### TTC performance scorecard

#### Safety and Security

<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>Lost Time Injuries</td>
<td>Injuries per 100 Employees</td>
<td>July 2018</td>
<td>5.05</td>
<td>4.49*</td>
<td>✗</td>
<td>✗</td>
<td>15</td>
</tr>
<tr>
<td>Customer Injury Incidents</td>
<td>Injury Incidents per 1M Boardings</td>
<td>July 2018</td>
<td>0.93</td>
<td>1.02*</td>
<td>✓</td>
<td>✓</td>
<td>17</td>
</tr>
<tr>
<td>Offences against Customers</td>
<td>Offences per 1M Boardings</td>
<td>July 2018</td>
<td>0.67</td>
<td>1.00</td>
<td>✓</td>
<td>✗</td>
<td>17</td>
</tr>
<tr>
<td>Offences against Staff</td>
<td>Offences per 100 Employees</td>
<td>July 2018</td>
<td>3.76</td>
<td>3.88*</td>
<td>✓</td>
<td>✗</td>
<td>18</td>
</tr>
</tbody>
</table>

#### Customer: Ridership

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Description</th>
<th>Latest Measure</th>
<th>Current</th>
<th>Target</th>
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<th>Ongoing Trend</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>TTC Ridership</td>
<td></td>
<td>July 2018</td>
<td>39.1M</td>
<td>40.7M</td>
<td>✗</td>
<td>✗</td>
<td>19</td>
</tr>
<tr>
<td>TTC Ridership</td>
<td>2018 y-t-d to July</td>
<td>310.7M</td>
<td>320.7M</td>
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<tr>
<td>PRESTO Ridership</td>
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<td>July 2018</td>
<td>11.0M</td>
<td>13.7M</td>
<td>✗</td>
<td>✓</td>
<td>20</td>
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<tr>
<td>PRESTO Ridership</td>
<td>2018 y-t-d to July</td>
<td>76.9M</td>
<td>85.4M</td>
<td></td>
<td></td>
<td>NA</td>
<td>20</td>
</tr>
<tr>
<td>Wheel-Trans Ridership</td>
<td></td>
<td>July 2018</td>
<td>328K</td>
<td>368K</td>
<td>✗</td>
<td>✓</td>
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</tr>
<tr>
<td>Wheel-Trans Ridership</td>
<td>2018 y-t-d to July</td>
<td>2,456K</td>
<td>2,803K</td>
<td></td>
<td></td>
<td>NA</td>
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</tbody>
</table>

Ongoing trend indicators: ✓ Favourable ➣ Mixed ✗ Unfavourable

* Represents current 12-month average of actual results
<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>Customer: Satisfaction</strong></td>
<td>Customer Satisfaction score</td>
<td>Q2 2018</td>
<td>77%</td>
<td>82%</td>
<td>✗</td>
<td>✓</td>
<td>22</td>
</tr>
<tr>
<td><strong>Customer: Environment</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Station Cleanliness Audit Score</td>
<td>Q2 2018</td>
<td>77.5%</td>
<td>75%</td>
<td>✓</td>
<td>✓</td>
<td>23</td>
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</tr>
<tr>
<td>Streetcar Cleanliness Audit Score</td>
<td>Q2 2018</td>
<td>92.8%</td>
<td>90%</td>
<td>✓</td>
<td>✓</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Bus Cleanliness Audit Score</td>
<td>Q2 2018</td>
<td>92.0%</td>
<td>90%</td>
<td>✓</td>
<td>✓</td>
<td>25</td>
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<tr>
<td>Subway Cleanliness Audit Score</td>
<td>Q2 2018</td>
<td>93.3%</td>
<td>90%</td>
<td>✓</td>
<td>✓</td>
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</tr>
<tr>
<td><strong>Customer: Service Performance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subway</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Line 1 Yonge-University</td>
<td>Delay Incidents</td>
<td>July 2018</td>
<td>974</td>
<td>448</td>
<td>✗</td>
<td>✗</td>
<td>27</td>
</tr>
<tr>
<td>Delay Minutes</td>
<td>July 2018</td>
<td>2,373</td>
<td>913</td>
<td>✗</td>
<td>✗</td>
<td>28</td>
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</tr>
<tr>
<td>Capacity Delivered in Peak</td>
<td>July 2018</td>
<td>90.4%</td>
<td>96%</td>
<td>✗</td>
<td>-</td>
<td>29</td>
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<tr>
<td>Line 2 Bloor-Danforth</td>
<td>Delay Incidents</td>
<td>July 2018</td>
<td>710</td>
<td>399</td>
<td>✗</td>
<td>✗</td>
<td>30</td>
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<tr>
<td>Delay Minutes</td>
<td>July 2018</td>
<td>1,517</td>
<td>835</td>
<td>✗</td>
<td>✗</td>
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<tr>
<td>Capacity Delivered in Peak</td>
<td>July 2018</td>
<td>95.1%</td>
<td>96%</td>
<td>✗</td>
<td>-</td>
<td>32</td>
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<tr>
<td>Line 3 Scarborough</td>
<td>Delay Incidents</td>
<td>July 2018</td>
<td>81</td>
<td>39</td>
<td>✗</td>
<td>✗</td>
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<td>Delay Minutes</td>
<td>July 2018</td>
<td>301</td>
<td>232</td>
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<td>✗</td>
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<tr>
<td>Capacity Delivered in Peak</td>
<td>July 2018</td>
<td>94.1%</td>
<td>98%</td>
<td>✗</td>
<td>✗</td>
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</table>

Ongoing trend indicators: ✗ Favourable ⇣ Mixed ✗ Unfavourable * Represents current 12-month average of actual results
<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Description</th>
<th>June 2018</th>
<th>Current</th>
<th>Target</th>
<th>Current Status</th>
<th>Ongoing Trend</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Line 4 Sheppard</td>
<td>Delay Incidents</td>
<td>July 2018</td>
<td>47</td>
<td>32</td>
<td>❌</td>
<td>❌</td>
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</tr>
<tr>
<td></td>
<td>Delay Minutes</td>
<td>July 2018</td>
<td>92</td>
<td>78</td>
<td>❌</td>
<td>❌</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>Capacity Delivered in Peak</td>
<td>July 2018</td>
<td>100%</td>
<td>98%</td>
<td>✔️</td>
<td>✔️</td>
<td>38</td>
</tr>
<tr>
<td>Streetcar</td>
<td>On-Time Departure</td>
<td>July 2018</td>
<td>57.7%</td>
<td>90%</td>
<td>❌</td>
<td>✔️</td>
<td>39</td>
</tr>
<tr>
<td></td>
<td>Short Turns</td>
<td>July 2018</td>
<td>1,695</td>
<td>1,272</td>
<td>❌</td>
<td>✔️</td>
<td>40</td>
</tr>
<tr>
<td>Bus</td>
<td>On-Time Departure</td>
<td>July 2018</td>
<td>75.5%</td>
<td>90%</td>
<td>❌</td>
<td>✔️</td>
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<tr>
<td></td>
<td>Short Turns</td>
<td>July 2018</td>
<td>1,499</td>
<td>2,091</td>
<td>✔️</td>
<td>✔️</td>
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</tr>
<tr>
<td>Wheel-Trans</td>
<td>% Within 10 Minutes of Schedule</td>
<td>July 2018</td>
<td>92.4%</td>
<td>90%</td>
<td>✔️</td>
<td>✔️</td>
<td>43</td>
</tr>
<tr>
<td><strong>Customer: Amount of Service</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Streetcar</td>
<td>Weekly Service Hours</td>
<td>June 2018</td>
<td>17.6K</td>
<td>18.0K</td>
<td>❌</td>
<td>✔️</td>
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<tr>
<td>Bus</td>
<td>Weekly Service Hours</td>
<td>May 2018</td>
<td>147.2K</td>
<td>150.6K</td>
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<tr>
<td>Subway</td>
<td>Weekly Service Hours</td>
<td>June 2018</td>
<td>10.4K</td>
<td>10.8K</td>
<td>❌</td>
<td>✔️</td>
<td>46</td>
</tr>
<tr>
<td>Operator Efficiency</td>
<td>Crewing Efficiency</td>
<td>July 2018</td>
<td>86.85%</td>
<td>87.15%</td>
<td>❌</td>
<td>❌</td>
<td>47</td>
</tr>
<tr>
<td><strong>People</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Absence</td>
<td>Absenteeism Rate</td>
<td>July 2018</td>
<td>7.72%</td>
<td>7.44%*</td>
<td>❌</td>
<td>❌</td>
<td>48</td>
</tr>
</tbody>
</table>

Ongoing trend indicators: ✔️ Favourable  ➥ Mixed  ❌ Unfavourable  * Represents current 12-month average of actual results
## Assets: Vehicle Reliability

### Subway

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Description</th>
<th>Latest Measure</th>
<th>Current</th>
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<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>T1</td>
<td>Mean Distance Between Failures</td>
<td>August 2018</td>
<td>307,371 km</td>
<td>300,000 km</td>
<td>✓</td>
<td>–</td>
<td>52</td>
</tr>
<tr>
<td>TR</td>
<td>Mean Distance Between Failures</td>
<td>August 2018</td>
<td>376,914 km</td>
<td>600,000 km</td>
<td>–</td>
<td>✓</td>
<td>53</td>
</tr>
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</table>

### Streetcar

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Description</th>
<th>Latest Measure</th>
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<th>Target</th>
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<th>Ongoing Trend</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLRV</td>
<td>Mean Distance Between Failures</td>
<td>July 2018</td>
<td>3,497 km</td>
<td>6,000 km</td>
<td>✗</td>
<td>–</td>
<td>54</td>
</tr>
<tr>
<td>ALRV</td>
<td>Mean Distance Between Failures</td>
<td>July 2018</td>
<td>3,289 km</td>
<td>6,000 km</td>
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<td>55</td>
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<tr>
<td>LFLRV</td>
<td>Mean Distance Between Failures</td>
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<td>14,278 km</td>
<td>35,000 km</td>
<td>✗</td>
<td>✓</td>
<td>56</td>
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</table>

### Bus

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<tr>
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<th>Latest Measure</th>
<th>Current</th>
<th>Target</th>
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<th>Ongoing Trend</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wheel-Trans</td>
<td>Mean Distance Between Failures</td>
<td>July 2018</td>
<td>12,511 km</td>
<td>12,000 km</td>
<td>✓</td>
<td>✓</td>
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## Assets: Equipment Availability

### Elevators

<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>Elevators</td>
<td>Percent Available</td>
<td>July 2018</td>
<td>98%</td>
<td>98%</td>
<td>✓</td>
<td>✓</td>
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### Escalators

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<thead>
<tr>
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<th>Latest Measure</th>
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<th>Ongoing Trend</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Escalators</td>
<td>Percent Available</td>
<td>July 2018</td>
<td>97%</td>
<td>97%</td>
<td>✓</td>
<td>✓</td>
<td>62</td>
</tr>
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</table>

### Fare Gates

<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>Fare Gates</td>
<td>Percent Available</td>
<td>July 2018</td>
<td>97.5%</td>
<td>99.5%</td>
<td>✗</td>
<td>–</td>
<td>63</td>
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</table>

### Fare Card Reader

<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>Fare Card Reader</td>
<td>Percent Available</td>
<td>July 2018</td>
<td>98%</td>
<td>99.9%</td>
<td>✗</td>
<td>–</td>
<td>64</td>
</tr>
</tbody>
</table>

Ongoing trend indicators: ✓ Favourable ➾ Mixed ✗ Unfavourable  
* Represents current 12-month average of actual results
This is my first CEO Report since officially becoming the CEO of the TTC. It is an honour and a privilege to serve as the head of the third largest transit system in North America, and it is a responsibility I take seriously.

We faced some challenging weather conditions in August, with two significant rain and thunderstorms taking place. On August 7, a sudden intense downpour caused flooding in the area of Sheppard West Station that damaged Automatic Train Control equipment, both in the mainline cable and electrical board components. As a result, service was suspended between Finch West and Wilson stations for a full day. We are grateful to our partners at Toronto Fire Services who worked with us to pump out the flooded area.

Nine low-floor streetcars were impacted by flooding from the same storm. Two have severe damage to the interiors requiring them to be sent back to Bombardier’s facility in New York State for major cleaning and repairs as well as parts replacements. This will take them out of service for up to a year while they are shipped, repaired and shipped back. Seven others suffered water damage. Five were quickly repaired and put back in service; two more suffered more significant damage and are being repaired by Bombardier staff at Leslie Barns.

Ten days later, another heavy rainfall caused flooding to Midland Station and a suspension of service on Line 3, but constant monitoring and rerouting vehicles as necessary ensured that there was no damage to surface vehicles.

All operational departments have reviewed and updated their weather response procedures, including for heavy or freezing rain, snow, high winds, extreme cold and heat. Parameters have been adjusted in Streetcar Transportation with relation to low-floor vehicles, including early avoidance of areas that are prone to pooling when heavy or flash rains are predicted. As well, specific pumps have been replaced to guarantee performance, and existing pump inspections frequency has improved. Additional equipment has been allocated throughout the system to ensure that if issues do arise, response time is improved.

Preparations for winter are getting underway and will continue throughout September and October. Work includes testing the heating systems on the train fleet, maintaining and testing blowers, heaters at track level, and removing combustibles away from heat sources. We are also checking all heating systems and heat tracing on sprinklers and
water pipes, as well as performing seasonal maintenance on green roofs.

A renewed safety focus is making a difference in our Subway Infrastructure department, particularly with the Track, Structures, Signals and Power teams, who have some of the toughest jobs in the system, and work in some of the most challenging conditions. We are redoubling our commitment to focusing on our people, our processes and our equipment to ensure that our workers are safe in everything they do. Internal safety audit scores have never been higher.

Last month, the TTC and City of Toronto crews completed a major two-intersection track replacement project on Broadview Ave. at Gerrard St. and Dundas St. E. a full four weeks ahead of schedule. This was possible thanks to a 24/7 construction schedule and favourable weather conditions. This large and complicated project required the co-ordinated diversion of the 504, 505 and 506 routes as well as the replacement of streetcars with shuttle buses on the 504.

I want to thank Streetcar Way, as well as the Closures and Diversions team, and Bus and Streetcar Operations for managing the extraordinary routing changes and continuing to deliver reliable service to our customers. I also want to acknowledge and thank the local businesses and residents for their patience during this project.

As referenced in Critical Path 4: Make Taking Public Transit Seamless, we were extremely pleased to introduce new and improved service starting on September 3, with the first of two phases of major improvements that will reduce crowding on Line 1, increase service on more than 30 bus routes and speed up trip times across the city through a new Express Network of buses.

Additional trains on Line 1 in the busiest times and more staff to assist with customer flow, as well as an expansion and rebranding of the Express Network and increasing service on bus routes at the busiest times of day, will result in reduced crowding, shorter wait times and more reliable service.

Express buses, including existing routes, were renamed to the 900 series and launched with an ad campaign in the system and on news websites and social media.

In the weeks since the new service began, I’m proud to report that we have consistently achieved 100% of planned and advertised service,
despite absenteeism challenges outlined in *Critical Path 2: People*. In addition, last April, ATU Local 113 served the TTC notice that they would no longer permit overtime beyond 48 hours per week. This resulted in the cancellation of several subway closures that were needed for construction of the Eglinton Crosstown, as well as for installation of our Automatic Train Control (ATC) signal system and state of good repair work. Through aggressive hiring and training of new operators, we have been able to resume closures and, moreover, ensure we have enough operators to provide the service we advertise. Further, on August 28, the TTC and ATU Local 113 agreed to allow overtime up to 52 hours per week over the next several months. While it is not anticipated that the TTC will require use of these hours on a regular basis due to staffing and training already undertaken, this will allow some additional flexibility should it be required.

On August 3, TTC’s Advisory Committee on Accessible Transit (ACAT) hosted the first ever joint GTA advocacy committee meeting, where members from the advocacy groups in Durham, Peel and York Region Transit met to discuss cross-boundary travel and other interactions with their respective transit agency. Feedback from members of the other advocacy committees was extremely positive about the meeting and the working relationship that ACAT has with the TTC. The group will meet again next spring.

As part of our commitment to diversity, the TTC partnered with Metrolinx and YRT to co-host the first Transit Special Constable Women’s Symposium on August 25 to encourage more women to join the field. Of the 62 Special Constables currently working at the TTC, only nine – or 15% – are women.

Last spring, the TTC’s subway musicians program, Underground Sounds, took its auditions online for the first time. A total of 90 performers, including the 10 finalists, received three-year licenses to perform in 31 designated TTC station locations beginning this fall. Online voting throughout May determined the 90 licensees and the top 10 finalists, who competed at a live event held at Vaughan Metropolitan Centre Station on August 23. Cellist Leo Zhang, a long-time subway musician, won and, through a partnership with Universal Music Canada (UMC), has been offered the opportunity to enter into an agreement with UMC for the professional recording and release of a mutually agreed to song. Once released, his song will be featured in a ‘Tracks on Tracks’ playlist.

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

Critical Path 1: Financial Sustainability

Work is underway on the TTC’s 2019 Operating and Capital Budgets. Numerous cost pressures are being studied to ensure we operate safely, comply with legislation (e.g. subway station access and paid emergency leave), maintain service standards, and annualize 2018 service enhancements such as the two-hour PRESTO transfer, express buses and other bus route enhancements. Average fuel efficiency has steadily improved over the past 10 years, but average fuel cost per litre is expected to be at least 20% higher in 2019 compared to 2018, by itself a $20-million cost pressure.

We continue to review alternate revenue and cost recovery options to help offset our reliance on fare revenue and City of Toronto and other government funding sources. Leveraging the experience of other major transit agencies, there is good potential to increase advertising revenue by shifting away from static posters toward dynamic digital displays. These displays have the additional benefit of being able to communicate urgent information to customers in real-time. We are also reviewing the opportunity to recover bus augmentation costs arising from development activity. Toronto has enjoyed an extended property boom, but this can impose extra costs on the TTC when a lane of traffic is blocked for an extended period and augmented bus service is required to maintain service standards.

Critical Path 2: People

Frontline employee absenteeism continues to be a focal point for all TTC stakeholders as unplanned absences year-over-year continue to increase. What we know is that unplanned employee absenteeism creates more complex and reactive service planning issues, has adverse impacts on those who are at work, negatively impacts our operations and ultimately leads to service impacts that are felt by the people of Toronto.

In 2018, Ontario introduced new legislation that has substantially increased the number of unplanned absences at the TTC and further challenged our ability to provide service. With the introduction of Bill 148, as of January 1, 2018, all employees at the TTC were provided with pay
for two of the 10 days of Personal Emergency Leave (PEL), which can be used for reasons including personal illness, or illness, death or other emergency related to an employee’s family member. Prior to January 1, 2018 all PEL days were unpaid, however the TTC has always faced difficulties in our ability to manage these leaves on top of high rates of sick days and other forms of unplanned absences and leaves. With the introduction of pay to PEL, the TTC has seen usage more than double month-over-month from last year.

For context, in all of 2017 there were a total of 22,015 PEL days taken, in comparison to 24,484 PEL days (15,289 paid and 9,195 unpaid) already used by the end of July 2018. Further to this, since the introduction of paid days, there has been a spike in the percentage of employees using PEL days, creating more complex challenges in our day-to-day operations.

The TTC will be increasing efforts aimed at effectively managing unplanned absenteeism. Resources are being dedicated internally with a focus on absenteeism management and the Executive Team remains committed to finding solutions. We know that improved attendance at work will enable our employees to succeed and the TTC to progress. Better attendance can improve morale in the workplace, encourage teamwork and collaboration and can ultimately change the organizational culture, productivity and service.

**Critical Path 3: Growth and Assets**

**Wheel-Trans Procurements**

Wheel-Trans will receive a total of 43 of the 69 ProMaster vehicles by September 30, 2018. Discussions continue with Metrolinx regarding extension of the current contract into 2019. These vehicles were identified for their fuel efficiency and a decrease in operating costs compared to the older vehicles operated by Wheel-Trans.

The Wheel-Trans 10-Year Strategy, which is a series of initiatives to support the transformation of mobility services, has also embarked on other capital improvements including:

- **Telephone System** – a new call-centre telephone system was installed in late summer 2018. This system introduced new quality assurance tools that improve call monitoring for training purposes and improves the overall quality of our contact centre interactions with our customers.

- **Access Hubs** – Access Hubs are large, clean, dry, well-lit, fully accessible and heated shelters that support the safe transfer of Wheel-Trans customers to and from TTC conventional services. Key locations were selected across the city for the installation of Access Hubs based on: connections to multiple frequent service routes, proximity to where customers live, and the landmarks they travel to within the city. In late 2017, Wheel-Trans installed the first Access Hub at the Meadowvale Loop. The second Access Hub located at Humber College North Campus is scheduled to be completed by December 2018, with the remaining 10 to be completed in 2019.

On August 21, 2018, TTC staff joined Julie Dabrusin, MP for Toronto-Danforth, Mayor John
Tory, TTC Chair Josh Colle and Raymond Dell’Aera, Chair of the TTC’s Advisory Committee on Accessible Transit, for the Public Transportation Infrastructure Fund’s announcement on Wheel-Trans receiving $41.1 million to fund these initiatives and various other technological initiatives as part of the 10-Year Strategy.

**Critical Path 4: Make Taking Public Transit Seamless**

The TTC will implement a number of service improvements this fall that will reduce crowding, improve wait times and reliability, and enhance the overall customer experience.

We are making improvements to our current Express service on Sheppard West and Finch.

<table>
<thead>
<tr>
<th>Route</th>
<th>Effective</th>
<th>Service added</th>
<th>Effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>984 Sheppard West Express</td>
<td>84E Sheppard West</td>
<td>Peak service to Weston Road</td>
<td>September</td>
</tr>
<tr>
<td>985 Sheppard East Express</td>
<td>190 Scarborough Centre Rocket</td>
<td>Peak service to Meadowvale Road</td>
<td>September</td>
</tr>
<tr>
<td>939 Finch Express</td>
<td>199 Finch Rocket</td>
<td>Express service in the daytime on weekends between Finch and Finch West stations</td>
<td>October</td>
</tr>
</tbody>
</table>

**Bus – New and Improved Service**

The TTC is expanding its network of Express bus services and making it easier for customers to travel across the city as quickly and efficiently as possible. Existing Express routes have also been renumbered to the 900 series and identified with green route numbers on poles and green lines on system maps.

The new routes are:

- **937 Islington Express**  September
- **929 Dufferin Express**  October
- **952 Lawrence West Express**  October
- **989 Weston Express**  October

Extensive improvements are planned for our regular bus network:

- **80 Queensway** (September): Service will be added on Monday to Saturday in the late evening, and Sunday all day, which will connect to Keele Station (instead of Humber Loop) to improve
customer connections to the subway.

• 12 Kingston Rd (October):
  A new branch will operate during the weekday peak periods as a pilot project, providing continuous service along Kingston Road, from Victoria Park Station to University of Toronto Scarborough Campus. This will result in fewer transfers for customers travelling along this corridor.

• 123 Sherway (formerly 123 Shorncliffe) (September):
  This is new weekday peak service, operating via The West Mall between Dundas and Queensway. It will provide new service to employees and visitors to a previously unserved employment area.

### Streetcar – Improved Service on King

We will be implementing a route change on the 504 King in October to provide more reliable service, match capacity to demand and further reduce short turns. The current 504 King and 514 Cherry routes will be replaced by two new branches on the 504 King service: 504A from Dundas West Station to the Distillery Loop and 504B from Broadview Station to Dufferin Loop.

### Subway – Improved Service on Line 1

For Line 1, starting in September and October, we will be adding one additional “run-as-directed” train to reduce gaps in service during the morning peak period. There

<table>
<thead>
<tr>
<th>September</th>
<th>October</th>
<th>November</th>
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<tr>
<td>23 Dawes</td>
<td>11 Bayview</td>
<td>7 Bathurst</td>
</tr>
<tr>
<td>26 Dupont</td>
<td>24 Victoria Park</td>
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<tr>
<td>29 Dufferin</td>
<td>25 Don Mills</td>
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<tr>
<td>36 Finch West</td>
<td>54 Lawrence East</td>
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<tr>
<td>43 Kennedy</td>
<td>63 Ossington</td>
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<td>54 Lawrence East</td>
<td>95 York Mills</td>
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<td>63 Ossington</td>
<td>102 Markham Rd</td>
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<td>72 Pape</td>
<td>109 Ranee</td>
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<td>79 Scarlett Rd</td>
<td>112 West Mall</td>
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<td>88 South Leaside</td>
<td>129 McCowan North</td>
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<tr>
<td>89 Weston</td>
<td>131 Nugget</td>
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<tr>
<td>100 Flemingdon Park</td>
<td>925 Don Mills Express (formerly 185 Don Mills Rocket)</td>
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<tr>
<td>113 Danforth</td>
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<tr>
<td>134 Progress</td>
<td>939 Finch Express</td>
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<tr>
<td>165 Weston Rd North</td>
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<tr>
<td>935 Jane Express (formerly 195 Jane Rocket)</td>
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<tr>
<td>905 Eglinton East (formerly 198 U of T Scarborough Rocket)</td>
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<tr>
<td>939 Finch Express (formerly 199 Finch Rocket)</td>
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will now be three “run-as-directed” trains in the morning. We will also be increasing northbound service north of Sheppard West Station weekday mornings between 9 a.m. and 11 a.m. and weekday evenings between 7 p.m. and 1 a.m. and north of Lawrence Station weekday mornings between 9 a.m. and 11 a.m. Overall, customers will experience more reliable service as train movements around Wilson Yard will improve due to the completion of an infrastructure project.

**Easier Access Phase III (Accessibility)**
The Easier Access program is proceeding with six stations in the construction phase.

Of these, we anticipate the St Patrick Station having its first elevator ready for service this month (September) and the second in service, before the end of this year (by a developer), to achieve full accessibility for our customers.

Two further construction contracts are planned for award this fall for Runnymede and Wilson station locations, coupled with four more stations planned to be publicly tendered before the end of the year.

**PRESTO**
**Tap Every Time!**

We were pleased PRESTO met its commitment and delivered the two-hour transfer by August 26, 2018. Now all PRESTO card customers can take advantage of the TTC’s new two-hour transfer to hop on and off the system. As long as they are within two hours of their first tap, they won’t be charged another fare. With the introduction of the new two-hour transfer we want PRESTO card customers and TTC employees to tap their PRESTO card or TTC identification card every time they enter a station and whenever they board a bus or streetcar, whether it’s in a station or on the street.

Benefits of tapping every time:
- **For PRESTO card customers:**
  Tapping every time means that their fare is being deducted, their monthly pass is being verified.
and their two-hour transfer is being validated (e-purse customers). Having PRESTO card customers tap every time on entry also provides the TTC with vital operations and service planning data and reduces fare evasion across the system.

- **For TTC employees and pensioners, contractors and those who travel with a designate card:**
  Tapping every time models the behaviour we want our PRESTO customers to perform when entering a station or boarding a vehicle. This applies when in a TTC uniform or not.

- **For the TTC in general:**
  Tapping every time means we are getting revenue from e-purse taps, obtaining vital operations and service planning data and reducing fare evasion across the system.

**Critical Path 5: Partnerships**

As part of an annual tradition, the TTC partnered with the City of Toronto for this year’s Toronto International Film Festival (TIFF), which engages more than 450,000 film lovers annually through film screenings, industry programming and free Festival Street events. To ensure Festival Street 2018 was enjoyed with minimal inconvenience, the TTC provided Customer Service Representatives for the duration of the event to assist customers with trip planning and provide them with real-time information.

The TTC is also working with the City of Toronto for Nuit Blanche 2018 to promote transit use to this annual art event (September 29, 2018). In addition to downtown sites, the event will extend to Scarborough with a City-produced Nuit Blanche Toronto exhibition at Scarborough Civic Centre, Scarborough Town Centre and neighbouring institutions within the community. Leading up to this event, art pieces by local artists will be installed on Line 3 at Kennedy, Lawrence East, Ellesmere, Midland and Scarborough Centre stations. The City of Toronto is providing free all-night service on Line 3 from 7 p.m. on September 29 to 7 a.m. on September 30 through these Line 3 subway station entrances.

**Cornerstone: Safety**

Last July, the TTC awarded a contract for the purchase and implementation of a comprehensive commercial Safety, Health and Environment Management System software solution to Cority Software Inc. This software solution will help manage TTC safety and environmental processes and data, such as incident reporting and investigation and workplace inspection. This initiative is part of the TTC Corporate Plan 2018 – 2022. The project team is currently finalizing the scope of work and will kick off the project soon.

Subway Infrastructure staff have some of the toughest jobs in the system, and work in some of the most challenging conditions. A renewed safety focus is making a difference to our Track, Structures, Signals and Power teams, led by Acting Head Fort Monaco, and internal safety audit scores have never been higher. We are redoubling our commitment to focusing on our people, our processes and our equipment to ensure that our workers are safe in everything they do.
Results
The LTIR for July 2018 was 5.05 injuries per 100 employees. The LTIR for the current period was 12% higher than the 12-month average LTIR. This increase was mainly attributed to the increase in Acute Emotional Event (AEE) injuries in this period.

Analysis
The 12-month average LTIR to the end of July 2018 was 4.49 injuries per 100 employees. The TTC Peer Support Program and the Employee and Family Assistance Program both provide emotional and psychological support following traumatic incidents. These programs help mitigate the impact of being involved or witnessing such incidents. This year additional mental health support is being provided to employees through an increase in benefits for psychological services. Starting on August 1, 2018, BEACON digital therapy, which is personalized therapy via computer or mobile device, has been added to this service.

Musculoskeletal/ergonomic type injuries (i.e. overexertion, reach/bend/twist, repetition) continue to represent the highest injury event type since 2014. Similar to last period, AEE injuries represent the highest injury type for the current period and account for 28% of all lost-time injuries.

Action Plan
AEE injuries caused by sudden and unexpected traumatic event continue to represent the second highest injury type and account for 16% of all lost-time injuries since 2014. Similar to last period, AEE injuries represent the highest injury type for the current period and account for 28% of all lost-time injuries.

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 July 2018 was 0.93 injury incidents per one million vehicle boardings.

Analysis
The 12-month average customer injury incident rate to the end of July 2018 was 1.02 injury incidents per one million vehicle boardings. The customer injury incident rate for the current period was 9% lower than the 12-month average rate.

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 continuous reduction in the station-related subway injuries over the years are 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.
Results
Total offences against customers increased in July 2018 to 0.67 offences per one million vehicle boardings. The moving annual rate of offences against customers to July 2018 was 0.64, which was 14% higher than the corresponding moving annual rate of 0.56 to July 2018.

Analysis
Increases were observed in robbery and theft as compared to the previous month. Other crime types 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 travel.
**Results**

Total offences against staff decreased in July 2018 to 3.76 offences per 100 employees compared to last month. The current rate is 20% higher than the corresponding rate of 3.12 for July 2017. The moving annual rate of offences against staff for July 2018 was 3.85, which was 9% lower than the corresponding moving annual rate of 4.25 to July 2017.

**Analysis**

The increase in crimes against employees can be explained in part 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 Project Bus Stop, a proactive initiative aimed at addressing assaults and threats against surface operators. We will also conduct special details and initiatives to assist with ongoing and emerging issues identified by TTC personnel across the system.
Customer: Ridership

Results
Ridership in July was at 39 million, which is 1.7 million (4.2%) below the budget of 40.7 million and 1.5 million (3.6%) below the comparable period in 2017.

The year-to-date ridership was 10 million (3.1%) below budget and 5.9 million (1.9%) below the comparable period in 2017.

Analysis
Ridership has flat-lined since 2014 due to various factors, including city growth and congestion, changes in customer mobility and the 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 40% of total ridership. Specifically, there were 146,000 (-7%) fewer passes sold between January and July 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 (RGS) is being implemented. RGS initiatives include implementing a two-hour transfer on PRESTO and relieving overcrowding on surface routes.

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.
Results
There were 11 million customer journeys using the PRESTO fare card (i.e. e-purse, period pass) in July, which was 2.7 million below the budget, but up 5.5 million (99.9%), compared to the same time period last year.

Looking at the year-to-date result, ridership was 8.5 million (10.0%) below budget, but up 38.9 million (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 28.2%.

The 2018 PRESTO ridership budget was calendarized in late 2017 with the sharp increase in September 2018 arising from the 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 a new advertising campaign, 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 July 2018 was 328,000, which was 40,000 (10.9%) below the budget of 368,000. In terms of year-over-year growth, July ridership of 327,000 was 7,400 (2.3%) higher than the ridership of 320,000 for the comparable period in 2017.

Year-to-date to the end of July 2018, ridership was 346,000 (12.3%) below budget, but 54,000 (2%) above the comparable period in 2017.

Analysis
Wheel-Trans average weekly ridership for July has increased in comparison to the same period in 2017. On July 6, 2018, Wheel-Trans implemented a new telephony system that allows customers easier access to our call centre by providing a better queue system. It also has a call-back feature. This has resulted in an increased ability to book trips, resulting in a higher-than-normal trend for trips in July. We believe that this trend will continue as more customers become familiar with the new phone system. We also expect customers to continue to explore the more flexible option of Family of Services trips, which allows them more spontaneous personal travel.

Action Plan
As we work towards a new Scheduling and Dispatching software upgrade, this software will also allow us to give our customers the tool to book online Family of Services trips. This will be a new feature for customers and will offer more options for travel planning. The Wheel-Trans 10-Year Strategy supports customers to choose the best mode of travel for their trips and communicate the available options. We also continue to support this through offering Travel Training to customers on the conventional system.

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.

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%).

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%).

Note:
There are no updates for this period as customer satisfaction scores are reported quarterly. The next quarterly update will be reported in November 2018.
Customer: Environment

Station Cleanliness

Results
The Q2 2018 Audit Average Station Score of 77.45% is the second highest Average Station Score ever achieved since the independent audits began in 2008. Q2 2018 was also the first time that Line 1 extension stations (Downsview Park to Vaughan Metropolitan Centre) were included in the audit.

Analysis
Station Services has been active in scheduling extra cleaning projects during weekend closures, to ensure that stations are in top condition when reopened following closure work.

Regular cleaning projects remain in place (Accelerated Relamping, Luxalon Cleaning, Station Enhancement/Blitz) and are expected to continue to have a positive effect on audit scores.

Action Plan
The Q3 2018 Audit will be conducted during September with the results available near the end of September or beginning of October.

Note:
There are no updates for this period as cleanliness audit scores are reported quarterly. The next quarterly update will be reported in November 2018.
Results
The audit score for streetcar cleanliness for Q2 2018 was 92.8%. This score is an increase from both Q2 2017 and Q1 2018, and is above the target of 90%.

Analysis
Favourable weather conditions in Q2 helped to improve the in-service cleanliness score. Increased focus on cleaning activities in Q2 also helped to improve the overall vehicle cleanliness score.

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

Note:
There are no updates for this period as cleanliness audit scores are reported quarterly. The next quarterly update will be reported in November 2018.
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 and 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.

Note:
There are no updates for this period as cleanliness audit scores are reported quarterly. The next quarterly update will be reported in November 2018.
Results
The average rating of 93.3% in Q2 2018 is above the target of 90%. The department has recorded a score of greater than 90% in seven 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 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, 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 the Line 2 fleet. 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.

There are no updates for this period as cleanliness audit scores are reported quarterly. The next quarterly update will be reported in November 2018.
Customer: Service performance

Results
The number of delay incidents in July increased by 15% over the previous month, to 974 from 847 incidents. Year-to-date incidents increased by 5.3% compared to 2014.

Analysis
Passenger-related incidents continue to account for the majority of events, at 38% of the total. The most significant cause for passenger incidents is security-related delays, which increased by 32.4% compared to last month and by 70.6% compared to 2014 year-to-date, mainly due to customer assault and disorderly customer incidents.

Speed Control incidents decreased by 6.2% compared to last month and decreased by 44.5% compared to 2014 year-to-date.

Plan B incidents (odour/smoke/fire at track level or on platform) continue to improve. 2018 YTD decreased by 56.9% compared to the same time period in 2014.

Action Plan
As incident response data improves, we anticipate a corresponding improvement in the number of customer incidents.

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 in July increased to 2,373. This was an increase of 17.9% compared to June.

**Analysis**

The delay minutes are a reflection of the incidents during this period, with the highest number of minutes recorded to passenger-related delays, a total of 890 minutes. Incidents in July included several emergency alarms with ill customers, switch problems at Wilson Yard and a disabled work car.

**Action Plan**

In an effort to minimize passenger-related delays, an updated public announcement campaign has recently commenced to remind customers why and when emergency alarms should be activated.

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 experienced a slight decrease of 0.7% to 90.4%, below the target of 96%.

Analysis
There were a few peak periods in July that resulted in lower than normal levels of service. During the week of July 16, a key set of switches at Wilson Yard were badly damaged, preventing 10 scheduled trains from running northbound out of the yard. These trains had to be integrated into service a different way. As a result, we operated behind schedule for five consecutive days.

Action Plan
The damaged switches in the yard were a result of after-hours track work. Obtaining parts to repair the damage took longer than anticipated. Procedures have been updated to prevent an incident like this from occurring again. In addition, a review of critical parts inventory is underway.
Results
The number of delay incidents decreased by 3.7% in July compared to the previous month.

Analysis
Compared to June, the number of vehicle incidents decreased by 36.7% and are more in line with the results prior in May. However, this decrease was offset by Subway Infrastructure incidents, which increased by 37%.

Passenger-related incidents slightly decreased by 4.4% compared to June, but are still trending upwards from January this year. Year-to-date incidents increased by 36.6% compared to 2014 year-to-date incidents.

Speed Control incidents decreased overall by 17.6% compared to last month.

Plan B incidents increased by five compared to last month, but year-to-date decreased by 39.3% compared to the same time period in 2014. This remains one of the best delay reduction successes in the last several years.

Action Plan
The Subway Infrastructure department continues to work hard on maintaining a state of good repair, but will have to focus more on signal reliability to address issues that impacted service in July.

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 in July to 1,517 or 19.3%. However, this is still well over the target of 835 minutes.

Analysis
The significant decrease can be attributed to a reduction in passenger-related delays. In June, there were over 1,200 minutes in passenger-related delays compared to 766 in July. Nevertheless, these delay types still account for 50% of the delay minutes for the month.

One area that saw improvement during this period was subway vehicle delays, decreasing by 43.1% to 115 minutes.

Action Plan
In an effort to minimize passenger-related delays, an updated public announcement campaign has recently commenced to remind customers why and when emergency alarms should be activated.

Note:
The 2018 target is based on a 40% or more reduction in delay minutes from the 2014 monthly average baseline.

Line 2: Delay Minutes

![Line 2: Delay Minutes](image-url)
Results
The performance in July remained fairly steady with a slight increase of 0.4% to 95.1% from June and nearly met the target, falling short by 1%.

Analysis
Performance continues to trend well, although just below target. On July 19, a signalling issue traced back to a track insulated joint had a significant impact on peak service, contributing to the below-target performance.

Action Plan
The Subway Infrastructure Department continues to work hard on maintaining a state of good repair, and will focus more on signal reliability to address issues that impacted service in July.

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 incidents increased to 81 in July from 49 in June and did not achieve the target.

Analysis
The largest increase of incidents is related to vehicles, up to 40 from 27 last month. Higher temperatures in July impacted the vehicle performance.

Action Plan
A fleet overhaul is underway to extend the life of these units. In the meantime, when certain conditions exist, such as extreme heat or cold, operational protocols are introduced to protect certain components of the vehicle and keep them operating.

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 in July remained the same as the previous month, 301 minutes.

**Analysis**
Line 3 delay minutes were 70 minutes above reaching the target of 231.

There are three incidents that occurred in July that account for the 70 minutes, including a door problem on July 16, a propulsion issue on July 11 and a computer-related issue on July 28.

**Action Plan**
Maintenance continues on the Line 3 fleet with a life-cycle extension program that has been underway for over a year.

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 declined 0.8% to 94.1% and did not meet target.

Analysis
Door problems and Vehicle on Board Controller (VOBC) incidents were the main contributors to the decline, including a train removed from service on July 11 for 162 minutes due to propulsion issues. There are five trains that operate on Line 3 during peak service. When one train is removed, the impact to capacity delivered makes it impossible to meet target.

Action Plan
Review preventative maintenance procedures on Line 3 equipment in an effort to minimize equipment-related delays.

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 increased to 47 in July from 44 in June.

Analysis
38% of incidents on Line 4 were passenger-related. Ten of the 18 incidents were related to improper use of the emergency alarm.

Action Plan
In an effort to minimize passenger-related delays, an updated public announcement campaign has recently commenced to remind customers why and when emergency alarms should be activated.

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 by 41.5% in July compared to June and did not achieve the target.

Analysis
This increase in delays minutes was mostly due to injured or ill customers. A delay on July 4 caused by a serious medical issue on board a train resulted in a 30-minute delay. Without this one incident, the target would have been met.

Action Plan
Line 4 continues to perform well. The strategic placement of supervisory staff continues to help reduce delay minutes as they are able to promptly respond to issues.

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 4 was 100%. This is the seventh consecutive month that this result has been achieved.

Analysis
The delay incidents and minutes that occurred did not occur during the a.m. or p.m. peak. In addition, the only vehicle issue that occurred was responded to quickly and did not result in the vehicle being removed from service.

Action Plan
The maintenance team that is responsible for vehicles on Line 4 conducts regular preventative maintenance, which keeps the vehicles on the line. In addition, the One Person Train Operation (OPTO) components on the trains and infrastructure continue to perform very well with minimal disruption to service.

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
OTP increased again over June and was above the July 2017 figures.

Analysis
Continued service reviews and new design implementations have contributed to the continuing increase of streetcar OTP. Specifically, the 504 King service has been a significant contributor to the overall modal performance.

Action Plan
The Performance Management Group (PMG) led significant changes to the routing structure of the 504 King service 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.

Note:
This KPI measures adherence to scheduled (59 seconds early to five minutes late) departure times from end terminals.
Results
Short turns for the period decreased compared to last period, but were above target and the same period last year.

Analysis
Short turns remained above the target for this period, but have returned closer to target, compared to last period. This reduction is a result of a new approach to the service design on the 504 King Service to address construction constraints along the route.

Action Plan
Through the efforts of the PMG, the new approaches and service designs were applied to the Broadview Street construction projects, directly impacting the 504 King Service and mitigating the risk of increased short turns during this construction season.
Results
There has been year-over-year improvement in OTP since 2015. Performance in July improved as compared to the same period last year and remained consistent to June, 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 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 four routes in July.

Operator performance continued to be closely monitored to maximize the effectiveness of schedule improvements. Since March 2017, 1,501 (including 19 in July) operator interviews have been conducted over schedule adherence irregularities and occurrences continue to decrease as a result of this initiative.

Note:
The information provided above is negatively affected by missing data from vehicles operating on the VISION system which, at the time of printing, accounted for approximately 5% of the bus fleet. A technical solution is expected in October.

This KPI measures adherence to scheduled (59 seconds early to five minutes late) departure times from end terminals.
Results
Short turns for this period remain below target (favourable) and have decreased from the same period last year.

Analysis
The number of short turns in July decreased to 1,499 as compared to 1,863 in the same period last year, and remained below the quarterly target of 2,091.

The top five routes for short turns were: 34 Eglinton East (10.3%), 60 Steeles West (6.3%), 63 Ossington (5.6%), 35 Jane (5.3%) and 52 Lawrence West (5.1%). Short turns were mainly driven by traffic congestion (44.9%), construction (22.2%) and passenger volumes (16.1%).

Action Plan
There is an ongoing review 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 are placed 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
OTP in July increased by 12.4% from the previous period to 92.4%. OTP performance is higher by 2.4% compared to the same period in 2017.

Analysis
Our continued efforts to improve efficiency through increasing passengers per hour and scheduling passenger trips more effectively has resulted in Wheel-Trans operating above its target OTP of 90%.

Action Plan
With the continued onboarding of additional resources in the Dispatch and Service Support areas, Wheel-Trans will continue to effectively process the required service adjustments to improve share rides, move shorter trips onto Wheel-Trans buses and allow for same-day bookings.

Note:
As of July 1 2018, Wheel-Trans started recording the OTP KPI in accordance with the industry standard of plus or minus 20 minutes of schedule.
Customer: Amount of service

Streetcar - Weekly Service Hours

Results
In the June 2018 Board Period, 19,948 streetcar weekly hours were budgeted for service while 17,995 streetcar weekly hours were scheduled to operate which represents a -9.79% variance.

Of the 17,995 streetcar weekly hours scheduled to operate, 17,613 streetcar weekly hours were actually delivered which represents a variance of -2.12%.

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.

Note:
Data for July unavailable at time of issue.
Bus - Weekly Service Hours

Results
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
This is a result of some construction projects ending earlier than budgeted and other construction projects being delayed.

Action Plan
Staff continue to consult with relevant staff regarding status of construction projects to ensure an understanding of the revised timelines.

Note:
Data for July unavailable at time of issue.
Subway - Weekly Service Hours

Results
In the June 2018 Board Period, 10,540 subway weekly hours were budgeted for service while 10,764 subway weekly hours were scheduled to operate which represents a 2.13% variance.

Of the 10,764 subway weekly hours scheduled to operate, 10,406 weekly hours were actually delivered which represents a variance of -3.33%.

Analysis
The variance from scheduled to budget is a result of an in-year Board approved service enhancement to modify the Line 1 schedule.

Action Plan
No action required at this time.

Note:
Data for July unavailable at time of issue.
Results
Operator crewing efficiency decreased to 86.78% in the September 2, 2018 to October 6, 2018 Board Period.

Analysis
The September Board Period included many service changes, service improvements, seasonal changes and the introduction of the 600 Construction route for the weekends. Rollout of new 900 Express service commenced in this board. 48 ESA compliance continues to be a challenge for crewing and rostering.

Action Plan
We are investigating different methods of crewing and rostering to reduce the weekly work platform, and also to reduce travel time to the start of work locations, for ESA compliance.

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

Note:
Crewing efficiency is defined as the ratio of scheduled hours to pay hours.
Results
The absenteeism rate in July 2018 increased to 7.72% from 7.30% in June.

Analysis
The absenteeism rate for July is consistent with the seasonal fluctuations observed in previous years.

A total of 10,451 employees showed perfect attendance in July, representing 70% of the total workforce. The remaining 4,511 employees were absent for a total of 20,501 days averaging 4.5 days of absence per absent employee.

Bill 148 changed entitlements to Personal Emergency Leave (PEL) provisions of the Employment Standards Act (ESA). This has effectively doubled PEL usage from previous years. Year-to-date exceeds 2017 total usage by over 2,000 days.

The first two PEL days used are now paid. The system that generates absence reports has not been updated to account for the paid days. After paid PEL days are accounted for, the absence rate increases by 0.5%-1.0%. The difference reduces over time as paid PEL is exhausted.

There is a 68% increase of days missed (YTD) due to occupational injury compared to the YTD total from the same period in 2017. Bill 127 changed WSIB entitlements so that employees can now receive compensation for chronic mental stress claims. We are currently quantifying the impact of this legislative change to determine if there is a causal link to the increase in absences due to occupational injuries.
Action Plan

Human Resources and Service Delivery staff are working together to strategically address the high number and variety of employee absences. Efforts are underway to obtain and leverage attendance-related data to identify areas of focus.

Updated management resources and training are in the final stages of development and will be delivered in the fall. Increased efficiencies with respect to administering the TTC’s attendance management program should improve attendance rates over time. However, recent legislative changes have shown a significant impact on attendance rates. These impacts are difficult to mitigate in the absence of further legislative changes.

Fitness For Duty Update

Total number of employees who were non-compliant or refused to test under the random program: 58
Data is from May 8, 2017 to August 18, 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>1612</td>
<td>1651</td>
<td>3263</td>
<td>98.3%</td>
</tr>
<tr>
<td>Non-Compliant (drug, alcohol, refusal)</td>
<td>26</td>
<td>32</td>
<td>58</td>
<td>1.7%</td>
</tr>
<tr>
<td>Total</td>
<td>1638</td>
<td>1683</td>
<td>3321</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

* Currently 10 drug results have yet to be reported as they are still at the lab undergoing analysis or have been cancelled.
Staff Employees (non-unionized) Random Testing Summary

<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>284</td>
<td>270</td>
<td>554</td>
<td>99.5%</td>
</tr>
<tr>
<td>Non-Compliant (drug, alcohol, refusal)</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>0.5%</td>
</tr>
<tr>
<td>Total</td>
<td>284</td>
<td>273</td>
<td>557</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

* Currently 2 drug results have yet to be reported and are either at the lab undergoing analysis or have been cancelled.

Positive Results by Substance

<table>
<thead>
<tr>
<th>Substance Type</th>
<th>2018</th>
<th>2017</th>
<th>Total</th>
<th>%</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>Total*</td>
<td>23</td>
<td>30</td>
<td>53</td>
<td>100.0%</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>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drug</td>
<td>24</td>
<td>24</td>
<td>48</td>
<td>82.8%</td>
</tr>
<tr>
<td>Alcohol</td>
<td>1</td>
<td>5</td>
<td>6</td>
<td>10.3%</td>
</tr>
<tr>
<td>Refusals</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>6.9%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>26</strong></td>
<td><strong>32</strong></td>
<td><strong>58</strong></td>
<td><strong>100.0%</strong></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><strong>4</strong></td>
<td><strong>5</strong></td>
<td><strong>9</strong></td>
</tr>
</tbody>
</table>
Assets: Vehicle reliability

Subway

T1 Train: Mean Distance Between Failures (MDBF)

Results
The MDBF in August was 307,371 kilometres.

Analysis
In August, there were nine delay incidents. The top offending system was the Passenger Doors system with four delay incidents greater than or equal to five minutes. This was followed by the Alt Current, Brake, Body, Compressed Air and Propulsion Invertor systems each with one delay incident.

Action Plan
The four Passenger Doors system related failures were a result of three faulty Door Lock Assemblies (DLA), and one out of aligned Door Pocket Guide. All passenger related door issues have since been rectified and tested OK. A program implemented in 2018 to install remanufactured DLAs is currently underway with 172 cars completed to date.
Results
The MDBF in August is 376,914 kilometres.

Analysis
For August results, they were below target for the current period, but the YTD performance remains above target of 600,000km. In August there were ten delay incidents. The top offending system was the Passenger Door system with six delay incidents greater than or equal to five minutes. This was followed by the Brakes with two delay incidents and the Propulsion Invertor and Cab Door systems each with one delay incident.

Action Plan
The Passenger Door system incidents were due to a loose wire to the Train Door Monitoring System (TDMS), a faulty Door Control Unit (DCU), a broken lever pin, broken door roller, and two faulty microswitches. All incidents have since been repaired and tested ok. 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 incident involving the Brake system was due to a faulty Applied Mag Valve/Release Mag Valve (AMV/RMV), which has been examined and rectified and an offline Train Vehicle Control Unit (TVCU) which has since been rebooted and tested ok.

The brake system continues to receive numerous modifications/improvements to the electro-pneumatic 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 July was 3,497 kilometres.

This was a decrease of 1,839 kilometres compared to the same period last year and an increase of 239 kilometres compared to June. The MDBF remains below the target of 6,000 kilometres.

Analysis
In July, the CLRV fleet experienced a high number of electrical failures. The number of failures of all other systems, however, has been reduced due to the various targeted maintenance activities, including the State of Good Repair program and decommissioning of problem vehicles.

Action Plan
Staff is investigating potential causes of the sudden increase in electrical failures on the CLRV fleet. This includes possible issues with the newly installed substation at Humber Loop.
Results
The MDBF of the ALRV fleet for July was 3,289 kilometres.
This was a decrease of 1,467 kilometres compared to the same period last year and an increase of 523 kilometres compared to June.
The MDBF still remains below the target of 6,000 kilometres.

Analysis
Although vehicle reliability has improved month to month, similar to the CLRV, propulsion issues are affecting overall MDBF.

Action Plan
Staff will focus on the high failure components and continue with State of Good Repair programs. In addition, unreliable vehicles will continue to be decommissioned.
Results
The MBDF for the LFLRV fleet in July was 14,278 kilometres.

This is an increase of 6,166 kilometres compared to the same period last year and a decrease of 2,463 kilometres compared to June.

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

Analysis
Door and communication failures continue to affect vehicle reliability. HVAC issues in July also have impacted the MBDF. The HVAC issues consisted of condensation and water drainage issues. Temperature control was not identified as a problem with the HVAC system.

Action Plan
Staff continue to work with Bombardier and its suppliers to identify and resolve technical, design and quality issues on the vehicles. Design modifications are being piloted for both the door and the communication systems to improve reliability. The design for the drainage system on the HVAC units is also being investigated.
Results
The target for the maximum number of RCCOs is 1.5% of peak daily service. In July, 6.0% (or 10 vehicles) of the peak daily service resulted in a RCCO.

Analysis
The number of streetcar change offs in July did not change from June since there were still a high number of propulsion-related failures on the legacy vehicles due to inherent electrical problems and the age of the fleet.

Action Plan
Staff will continue to identify specific causes of the propulsion issues, including isolating and replacing problem components and possible outside influences including the newly installed substation at Humber Loop. In addition, existing maintenance programs will continue, including State of Good Repair programs and decommissioning of vehicles with higher failures. The addition of more LFLRVs will help to reduce the number of RCCOs.
Results
The July 2018 MDBF of 20,000 kilometres has exceeded the target of 12,000 kilometres, and is well above the July 2017 average of 17,865 kilometres.

Analysis
376 of the 482 Orion VII 201 Series diesel bus fleet has been removed from service. The remaining 106 buses will be removed by the end of 2018. 29 of the poorest performing Orion VII Hybrid NG buses, which experienced traction motor failures, have also been decommissioned. A favourable MDBF score is expected to remain throughout 2018.

Action Plan
Ongoing 2018 Scheduled Maintenance Programs:
1) Heating Systems – Ongoing at Mount Dennis Garage.
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. As of July, 60 of 464 buses have been completed. Program was accelerated at Harvey Shop in late August. Remainder of Orion buses to be completed during the rebuild program.
4) Coolant System – Started at Arrow Road Garage in late July 2018 on the Nova LFS40 bus series.
Results
The average number of RCCOs in July was 32 per day. This is a slight increase from June where the average number of RCCOs per day was 31, but still below the year-to-date average of 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 1,495 buses per day, including Run-as-Directed buses (RADS) in July, the average number of RCCOs per day equates to 2.14% of service. Coolant issues on the Nova LFS40 fleet continue to contribute to the highest number of RCCOs.

Action Plan
The Nova LFS40 Coolant Scheduled Maintenance Program began in late July 2018 at Arrow Road Garage to address the spike in coolant-related issues.
Results
The July 2018 MDBF of 12,521 kilometres exceeds the target of 12,000 kilometres, and is slightly above July 2017 average of 12,431 kilometres.

Analysis
41 new RAM ProMaster buses have been delivered as of the end of July 2018. 35 buses are in service and six buses are experiencing Rogers SIM card issues. Exhaust diesel particulate filters accounted for the highest number of change-offs in July. Maintaining above target results for MDBF is expected throughout 2018.

Action Plan
Additional service requests in 2018 delayed the decommissioning of the Friendly bus fleet. A body and paint overhaul program was initiated to extend the life of the Friendly fleet and 16 of the 30 buses scheduled for overhaul in 2018 are completed. A diesel particulate filter replacement program was initiated in late August to address the high failures. All diesel buses in for a major maintenance inspection will receive a manual regeneration of the particulate filter to help reduce in-service failures.
Assets: Equipment availability

Elevators

Results
Performance in July was at 98% and achieved the target.

Analysis
Elevator maintenance was completed as planned and scheduled.

Action Plan
Continue performing preventative maintenance to meet reliability and availability targets.
Results
Performance in July was at 97% and achieved the target.

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
Fare gate availability increased by 0.78% to 97.5% in July, remaining below the target of 99.5%.

### Analysis
This increase reflects the continued efforts of a number of groups ensuring issues are addressed in a timely manner and our work with Scheidt and Bachmann (S&B) to address gates with habitual problems. With the current hardware and software modification programs, we expect performance to improve through 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 that will add functionality and provide fixes to known problems, improving gate availability.
Results
PRESTO card reader availability averaged 98.0% during July; a reduction of 0.5% over June.

Analysis
The reduction in availability is attributed to an increase in the number of readers that experienced a problem with device memory cards. The defective cards were replaced by PRESTO maintenance staff.

Action Plan
PRESTO staff has increased the level of maintenance support for card readers. We continue to monitor the impact of the recent enhancements and work with PRESTO staff to plan future enhancements.
For further information on TTC performance, projects and service, please see www.ttc.ca