



CEO's Report

**Toronto Transit Commission
December 2025**

The CEO's Report offers a rotating review of service delivery performance across the TTC's transit modes. The current edition highlights Wheel-Trans service, featuring key performance indicators (KPIs) through the end of October 2025, and TTC's FIFA World Cup 2026 Planning.



CEO's commentary

This month, I want to shine a spotlight on the TTC's Wheel-Trans service – a cornerstone of accessibility and inclusion in our city.

In 2024, Wheel-Trans carried more than 3.5 million riders and operated over 27 million kilometres. The fleet consists of 268 Wheel-Trans buses and more than 1,600 accessible taxis and sedan taxis, serving more than 45,000 active registrants.

Wheel-Trans marked a major milestone this year – its 50th anniversary. What began on February 3, 1975, as a two-year demonstration project to provide transportation for persons with disabilities has grown into one of the most respected accessible transit services in North America. Initially operated by a private company and funded by the Province and Metro Toronto, Wheel-Trans quickly proved its value with enthusiastic early reviews. In 1989, Wheel-Trans was fully integrated into the TTC, paving the way for improved service and reliability.

Today, ridership and customer satisfaction continue to rise. We've seen 1.1 million Family of Services boardings, up 18.8% year-to-date, and customer satisfaction stands at 89%. Operational performance remains strong, with on-time performance at 92.6% and an accommodation rate of 99.9% as of October 2025. These numbers reflect our commitment to dignity, spontaneity, fairness, and freedom of travel for all customers – values that guide everything we do.

TTC's 2026 World Cup planning

We are also preparing for one of the biggest events in Toronto's history – the FIFA World Cup 2026. TTC teams are working closely with the City's FIFA Secretariat and multi-agency partners to finalize the Mobility Plan for Toronto Stadium (BMO Field) and the FIFA Fan Festival at Fort York National Historic Site and The Bentway.

Our focus is on reliability and transit priority. We are collaborating with City staff to implement RapidTO initiatives on Dufferin and Bathurst streets, ensuring smooth travel along key corridors serving event venues. The first-ever men's FIFA World Cup match on Canadian soil will take place on Friday, June 12, 2026, and the TTC will be ready to deliver world-class service for fans and residents alike.



Mandeep S. Lali

*Chief Executive Officer
Toronto Transit Commission*



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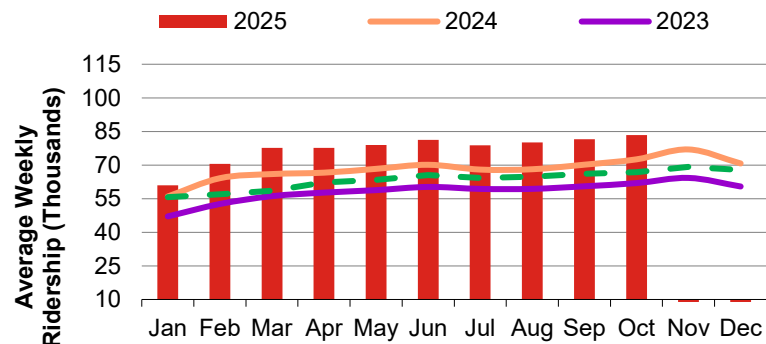
- Legend*
- Green – On or above target
 - Yellow – increased y/y less than 4 pts, within 1 pt, temporary deviation, or making notable improvements
 - Red – Off target





Wheel-Trans Performance Metrics: Customer Experience

October 2025

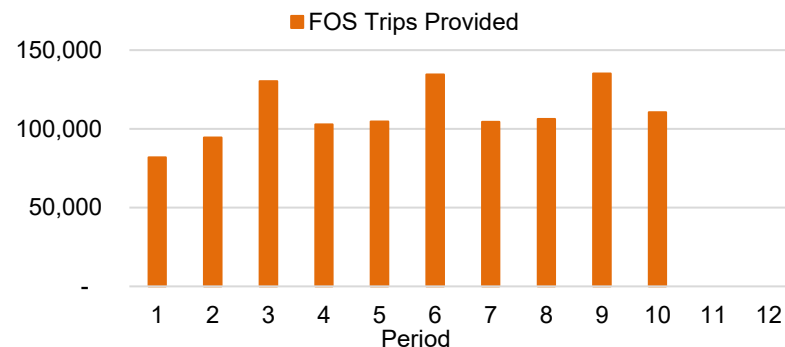


Ridership

333,418 Customer trips (Period 10)
83,355 average weekly customer trips
2.3% higher than previous weekly average
14.9% higher versus same period last year (weekly average)
1% increase from pre-COVID (2019) (weekly average)
2.7% higher than 2025 YTD budget

Unique Customers

45,885
Total Registrants (Period 10)
9.1% increase YTD versus same period last year
3.5% increase from pre-COVID (2019)



Family of Services (FOS) Boardings

1.105M
FOS trips provided 2025 YTD (passengers carried)
18.8% increase YTD versus same period last year
64.9% increase from pre-COVID (2019)
Family of Services trips are trips that use the TTC
Conventional service for part (or all) of a Customer Trip.

Customer Satisfaction

89%
customer satisfaction for Wheel-Trans customer
in 2025
4% increase from last year

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Customer Experience

Executive Summary

Wheel-Trans ridership and customer satisfaction continue to grow, highlighted by 1.1 million Family of Services boardings year-to-date (an 18.8% increase) and an 89% customer satisfaction rate. The TTC is prioritizing operational efficiency and service flexibility to effectively respond to increasing demand.

Issues

- Wheel-Trans ridership growth is exceeding conventional transit.
- Pace of growth of FOS of 18.8% has slightly outpaced the growth of trips on Wheel-Trans 15% YTD. FOS trips utilize TTC conventional services for part or all of a journey, reducing reliance on Wheel-Trans vehicles and lowering the overall cost per trip.
- The number of Unique Customers has grown 9.1% y/y to 45,885 total registrants.

TTC Actions

- Wheel-Trans remains focused on accommodating customer trip requests, including same-day trips through operational efficiencies (passengers/hours).
- Preparations for winter readiness are underway to address seasonal demand and delays.
- The TTC will monitor trip volumes and booking trends, both online and via reservations, to improve forecasting and adapt to evolving travel patterns.





Wheel-Trans Performance Metrics: Service Levels and Performance

October 2025

On Time Performance

Adherence to Schedule

● **92.6%**

Adherence to Schedule (Period 10)
2.6% above target of 90%
1% decrease from last month
4.1% decrease from same month last year
3.9% higher than pre-COVID (2019)

Passengers Per Hour (PPH)

● **1.85**

Period 10 YTD met target of 1.85
8% increase than 2024 annual total
5.3% decrease from pre-COVID (2019)
The amount of Passengers that are carried for each Service Hour provided on Wheel-Trans Buses.

Average Speed Factor

Efficiency metric accommodating congestion and travel speed

● **0.82**

For Period 10 YTD
6.5% increase than 2024 annual speed factor
14% decrease from pre-COVID (2019)

Accommodation Rate

● **99.9%**

0.9% above target of 99%
No change from last period
No change from same period last year
No change from pre-COVID (2019)
The per cent of requested trips that are provided to customers.

Mean Distance Between Failures (MDBF)

● **42,196 km** (12m rolling avg)

Target of 20,000 km met
0.2% increase from last month
6% decrease from same month last year
153% increase from pre-COVID (2019)

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Service Levels and Performance

Executive Summary

Wheel-Trans delivered strong operational performance in October 2025 with accommodation rates near 100% and MDBF exceeding targets, while On-Time Performance and passenger efficiency showed mixed results compared to prior year and pre-COVID benchmarks.

Issues

- On-time performance holding at 92.6% YTD, well above target as well as MDBF.
- Average speed factor has increased since last year but decreased since pre-COVID. The increase is due to higher levels of congestion – impacting service time or number of trips delivered.
- Accommodation rate is above target and has remained stable m/m, y/y and compared to pre-COVID.
- Passengers per Hour (PPH) is at target and has improved since last year.

TTC Actions

- Improving scheduled service efficiency and more opportunities for same-day trip requests, prioritizing cost-effective solutions.
- Service expanded (Sept 1, 2025): added runs to reduce delays, improved OTP, and increased flexibility; extra resources to Dispatchers for smoother service delivery.

Partner Support Needed

- City of Toronto congestion-reduction efforts, including the re-opening of the Gardiner Expressway lanes positively impacted the ability to increase speed factor, PPH and on time performance.





Wheel-Trans Performance Metrics: Convenience and Response

October 2025

Reservations Contact Centre Wait Time

● **2.0 mins**

Met target of two mins or under (average wait time)
0.3 mins increase from last month
0.2 mins decrease from same month last year
2.5 mins (56%) lower than YTD pre-COVID (2019)

Booking Window Adherence

Trips planned within +/- 30 mins of Customer requested time

● **98.5%**

8.5% above the target of 90%
0.09% decrease from last period
0.21% decrease from same period last year
Pre-COVID not available

● **Cost Per Ride** (Period 10 YTD)

\$38.56 cost per trip for versus \$76.20 at other transit agencies
Wheel-Trans - \$64.08, -1.2% y/y
Accessible Taxi - \$31.08, -2.2% y/y
Sedan Taxi - \$21.41, -4.6% y/y

Complaints Rate (W-T Bus)

Complaints per 1,000 customers (Period 10 2025 YTD)

● **0.93**

0.07 pts below target of 1.00
7.9% lower than 2024 annual
11% lower than pre-COVID (2019)

Cross Boundary Wait Time (Period 10 YTD)

● **17.1 mins** (average of three regions)

Not meeting the target 15 mins
26% decrease from same period last year
Wait Time by Region:
20 mins – York, -20% y/y
16 mins – Peel, -27% y/y
16 mins – Durham, - 33% y/y

Elevator Availability*

● **96.6%**

1.4% below target of 98%
No change from last month
1.6% decrease from same month last year

● Line 1 – (76 elev) 97.9%; ● Reliability (MDBS) 103%
● Line 2 – (59 elev) 95.6%; ● Reliability (MDBS) 74%, due to 21 external stoppages (vandalism, power outages, debris), otherwise 150%
● SRT – (2 elev) 99.6%; ● Reliability (MDBS) 103%
● Line 4 – (12 elev) 97.2%; ● Reliability (MDBS) 155%
Reliability MDBS Target: 60 days without incident.

*Managed outside of Wheel-Trans

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Reliability

Executive Summary

Wheel-Trans delivered strong convenience and responsiveness in October 2025 with faster reservation response times, lower complaint rates, and high booking adherence. However cross-boundary wait times remain above target, highlighting an area of continued improvement.

Issues

- Reservations Contact Centre Average Wait Time in Period 10 is in line with target of 2 minutes, despite an increase in call volume during this period.
- Customer complaints metric has improved compared to y/y and pre-COVID.
- Elevator was below target due to construction, maintenance, and repair work in October.

TTC Actions

- TELUS contract renewal, with updated terms, will support achieving the two-minute goal by aligning TELUS's objectives with Wheel-Trans priorities.
- Booking Window Adherence is above target and improved since last year.
- In early 2026, Wheel-Trans will be piloting adding an additional resource to focus on the Cross Border Initiative for a few weeks to see whether or not there is a significant improvement toward meeting the 15-minute target.
- Continued proactive maintenance.

Partner Support

- Continued partnership with York, Durham and Peel to improve customer Cross-boundary experience.





Wheel-Trans Performance Metrics: Safety and Security

October 2025

Customer Injury Incident Rate (CIIR)

● **0.61**

Injury incidents per 100,000 vehicle boardings
2 (actual)
36% increase from last month
0.46 12-month rolling average (Oct 2025)
61% decrease y/y 12-month rolling average

Lost-Time Injuries Rate (LTIR)

● **16.77**

Injuries per 100 employees annualized
7 (actual)
84% increase from last month
10.31 12-month rolling average (Oct 2025)
2% decrease y/y 12-month rolling average

Offences Against Customers (OAC)

● **0**

Offences against customers per 100,000 boardings
0 (actual)*
No change m/m
0.00 12-month rolling average (Oct 2025)
No change y/y 12-month rolling average

Customer Satisfaction with Personal Safety

● **94%** *Wheel-Trans customer satisfaction for personal safety no change y/y*

Offences Against Employees (OAE)

● **0**

Offences per 100 employees on annualized basis
0 (actual)*
No change m/m
0.92 12-month rolling average (Oct 2025)
68.12% increase y/y 12-month rolling average

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Safety and Security

Executive Summary

Wheel-Trans maintained a strong safety record in October 2025, with zero reported offences against customers and employees, and a low customer injury incident rate. While lost-time injuries increased compared to last month, the year-over-year trend continues to show improvement.

Customer and Employee Safety and Security

- **OAC:** has remained stable at 0, with no change m/m and y/y. No Wheel-Trans offences reported against customers in October and the prior months, maintaining a long-standing record of zero incidents.
- **OAE:** has remained stable at 0, with no change m/m but increasing y/y 12-month rolling average.
- **CIIR:** 61% decrease y/y. Both two and five year analysis is showing downward trend. This decrease was driven by more trips last year, with customer injuries unchanged.
- **LTIR:** 84% increase m/m, from three to seven due to musculoskeletal injuries, 2% decrease y/y 12 month rolling average.

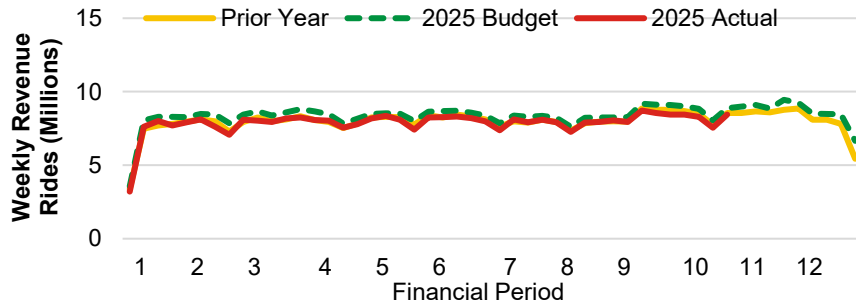
TTC Actions and Timing

- In Q1/Q2 2026, the TTC will review and analyze musculoskeletal injury data to look for trends and opportunities for new prevention strategies.
- The TTC is conducting a deeper dive into overall Customer Injury data in late 2025 to determine further actions.



Overall TTC Performance Metrics October 2025

Overall Revenue Rides Conventional



32.7 million*

Current -5.9% to budget, -2.4% to prior year
YTD -5.2% to budget, -0.9% y/y, 78.3% of pre-COVID

On-Time Performance Target 90%

- 91.3% Subway, +0.2% m/m, +2.1% y/y
- 61% Streetcar, +3% m/m, -3% y/y (Sep BP)
- 74% Bus, -2% m/m, +5% y/y (Sep BP)

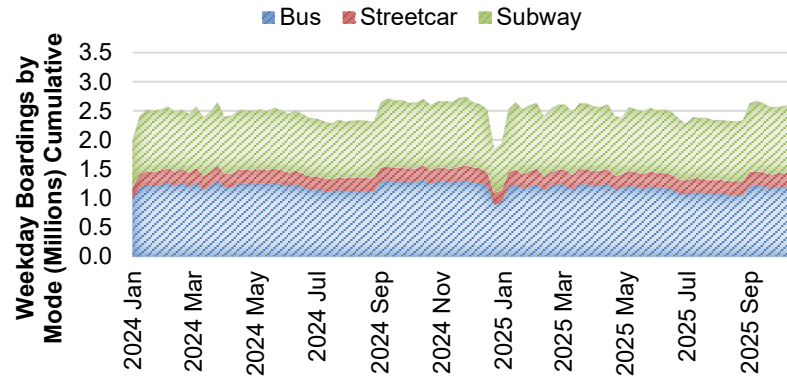
Offences against Customers (OAC)

- 1.41 per 1 million boardings, Target 1.0, -27% m/m, -5.84% y/y 12-month rolling avg (across network)

Offences against Employees (OAE)

- 6.20 per 100 employees (annualized), +16% m/m, -1.89% y/y 12-month rolling avg (across network)

Overall Daily Customer Boardings



2.6 million/day

1% decline y/y Bus: 1.2M/day; -6% y/y;
Streetcar: 231K/day; 0% y/y; Subway: 1.2M/day; +4% y/y

Customer Satisfaction Target 84%

- 66% overall, -2% m/m, -5% y/y**
- 67% Subway, no change m/m, -2% y/y
- 65% Bus, -4% m/m, -6% y/y
- 64% Streetcar, -5% m/m, -10% y/y

Customer Satisfaction with Personal Safety

- 56% satisfaction with personal safety, -6% m/m, -3% y/y (across network)**

IN FOCUS Overall Performance

Executive Summary

Subway reliability exceeded targets and boardings rose 4% in October 2025, offset by declines in bus and streetcar use, with lowering offence rates and customer satisfaction and sense of safety indicating opportunities for improvement in coming months.

Issues

- Year-to-date ridership and passenger revenue are 5.2% and 3.9% below budget respectively, resulting in a \$33.9M year-to-date budget shortfall.
- October 2025 vs October 2024 variance is driven by:
 - 6% decline in y/y demand on bus
 - Reduced international students, and slower immigration and economic activity;
 - Partially offset by a 4% y/y increase in subway demand due to return-to-office policy shifts;
 - Streetcar demand is now steady y/y.
- Offences against Customers and Employees continue to improve y/y, however Satisfaction with safety declined 6% this Fall vs 2-3% typical seasonal decline, principally due to satisfaction with sense of safety on Bus.
- Customer Satisfaction across the network decreased 2% m/m, driven by decline in Bus (-4%) m/m and Streetcar (-5%) m/m, while Subway remained stable. Key challenges include wait time, ride comfort and stop/station cleanliness for Bus and Streetcar, with Streetcar customers also citing service reliability and vehicle cleanliness.

Actions and Forecast

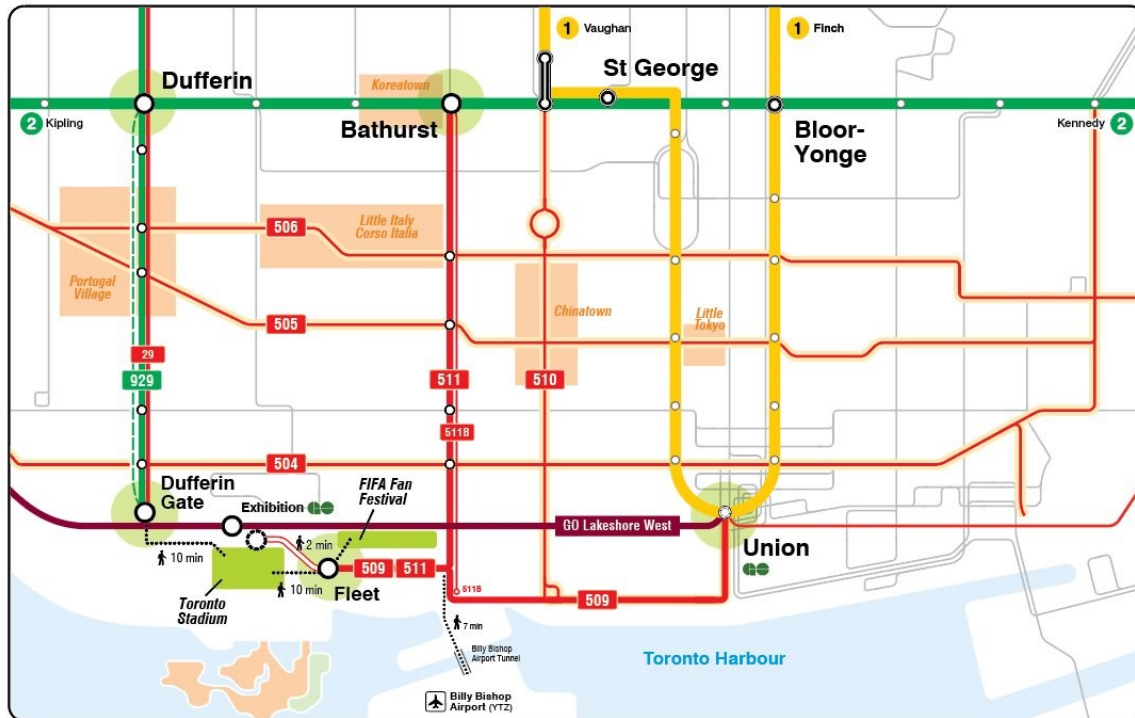
- Ridership Growth Strategy outlining priorities to support ridership and passenger revenue growth, including sense of Safety.
- Fare compliance strategies.
- Long-term growth due to land use and transit expansion expected to exceed pre-COVID by 2031.



TTC's World Cup 2026™ Preparations

Corporate Plan Alignment – Strategic Direction 2

The City of Toronto is one of the 16 host cities across North America for FIFA World Cup 26™. The tournament runs from June 11 to July 19, 2026, with six matches planned in Toronto at Exhibition Place, alongside a FIFA Fan Festival™ that will be activated throughout the tournament period. The first-ever men's FIFA World Cup match on Canadian soil is on Friday, June 12, 2026.



Above: Map of TTC service to Toronto Stadium (BMO Field).

Project Snapshot

TTC's World Cup Planning To Date

- Developed a service plan that will support fan movements during the tournament to and from Toronto Stadium (BMO Field) and the FIFA Fan Festival™ at Fort York National Historic Site and The Bentway.
- Participating in the City's FIFA Secretariat-led multi-agency tables to support the finalization of the Mobility Plan and ensure co-ordination with external partners.
- Working with the City's to implement RapidTO initiatives on Dufferin Street and Bathurst Street to improve reliability and ensure transit priority along the main corridors that service the event venues for the FIFA World Cup™.
- Commenced detailed operational planning across all TTC departments to ensure readiness for tournament-time operations. With the Tournament Draw completed **on December 5**, we now have more detailed tournament information to complete operational planning. We will keep in mind that other events for city-wide celebrations will be known in coming months based on the draw results and applications for different groups to host celebratory events.
- Submitted an operating budget to the city's FIFA Secretariat with negotiations underway.

Next Steps

- Work with the city's FIFA Secretariat to finalize the budget and sign the Memorandum of Understanding (MOU).
- Continue developing an integrated visitor pass with Metrolinx/PRESTO to provide seamless travel across the region during the FIFA World Cup™.
- Developing an approach/process with the City and FIFA to communicate and market TTC services within the guidelines and requirements to ensure there is no IP rights infringement and also make transit part of the fan experience.
- Participate in readiness exercises with external partners, including the City's FIFA Secretariat, Toronto Police Services, Toronto Emergency Management, Transportation Services, Metrolinx, and others. Internal readiness exercises are planned before the tournament to test and assess the TTC's readiness.
- Co-ordinate with Toronto Police Service Integrated Safety and Security Unit (ISSU) to ensure a wholesome safety and security plan that is integrated with the overall ISSU plan.
- Explore opportunities to advance the TTC's Wayfinding Strategy at key locations that will serve the visitors and fans during the FIFA World Cup™.

