



CEO's Report

Toronto Transit Commission
April 2026

The CEO's Report offers a rotating review of service delivery performance across the TTC's transit modes. The current edition highlights bus service, featuring key performance indicators (KPIs) through the end of February 2026.



CEO's commentary

This month's CEO's Report is grounded in a single test: whether the work we are doing is improving performance for our customers. At the TTC, performance is not an abstract concept. It is measured every day in service reliability, on-time performance, fleet availability, safety, and the confidence riders place in the system. Everything we do must move those measures in the right direction.

Bus service remains central to that effort. With a fleet of more than 2,100 accessible buses, the TTC carried nearly 192.5 million bus riders in 2025, covering over 143.5 million kilometres across the city. The bus network continues to be the backbone of surface transit in Toronto, and improving its performance is essential to improving the overall customer experience.

We are beginning to see tangible results, despite operating through one of the most challenging winters Toronto has experienced in nearly 90 years. In February, bus service levels increased by more than 8,000 hours per week compared to the previous year, and average speeds improved by 1.38% year over year. On-time performance reached 75%, the strongest result since August 2025. Despite winter conditions that were among the most severe in 90 years, which reduced roadway capacity and extended travel times, performance remained broadly in line with last year's results, when winter impacts were less pronounced.

Key reliability indicators, including service availability, mean distance between failures, and short turns, all met their targets. These outcomes reflect focused operational discipline, stronger fleet performance, and sustained effort by frontline and support teams working through difficult operating conditions.

At the same time, we are carefully monitoring service demand as the network evolves. Bus boardings were down 9% year over year in February. This decline largely reflects the planned conversion of existing bus demand to Line 5 Eglinton, which is already accounting for approximately seven percentage points of former bus ridership.

After adjusting for this mode shift, underlying bus demand declined 2% year over year, representing an improvement from the larger declines seen in fall 2025. Bus ridership now stands at approximately 82% of pre-pandemic levels, compared to 84% across the overall TTC network. Customer sentiment through the phased launch of Line 5 remains positive, with round-trip travel times improving on both lines following Transit Signal Priority implementation. As customers adjust to the new surface network following the Line 5 opening, staff will continue to assess demand patterns and adjust service through upcoming board periods to ensure resources are aligned with where riders need them most.

Across the TTC network, ridership trends show renewed stability. Overall customer boardings increased by 1% year over year in February, even as extreme weather affected travel patterns and revenue ridership remained below budget.

This growth reflects continued recovery across the network, particularly on streetcar and subway services, and reinforces the importance of consistent, reliable service as the foundation for rebuilding ridership and customer confidence.

That commitment to reliability applies every day, including when service does not meet expectations.

In April, service disruptions on Line 2 caused by hydraulic fluid leaks from work cars had a significant impact on customers. Incidents like these fall short of the standards we set and reinforce a core principle: our tolerance for service-affecting failures must be zero. We have grounded the work car fleet and are thoroughly investigating these events, and we will be relentless in identifying root causes to ensure they do not happen again. Reliability depends on disciplined execution, resilient assets, and clear accountability across the system.



CEO's commentary

Performance discipline will be even more critical as we prepare for a busy summer and the FIFA World Cup 2026™. The World Cup represents a major operational test for the TTC and for the city. Our objective is clear: provide safe, reliable, and frequent service that allows residents and visitors to move around Toronto with confidence. Planning for this event has been deliberate and detailed, with a strong emphasis on service reliability, network resilience, and real-time operational control.

In partnership with the City of Toronto, we are taking targeted steps to improve surface transit performance downtown, including the installation of RapidTO transit-only lanes on Dufferin and Bathurst streets south of Bloor, and the creation of a new transit hub at Fleet Street and Strachan Avenue to serve Toronto Stadium and the FIFA Fan Festival at Fort York.

These measures are designed to reduce congestion impacts and support more predictable travel times during peak periods. On match days and throughout the tournament period, we will add bus, streetcar, and subway service where demand is expected to be highest, introduce dedicated World Cup shuttle services, and increase staffing and customer support across the system. Enhanced signage, including internationally recognized pictograms, will help customers navigate the network. Safety, security, and clear communication will remain priorities, supported by increased preventative maintenance and the strategic positioning of response personnel to address issues quickly as they arise.

Performance during the World Cup will not be accidental. It will be the result of planning, coordination, and disciplined execution across the organization. That same focus on performance improvement underpins the work described throughout this report. We will continue to measure ourselves against clear standards, be transparent about results, and take corrective action where needed. That is how we build a stronger, more reliable TTC for the people we serve.



Mandeep S. Lali

*Chief Executive Officer
Toronto Transit Commission*

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- Legend*
- Green – On or above target, or has improved 5% y/y
 - Yellow – within 1 pt, temporary deviation, or making notable improvements
 - Red – Off target





Bus Performance Metrics: Service Levels and Accessibility – February 2026

IN FOCUS Service Levels

Service Level Scheduled Hours - Weekly



139,304 (2019)
142,416 (2024)
146,003 (2025)
154,369 (2026)

Average Speed

- **All Network +1.38% y/y, +0.81% pre-COVID**
10-minute Network +1.91%y/y, +2.98% pre-COVID
Non-10 minute Network +0.82%y/y, -1.32% pre-COVID
Blue Night Network -1.14% y/y, -5.14% pre-COVID

Bus Cleanliness Score

- **94.0% overall, Aug 93.2, +0.08 pts,**
Cleanliness Score in Q4
4 pts above target of 90%
No change from last quarter
1 pt increase compared to same quarter last year
5.9 pts increase from pre-COVID (2019)

Crowding

Across all scheduled bus trips

- **All Network**
2.5% trips full, Aug 1.7%, +0.8 pts
0.7% trips crowded, Aug 0.5%, +0.2 pts
- **10-minute Network, 3.5%** trips Full, 1.0% trips Crowded
Full trips -1% y/y, crowded trips -0.3% y/y
- **>10-minute Network, 1.9%** trips Full, 0.5% Trips Crowded
Full trips -0.4% y/y, crowded trips -0.1% y/y
Blue night 0.9% Trips Full, 0.2% Trips Crowded
-0.2% Trips Full, -0.1% Trips Crowded

Full – 100% capacity to TTC Standards. Crowded = 120% capacity.

Transit Stops, Shelters and Accessibility

- **86% Accessible Transit Stops in Toronto**
 - TTC manages 10,000+ stops
 - 1,179 made accessible since 2017 and 82 planned for 2026
 - 5,753 transit shelters through City of Toronto
- **83% personal safety perception at stops**
7% lower compared to onboard vehicles (90%)
-2 pts m/m

Executive Summary

Scheduled bus service hours and average speed increased in February, with continued progress on accessibility and LRT-related network changes contributing favourably to improved speed on affected routes.

Key Issue

- Service hours, average speed and crowding remain favourable, following significant network changes for LRT opening.
- Eighty-two transit stops planned for accessibility improvements in 2026.
- Personal safety perception at stops is 83% (7% lower compared to onboard vehicles).

TTC Actions and Timing

- Service changes implemented on 20+ bus routes as part of the Line 5 Surface Network Plan to better connect customers to Line 5 stations.
- School trip wayfinding initiative introduced on route 830 Henry Kesley-Middlefield.
- Continuing to adjust runtimes to better reflect operating conditions on-street.
- Service frequency improved and/or additional trips added on six routes to address crowding.

Partner Support Needed

- Continued collaboration with the City on transit priority measures.
- Street furniture program to support increased sense of safety at bus shelters serving TTC customers.





Bus Performance Metrics: Service Reliability – February 2026

IN FOCUS
Bus Service Reliability

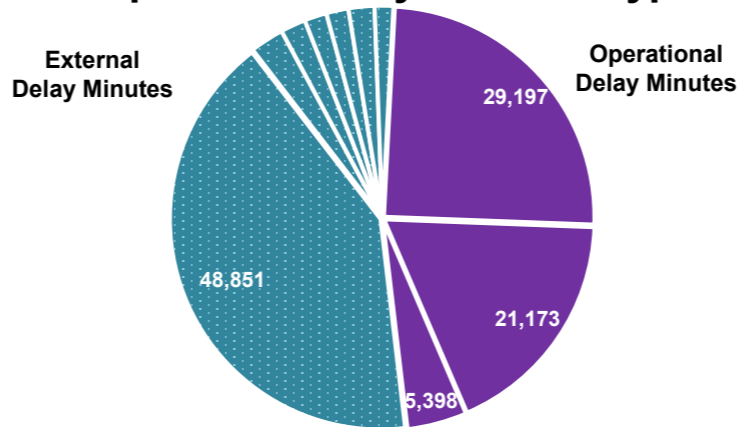
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On-Time Performance (OTP)

Adherence to Schedule at End Terminal

	On Time ● >90%	On the Cusp ● 80-90%	Not on ● Time <80%
# Bus Routes	3	60	111
% Bus Ridership	1%	34%	65%

Unplanned Delay Minutes Types



● **75%** overall bus, Aug 76%, -1 pt

Target of 90% not met

3 pts increase from last board period

1 pt decrease from same board period last year

1 pt decrease from pre-COVID (2019)

Service Availability

Bus Vehicles Service vs Schedule

● **100.1%**, Aug 100.5, -0.4 pts

Target of 100% met

0.3 pts decrease from last month

0.7 pts decrease from same board period last year

● **114,117 Unplanned Delay Minutes**

0.7% decrease y/y,

21.7% decrease from last month

	Feb'26	Aug'25	Operational	Feb'26	Aug'25
External	56%	53%	Staff-related	44%	47%
Diversion	45%	41%	Equipment	15%	18%
Passenger-related	6%	7%	Shuttle Bus	24%	25%
Other	6%	5%		5%	5%

Mean Distance Between Failures

Distance Operated before failure

● **eBus** 258 buses **35,069 km** (12m rolling avg) Target 24,000
Aug 24,554 km, +43%

● **Diesel** 1,156 buses **43,378 km** (12m rolling avg) Target 12,000
Aug 46,336 km, -6%

● **Hybrid** 698 buses **36,361 km** (12m rolling avg) Target 24,000
Aug 36,218 km, +0.4%

Bus Short Turns

Vehicle removed from service before route completion/100 departures

● **0.10%**, Aug 0.10, no change

Target of 0.10% or below met

0.02 pts decrease from last month

0.04 pts increase from same month y/y

Executive Summary

Bus on-time performance was **75% in February 2026**, representing highest OTP since August 2025, despite one of the most challenging winters on record. Service availability metrics, MDBF and bus short turns met target.

Issues

- Severe winter conditions reduced roadway capacity and extended travel times. Despite these pressures, performance remained aligned with seasonal norms at 76% in February 2025, underscoring the effectiveness of the City-TTC winter operations plan.
- Delays of 114,117 minutes decreased 21.7% m/m, 0.7% y/y. External factors account for 56% of all delay minutes.

Actions and Timing

- Expansion of Bunching and Gapping reduction pilot to additional routes.
- Adaptive supervisory coverage to respond to real-time operating conditions.
- Implementation of tightened on-time criteria (0 min, 5 min).
- Ongoing operator education and coaching to reduce early departures.

Partner Support Needed

- Continued support on winter weather management.
- Unplanned Diversion co-ordination.





Bus Performance Metrics: Safety and Security – February 2026

IN FOCUS Safety and Security

Customer Injury Incident Rate (CIIR)

● **2.48**, Aug 2.86, -12%
 Injury incidents per one million vehicle boardings
63 (actual)
15% increase from last month
2.56 – 12-month rolling average (Feb 2026)
1% increase y/y 12-month rolling average

Lost-Time Injury Rate (LTIR)

● **9.90**, Aug 5.75, +72%
 Injuries per 100 employees annualized
48 (actual)
No change from last month
8.12 – 12-month rolling average (Feb 2026)
17% increase y/y 12-month rolling average

Offences Against Customers (OAC)

● **0.77**, Aug 0.92, -16%
 Offences against customers per one million boardings
 20 (actual)
39.7% increase m/m
0.83 – 12-month rolling avg
38% increase y/y 12-month rolling avg.

Offences Against Employees (OAE)

● **4.49**, Aug 4.63, -3%
 Offences against employees per 100 employees
 23 (actual)
40.8% increase m/m
4.86 – 12-month rolling avg
19% decrease y/y 12-month rolling average

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

Executive Summary

The TTC continues to implement measures to reduce offences and injuries and improve perceptions of safety for customers and staff.

Customer and Employee Safety and Security

- 39.7% and 40.8% m/m increase in OAE and OAE, respectively, partly due to lower-severity incidents.
- Perceived Safety declined 10 points m/m and 15 points y/y.
- 15% m/m rise in customer injuries, driven by a 36% increase in on-board fall-related incidents (CIIR).
- 17% y/y increase in LTIR driven by ergonomic, slips/trips, and emotional trauma-related injuries. Injuries related to assaults and threats have decreased y/y by 43%.

TTC Actions and Timing

- Multidisciplinary Community Safety approach includes: high-visibility staff presence, de-escalation training for frontline workers, and risk assessments (OAC and OAE).
- Ongoing refinement of Special Constable deployment to align resources with evolving patterns, visibility and policing coordination.
- The TTC continues to monitor CIIR and existing initiatives, including customer safety messaging (CIIR).
- Strategies are underway to improve customer communications to influence behaviour in higher-risk groups under the TTC Customer Injury Reduction Plan (CIIR).
- Safety awareness campaigns for transit operator assault and slip/trips/falls prevention.
- Development and implementation of a Lost Time Injury Reduction Plan.

Partner Support Needed

- Multidisciplinary approach continued with City of Toronto, TPS, TPH.
- Following sustained advocacy efforts by TTC, CUTA and ATU 113, Bill C-14 which expands Criminal Code protections for all transit workers passed third reading in the House of Commons in February and is proceeding to the Senate.



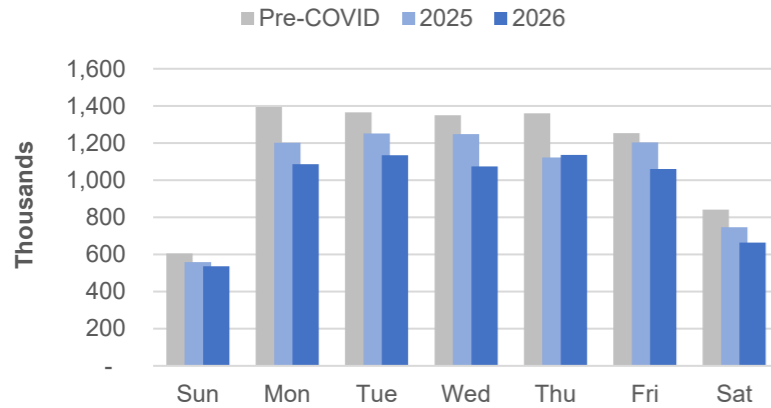


Bus Performance Metrics: Customer Experience – February 2026

IN FOCUS
Bus Service Demand

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Weekly Customer Boardings



6.7 million Customer boardings per week

Aug 6.8 million, -100K

*Bus boardings declined 9% y/y, LRT absorbed 7% of bus boardings
Underlying demand 2% y/y net decline vs 6% y/y decline in the fall
*Morning and afternoon peak periods 55% of weekday bus boardings

Weekday

- 1.098M daily boardings, -9% y/y, -18% pre-COVID
 - 10-minute Network: 515K
 - Outside of 10-minute Network: 570K
 - Blue Night: 14K

Saturday

- 665K daily boardings, -11 y/y, -21% pre-COVID
 - 10-minute Network: 367K
 - Outside of 10-minute Network: 288K
 - Blue Night: 10K

Sunday

- 536K daily boardings, -4% y/y, -11% pre-COVID
 - 10-minute Network: 286K
 - Outside of 10-minute Network: 227K
 - Blue Night: 24K

Customer Satisfaction

61%, Aug 77% -16 pts
 23 pts below target of 84%
 10 pts decrease m/m
 16 pts decrease same month y/y
 16 pts decrease from pre-COVID (2019)
 3 pts lower compared to whole network

Net Promoter Score

Net % customers who promote the TTC

-6 pts, Aug 16 pts, -22 pts
 9 pts decrease from last month
 21 pts decrease same month y/y
 25 pts decrease from pre-COVID (2019)
 3 pts lower compared to whole network.

Executive Summary

Bus boardings declined 9% y/y in February reflecting a planned 7% shift of pre-existing bus demand to the new LRTs, resulting in a 2% decline after adjusting for mode transfer. This represents an improvement from 5-6% decline in fall 2025.

Issues

- Bus demand declined 9% as expected due to LRT opening converting pre-existing bus demand to LRT demand, while streetcar and subway demand increased 12% and 2% respectively due to further return-to-office for downtown employees.
- Bus is at 82% of pre-COVID versus overall network at 84%.

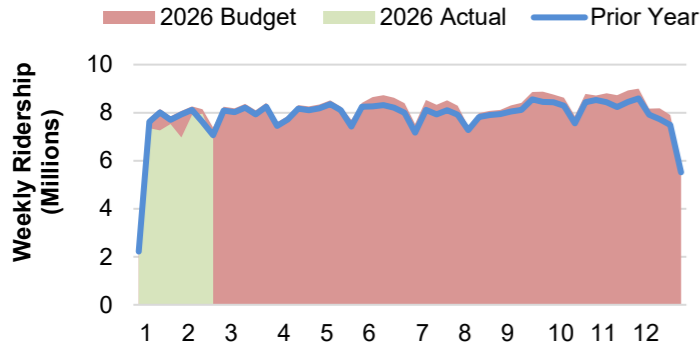
TTC Actions and Timing

- As customers adapt to the surface network changes after launch of Line 5, continue to monitor customer feedback and shift in demand between bus and LRT and adjust bus service levels via routine board period service change processes in the coming months.
- Continue to monitor shifts in demand and prepare network for seasonal demand during summer and weeks of FIFA World Cup.
- Finalize FIFA World Cup Transit Service Plan with the City.
- Continue Transit Signal Priority implementation with Transportation Services to enhance capacity on routes serving the Stadium and FanFest.



Overall TTC Performance Metrics – February 2026

Revenue Rides – Conventional



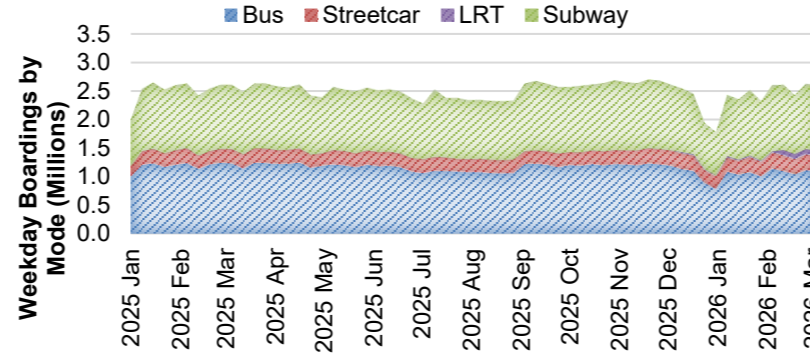
29.7 million*

Current -6.8% below budget, -3.3% to prior year
YTD -7.0% to budget, -4.2% y/y

On-Time Performance Target 90%

- 86.7% Subway, -3% m/m, -1% y/y
- 75% Bus, +3% m/m, -1% y/y
- 63% Streetcar, +9% m/m, +1% y/y

Customer Boardings



2.6M Boardings/day

1% increase y/y

Customer Satisfaction Target 84%

64% overall

- 65% Subway, -6 pts m/m, -11 pt y/y
- 61% Bus, -10 pts m/m, -16 pts y/y
- 62% Streetcar, -5 pts m/m, -16 pts y/y

IN FOCUS Revenue Ridership

Executive Summary

For Period 2 revenue ridership is 6.8% below budget and passenger revenue is 5.3% below budget, while Boardings showing 1% increase y/y.

Issues

- TTC Conventional ridership and passenger revenue has generally trended below both budget and prior year levels in 2026, likely driven by extreme weather events in 2026, an economic slowdown and a decline in immigration and international students.
- The year-to-date TTC Conventional ridership and passenger revenue are 7.0% and 5.5% below budget respectively, resulting in a \$8.0M year-to-date budget shortfall, and 4.2% and 2.2% below the comparable period in prior year respectively.

Actions and Forecast

- Subway line management strategies through March achieving +90% OTP peak periods.
- Ridership Growth Strategy to improve customer experience and increase ridership.
- Deeper customer-feedback analytics to identify targeted route and segment improvements, and to systematically enhance overall customer satisfaction.
- Fare compliance strategies.



