For Action

Annual Review of TTC's Safety, Health & Environment (SH&E) Management System

Date: June 5, 2024
To: Audit and Risk Management Committee
From: Chief Safety Officer

Summary

The Toronto Transit Commission (TTC) continues to manage and mitigate occupational health and safety, operational safety as well as environmental risks due to its operations, activities and services in a systematic manner through the implementation and maintenance of its Safety, Health & Environment (SH&E) Management System.

A SH&E Management System is a comprehensive and proactive approach to managing SH&E risk. The system goes beyond a simple sum of individual or isolated safety and environmental management programs and activities, such as investigation, inspection or training. It is designed to improve SH&E performance and reduce risk by integrating all its processes into a continuous improvement cycle of Plan, Do, Check and Act.

A review of the TTC's SH&E Management System is conducted by the TTC's internal Safety, Security, and Environment Executive (SX) Committee on an annual basis. The purpose of the review is to evaluate the suitability, adequacy and effectiveness of the SH&E Management System, ensuring the ongoing management of SH&E risk.

The current review assessed the TTC's SH&E performance in 2023. The review was completed through analysis of the following inputs: performance indicators; status of key SH&E projects and initiatives; audit and investigation findings; and regulatory oversight (legislation and compliance). This report also includes the TTC's corporate-level SH&E goals and objectives for 2024 to 2028, with an additional breakdown of short-term objectives for 2024. The goals and objectives have been updated to better support the continuous improvement of the SH&E Management System.

The TTC also completed an annual review of the TTC Safety, Health and Environment Policy and TTC Workplace Violence Policy, as required under the Ontario Occupational Health & Safety Act (OHSA). The TTC approved an addition to the Safety, Health and Environment Policy to include the following statement: "Promote a healthy and safe workplace that supports worker mental health and well-being". No changes were made to the Workplace Violence Policy as a result of this review.

This report summarizes the full report of the annual review, which was approved by the SX Committee on May 9, 2024.

Recommendations

It is recommended that the Audit and Risk Management Committee:

1. Re-affirm support for the approach to continuously improving the effectiveness of the TTC's Safety, Health & Environment Management System, identifying priority safety, health and environment issues, and developing the TTC's safety, health and environment goals and objectives as described in this report.

2. Forward this report to the TTC Board for information.

Financial Summary

Approval of the recommendations in this report do not result in any financial implications beyond the base funding included in the 2024 Operating Budget for the operation of the Safety and Environment Department, as approved by the TTC Board on December 20, 2023 and City Council on February 14, 2024. All initiatives are funded with existing budgeted resources.

The Chief Financial Officer has reviewed this report and agrees with the financial impact information.

Equity/Accessibility Matters

Equity, Diversity, Inclusion and Accessibility (EDIA) are key principles that inform and underpin the TTC's services and activities. The TTC is committed to supporting individuals with accessibility needs by working toward making our services and facilities fully accessible, to enable all individuals the freedom, independence and flexibility to travel anywhere on the transit system, while being treated with respect and dignity. This is supported by the TTC's SH&E Management System.

An effective and robust SH&E Management System is essential to the protection of communities, customers and employees who are disproportionately affected by safety, health and environmental systemic barriers. This may include women, Black, Indigenous and various racialized communities, people with disabilities, gender diverse communities (2SLGBTQ+) and individuals experiencing disparities due to their sex, sexual orientation or gender identity.

Decision History

The TTC Audit and Risk Management Committee determined at its meeting on June 3, 2019 that this review would be presented annually to the Audit and Risk Management Committee and the TTC Board to provide members with information on the functioning of the TTC's SH&E Management System, which will help them fulfil their legislative duties as directors of a corporation, as set out in Item 7, Decision History, page 2, at:

[Annual Review of TTC's Safety, Health and Environment Management System](#)

Issue Background

Under safety and environmental legislation, TTC Board members are considered directors of a corporation and have prescribed duties to take all reasonable care to ensure that the TTC complies with safety and environmental legislation and all regulatory orders. As such, they should be informed of the TTC's SH&E Management System and its performance in order to fulfill these duties.

The TTC's SH&E Management System is built on the TTC's commitment to protecting the safety and health of its workers, customers, the public living in the communities in which it operates, and to the protection of the environment. It is the system through which the TTC manages and mitigates SH&E risks by integrating all its processes into a continual improvement cycle of Plan, Do, Check and Act, as described below.

Plan
The SH&E Policy is the overarching document of the TTC's SH&E Management System and establishes its safety commitment. Processes are established, implemented and maintained for the ongoing identification, assessment and control of SH&E risks. The SH&E Goals and Objectives are established through the annual review process and act as the strategic plan to manage and control these risks.

Do
Formal SH&E programs are developed to control SH&E risks, and as needed, to address changes in legislation or for emerging issues. Extensive internal stakeholder consultation occurs during program development and programs are supported in their daily execution and revised as needed.

Check
Internal audits range from local level supervisor audits and Joint Health and Safety Committee (JHSC) workplace inspections to SH&E program audits and Safety Assurance Checks. American Public Transportation Association (APTA) Safety Management System Audits are conducted every three years. In addition, the monthly SX Committee Key Performance Indicator report and CEO's Report includes monitoring of safety and environmental data.

Act

The SX Committee reviews the SH&E Management System on an annual basis. This review evaluates how well the SH&E Management System is functioning in supporting the safety and security cornerstone of the TTC's Corporate Plan.

Comments

The information listed below summarizes the results from the analysis of the following inputs during the 2023 annual review process:

- Performance indicators;
- Status of key SH&E projects and initiatives;
- Audit and investigation findings; and
- Regulatory oversight (legislation and compliance).

SH&E Performance Indicators

The analysis of performance indicators is performed over a five-year period (January 1, 2019 to December 31, 2023) and a two-year period (January 1, 2022 to December 31, 2023) to present both the long-term and short-term movement of the data and highlight any significant trends. The table below highlights notable findings from the analysis of performance indicators:

Table 1: Identified Trends in Performance Indicators and Current Actions

Performance Indicator	Identified Trends
Occupational Health and Safety	*Five-year period:* • Upward trend in the Lost Time Injury Rate (LTIR), driven by an upward trend in **Acute Emotional Event (AEE)** and **Threat** injury event types. • No trend in the No Lost Time Injury Rate (NLTIR) during the same time period. *Two-year period:* • Downward trend in the LTIR, driven by a downward trend in **Biological** injury event type. • No trend in the NLTIR during the same time period. *Current Actions:* • Psychological health and safety project in progress;

Performance Indicator	Identified Trends
	• Ongoing community safety, security and well-being efforts; and • Established workplace violence policy and program.
Customer and Public Health and Safety	***Five-year period:*** • Upward trend in the Collision Rate and Customer Injury Incident Rate. • Downward trend in the Public Injuries Rate. • No trend in Suicide Incidents. ***Two-year period:*** • No trend in the Collision Rate, Customer Injury Incident Rate, Public Injuries Rate and Suicide Incidents. ***Current Actions:*** • Corporate-level traffic safety program and Traffic Safety Committee established; and • Established suicide prevention program and associated action plan in progress.
Operational Safety	***Five-year period:*** • Downward trend in Signal Violations and Platform Overshoots. • No trend in Doors Open in Error and Subway Plan B Incidents. ***Two-year period:*** • Downward trend in Signal Violations and Subway Plan B Incidents. • No trend in Platform Overshoots and Doors Open in Error. ***Current Actions:*** • Ongoing ATC implementation and dedicated committee to address signal violations; and • Regular cleaning to remove debris at track level that can contribute toward Subway Plan B incidents.

Performance Indicator	Identified Trends
Security	***Five-year period:*** • Upward trend in Offences against Customers and Offences against Employees. ***Two-year period:*** • No trend in Offences against Customers. However, there was a year-over-year decrease and the rate levelled off throughout 2023. • Downward trend in the Offences against Employees. ***Current Actions:*** • Ongoing community safety, security and well-being efforts, with regular reporting to the TTC Board on key metrics and initiatives.
Fire and Life Safety	***Year-over-year:*** • Increase in fire protection system maintenance compliance year-over-year. • Increase in average number of Ontario Fire Code (OFC) violations per TTC property. The overall nature of the violations was minor and were addressed immediately. • Increase in local management monthly inspection compliance. ***Current Actions:*** • Ongoing fire code audits and fire safety inspections conducted by the Safety and Environment Department. • Review of fire code deficiencies and fire incidents for trends and areas of improvement using software.
Capital Projects Safety	***Five-year period:*** • Decrease in contractor incident rate (2019-2023). • Decrease in contractor injury rate (2019-2023). • Decrease in number of serious incidents requiring investigation (2015-2023). ***Current Actions:*** • Established health and safety processes and contractors that have received Certificate of Recognition (COR) certification.

SH&E Projects and Initiatives

In 2023, there were 57 deliverables, with 26 Completed, six placed On Hold, and 25 In Progress. The majority of deliverables were low risk (i.e. there are already corporate programs or procedures in place) or medium risk (i.e. there are already department procedures and processes in place, and the impact is not immediate). Three deliverables were high risk (i.e. if a program or procedure is not put in place, the impact is dangerous and immediate). These items related to updating the *Corporate Program – Designated Substances*, developing the *Corporate Program – Bulk Fluids Management* and reviewing spills contingency plans. However, these items were completed in Q1 and Q2 2024.

There are a variety of activities that all departments, along with the Safety and Environment Department, manage or participate to support the day-to-day functioning of the SH&E Management System. Redeployment of resources to support emerging issues and staff retention challenges impacted these activities over the past year. All objectives that were targeted to be completed in 2023 are slated to be completed in 2024.

Table 2 includes updates on the status of key SH&E projects and initiatives, with a focus on projects that have experienced significant developments in 2023 and have a broad impact across the organization. The updates are outlined by goal to better align with the eight corporate-level SH&E goals and objectives.

Table 2: Key Developments in Projects and Initiatives in 2023

Goal 1: Continue to strengthen and improve the effectiveness of the SH&E Management System
- Safety Connect is the TTC's software solution that manages safety, health and environment processes and data. Onboarding into Safety Connect has been occurring in stages for incident reporting and investigation processes, with the majority of operations and transportation departments now onboarded. Only a few support departments remain.   - Phase 2 of the Safety Connect project is implemented, which includes the occupational hygiene, environmental, occupational health, and Hazard Identification and Risk Assessment (HIRA) modules. The Safety Data Sheet (SDS) Database was also migrated over to Safety Connect.   - As part of the employee safety awareness initiatives, Real-Time Hazard Analysis guidance and environmental awareness e-learning was released last year.   - The *Corporate Program – Incident Reporting and Investigation* was updated in 2023 to include Safety Connect processes and improvements surrounding investigation level requirements and guidance.

Goal 2: Continue to improve and strengthen controls to manage occupational injury and illness risk

- The Safety and Environment Department reviewed incidents related to musculoskeletal disorders and how data is collected in Safety Connect. The team found ways to improve incident data collection, which will help with root cause analysis, providing further guidance on resources needed to improve the *Corporate Program – Ergonomics*.

- As part of the psychological health and safety project, an external consultant was engaged to conduct an assessment and a final report was delivered in 2023. The TTC is determining recommendations that are currently being addressed and recommendations that will require action. A corporate program is also under development.

- The Corporate Program for Designated Substances was drafted in 2023 and the Safety and Environment Department is in the process of issuing communications, updating training modules, and preparing a gap analysis.

- The TTC also completed Phase 4 of the Radon Study and initiated Phase 5. The results from the first four phases were less than Health Canada's action level in all areas measured. Results have been communicated to the JHSCs.

- In addition, active fall protection action plans were developed for Bus Maintenance and Rail Cars and Shops. Implementation in other departments, including Streetcar Maintenance, is still underway.

- A gap analysis was completed with the Materials Management Department to determine alignment of current practices with the *Corporate Standard – Mechanical Material Handling Equipment* and *Corporate Program – Safe Operation of Powered Lift Trucks*. Action items were completed by the end of 2023.

- A fatigue risk assessment report was completed that provided insights on key issues of fatigue at the TTC. A strategic plan for creating a Fatigue Risk Management Program and implementing priority fatigue countermeasures are in development.

- Other significant developments include issuing the updated version of the Work Protection Code and updating the Subway/SRT Rule Book.

Goal 3: Ensure compliance with applicable safety and environmental legislation, appropriate industry practices and standards and TTC policies and requirements

- To date, site-specific Spill Contingency Plans have been developed for 28 buildings and facilities and each location was checked to ensure compliance with its Spill Contingency Plan.

- The Safety and Environment Department also conducted JHSC workshops to discuss safety issues and committee function, in preparation for the JHSC Day to be held in June 2024.

- JHSCs are provided support to manage outstanding items. There were 94 Pending or In Progress items identified prior to July 1, 2023 that were older than six months. However, there were no high priority items.

Goal 4: Continue to improve and strengthen Environmental Management

- In 2023, the Environmental Plan was updated to include Green Procurement and Sustainability initiatives.

- Mount Dennis, Eglinton and Birchmount garages were registered in the Environmental Activity and Sector Registry (EASR) for air emissions. As part of these registrations, Emissions Summary and Dispersion Models, Acoustic Assessments, and Noise Abatement Action Plans were prepared.

Goal 5: Continue to improve and strengthen Customer Safety

- Key traffic safety accomplishments included development of a bus collision reduction strategy, operation of a railway crossing mock-up, implementation of switch prevention initiatives, seasonal communication campaigns, ongoing Safety Assurance Checks and Rules Compliance Audits and continued collaboration with the City.

- The TTC also expanded naloxone distribution and administration by placing one kit in a central location at all TTC work locations as well as increasing the availability of naloxone in stations to help prevent and respond to customer opioid overdoses.

- Throughout 2023, Fire Code Audits were completed, Fire Safety Plans were reviewed and Fire Drills were conducted.

- The TTC also implemented Compliance Assistance, a web-based software program, to streamline inspection, testing and maintenance procedures as well as identify trends in deficiencies and fire incidents.

- The Suicide Prevention Program aims to prevent suicide incidents, with the main tactic being intervention in potential incidents. The two main methods of intervention are the Crisis Link initiative and interventions by staff.

Goal 6: Continue to improve and strengthen planning, response, and recovery capabilities to mitigate the impacts of emergencies and disruptions

- The TTC implemented the recently approved Business Continuity Program in two departments, Transit Control and Safety and Environment, and continued to support corporate strike contingency planning efforts.

• In addition, emergency exercises were conducted to strengthen response capabilities, including a tunnel evacuation exercise at Don Mills Station.
Goal 7: Improve Contractor Safety Management to enable a consistent approach across the TTC
• ECE Safety and Security extended safety support services to lend its expertise to non-ECE groups and departments. The group was also responsible for helping departments enhance the Notice of Projects process and developing a corporate procedure for filing of legislative notices.   • Also in 2023, ECE Safety and Security launched a construction safety awareness course and is in the process of developing a construction safety survey to help identify gaps and opportunities for improvement.
Goal 8: Continue to improve and strengthen community safety and security on the transit system
• In 2023, the TTC initiated an emergency response in response to an increase in violent incidents on the network. A multidisciplinary approach was established to engage social service and mental health providers to support individuals in need.   • The TTC increased community safety resources, including frontline staff, security resources and social supports throughout the year, continually assessing ongoing needs. This required ongoing collaboration with government, external agencies and union partners.

Audits and Investigations

A number of audits are conducted by the Safety and Environment Department, including track level safety observations and Safety Assurance Checks. In addition, investigations are conducted according to the criteria outlined in the *Corporate Program – Incident Reporting and Investigation*. Based on the findings, corrective actions are established and tracked on an ongoing basis.

In 2023, the Safety and Environment Department conducted six Level 2 incident investigations. Level 2 investigations are conducted for injuries that are serious to major and require professional medical attention beyond first aid. There were no incidents that met the criteria for a Level 3 investigation. Level 3 investigations are conducted for fatalities, life-threatening injuries, multiple serious to major injuries or incidents where immediate emergency medical attention needed for survival.

The TTC Board is advised of all incidents that meet the criteria outlined in the Escalation and Notification Protocol, which was approved by the TTC Board in July 2021.

Regulatory Compliance

Table 3 below summarizes the number of regulatory interactions and orders issued during the review period. Updates on regulatory interactions are outlined in the monthly CEO's Report. In 2023, there were:

- 91 interactions with the Ministry of Labour, Immigration, Training and Skills Development (MLITSD) and 11 orders issued;

- One interaction with the Technical Standards and Safety Authority (TSSA) and four orders issued;

- Two interactions with the City of Toronto and one order issued; and

- Five interactions with the Toronto Fire Services (TFS) and two orders issued.

The orders were related to a range of issues, including assessing the risk of workplace violence, a contractor excavating without a valid locate, fire alarm panel room issues and exceeding the limit for phosphorus on a sanitary sewer sample. All orders have been complied with and are considered to be closed.

Table 3: Summary of Regulatory Interactions and Orders Issued in 2023

Type	Interactions/ Visits		Requirement Orders Issued[1]		Non-compliance Orders Issued[2]		Order Status
	2022	2023	2022	2023	2022	2023	
Ministry of Labour, Immigration, Training and Skills Development	89	91	13	4	11	7	Compliance achieved
Ministry of the Environment, Conservation and Parks	0	0	0	0	0	0	No orders issued
Technical Standards and Safety Authority	0	1	0	0	0	4	Compliance achieved
City of Toronto	4	2	0	0	1	1	Compliance achieved
Toronto Fire Services	66	5	0	0	4	2	Compliance achieved

[1] Orders issued to provide documentation/information
[2] Orders issued to remedy contraventions of the Occupational Health and Safety Act or Regulations, Environmental Protection Act, City of Toronto Sewers By-Law and Ontario Fire Code.

TTC SH&E Goals and Objectives

This report also outlines the corporate SH&E goals and objectives for 2024 to 2028, with an additional breakdown of short-term objectives for 2024. Revised target dates are included for items that have been impacted by delays from emerging and unplanned initiatives that required reprioritization and staff retention challenges. There are also new objectives that have been added in areas where items have been completed and there is capacity for new program development.

The TTC continues to dedicate resources to advancing these items through the project development, implementation and monitoring stages. Reviewing and reporting on the goals and objectives occurs on a biannual basis.

For additional details refer to Attachment 1.

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Attachments

Attachment 1 – 2024 to 2028 SH&E Goals and Objectives

ATTACHMENT 1 – 2024 TO 2028 TTC SH&E GOALS AND OBJECTIVES

Goals are the desired, widespread outcome of the SH&E Management System. There are eight goals, each with multiple strategies, which describe the approach to achieving the goal. Under each strategy are objectives that describe the deliverables needed to achieve the strategy, broken down by target date. The objectives are prioritized based on the impact to the organization as outlined in the table below:

Priority Level	Description
Low	There are already corporate programs or procedures in place – the objective is committed to quality and process improvement.
Medium	Departments have procedures and processes in place at the local level. There is no legislative requirement driving the objective, but implementing the objective will benefit the organization. The impact to the organization, if not implemented, is moderate and not immediate. Employees, customers, and the environment are not in immediate danger.
High	Direct contravention of the Occupational Health and Safety Act or Regulations or immediately dangerous to life, health and environment. If the program or procedure is not put in place, the risk to the TTC is high from a safety, environmental, or legal perspective. This could be from severity and/or likelihood or impact to a large number of employees or customers.

The objectives are outlined over a five-year period from 2024 to 2028, and have been classified according to expected time frame for completion, i.e. short-term, mid-term, long-term. The categories are as follows:

Category	Target Date	Colour
Short-Term	Q4 2024	Green
Mid-Term	Q1 2025-Q4 2026	Yellow
Long-Term	Q1 2027-Q4 2028	Red

The following tables provide further details on the objectives under each goal. The impacted departments are included, which means these departments may be impacted by development, consultation and/or implementation activities.

Goal 1: Continue to strengthen and improve the effectiveness of the SH&E Management System

Strategy 1: Focus on developing foundational risk management processes						
	Objective	Priority Ranking	Target Date	Revised Target Date	Impacted Groups/Dept	Lead Dept
A	Ensure *Corporate Program – Incident Reporting & Investigation (IR&I)* is functioning as intended	Low	Q4 2024	-	All	S&E
	i Implement updates to IR&I program requirements and supporting improvements to Safety Connect application functionality	Low	Q4 2023	Q3 2024	-	S&E
	ii Update IR&I training to incorporate Safety Connect to support skill development	Low	Q4 2023	Q4 2024	Employee Development	S&E
	iii Initiate Hazard/Near Miss Reporting functionality in Safety Connect	Low	Q4 2023	Q4 2024	Onboarded Departments	S&E
B	**NEW** Expand scope of *Corporate Standard – Management of Occupational Health and Safety Hazards and Risks* and Hazard Identification and Risk Assessment (HIRA) Program to include operational safety risks	Medium	Q3 2024	-	All	S&E
C	Implement HIRA and Job Safety Analysis (JSA) processes across the TTC	Medium	Q4 2027	-	All	S&E

	i	Develop a Department Risk Register for LRT Operations and Streetcar Infrastructure	Medium	Q4 2023	Q2 2024	LRT Streetcar Infrastructure	S&E
	ii	Develop selection of JSAs for LRT Operations and Streetcar Infrastructure	Medium	Q4 2023	Q3 2024	LRT Streetcar Infrastructure	S&E
	iii	**NEW** Develop a departmental Risk Register for Streetcar Maintenance and one or two Transportation Departments	Medium	Q4 2024	-	Streetcar Maintenance Transportation Departments	S&E
	iv	**NEW** Develop selection of JSAs for Streetcar Maintenance and one or two Transportation Departments	Medium	Q4 2024	-	Streetcar Maintenance Transportation Departments	S&E
D		Address gaps within procurement processes to control the introduction of new risks into the TTC	Low	Q4 2027	-	PCM	S&E
E		Establish management of change process(es) for the implementation and control of planned temporary and permanent changes that impact safety and environmental performance	Medium	Q4 2027	-	-	S&E

Strategy 2: Utilize Safety Connect to support SH&E Management System Requirements

		Objective	Priority Ranking	Target Date	Revised Target Date	Impacted Groups/Dept	Lead Department
A		Look at capabilities within Cority to see if respiratory fit-test data can be used to help improve compliance	Low	Q4 2023	Q4 2024	-	S&E
B		Onboard organization to incident, audits/inspection and compliance management features of Safety Module in Safety Connect	Low	Q4 2025	-	All	S&E
	i	Complete onboarding of the TTC into Safety Connect for IR&I	Low	Q4 2023	Q4 2024	All	S&E
	ii	Onboard Rules Compliance Observers into Safety Connect	Low	Q4 2023	Q2 2024	Operations Support	S&E

Strategy 3: Focus on developing foundational safety and environmental competencies

	Objective	Priority Ranking	Target Date	Revised Target Date	Impacted Groups/Dept	Lead Department
A	Review and update Managing Safety – Supervisory Competencies to meet IR&I Program requirements	Low	Q4 2023	Q4 2024	Employee Development	S&E

Strategy 4: Establish effective measurement systems that assess safety and health performance, reduce risks, identify gaps in the SHEMS and drive needed improvements							
		Objective	Priority Ranking	Target Date	Revised Target Date	Impacted Groups/Dept	Lead Department
A		Identify and define a balanced set of lagging and leading metrics and set measurable targets	Low	Q4 2025	-	-	S&E
	i	Assess and develop an improvement plan	Low	Q4 2023	Q2 2024	-	S&E
	ii	Introduce one leading metric to SH&E Scorecard	Low	Q4 2023	Q3 2024	-	S&E

Goal 2: Continue to improve and strengthen controls to manage occupational injury and illness risk

Strategy 1: Reduce the frequency and severity of lost time injuries						
	Objective	**Priority Ranking**	**Target Date**	**Revised Target Date**	**Impacted Groups/Dept**	**Lead Department**
A	Implement First Aid Program corporately	Medium	Q4 2023	Q4 2024	All	S&E
B	Implement a Psychological Health & Safety (PH&S) Program for the TTC	Medium	Q4 2027	-	All	S&E
	i — Develop PH&S Strategy and Action Plan of priorities	Medium	Q4 2023	Q3 2024	People Group Diversity and Culture Group	S&E
Strategy 2: Systematically manage occupational safety hazards with serious injury potential						
	Objective	**Priority Ranking**	**Target Date**	**Revised Target Date**	**Impacted Groups/Dept**	**Lead Department**
A	**NEW** Update the confined space entry program documents	Low	Q4 2024	-	Transportation and Vehicles Operations and Infrastructure	S&E
B	Complete Phase Five of Radon Study	Low	Q3 2024	-	All	S&E
C	Complete Phase Two of the Corporate Compliance Verification Check	Medium	Q4 2023	Q2 2024	Transportation and Vehicles	S&E

D		Implement updated Ladder Safety Program	Low	Q2 2024	Q3 2024	All	S&E
	i	Obtain SX Committee approval on updated Ladder Safety Program	Low	Q4 2023	Q2 2024	-	S&E
E		Implement Safe Operation of Powered Lift Trucks Program	Medium	Q2 2024	Q4 2024	Transportation and Vehicles Operations and Infrastructure OTC ECE	S&E
	i	**NEW** Complete gap analysis and develop action plans for remaining applicable departments	Medium	Q2 2024	-	-	S&E
	ii	**NEW** Address action plan items for remaining applicable departments	Medium	Q4 2024	-	-	S&E
F		Complete implementation of Corporate LOTO Program	Medium	Q4 2025	-	Transportation and Vehicles Operations and Infrastructure OTC ECE	S&E
	i	Initiate a Master Service Agreement for industrial safety consulting services	Medium	Q4 2023	Q4 2024	PCM	S&E

G		Complete implementation of Corporate Active Fall Protection Program in identified departments	Medium	Q4 2025	-	Transportation and Vehicles Operations and Infrastructure OTC ECE	S&E
	i	**NEW** Complete implementation in Harvey and Greenwood shops	Medium	Q2 2024	-	Streetcar Maintenance Rail Cars and Shops	S&E
	ii	**NEW** Conduct gap analysis and implement action plan in Materials Management and Station Services	Medium	Q4 2024	-	Materials Management Stations	S&E
H		**NEW** Implement Safe Operation of Overhead Cranes Program	Medium	Q4 2025	-	Transportation and Vehicles Operations and Infrastructure OTC	S&E
	i	Draft program document and prepare for approval by SX Committee	Medium	Q4 2024	-	-	S&E
I		**NEW** Approve and issue Cold Stress Program	Low	Q2 2025	-	All	S&E
	i	Draft program document and conduct stakeholder consultation	Low	Q4 2024	-	All	S&E
J		**NEW** Approve and issue Heat Stress Program	Low	Q2 2025	-	All	S&E

	i	Draft program document and conduct stakeholder consultation	Low	Q4 2024	-	All	S&E
K		Implement Corporate Fatigue Management Program	Medium	Q4 2027	-	All	S&E
	i	Develop Fatigue Management Strategy and Action Plan for priorities	Medium	Q4 2023	Q3 2024	Human Resources Transportation Departments OHEW	S&E
L		Implement Corporate Electrical Safety Program in key departments	Medium	Q4 2027	-	Transportation and Vehicles Operations and Infrastructure OTC ECE	S&E
	i	Conduct gap analysis to identify key priorities	Medium	Q4 2023	Q2 2024	-	S&E
	ii	**NEW** Develop action plan and implement priority actions	Medium	Q4 2024	-	-	S&E

M		Ensure a functioning Rule Book governance structure for all modes	Low	Q4 2027	-	All	S&E
	i	Establish rules working groups and oversight group for Subway with work plans	Low	Q4 2023	Q3 2024	Subway Transportation Track and Structure Rail Cars and Shops Signals, Electrical and Communications	S&E
	ii	Establish rules working groups and oversight group for Streetcar and work plans	Low	Q4 2023	Q3 2024	Streetcar Transportation Streetcar Infrastructure Streetcar Maintenance	S&E

Goal 3: Ensure compliance with applicable safety and environmental legislation, appropriate industry practices and standards and TTC policies and requirements

	Strategy 1: Conduct checks to ensure environmental compliance					
	Objective	**Priority Ranking**	**Target Date**	**Revised Target Date**	**Impacted Groups/Dept**	**Lead Department**
A	**NEW** Update the WHMIS training	Low	Q4 2024	-	All	S&E
B	**NEW** Update Waste Management Corporate Program	Low	Q3 2024	-	ECE Operations and Infrastructure Transportation and Vehicles	S&E
C	**NEW** Develop and implement an internal inspection program for vehicle idling	Low	Q3 2024	-	Transportation and Vehicles	S&E
D	**NEW** Update the Corporate Program for Environmental Approvals	Low	Q4 2024	-	ECE Operations and Infrastructure Transportation and Vehicles Innovation and Sustainability	S&E

	Objective	Priority Ranking	Target Date	Revised Target Date	Impacted Groups/Dept	Lead Department
E	**NEW** Update the Discharge Water Quality Corporate Program	Low	Q2 2025	-	ECE Operations and Infrastructure Transportation and Vehicles	S&E

Strategy 2: Conduct knowledge transfer activities to improve OHS compliance

	Objective	Priority Ranking	Target Date	Revised Target Date	Impacted Groups/Dept	Lead Department
C	Host a company-wide information and feedback session for all JHSC Co-chairs (JHSC Day Event)	Low	Q2 2024	-	All	S&E

Strategy 3: Conduct activities to validate the SH&E Management System

	Objective		Priority Ranking	Target Date	Revised Target Date	Impacted Groups/Dept	Lead Department
A	Draft and implement a SH&E Management System Audit Program to verify Corporate Program/Plan implementation and efficacy		Medium	Q3 2023	Q3 2024	-	S&E
B	Prepare for ISO 45001 certification		Low	Q4 2028	-	-	S&E
	i	Develop strategy to prepare for ISO 45001 certification	Low	Q2 2025	-	-	S&E

Goal 4: Continue to improve and strengthen Environmental Management

Strategy 1: Follow legal counsel priority ranking of TTC Environmental Management Policy and Programs						
	Objective	Priority Ranking	Target Date	Revised Target Date	Impacted Groups/Dept	Lead Department
A	Update the Hazardous Materials Control Program	Low	Q3 2023	Q2 2024	All	S&E
B	**NEW** Update the Spills Program	Low	Q4 2024	-	All	S&E

Goal 5: Continue to improve and strengthen Customer Safety

	Strategy 1: Focus on customer injury trends					
	Objective	**Priority Ranking**	**Target Date**	**Revised Target Date**	**Impacted Groups/Dept**	**Lead Department**
A	Implement actions to address trends in Onboard Injuries/Station injuries	Low	Q4 2023	Q2 2024	Stations Transportation Departments	S&E
	Strategy 2: Systematically manage customer safety risk with potential for major/catastrophic consequences					
	Objective	**Priority Ranking**	**Target Date**	**Revised Target Date**	**Impacted Groups/Dept**	**Lead Department**
A	**NEW** Update Corporate Standard – Facility Maintenance to current practice	Low	Q3 2024	-	-	S&E
B	**NEW** Update Corporate Standard – Vehicle Maintenance to current practice	Low	Q3 2024	-	-	S&E
C	Launch Advanced Driver Assistance Systems Pilot	Medium	Q3 2023	Q3 2024	Transportation and Vehicles Strategy and Customer Experience S&E	Sustainable Innovation

		Objective	Priority Ranking	Target Date	Revised Target Date	Impacted Groups/Dept	Lead Department
D		Complete Advanced Driver Assistance Systems Evaluation	Medium	Q4 2023	Q4 2025	Transportation and Vehicles Strategy and Customer Experience S&E	Sustainable Innovation
E		Implement improvements to Operator Risk Assessment Program	Low	Q2 2024	Q2 2026	Transportation and Vehicles S&E ITS	Operations Support

Strategy 3: Strengthen fire and life safety processes							
		Objective	**Priority Ranking**	**Target Date**	**Revised Target Date**	**Impacted Groups/Dept**	**Lead Department**
A		Conduct Subway System Track Level Fire Survey to identify fire hazards	Low	Q4 2023	Q4 2024	Subway Transportation	S&E
B		Update Fire Safety Program	Low	Q4 2023	Q4 2024	-	S&E
	i	Update the annual fire audit program to better align with industry standards	Low	Q4 2023	Q1 2025	-	S&E
C		Implement a data-driven approach to identify hot spots where fire-related emergencies are occurring and causing delays	Low	Q4 2024	-	-	S&E

Goal 6: Continue to improve and strengthen planning, response, and recovery capabilities to mitigate the impacts of emergencies and disruptions

Strategy 1: Develop, implement and improve Business Continuity documentation and capabilities to mitigate impacts of disruptions						
	Objective	Priority Ranking	Target Date	Revised Target Date	Impacted Groups/Dept	Lead Department
A	**NEW** Conduct business disruption assessments in partnership with 27 - 35 departments	Medium	Q4 2027	-	All	S&E
	i Conduct and complete contingency planning analysis for departments	Medium	Q1 2024	-	All	S&E
	ii Conduct and complete risk assessments for two departments	Medium	Q4 2024	-	Operations and Infrastructure	S&E
	iii Conduct and complete the Business Impact Analysis for two departments	Medium	Q4 2024	-	Operations and Infrastructure	S&E
B	**NEW** Lead the development and testing of continuity and risk-specific recovery documentation in partnership with 27-35 departments	Medium	Q4 2027	-	All	S&E
	i Support the development of risk-specific recovery plans for departments	Medium	Q1 2024	-	All	S&E

			Priority Ranking	Target Date	Revised Target Date	Impacted Groups/Dept	Lead Department
	ii	Conduct workshops to support testing and refinement of risk-specific recovery plans for departments	Medium	Q1 2024	-	All	S&E
	iii	Support the development and testing of Business Continuity Plans for two departments	Medium	Q4 2024	-	Operations and Infrastructure	S&E

Strategy 2: Update and improve Emergency Management Program to improve efficiency and effectiveness of response to crisis/emergencies							
		Objective	**Priority Ranking**	**Target Date**	**Revised Target Date**	**Impacted Groups/Dept**	**Lead Department**
A		Prepare an exercise program outline for future exercises based on current risks	Medium	Q2 2024	-	All	S&E
	i	Conduct commissioning exercise for Line 5 to prepare for revenue service	Medium	Q4 2023	Q3 2024	LRT Operations	S&E
	ii	Conduct commissioning exercise for Line 6 to prepare for revenue service	Medium	Q4 2023	Q4 2024	LRT Operations	S&E
B		**NEW** Update Emergency Operations Plan	Medium	Q2 2025	-	All	S&E
C		Update and implement the exercise program based on corporate-level HIRA	Medium	Q3 2024	Q3 2025	All	S&E
	i	Create corporate-level HIRA	Medium	Q1 2025	-	All	S&E

| D | Create a company-wide training program with a focus on IMS for various levels and positions across the TTC | Medium | Q1 2025 | - | All | S&E |

Goal 7: Improve Contractor Safety Management to enable a consistent approach across the TTC

Strategy 1: Develop consistency across departments in contractor safety management for construction and construction-related service contracts						
		Objective	Priority Ranking	Target Date	Revised Target Date	Impacted Groups/Dept	Lead Department
A		Perform gap assessment and provide report detailing current approaches and capabilities across TTC	Medium	Q1 2024	Q4 2024	Departments involved in capital projects	ECE
	i	Conduct surveys and assessments of various groups/departments engaged in capital projects and construction activities to benchmark against selected tool	Medium	Q4 2023	Q3 2024	Departments involved in capital projects	ECE
	ii	Explore the capabilities of project- and construction safety-oriented internal or external safety software to support the implementation of a Corporate Contractor Safety Management Program	Medium	Q4 2023	Q4 2024	Departments involved in capital projects	ECE

	Strategy 2: Review current construction safety training provided to TTC staff engaged in construction activities and contractors					
	Objective	**Priority Ranking**	**Target Date**	**Revised Target Date**	**Impacted Groups/Dept**	**Lead Department**
A	Perform assessment of training provided to TTC staff and contractors and benchmark finding against minimum industry training requirements	Medium	Q1 2024	Q3 2024	OTC	ECE
	i Review current Construction Safety training offerings for strengths and weaknesses against a construction industry safety benchmark	Medium	Q4 2023	Q3 2024	OTC	ECE
	ii Outline future course offering for Construction Safety Management, including TTC staff and contractors	Medium	Q4 2023	Q3 2024	OTC	ECE

Strategy 3: Review resource structure for a robust Contractor Safety Management Program for implementation across TTC						
	Objective	**Priority Ranking**	**Target Date**	**Revised Target Date**	**Impacted Groups/Dept**	**Lead Department**
A	Produce a framework detailing resource structure for an effective Contractor Safety Management based on completed gap assessments	Medium	Q4 2023	Q4 2024	Departments involved in capital projects	ECE
Strategy 4: Develop and implement Contractor Safety Management Program						
	Objective	**Priority Ranking**	**Target Date**	**Revised Target Date**	**Impacted Groups/Dept**	**Lead Department**
A	Implement a contractor safety management program across the TTC	Medium	Q4 2027		Departments involved in capital projects	ECE
	i Develop a framework for Contractor Safety Management	Medium	Q2 2025	-	Departments involved in capital projects	ECE
	ii Draft plan and program documents and prepare for approval by SX Committee	Medium	Q4 2026	-	Departments involved in capital projects	ECE
	iii Implement plan and program documents	Medium	Q4 2027	-	Departments involved in capital projects	ECE

Goal 8: Continue to improve and strengthen community safety and security on the transit system

Strategy 1: Develop, implement and evaluate response initiatives to address community safety and security issues						
	Objective	Priority Ranking	Target Date	Revised Target Date	Impacted Groups/Dept	Lead Department
A	Develop corporate-level plan to document approach to community safety and security issues	Medium	Q3 2023	Q3 2024	Operations and Infrastructure Transportation and Vehicles People Group Strategy and Customer Experience	S&E