

**MEETING DATE:** March 21, 2001

**SUBJECT:** Chief General Manager's Report Period 12 November 26 To December 31, 2000

**RECOMMENDATION**

It is recommended that the Commission:

1. receive for information the attached Chief General Manager's (CGM's) report covering the period November 26 to December 31, 2000;
2. note that the 2000 operating subsidy requirement for the TTC has permitted a contribution of \$12.1 million into the TTC Stabilization Reserve Fund, for use in 2001, as approved by the Commission at its meeting of February 16, 2001; and
3. forward a copy of this cover report to each City Councillor for information (noting that the detailed CGM's report is available on request from the Office of the General Secretary of the Commission).

**DISCUSSION**

As was done for 1999, the full CGM's report is hereby presented for period 12 – as a detailed account of the activities of the Commission for the entire year 2000.

**1. 2000 TTC Operating Budget**

	<b>2000</b>		
<b>(Millions)</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>CHANGE</b>
RIDERSHIP	405	410.6	5.6
REVENUES	\$615	\$630	\$15
EXPENSES	\$(764)	\$(765)	\$(1)
SUBSIDY	\$149	\$144	\$(5)
CHARGE TO RETAINED EARNINGS	\$0	\$3	\$3

CONTRIBUTION TO TTC STABILIZATION RESERVE FUND	\$0	\$12	\$12
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As reported last period, the ridership for 2000 was 410.6 million rides, 5.6 million rides (1.4%) over budget and 18 million rides (4.6%) more than in 1999. Revenue was correspondingly over budget by \$15 million (2.4%), primarily due to the increased ridership and to more cash being received than had been budgeted. On the other hand, expenses were within 0.1% of budget. As a result, a contribution of \$12.1 million was made at the end of 2000 to the Riders Reserve (TTC Stabilization Reserve Fund), as approved by the Commission at its meeting of February 16, 2001. This will be used to help fund the anticipated shortfall in the 2001 operating budget subsidy.

It should be noted, however, that all of the above revenues and expenses are preliminary, since they are subject to audit. Final audited results for the year should be presented to the Commission meeting in May 2001.

## **2) 2000 Wheel-Trans Operating Budget**

The unaccommodated rate for period 12 was down slightly to 2.9% and for the year was also down slightly to 3.1%, compared with a 2.6% budget.

The Wheel-Trans Operating Budget at year-end was nominally under budget, with \$31,000 less drawn from the Stabilization Reserve Fund than had been budgeted.

## **(3) 2000 - 2004 Capital Program**

The year-end cashflow for 2000 was \$54.5 million less than budgeted. This under-expenditure was mainly due to the impact of the concrete drivers' strike upon construction of the Sheppard Subway (\$25.9 million) and the Eglinton Bus Garage (\$4.2 million). Other major variances included under-expenditures of \$8 million on the New Bus Garage Property, due to the deferral of the property purchase, and \$13 million on various Buildings & Structures (page A6).

#### **(4) Performance Indicators**

The graphs on pages C2 to C5 provide quantitative measures of the regularity of service provided to our customers.

##### **Surface Operations** (page C2)

The service performance indicator for bus and streetcar routes is the percentage of service that is within  $\pm 3$  minutes of scheduled headway. The graphs on page C2 show the consolidated results for all routes measured on a period by period basis, from the full implementation of headway monitoring, and the Route Management program, in September 1999. Also shown on the graphs is the target line illustrating the goal of raising headway adherence from approximately the 65% level that existed at the start of the Route Management program to 75% by the end of 2000. The target line exhibits a drop during the summer months to reflect our expectations of lower performance due to seasonal service reductions and increased headways. It should be noted that the  $\pm 3$  minute measurement and the ultimate target level are subject to refinement as we gain experience with headway performance monitoring.

The headway performance measurements for period 12 were based on only the first three weeks of the five-week period (weeks 49 – 51, November 26 – December 16). This was planned because the holiday period was not representative and special service arrangements were implemented.

All bus and streetcar service was adversely affected by severe snowstorms from December 12 to 14. As the measurements for period 12 were based on only three weeks, this had a disproportionately adverse effect on the results for the entire period.

Except for the effect of the snowstorms, bus service was making progress in regaining the losses in headway adherence experienced since the end of summer. As noted previously, many bus routes experienced service or capacity problems commencing in September. In general, it appeared that ridership growth and a substantial increase in vehicular traffic outpaced the post-summer service increases. In addition, specific routes experienced disruptions due to construction and schedule inefficiencies.

Streetcar routes did not experience the same difficulties as bus routes and, in fact, demonstrated an increase in headway adherence that was on par with the target line until period 12. The performance of streetcar routes is typically higher than bus routes due to the smaller headways of streetcar service. Staff believe that year-end performance targets for streetcars would have been achieved were it not for the snowstorms.

##### **Subway Operations** (pages C3 to C5)

##### **On Time Index** (page C3)

The Bloor/Danforth line on time index was 2.3 below the target of 9.1, and the Yonge/University/Spadina line was 1.5 below the target of 8.0. The on time index on both lines were below the target levels due to a higher number of delays and inclement weather. Throughout 2000, the Yonge/University/Spadina trend line was flat while the Bloor/Danforth line was in a downward (unfavourable) direction. The 2000 year-end figures on the Yonge/University/Spadina line show improvement over 1999 and 1998 performance levels. The Bloor/Danforth line performance improved over 1999 but was slightly below 1998 level.

Incidents of Delay Per 1,000 Hours (page C4)

The controllable incidents of delay per 1,000 hours of train operation for period 12 showed a decrease of 0.1 (3%) over the previous period. The uncontrollable incidents were 1.1 (22%) lower than in the previous period. The controllable and uncontrollable incidents of delay were relatively higher than the first nine (9) month of the year due to increased ridership and service levels, and a more accurate reporting of delays. The year-end figures were higher than both 1999 and 1998 figures.

Minutes of Delay Per 1,000 Hours (page C4)

The controllable minutes of delay per 1,000 hours of train operation for the period were 2.5 (13%) higher than the previous period. The uncontrollable minutes increased by 10.3 (32%), and this was due to the Old Mill fire on December 8, 2000. The controllable and uncontrollable minutes of delay were significantly higher than the first nine (9) months of the year due to increased ridership and service levels, and a more accurate reporting of delays. The year-end figures were higher than both 1999 and 1998 figures.

Average Length of Delay (page C5)

The average length of delay trend line moved slightly in the upward (unfavourable) direction due to the long delay incident at Old Mill. The year-end figures were slightly below the previous 1999 and 1998 figures (favourable).

Subway Delays Over the Last 12 Financial Periods (page C5)

The breakdown by department and category of controllable and uncontrollable delays remained constant.

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Attachment: CGM's report