

CEO's Report

Toronto Transit Commission

October 2021



Toronto Transit Commission



The TTC is a City of Toronto agency that provides public transit services for Toronto that extend into surrounding municipalities. The TTC's mandate is to establish, operate and maintain the local transportation system in the city of Toronto. The TTC is the largest public transit system in Canada and the third-largest in North America. It is also integrated with other nearby transit systems like YRT in York Region, MiWay in Mississauga, and Ontario's regional GO Transit lines.

Throughout the pandemic, the TTC has kept Toronto moving by serving hundreds of thousands of people a day.

Our vision
To be a transit system that makes Toronto proud.

Our mission
To provide a reliable, efficient and integrated bus, streetcar and subway network that draws its high standards of customer care from our rich traditions of safety, service and courtesy.

TTC by the numbers



1.7 million
rides a day
pre-pandemic



183,200
weekly service
hours pre-
pandemic



6,400+ km
of routes



2,114
accessible
buses



204
streetcars



150
trains



16,000+
employees



60
battery-electric accessible
buses — the largest fleet in
North America

Did you know...



The TTC celebrated its 100th anniversary on September 1, 2021? Visit [ttc100years.ca](https://www.ttc100years.ca) to find out more about the TTC's story and how you can celebrate with us all year long!

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CEO's commentary



One of the exciting jobs that we at the TTC have is connecting sports fans to Toronto's professional teams. So it's a thrill to see the Leafs and Raptors hosting home games at full capacity at Scotiabank Arena, as it was delivering fans to Rogers Centre for the Blue Jays and to BMO Field for TFC and the Argos this summer.

Our employees have served the city throughout the pandemic so it was a proud moment for the entire organization to see these franchises recognize TTC frontliners in first-pitch ceremonies at Jays games, and most recently On October 13, Rana DeBaissi, a bus operator from Mount Dennis Division, dropped the puck at the Maple Leafs home opener on behalf of the TTC. Truly proud moments for us all.

TTC employees are great fans of our sports teams and I can assure you we're cheering even louder for the Raptors

this year with one of its newest players — Dalano Banton from Rexdale — wearing #45 on his jersey in honour of the 45 Kipling bus!

As the city and province continue to reopen, we're anticipating more and more customers will return to the TTC. We recently launched our *Welcome Back* campaign. Through this marketing effort, we're showcasing the many great places in the city people can visit on the TTC.

We're reminding customers who've been away during the pandemic that the TTC is the safe and better way not only to get to work and for essential trips, but also for getting to all the great venues and attractions the city has to offer — and we're doing it in multiple languages, such as: Chinese, Italian, Farsi, Tamil and Spanish.

Similar to our safety campaign,

Welcome Back is on transit vehicles and shelters, as well as being promoted on Spotify and various social media channels. This campaign features television and radio spots. I'm proud to say that our *TTC Welcome Back* music video has been receiving some wonderful feedback across the city. My sincere thanks to our volunteer employees for their excellent singing performances; also a special thanks to Mayor John Tory and TTC Chair Jaye Robinson for their cameo appearances.

Since schools reopened in September, we've already seen an uptick in TTC ridership with a new pandemic peak of 768,000 weekday revenue trips for the week ending September 17, as secondary students and some post-secondary are back at school, and a limited number of office workers are returning to work in a hybrid format. This is a 14 per cent increase since the last full week of August.



CEO's commentary

October 2021 is now the busiest month for customer boardings since the pandemic began with an average of almost 1.5 million weekday boardings across all modes, or about 46 per cent of pre-COVID levels. Each mode has set pandemic records for ridership demand with buses continuing to lead the way with 55 per cent of pre-COVID demand. Streetcar stands at 44 per cent of pre-COVID demand and subway at 39 per cent, as of October 8. As Toronto's recovery stays on track, we're seeing ridership levels at approximately 50 per cent of pre-pandemic levels.

People Group

Rewards and Recognition

The TTC recognized more than 50 employees for their significant contributions at a virtual Rewards and Recognition event recently. The Rewards and Recognition program honours top performers in the areas of Safety, Leadership, Teamwork, Customer Service, and Innovation and Creativity.

The award winners have all gone above and beyond in their commitment and dedication to the

TTC and its customers. The TTC typically holds its Rewards and Recognition event semi-annually, to celebrate employees who have demonstrated diligence and dedication to the organization. A key focus of the TTC's Corporate Plan is to recognize staff for the contributions they make every day. Since the program was introduced in 2015, hundreds of employees have been honoured.

The TTC will host an Annual Rewards and Recognition virtual event in December, where the winners from the semi-annual event will have an opportunity to win a second category award. At that event, a new Diversity award will also be presented to employees who have fostered diversity, inclusion, equity and belonging. In addition, the Employee of the Year award will be presented at the December event.

Mandatory vaccination policy update

On October 15, the TTC announced updates to its mandatory vaccination policy for employees — a move that will ensure safe operations as the policy comes into effect.

Recognizing that more than 600 employees have

received their first vaccine dose in the last few weeks, the deadline to receive two doses (or one dose of a single dose series) was moved to November 20. Employees who are unvaccinated or have not shared their status by the end of the day on November 20 will be placed on unpaid absence until they complete their vaccination course. Effective December 31, employees who remain unvaccinated or who have not shared their proof of complete vaccination dosage will have their employment terminated.

Safety is always our top concern. Our priority during the pandemic continues to be making sure everyone working at the TTC is kept as safe as possible. I want to thank everyone who has received their vaccinations and disclosed their status. This is an important step in putting the pandemic behind us and ensuring that we are doing everything we can to keep our family, friends and communities healthy.

The entire organization is looking at how this policy might impact their day-to-day operations and contingency plans are being developed in the event they are needed.



CEO's commentary

Diversity and Culture Group

TTC recognized for diversity and inclusion

On October 6, the TTC received a 2021 Corporate Leadership Award – Marketing and Communications from the Canadian Urban Transit Association (CUTA). The award is for the TTC's 2021 Black History Month campaign, which rolled out in February. The campaign was the TTC's first public-facing Black History Month campaign, and highlighted 17 prominent Black Canadians who played important roles in politics, social justice and advocacy. The campaign also showcased TTC employees across all TTC properties who shared with their co-workers the significance of Black History Month.

Earlier this month, the Toronto and Region Chapter of the Conference of Minority Transportation Officials (COMTO) received the Best Emerging Chapter Award from COMTO National. Employees from the TTC were instrumental in founding the Toronto and Region Chapter. The Toronto and Region Chapter has had many successes in its inaugural year.

National Truth and Reconciliation Day

September 30 marked the first National Day for Truth and Reconciliation — a federally recognized holiday that acknowledges the history and lasting generational impacts caused by residential schools. It also represents the Canadian government's commitment towards reconciliation.

As part of the TTC's commitment to recognizing the National Day for Truth and Reconciliation, the following 10 internal and external actions have been taken:

1. Lowering flags to half-mast on TTC properties.
2. Continuing the conversation on our social media channels.
3. Hosting a joint event with the Toronto and Region Chapter of the Conference of Minority Transportation Officials (COMTO) featuring Chief Stacey Laforme of the Mississaugas of the Credit First Nation. The event was focused on educating and building awareness among all TTC employees.
4. Providing orange armbands for frontline staff to honour the lost children and Survivors of

residential schools, their families and communities.

5. Offering an Indigenous Inclusion community of practice event to employees through our employer partnership with the Canadian Centre for Diversity and Inclusion.
6. Acknowledging the day on all TTC station platform screens.
7. Recruiting the TTC's first Indigenous Consultant.
8. Sharing resources through a CEO message to all TTC employees.
9. Playing the TTC's Land Acknowledgement video for employees on all TVs throughout the day.
10. Launching our new internal Diversity and Culture website for all TTC employees.

Further to the 10 actions, earlier this year on June 1, the TTC paused service for two minutes of silence to honour the 215 children whose remains were uncovered on the grounds of the Kamloops Indian Residential School in Tk'emlups te Secwepemc First Nation territory.



CEO's commentary

Celebrating Diversity: Women's History Month and Latin American Heritage Month

The TTC has a number of initiatives underway to celebrate Women's History Month and Latin American Heritage Month. In partnership with the Toronto and Region Chapter of COMTO, the TTC hosted a session featuring Carmen Garcia. Ms. Garcia is a Board Member of COMTO International, former Assistant Vice-President, Office of Diversity, Dallas Area Rapid Transit (DART), and now an entrepreneur with her own business. Ms. Garcia shared her experiences growing up in Texas and how she went through a school system where she was segregated due to her Latin heritage as well as the challenges she faced being a woman in a male-dominated industry.

This month, the TTC is highlighting achievements and pivotal moments in our organization's history that were made possible by women. The TTC has also taken the opportunity to feature employees of Latin decent throughout the month. The TTC is proud to recognize both Women's History Month and Latin American Heritage Month.

Strategy and Customer Experience Group

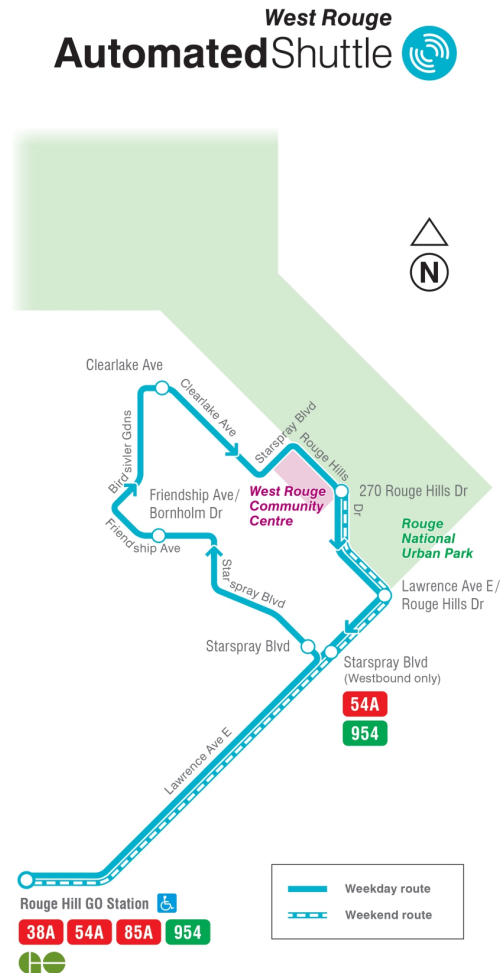
Public Forum On Accessible Transit

The TTC's annual Public Forum On Accessible Transit will take place on Thursday, October 21. This virtual event is the TTC's opportunity to update customers about accessibility initiatives, such as the Wheel-Trans 10-Year Strategy, Family of Services and Easier Access projects. It allows us to hear directly from customers and gather feedback about improvements to accessible conventional and specialized services. TTC staff presentations start at 7 p.m., followed by a public Q&A session with our panellists. The forum will be live-streamed and everyone is invited to join. Please look for more details at ttc.ca.

West Rouge Automated Shuttle Trial underway

Late last month, a 'Meet the Shuttle' event took place at the West Rouge Community Centre to introduce area residents to the new automated vehicle.

The automated shuttle began testing and mapping along its route in late September. The shuttle runs along a portion of Lawrence Ave. E. and has a



CEO's commentary

dedicated bus bay at Rouge Hill GO Station Passenger service is scheduled to start as soon as late October and run until the end of next February, depending how the vehicle performs in winter weather conditions.

The accessible vehicle travels up to 20 km/h in autonomous mode, or 40 km/h in manual mode. It's battery electric-powered and can carry up to eight passengers, or one passenger with a mobility device. Actual capacity will be limited to four passengers or one household due to COVID-19 restrictions. A safety attendant will be on board to take control of the vehicle if needed. Though taking the shuttle is free, customers will need to book a time slot in advance due to COVID-19.

The trial is part of a research program and provides an opportunity for people to get first-hand experience of how it feels to ride on an automated vehicle. The City of Toronto is leading the project with support from TTC and Metrolinx staff. It will also help us learn about automated vehicles and

the different types of technologies automated vehicles use.

This information will help the City of Toronto prepare for automated vehicles — whether they're privately or publicly owned — to ensure they will be safe, accessible, and align with our City's equity and sustainability goals.



Vehicles Group

eBus fleet update

Members of Ontario Power Generation's Board received a tour of Arrow Road Garage on October 5. The site visit was designed to provide OPG officials with a first-hand look at equipment and vehicles already in service, and how the TTC is driving forward with further electrification of our eBus fleet and the expansion of charging infrastructure.

The TTC is currently engaged with other peer transit agencies in the province, including Brampton, Mississauga, York Region, St. Catherine's, Ottawa, Barrie, Durham, Guelph and Peel, through the Ontario Public Transit Association on the first interagency co-operative procurement of eBuses. Together, Ontario agencies have been benefiting from our collective experience and have contributed to improved technical specifications and contractual terms for the TTC's next eBus procurement.

CEO's commentary

The TTC will be including contract options on behalf of our peers so that they have the ability to leverage our improved NRFP and to maximize economies of scale.

While electrification of our fleets has been a focus of the TTC's own sustainability efforts, it's also a key factor in the realization of the City of Toronto's TransformTO Climate Action Plan, which targets an 80 per cent reduction in local greenhouse gas emissions by 2050.

Engineering, Construction and Expansion Group

Capacity enhancement projects

Looking ahead to the November Board meeting, the Board will be asked to review a number of reports related to the TTC's major projects, which represents exciting progress.

TTC staff will bring forward a report on the Automatic Train Control signalling system for Lines 1 and 2, including benefits realized to date on Line 1.



CEO's commentary

We're also looking forward to presenting an update on work underway as part of our Subway Capacity Enhancements Program, including on Lines 1 and 2 and Bloor-Yonge. This is a major, multi-phase undertaking that will allow us to move more customers reliably and make taking public transit more seamless. The ultimate goal is to deliver a capacity that accommodates the projected increase in ridership demand, while also keeping in mind the long-term effects of the recent pandemic ridership changes.

The TTC has continued to make progress on the Easier Access Phase III program, which was last reported on in July 2021. Since then, we have made great progress in working towards our objective of making all stations accessible by 2025, and look forward to providing a program update at the November meeting.

Safety and Environment Group

Vaccination clinics continue

Getting vaccinated is one of the most important things all of us can do to put this pandemic behind

us. To make it easier for people to get their vaccination, the TTC and health partners continue to host clinics on TTC properties for our workforce and their families, and at subway stations for our customers and the general public.

At the time of writing this commentary, we've held more than 46 clinics and administered more than 8,500 vaccine doses. So far this month clinics were held at Jane, Sheppard-Yonge, Sheppard West, Victoria Park, Warden and Wilson stations, and more will be announced.

The next TTC Board meeting is scheduled for Wednesday, November 17 and will be live-streamed on the Official TTC YouTube Channel, starting at 10 a.m.



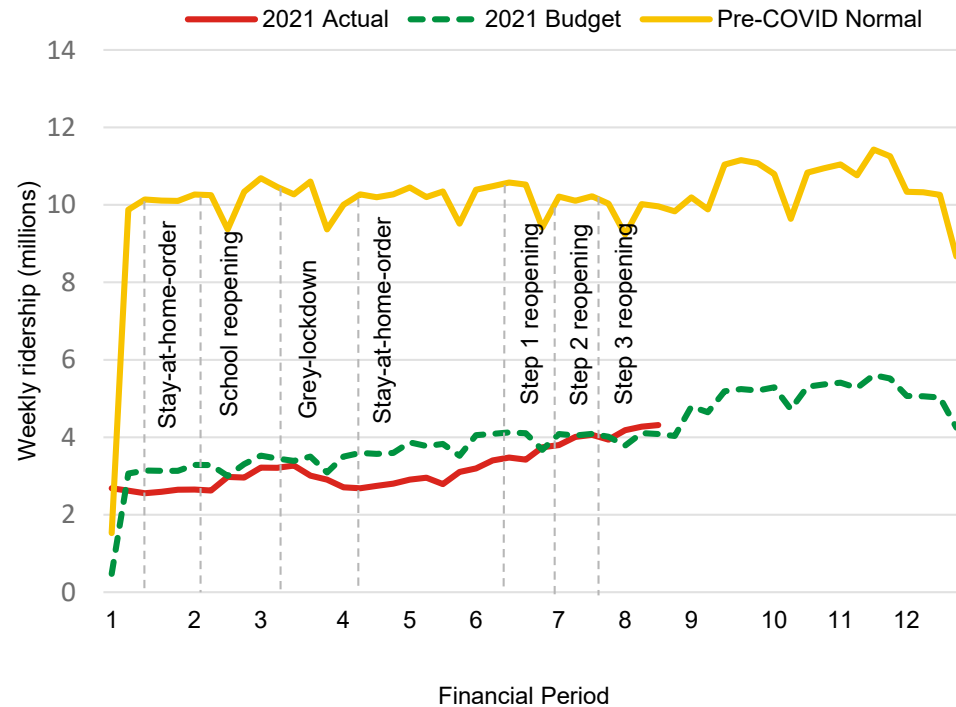
Richard J. Leary
Chief Executive Officer
October 2021





Ridership

Revenue rides



Definition

Revenue rides are equivalent to linked trips, and represent a customer journey from origin to destination, including transfers. Average number of customer linked trips per week, including paid and free trips (children 12 and under).

Results

Period 8 (August 1 to August 28, 2021) revenue rides totalled 16.707 million or 4.177 million per week, representing 43% of pre-COVID experience. Period 8 experience reflects a 7.0% increase from Period 7, which had 3.902 million revenue rides per week and represented 38% of pre-COVID experience.

Analysis

Ontario stayed in Step 3 of its reopening plan, which was implemented on July 16, throughout Period 8. Weekly revenue rides averaged 3.80 million at the start of Step 3 of reopening, and increased to 4.30 million at the end of August. The increase in ridership during this period, can be attributed to the increase in vaccinations and the easing of restrictions, which saw more customers use the system to make more discretionary and work-related trips.

During this period, the proportion of occasional customers (five to eight taps per week) and infrequent customers (one to four taps per week) remained the same as prior period at 80%, while the

proportion of period pass customers, and those who were frequent customers (nine+ taps per week) also remained the same as prior period at 20%. In comparison, the customer mix pre-COVID was 68% infrequent/occasional and 32% frequent/period pass showing a shift of ridership during the pandemic towards more infrequent/occasional use.

Period pass sales for September use totalled 57,056, representing 27% of pre-COVID experience. An additional 5,647 period passes were sold for September use in comparison to sales for August use. The largest increase was observed in the adult and post-secondary group (4,658), followed by youth (824) and seniors (165).

Action

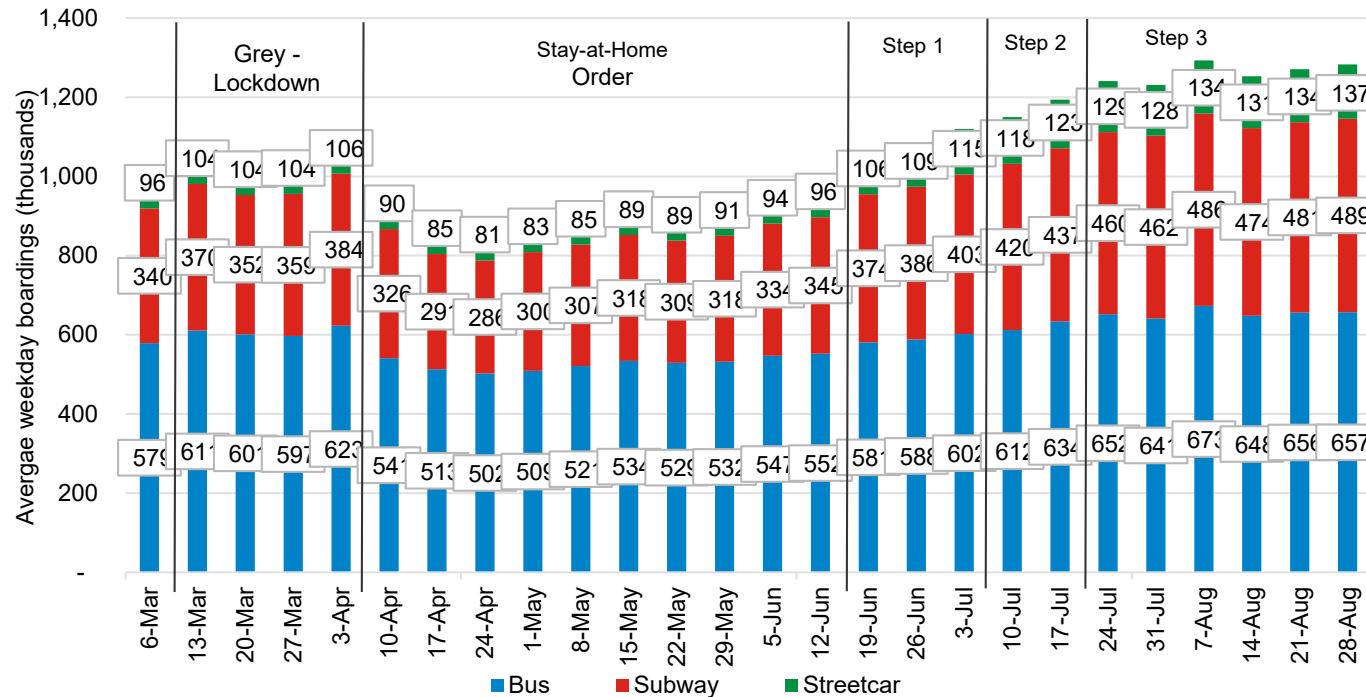
In September, the second phase of our print and digital campaign to welcome customers back to the TTC was rolled out. Phase one focused on the safety improvements we have made during the pandemic. Phase two showcases the many great places in the city people can visit by taking the TTC.





Ridership

Customer boardings – Bus, subway and streetcar



Definition

Boardings measure customer use of the system, by mode and by location. Customers are counted each time they board a TTC vehicle.

Results

Weekday average customer boardings for all modes increased significantly through August. The total of 1,283 million boardings represents about 40% of pre-COVID demand for all modes.

Analysis

Demand for all services has increased by 4% since the last week of July. Bus continues to be the busiest of all modes with the greatest share of pre-COVID ridership. Average weekday boardings were 657,000 (48% of pre-COVID). Bus customers are more likely to work in jobs that cannot be done from home and tend to rely more on transit for their mobility needs.

Subway and streetcar boardings were 33% and 39% of pre-COVID, respectively. These modes grew the most in relative terms during August — reflecting additional customer travel in the downtown core.

Ridership is expected to increase 6-16% in September as schools return to in-class learning and some office workers return to work in a hybrid format.

Action

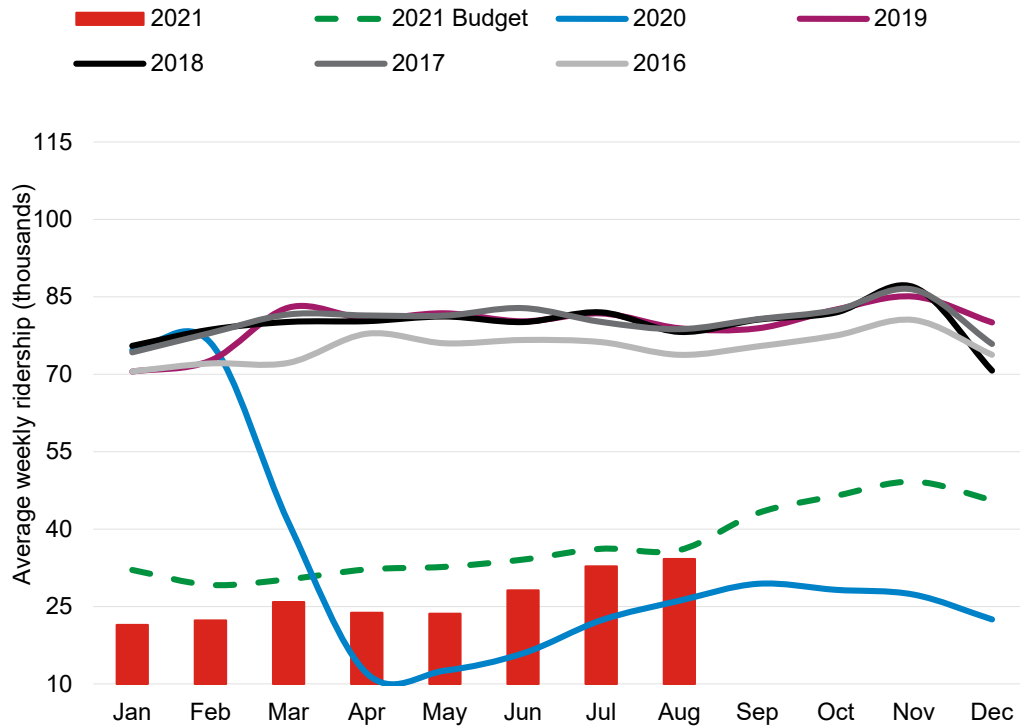
Forecasts underway are looking at a 2022-2023 timeframe post-pandemic to inform the TTC's 5-year Service Plan reset. We are also developing eight-to-10 year outlooks.





Ridership

Wheel-Trans – Trips



Definition

Average number of trips per week using both Wheel-Trans dedicated services and contracted services. Wheel-Trans ridership is counted separately from TTC ridership on conventional bus, streetcar and subway.

Results

Wheel-Trans trips in Period 8 (August 1 - 28, 2021) totalled 136,863 or 34,216 trips per week, representing 43.4% of pre-COVID experience. This figure was 4.8% lower than the budgeted 35,940 trips per week. Period 8 results reflect a 4% increase from Period 7.

Year-to-date ridership is 25.8% lower compared to 2020, and is currently 19.2% (215,600) under the year-to-date 2021 budget.

Analysis

We continue to see a gradual overall increase in Wheel-Trans ridership month-over-month. With the Province remaining in Step 3 of its reopening plan in August, demand for services has continued to climb steadily.

Action

Our team will be closely monitoring evolving ridership trends. Service plans will be adjusted to ensure that customer

accommodation rates remain high — currently at 99.9% in Period 8.

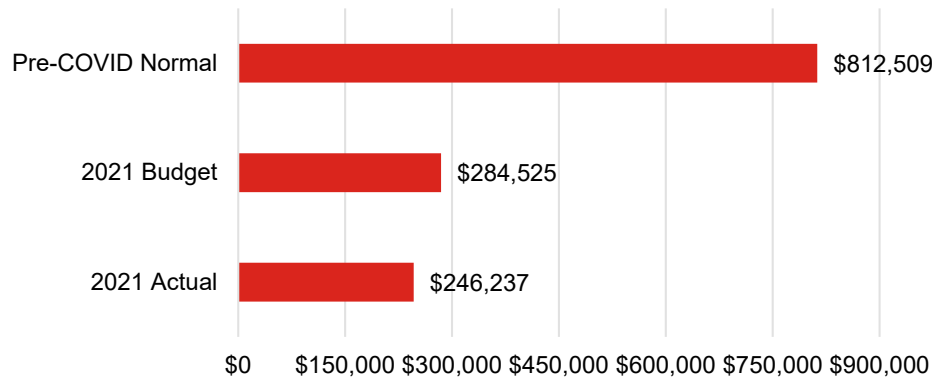
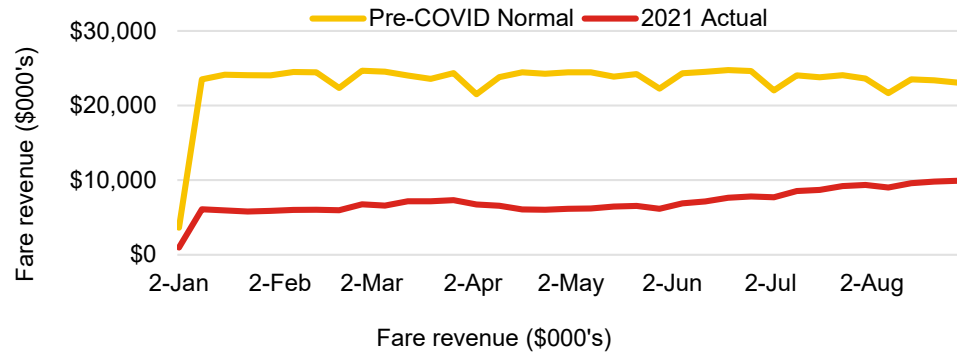
We continue to operate a solo ride service model with one customer per vehicle. Sharing rides and other service changes will be evaluated for implementation in the coming months.





Financial

Fare revenue



Definition
Revenue generated through fares.

Results

Period 8 (August 1 to August 28, 2021) fare revenue was \$38.298 million. This is \$1.966 million, or 5.4% above budgeted fare revenue for Period 8, representing 42% of pre-COVID experience. Weekly fare revenue in Period 8 was \$9.574 million, which represents a 7% increase over Period 7 weekly revenues of \$8.942 million.

On a year-to-date basis, fare revenue was approximately \$246.237 million, which is \$38.287 million below budget or 30% of pre-COVID experience.

Analysis

The Period 8 revenue media split between PRESTO and other fare media (cash, tickets and tokens) was approximately \$34.4 million from PRESTO — representing a PRESTO ridership adoption rate of 91.3% — and \$3.9 million from other media.

Period 8 revenue reflected the following

fare concession profile: 84.0% adult, 6.6% senior, 4.7% post-secondary, 4.5% youth (ages 13-19) and 0.2% other.

Action

The 2021 fare revenue budget was developed based on actual 2020 COVID ridership experience as a percentage of pre-COVID normal ridership. The financial impact of COVID on the TTC's 2021 fare revenue budget, relative to pre-COVID normal ridership experience, is being addressed through the Safe Restart Agreement (SRA) funding.

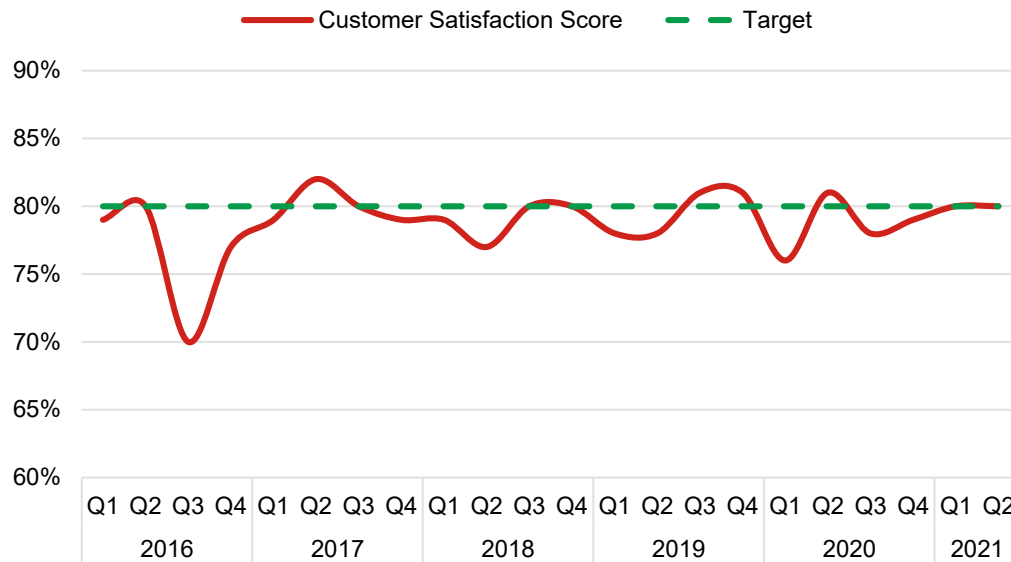
To date, the impact of fare revenue trending below the level budgeted in the 2021 Operating Budget has been offset by under-expenditures. As ridership is expected to continue to grow through the fall, fare revenue is expected to approach budgeted levels by Q4 2021.





Customer experience

Customer satisfaction



Definition

Quarterly customer survey of 1,500 TTC customers. Customers are asked: How satisfied were you overall with the quality of the TTC's service on the last TTC trip you took, on a scale of one to 10 where one is "extremely dissatisfied" and 10 is "extremely satisfied".

Results

In Q2, 80% of customers reported high levels of satisfaction with TTC services overall.

Analysis

The satisfaction score in Q2 is consistent with last quarter (80%) and the same time last year (81%). Overall, customer satisfaction has remained relatively stable during the pandemic. Satisfaction with key measures of the customer experience, including wait time and comfort of ride has also remained stable.

Our Net Promoter Score, measuring how likely customers are to recommend the TTC to a friend, family member or colleague, was 15 — representing an average-to-good result when compared to industry benchmarks. This customer loyalty metric increased five points from last quarter (10) and six points from the same time last year (nine).

More customers are also reporting that they feel safe riding the TTC this quarter (68%) than last quarter (63%).

Customers continue to report higher levels of pride in the TTC, with 70% expressing agreement that they are proud of the TTC and what it means to Toronto — up from 62% the same time last year and consistent with last quarter (70%).

Action

We continue to implement measures to keep our customers safe and help them feel more confident on transit. We have ongoing customer surveys underway to help better understand customer transit needs and expectations — of both active and inactive customers — as more customers return to transit.

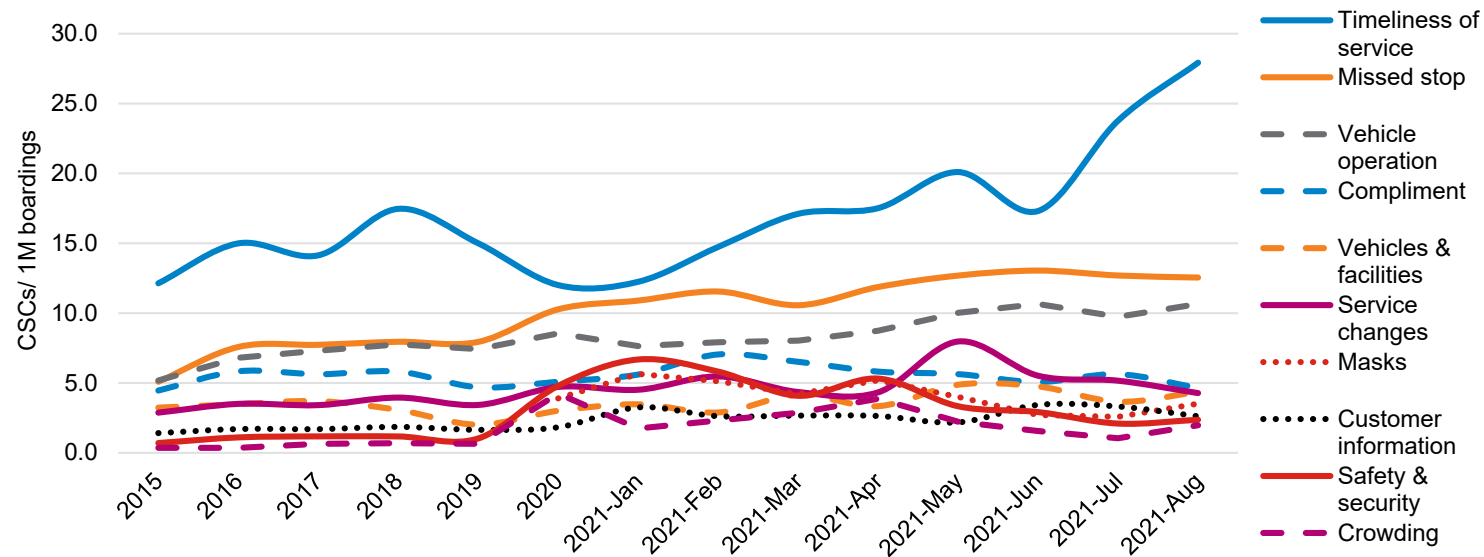




Customer experience

Customer service communications (CSCs)

We value communication with our customers. It helps inform service planning and operations, and improves our overall customer experience. Our quarterly Customer Satisfaction Survey (page 15) allows us to monitor and better understand the voice of the customer. Volunteered customer feedback is also highly valuable. The TTC's Customer Service Centre receives customer input via our website, telephone, email and Twitter. Input is routed through the organization in order to acknowledge and respond to individual customers.



Definition
Top 10 CSCs (number of communications) per one million boardings, by category. Customers provide feedback to the TTC via our website, telephone, email and Twitter.

Results

In August, CSCs per one million boardings increased by 5% compared to July.

Analysis

Service-related CSCs:

- Timeliness of service CSCs increased significantly this month (17%) and made up 34% of all CSCs in August. The significant increase in these CSCs in the summer months is consistent with our on-time performance metrics (pages 20-21) where we have seen a decrease in performance primarily due to City of Toronto construction and TTC overhead work.
- Vehicle operation CSCs continue to trend up, increasing by 9% this month.
- Service changes CSCs remained in the top 10 this month, but decreased by 17% and have trended down since peaking in May 2021. There were very few service changes made in the August that impacted routing and stops.

COVID-related CSCs:

- Communications related to employees and customers not wearing masks increased 36% in August compared to July, but remain well below 2020 levels.

Commentary continued on next page





Customer experience

Customer service communications

- Crowding CSCs emerged in the top 10 this month — as ridership continues to increase. These CSCs are 54% below 2020 levels.
- Cleanliness CSCs remained outside of the top 10 for the fourth consecutive month and decreased significantly by 44%.
- Safety & security CSCs are nearing pre-pandemic levels and are down significantly from earlier this year.

Compliments, typically representing 5% of all CSCs, reached a low point for the year this month and are now 4% of all CSCs.

Action

Service-related (pages 20-21):

- Ongoing improvements to workforce planning, assessing options related to construction projects impacting routes and a network-wide review of operator schedule adherence at end terminals.
- Updates to route timetables and the deployment of flexible buses.
- Deep dive into Vehicle operation CSCs to identify root causes.

COVID-related (pages 27-28; 30-31):

- Real-time monitoring of occupancy data and directing additional buses to where they are needed most.
- Continue to monitor mask use with system wide observations.
- Continue to work with local partners to provide assistance to individuals experiencing homelessness and those experiencing mental health issues.

Compliments:

- Distribute customer compliments to frontline operations.
- Feature one monthly compliment in this report.

Customer compliment:

“I walk my grandson to daycare. In our travels we usually see the same driver. My grandson started waving to the driver and, much to my grandson's delight, the driver waves back and sometimes toots his horn. One day we happened to be passing by when the driver stopped to pick up a passenger. The driver said: "Good morning buddy." My grandson told his mom about the driver waving to him, telling her how the bus driver makes him feel happy. This little fella has been through a lot, so the kindness displayed by the driver is even more special.”

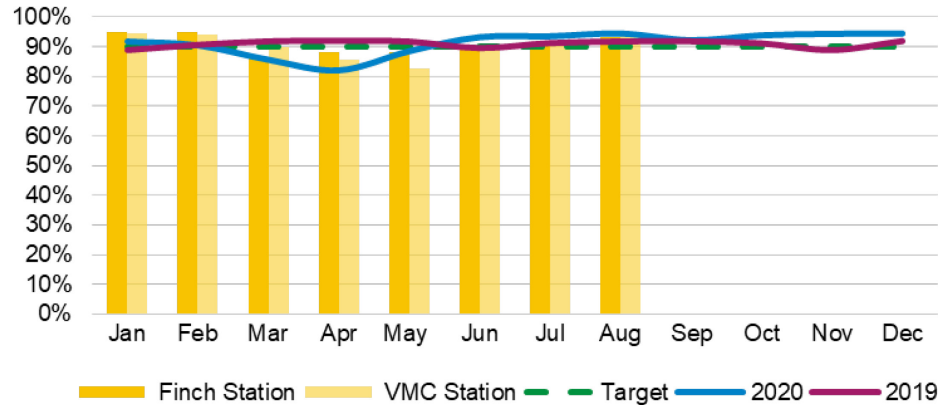




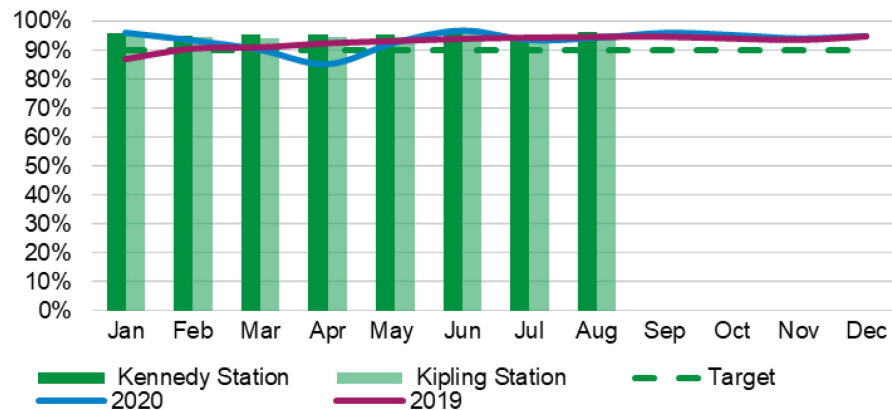
Customer experience

On-time performance (OTP) – Subway

1



2



Definition

Headway (amount of time between train arrivals at a station) adherence of all service trains at end terminals. Data represents weekday service. To be on time a train must be within 1.5 times of its scheduled headway.

Results

Line 1: OTP was 93.5% in August. This represents an increase from last month (91.1%), but a decrease from the same time last year (94.3%). Our target of 90% was met.

Line 2: OTP was 96.0% in August. This represents an improvement from last month (95.1%) and from the same time last year (94.4%). Our target of 90% was met.

Line 3: OTP was 94.7% in August. This represents a decrease from last month (96.3%), but an improvement from the same time last year (80.8%). Our target of 90% was met.

Line 4: OTP was 99.3% in August. Our target of 90% was met.

Analysis

Line 1: There was a 25% increase in total delay minutes — from 1,639 minutes in July to 2,051 minutes in August. This is mainly attributed to an increase in injuries at track level, trespassers at track level and equipment-related delays.

Line 2: There was a 25% increase in total delay minutes — from 1,353 minutes in July to 1,694 minutes in August. This increase is mainly attributed to a flooding incident on August 5, which impacted service between Woodbine and Victoria Park stations and resulted in 51 trains turning back.

Line 3: There was a 42% decrease in total delay minutes — from 310 minutes in July to 180 minutes in August. This improvement is mainly attributed to a decrease in equipment-related delays.

Commentary continued on next page

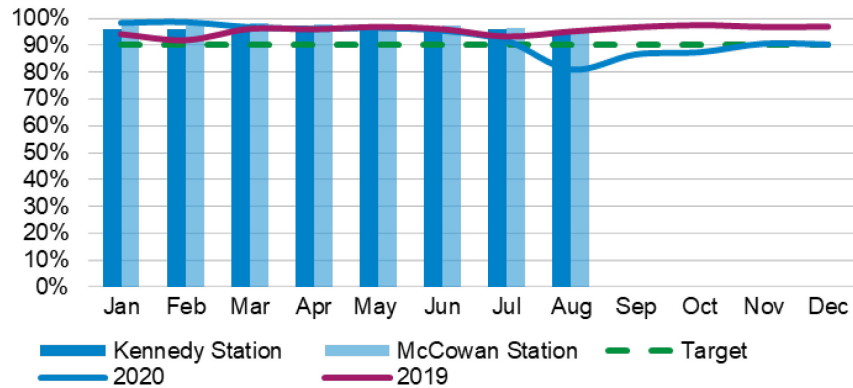




Customer experience

On-time performance (OTP) – Subway

3

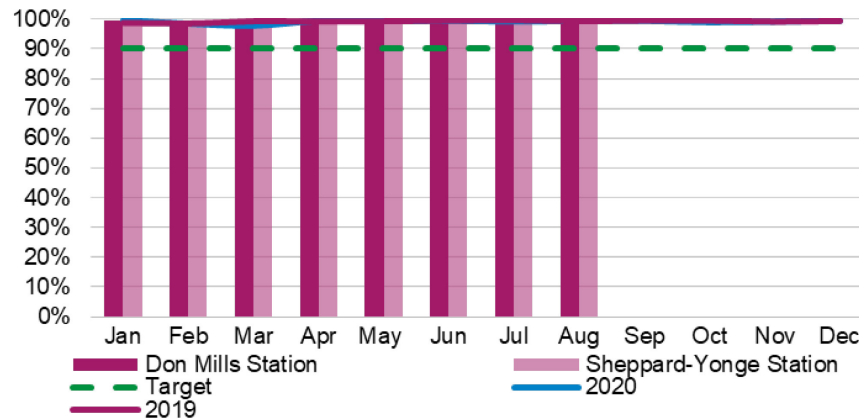


Line 4: There was a 30% decrease in total delay minutes — from 191 minutes in July to 133 minutes in August. This improvement is mainly attributed to a decrease in equipment-related delays.

Action

There was no service on Line 1 between Finch and St Clair stations from August 7-8 and between Lawrence and St Clair stations from August 28-29 to accommodate work on the Eglinton Crosstown Light Rail Transit construction project. The TTC took advantage of this closure to expedite work on the Automatic Train Control signal system. Accessible shuttle buses were available to keep our customers moving.

4



Service on Line 2 between St George and Broadview stations started at noon on August 8 to accommodate beam replacement on the Prince Edward Viaduct. Accessible shuttle buses operated between the stations.

We will continue to monitor ridership and service levels and make adjustments where necessary to ensure punctual service levels are delivered.

Definition

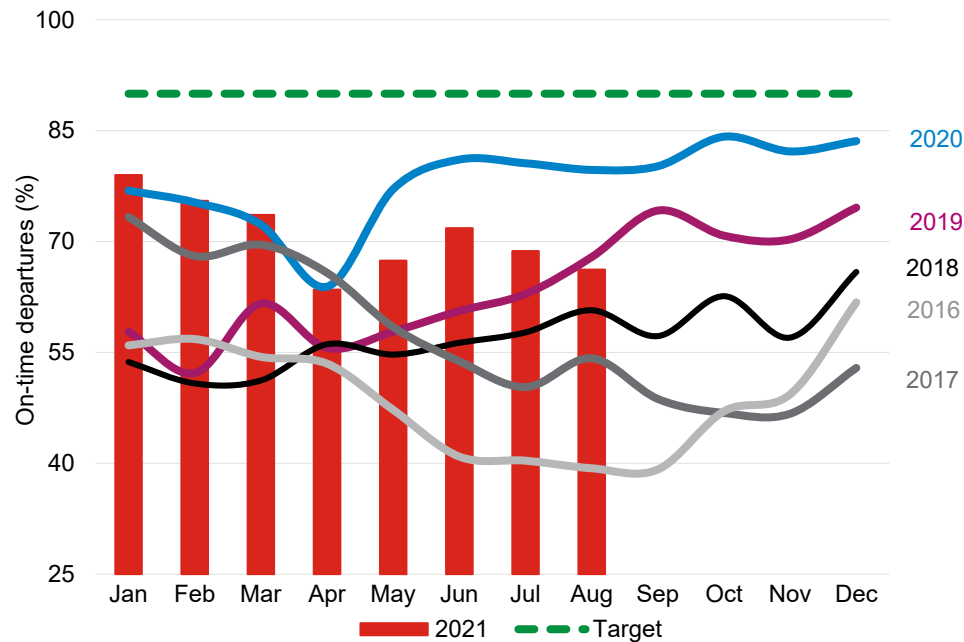
Headway (amount of time between train arrivals at a station) adherence of all service trains at end terminals. Data represents weekday service. To be on time a train must be within 1.5 times of its scheduled headway.





Customer experience

On-time performance (OTP) – Streetcar



Definition

On-time performance measures vehicle departures from end terminals. Vehicles are considered on time if they depart within 59 seconds earlier or five minutes later than their scheduled departure time.

Results

OTP in August was 66.2%, which represents a decrease compared to July (68.7%) and the same period last year (79.7%). Our target of 90% was not met.

Analysis

Seasonal construction and overhead work continued to significantly impact performance in August. OTP differs considerably when construction impacted routes (501 Queen, 503 Kingston Rd, 504 King and 505 Dundas: 56.5%) are separated from the remaining five routes of the network (81.0%).

Performance remained relatively consistent and averaged 67.5% for the first three weeks of the period, before dropping to 62.4% in Week 35.

The first week of the period was impacted by streetcars being replaced with buses on the 501 Queen and 503 Kingston Rd due to overhead infrastructure upgrades on Queen Street (between Connaught and Woodbine avenues). This work was completed in Week 32.

The last week of the period was also impacted by rail repair work at King and Church, which began on August 26. This work effectively led to the 504 King and 503 Kingston Rd, as well as the 501 Queen streetcars having to operate off schedule and on headways during this time.

The lowest performing route of the period was again the 505 Dundas (50.4%), largely due water main replacement on Broadview Avenue.

Action

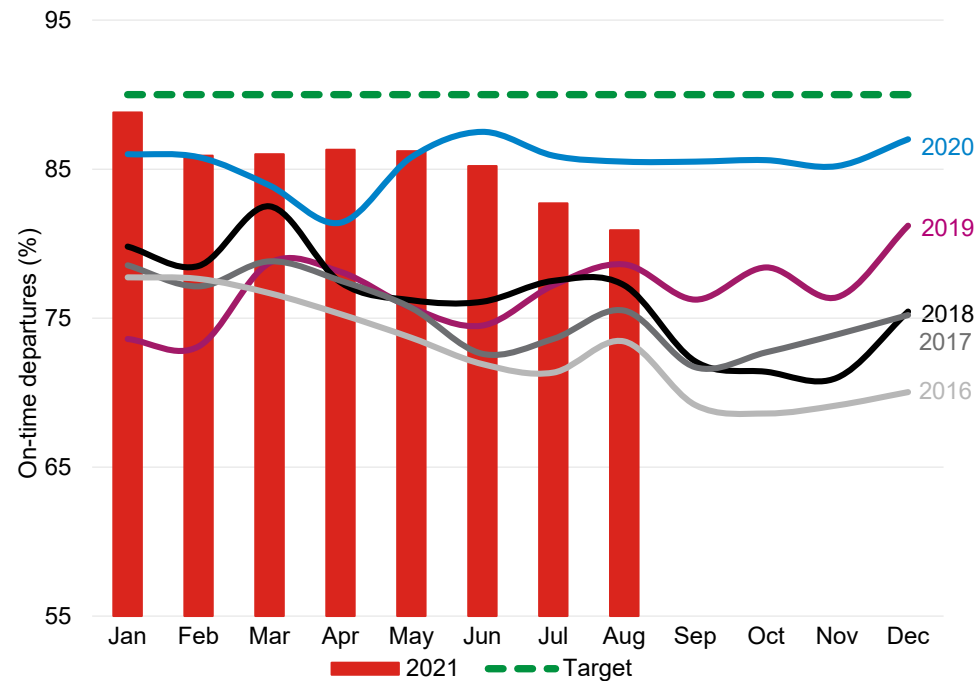
An internal streetcar technical working group continues to meet to assess options related to ongoing infrastructure projects impacting the streetcar network. This group continues to make efforts towards implementing preferred options for routings and end terminal locations for the numerous considerations impacting the network this year and beyond.





Customer experience

On-time performance (OTP) – Bus



Definition

On-time performance measures vehicle departures from end terminals. Vehicles are considered on time if they depart within 59 seconds earlier or five minutes later than their scheduled departure time.

Results

OTP in August was 80.9%, which represents a decrease compared to July (82.7%) and the same period last year (85.5%). Our target of 90% was not met.

Analysis

Bus performance once again remained relatively steady throughout the period. Our lowest performing week was the last week of the period (Week 35, 80.0%). Cancelled service hours reached a period high in Week 35.

We continue to see higher performance on weekdays compared to weekends (82.8% and 74.8%, respectively) — a trend seen since Week 25.

When compared to July, late and early trip departures increased:

- Late (8.8%) compared to July (7.6%);
- Early (5.7%) compared to July (5.0%).

Missed trips decreased slightly (4.6%) compared to July at (4.8%).

When breaking down all routes into five tiers based on number of scheduled trips, the top tier — consisting of the 13 routes that are the largest by number of trips — was the worst performing tier and proved to be the most challenging in terms of route management. This group of routes performed at a 77.7% level for the period and also had the highest percentage of missed trips (6.6%).

Action

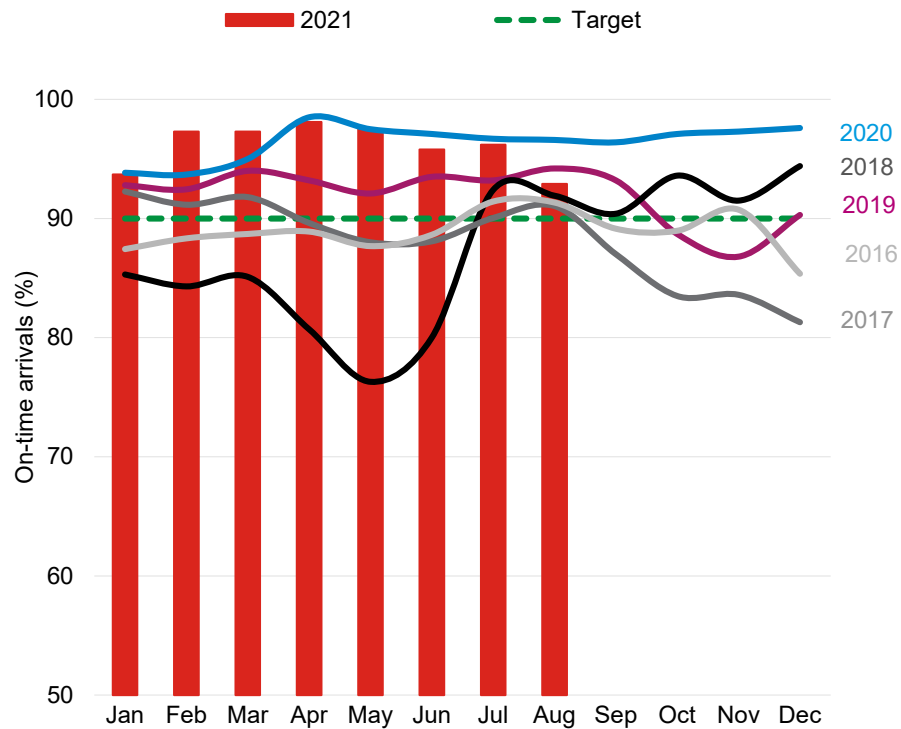
Performance-related work will continue in many areas this period and into the future. This includes ongoing improvements to workforce planning as well as a network-wide review of operator behaviour monitoring at end terminals. Schedule improvements will continue to be a focus in terms of improving service reliability, aligning this work with service level adjustments for the remainder of 2021 and into 2022.





Customer experience

On-time performance (OTP) – Wheel-Trans



Results

OTP in August was 92.9%, which represents a decrease compared to July (96.2%), and the same period last year (96.6%).

Analysis

Increased road closures and seasonal construction throughout this period has contributed to a slight decrease in our performance. Despite this, our dispatch team worked diligently at adjusting schedules to minimize the impact to our customers and were able to keep OTP above our 90% target.

Action

Our team will continue to prioritize customer safety while striving to improve our service delivery performance. This includes focusing on effective trip management, strategic placement of extra service and dedicated staff to consistently monitor our service delivery, ensuring we maintain a high level of performance.

Definition

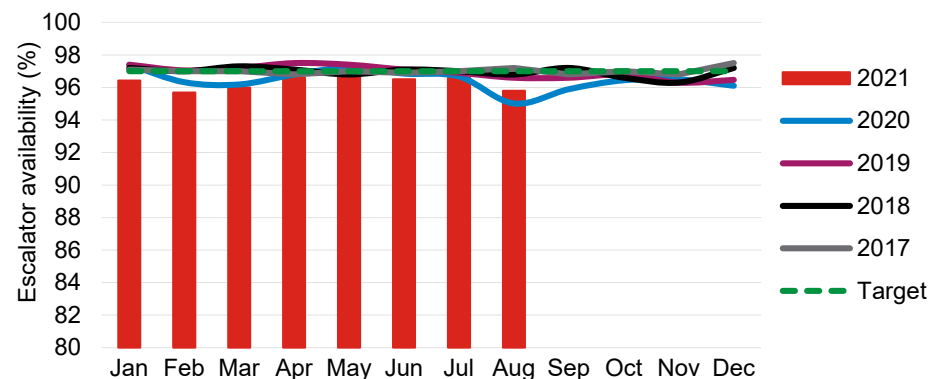
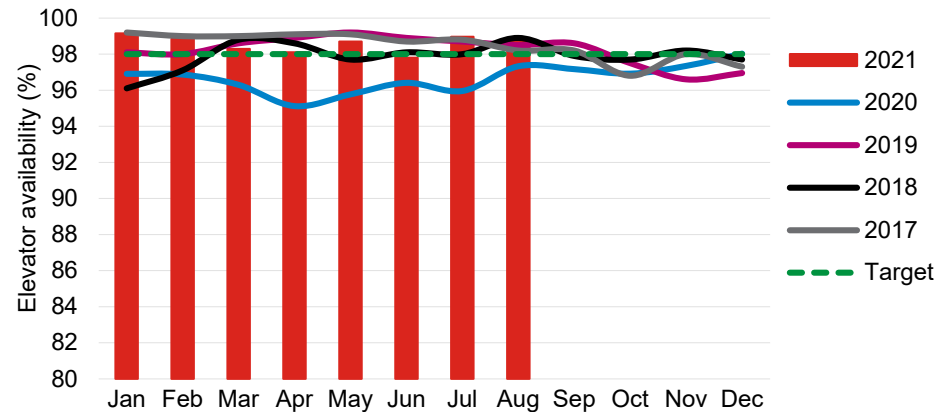
On-time performance of all trips conducted by Wheel-Trans buses. To be on time, the bus must arrive within 20 minutes of its scheduled arrival.





Customer experience

Accessibility – Elevator and escalator availability



Definition

Percentage of total available elevator and escalator service hours during subway service.

Results

Elevator availability in August was 98.7% — a decrease from last month (99.0%) and an increase from the same time last year (97.3%). Availability was above our target of 98%.

Escalator availability in August was 95.8% — a decrease from last month (96.6%) and an increase from the same time last year (95.0%). Availability was under our target of 97%.

Analysis

Lower elevator availability this month was driven by flooding issues in the elevator pit at Finch Station. An elevator at Finch Station was taken out of service on August 23.

Lower escalator availability was driven by several factors. Two escalators in Finch Station were taken out of service due to flooding. Station improvement construction at St Clair Station required one escalator to

be removed from service, resulting in over 300 hours of equipment downtime. Finally, the overhaul work on two escalators at Dupont Station continued this month. Dupont Station remains accessible through elevators.

Action

Maintenance of the Finch Station elevator was completed in September.

Water has been removed from the escalators in Finch Station, and equipment has been returned to service.

Plans have been implemented to accelerate the overhaul of escalators at Dupont Station and to return the escalators to service by November 2021.

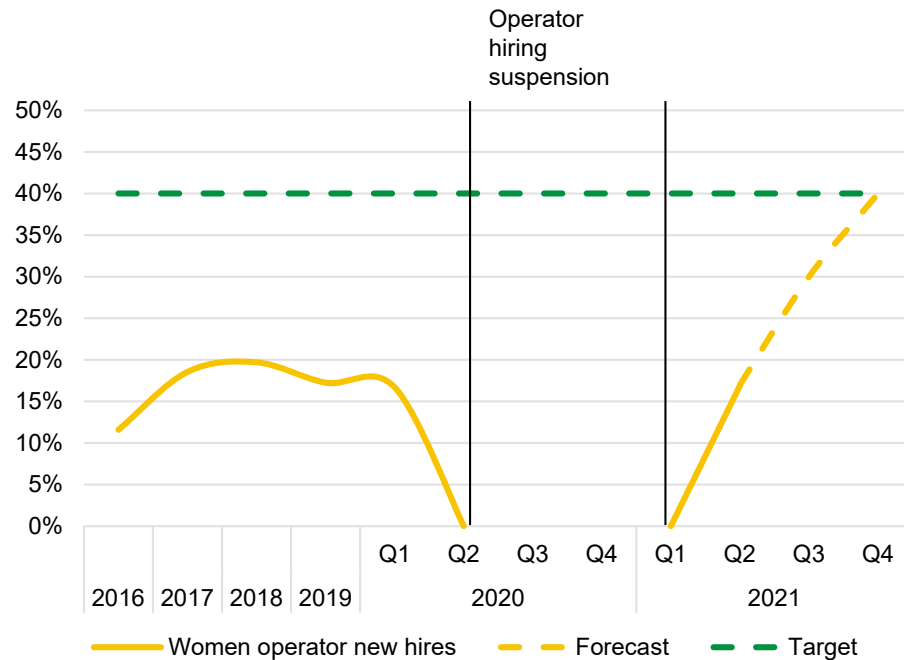
We will continue performing preventative maintenance to meet reliability and availability targets.





Diversity

Women operator new hires



Definition
The proportion of operator new hires who identify as women.

Results

In our 10-Point Action Plan on Diversity and Inclusion, we made the commitment to recruit more women into transit operations, with women representing at least four in every 10 new operator hires by the end of 2021. In Q2, we hired 142 operators (24 women, 118 men), with women representing 17% of that total. The hiring of operators was halted during the height of the pandemic and resumed in April 2021.

Analysis

The operator role has historically been predominately male and makes up the majority of the TTC’s workforce. Earlier this year, we launched a special program to recruit more women to this role. Part of this work included reviewing the hiring process to remove built in biases. For example, criteria such as needing to be employed in the last year would exclude women who stayed home to raise their families and were now ready to join the workforce. As a result of our program, the success rate for women passing the interview stage has risen from 32% to 79%.

While we are currently below our target of 40% of operator new hires identifying as women, we are on track to reach this commitment by the end of 2021. In total, we plan on hiring 400 operators this year — at least 40% (160) will be women.

Action

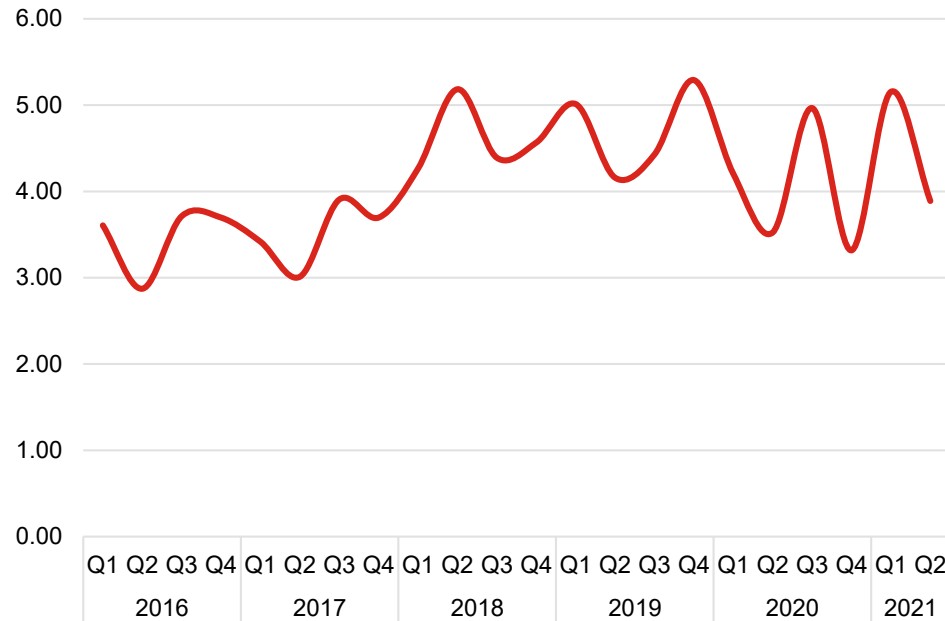
- Over 4,000 participants who attended our two virtual info sessions late last year receive a bi-monthly newsletter, which showcases women in various roles in operations across the organization as well as upcoming job postings. With every issue there has been an uptick in applications received from women.
- Held first ever all-female training class for the transit operator program as a result of strategic recruitment efforts.
- New applicant outreach plans for 2022 are underway.





Safety and security

Lost-time injuries rate (LTIR)



Definition

Number of employee injuries resulting in missed work per 100 employees (annualized).

Results

The LTIR in Q2 2021 was 3.9 injuries per 100 employees — a decrease from Q1 (5.2) and the same period last year (3.5). The LTIR for Q2 was 10% lower than the four-quarter average. There has been an upward trend in the LTIR since 2015.

Analysis

Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition) account for 22.4 % of all lost-time injuries and represent the highest injury event type since 2014. Acute emotional event injuries account for 17% of all lost-time injuries and represent the second highest injury event type.

Action

The Ergonomic Musculoskeletal Disorder Prevention Program, currently being implemented, focuses on preventing musculoskeletal/ergonomic type injuries and resolving ergonomic concerns. Specific training modules for high-risk groups have been developed. The training sessions have been further deferred to winter 2022 due to the pandemic.

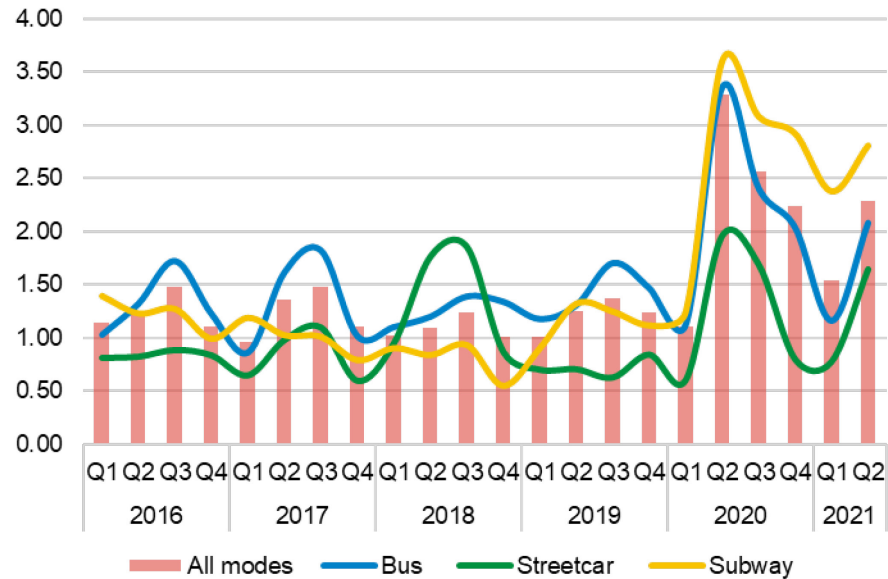
To help address the acute emotional event injuries, the TTC is initiating a project to identify strengths, areas for improvement and gaps as they pertain to psychological health and safety.





Safety and security

Customer injury incidents rate (CIIR)



Results

The CIIR in Q2 2021 was 2.3 injury incidents per one million vehicle boardings — an increase from Q1 (1.5) and a decrease from the same period last year (3.3). The CIIR for Q2 was 6% higher than the four-quarter average rate of 2.16 injury incidents per one million vehicle boardings.

Analysis

The decreasing trend in the CIIR since the beginning of COVID-19 pandemic is partly due to the increase in customer boardings compared to 2020.

There was a total of 74 customer injury incidents this quarter. This represents an increase from both last quarter (49) and the same time last year (64). Falls represent the vast majority of customer injury incidents for all modes.

Action

We continue to monitor the CIIR and existing safety initiatives, which includes messaging to promote customer safety and safe vehicle operation. For example, social media channels included traffic safety messages during Canada Road Safety Week in May and promoted safe interactions between cyclists. Back to school messaging included reminders for customers to watch their step when boarding or exiting TTC vehicles and use crosswalks to get to their destination.

Definition

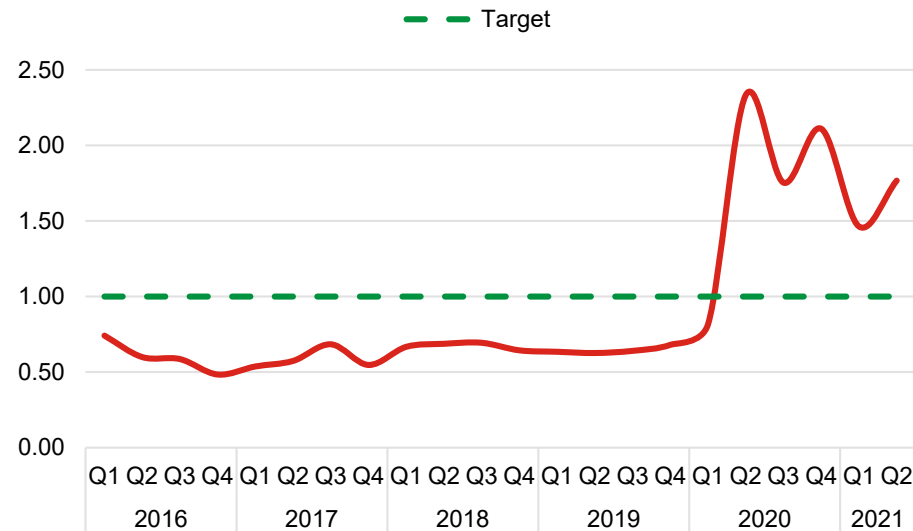
Number of customer injury incidents per one million boardings.





Safety and security

Offences against customers



Definition

Number of offences against customers per one million boardings.

Results

In Q2, the number of offences against customers per one million boardings was 1.77. This rate represents an increase of 21% compared to Q1 and a decrease of 24% compared to the same time last year.

Analysis

Overall, there was an increase in the number of offences compared to the previous quarter (137 in Q2 and 109 in Q1). There was also an increase in assaults overall — 87 in Q2 compared to 71 in Q1.

Action

Our Community Engagement Unit (CEU) continues to focus on the needs of customers who are experiencing homelessness, mental health or addiction issues. We are bringing sustainable solutions that benefit customers and other community stakeholders, as this is a principal factor in the safety of customers and employees.

Since April 2020, the TTC has partnered with the City to support their Streets to Homes initiative. As part of this program, our CEU Special Constables proactively patrol the TTC system with outreach workers from Streets to Homes. Since forming this partnership, the team has had 191 engagements with customers: 17 were provided food and transportation services, 12 requesting shelter space were accommodated (10 were not due to space not being available) and 151 refused services or help.

Furthering Our Community by Uniting Services (FOCUS) is an innovative, collaborative risk driven approach to Community Safety and Wellbeing co-led by the City, United Way Toronto and Toronto Police Service that aims to reduce risk, harm, crime, victimization and improve community resiliency and wellbeing. Across Toronto, weekly FOCUS Tables were established to serve the people in most need. The CEU works with over 120 member agencies to provide support in the area of mental health, addiction and housing.





Safety and security

Offences against employees



Definition
Number of offences against employees per 100 employees.

Results

In Q2 2021, the number of offences against employees was 6.6 per 100 employees. This rate represents a 2.2% increase from Q1 and a 52.6% increase compared to the same time last year.

Analysis

The total number of offences against employees increased in Q2 compared to Q1 — 246 offences and 243 offences, respectively. Many of these offences were assaults or threats of assault against employees, which have increased during the pandemic. Fare disputes are one of the most common causes for these assaults.

Action

Employee and customer safety remains our highest priority. The TTC has zero tolerance for abuse faced by our staff.

We have assembled an internal, cross-sectional working group tasked with creating a 10-point action plan. We will have more updates to share in the coming months. Here are some measures that are already underway:

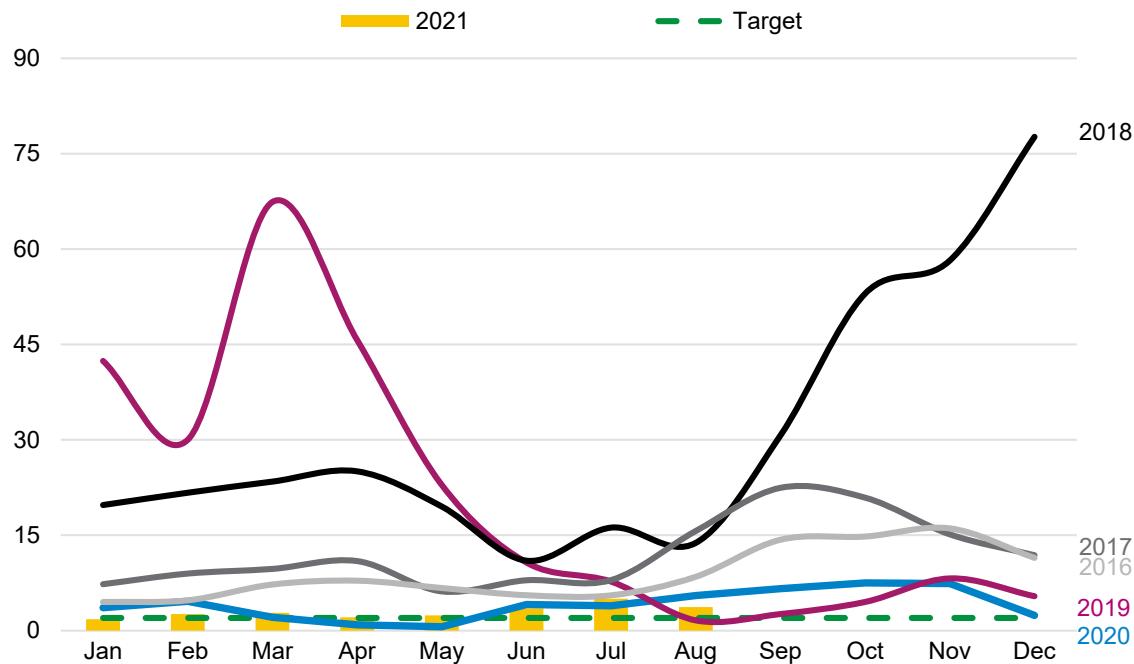
- Installing extended barriers to operator compartments as an additional layer of protection. Approximately 60 per cent of our bus fleet have these new upgrades.
- Launched a customer campaign that pictures the children of operators as a reminder to treat staff with respect and kindness.
- Managers sharing tips to de-escalate fare disputes and prevent them from becoming more serious. Frontline operations training also includes de-escalation techniques and covers disengaging during confrontations, effective communication and assisting customers experiencing mental health issues.





Hot topics

Wheel-Trans contact centre wait time



Definition

The average amount of time a customer waits in the queue before their call is answered.

Results

In August, the average Wheel-Trans contact centre wait time was 3.7 minutes. This is lower than the five-minute average last month, but above our target of two minutes.

Analysis

We continued to see a steady increase in call volumes this period, as Ontario remained in Step 3 of its reopening plan, vaccination rates increased and more customers returned to transit. Our ability to adjust staffing levels with the assistance of our overflow provider has enabled our team to decrease the average wait time month-over-month, despite the increase in call volumes. We consistently monitored customer trends and call patterns to better predict when adjustments in staffing would be required, which assisted in successfully reducing our wait times this period.

Action

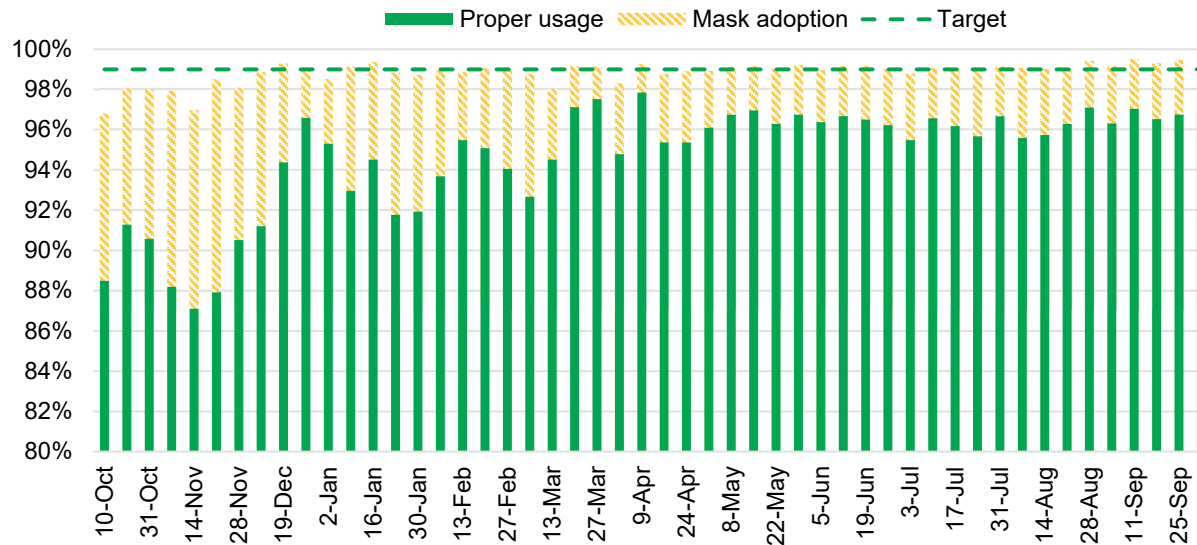
In the coming months, we will be implementing some additional technical and software upgrades as part of the Wheel-Trans Transformation Program that will improve both the employee and customer experience, while assisting in improving call handling times. Consistent oversight of call volumes, customer trends and demand will be a key focus for staff to ensure we are operating efficiently and maximizing opportunities to reduce wait times.





Hot topics

Customer mask use



Definition

Mask adoption: Percentage of customers observed wearing a mask.
 Mask compliance: Percentage of customers observed wearing a mask properly covering nose, mouth and chin.

Results

For the week ending October 2, 99% of customers were wearing masks and 97% were wearing masks properly over nose, mouth and chin (mask compliance) at stations. There were 38,000 customer mask observations made at 9 placements across the network.

Analysis

The proportion of customers wearing masks reached 99% in mid-December. Customer masks used properly over nose, mouth and chin has remained 96-97% since mid February.

Action

Mask use by customers remains mandatory on the TTC. The TTC's customer mask program focuses on awareness and supply, rather than enforcement:

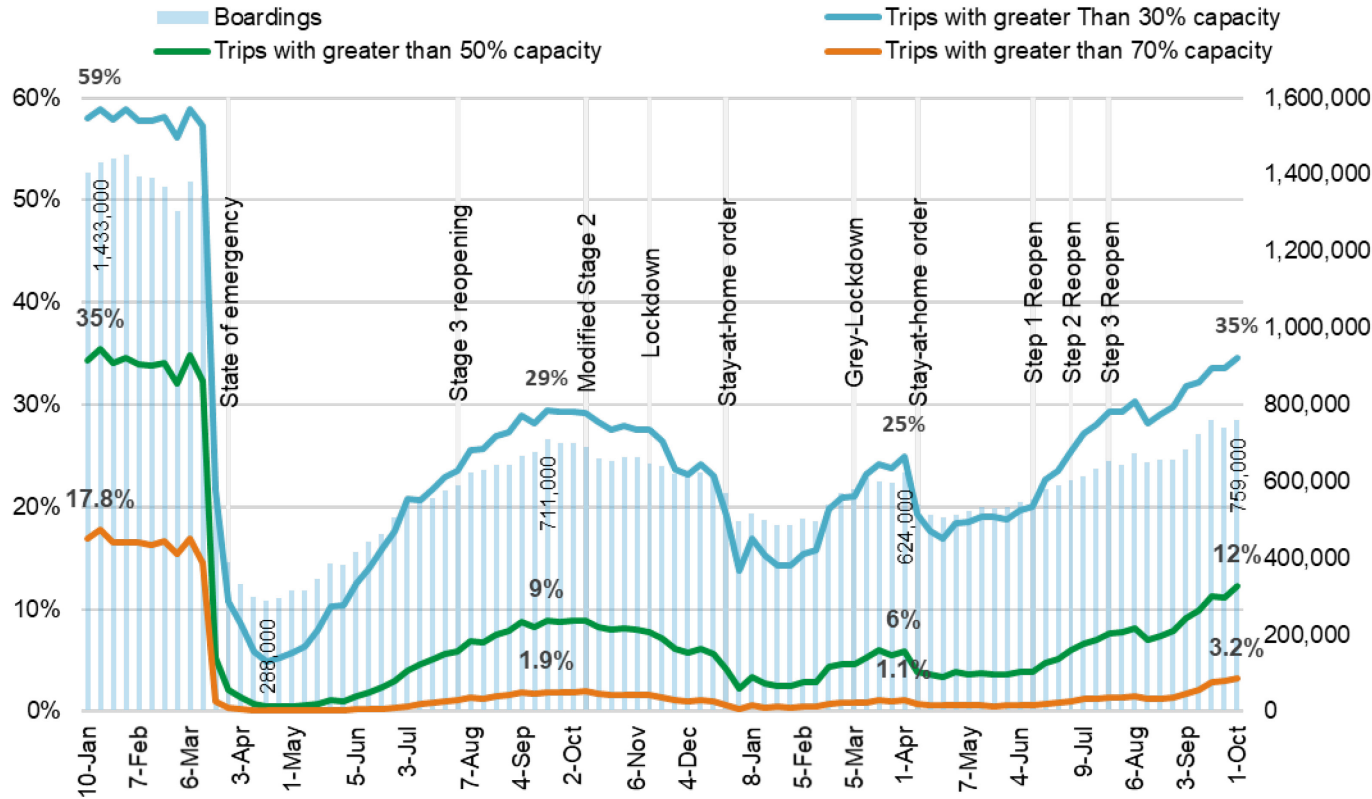
- Current mask campaign on-board vehicles and in stations features customers wearing masks properly and why it's important to wear one.
- An ongoing campaign targeted at customers returning to transit highlights mask use among other safety measures.
- Broad mask distribution on bus routes and all stations and targeted mask distribution at low points across the city.
- Since June 2020, 2.9 million free masks have been distributed to customers at schools, shelters, stations, and at high-ridership stops.
- Weekly monitoring of customer mask use over 12,000-50,000 customer observations from 12-40 locations across the city to monitor compliance and inform distribution plans.





Hot topics

Bus occupancy



Definition

Percentage of weekday bus trips with more than 50% and 70% occupancy.
 50% occupancy: 25 customers onboard a standard 40 foot bus.
 70% occupancy: 35 customers onboard a standard 40 foot bus.

Results

For the week ending October 1, 88% of bus trips were under 50% occupancy. During this time, we served an average 759,000 bus customers per weekday, which is 53% of pre-COVID bus boardings.

Analysis

About 12% of bus trips had more than 25 customers on some part of the route (50% capacity) and 3.2% of bus trips had more than 35 customers per bus (70% capacity) on some part of the route.

As anticipated, bus occupancy levels increased in September as in-class learning at secondary schools and post-secondary campuses resumed and some office workers returned to work in a hybrid format. Customer boardings are now at levels not seen since the start of the pandemic.

Action

- Maintain weekly monitoring of all bus routes across 30%, 50% and 70% occupancy levels as customers return to transit.
- Real-time monitoring of 80% occupancy bus routes.
- Continue weekly occupancy analysis to assist with assignment of unscheduled Run-as-Directed Service.
- Leverage frequent changes to board periods to optimize resources from low demand service to high demand bus service.





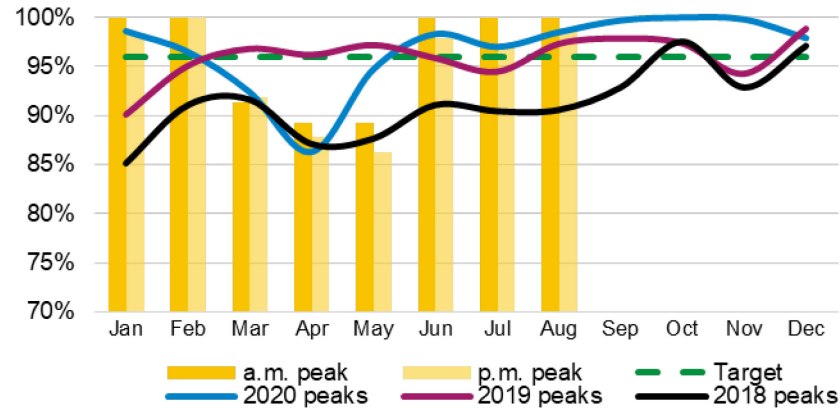
Appendix: Service delivery

Line 1 capacity

Total number of trains that travelled through 12 sampling points during weekday a.m. and p.m. peaks as a % of trains scheduled. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

August: 100%
July: 98.9%
August 2020: 98.5%

Target: 96.0%

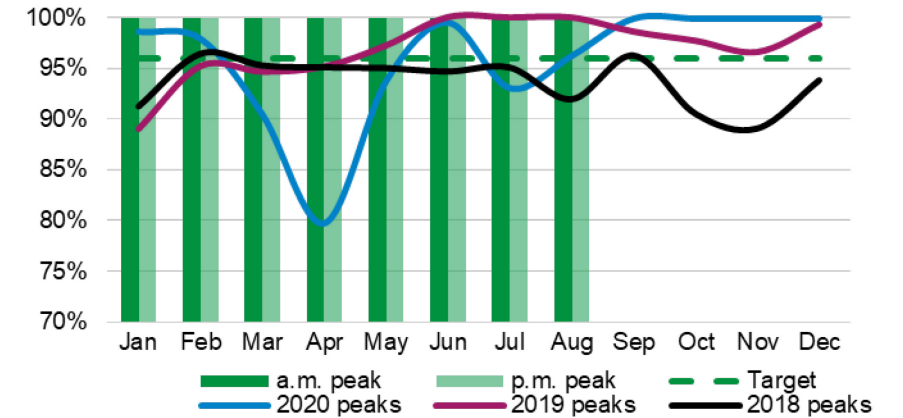


Line 2 capacity

Total number of trains that travelled through 10 sampling points during weekday a.m. and p.m. peaks as a % of trains scheduled. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

August: 100%
July: 100%
August 2020: 96.3%

Target: 96.0%



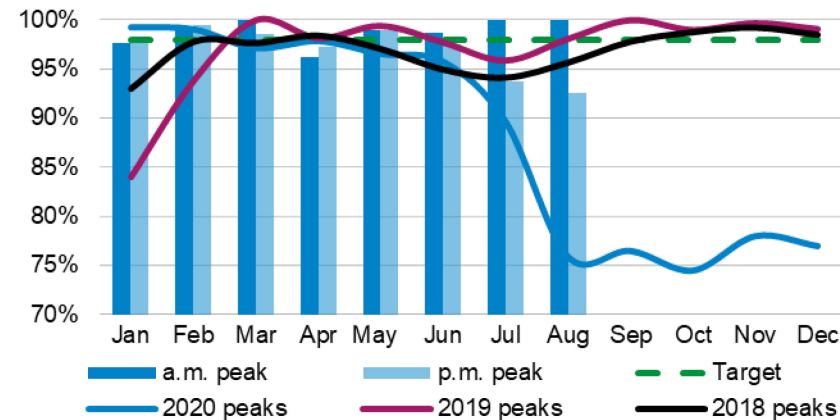
Line 3 capacity

Total number of trains that travelled through two sampling points during weekday a.m. and p.m. peaks as a % of trains scheduled. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

August: 96.2%
July: 96.6%
August 2020: 75.9%

Target: 98.0%

Temperatures exceeded 25 degrees C on 19 days.
To protect equipment and prevent breakdowns in hot weather, train speed is slowed.

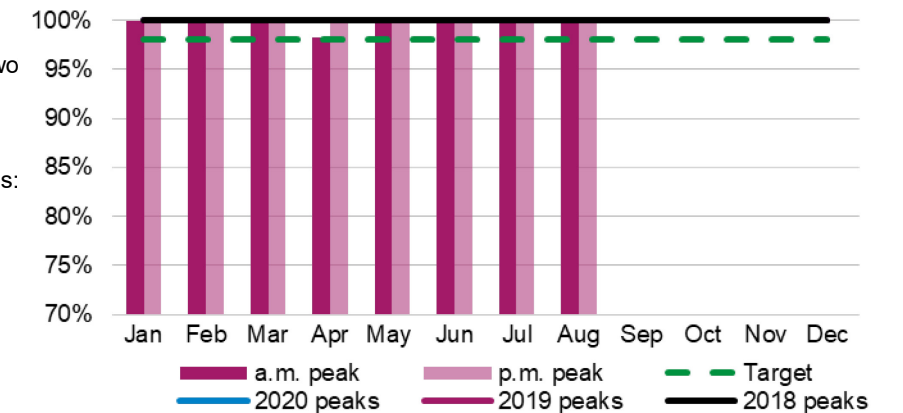


Line 4 capacity

Total number of trains that travelled through two sampling points during weekday a.m. and p.m. peaks as a % of trains scheduled. Peak periods: 6 a.m. to 9 a.m. and 3 p.m. to 7 p.m.

August: 100%
July: 100%
August 2020: 100%

Target: 98.0%





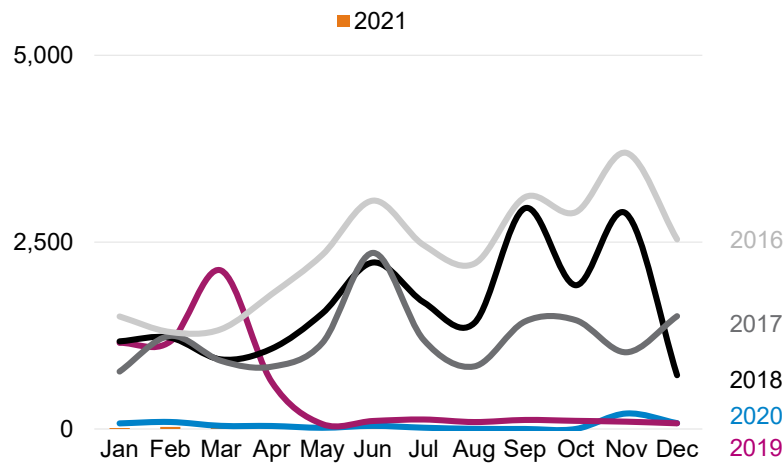
Appendix: Service delivery

Streetcar short turns

A short turn occurs when a vehicle is turned back and taken out of service before it can reach the end of its route.

August: 0
July: 2
August 2020: 2

Target: Given the significant decrease in short turns compared to previous years, this target is under review.

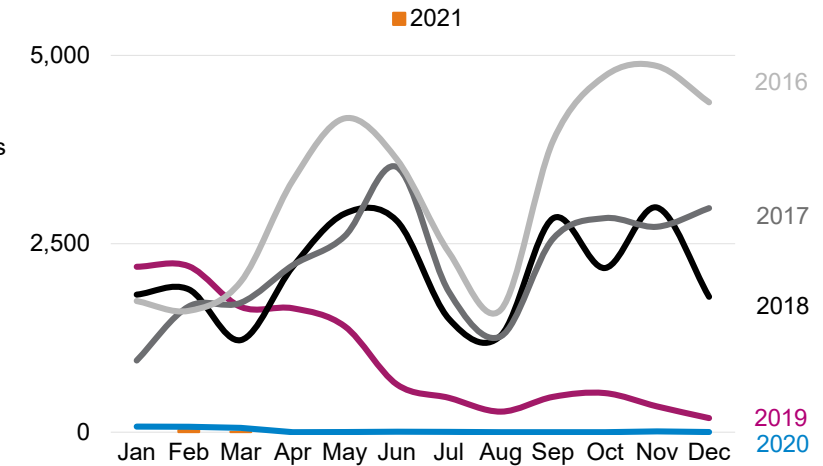


Bus short turns

A short turn occurs when a vehicle is turned back and taken out of service before it can reach the end of its route.

August: 0
July: 0
August 2020: 0

Target: Given the significant decrease in short turns compared to previous years, this target is under review.





Rich Wong
Chief of Vehicles

James Ross
Chief Operating Officer

Appendix: Cleanliness

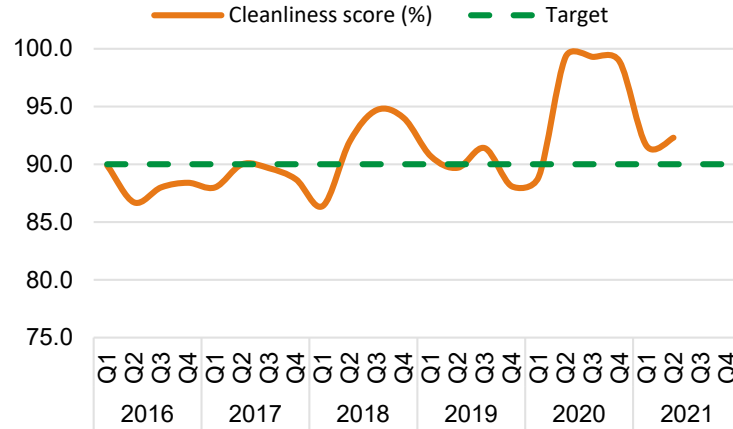
Bus cleanliness

Results of a third-party audit. Average of pre-service, in-service and post-service cleanliness results.

Q2: 92.3%
Q1: 91.6%
Q2 2020: 99.3%

Target (RW): 90.0%

Q2, Q3 and Q4 2020 results significantly above normal performance. Audit results are under investigation.



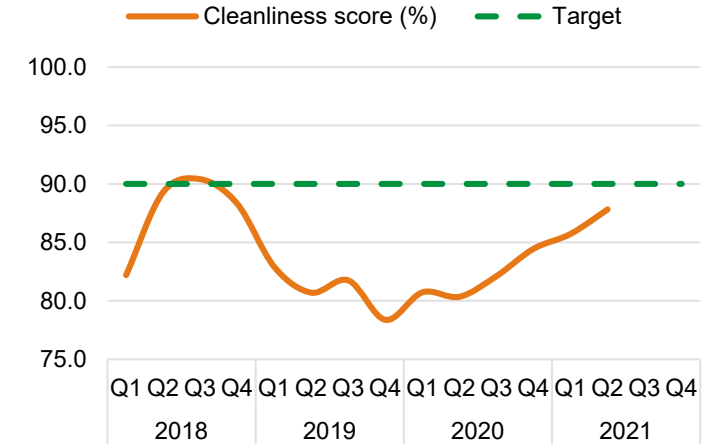
Streetcar cleanliness

Results of a third-party audit. Average of pre-service, in-service and post-service cleanliness results.

Q2: 87.8%
Q1: 85.7%
Q2 2020: 80.4%

Target (RW): 90.0%

Staff is reviewing and adjusting cleaning frequencies and programs to improve quality of vehicle cleanliness.

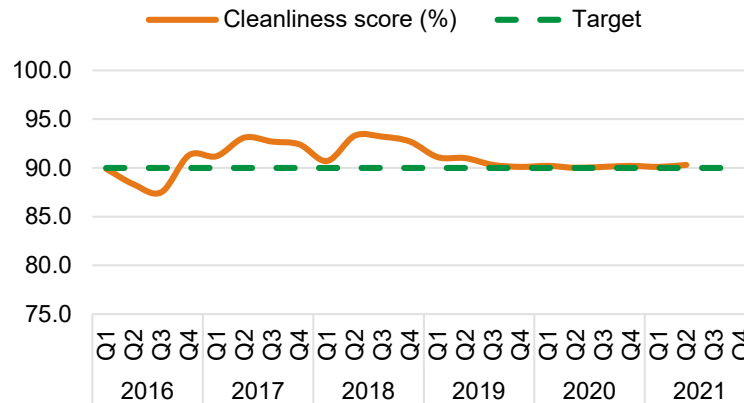


Subway cleanliness

Results of a third-party audit. Average of pre-service, in-service and post-service cleanliness results.

Q2: 90.3%
Q1: 90.1%
Q2 2020: 90.0%

Target (RW): 90.0%

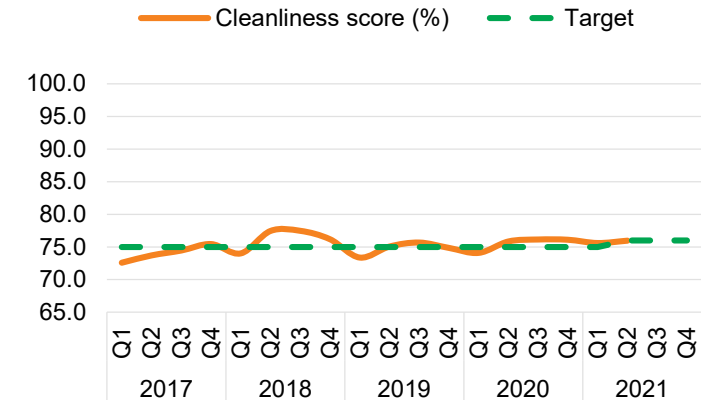


Station cleanliness

Results of a third-party audit. Average of all 75 stations.

Q2: 76.0%
Q1: 75.6%
Q2 2020: 75.8%

Target (JR): 76.0%

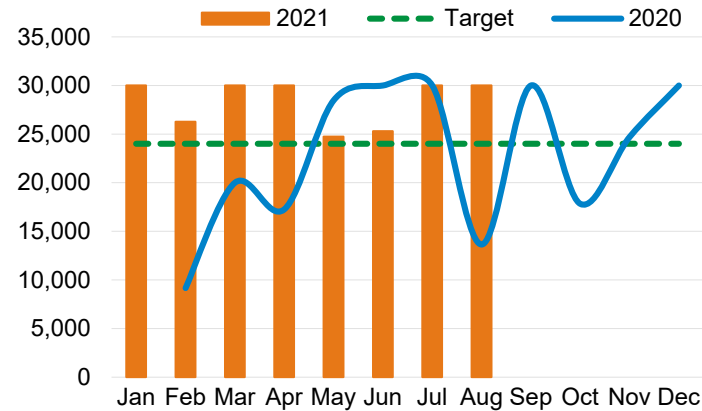




Appendix: Asset reliability

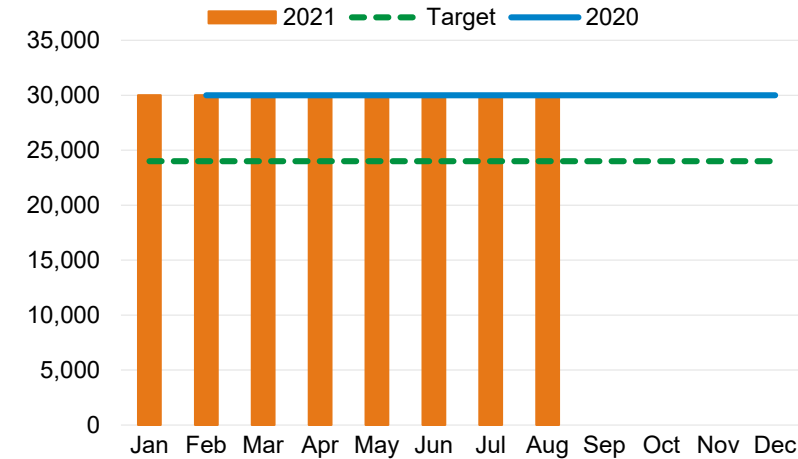
eBus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

August: 30,000 km
July: 30,000 km
August 2020: 13.642 km
Target: 24,000 km ✓



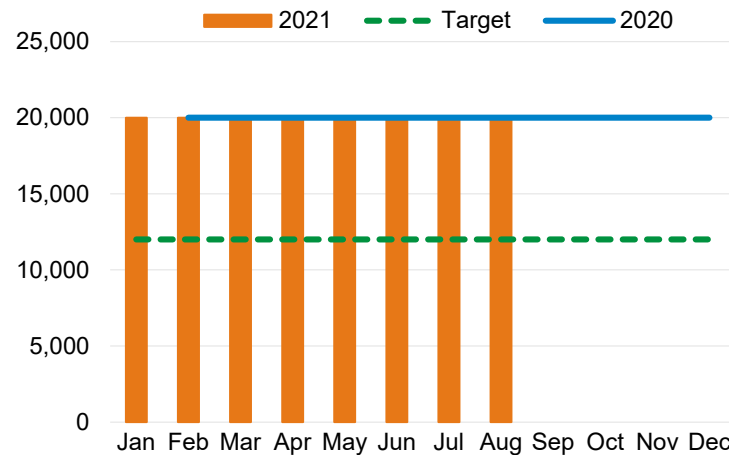
Hybrid bus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

August: 30,000 km
July: 30,000 km
August 2020: 30,000 km
Target: 24,000 km ✓



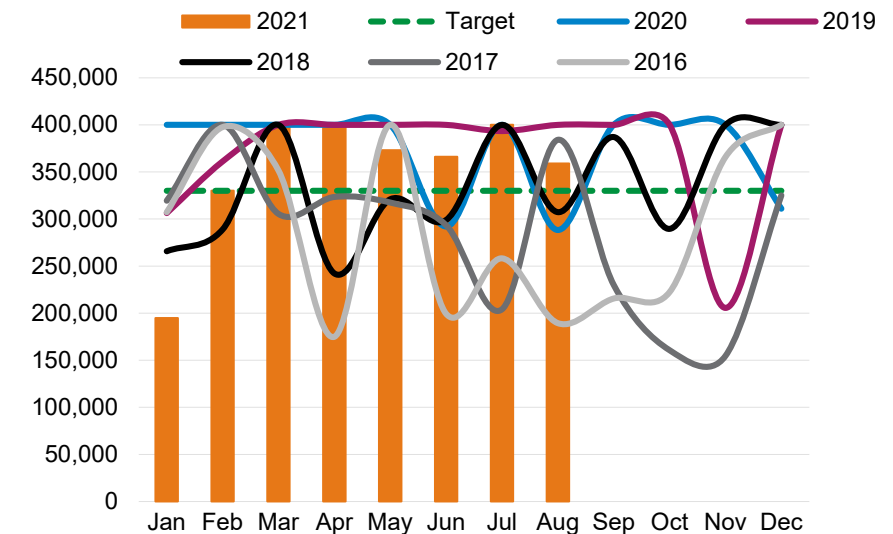
Clean-diesel bus mean distance between failures
Total distance (km) accumulated per number of mechanical road calls.

August: 20,000 km
July: 20,000 km
August 2020: 20,000 km
Target: 12,000 km ✓



T1 train mean distance between failures
Total distance (km) travelled per number of equipment incidents resulting in delays of five minutes or more. T1 trains operate on Line 2.

August: 359,000 km
July: 400,000 km
August 2020: 288,260 km
Target: 330,000 km ✓





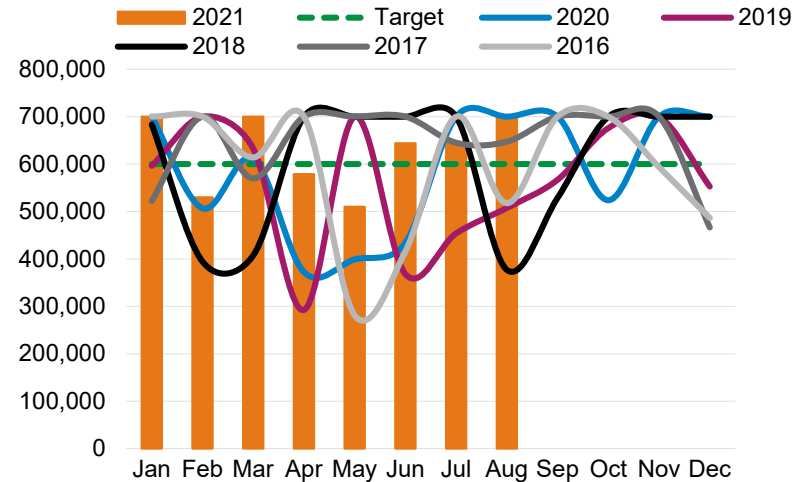
Appendix: Asset reliability

TR train mean distance between failures

Total distance (km) travelled per number of equipment incidents resulting in delays of five minutes or more. TR trains operate on Line 1 and Line 4.

August: 700,000 km
July: 645,000 km
August 2020: 700,000 km

Target: 600,000 km

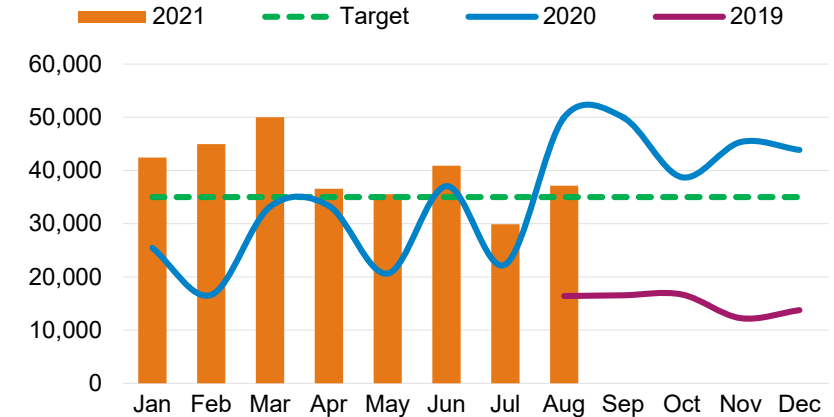


Streetcar mean distance between failures

Total distance (km) travelled per number of equipment incidents resulting in delays of five minutes or more.

August: 37,140 km
July: 29,905 km
August 2020: 50,000 km

Target: 35,000 km

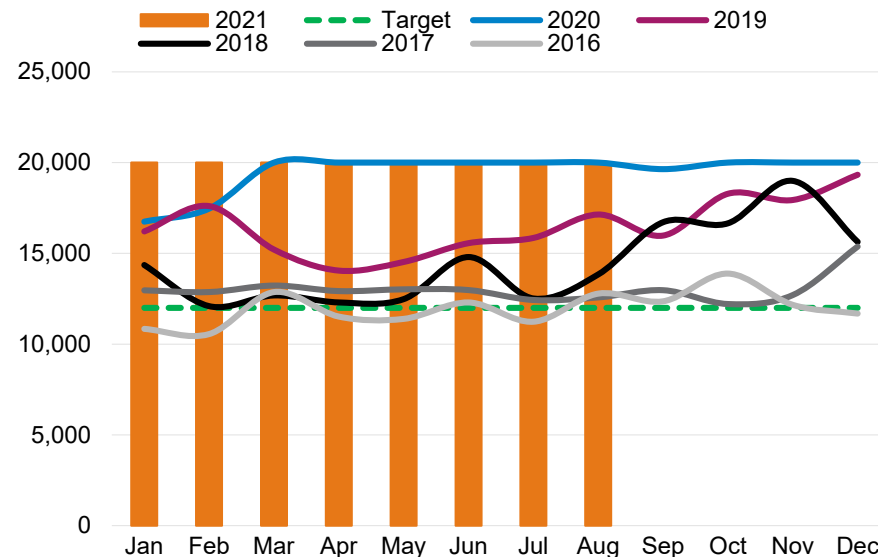


W-T Mean distance between failures

Total distance accumulated by the Wheel-Trans fleet per number of mechanical road calls.

August: 20,000 km
July: 20,000 km
August 2020: 20,000 km

Target: 12,000 km





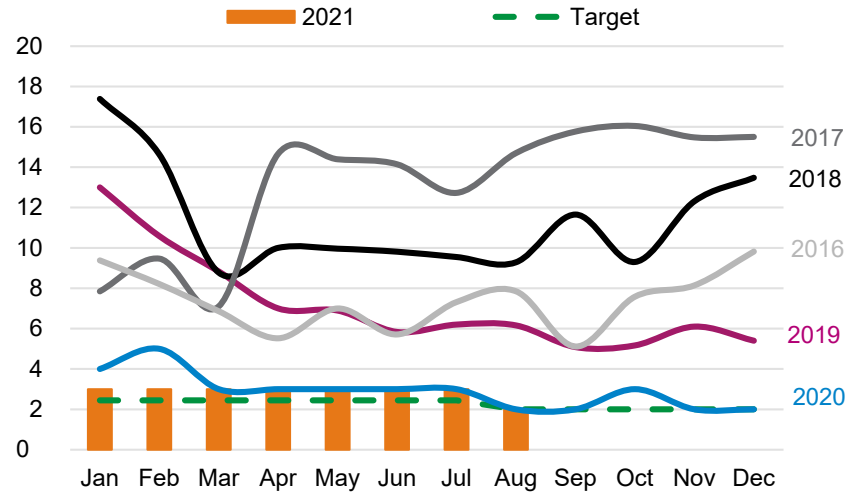
Appendix: Asset reliability

Streetcar road calls and change offs

Average daily number of vehicle equipment failures requiring a road call for service repair or a change-off to a repair facility for a replacement vehicle (weekday data). Lower number is favourable.

August: 2
July: 3
August 2020: 2

Target: 2

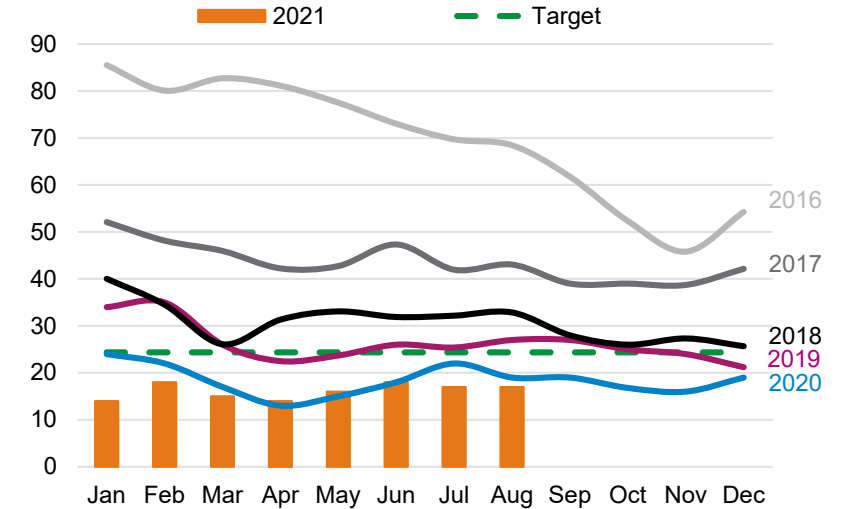


Bus road calls and change offs

Average daily number of vehicle equipment failures requiring a road call for service repair or a change off to a repair facility for a replacement vehicle (weekday data). Lower number is favourable.

August: 17
July: 17
August 2020: 19

Target: 24





Rich Wong
Chief of Vehicles

Kathleen Llewellyn-Thomas
Chief Strategy & Customer Officer

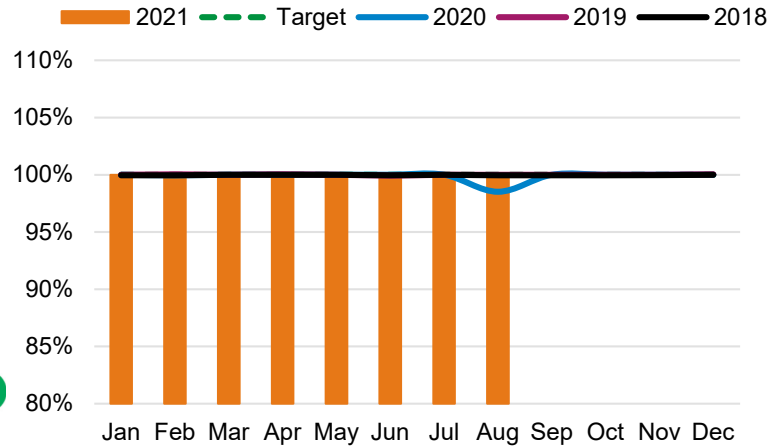
Appendix: Asset availability

Subway service availability

Daily weekday average number of trains put into service per the number of trains scheduled for the a.m. peak period.

August: 100.0%
July: 100.0%
August 2020: 98.5%

Target (RW): 100.0% ✓

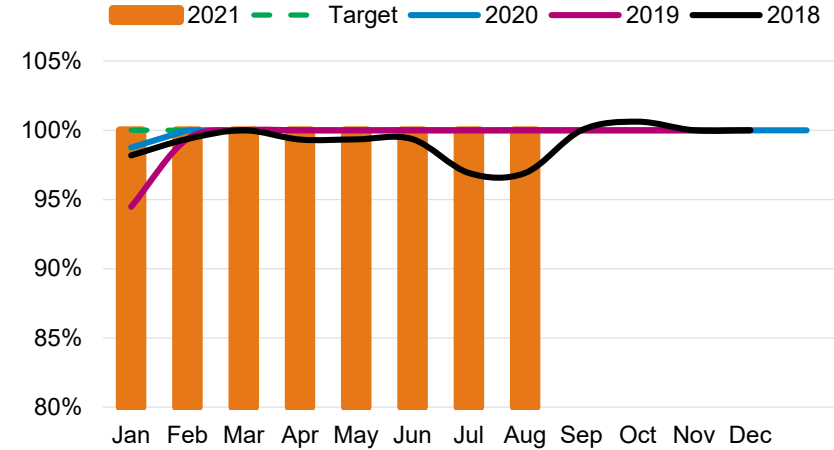


Streetcar service availability

Daily weekday average number of streetcars put into service per the number of streetcars scheduled for the a.m. peak period.

August: 100.0%
July: 100.0%
August 2020: 100.0%

Target (RW): 100.0% ✓

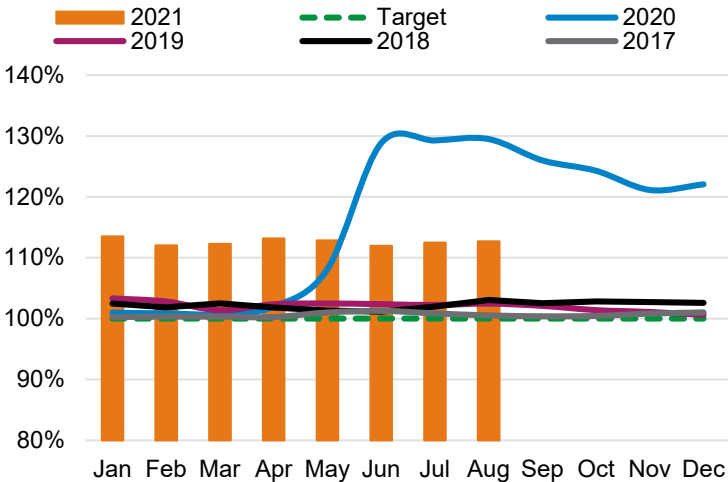


Bus service availability

Daily weekday average number of buses put into service per the number of buses scheduled for the a.m. peak period.

August: 112.7%
July: 112.5%
August 2020: 129.5%

Target (RW): 100.0% ✓



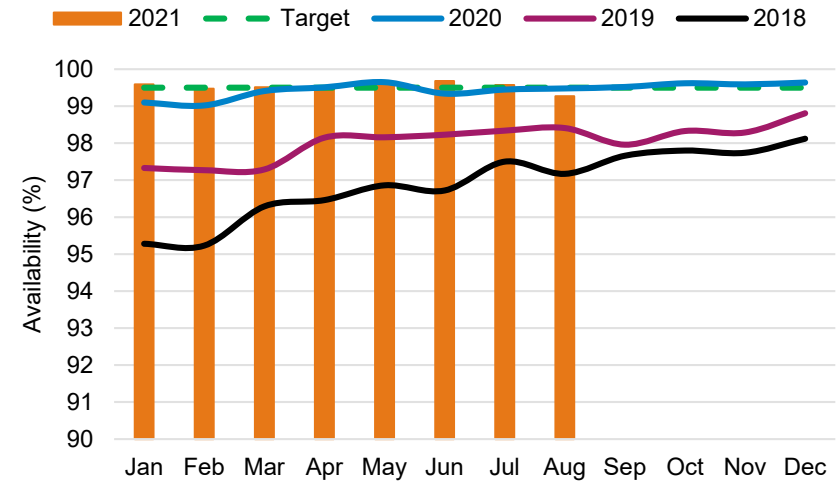
Fare gate availability

Percentage of fare gates are available for use.

August: 99.27%
July: 99.57%
August 2020: 99.48%

Target (KLT): 99.50% ✗

New software deployed caused minor issues with fare gates. Expected to return to target in September.





Appendix: Asset availability

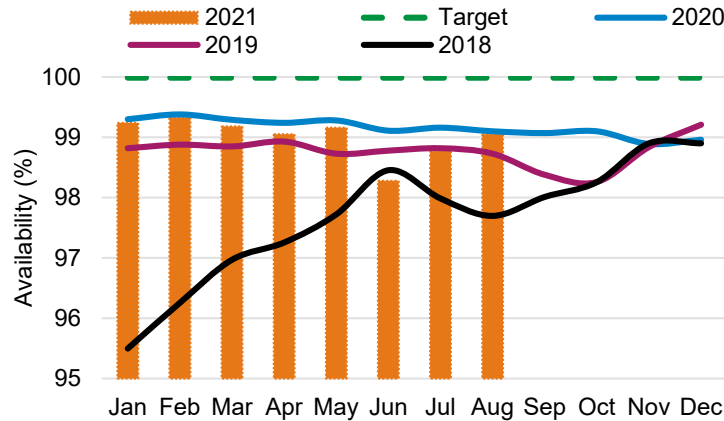
PRESTO reader

Percentage of PRESTO readers in working order. PRESTO readers allow customers to pay their fare and are installed onboard TTC buses and streetcars.

August: 99.05%
July: 98.77%
August 2020: 99.10%

Target: 99.99% ❌

Devices nearing end of life. Replacement project being planned. New devices will improve performance.

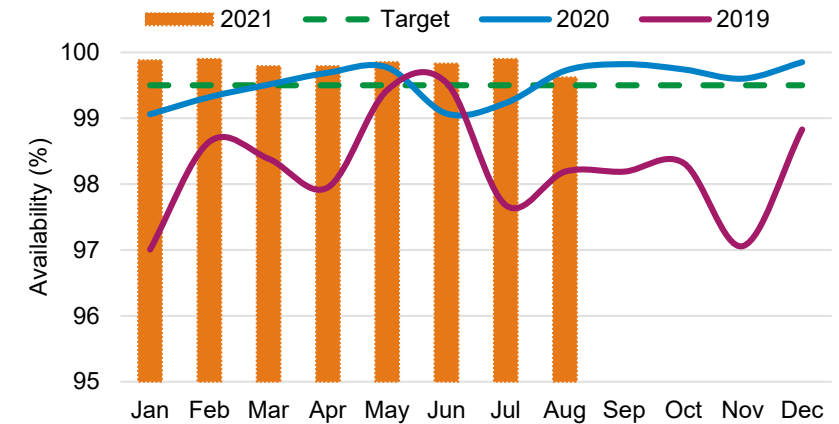


PRESTO Fares and Transfers Machine (FTM)

Availability of FTMs based on duration of fault to time of resolution. FTMs allow customers to purchase Proof of Payment tickets on streetcars and at selected streetcar stops

August: 99.62%
July: 99.90%
August 2020: 99.72%

Target: 95.00% ✅

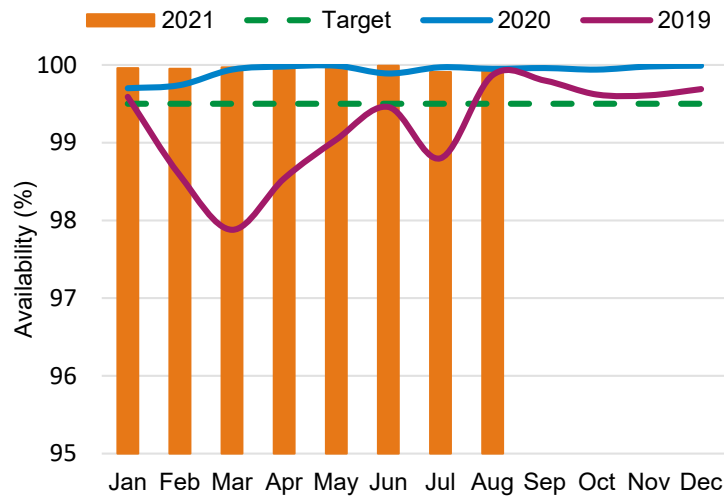


PRESTO Self-Serve Reload Machine (SSRM)

Availability of SSRMs based on duration of fault to time of resolution. SSRMs allow customers to load funds onto PRESTO cards, view their balance and card history, and activate products purchased online. SSRMs are installed at station entrances.

August: 99.97%
July: 99.91%
August 2020: 99.95%

Target: 95.00% ✅



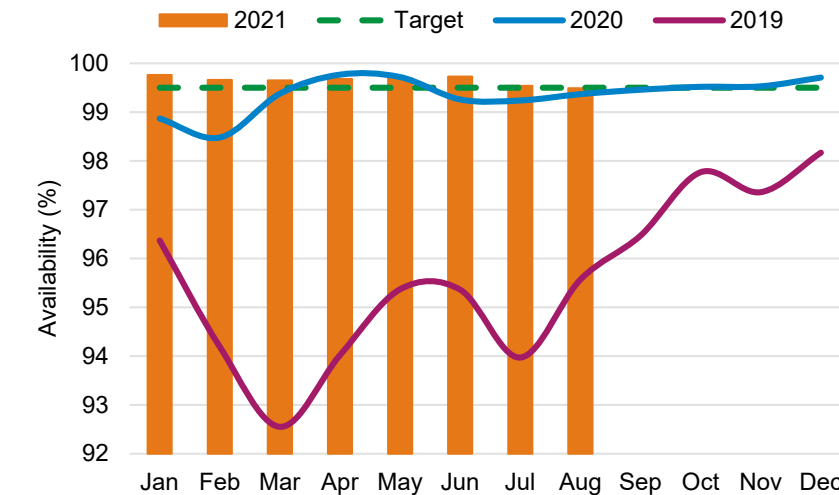
PRESTO Fare Vending Machine (FVM)

Availability of FVMs based on duration of fault to time of resolution. FVMs allow customers to load funds onto PRESTO cards, purchase cards, view balance and card history, and activate products purchased online. FVMs are installed at station entrances.

August: 99.49%
July: 99.54%
August 2020: 99.37%

Target: 99.50% ❌

Metrolinx investigating an increase in bill jams causing lower availability.





Appendix 2: Safety

Regulatory compliance

At the May 29, 2019 Audit and Risk Management Committee meeting, a commitment was made to report to the Board on compliance to Safety, Health and Environment regulatory orders and to provide assurance that Commissioners have discharged their legal responsibilities. The table summarizes the number of regulatory orders issued from January 1 to July 3, 2021 and their status.

Type	Interactions/ visits	Requirement orders ¹ issued	Non- compliance orders ² issued	Status
Ministry of Labour, Training and Skills Development	102	6	6	Compliance Achieved
Ministry of the Environment, Conservation and Parks	0	0	0	Not Applicable
Technical Standards and Safety Authority	1	0	1	Compliance Achieved
City of Toronto	8	0	0	Not Applicable
Toronto Fire Services	30	0	0	Not Applicable

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.

