



## **Chief Executive Officer's Report – September 2024**

Date: September 24, 2024

To: TTC Board

From: Interim Chief Executive Officer

### **Summary**

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The Chief Executive Officer's Report is submitted each month to the TTC Board for information. Copies of the report are also forwarded to Members of Toronto City Council, the City Manager and the City Chief Financial Officer. The CEO report and monthly KPIs report are made available to the public on the TTC's website.

### **September CEO Report**

For September, the CEO's Report covers themes of operation and infrastructure, improving service, and increasing service levels next year, and hot topics include:

- Fall 2024 Service Investments
- Pilot Free transit for Gr 7-12 Field Trips
- Real Time Customer Information

### **Financial Summary**

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There are no financial impacts associated with the Board's receipt of this report.

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

### **Equity/Accessibility Matters**

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The TTC is committed to promoting and supporting diversity and inclusion as well as removing barriers in all corporate policies, procedures, processes, programs and services in order to reflect and respond to the needs of employees, contractors and customers.

The CEO's Report also includes a section that showcases new projects, milestones, achievements and vital initiatives.

The design and layout of the CEO's Report have been optimized to meet web accessibility standards.

## **Issue Background**

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The CEO's Report was created in 2012, replacing the Chief General Manager's Report. The previous report provided detailed information on all TTC departments and capital projects.

The CEO's Report was updated in 2016 to be more closely aligned with the TTC's seven strategic objectives at the time: safety, customer, people, assets, growth, financial sustainability, and reputation.

In 2018, with the launch of the 2018-2022 Corporate Plan, the report again underwent progressive changes to align and reflect our reporting metrics to the TTC's continued transformation.

With new and emerging priorities and strategic objectives, we again updated the CEO's Report in 2021 to ensure it meets the needs of the Board, the public and the organization going forward.

In September 2024, as we begin to update the CEO Report to align with the new 2024-2028 Corporate Plan, the current CEO Report focuses on hot topics and provides KPIs on the TTC's public website.

Going forward, the KPIs will be published on the TTC's website. Please refer to the following page: [CEO's Report \(ttc.ca\)](https://www.ttc.ca/ceo-report)

## **Contact**

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## **Signature**

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Gregory W. Percy  
Interim Chief Executive Officer

## **Attachments**

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Attachment 1 – Chief Executive Officer's Report – September 2024

# CEO's Report

Toronto Transit Commission

September 2024



# 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, such as YRT in York Region, MiWay in Mississauga, and Ontario's regional GO Transit lines.

## TTC by the numbers



**1.3 million**  
Rides per week  
day



**185K**  
weekly  
service hours



**6,400+ km**  
of routes



**2,114**  
buses



**220**  
streetcars



**143**  
trains



**16,000+**  
employees



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

### Our vision

Moving Toronto toward a more equitable, sustainable, and prosperous future.

### Our mission

To serve the needs of transit riders by providing a safe, reliable, efficient, and accessible public transit service through a seamless integrated network, creating access to opportunity for everyone.

## Did you know...

As part of the TTC/United Way 2024 fundraising campaign, and in celebration of the 100th anniversary of the TTC's Hillcrest Complex, we are inviting everyone to a special Hillcrest 100 Open House on Saturday, September 28, at 1138 Bathurst St., from 9 a.m. to 4 p.m. Explore one of the TTC's most historic work sites. \$5 per person; children age two or younger are free. All proceeds to United Way Greater Toronto.



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# CEO's commentary



I want to begin by saying how honoured I am to take on the role of interim CEO of the Toronto Transit Commission. It is a tremendous opportunity and responsibility to lead North America's third largest public transit carrier.

I have always been impressed with the work done by the TTC and the service it provides. I know a lot goes into putting this service together, and one of the things I have enjoyed the most so far has been meeting everyone across the organization.

In fact, it was great to meet and talk to so many people at the TTC/United Way campaign kick-off earlier this month. The TTC launches its annual fundraising campaign for United Way Greater Toronto every September. Last year, TTC employees raised more than \$678,000 in support of our community through public events, canvassing colleagues, and local workplace fundraisers. This year, we hope to do even better!

On September 28, the TTC will hold an open house at Hillcrest Complex. It is going to be a fun and family-friendly day where TTC riders and the general public can explore one of the TTC's most dynamic and historic work sites.

The event allows people to go behind the scenes and take a guided tour of our facility, which in 2024 celebrates its 100th anniversary! More than 2,000 people visited the last open house at Hillcrest's Harvey Shop and Streetcar Way Building in 2022 and we expect a great turnout this year as well.

## Ridership update

For the week ending September 7, the overall weekday boardings stood at 2.6 million per day, which made another post-pandemic high since the last week of March 2024.



*Above: As part of the TTC/United Way 2024 fundraising campaign, which kicked off in September, the TTC invites Toronto to a special Hillcrest Complex Open House on Saturday, September 28 in celebration of Hillcrest's 100th anniversary.*



# CEO's commentary

Overall demand was six per cent higher compared to the same week in 2023. Weekday boardings by mode continue to be highest on the bus network at 1.3 million, whereas streetcar and subway boardings were at 230,000 and 1.1 million, respectively. Compared to a year ago, bus, streetcar, and subway demand increased by three per cent, 10 per cent and nine per cent. The commencement of Toronto District School Board and Toronto District Catholic School Board, along with post-secondary classes that week, resulted in a 14 per cent increase in weekday customer demand compared to the previous week, bringing demand back up to levels observed before the summer.

The overall demand is anticipated to further increase as employees return from summer vacations and students adapt to their commutes for the school year.

## **Corporate Services Group**

### **2025 Budget submission update**

Over the summer, the TTC Finance team has been focused on developing the TTC's 2025 Operating and 2025-2034 Capital Budget and Plan, working with all departments to understand business needs and assess associated budget pressures. In terms of our operations, priority continues to be placed on funding pressures that will maintain service safety and reliability, support customer service and demand, and advance key strategic initiatives guided by our new Corporate Plan. The July report, titled "Prioritizing TTC Asset State of Good Repair to Keep the System Moving Reliably – 2025 Capital Budget Outlook," outlined the TTC's capital priorities, which have been used to allocate any additional capital funding freed up through a thorough review of our current capital projects and the additional \$500 million approved by City Council for the 2025 Budget process. Addressing unfunded State of Good Repair (SOGR), service demand, and operational needs continues to be challenging given overall affordability constraints.

## **People and Culture Group**

### **National Day for Truth and Reconciliation**

September 30 is the National Day for Truth and Reconciliation in Canada and Orange Shirt Day. The TTC is recognizing and committing to the process of truth and reconciliation with Indigenous communities as we reflect on the history and lasting intergenerational effects of Residential Schools and colonization on Indigenous communities.

TTC employees will have the option of wearing an orange shirt in honour of the survivors of the Residential Schools and all of the children who did not return home. The TTC will also share artwork from Indigenous artists in September and October on its digital platforms, both internally and externally.

### **Thanks to TTC's student workforce**

We said goodbye to our summer and co-op students last month. An official farewell took place at the Toronto Zoo where we thanked more than 400 students in our workforce who all did an amazing job this summer. Our efforts through the summer to provide our customers the best service have largely been successful, thanks to their support.

Summer and co-op students play an important role at the TTC. They bring fresh perspectives, new energy, and endless enthusiasm to the workplace. Their growth and development as employees is our continued development as an organization. As Interim CEO, I wish them great success in their chosen career paths. No doubt we will see many of them back full-time in the future.

My thanks to Toronto Zoo staff, who helped facilitate our visit, and our staff, who organized a very special farewell.



# CEO's commentary

## Strategy and Customer Experience Group

### **School field trip pilot now underway**

The TTC has begun a one-year pilot to reimburse schools for PRESTO tickets purchased for Grade 7 to 12 supervised student field trips on Mondays and Fridays. All Toronto public, Catholic, and French-speaking schools will have access to the pilot, providing more than 145,000 students with a no-cost transit option to facilitate access to educational outings while instilling a sense of confidence and responsibility in public transit.

Schools can be reimbursed for PRESTO tickets used for field trips taken on Mondays and Fridays between 9 a.m. and 3 p.m. Groups of six to 20 students can take any 10-Minute Network bus route as well as the subway and streetcars. Larger groups of up to 50 students can take any subway line. Groups of five or fewer students can use all conventional TTC modes.

Students must participate in classroom training on topics ranging from transit etiquette, fare compliance, and safety before each field trip.

### **TTC partners with Transit app**

The TTC has partnered with Transit app to pilot its bus and streetcar detour feature, making it easier for customers to plan their trip in advance or adjust their travel along the way. All bus and streetcar routes are part of this 12-month pilot and the feature is free to use.

Customers using the Transit app to plan their trip or see bus and streetcar arrival times, can now see, in real-time, if the vehicle is travelling off its regular route due to on-street emergencies, extreme weather, construction or other unplanned events.

In the app, customers can select a route by clicking on it. The route map will appear, and it will show where the vehicle is, when it's scheduled to arrive, how crowded it is, whether it is travelling on its regular route or has diverted from the route and where the temporary stops are located if it's no longer on its original route. Customer can share their feedback through Transit's app Contact Us feature in the app.

### **Public Forum on Accessible Transit**

The TTC is holding its 17th Public Forum on Accessible Transit on Wednesday, September 18. The annual meeting is where we speak directly with customers on our extensive accessibility initiatives, including the Wheel-Trans 10-Year Strategy, Family of Services, and Easier Access projects. This year's public forum will be held at North York Memorial Hall at 5110 Yonge St. (north of North York Centre Station on Line 1).

A marketplace for one-on-one discussions with TTC staff begins at 6 p.m. and will be followed by a moderated question-and-answer session starting at 7 p.m. The forum will be live-streamed. Real-time captioning, sign language, and attendant care will be available. More information is posted at [ttc.ca/accessibility](http://ttc.ca/accessibility).

The TTC's new mission statement is to serve the needs of transit riders by providing a safe, reliable, efficient, and accessible public transit service through a seamless integrated network, creating access to opportunity for everyone. The feedback we receive directly from riders and the public is essential for helping us to improve the accessible conventional and specialized services we deliver to our diverse customer base.

## Transportation and Vehicles Group

### **Services improvements launched in September**

The TTC rolled out significant improvements to service starting on September 1. We are improving service frequency to reduce crowding and match service with projected ridership demand, addressing gaps in the 10-Minute Network, and adjusting to reflect changes in demand resulting from the One Fare Program. In total, service frequency was improved on 14 bus routes throughout the city.

Specific initiatives for September included:

- Service frequency improvements on Line 1 Yonge-University in most time periods Monday-Friday, including two additional southbound trips at the busiest times at Bloor-Yonge Station in the morning peak period, and four additional trips northbound at the busiest times at King Station in the afternoon peak period.





# CEO's commentary

- As approved in the 2024 Annual Service Plan, service adjustments impact routes in Northeast Scarborough, Scarborough East, and Etobicoke South.
- New schedules on 23 bus routes system-wide to improve service reliability and ensure that buses arrive and depart as scheduled.

When service changes are fully implemented this fall, the bus network, which has seen sustained and increasing ridership levels, will have more service hours than were in place pre-pandemic. Across the system, service hours will increase to 97 per cent of pre-pandemic levels, with ridership at approximately 80-to-85 per cent compared to 2019.

## **Operations and Infrastructure Group**

### **Upgrades to streetcar overhead on Queens Quay and Fleet Street**

Also in September, the TTC began modernizing the streetcar power network on a three-kilometre stretch of track between the Harbourfront Tunnel and Strachan Avenue. The project involves replacing overhead wires and upgrading the underground power systems along the corridor – essential for ensuring a more reliable and efficient service.

The project will be performed in three stages, resulting in changes to streetcar service and bus replacements. As part of the plan, Harbourfront streetcars will be restored for Taylor Swift concert dates in November (at Rogers Centre November 14, 15, 16, 21, 22, 23) with increased service on multiple routes to accommodate an influx of visitors to Toronto.

The first stage of the work, between the Harbourfront Tunnel and Spadina Avenue, started on September 3 and runs until early October. During this time, buses will replace 509 Harbourfront streetcars between Union Station and Exhibition Place. Eastbound buses will operate within the Queens Quay streetcar right-of-way from Spadina to York, while westbound buses will serve curbside stops. At Union Station, customers will take the 509 Harbourfront replacement buses at street stops located on Bay at Front.

The second stage of work is scheduled to begin in early October. This stage will focus on completing the upgrades between Spadina Avenue and Bathurst Street. During this period, 509 Harbourfront streetcar service will be restored between Union Station and Spadina. A modified branch of 510 Spadina replacement buses will be extended west and serve stops between Spadina and Exhibition Place.

Beginning in November through early 2025, the third stage of work will complete overhead work west of Bathurst along Fleet. During this phase, 509 Harbourfront streetcar service will continue to operate between Union Station and Spadina, and 511 Bathurst streetcars will be extended to run along Queens Quay to Union Station.

When complete early next year, streetcars along Queens Quay and Fleet Street will use an optimized and improved pantograph overhead contact system that is fully compatible with the TTC's modern and growing fleet of accessible streetcars, enhancing service reliability along the waterfront.

### **Restricted Speed Zones on Lines 1 and 2**

The TTC advises customers of preventative maintenance work underway on isolated sections of subway tracks on Lines 1 and 2 to repair minor track issues identified during regular track inspections. This proactive approach allows the TTC to address the potential problems before they escalate into more serious disruptions and to ensure the subway service's ongoing safety and dependability.



# CEO's commentary

At the isolated points where maintenance work is taking place, trains are running at reduced speeds, resulting in longer-than-normal travel times for some customers. To expedite repairs and minimize disruptions, the TTC is leveraging existing state-of-good-repair projects and scheduled weekend closures, allowing maintenance crews to work efficiently and effectively to complete necessary repairs. Work is also carried out after service concludes each night.

A comprehensive list of each restricted speed zone is available at [ttc.ca](http://ttc.ca).

## **Work Car Hydraulic Fluid Spills**

Rail industry expert Hatch is finalizing their investigation, and the American Public Transportation Association (APTA) concluded its peer review in July with a report under development. The results of the Hatch investigation and the APTA peer Review will be presented to the Board in Q4 2024.

In parallel to the third-party reviews, the TTC has completed the following internally:

- Conducted a preliminary root cause analysis of each failure;
- Performed a fleet-wide inspection of all work car hydraulic systems; and
- Increased preventive maintenance inspections before work cars are released for service, including a pre-trip hydraulic system inspection.

## **Engineering, Construction and Expansion Group**

### **Progress update on SRT Busway**

Since the SRT (Line 3 Scarborough) was decommissioned in 2023 and the subsequent implementation of a bus replacement service with transit priority measures and bus terminal improvements, much work is now taking place to deliver the next phase of improvements related to the Busway.

For example, the Early Works program to remove wayside systems, including track and signals from the SRT right-of-way between Kennedy and Ellesmere stations, was awarded in August. The Early Works contract is scheduled for completion by the end of 2024.

The Busway's design is progressing and scheduled for 100 per cent completion by year-end.

The Transit Rail Project Assessment Process (TRPAP) is another important component and tracked for year-end completion. Notice of Commencement was issued in August. An open house will be held on September 24 to engage with the community and discuss the study process. The TTC aims to obtain the Notice to Proceed from the Ministry of the Environment, Conservation and Parks in Q4 2024.

### **Donlands Station becomes accessible**

Last month, the TTC launched two easier access elevators into service at Donlands Station on Line 2. The TTC now has a total of 55 of 70 subway stations that are accessible, and making it easier to get around for people using wheelchairs, scooters, walkers, other mobility devices or baby strollers.

Of the 15 remaining stations to become accessible, two more stations are scheduled to be completed in 2024: Glencairn and Castle Frank. By the end of 2024, 81 per cent of subway stations will be completed.

Elevator construction is underway at 14 stations: College, Summerhill, Rosedale, Castle Frank, Glencairn, Greenwood, Lawrence, Christie, High Park, Spadina, Museum, Warden (EA component) and King.

The TTC's Easier Access Phase III Project will make the remaining subway stations accessible in 2026.

## **Innovation and Sustainability Program**

### **TTC youth wins second Innovation Challenge**

The TTC's young employees are bursting with innovation and creativity. That is why another talented team recently took first place in the continent-wide Introducing Youth to American Infrastructure (IYAI) Innovation Challenge. The TTC won for a second consecutive year. This achievement is a testament to our amazing young people's incredible talent, dedication and passion.



# CEO's commentary

The IYAI competition between transit agencies is designed to encourage young people 18 to 25, to pursue a career in transit. This is an excellent opportunity to engage our young minds and to help drive innovation.

Congratulations to the TTC's Youth Team: Peter Lai, Peter Zhang, Carl Noor, Huma Gonzalez, Nicolas and Daniel Van. They proposed a three-pronged solution to help combat fare evasion on the system using data and technology, structural barriers, and equity-focused fare policy ideas.

Thanks also to all of our volunteer participants who put forward their innovative and creative ideas. A big thanks to the team's mentors: Iniobong Udoh, Uma Pragadeeshram, Narmie Kandiah, Matt Hagg, Sierra Buehler, Jeff Short, Christine Triggs, Dorothy Chao, and Steve Micacchi. They provided timely statistics, data, and mentoring throughout the preparation for the challenge.

The next scheduled TTC Board meeting will be on Tuesday, September 24. The public meeting will be live-streamed on the Official TTC YouTube Channel.

**Greg Percy**  
**Interim Chief Executive Officer**  
**September 2024**



# Hot topics

## Fall 2024 Service Investments

### Overview

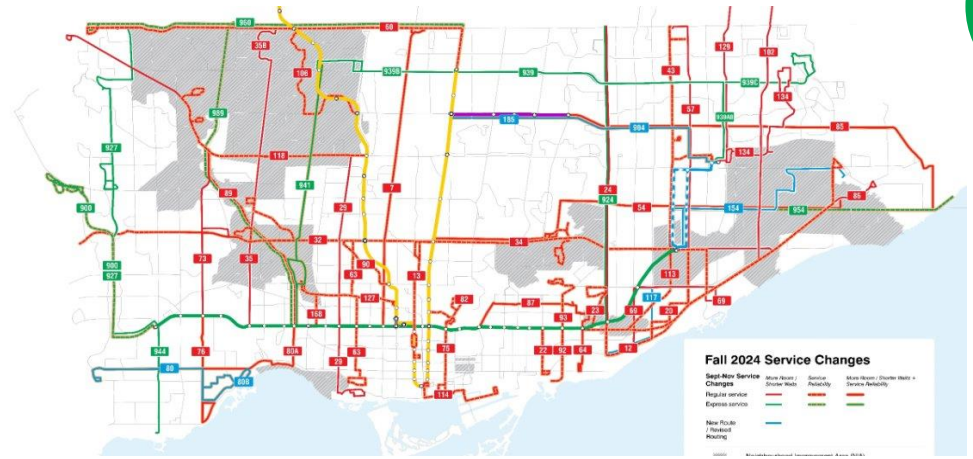
Approved as part of the TTC 2024 Operating Budget, service investment will increase to 97% of pre-pandemic levels this fall, from 95% at the end of 2023. The first 1% increase occurred in the spring of 2024 and additional investment of 1% will be made through the fall.

These changes will be implemented alongside continued adjustments and reallocation of service to match capacity to demand. Overall, the changes will increase frequency, improve reliability, and strengthen connections throughout the city.

Other changes occurring with the start of the September 1 service period include the restoration of more than 100 school trips and other service as we return to non-summer travel patterns. Select seasonal services, such as to Bluffer's Park and Toronto Zoo on weekends and to Cherry Beach seven days a week, will continue until October.

### Action

The TTC will continue to monitor ridership patterns as Toronto returns to school and work. Demand responsive service continues to be allocated on a daily basis to provide additional service in areas of construction or unexpected ridership change.



## Highlights



**16 bus routes** will have more room on board or shorter wait times, including expanded 10-Minute Network service on Lawrence Avenue East to Morningside Avenue.



**23 routes** will see improved service reliability in response to continuing changes in city-wide congestion.



**Six new and revised routes** will improve customer wayfinding, better connect key employment, education, and retail areas in northeast Scarborough, east Scarborough, and south Etobicoke, providing more transfer-free trips for faster journeys.



**Additional Line 1 trips** during the busiest times southbound at Bloor-Yonge in the morning (+2 trips) and northbound from King Station in the afternoon (+4 trips). Additional trains will operate on Line 2 in advance of service changes in October.





# Hot topics

## Pilot – Free Transit for Grade 7-12 Student Field Trips

On May 16, 2024, the TTC Board made an exciting move by approving a year-long pilot that will offer free transit for Grade 7-12 student field trips across TDSB, TCDSB, and the French public and Catholic school boards for the 2024-2025 school year. This pilot will have specific service parameters based on group sizes, and the TTC will closely monitor the program through detailed reporting to assess its success against key objectives.

### Objectives

The pilot's three key objectives are:

**Access:** increase in use of TTC for field trips and increase in youth ridership.

**Education:** number of classes and students reached (topics to include: transit etiquette, fare compliance and transit safety).

**Practicality:** pilot is easy and simple to use and administer.

### Current Status

The TTC began pilot program for September 2024 school start. The following educational and promotional material is available for students, teachers and parents:

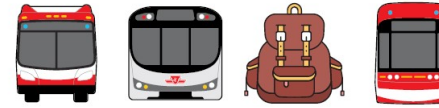
- A TTC PowerPoint presentation teachers can share with their students prior to going on a field trip.
- E-Newsletter content principals can share with parents about travelling on the TTC.
- New web section on [ttc.ca](http://ttc.ca) focused on students (youths).
- Social media video.

### Benefits of the pilot

- Promote equity by providing access to public transit for school field trips to all Grade 7-12 students.
- Expand learning opportunities by making school field trips more accessible.
- Encourage lifelong use of sustainable public transit.
- Strengthen community ties by facilitating access to local resources.

[Link to the board report.](#)

Below: Material available at schools.



## Travelling on TTC checklist

### 1. Before you travel

- Use a transit app or [ttc.ca](http://ttc.ca) to plan your trip
- Make sure you have your ID (youth ages 15-19) and PRESTO card (physical card or virtual card loaded in a wallet ages 19+) or PRESTO Ticket
- Get to your stop a few minutes before the scheduled arrival time

### 2. At the stop or station

- Have your PRESTO card, ticket or device ready to tap on the fare reader
- Stand back from the curb or platform edge
- Let other passengers exit first before you board
- Make sure you let passengers using mobility devices board first

### 3. During your trip

- Find a seat or hold onto a handrail or strap
- Pay attention and watch for your stop
- Keep your voice low and your backpack/bag on your lap or between your feet. Check out the Student Etiquette page for more travel tips

### 4. Getting off at your destination

- Pull the yellow cord or press the red stop button when your stop is next\*
- Make sure you have all your things (including garbage) before leaving the vehicle
- Wait for the vehicle to stop completely before getting off

\* Only on a bus or streetcar. Subway trains will stop at all stations automatically.



You can rack your bike on the front of a TTC bus any time of day, but bikes are only permitted on board TTC vehicles during off-peak hours (Monday to Friday before 6:30 a.m., between 10 a.m. and 3 p.m., or after 7 p.m.)

For more information, visit [ttc.ca/students](http://ttc.ca/students)



For more information, visit [ttc.ca/students](http://ttc.ca/students)



## Know Before You Go

A quick guide to travelling with the TTC

August 28, 2024



## Know before you go Knowledge check (Grades 7-12)

### Section 1:

#### Understanding the TTC system

1. List the four types of vehicles you can use on the TTC.

6. Why is paying your fare important?

7. What is the fine for not paying your fare?

### Section 2:

#### Safety and etiquette

2. What are three important safety tips to remember when using the TTC?

### Section 4: Using PRESTO Cards

8. What is a PRESTO card, and how do you use it on the TTC?

9. Where can you add money on your PRESTO card?

10. How can you load a youth monthly pass on your PRESTO card?

### Section 3: Fare evasion

5. What is fare evasion and give an example.



# Hot topics



## Real-Time Customer Information

Customers now have more real-time journey planning information at their fingertips

### Project Snapshot

The TTC has made some enhancements to the real-time journey planning information it shares with customers and app developers, making it even easier for customers to plan or adjust their trips already in progress.

- Transit app users can now see unplanned TTC bus and streetcar diversions in the Transit app in real-time as part of a new year-long pilot with *Transit*. Diversions are automatically detected and displayed in the app after a vehicle has three consecutive trips of its route. Once the diversion is detected, Transit app users can see the detoured route in real-time, including the temporary stops. The section of the route not being serviced during the detour will be marked with dashed lines and closed stops will be shown on the map with an “x” icon. The detour is removed once the vehicle returns to its regular route.
- The TTC has also introduced TrackTTC available via <https://bustime.ttc.ca>. Customers can track buses and streetcars in real-time whether the vehicles are scheduled or have gone into service as a result of an unplanned event i.e. shuttle or replacement bus. There is also an interactive map customers can click on to see where the vehicle is, when it will arrive and how crowded it is.
- GTFS/RT (General Transit Feed Standard/Real Time) data is also available on the Open Data Toronto website. This feed provides real-time next vehicle arrival predictions for vehicles approaching TTC stops that can be used by app developers, integrating the data into their applications offering accurate and timely information to customers.

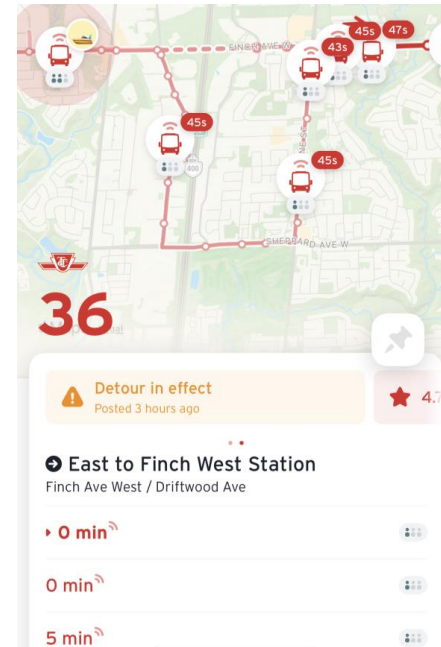
[TTC BusTime Real-Time Next Vehicle Arrival \(NVAS\) - City of Toronto Open Data Portal](#)

Below: OpenData TO portal where the GTFS - Real Time feed can be accessed.

### TTC BusTime Real-Time Next Vehicle Arrival (NVAS) new

This NVAS feed provides improved real-time next vehicle arrival predictions based scheduled and unscheduled route information on the recently installed TTC Bustime System. The feed provides next vehicle arrival information, including: vehicle locations, predicted arrival, departure times, and route definitions.

Refresh Rate Real-time	Publisher Toronto Transit Commission	Type Document
Civic Issues mobility	Formats WEB   PDF	Topics Transportation



To the left: Transit App showing detours.

