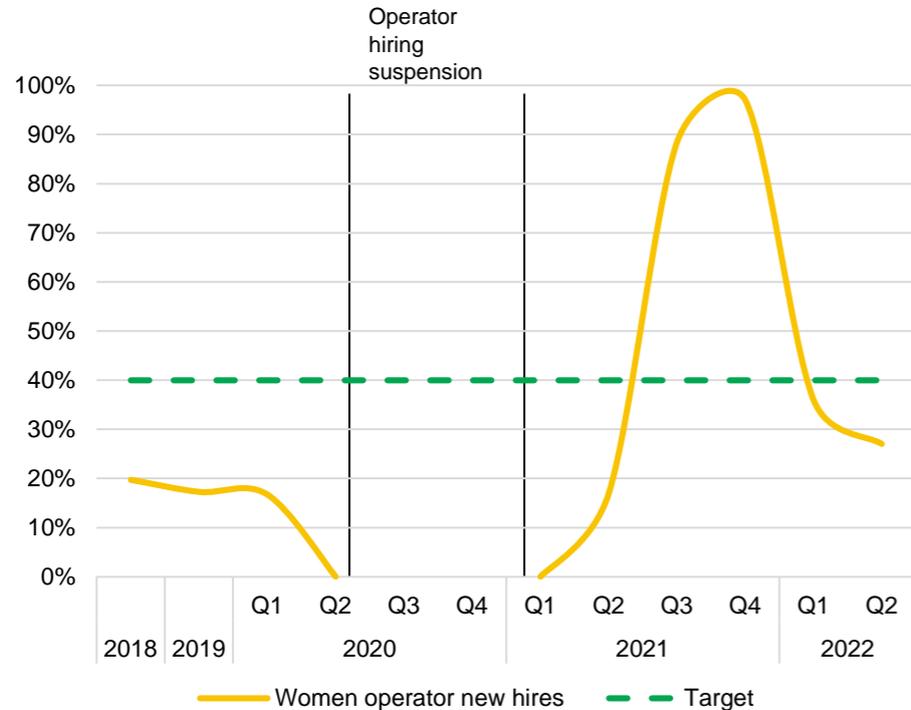
Continue performing preventative maintenance to meet reliability and availability targets for both elevators and escalators.





# Diversity

## Women operator new hires



### Definition

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

### Results

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

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

### Analysis

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

We have started off the year slow, but we continue to stay committed to finishing 2022

above our target. We also have some challenges ahead as many industries, including the transportation sector, face a labour shortage.

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

### Action

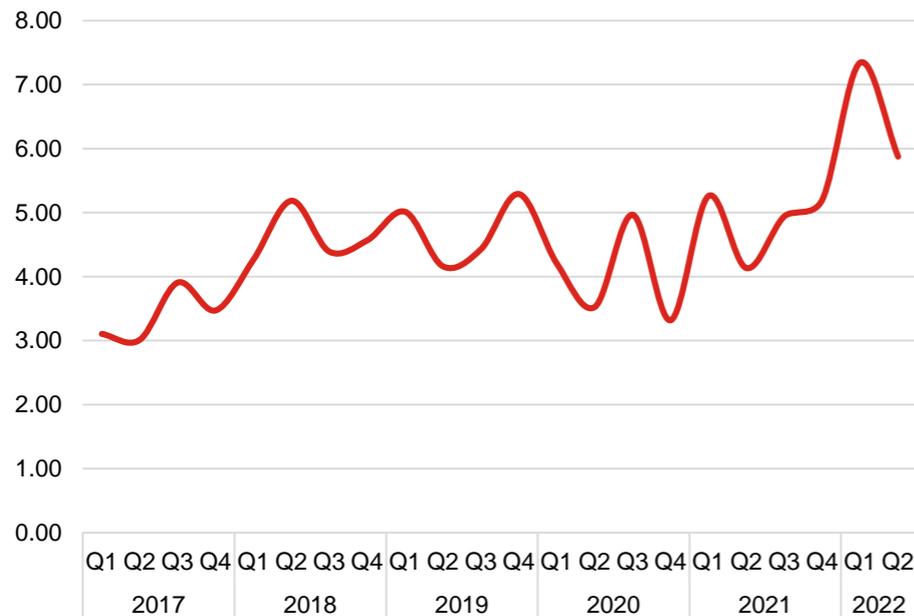
We have several recruiting events planned for the remainder of the year, including career fairs with Toronto Community Housing Corporation and the Native Women's Resources Centre of Toronto.





# Safety and security

## Lost-time injuries rate (LTIR)



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

### Results

The LTIR in Q2 2022 was 5.9 injuries per 100 employees — a decrease from Q1 (7.3) and an increase from the same period last year (4.1). The LTIR for Q2 was 1% higher than the four-quarter average. There has been an upward trend in the LTIR since 2015.

### Analysis

The increase in Q1 was mainly attributed to the increase in COVID-related lost-time injuries in January due to the Omicron variant. There was a 20% drop in the Q2 LTIR from Q1 as COVID cases decreased.

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

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

### Action

To help address the acute emotional event

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

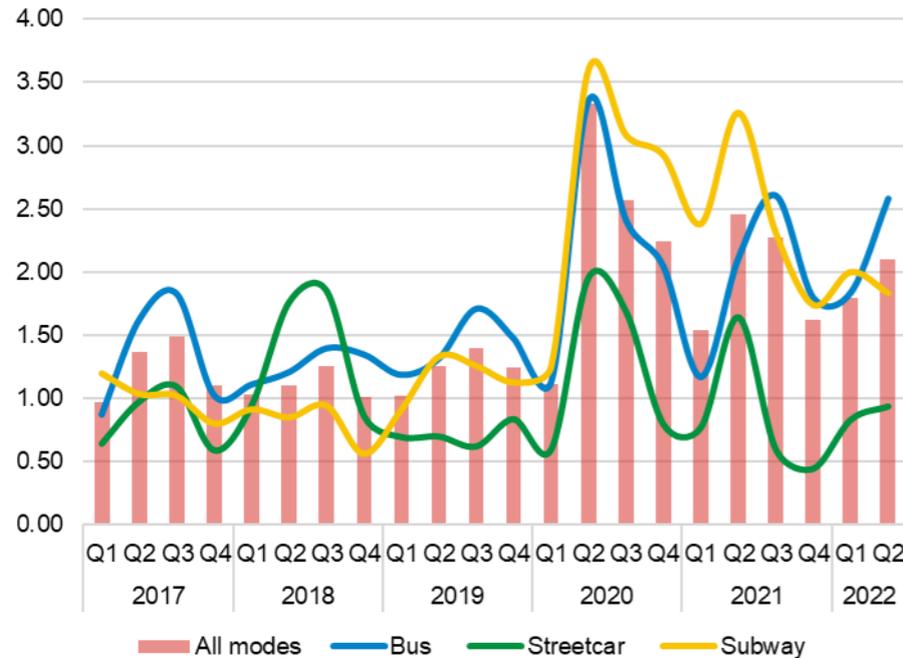
The Ergonomic Musculoskeletal Disorder (MSD) Prevention Program, focuses on preventing musculoskeletal/ergonomic type injuries and resolving ergonomic concerns. It is important to be proactive and address potential hazards before they lead to injuries. The purpose of the program is to increase awareness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





# Safety and security

## Customer injury incidents rate (CIIR)



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

### Results

The CIIR in Q2 2022 was 2.1 injury incidents per one million vehicle boardings — an increase from Q1 (1.8) and a decrease from the same period last year (2.5). The CIIR for Q2 was 8% higher than the four-quarter average rate of 1.9 injury incidents per one million vehicle boardings. The four-quarter average shows a statistically significant upward trend in the CIIR.

### Analysis

The increase in the CIIR from Q2 (up 17% from Q1), was mainly driven by an increase in bus onboard injuries (Bus CIIR is up 40% from last quarter). Q1 had 105 bus onboard injuries and Q2 had 179 onboard injuries. About one third (33%) of Q2 bus injuries were due to hard braking by the operators to avoid collisions.

### Action

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

Our reminder communications to operators include maintaining a safe following distance, being aware of your surroundings, operating to conditions and applying smooth braking and acceleration.

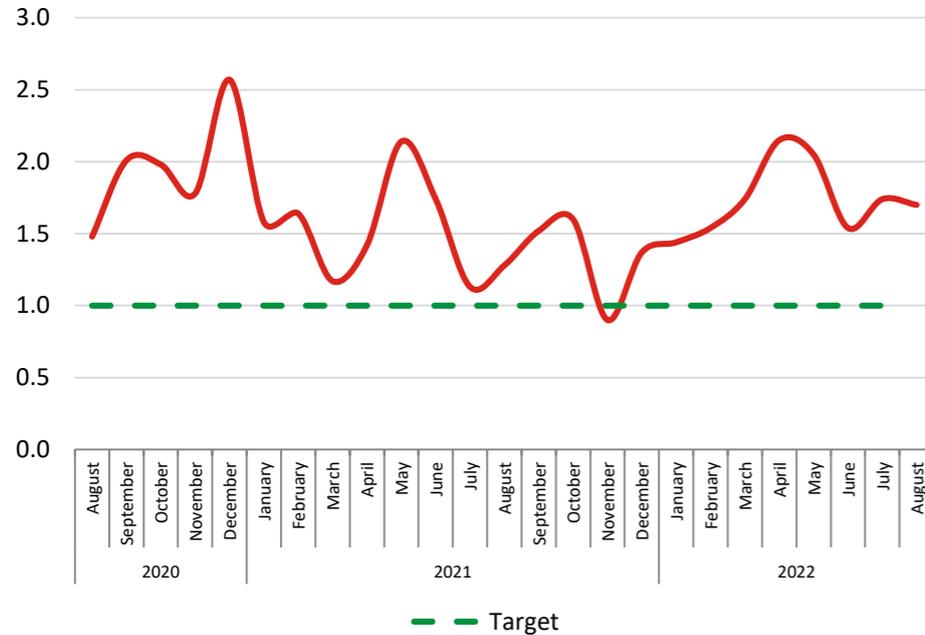
We continue to update the content and design of our safety campaigns on our vehicles and in our stations, and are exploring new ways to reach our customers to communicate key safety messages.





# Safety and security

## Offences against customers



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

### Definition

Number of offences against customers per one million boardings.

### Results

The number of offences against customers was 1.7 per one million boardings for August, representing a slight decrease from 1.74 in July. This remains above target and 33% above the same time last year.

### Analysis

The absolute number of offenses dropped slightly into August, declining from 79 to 75. This marks the fewest number of offenses since February where 55 were recorded and represents a 21% decline from April 2022.

### Action

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

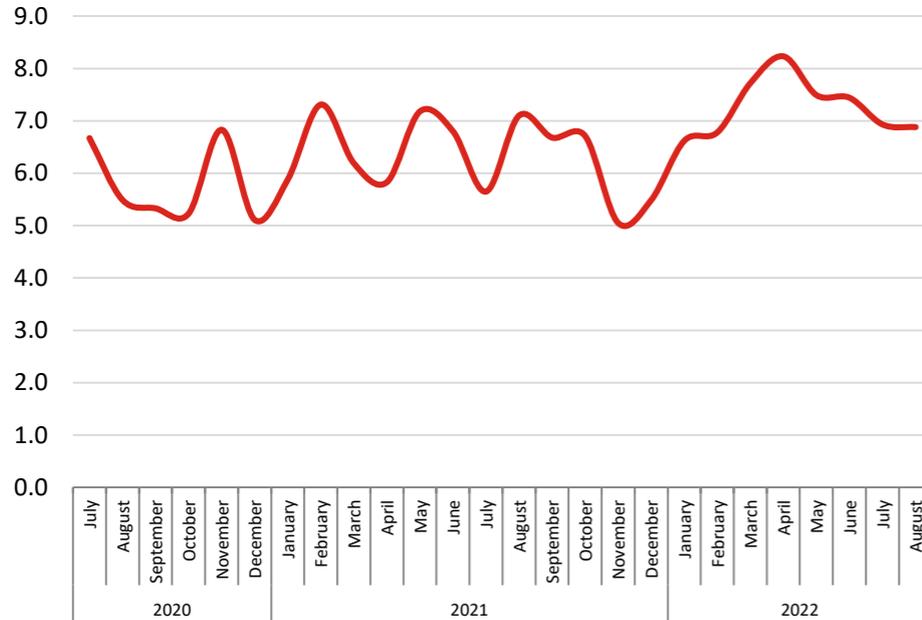
- Our Community Engagement Unit (CEU) continues to focus on the needs of individuals who are experiencing homelessness, mental health or addiction issues. We are bringing sustainable solutions that benefit customers and other community stakeholders, as this is a principal factor in the safety of customers and employees during the pandemic.
- Since April 2020, the TTC has partnered with the City to support their Streets to Homes initiative. As part of this program, our CEU Special Constables proactively patrol the TTC system with outreach workers from Streets to Homes. This organization now has an expanded dedicated presence of outreach workers in our system going forward.





# Safety and security

## Offences against employees



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

### Definition

Number of offences against employees per 100 employees.

### Results

The number of offences against employees was 6.88 per 100 employees in August, slightly down from 6.93 in July. This is 2.4% lower than the same time last year.

### Analysis

The total number of offences against employees has decreased 16% from April 2022.

In absolute terms, the number of offences against employees remained unchanged between July and August and is the lowest observed since February 2022.

### Action

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

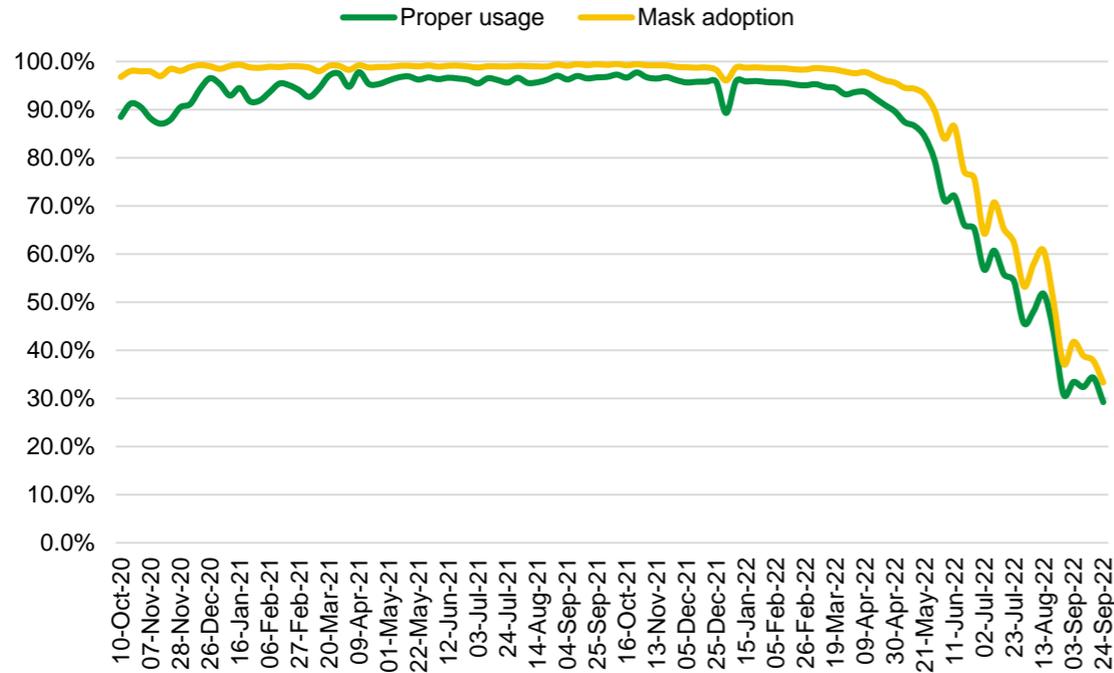
- Delivering a comprehensive one-day training program focusing on de-escalation strategies, communication skills, customer service, managing stress and employee support systems.
- Conducting engagement events with Special Constables to provide an opportunity for employees to ask questions and obtain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





# Hot topics

## Customer mask use



### Definition

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

### Results

For the week ending September 24, 33% of customers were wearing masks and 29% were wearing masks properly over nose, mouth and chin. There were 42,340 customer mask observations made across the network.

### Analysis

With the state of emergency in Toronto lifted on May 9 and the expiry of the Provincial mask mandate on June 11, customer mask use has declined. As of late August 2022, mask use is no longer required as per the Provincial Government. The TTC still strongly recommends that customers wear masks. From regular customer surveys, most TTC customers still say they feel safer riding the TTC when they wear masks alongside other customers.

Early indications for October 2022 suggest slight increases in mask usage.

### Action

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

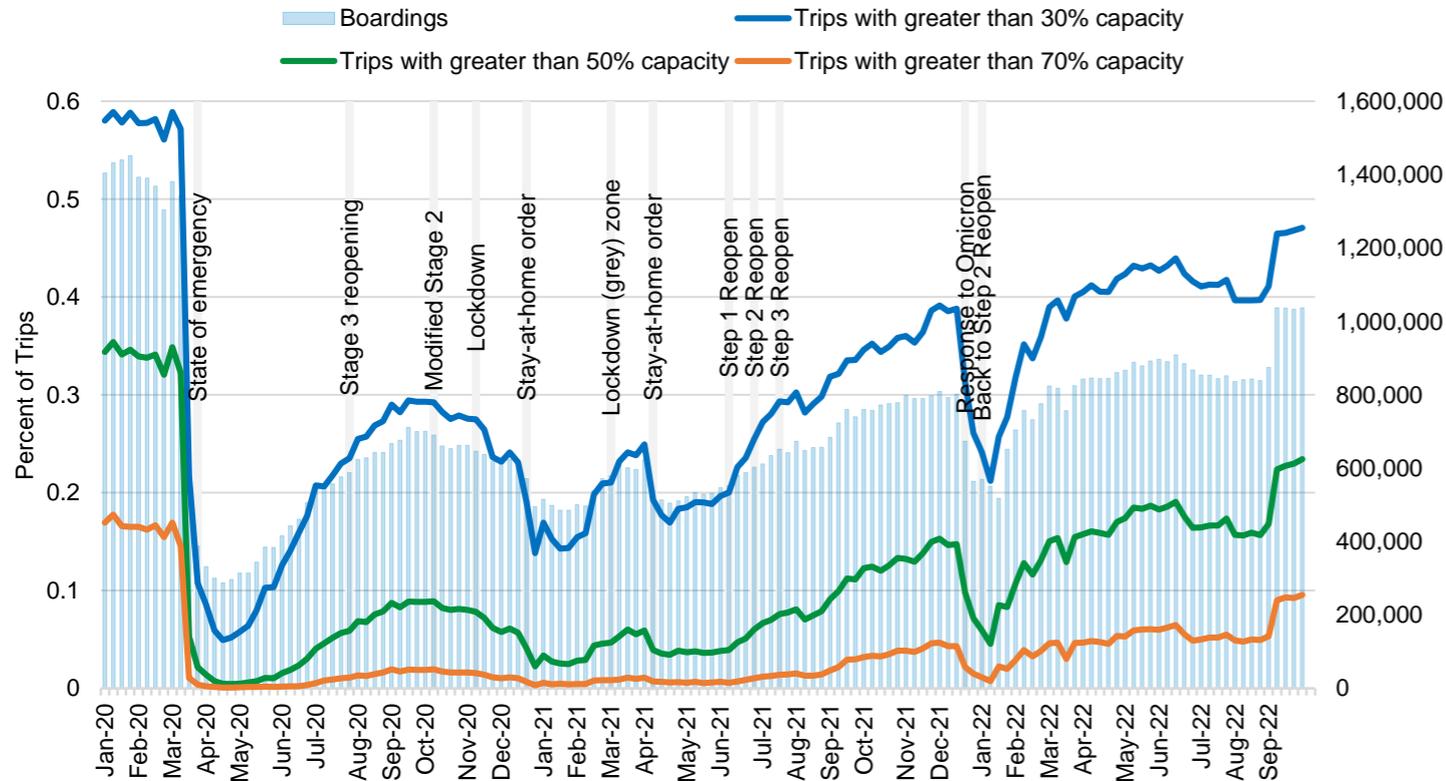
- Regular surveys on customer sentiment related to mask use: Masks remain an important safety feature to most customers.
- Broad mask distribution on bus routes and all stations and targeted mask distribution at low points across the city: Since July 2020, 3.59 million free masks have been distributed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





# Hot topics

## Bus occupancy



### Definition

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

### Results

Bus occupancy is monitored daily. For the week ending October 1, 70% of all bus trips were under 50% occupancy, compared to 78% for the week ending September 9 and 65% pre-COVID.

### Analysis

During this time, we served an average 1,038,000 bus customers per weekday. While crowding has increased in line with boardings demand heading into September, the continued growth in high-occupancy bus trips suggests demand is growing more concentrated around a number of key trips.

Overall, trips with more than 30% capacity increased in step with boardings, by about 18%. Trips with greater than 50% capacity saw a 44% increase heading into September, while trips with greater than 70% capacity grew by 74%.

### Action

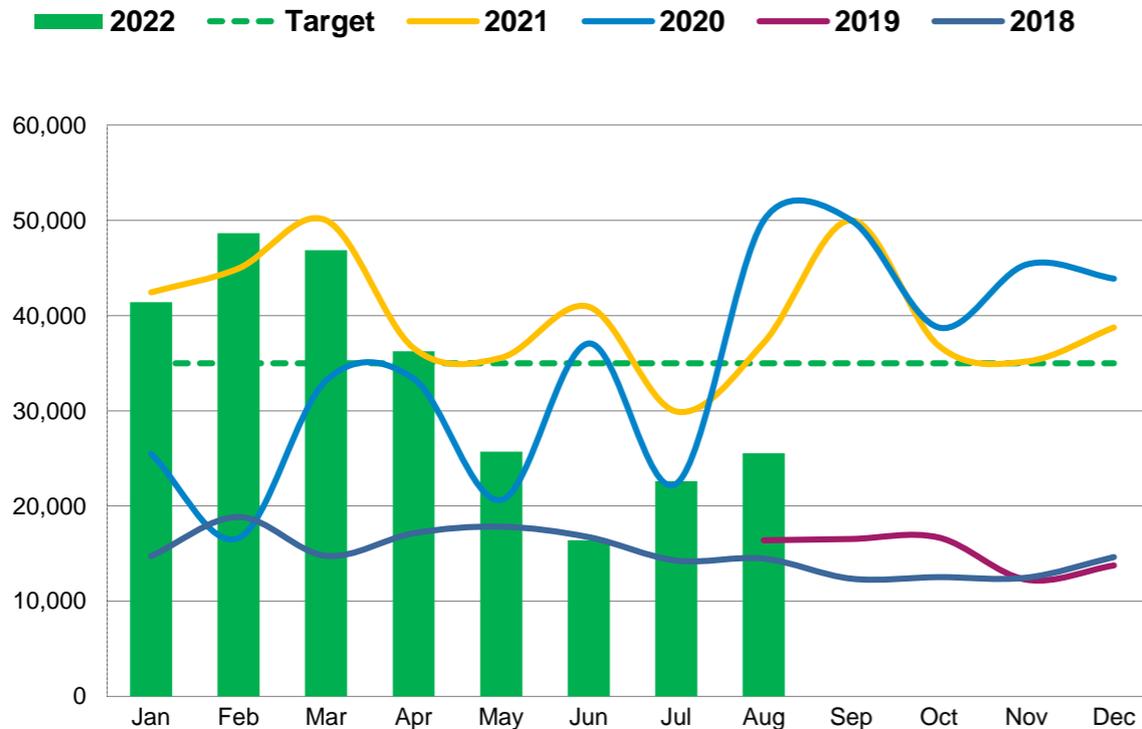
- Maintain weekly monitoring of all bus routes across 30%, 50% and 70% occupancy levels as customers settle into renewed transit routines and prepare for a return to pre-COVID occupancy assumptions.
- Continue weekly occupancy analysis to assist with assigning Run-As-Directed service and to inform service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





# Hot topics

## Streetcar mean distance between failures



### Definition

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

### Results

Mean Distance Between Failures (MDBF) increased by 12.9% from July to August 2022.

### Analysis

The number of incidents decreased 9.1% in August compared to July, while the total mileage travelled by the streetcar fleet increased 2.5%. Collectively, this resulted in a 12.9% increase in MDBF.

The main reasons for failures in August were issues with data loggers (three failures), and two failures apiece for pantograph, ramp, and hydraulic power unit systems.

### Action

Strict controls on pre-service activities have been implemented to identify failures before a streetcar enters service. These controls prevented failures identified in July from recurring – including failures with camera systems, buttons, and operator armrests.

Streetcar maintenance has also implemented a preventative maintenance program to avoid failures to the master controller system.

Reasons for data logger failures are currently unknown. Streetcar maintenance is investigating the cause of these failures.





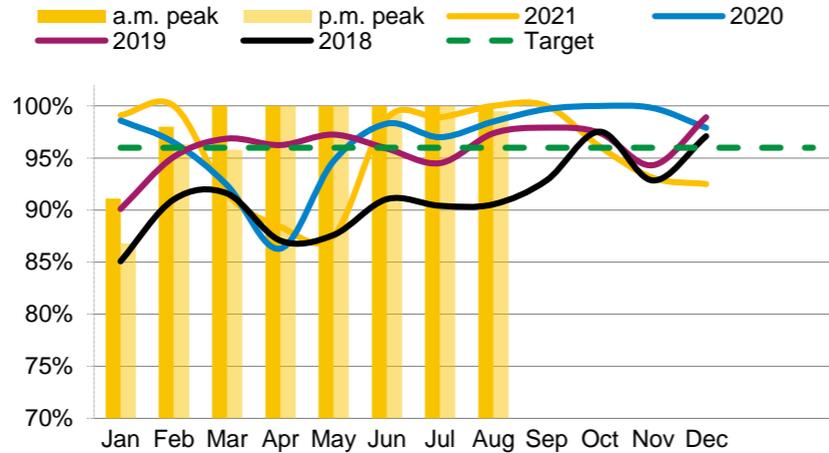
# Appendix: Service delivery

## Line 1 capacity

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

August: 100%  
July: 100%  
August 2021: 100%

Target: 96.0%

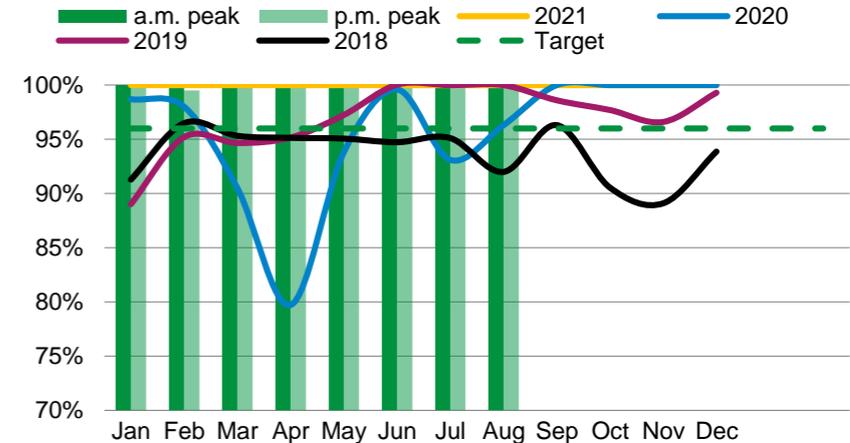


## Line 2 capacity

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

August: 100%  
July: 100%  
August 2021: 100%

Target: 96.0%



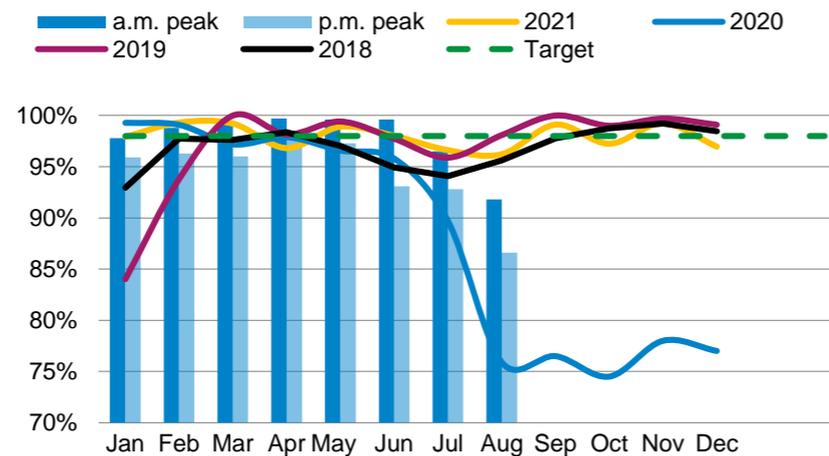
## Line 3 capacity

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

August: 89%  
July: 94.5%  
August 2021: 96.2%

Target: 98.0%

Under target due to SRT signaling issues.

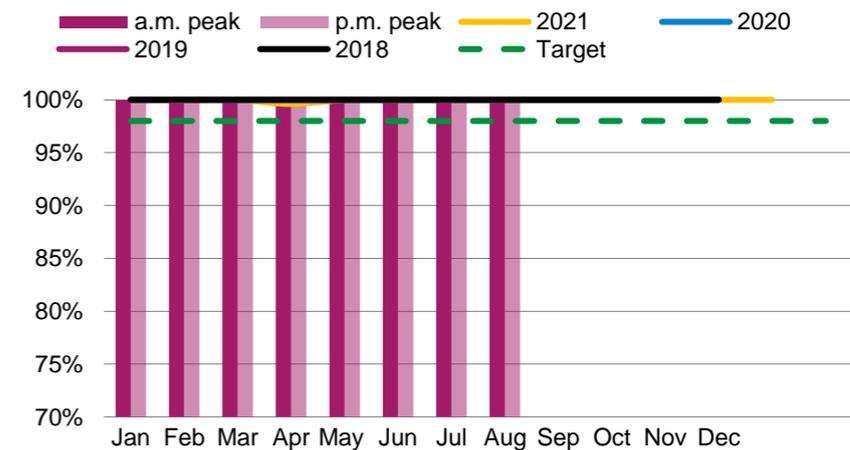


## Line 4 capacity

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.

August: 100%  
July: 100%  
August 2021: 100%

Target: 98.0%





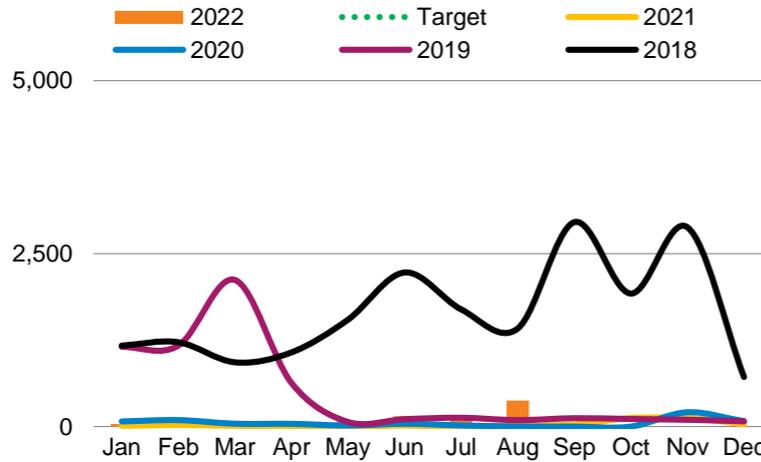
# Appendix: Service delivery

## Streetcar short turns

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

August: 379  
July: 84  
August 2021: 7

Target: This target is under review.

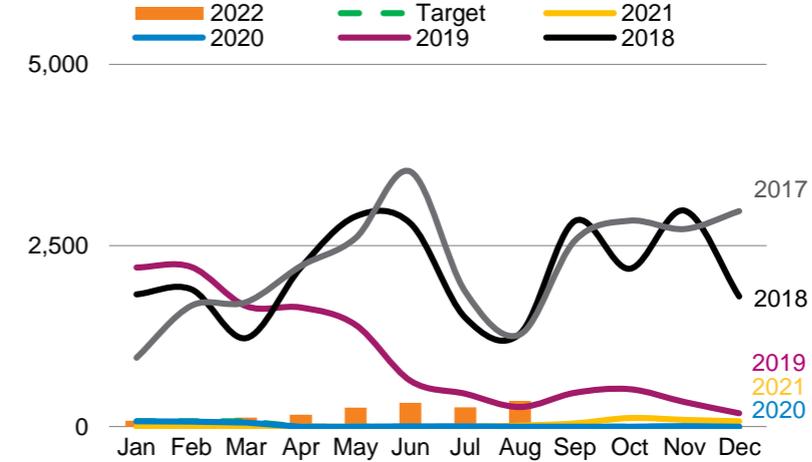


## Bus short turns

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

August: 358  
July: 268  
August 2021: 17

Target: This target is under review.

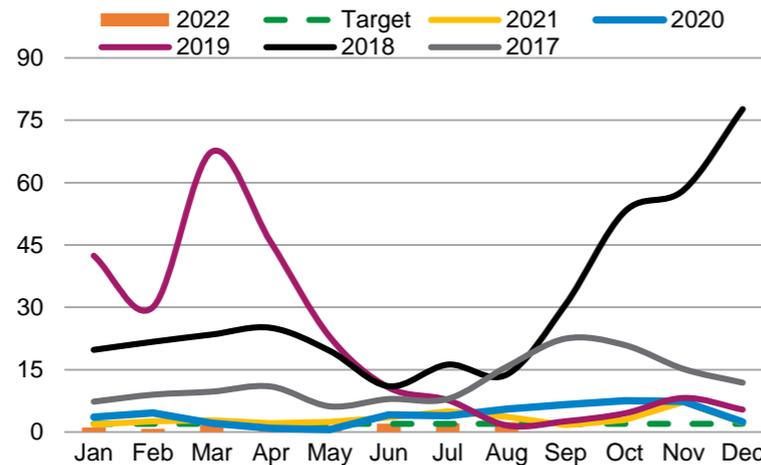


## Wheel-Trans contact centre wait time

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

August: 2.4 min.  
July: 2.1 min.  
August 2021: 3.7 min.

Target: 2 min.





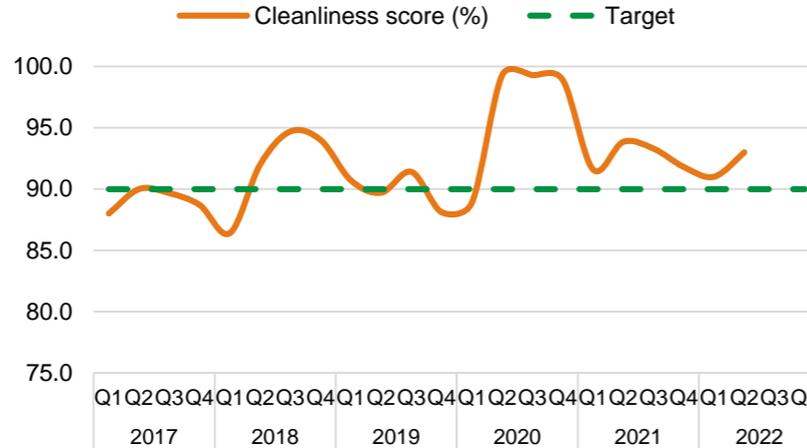
# Appendix: Cleanliness

## Bus cleanliness

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

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

Target: 90.0%



## Streetcar cleanliness

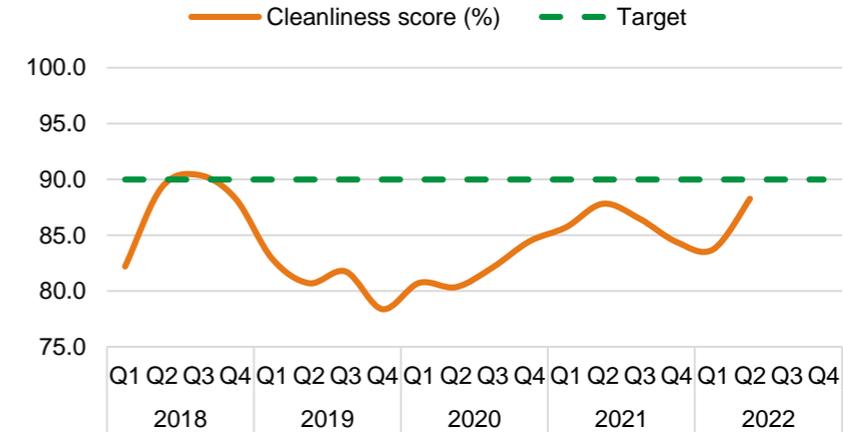
Results of a third-party audit. Average of pre-service, in-service and post-service cleanliness results.

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

Target: 90.0%



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

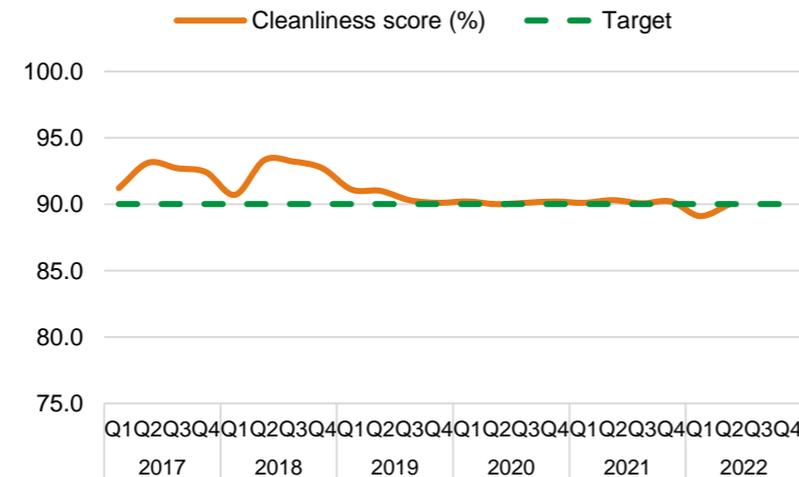


## Subway cleanliness

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

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

Target: 90.0%



## Station cleanliness

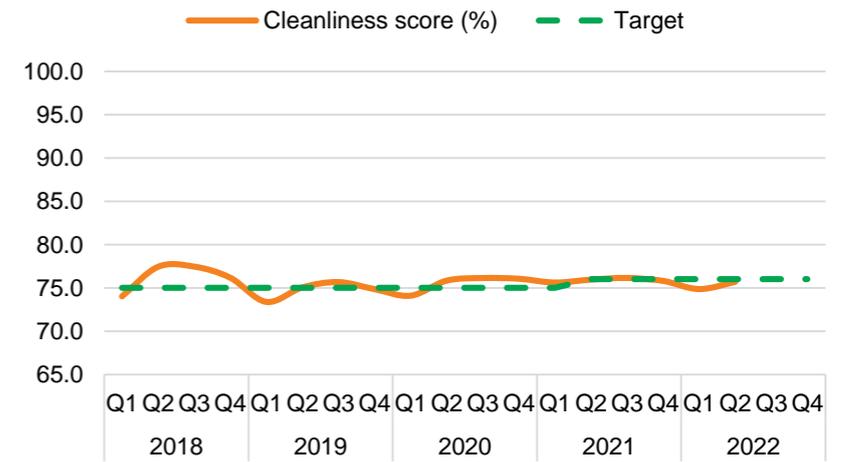
Results of a third-party audit. Average of all 75 stations.

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

Target: 76.0%



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



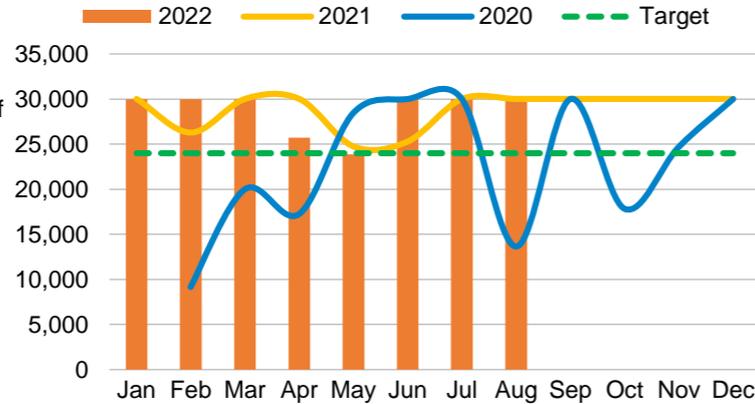


# Appendix: Asset reliability

## eBus mean distance between failures

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

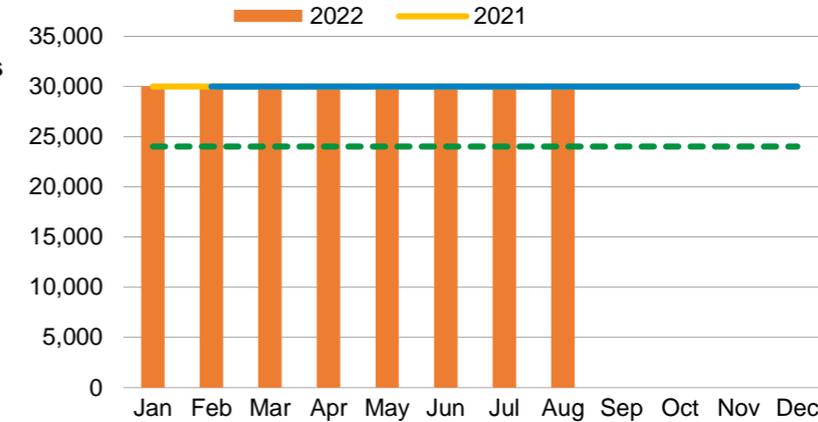
August: 30,000 km  
July: 30,000 km  
August 2021: 30,000 km  
Target: 24,000 km ✓



## Hybrid bus mean distance between failures

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

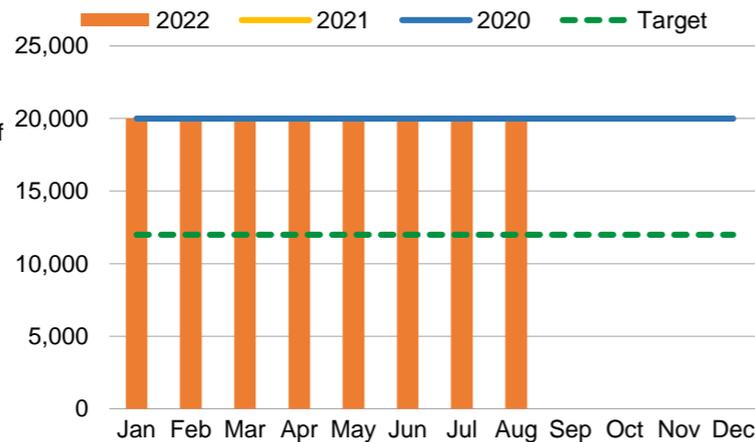
August: 30,000 km  
July: 30,000 km  
August 2021: 30,000 km  
Target: 24,000 km ✓



## Clean-diesel bus mean distance between failures

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

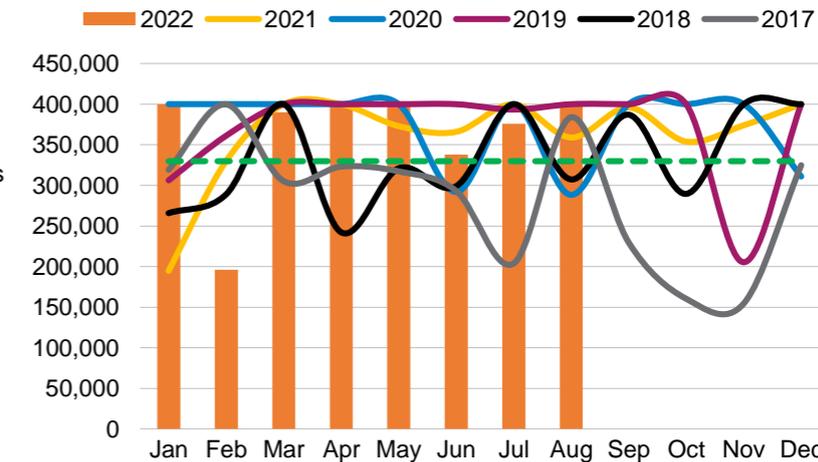
August: 20,000 km  
July: 20,000 km  
August 2021: 20,000 km  
Target: 12,000 km ✓



## T1 train mean distance between failures

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

August: 488,000 km  
July: 376,000 km  
August 2021: 359,000 km  
Target: 330,000 km ✓





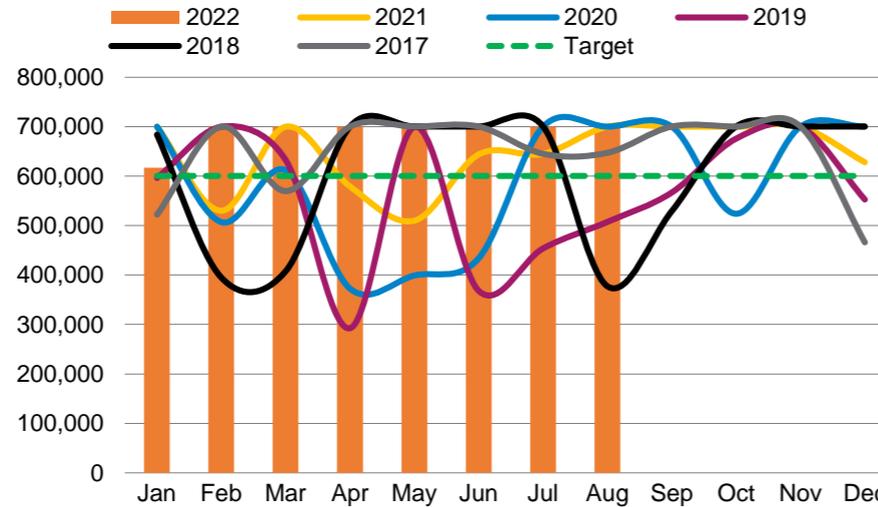
# Appendix: Asset reliability

## 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.

August: 885,000 km  
July: 731,000 km  
August 2021: 777,000 km

Target: 600,000 km

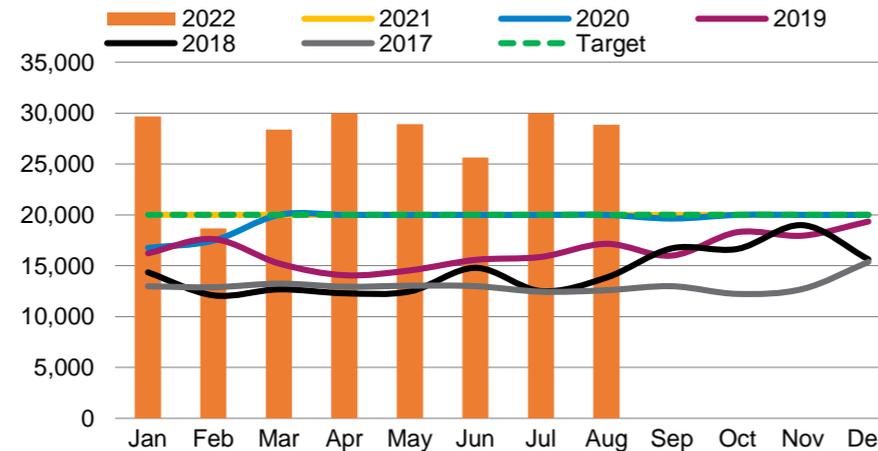


## W-T Mean distance between failures

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

August: 28,866 km  
July: 30,000 km  
August 2021: 20,000 km

Target: 20,000 km





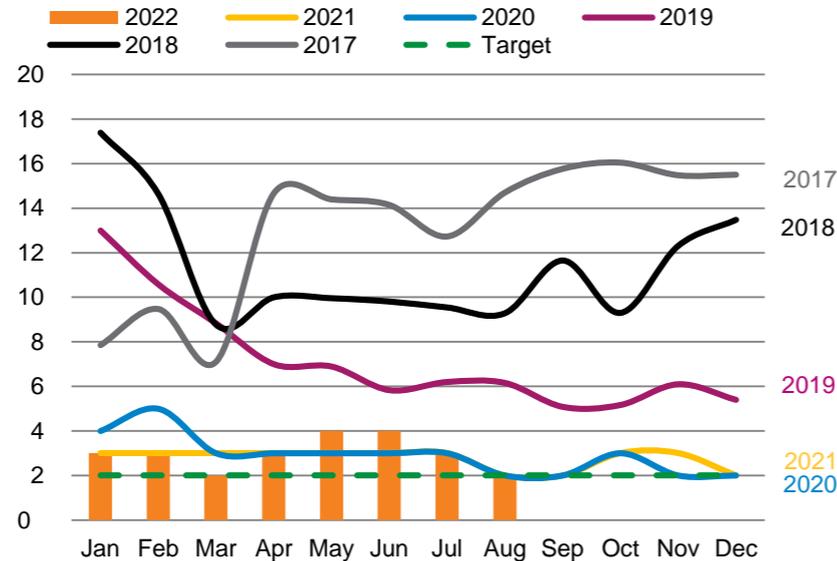
# Appendix: Asset reliability

## Streetcar road calls and change offs

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

August: 2  
July: 3  
August 2021: 2

Target: 2

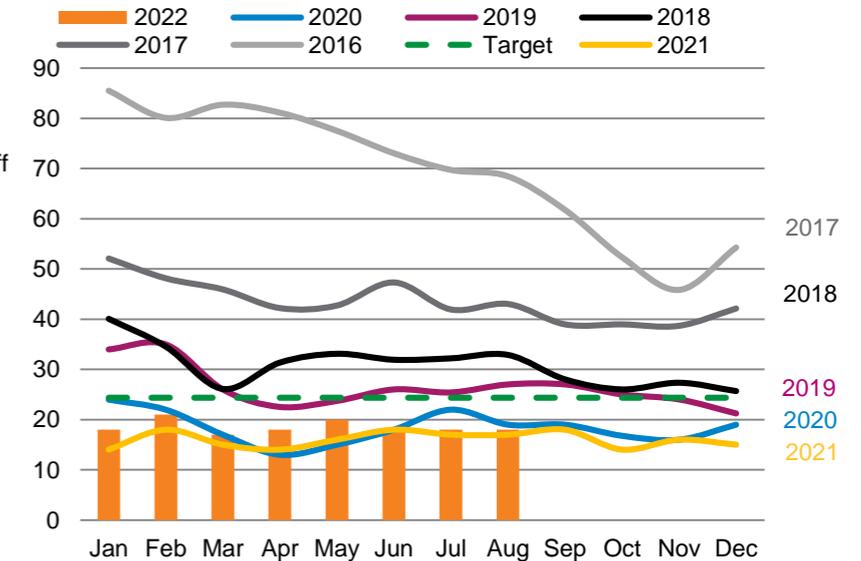


## Bus road calls and change offs

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

August: 18  
July: 18  
August 2021: 17

Target: 24





**Rich Wong**  
Chief Transportation and Vehicles Officer

**Scott Haskill**  
Chief Strategy & Customer Officer (Acting)

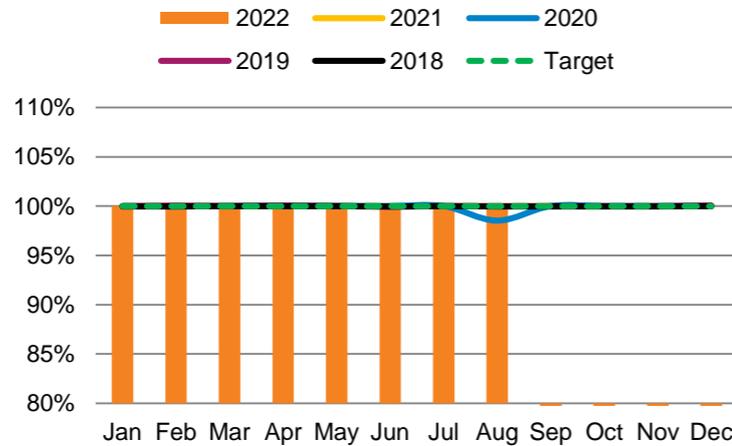
# Appendix: Asset availability

## Subway service availability

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

**August:** 100%  
**July:** 100%  
**August 2021:** 100%

**Target (RW):** 100.0% ✓

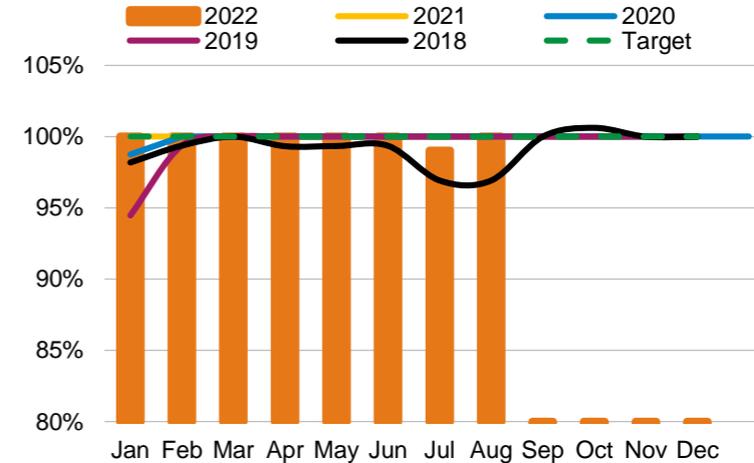


## Streetcar service availability

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

**August:** 100%  
**July:** 99.0%  
**August 2021:** 100%

**Target (RW):** 100.0% ✓

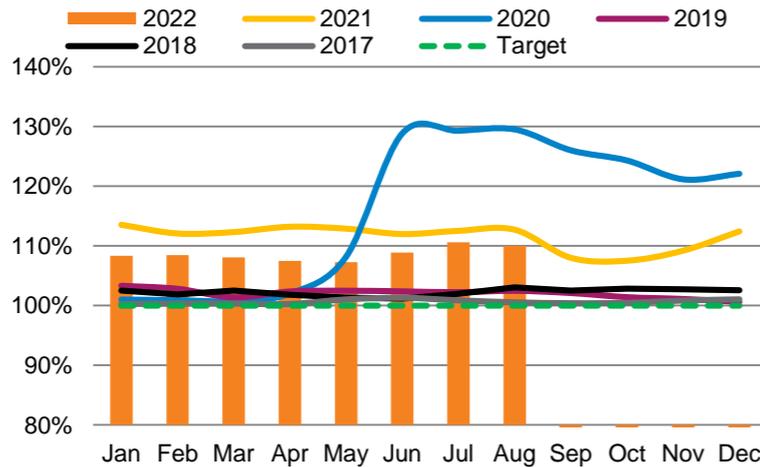


## Bus service availability

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

**August:** 110.0%  
**July:** 110.6%  
**August 2021:** 112.7%

**Target (RW):** 100.0% ✓

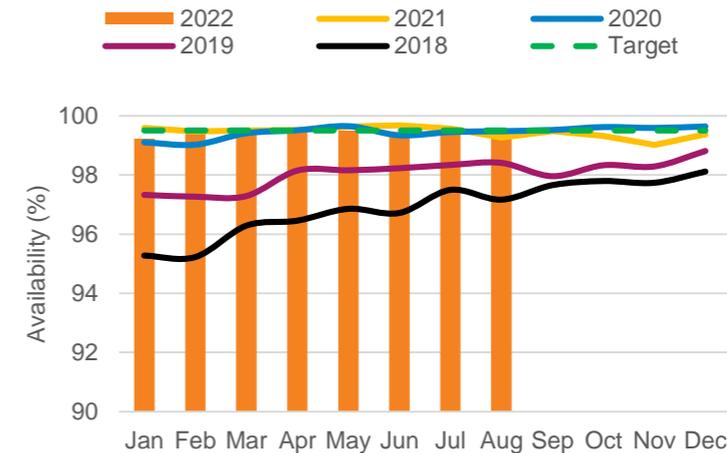


## Fare gate availability

Percentage of fare gates are available for use.

**August:** 99.50%  
**July:** 99.50%  
**August 2021:** 99.27%

**Target (SH):** 99.50% ✓





# Appendix: Asset availability

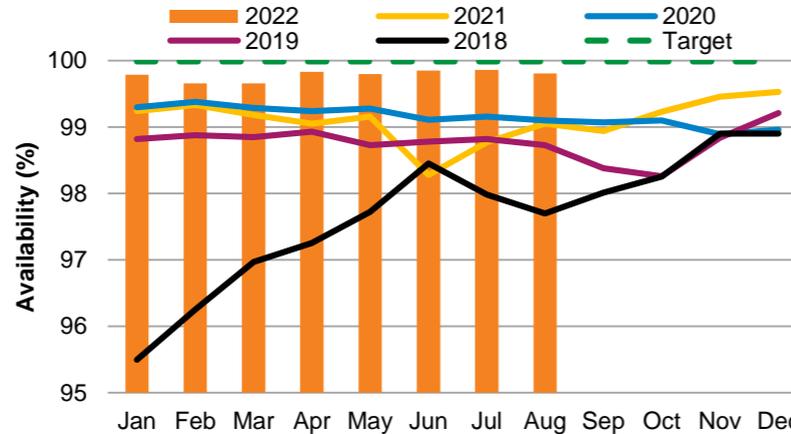
## PRESTO reader

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

**August:** 99.81%  
**July:** 99.86%  
**August 2021:** 99.05%

**Target:** 99.99% ❌

Devices nearing end of life.  
Replacement project started on Wheel-Trans..

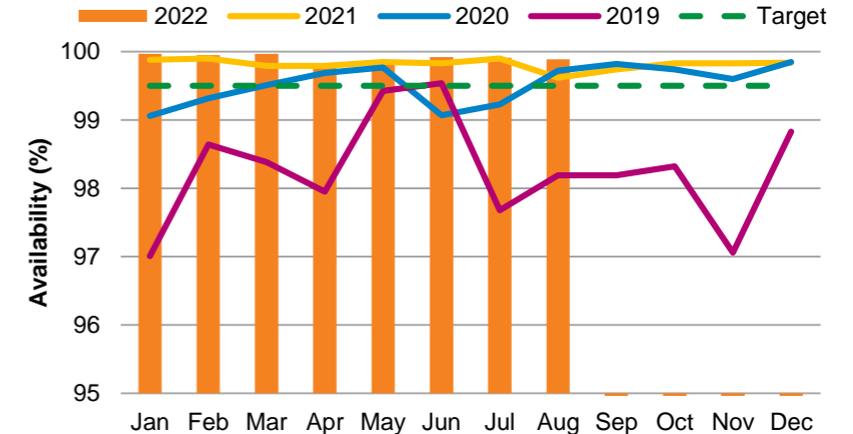


## PRESTO Fares and Transfers Machine (FTM)

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

**August:** 99.89%  
**July:** 99.91%  
**August 2021:** 99.62%

**Target:** 95.00% ✅

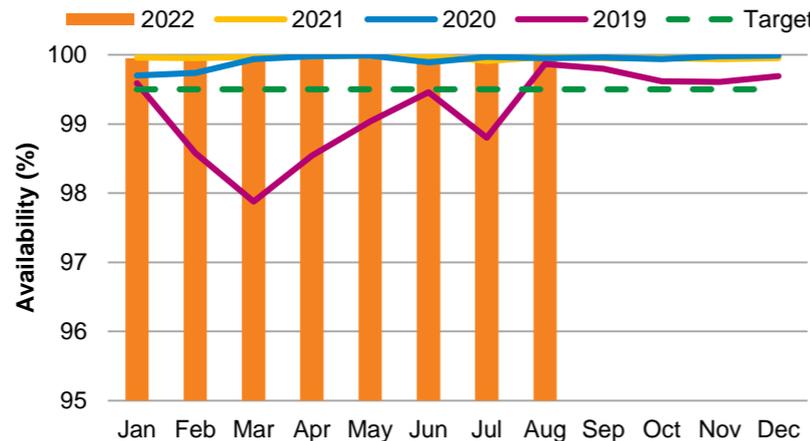


## PRESTO Self-Serve Reload Machine (SSRM)

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.

**August:** 99.94%  
**July:** 99.94%  
**August 2021:** 99.97%

**Target:** 95.00% ✅



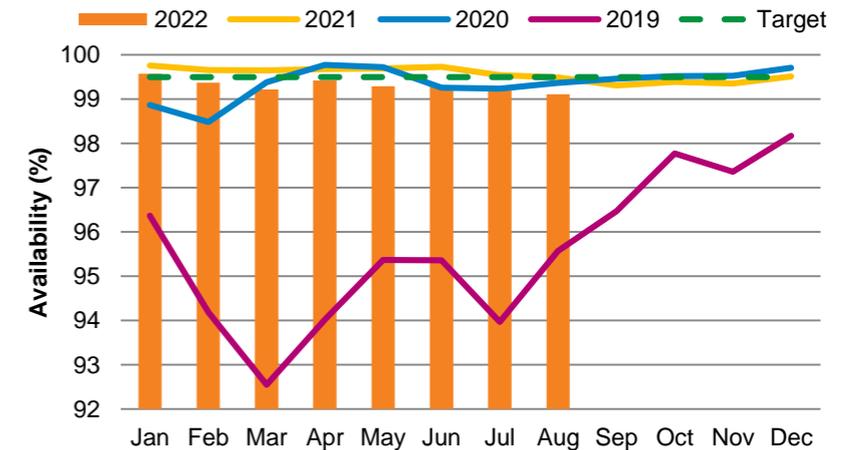
## PRESTO Fare Vending Machine (FVM)

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.

**August:** 99.11%  
**July:** 99.21%  
**August 2021:** 99.49%

**Target:** 99.50% ❌

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





# Appendix 2: Safety

## Regulatory compliance

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

An Interaction refers to a:

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

Type	Interactions/ visits	Requirement orders <sup>1</sup> issued	Non- compliance orders <sup>2</sup> issued	Status
Ministry of Labour, Training and Skills Development	21	3	6 <sup>a</sup>	Compliance achieved
Ministry of the Environment, Conservation and Parks	0	0	0	No orders issued
Technical Standards and Safety Authority	0	0	0	No orders issued
City of Toronto	3	0	1 <sup>b</sup>	Compliance achieved
Toronto Fire Services	30	0	2 <sup>c</sup>	Compliance achieved

<sup>1</sup> Orders issued to provide documentation/information.

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

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

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

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

