# TTC performance scorecard

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Description</th>
<th>Latest Measure</th>
<th>Current</th>
<th>Target</th>
<th>Current Status</th>
<th>Ongoing Trend</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Safety and Security</strong></td>
<td></td>
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<tr>
<td>Lost Time Injuries</td>
<td>Injuries per 100 Employees</td>
<td>June 2018</td>
<td>6.09</td>
<td>4.44*</td>
<td>✗</td>
<td>✗</td>
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<tr>
<td>Customer Injury Incidents</td>
<td>Injury Incidents per 1M Boardings</td>
<td>June 2018</td>
<td>0.81</td>
<td>1.07*</td>
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<tr>
<td>Offences against Customers</td>
<td>Offences per 1M Boardings</td>
<td>June 2018</td>
<td>0.66</td>
<td>1.00</td>
<td>✓</td>
<td>✗</td>
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<tr>
<td>Offences against Staff</td>
<td>Offences per 100 Employees</td>
<td>June 2018</td>
<td>5.08</td>
<td>3.83*</td>
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<tr>
<td><strong>Customer: Ridership</strong></td>
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<td>TTC Ridership</td>
<td>TTC Ridership</td>
<td>June 2018</td>
<td>51.0M</td>
<td>52.5M</td>
<td>✗</td>
<td>✗</td>
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<td></td>
<td>TTC Ridership</td>
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<td>271.6M</td>
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<tr>
<td></td>
<td>PRESTO Ridership</td>
<td>June 2018</td>
<td>13.3M</td>
<td>16.7M</td>
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<td>✓</td>
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<td></td>
<td>PRESTO Ridership</td>
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<td>71.7M</td>
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<td></td>
<td>Wheel-Trans Ridership</td>
<td>June 2018</td>
<td>401K</td>
<td>455K</td>
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<td>✗</td>
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<tr>
<td></td>
<td>Wheel-Trans Ridership</td>
<td>2018 y-t-d to June</td>
<td>2,129K</td>
<td>2,434K</td>
<td>✗</td>
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</table>

Ongoing trend indicators: ✅ Favourable  🔄 Mixed  ✗ Unfavourable  * Represents current 12-month average of actual results
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<tbody>
<tr>
<td><strong>Customer: Satisfaction</strong></td>
<td>Customer Satisfaction score</td>
<td>Q2 2018</td>
<td>77%</td>
<td>82%</td>
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<td><strong>Customer: Environment</strong></td>
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<td>Station Cleanliness</td>
<td>Audit Score</td>
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<td>77.5%</td>
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<td>Streetcar Cleanliness</td>
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<td>Bus Cleanliness</td>
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<td>Subway Cleanliness</td>
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<td>Checkmark</td>
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<td><strong>Customer: Service Performance</strong></td>
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<tr>
<td>Line 1 Yonge-University</td>
<td>Delay Incidents</td>
<td>June 2018</td>
<td>847</td>
<td>448</td>
<td>X</td>
<td>X</td>
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<td></td>
<td>Delay Minutes</td>
<td>June 2018</td>
<td>2,013</td>
<td>913</td>
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<td>Capacity Delivered in Peak</td>
<td>June 2018</td>
<td>91.1%</td>
<td>96%</td>
<td>X</td>
<td>Down trend</td>
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<td>Line 2 Bloor-Danforth</td>
<td>Delay Incidents</td>
<td>June 2018</td>
<td>737</td>
<td>399</td>
<td>X</td>
<td>X</td>
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<td>Delay Minutes</td>
<td>June 2018</td>
<td>1,879</td>
<td>835</td>
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<td>94.7%</td>
<td>96%</td>
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<td>Down trend</td>
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<td>Line 3 Scarborough</td>
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<td>49</td>
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<td>June 2018</td>
<td>94.9%</td>
<td>98%</td>
<td>X</td>
<td>Down trend</td>
<td>36</td>
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Ongoing trend indicators: ✅ Favourable   🔄 Mixed   ❌ Unfavourable

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<table>
<thead>
<tr>
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<th>June 2018</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Line 4 Sheppard</td>
<td>Delay Incidents</td>
<td>June 2018</td>
<td>44</td>
<td>32</td>
<td>✖️</td>
<td>✖️</td>
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<tr>
<td></td>
<td>Delay Minutes</td>
<td>June 2018</td>
<td>65</td>
<td>78</td>
<td>✔️</td>
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<tr>
<td></td>
<td>Capacity Delivered in Peak</td>
<td>June 2018</td>
<td>100%</td>
<td>98%</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>Streetcar</td>
<td>On-Time Departure</td>
<td>June 2018</td>
<td>56.3%</td>
<td>90%</td>
<td>✖️</td>
<td>✔️</td>
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<td></td>
<td>Short Turns</td>
<td>June 2018</td>
<td>2,227</td>
<td>1,592</td>
<td>✖️</td>
<td>✖️</td>
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<td>Bus</td>
<td>On-Time Departure</td>
<td>June 2018</td>
<td>75.7%</td>
<td>90%</td>
<td>✖️</td>
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<td>Short Turns</td>
<td>June 2018</td>
<td>2,804</td>
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<tr>
<td>Wheel-Trans</td>
<td>% Within 10 Minutes of Schedule</td>
<td>June 2018</td>
<td>80.0%</td>
<td>90%</td>
<td>✖️</td>
<td>✖️</td>
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<tr>
<td><strong>Customer: Amount of Service</strong></td>
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<tr>
<td>Streetcar</td>
<td>Weekly Service Hours</td>
<td>May 2018</td>
<td>16.5K</td>
<td>16.7K</td>
<td>✖️</td>
<td>✔️</td>
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<td>Bus</td>
<td>Weekly Service Hours</td>
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<td>145.2K</td>
<td>150.6K</td>
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<td>Weekly Service Hours</td>
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<td>10.7K</td>
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<td>✔️</td>
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<td>Operator Efficiency</td>
<td>Crewing Efficiency</td>
<td>June 2018</td>
<td>86.85%</td>
<td>87.15%</td>
<td>✖️</td>
<td>✖️</td>
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<tr>
<td><strong>People</strong></td>
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<tr>
<td>Employee Absence</td>
<td>Absenteeism Rate</td>
<td>June 2018</td>
<td>7.30%</td>
<td>7.43%*</td>
<td>✔️</td>
<td>✖️</td>
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</tr>
</tbody>
</table>

Ongoing trend indicators: ✔️ Favourable ✔️ Mixed ✖️ Unfavourable

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</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets: Vehicle Reliability</strong></td>
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<td><strong>Subway</strong></td>
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<tr>
<td>T1</td>
<td>Mean Distance Between Failures</td>
<td>June 2018</td>
<td>299,034 km</td>
<td>300,000 km</td>
<td>✗</td>
<td>–</td>
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<tr>
<td>TR</td>
<td>Mean Distance Between Failures</td>
<td>June 2018</td>
<td>831,842 km</td>
<td>600,000 km</td>
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<td><strong>Streetcar</strong></td>
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<td>CLRV</td>
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<tr>
<td>Mean Distance Between Failures</td>
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<td>20,000 km</td>
<td>12,000 km</td>
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<tr>
<td><strong>Wheel-Trans</strong></td>
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<td>Mean Distance Between Failures</td>
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<td>14,795 km</td>
<td>12,000 km</td>
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<tr>
<td><strong>Assets: Equipment Availability</strong></td>
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<td>Elevators</td>
<td>Percent Available</td>
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<td>98.1%</td>
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<tr>
<td>Escalators</td>
<td>Percent Available</td>
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<td>97%</td>
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<tr>
<td>Fare Gates</td>
<td>Percent Available</td>
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<td>96.7%</td>
<td>99.5%</td>
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<td>–</td>
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<tr>
<td>Fare Card Reader</td>
<td>Percent Available</td>
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<td>98.5%</td>
<td>99.9%</td>
<td>✗</td>
<td>✓</td>
<td>65</td>
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</tbody>
</table>

Ongoing trend indicators:  ✓ Favourable  ➔ Mixed  ✗ Unfavourable  

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CEO’s commentary and current issues

Anyone who has taken or been in a Toronto subway station recently, or has read, listened to or watched the news, is by now aware that TTC customers are being treated to a famous Canadian voice. On July 31, we began playing public service announcements recorded by actor Seth Rogen. Rogen generously donated his time and his distinctive voice to a series of light-hearted messages, each lasting approximately 20 seconds, asking TTC riders to be more considerate of their fellow passengers, all in an effort to make taking the TTC a more positive experience for all. From holding subway train doors to feet on seats to backpacks to the proper use of the emergency alarm, the humorous messages acknowledge common courtesy irritants people face each day on public transit.

Last month, we installed gates at the entrance of the Queens Quay streetcar tunnel. Despite mitigation measures such as prominent signage, flashing lights and bollards, 26 vehicles have travelled into and become stuck in the tunnel since 2014, blocking the 509 Harbourfront and 510 Spadina streetcars from entering. Freeing the vehicles is costly and time-consuming, and impacts service.

The gates are fitted with reflective strips and LED lights, and take about three seconds to open with transponders that are being installed on streetcars. We are currently testing and commissioning the gates, and we expect them to be operational later this month.

At the same time, the TTC is working with the City of Toronto Transportation Division and Waterfront Toronto to conduct a full review of the streetcar right-of-way.

On July 24-25, the TTC, City of Toronto and Metrolinx hosted approximately 30 delegates from the American Public Transportation Association for a study mission on Innovative Infrastructure Development and Implementation. The transit executives, consultants and suppliers also visited transit properties in Ottawa, Montreal and Vancouver to learn from the work being done in Canada. The main focus of our presentations on major expansion projects was on governance, funding and financing, innovations and new business processes in project management.

On July 30, Chair Colle joined Mayor John Tory and Councillor Jon Burnside (Ward 26 Don Valley West) at an event to announce that, starting August 26, PRESTO customers will be able to hop on and hop off the TTC for two hours without paying an additional fare. The two-hour, time-based transfer
was approved by this Board at its meeting of November 28, 2017

We are also introducing a number of other new PRESTO fare payment options at the end of August, including a Youth (age 13 – 19) Monthly Pass (equivalent to the current youth Metropass), and Senior and Youth 12 Month Passes (equivalent to the current Senior and Youth Metropass Discount Plan). A Post-Secondary Monthly Pass on PRESTO will be introduced later this fall.

As we reported last month, planned weekend subway closures have resumed, with portions of Line 1 closed each weekend in July. The main purpose of these closures has been to facilitate construction of the Eglinton Crosstown LRT or, most recently, to continue installation of the Automatic Train Control signal system. We maximize the efficiency of subway closures by reviewing the backlog of work in the closure zone and including additional work as appropriate. Typical secondary work includes rail replacement, grouting, signals maintenance, cleaning drains, station painting and, if the closure includes an open cut area, we can also incorporate landscaping.

The Stations team also takes advantage of closures to thoroughly clean platforms, bus bays and entrances. During a closure in July, for example, a hot water pressure washing crew pressure washed the stairs, walls, floor and platform edge markers on southbound platform at Davisville Station.

Throughout the spring and into the summer, we have conducted deep cleaning of our subway trains to ensure that trains are clean after the winter. So far, we have completed 74 of the 82 Toronto Rocket trains, and 51 of the 61 T1s. We expect to complete all trains by the middle of August.

In addition to the automated exterior washing, special power washing was conducted on problem areas such as door openings – see before and after photos, below. We also deep cleaned seat fabric, light diffusers and door thresholds, as well as HVAC return air grills and cab ends.

In July, we started receiving the first of our new Nova buses equipped with USB charging ports to allow our customers to charge their mobile devices during their trip. Each bus has 12, two-port locations for a total of 24 ports throughout the vehicle including in the accessible
seating areas. All new buses arriving after July will have this customer convenience feature.

At the north end of Line 1, the Vaughan Metropolitan Centre Station concourse connection to the York Region’s VIVA BRT terminal on Highway 7 became accessible when the two elevators connecting the station concourse and YRT’s bus platform were put into service earlier in July. Work is ongoing to license two escalators and complete the remaining work by end of August. Once all work is complete, the facility will be handed over to YRT for future operation and maintenance.

Late at night on July 31, Chair Colle joined hundreds of people at the sixth annual midnight Underground Freedom Train Ride commemorating Emancipation Day, which is August 1. The event is presented each year by A Different Booklist bookstore and is symbolic of the role of the Underground Railroad in Canadian history. Celebrations included singing, poetry readings, drum playing and remarks by the African Canadian Heritage Association.

We have reported previously on upcoming service changes, including new Express bus routes that will roll out in September. In October, we are bringing in a change on King Street to provide more reliable service with fewer scheduled short turns. The current 504 King and 514 Cherry routes will be replaced by two branches of the 504 King service: 504A will run from Dundas West Station to the Distillery Loop, and 504B will run between Broadview Station and Dufferin Loop. This allows for service that is more reliable and clearer to promote for customers on the busiest portion of the route between Liberty Village and the Distillery District.

Richard J. Leary
Chief Executive Officer (Acting)
Toronto Transit Commission
Critical Paths

Critical Path 1: Financial Sustainability

The TTC purchases a remarkably wide range of goods and services each year in order to keep our daily fleet of over 1500 buses, 150 streetcars, 100 subway trains and city-wide infrastructure in good repair and ready for service. The annual value of capital and operating purchases exceeds $1 billion. Given the scope and scale, the TTC’s Materials and Procurement function is an integral part of the Corporate Plan commitment to “transform for high efficiency”.

Numerous activities are underway to drive cost savings and procurement effectiveness, in part, by using modern procurement mechanisms that allow the TTC to negotiate pricing and contract terms to help realize the best value for money. The approach has been successfully used as part of recent vehicle, vehicle parts and information technology procurements.

We have boosted our planning and forecasting activities to ensure that inventory is neither out of stock, nor in excess. Our efforts are paying off. For example, we have reduced the number of buses that are out of service due to lack of parts from more than 70 to fewer than 10.

The City Auditor General has contributed to our transformation efforts through audit reports with important recommendations regarding refurbishable parts, warranty management and alternate sourcing.

We are in the midst of constructing a new 550,000-square-foot centralized warehouse that will provide a once-in-a-generation opportunity to rethink how we store and distribute over 35,000 different items. The warehouse is scheduled to open in 2019.

“Social procurement” refers to incorporating social outcomes into the purchasing process, augmenting the usual emphasis on cost efficiency and operational effectiveness. We are collaborating with the City on the development of a social procurement strategy and hope to pilot a few initial procurements during 2019.

An example illustrating the social procurement approach can be seen in the RFP that was done for 2010 Olympics in Vancouver around the provision of flowers for winners. The flowers were produced by a social enterprise training women recently released
from prison because the RFP valued social impact as well as quality, cost, and environmental impact. By including a significant scoring component for social value in the bidding evaluation, a social enterprise capable of competing on other required elements won the competition. Many of the women continued working in the flower industry well beyond the end of the Olympic games.

**Critical Path 2: People**

**Leader Development and Succession Planning Update:**
In line with the corporate objective of developing future leaders at the TTC, the TTC recently hosted a successful week of leadership development from June 3-8 through the Leadership Exchange and Development Program (LEAD). LEAD is a strategic, cross-agency program that seeks to prepare senior managers for future opportunities to be the next generation of executive leaders in the transportation industry. Along with the TTC, transit leaders from New York, Boston, Chicago, New Jersey, Philadelphia and Connecticut participated during the week. This is the second time the TTC hosted LEAD, with the first program in 2016.

In 2018, Human Resources continues to work on identifying critical roles in the organization to establish a succession planning program that identifies pools of potential candidates for key roles to ensure leadership continuity. This approach is critical to retaining and developing knowledge capital for the future.

**Critical Path 3: Growth and Assets**

**Scarborough Subway Extension**
Work continues to progress on all aspects of the design towards Stage Gate 3. At this time, the project will provide initial cost inputs from the TTC team, including detailed costs for the Scarborough Centre Station, tunnelling work, Kennedy Station, systems, property requirements and utilities. The Chief Project Manager is continuing his work with key stakeholders within the TTC and the City to define the activities, approval process and timelines to arrive at the final Class 3 Cost Estimate, Level 3 Project Schedule and associated risk analysis. As requested by City Council, a report is still anticipated to be presented to the Executive Committee, the TTC Board and City Council, which is targeted to be in Q1 2019.

**New Streetcars**
The target for Q3, 2018 is 15 new streetcars in service. As of August 22, 2018, 7 streetcars have been shipped to TTC and 9 have entered service. Of the 204 streetcars ordered, 96 have been shipped and 91 have entered service.

**Recent Progress**
Bombardier continues to provide reporting in the form of “Heat-Mapping” of their manufacturing disciplines which provides TTC with greater visibility of the status for supply chain management, production, methods and quality assurance. The trends generally show improvements from
the last period to present but some issues of concern are still being identified at each site. Bombardier use the data to identify additional mitigation measures as required by each issue.

Bombardier continues to work at reducing and eliminating repeat snags and one-off issues.

Measures are in-place to provide feedback to the production line and correct at source. Statistics are showing improvements but there is still work to be done to eliminate issues on a consistent basis. TTC are monitoring and looking for positive trends that provide confidence the issues are under control.

Cumulative No. of New Streetcars Entered into Service
(Actual vs Original Schedule and Actual vs Latest Schedule)

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*As of August 22, 2018

The approach was initiated at Thunder-Bay and is being rolled-out in Toronto. In addition, the equivalent feedback loop is being included for Bombardier’s other plants in Kingston, La Pocatière and Sahagun, Mexico.

Immediate Next Steps
- Bombardier to update on preparations for production out of their Kingston Plant with the first car due in October. An initial visit by TTC has been held but further understanding on progress against the schedule is requested. Achievement of this objective will add confidence that Bombardier will recover and meet the original commitment for 204 new streetcars by the end of Q4 2019.
- TTC staff received further direction for the final position on negotiation for Liquidated Damages.
- Further work is being undertaken in relation to the supply of additional streetcars.
## Bus Procurements

In accordance with the Green Bus Technology Plan approved by the Board in November 2017, 625 new buses are scheduled for delivery in 2018 and 2019.

### Recent Progress

**Clean Diesels (310 diesels)**

As of August 22, 2018, Nova Bus have delivered a total of 195 buses of the expected 310 buses scheduled for 2018. Production started off slowly, but did ramp up significantly by the end of Q2 and early Q3. Nova is now slightly ahead of their contractual schedule.

New buses being delivered from NOVA are equipped from VISION and are being inspected and fitted with Presto. The newly delivered vehicles once inspected and commissioned are available to enter service. To date, there are over 100 vehicles available for service.

**Hybrids (255 hybrids)**

In accordance with the recent Board decision on June 12, 2018,
TTC will be procuring 200 hybrid electric buses for delivery in 2019. A contract with NOVA for the procurement of these 200 buses has been issued. Along with the recent changes already approved (55 hybrid electric buses to be delivered in 2018), this brings the total number of hybrid electric buses up to 255. The first of this latest generation hybrid electric buses is scheduled for delivery in September 2018.

Electric Buses (60 eBuses)
As of August 16th, 2018, we now have confirmed delivery dates for both New Flyer and BYD buses. Both will begin delivery in Q1 2019. New Flyer will complete delivery of the first 10 buses by end of March 2019, and BYD will complete delivery of its first 10 buses by end of April 2019. Negotiations with Proterra continue and are expected to be concluded by the end of September 2018. Weekly meetings with all three bus OEMs are ongoing to monitor and progress the works on the vehicle stream of this project.

Infrastructure
TTC has been working closely with our utility partner, Toronto Hydro, to implement the required charging infrastructure. Toronto Hydro, released a Request for Proposal (RFP) for the final design and infrastructure works on June 18th. The RFP was to close by August 17th, however this has been extended to August 30th due to delays to the completion of the service agreement between Toronto Hydro and TTC. Selection of the winning bidder is now set for mid-September, and Notice to Proceed in the third week of September.

Electrical and civil work along with the installation of energy storage and charging equipment needs to be complete prior to receiving the buses and so eBus deliveries have been staggered to allow for completion of work at each of the three home garages. The risk that the infrastructure works schedule will slip beyond the delivery dates of the buses at each garage remains, but the risk is highest for Arrow Road Garage.

To mitigate, all bus OEMs have been asked to provide costing for storage of buses and chargers in Toronto. OEMs will be responsible for maintaining the buses and chargers until delivery to TTC property when the infrastructure is complete.

To optimize use of federal Public Transit Infrastructure Fund (PTIF), procurement of (but not installation) a substation and generator are planned for this phase of the works. They will be needed for the first all zero-emissions bus garage, which is likely to be Arrow Garage due to the relative ease of installation.

A garage and shop feasibility study is currently being scoped to prepare for large scale adoption of zero-emission buses, as set out in the Green Bus Technology Plan. This includes the work already underway in partnership with Enbridge Gas on potential conversion of the bus fleet to be fueled by compressed natural gas (CNG) and it includes scoping of garage modifications to allow for
charging of all-electric eBuses. A preliminary feasibility report will be ready by May 2019 in time to refine early (Class 5) estimates for the 2020 - 2029 Capital Budget process.

Immediate Next Steps
TTC Staff will continue working closely with New Flyer, BYD, and Proterra with the aim to finalize designs of bus elements with longer lead items. Staff will also continue to work towards finalizing the contract with Proterra. Configuration decisions for Proterra buses will be made and staff will be attending a pre-production meeting with Proterra in mid-September. For infrastructure works, TTC and Toronto Hydro expect to finalize their agreement by the end of September 2019 following which TTC staff will participate in Toronto Hydro’s RFP process for the evaluation of the proposals.

The stream of work that aims to prepare the organization for this transformational technology is now ramping up with plans set for change management, training, service planning, etc.

<table>
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<th>2018 Wheel-Trans Vehicle Procurement</th>
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<td>vs Cumulative Schedule</td>
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*As of August 22, 2018

Wheel-Trans Procurements
The 69 vehicles scheduled for 2018 will bring the fleet of ProMasters up to 80.

Recent Progress
As of August 22, 2018, a total of 33 ProMasters have been delivered of the expected 69 scheduled for 2018. Creative Carriage missed the Q2 target by six vehicles, however, the production rate is increasing and it is expected that the end of year target is achievable.

Immediate Next Steps
• Discussions are ongoing with Metrolinx to extend the existing contract into 2019 to allow for the procurement of 48 additional ProMasters.

Critical Path 4: Make Taking Public Transit Seamless

Two-hour Transfer Design Sprint
With the introduction of two-hour transfers for PRESTO card customers, the TTC is working with Bridgeable, the customer experience and service design firm that facilitated the development of our Corporate Plan, on a four-week design sprint.

The engagement’s main focus is to develop practical solutions that ensure customers interact with the PRESTO system correctly by better understanding PRESTO card customers’ tapping behaviour. In turn, this will lead to a more seamless journey for customers as they maximize the benefits...
of the two-hour transfer, while simultaneously providing the TTC with more complete travel data for service planning.

The design sprint includes in-field research directly with customers and validation of workable solutions in the field. Subject matter experts and other stakeholders are also involved at an early stage to ensure any concepts can be built into functional solutions.

Design Sprints are a rapid innovation methodology. Our hope is that we can leverage this type of engagement as a tool to enhance the customer experience — and, because sprints actively involve TTC employees, build the TTC’s internal design thinking and innovation capabilities.

**Critical Path 5: Partnerships**

Pattison Outdoor and the TTC continue to partner on the Sketching the Line program, which showcases art created by our customers in our vehicles. Each year, we ask customers to submit sketches as they capture moments in transit. A selection panel of TTC and Pattison employees select the best art submitted and print them to fill unused advertising spaces throughout the system. Sketching the Line has been extremely popular and well received and it has brought a range of compelling artistic voices to transit commuters. We are in the third year of the program and new art will be featured in our vehicles in the near future.

**Cornerstone: Safety**

In early July, the Auditor General released an investigation report titled ‘Raising the Alarm,’ outlining the lack of oversight and compliance related to inspecting, testing and maintaining critical life safety systems across numerous City of Toronto owned and occupied properties. This investigation identified poor/zero contract oversight, billing errors, and most importantly, that the work related to maintaining these life safety systems, such as fire alarms, sprinklers and standpipes, had gone at best case, undocumented, and at worst case, undone, for many years. As a result of the investigation report, the Auditor General requested information on the inspection, testing and maintenance of life safety systems at the TTC.

Life safety systems at more than 150 TTC owned properties are inspected, tested and maintained using internal forces to meet the requirements of the Ontario Fire Code, National Fire Protection Association (NFPA) and Underwriters Laboratories of Canada (ULC). All reports are stored electronically in a centralized database with compliance rates >95%. Oversight and assurance is provided by the Safety and Environment Department, who have carriage of the Corporate Fire Safety Program, which requires monthly reporting to the CEO and TTC Executive. Monthly reports include life safety maintenance, fire code deficiencies and monthly fire inspection status.
Safety and Security

Lost-time Injuries Rate (LTIR)

Results
The LTIR for June 2018 was 6.09 injuries per 100 employees.

Analysis
The 12-month average LTIR to the end of June 2018 was 4.44 injuries per 100 employees. The LTIR for the current period was 37% higher than the 12-month average LTIR. This increase was mainly attributed to the increase in Acute Emotional Event (AEE) and Overexertion injuries in this period.

The 12-month average line shows the movement of the LTIR from 2014 to 2018. An upward trend can be observed over this period.

Action Plan
AEE injuries caused by a sudden and unexpected traumatic event represent the second highest injury type and account for 16% of all lost-time injuries since 2014. For the current period, AEE injuries represent the highest injury type and account for 23% of all lost time injuries.

The TTC Peer Support Program and the Employee and Family Assistance Program provide emotional and psychological support following traumatic incidents. These programs help mitigate the impact of being involved in or witnessing such incidents. In addition, this year, additional mental health support is being provided to employees through an increase in benefits for psychological services.

Musculoskeletal/ergonomic type injuries (i.e. overexertion, reach/bend/twist, repetition) continue to represent the highest injury event type since 2014. The Ergonomic Musculoskeletal Disorder Prevention Program focused on preventing such injuries and resolving ergonomic concerns is currently being implemented, with anticipated completion by the end of 2019.
**Results**
The customer injury incident rate for June 2018 was 0.81 injury incidents per one million vehicle boardings.

**Analysis**
The 12-month average customer injury incident rate to the end of June 2018 was 1.07 injury incidents per one million vehicle boardings. The customer injury incident rate for the current period was 24% lower than the 12-month average rate. This decrease was mainly attributed to the decrease in the station-related subway injury incidents for this period.

**Action Plan**
The 12-month average line shows the movement of the customer injury incident rate from 2014 to 2018. A downward trend in the customer injury incident rate continues to be observed over this period. The reduction in the station related subway injuries can be partly attributed to the reduction in the elevator/escalator injury incidents compared to previous years. Since March 2018, elevator and escalator safety videos have been playing every hour on most TTC Platform Video Screens and Station Information Screens.
Offences Against Customers

Results
Total offences against customers slightly increased in June 2018 to 0.66 offences per one million vehicle boardings. The moving annual rate of offences against customers to June 2018 was 0.65, which is higher than the corresponding moving annual rate of 0.54 to June 2017.

Analysis
Increases were observed in most crime types as compared to the previous month and year-over-year. Other areas of crime remain static and there does not appear to be a pattern in reported incidents.

Action Plan
Transit Enforcement Special Constables will continue to engage with the public as a visible presence across all modes of transit.
Results
Total offences against staff increased in June 2018 to 5.08 offences per 100 employees comparable to the rate of 4.01 for June 2017. The moving annual rate of offences against staff for June 2018 was 3.80, comparable to the moving annual rate of 4.41 to June 2017.

Analysis
The increase in crimes against employees can be explained, partly by the increase in the average number of threat calls that were attended by our Special Constables.

Action Plan
Transit Enforcement Special Constables will continue to provide support to surface personnel via the BUS STOP initiative and to conduct special details and initiatives to assist with ongoing and emerging issues identified by TTC personnel across the system.
Customer: Ridership

**Results**

Ridership in June was at 51.0M, which is 1.5M (2.9%) below the budget of 52.5M and 0.3M (0.6%) below the comparable period in 2017.

The year-to-date ridership was 8.4M (3.0%) below budget and 4.5M (1.6%) below the comparable period in 2017.

**Analysis**

Ridership has flatlined since 2014 due to various factors, including City growth and congestion, changes in customer mobility, and growth in digital ride-hailing services.

Another important factor that has adversely impacted ridership is the ongoing decrease in Metropass sales, which currently generate approximately 45% of total ridership. Specifically, there were 124,000 (-7%) fewer passes sold between January and June 2018, compared with the corresponding months in 2017. Although some of these lost sales have likely been offset by an increase in PRESTO e-purse transactions, the declining Metropass sales continue to have a significant impact on overall ridership trends.

**Action Plan**

To re-establish sustained ridership growth, a new Ridership Growth Strategy is being developed for implementation.

Research is also underway to analyze the changes in monthly Metropass sales and corresponding ridership impact. Results of this analysis will inform future action plans.

**Note:**

The data represented here is accurate. We identified an error in the source used for ridership data in previous CEO Reports for past year’s performance and have provided the correct information here. The incorrect data source was isolated information used only for the CEO Report and not for any other purpose. We are undertaking a review of all data sources used for this report to ensure accuracy.
Results
There were 13.3M customer journeys using the PRESTO Farecard (i.e. e-purse, period pass) in June, which was 3.4M below the budget but up 6.2M (88%), compared to the same time period last year.

Looking at the year-to-date result, ridership was 5.8M (8.1%) below budget but up 33.5M (103%), compared to the same time period last year.

Analysis
The PRESTO component of total TTC ridership continues to grow and the adoption rate is now at 26.0%.

The 2018 PRESTO ridership budget was calendarized in late 2017 and the sharp increase in September 2018 arises from the previously anticipated discontinuation of the sale of legacy monthly passes, tokens and tickets.

Action Plan
The PRESTO adoption rate is expected to accelerate throughout 2018 in conjunction with the phasing-out of legacy fare media and the commensurate uptake of PRESTO-based fare media.

The TTC will continue to work with PRESTO staff on enabling functionality to support the elimination of legacy fare media.

Note: PRESTO ridership is included in TTC ridership totals.
Results
Ridership in June 2018 was 401K, which was 54K (11.9%) below the budget of 455K. In terms of year-over-year growth, June’s ridership of 401K was 13.5K (3.3%) below the ridership of 414K for the comparable period in 2017.

Year-to-date to the end of June 2018, ridership was 305K (12.6%) below budget but 47K (2%) above the comparable period in 2017.

Analysis
For the fourth month in a row, Wheel-Trans average weekly ridership is actually less than the same month in the previous year.

Wheel-Trans continues to experience zero growth compared with the ridership for 2017. We anticipate several factors are contributing to this adjustment in demand and are comfortable attributing much of this to the continued communication to the alternates to door to door specialized transit travel, namely the accessible fixed route options of Bus, Subway and Streetcar. In addition, the change of the service delivery model to create greater efficiencies with each trip resulting in a change in the timing to confirm specific trip times has encouraged customers to seek alternatives to Wheel-Trans.

Action Plan
The purpose of the Wheel-Trans 10 Year Strategy was specifically to support customers to choose the best mode of travel for their trips and communicate the options available to them. We continue to support this switch through offering Travel Training to customers on the conventional system, we have launched a new telephony system to simplify accessing the Reservations contact centre by phone and will implement a new scheduling software in Q4 2018 to further enable the switch and offer customers more choice.

Note:
Wheel-Trans ridership is not included in TTC ridership totals.
Customer: Satisfaction

Results
Just over three-quarters of customers have high perceptions of overall customer satisfaction in Q2’18 (77%); similar perceptions to last quarter (Q1’18: 79%), however, down from a year ago (Q2’17: 82%).

Looking at the monthly scores, we see April 2018 (76%) has significantly lower satisfaction scores compared to April 2017 (83%); May and June 2018 overall customer satisfaction scores, while not significantly lower, were lower than in the same months for 2017.

Pride in the TTC and what it means for Toronto has remained consistent quarter to quarter and year over year (Q2’17: 73%; Q1’18: 69%; Q2’18: 70%). Customers also agree that the TTC is a reliable way to travel around the city of Toronto (Q2’18: 74%) and that it provides them with the flexibility they need to travel around the city (Q2’18: 80%).

Previously, perceptions of value for money has remained consistent quarter to quarter and year over year, with around two-thirds indicating they received excellent/good value for money on their last trip (Q2’17: 63%; Q1’18: 63%), however this quarter we see a significant decrease in this number (Q2’18: 57%).

Analysis
Close to two-fifths (Q2’18: 37%) of customers believe that the TTC has improved over the last two years, similar to last quarter (Q1’18: 40%) and last year (Q2’17: 32%). Those customers who have taken Subway on their last trip perceive significant improvement year over year (Subway Q2’17: 30%; Subway Q2’18: 37%).
Customer: Environment

Station Cleanliness

Results
The Q2 Station Cleanliness Audit delivered an average station score of 77.45%, representing an increase of 3.44% from Q1. This was the first audit which included the new TYSSE Stations which opened in December 2017. This audit saw 47 of 75 stations (63%) meet or exceed the target score of 75%, the highest number and percentage of stations to date. The previous high was 2017 Q4 when 41 of 69 stations (59%) met or exceeded target.

Analysis
The start up of seasonal projects (accelerated relamping, luxalon cleaning, and blitz program) enabled a significant number of stations to improve their audit scores. 59 stations saw an increase in their audit score, with the highest being Lawrence (6.94% increase to 78.33%). Only 10 stations saw their score decrease, with largest decrease being St. Clair West (1.32% drop to 74.97%).

Action Plan
A delay in getting all required temp service persons hired and trained has led to a delay in the Floor Reconditioning program. Q3 should see an increase in activity for this program, where the focus will be on stairs and covings, which are presently the lowest scoring components on the cleanliness audits.
Vehicle Cleanliness - Streetcar

Results
The audit score for streetcar cleanliness for Q2 2018 was 92.9%. This score is an increase from both Q2 2017 and Q1 2018, and is above the target of 90%.

Analysis
Favourable weather conditions throughout the quarter and regularly completed cleaning and washing tasks increased the overall Q2 quarterly cleanliness.

Action Plan
Staff will continue to complete scheduled cleaning and washing tasks and investigate and identify further improvements.
Vehicle Cleanliness - Bus

Results
The bus cleanliness audit score in Q2-2018 was 92% which is above the target of 90%. Q2-2018 results are higher than Q1-2018 and the highest score achieved to date.

Analysis
The performance scores take into account pre-service, in-service and post-service audit results. Q3-2018 results are expected to remain favourable.

Action Plan
Manually cleaning the front and back exteriors was stepped up in Q1 & Q2-2018, and will continue throughout 2018. Opportunities are being reviewed to clean the exterior and interior of buses returning to the Garages in September, to further enhance the customer experience.
Results
The average rating of 93.3% in Q2-2018 is above the target of 90.0%. The Department has recorded a score of greater than 90% in 7 consecutive quarters.

Analysis
Areas of strength in the vehicle cleanliness across all fleets and lines were the ceilings, etching/scratchitti, graffiti/stickers and lightings. In Q4-2017, floors and the exterior cleanliness of our vehicles recorded the lowest scores due to the colder winter inclement weather conditions. Floors and exterior cleanliness again appeared as an area where further improvement can be made in the following quarter where the exterior wash program is ongoing.

Action Plan
On Line 1-YUS, due to construction constraints an exterior focused cleaning program to brush wash the exterior of the entire fleet has been instituted. A similar exterior wash program is in effect for Line 2 fleet also. Currently, the floors are addressed every 14 days during the Floor Wash cycle.

Note:
The target for this measure has been changed to 90% in Q4-2017, a target more reflective of the ongoing level of performance and consistent with the targets for Bus and Streetcar.
Customer: Service performance

**Results**
The number of delay incidents increased by 4.4%, from 811 to 847, from the previous period.

**Analysis**
Passenger delays account for the highest percentage of incidents; 44% of the total. The remaining incidents in all categories were very similar to the prior period. The exception was related to rail vehicles, which saw an increase of 20 incidents more than the last month, up to 64. Over half of these events were related to brake issues.

**Action Plan**
The Rail Cars and Shops Engineering group is reviewing and working on corrective actions associated to the increased brake issues on Toronto Rocket trains. Such incidents do tend to increase due to high ambient temperatures in the summer.

**Note:**
The 2018 target is based on a 40% or more reduction in delay incidents from the 2014 monthly average baseline.
Results
The number of delay minutes increased in June to 2013, an 11% increase over the prior month.

Analysis
Passenger related events continue to be the highest contributing factor to delays; in June over 50% or 1032 minutes were uncontrollable by the TTC. This was a 19% increase from the previous period. Incidents in Period 6 included two personal injuries at track level, one that resulted in a police investigation and murder charges.

For TTC delay minutes, Subway Infrastructure experienced a significant incident caused by a switch failure at Finch Station.

Action Plan
Subway Infrastructure continues to perform root cause analysis on all infrastructure incidents, including the switch failure at Finch Station. This is a process that has resulted in improvements to equipment and maintenance practices.

Note:
The 2018 target is based on a 40% or more reduction in delay minutes from the 2014 monthly average baseline.
Results
The peak capacity delivered on Line 1 continued to show improvement, however it is still off the desired target of 96.

Analysis
Through time studies and train traffic review, it has been confirmed that performance, particularly in the AM peak, is directly related to the schedule of trains leaving the yard. In June, there were a number of days in which Wilson Yard had technical issues and either prevented trains from leaving the yard or greatly increased the amount of time required to leave the yard.

Action Plan
The specific issue that was causing the yard control failures was identified and a work around was created by the Signals Engineering group. For extra assurance, additional resources are now available at the yard in the morning to respond quickly to any event that may occur.

Schedule modifications have been made and will continue to be implemented in the coming months.
Results
The number of delay incidents slightly increased by 2.1% in June, from 722 to 737.

Analysis
All measured items remained stable in comparison to the previous month, there were no significant increases or decreases.

With the exception of the 2014 base year, this was the best Period 6 since this measure was implemented, and 2014 did not include speed control incidents as that system was introduced to Bloor-Danforth in 2015.

Action Plan
TTC is continuing work to reduce speed control incidents, a large contributor to this measure, by managing the causes of such incidents with effective communication and coordination amongst transportation and maintenance groups, as well as by improving maintenance practices for this equipment, for example replacement of antennae cables and software updates.

Note:
The 2018 target is based on a 40% or more reduction in delay incidents from the 2014 monthly average baseline.
Results
The number of delay minutes increased on Line 2 in June to 1879 or by 32.2%.

Analysis
Passenger related incidents increase by nearly double, from 619 to 1208. Disorderly passengers caused 229 minutes of delays and trespassers at track level increased by 327%. In addition, Line 2 had 4 personal injuries at track level that contributed to 316 minutes of delays.

Action Plan
A passenger edge door working group has been formed with internal TTC stakeholders which will review previous recommendations.

Note:
The 2018 target is based on a 40% or more reduction in delay minutes from the 2014 monthly average baseline.
Results
The performance on Line 2 for peak capacity delivered has remained relatively constant for a number of months. This month it dropped minimally to 94.7% and did not reach the target of 96%.

Analysis
Several times this month the Transit Control Centre has had to slow service on this line during AM peaks as a result of delays on Line 1, to prevent overcrowding conditions at interchange stations. This negatively impacts this measure, but is key to maintaining safety in those stations.

Action Plan
Capacity delivered is at, or just under target for the past 5 periods, and other measures of service quality are favourable for this line. Maintaining good staffing levels moving into the summer months will be important to maintaining that trend.

Note:
Capacity delivered is the actual train count divided by the scheduled train count for each hour at sampled locations. Data are based on weekday service from Monday to Friday.
Results
The number incidents decreased to 49 in June from 72 in May and came much closer to the target of 39.2. For delay incidents, this is the best Period 6 since we implemented this measure in 2014.

Analysis
The decrease in incidents observed is related to a reduction in subway infrastructure issues, dropping from 7 to 1. As well passenger issues were only responsible for 8 delays, 65% fewer than the previous month.

Action Plan
Switch issues which impacted McCowan Yard were rectified in June and significantly improved performance.

Note:
The 2018 target is based on a 40% or more reduction in delay incidents from the 2014 monthly average baseline.
**Results**
The number of delay minutes decreased to 300 as compared to 424. This result is much nearer to the target of 231 and if trends continue should be well within reach of this target in the following months.

**Analysis**
The reductions in minutes on Line 3 are collectively related to vehicles and infrastructure events. Vehicle issues fell by 17% and infrastructure was 70% lower with only 23 minutes attributed to the overall count. 71 minutes of the 300 total were the result of one incident involving a train failure.

**Action Plan**
As compared to the previous month, an overall decrease in both incidents and minutes is observed even though there was a single incident that accounted for 71 minutes of delay. After the findings for the failure, a fleet inspection was completed and this failure mode is being monitored.

**Note:**
The 2018 target is based on a 40% or more reduction in delay minutes from the 2014 monthly average baseline.
Results
The peak capacity delivered in the morning and afternoon peak service declined to 94.9%.

Analysis
The event which resulted in 71 minutes of delay occurred during the AM peak, and negatively impacted the overall monthly average as a result. In addition, some staffing challenges resulted in lower than typical service delivery, impacting results as well.

Action Plan
As the fault that was responsible for the major delay of the month was repaired and confirmed not to exist on other trains, the peak performance should be back on track to meet target in the following period.

Note:
Capacity delivered is the actual train count divided by the scheduled train count for each hour at sampled locations. Data are based on weekday service from Monday to Friday.
Results
The number of delay incidents decreased from 54 in May to 44 in June 2018.

Analysis
Line 4 had a more successful month and saw decreases in all categories including Subway Infrastructure and passenger-related incidents.

Action Plan
Minor adjustments are required to meet the target of 32 in the next period. Passenger delays related to medicals and emergency alarms account for nearly 30% of the total incidents. Further customer education may aid in reducing this number.

Note:
The 2018 target is based on a 40% or more reduction in delay incidents from the 2014 monthly average baseline.
Results
The number of delay minutes on Line 4 decreased by 75% to 65 minutes in June and achieved target for the first time this year.

Analysis
Typically, this measure is a combination of a number of factors, however this month the improvement is related directly to Subway Infrastructure, as 110 minutes in switch and signal issues in May were reduced to 0 minutes in June.

Action Plan
Groups continue working to prevent delays, and to respond quickly and clear issues efficiently when delays do occur.

Note:
The 2018 target is based on a 40% or more reduction in delay minutes from the 2014 monthly average baseline.
Results
The capacity delivered on Line 4 in the morning and afternoon peaks was 100% of what was scheduled for the 6th consecutive month in a row.

Analysis
As there were only 65 minutes of delays in June, none of which occurred during peak periods, the line ran exactly to schedule.

Action Plan
Continue working to reduce delay incidents, and limit the impact to service quality when delays do occur.

Note:
Capacity delivered is actual train count divided by the scheduled train count for each hour at sampled locations. Data are based on weekday service from Monday to Friday.
Results
On-Time Performance (OTP) increased slightly over May and was above the June 2017 figures.

Analysis
Despite continued challenges with streetcar fleet availability and major events impacting the downtown core, performance increased slightly over May. Major events included Ride for Heart, Ride to Conquer Cancer, Toronto Challenge 5km Run, and the Rat Race.

Action Plan
A work plan has been presented to TTC Executives regarding upcoming schedule changes to numerous routes leading up to the September Board Period. The Performance Management Group (PMG) has been focusing on improving and sustaining high on time performance for streetcar service. As a part of this group’s work, significant changes to the routing structure of the 504 King service took effect in Week 26 due to City/TTC construction projects; this will continue for the remainder of the summer. These changes have resulted in an improved on-time performance score on the route compared to the previous schedule.
Results
Short turns for the period increased compared to last period but were slightly lower than the same period last year.

Analysis
Short turns were above target levels for June. June has historically been a challenging month for service due to various localized and city wide events impacting the downtown core. This past month, this included major events such as Ride for Heart, Ride to Conquer Cancer, Toronto Challenge 5km Run, and the Rat Race.

Action Plan
It is expected that with the upcoming focus on schedule improvements and the streetcar Performance Management Group (PMG) efforts, the short turn figures will drop to or below our target.
Results
There has been year-over-year improvement in on-time performance for Bus Transportation since 2015. Performance in June improved as compared to the same period last year and remained consistent to May, however did not achieve target.

Analysis
Route performance continues to be closely monitored to assess delays related to Crosstown construction along Eglinton Avenue, ongoing construction projects and street events.

The following schedule changes were implemented in the May Board Period (Effective May 13 to June 23):
- Metrolinx Construction: 25 Don Mills and 185 Don Mills Rocket
- Service Reliability Improvements: 6 Bay, 96 Wilson, 165 Weston Road North, 195 Jane Rocket and 199 Finch Rocket

The following schedule changes were implemented in the June Board Period (Effective June 24 to August 4):
- Service Reliability Improvements: 29 Dufferin, 33 Forest Hill, 51 Leslie and 61 Avenue Rd North.
- Construction Related Changes: Due to construction at Lawrence West and Main Street Stations

Action Plan
The program for monitoring and continuous improvement to schedules to better match observed operating conditions resulted in schedule changes for an additional five routes in June.

Operators’ performance continued to be closely monitored to maximize the effectiveness of schedule improvements.

Since March 2017, 1,482 (including 46 in June) operator interviews have been conducted over schedule adherence irregularities and occurrences continue to decrease as a result of this initiative.

Note:
This KPI measures adherence to scheduled (59 seconds early to 5 minutes late) departure times from end terminals.
Results

Short turns for this period remain below target (favourable) and a decrease from the same period last year.

Analysis

The number of short turns in June decreased to 2,804 as compared to 3,518 in the same period last year, and remained below the quarterly target of 3,057. 52 Lawrence West (11.1%), 32 Eglinton West (10.1%), 34 Eglinton Ave E (5.7%), 60 Steeles West (5.4%) and 89 Weston (4.8%) were the top five routes for short turns.

Short turns were mainly driven by traffic congestion (54.1%), construction (24.1%) and passenger volumes (8.3%).

Action Plan

On-going review and schedule changes to target high incident routes, where increased traffic congestion has resulted in unreliable service and schedules no longer reflect actual operating conditions.

Run-as-Directed (RAD) buses on routes impacted by Metrolinx, City of Toronto and TTC construction.

Note:
Data is based on all seven days of service from Sunday to Saturday.
Results
On-Time Performance (OTP) in June increased by 3.7% from the previous period to 80.0%. OTP performance is lower by 8.1% compared to the same period in 2017.

Analysis
As of July 1st 2018, Wheel-Trans started recording the OTP KPI in accordance with the industry standard of plus/minus 20 minutes of schedule.

Operating within this new target window, and with our continued effort to improve efficiency via an increased passengers per hour, will help us achieve our goal of improving OTP for the remainder of 2018.

Action Plan
We continue to onboard additional resources in the Dispatch and Service Support areas. Once in place, Wheel-Trans will increase focus on On Time Performance service adjustments to improve share rides, move shorter trips onto WT Bus, proactively monitor late trips and reassign vehicles. Further, we continue to look to ways to increase the opportunity and efficiency of same day bookings.
Customer: Amount of service

Streetcar - Weekly Service Hours

Results
In the May 2018 Board Period, 18,572 streetcar weekly hours were budgeted for service while 16,729 streetcar weekly hours were scheduled to operate which represents a -10.96% variance.

Of the 16,729 streetcar weekly hours scheduled to operate, 16,537 streetcar weekly hours were actually delivered which represents a variance of -1.15%.

Analysis
This is a result of the streetcar fleet shortage. Streetcars have been removed from 505 Dundas and 506 Carlton and replaced with bus service.

Action Plan
Staff continue to monitor the Bombardier delivery schedule. Bombardier met their Q1 target.

Data for June unavailable at time of issue
Bus - Weekly Service Hours

![Bus weekly service hours chart]

**Results**

In the May 2018 Board Period, 152,642 bus weekly hours were budgeted for service while 150,564 bus weekly hours were scheduled to operate which represents a -1.36% variance.

Of the 150,564 bus weekly hours scheduled to operate, 147,221 weekly hours were actually delivered which represents a variance of -2.22%.

**Analysis**

The implementation of the 48-hour Employment Standard Act (ESA) limitation diminished workforce availability and resulted in lower crewing efficiency. This change had negative impact to weekly service hours delivered.

**Action Plan**

To accommodate this change, Staff have implemented a number of initiatives to increase workforce availability such as training deferrals, changing crewing methods, and requesting City Council approval for a headcount increase.

Note:

An error has been identified in previous weekly service hour reports that understates the actual service hours delivered. This error has been corrected and all board periods have been updated.

*Data for June unavailable at time of issue*
Subway - Weekly Service Hours

Results
In the May 2018 Board Period, 10,800 subway weekly hours were budgeted for service while 10,884 subway weekly hours were scheduled to operate which represents a 0.78% variance.

Of the 10,884 subway weekly hours scheduled to operate, 10,665 weekly hours were actually delivered which represents a variance of -2.01%.

Analysis
The scheduled and delivered subway weekly hours for May remain on budget.

Action Plan
No action required at this time.

Data for June unavailable at time of issue
Operator Crewing Efficiency

Results
Operator crewing efficiency remained relatively unchanged in the August 5 to September 1, 2018 Board period 86.87%; performance remained below target.

Analysis
The August board for the most part is a carry over of the Summer seasonal service from the July board period. Crewing efficiency increased slightly in the August board, but remains below target. A continuing factor to the lower efficiency is the closure of Roncesvalles Division for track replacement.

Action Plan
We anticipate that efficiencies will not reach targets until Roncesvalles Division reopens and additional street cars are delivered and put into service.

Note:
Crewing efficiency is defined as the ratio of scheduled hours to pay hours.
The absenteeism rate in June 2018 increased to 7.30% from 6.74% in May.

Analysis
The absenteeism rate for May decreased .13% from the 12 month average, from 7.43% to 7.30%. Although the ongoing trend is unfavourable, efforts are in place to reduce these levels further.

Action Plan
Staff continue to manage absence with a focus on reducing the number of complex absence cases and the duration of these absences. Through data analytics, focus will be placed on determining the root cause of absence and the increasing absence rate for the TTC. Opportunities to continue efforts in management of absences will be sought through ongoing collective bargaining, and staff is monitoring the anticipated impacts of Bill 148 on the organization’s attendance levels.

At the Group Level, in the Service Delivery Group, an attendance management project team was established in 2017 to focus on employees with concerning absence levels.
Fitness For Duty Update

Total number of employees who were non-compliant or refused to test under the random program: 54
Data is from May 8, 2017 to July 17, 2018.

<table>
<thead>
<tr>
<th>Test Category</th>
<th>2018</th>
<th>2017</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliant Tests</td>
<td>1406</td>
<td>1651</td>
<td>3057</td>
<td>98.3%</td>
</tr>
<tr>
<td>Non-Compliant (drug, alcohol, refusal)</td>
<td>22</td>
<td>32</td>
<td>54</td>
<td>1.7%</td>
</tr>
<tr>
<td>Total</td>
<td>1428</td>
<td>1683</td>
<td>3111</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Test Category</th>
<th>2018</th>
<th>2017</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliant Tests</td>
<td>1157</td>
<td>1381</td>
<td>2538</td>
<td>98.0%</td>
</tr>
<tr>
<td>Non-Compliant (drug, alcohol, refusal)</td>
<td>22</td>
<td>29</td>
<td>51</td>
<td>2.0%</td>
</tr>
<tr>
<td>Total</td>
<td>1179</td>
<td>1410</td>
<td>2589</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

* Currently 23 drug results have yet to be reported as they are still at the lab undergoing analysis or have been cancelled.
## Fitness For Duty Update

Total number of employees who were non-compliant or refused to test under the random program: 54

Data is from May 8, 2017 to July 17, 2018.

### Random Testing Summary – Staff (non-unionized) Employees

<table>
<thead>
<tr>
<th>Test Category</th>
<th>2018</th>
<th>2017</th>
<th>Total*</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliant</td>
<td>249</td>
<td>270</td>
<td>519</td>
<td>99.4%</td>
</tr>
<tr>
<td>Non-Compliant (drug, alcohol, refusal)</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>0.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>249</strong></td>
<td><strong>273</strong></td>
<td><strong>522</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

* Currently 6 drug results have yet to be reported and are either at the lab undergoing analysis or have been cancelled.

### Non-Compliance by Substance

<table>
<thead>
<tr>
<th>Substance Type</th>
<th>2018</th>
<th>2017</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oxycodone</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1.9%</td>
</tr>
<tr>
<td>Opiates</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>3.8%</td>
</tr>
<tr>
<td>Marijuana</td>
<td>15</td>
<td>15</td>
<td>30</td>
<td>56.6%</td>
</tr>
<tr>
<td>Cocaine</td>
<td>6</td>
<td>6</td>
<td>12</td>
<td>22.6%</td>
</tr>
<tr>
<td>Amphetamines</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>3.8%</td>
</tr>
<tr>
<td>Alcohol</td>
<td>1</td>
<td>5</td>
<td>6</td>
<td>11.3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>23</strong></td>
<td><strong>30</strong></td>
<td><strong>53</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

This chart is updated quarterly. This information is up to date as of July, 2018. Next update will be October, 2018.

* Multiple results have come back positive for two substances.
### Non-Compliance Breakdown

<table>
<thead>
<tr>
<th>Category</th>
<th>2018</th>
<th>2017</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drug</td>
<td>20</td>
<td>24</td>
<td>44</td>
<td>81.5%</td>
</tr>
<tr>
<td>Alcohol</td>
<td>1</td>
<td>5</td>
<td>6</td>
<td>11.1%</td>
</tr>
<tr>
<td>Refusals</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>7.4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>22</td>
<td>32</td>
<td>54</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

### Other Policy Violations

<table>
<thead>
<tr>
<th>Category</th>
<th>2018</th>
<th>2017</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alcohol non-compliant for 0.02 - 0.039</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Safety sensitive flags</td>
<td>3</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4</td>
<td>5</td>
<td>9</td>
</tr>
</tbody>
</table>
Assets

**Assets: Vehicle reliability**

**Subway**

**T1 Train: Mean Distance Between Failures (MDBF)**

**Results**

The MDBF in June is 299,034 kilometres.

**Analysis**

In June, there were twelve delay incidents. The top offending system was the Passenger Doors system with ten delay incidents greater than or equal to five minutes. This was followed by the Compressed Air and Alt Current systems each with one delay incident.

**Action Plan**

The ten Passenger Doors system related failures were a result of faulty four Door Lock Assemblies, two Door Rollers, a Door Control Relay Panel, Door Cylinder, Open Mag Valve, and a Delecto Strip. A program implemented in 2018 to install remanufactured door lock assemblies which include upgraded door close switches would restore reliability to the Passenger Door System. All door related issues have since been rectified and tested OK. The T1 Door pocket guides overhaul program was completed in 2017 which has resulted in a reduction in Passenger Door related incidents due to this failure mode.

In addition to this, Master Controller Brake upgrades were completed in 2017-Q1. Benefits from both the Door Pocket guides and Master Controller overhauls have been observed and performance will be monitored in the following periods. The Rail Vehicle Engineering group has developed a solution to increase the reliability of the Friction Brake Electronic Control Units and is being implemented.
Results
The MDBF in June is 831,842 kilometres.

Analysis
In June there were six delay incidents. The top offending system was the Propulsion Invertor system with two delay incidents greater than or equal to five minutes. This was followed by the Brakes, Body, Passenger Doors, and Truck systems each with one delay incident.

Action Plan
The Propulsion Invertor incidents were a result of an out of adjusted micro switch on the Line Breaker Contactor and a faulty DC sensor link. The micro switch has since been adjusted and tested ok. The DC switch has been repaired and replaced and tested ok.

In addition to this, the passenger door system has received numerous modifications to the control units; fleet retrofits of the new modifications are in progress. The Carhouse and RAMS technical staff are closely monitoring door failures while ECD along with Transit Control are working towards ensuring that the incident recovery times are returned to average levels (below the five minute threshold).

The brake system continues to receive numerous modifications/improvements to the electronic controls; fleet retrofits of the new modifications and validation testing of the proposed upgrades are in progress, with anticipated improvements in future periods.
**Results**

The MDBF of the CLRV Fleet for May was 3,258 kilometres.

This was a decrease of 590 kilometres from the same period last year, June 2017, and 887 kilometers from the prior month, May 2018. The MDBF remains below the target of 6,000 kilometres.

**Analysis**

The decrease in vehicle reliability is due to an increase in the number of propulsion related failures which occurred in the month of June. There were also a high number of failures due to isolated days of rainfall.

**Action Plan**

Staff is reviewing the recent increase in propulsion related issues.

Existing maintenance and fleet management plans which include the SOGR programs and selective decommissioning of poor performing vehicles will continue.
Results
The MDBF of the ALRV Fleet for June was 2,766 kilometres.

The reliability increased by 117 kilometres from June 2017, and 110 km when compared to the previous period of May 2018.

The MDBF still remains below the target of 6,000 kilometres.

Analysis
Vehicle reliability is stabilizing due to the focus of maintenance initiatives. Warm and dry weather conditions also contributed to the increase in vehicle reliability from May to June 2018, however. The inherent electrical problems and age of the fleet however continue to result in the MDBF being below target.

Action Plan
Staff will continue to focus on State of Good Repair programs to stabilize the reliability of the fleet.
Results
The MBDF for the LFLRV Fleet in June was 16,741 kilometres.

This is an increase of 6,160 kilometres when compared to June 2017 and a decrease of 1097 kilometres compared to the previous month of May 2018.

Although the overall LFLRV MDBF remains below the 35,000 kilometre target, the 12 month moving annual trend continues to be positive.

Analysis
Doors remain to be the highest cause of failures affecting reliability on the LFLRV fleet. Overall, reliability however has been increasing as technical issues are being resolved on other systems.

Action Plan
Staff continues to work with Bombardier and its suppliers to resolve technical and design issues on the vehicles.
Results
The target for the maximum number of Road Calls & Change Offs (RCCOs) is 1.5% of peak daily service. In June, 6.0% (or 9.8 vehicles) of the peak daily service resulted in a RCCO. This was an increase of 0.5% (or 1.1 vehicles) from the previous month.

Analysis
The increase in streetcar change offs in June was a result of the high the number of propulsion failures on the legacy vehicles. Continuation of various maintenance and fleet management initiatives, which include the State of Good Repair maintenance programs, decommissioning of worst performers in the ALRV and CLRV fleets, and the addition of new LFLRV will decrease the number failures.

Action Plan
Staff will continue with existing maintenance and fleet management plans to improve overall fleet reliability.

Staff will also look to identify specific causes of the propulsion issues, including replacing problem components with reliable ones sourced off decommissioned vehicles. In turn, this will help to reduce the number of RCCO which impact customer journeys.
Results
The June 2018 (MDBF) of 20,000 kilometres has exceeded the target of 12,000 kilometres, and is well above the June 2017 average of 17,511 kilometres.

Analysis
375 of the 482 Orion VII 201 Series diesel bus fleet has been removed from service. The remaining 107 buses will be removed by the end of 2018. 20 of the poorest performing Orion VII Hybrid NG buses, that experienced traction motor failures, have also been decommissioned. A favourable MDBF score is expected to remain throughout 2018. The new Nova LFS40 fleet is experiencing coolant leaks and coolant sensor failures.

Action Plan
Ongoing 2018 Scheduled Maintenance Programs:
1) Heating Systems – Orion VII 1274CD completed at Queensway Garage, Mount Dennis Garage is ongoing.
2) State of Good Repair – Ongoing at all locations.
3) Roof Repair – All Orion VII buses to address water egress caused by environmental/sun damage to roof and antenna seals.
4) Coolant System – Arrow Road Garage starting July 2018 on the Nova LFS40 bus series.
# Results

The average number of change offs in June 2018 was 31 per day. This is a decrease from May 2018 where the average number of change offs per day was 33. Incremental improvement can be seen over the period 2014 to 2018, resulting in a higher level of equipment availability.

# Analysis

With peak revenue service at 1495 buses per day, including Run As Directed buses (RADS) in June 2018, the average number of change offs per day equates to 2.07% of service. Coolant issues on the Nova LFS40 fleet continue to contribute to the highest number of RCCO’s in June.

# Action Plan

Bus Maintenance continues to analyze all RCCO’s to address fleet specific issues. The Nova LFS40 Coolant Scheduled Maintenance Program (SMP) is expected to start in July 2018 at Arrow Road Garage to address the spike in coolant related issues.
Results
The June 2018 MDBF of 14,795 kilometres is the highest score recorded to date, above target and above May 2018 results of 12,476 kilometers.

Analysis
39 new RAM ProMaster buses have been delivered as of the end of June 2018. Additional service requests are affecting the garages’ ability to hold buses to complete SOGR’s. Maintaining above target results for MDBF is expected throughout 2018.

Action Plan
The air conditioning preventative maintenance program and the delivery of 39 new ProMaster buses contributed to the favourable results. Additional service requests in 2018 delayed the decommissioning of the Friendly bus fleet. A body & paint overhaul program was initiated to extend the life of the Friendly fleet and 12 of the 30 buses scheduled for overhaul in 2018 are completed.
Assets: Equipment availability

Elevators

**Results**
Performance in June was above target, increasing to 98.1%.

**Analysis**
Elevator maintenance was completed as planned and scheduled.

**Action Plan**
Continue performing preventative maintenance to meet reliability and availability targets.
Results
Performance in June was above target, increasing to 97.1%

Analysis
Escalator maintenance was completed as planned and scheduled.

Action Plan
Continue performing preventative maintenance to meet reliability and availability targets.
Fare Gate Availability

Results
Faregate availability decreased marginally to 96.72% in June 2018 remaining below target of 99.5%

Analysis
This dip reflects the ongoing hardware and software issues with the faregates. With the current modification programs in place, we expect performance to steadily improve throughout 2018.

Action Plan
We continue to work with S&B to address ongoing hardware and software issues. A number of plans have been developed and are currently being implemented, including replacing the computers inside the gates, the continued replacement of gate motors with a modified version and software patches. These plans address issues such as: ghosting, tap/no entry, breakthroughs, and motor failures. We have additional software updates scheduled in 2018 which will add functionality and provide fixes to known problems and improve gate availability.
**PRESTO Card Reader Availability**

**Results**
PRESTO card reader availability averaged 98.5% during June – an improvement of 0.8 percentage points over May.

**Analysis**
A software enhancement was applied to PRESTO card readers on May 11 to improve availability. The impact of the enhancement is under review. Any outstanding deficiencies will be addressed with PRESTO.

**Action Plan**
Assess the full impact of the recent enhancement to determine next steps. PRESTO staff has also increased the level of maintenance support for card readers in the offline state.
For further information on TTC performance, projects and service, please see www.ttc.ca