



CEO's Report

Toronto Transit Commission
February 2026

The CEO's Report offers a rotating review of service delivery performance across the TTC's transit modes. The current edition highlights Subway service, featuring key performance indicators (KPIs) through the end of November 2025, and Station Makeovers.



CEO's commentary

As we begin 2026, the TTC continues to navigate a period of significant change while staying firmly focused on delivering safe, reliable, and customer-centered service to the people of Toronto. This month's CEO Report paints a clear picture of encouraging progress, persistent challenges, and a shared commitment across the organization to keep improving. Transparency matters, and I want to speak directly to the results we're reporting and how we intend to act on them.

This month's CEO's Report takes a closer look at subway service and the stations makeover pilot.

Ridership and customer sentiment

Demand for transit continues to grow. Subway ridership reached 7.3 million weekly boardings in November, a meaningful recovery that reflects more people returning to workplaces, schools, and activities across the city. While we remain below pre-pandemic levels, the trend is moving in the right direction, and ridership on weekends is particularly strong, with Saturday boardings now slightly above pre-COVID levels.

Customer satisfaction also improved, rising to 74% on the subway and 72% system-wide. These increases matter, especially after a period of decline last year. But the gap to our target of 84% is still significant. Customers told us clearly that reliability, real-time information accuracy, and cleanliness are the areas where they most want to see progress. These results reinforce that while customers are noticing improvements, we have more to do before their day-to-day experience consistently meets expectations.

Safety and security

Safety is paramount. Reported offences against customers have declined meaningfully over the past three years. Customer feelings of personal safety rose to 62%, a six-point increase from last year.

At the same time, we are reporting increases in certain categories of offences against both customers and employees. Offences against employees, while down month-to-month, remain higher than last year. These numbers are reminders that safety must remain a shared effort between the TTC, the City, the Toronto Police Service (TPS), public health partners, and the community itself.

Our actions reflect that urgency. We have expanded frontline presence, launched the TPS Neighbourhood Community Officer program on Line 1, increased visibility in stations, advanced fall-prevention campaigns, and invested in infrastructure improvements that address the causes of both injuries and service disruptions. We are also working closely with union partners on long-term measures to protect workers, including national advocacy for stronger Criminal Code protections for transit staff.

Service reliability

This month's report shows a mixed picture of reliability across the system. Subway performance on Line 1 continues to improve, with better headway adherence and lower staff-related delays. Our TR and T1 fleets continue to exceed North American industry standards for reliability, with Mean Distance Between Failures (MDBF) well above target.



CEO's commentary

However, Line 2 performance was below target, driven largely by restricted speed zones between Islington and Kipling earlier in the fall. Those restrictions have since been lifted, and performance is improving, but it is clear that sustained progress requires continued investment in track, signal, and switch infrastructure. Unplanned delay minutes also rose in November, driven largely by passenger-related incidents, particularly disorderly behaviour and medical emergencies, which accounted for more than half of all external delays.

We are responding through both operational measures (such as targeted inspections, debris checks, and enhanced training) and external collaboration, with a focus on community safety and mental-health supports that reduce pressure on the transit system.

Accessibility, cleanliness, and customer comfort

We continue to make progress on the Easier Access Program, with 63 of 70 stations now accessible, and Lawrence, Warden, Christie, and Summerhill stations added in December. Elevator and escalator availability remains slightly below target due primarily to construction and planned modernization, but excluding those factors, the system meets or exceeds our goals.

Cleanliness scores also remain strong across vehicles and stations. The City-funded Station Makeovers pilot delivered impressive improvements, with cleanliness scores at all six pilot stations rising above 85%, and we have identified operating offsets to extend the cleanliness enhancements through 2026, even as City funding sunsets.

Looking ahead

The TTC is in a rebuilding moment. We are seeing real signs of progress, and the work our staff are doing every day is both meaningful and measurable. But we also face challenges: some structural, some operational, some tied to the city's changing travel patterns.

Our commitment is to face those challenges directly, with transparency, urgency, and accountability. We will continue strengthening reliability, deepening our partnership with the City and community agencies, improving safety, and staying laser-focused on the customer experience.

Thank you for your continued support as we move forward.



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



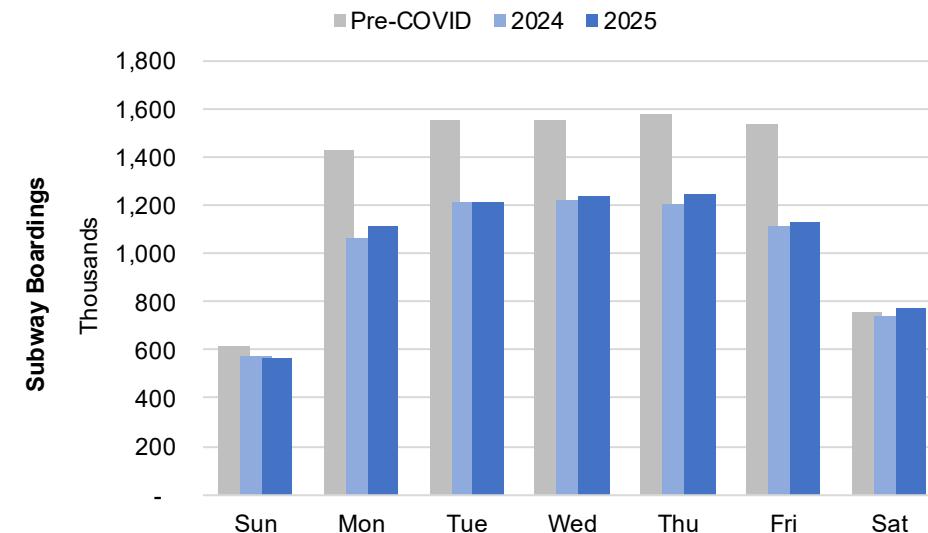
Red - Off target





Subway and Stations Performance Metrics: Customer Experience – November 2025

Weekly Customer Boardings – November



7.3 million

Customer boardings per week

July 2025 6.5 million, +800K.

+1% m/m, +2% from y/y

*Morning and afternoon peak periods 55% of weekday subway boardings

- Weekday – 1,188K daily boardings, Jul 1,067K (+15%), +2% y/y, -22% pre-COVID
- Saturday – 770K daily boardings, Jul 724K (+11%), +4% y/y, +2% pre-COVID
- Sunday – 585K daily boardings, Jul 549K (+7%), -2% y/y, -8% pre-COVID

Customer Satisfaction – Subway

74%, July 74%, no change
10 pts below target of 84%
7 pts increase m/m
3 pts increase same month y/y

Net Promoter Score – NPS

Net % customers who promote the TTC

4 pts, July 2 pts, +2 pts
3 pts increase from last month
1 pt decrease same month y/y

Executive Summary

Subway boardings increased 2% y/y and an additional 800K weekly increase from July levels while maintaining customer satisfaction levels and increased commuting trips.

- Increase of 2% y/y in subway demand Monday-Saturday. Subway Use is at 78% of pre-COVID versus overall network at 80%.
- Customer satisfaction and NPS on Subway rose 7 and 3 pts in November vs prior month, recovering from slight dip in September/October.

TTC Actions & Timing

- Ridership Growth Strategy: examining travel patterns, post-pandemic ridership shifts, and financial constraints, integrated approaches to attract new riders and retain existing customers, will be presented on March 2 SPC and final strategy to the Board in April.
- Active monitoring for additional return-to-office commutes through Q1 2026, and Lines 5 and 6 use.
- Preparation for demand rise through 4 provincial projects.

Partner Support

- Continued collaboration on land use plans aligning transit with population and job growth. Congestion Management Plan, and City-Wide Mobility Plan.





Subway and Stations Performance Metrics: Subway Service Reliability

Headway Adherence – End Terminal

Previously named On Time Performance

- Line 1 – 89.6%, July 82.4%, +7.2 pts
- Line 2 – 80.0%, July 90.8%, -10.8 pts
- Line 4 – 97.2%, July 97.3%, +0.1 pts

Line 1 0.4 pts below target of 90%

2.4 pts increase from last month

3.1 pts increase from same month y/y

Line 2 10 pts below target of 90%

9.3 pts decrease from last month

9.30 pts increase from same month y/y

88.2% overall subway, July 89.3%, -1.1 pts

Service Availability

Vehicles & Operators in Service vs Schedule

- 100%, Jul 100%, no change

Target of 100% met

2.8 pts decrease from last month

4.0 pts decrease from same month y/y

Scheduled Capacity

% vehicles/schedule at timing points (Previously Subway Capacity)

- Line 1 – 97.9%, July 88.3%, +99.6 pts
- Line 2 – 87.4%, July 99.7%, -12.3 pts
- Line 4 – 99.7%, July 100%, -0.3 pts

Line 2 8.6 pts below target of 96%

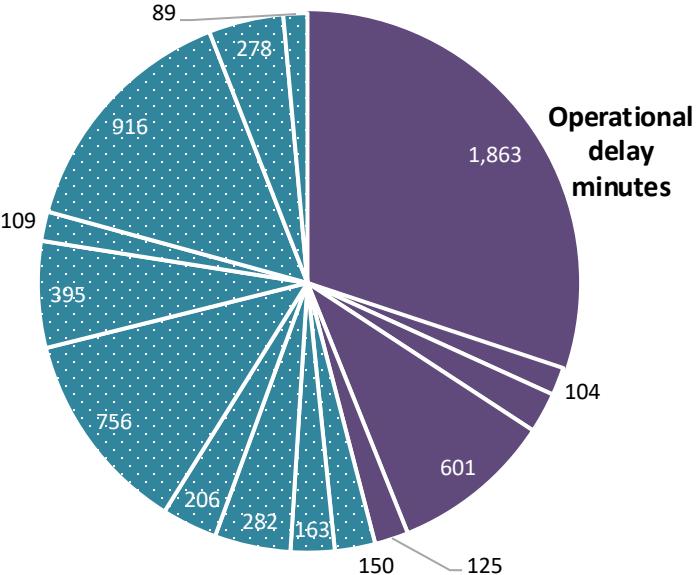
11.4 pts decreased from last month

12.2 pts decrease from same month y/y

93.7% overall subway, Jul 95.9%, -2.2 pts

External
delay
minutes

Subway Delay Minutes





Subway and Stations Performance Metrics: Accessibility and Comfort – November 2025

Elevator Availability

- Line 1 – (76 elev) 97.8%, July 95.7%, -2.1 pts
- Line 2 – (53 elev) 96.8%, July 98.6%, -1.8 pts
- SRT – (2 elev) 99.6%, July 99.2%, +0.4 pts
- Line 4 – (13 elev) 98.7%, July 97.4%, +1.3 pts

Line 1 – 0.2 pts below target of 98%.

Availability other than construction 99.2%

Line 2 – 1.2 pts below target; 2.0% due to Corrective Maintenance, 0.51% due to Construction. Availability other than construction 97.3%

Victoria Park Station and St Clair Station are under construction and continue to be out of service

- 97.5% overall, July 96.8%, +0.7 pts**

Escalator Availability

- Line 1 – (190 esc) 95.8%, July 88.9%, +6.9 pts
- Line 2 – (99 esc) 95.6%, July 96.7%, -1.1 pts
- SRT – (2 esc) 98.3%, July 94.3%, +4 pts
- Line 4 – (20 esc) 97.5%, July 95.8%, +1.7 pts

Line 1 1.2% below target 97%, 0.002% Water; 0.70% Emerg, 0.77% Const, Line 2 1.4% below target 97%, 0.45% due to Emerg; 1.18% Construction

Line 3 1.3% above target 97%,

Line 4 0.5% above target 97%,

Excluding Emergency, Water and Construction, all Lines meet target 97% November replacements at Spadina, Museum, Broadview, and Yorkdale stations

- 95.9% overall, Jul 92.0%, +3.9 pts**

Subway Cleanliness Score

- Line 1 – 94.2%, July 94.7%, -0.3 pts
- Line 2 – 91.8%, July 92.3%, -0.5 pts
- Line 4 – 93.6%, July 94.6%, -1 pts

- 93.1% overall, July 93.7%, -0.6 pts**

Cleanliness Score in Q3

3.1 pts above target of 90%

0.6 pts decrease from last quarter

0.3 pts decrease from Q3 2024

Stations Cleanliness Score

- Line 1 – 81.68%, July 80.23%, +1.45 pts
- Line 2 – 77.17%, July 75.70%, +1.47 pts
- Line 4 – 75.80%, July 74.89%, +0.91 pts

- 79.54% overall, July 77.98, +1.56 pts**

Cleanliness Score in Q3

3.54 pts above target of 76%

1.56 pts increase from last quarter

2.52 pts increase compared to same quarter last year

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Elevator & Escalator Availability

Executive Summary

The TTC continues to advance system accessibility through proactive servicing, focused infrastructure upgrades, and equipment renewal. Temporary reductions in elevator and escalator availability are due to construction and planned modernization. Network accessibility is on track, with four additional stations becoming fully accessible as of December 2025: Lawrence, Warden, Christie, and Summerhill.

TTC Actions & Timing

Escalators:

- Excluding Emergency, Water and Construction, all Lines meet target 97%. 2026 overhaul program increases from two to three concurrent overhauls, while creating short-term availability impacts shifts to steady-state SOGR.
- Proactive flooding mitigation, including pump recalibration, power-wash.

Elevators:

- 63 of 70 stations are now accessible (90%) as part of Easier Access Program, with Lawrence, Warden, Christie and Summerhill, accessible in December 2025.

Partner Support

- No City action is required; uncontrollable factors account for remaining gaps.





Subway and Stations Performance Metrics: Asset Reliability – November 2025

Mean Distance Between Failures (MDBF)

TR - Line 1

648,000 km July 730,000 km, -11%
(12-month moving average)

776,000 km (November 2025 actual)
Target of 600,000 km met
27% increase m/m (actual)
2% increase same month y/y (actual)

T1 - Line 2

373,000 km July 420,000 km, -11%
(12-month moving average),

738,000 km (November 2025 actual)
Target of 330,000 km met
113% increase m/m (actual)
121% increase same month y/y (actual)

Fare gate availability

99.66%, July 98.02%, +1.64 pts

0.16% above target of 99.50%
0.03% decrease m/m
0.38% decrease same month y/y
Line 1 – 99.69%
Line 2 – 99.60%
Line 4 – 99.61%

PRESTO Self-Serve Reload Machine (SSRM) devices in Stations

99.98%, July 99.97%, +0.01 pts

SSRM available in November
0.48 pts above target of 99.50%
0.03 pts increase from last month
0.03 pts increase from same month last year

PRESTO Fare Vending Machine (FVM) devices in Stations

99.20%, July 99.32%, -0.12 pts

FVM available in November
0.20 pts above target of 99%
0.14 pts decrease from last month
0.06 pts decrease from same month last year

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Asset Reliability

Executive Summary

The TTC's subway fleets continue to exceed North American reliability standards. This month, both the TR and T1 trains remain on target for mean distance between failures (MDBF), with performance significantly surpassing expectations and demonstrating strong y/y improvement.

TTC Actions & Timing

TR trains: Achieved 648,000 km MDBF, a 27% m/m and 2% y/y increase, surpassing the TTC target.

T1 trains (Line 2): Reached 373,000 km MDBF, a 113% m/m and 121% y/y increase.

Fare gate availability has fully recovered to 99.66%, with the temporary 1.62% dip in July—caused by a backend system migration—now fully resolved and performance back above target.

Partner Support

December 2025, the TTC awarded a single-source contract to Alstom for new Line 2 subway trains, with matched federal-provincial funding supporting ongoing reliability and advances for TTCs Line 2 service. Contract achieves 55% Canadian content and supports nearly 950 direct Canadian jobs.





Subway and Stations Performance Metrics: Safety and Security – November 2025

Customer Injury Incident Rate (CIIR)

● **1.95**, July 2.00, -2.5%

Injury incidents per 1 million vehicle boardings

14% decrease from last month

2.67 12-month rolling average

2% increase y/y 12-month rolling average

Lost-Time Injuries Rate (LTIR)

● **4.86**, July 7.07, -31%

Injuries per 100 employees annualized

20% decrease from last month

5.26 12-month rolling average

7% decrease y/y 12-month rolling average

Offences Against Customers (OAC)

● **2.49**, July 2.63, -0.05%

Offences against customers per 1 million boardings

76 (actual)

5.76% increase m/m

2.62 12-month rolling average (Nov 2025)

10.56% decrease y/y 12-month rolling average

Customer Satisfaction with Personal Safety

● **62%**, July 64%, -2 pts

6% increase m/m; **1%** increase y/y

Offences Against Employees (OAE)

● **18.8**, July 18.94, -0.7%

Offences per 100 employees on annualized basis

55 (actual)

2.75% decrease m/m

15.65 12-month rolling average (Nov 2025)

8.69% increase y/y 12-month rolling average

Note: OAC and OAE data may adjust as investigative cases close.

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Safety & Security

Executive Summary

The TTC is strengthening community safety through focused initiatives aimed at lowering the incident rate and enhancing the sense of security for both customers and employees.

Customer Safety & Security

- **OAC:** Offences declined 10.56% y/y - 12-months rolling average (12 m.a.), increased 5.76% m/m
- **CIIR:** Increase in y/y customer injury incidents is due to an increase in falls, which account for 94% of all in-station subway injuries.

Employee Safety & Security

- **OAE:** Despite the y/y increase, offences declined 2.75% m/m, while **LTIR** Injuries decreased 20% m/m and 30% since July.

TTC Actions

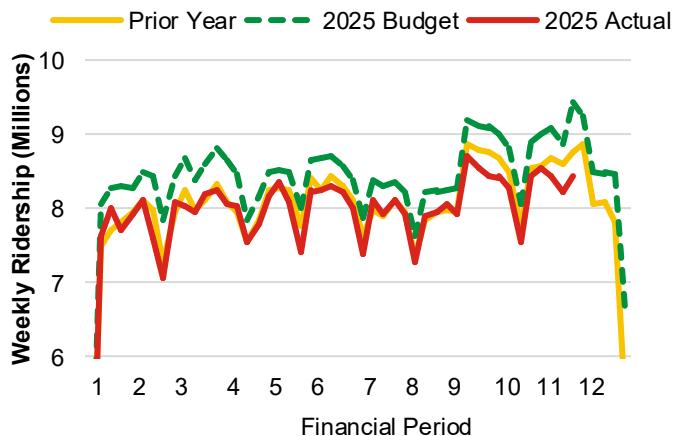
- Special Constables focused station deployment, fare gate hardening, and increased Revenue Protection at stations.
- Ongoing staff de-escalation training, risk assessments, and collaboration with unions and JHSCs, increased promotion of the SafeTTC app and safety features.
- Fall-prevention communications campaign for CIIR.

Partner Support Continued multidisciplinary approach with City of Toronto, TPS, TPH. **NEW:** enhanced social supports: Toronto Community Crisis Service pilot Nov 15, January 12, 2026 launch Neighbourhood Community Officer program along Line 1 (Union to Eglinton stations).



Overall TTC Performance Metrics – November 2025

Revenue Rides – Conventional



33.6 million, July 31.5 million, +6.7%

Revenue Rides in Period 11 (Nov 2 – 29)

7.5% below budget

2.7% decrease from prior year P11

Period 11 YTD 5.4% below budget, -1.1% P11 y/y

Wheel-Trans Ridership

348,621, July 315,196, +11%

Customer trips (Period 11)

5% increased from last month

13.2% increased from same month last year

On Time Performance

Target 90%

- 88.2% Subway, Jul 89.3%, -1.1 pts
- 73.0% Bus, Jul 75.0%, -2 pts
- 55.0% Streetcar, Jul 57.0%, -2 pts

92.8% Wheel-Trans

Jul 94.4%, -1.6 pts
Adherence to Schedule

Customer Satisfaction

72%, July 72%, no change

- 12 pts below target of 84%
- 6 pts increase from last month
- 1 pt decrease y/y
- Subway 74% (+7%) m/m, July 74%
- Bus 70% (+5%) m/m, July 75%, -5 pts
- Streetcar 58% (-6%) m/m, July 61%, -3 pts

89% customer satisfaction for Wheel-trans customers in 2025

Net Promoter Score

2, July 7pts, -5 pts

Net % customers who promote the TTC
2 pts above prior month

2 pts decrease same month y/y

- Subway 4, July 12 pts, -8 pts
- Bus -2, July 14 pts, -16 pts
- Streetcar -9, July -13 pts, +4 pts

IN FOCUS

Revenue Ridership

Executive Summary

Fare revenue in Period 11 2025 totalled \$84.28 million, in Period 11, 5.7% below budget, but 0.8% above the same period in 2024. Average weekly ridership 8.4 million, up 2.9% from Period 10. Open Payment & Virtual PRESTO account for 37.3% (increase from 35%) of weekly payments. Conventional Service CSAT 72% and Wheel-Trans CSAT 89%.

Divers of variance:

- Hybrid work patterns slower than signaled.
- International student policy continues pull through.
- Macroeconomic instability impacts discretionary travel and some work trips.

Actions & Forecast

- Year-to-date fare revenue reached \$920.76 million falling \$38.9 million short of budget.
- Surface routes Bunching & Gapping Pilot year end improvement 5% timing points and 7% end terminal in 16-week Phase 2 leveraging route supervision and AI pilot Headway management, expanding to all streetcars through Q1.
- Stop-level analysis developed for B&G pilot to extend to all surface routes Q2 2026.
- AI pilot for Planning Scenarios in testing stage
- Ridership Growth Strategy (slide 5).

Station Makeovers

Corporate Plan Alignment – Strategic Direction 2

The TTC's Six-Station Cleanliness Pilot will improve conditions at TMU, Scarborough Centre, Kennedy, Spadina, Lansdowne, and Finch by deep-cleaning, repairing, and restoring customer-facing finishes.



Above: Art at TMU Station (formerly Dundas Station).



Above: From left to right, before and after photos of improvements at Spadina Station.

Project Overview

The Station Cleanliness and Restoration Project was launched in March 2025 as a City-funded pilot under the Back on Track Plan, with the objective of delivering visible, measurable, and sustained improvements to station cleanliness, condition, aesthetics, accessibility, and customer experience at six strategically selected TTC stations. The six stations were:

- Kennedy
- Scarborough Town Centre
- Spadina
- Lansdowne
- Finch
- TMU (formerly known as Dundas Station)

Project Scope and Objective

The project was designed to address both physical cleanliness and underlying asset condition, recognizing that sustainable station improvements require co-ordinated operating and ongoing capital funding sources. Key focus areas included:

- Cleanliness of station assets and features
- Station aesthetics and overall appearance
- Track bed and track wall cleaning
- Restoration of customer-facing finishes
- Accessibility and customer comfort enhancements

Results

The initiative combined targeted operating investments, capital restoration funding, and a pilot that flattened the Group Station Manager management model, supported by strong cross-departmental collaboration. Over the course of 2025, the project delivered sustained, system-verified improvements, with independent third-party cleanliness audit scores across the six pilot stations, improving by 17.58% overall between March and October 2025. By October, all six stations exceeded 85% cleanliness scores, demonstrating the effectiveness of the approach.

Next Steps

The Station Cleanliness and Restoration Project demonstrates that focused investment, enhanced accountability, and co-ordinated delivery can deliver rapid and sustained improvements to station conditions and customer experience.

While operating funding concluded at the end of 2025, the TTC has found operating offsets to extend the cleanliness initiatives in 2026 in the absence of new, sustained City of Toronto funding. Capital work will continue through Q3 2026, ensuring the durability of improvements. The results and lessons learned from this pilot will inform future station cleanliness, restoration, and governance strategies across the TTC system.

