



## **Chief Executive Officer's Report – September 2021**

Date: September 15, 2021  
To: TTC Board  
From: 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 report is also made available to the public on the TTC's website.

### **Financial Summary**

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There are no financial impacts associated with the Board's receipt of this report. The CEO's Report features metrics on fare revenue and budgets.

The Interim 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 includes monthly reporting on elevator and escalator availability in our system, performance metrics for our Wheel-Trans service, and regular updates on the TTC's Easier Access Program, which is on track to making all stations accessible by 2025.

The CEO's Report also features a section on employees and diversity. This section includes regular updates on important projects and initiatives aimed at creating an organizational culture of inclusiveness, respect and dignity that is free from harassment or discrimination. Starting in the summer 2021, the employees and diversity section will include core metrics.

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.

## **Contact**

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## **Signature**

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Richard J. Leary  
Chief Executive Officer

## **Attachments**

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Attachment 1 – Chief Executive Officer's Report – September 2021

# CEO's Report

Toronto Transit Commission

September 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, including those working in essential services.

## 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 100<sup>th</sup> 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



On September 1, the TTC officially marked its 100th year in service. Mayor John Tory proclaimed the day as “TTC Centenary Day” in the city of Toronto.

Looking back at 100 years in business, and how Toronto and the TTC have grown up together, there’s no doubt that public transit has played a massive role in the development of our city. In 1921, Adult fares were set at seven cents and tickets were four for 25 cents. Ridership in the TTC’s first full year of service (1922) was 187 million.

While the past 18 months have been difficult for the TTC and other transit systems around the world, it’s important to not forget our customer numbers prior to COVID-19. Since our inception 100 years ago, the TTC has carried more than 32 billion customers. Nearly 85 per cent of all local transit trips in the GTA are made right here on the TTC. Pre-pandemic, on a typical weekday, we had

1.7 million customer journeys or nearly 530 million customers annually — one of the highest per-capita ridership rates on the continent.

We marked the official anniversary in several different ways, including at a special event held at Roncesvalles Carhouse in west end Toronto. Along with TTC Chair Jaye Robinson, Mayor Tory and other special guests, including a number of former TTC Chairs, we paid tribute to all the employees of the TTC — past and present — for their hard work and tireless dedication, and for delivering safe, reliable and efficient transit to all our customers over the past century.

On September 1, the Toronto sign at Nathan Phillips Square and the CN Tower were both lit red in recognition of our century of service to the citizens of our great city. Later this month, that pride and dedication can be experienced

in a special edition book published by the TTC. It’s titled – A Century of Moving Toronto: TTC 1921-2021. Look for it in the TTC’s Online Shop at [ttc.ca](http://ttc.ca). We will continue to mark our centenary throughout the year ahead and I will be sure to update you on these celebrations.

I’d like to take this opportunity to thank our funding partners: Government of Canada, Province of Ontario and City of Toronto. I’d also like to thank our neighbouring local and regional transit partners who we are closely connected with.

The TTC is a proud company filled with people who are committed to delivering the best service to meet our customers’ evolving needs. Thank you to all our employees over the past century — we couldn’t have achieved any of this without you.



# CEO's commentary

## People Group

### **Mandatory vaccinations for TTC employees**

On August 19, the TTC, along with the City of Toronto, announced it would be introducing a new vaccine policy making COVID-19 vaccinations mandatory for all TTC employees, contractors and students. We released our policy on September 7. This is an important step for the TTC as we continue to move forward with recovery. The TTC has been a leader throughout the COVID-19 pandemic with respect to safety, and getting vaccinated is one more critical way we can all do our part.

## Diversity and Culture Group

### **Back to school with new backpacks**

I'm never disappointed in the generosity of TTC employees. For the second consecutive year, volunteer organizers gave their time and effort to support the Toronto and Region Chapter of Conference of Minority Transportation Officials (COMTO) with its backpack and fundraising drive.





# CEO's commentary

Through the month of August, staff from across the company donated more than 1,000 new backpacks filled with school supplies for children and youth in the Jane/Finch, Rexdale and Malvern communities.

The backpacks were distributed through community centres and directly to students as well as families in time for the new school year. This is an increase from last year, where employees across the property donated 850 backpacks stuffed with school supplies to support kids in the Jane/Emmett community in Toronto.

## Introducing TTC's Diversity Award

The TTC recognizes employees who demonstrate core values, such as safety, leadership, customer service, teamwork, innovation and creativity. Hundreds of TTC people have been celebrated for doing a great job, going above and beyond and driving positive change across the company.



# CEO's commentary

This summer, we introduced a new award category — *Diversity*. The Diversity award recognizes employees who demonstrate an exceptional commitment to diversity, inclusion, equity and belonging. These individuals model inclusive behaviour and act as champions for diversity and inclusion. I'm looking forward to seeing all the nominations and congratulating our award recipients later this year.

## Strategy and Customer Experience Group

### **Back to school service**

TTC ridership analysis from the start of August recorded weekday revenue rides reaching a new peak with an average of 658,000 revenue trips daily. The week of August 3 was the second busiest week during the pandemic for customer boardings with a weekday average of 1,293,000 or 40 per cent of pre-COVID. Since the reopening of the economy in June, system-wide weekday revenue rides have increased by 30 per cent.

Starting in September and continuing into the fall

season, it's expected that ridership will increase as most secondary and some post-secondary students return to classes, and some office workers return to their workplaces, likely in a hybrid format. As students' and office workers' travel is during peak times of the day, the TTC forecasts most ridership growth this fall will occur in the peak hours, more so than the off-peak growth experienced earlier in the pandemic. It's expected the evening rush hour will remain the busiest, while off-peak demand will remain relatively strong.

To accommodate anticipated increased service demand in September, the TTC has:

- Increased service system-wide to support the expected increase in ridership, including 25 per cent more subway trains on Line 1 and Line 2 at peak times on weekdays.
- Deployed an additional 180 special school trips to manage anticipated high school student ridership and communicating with school boards to determine hot spots, student volumes and start and dismissal times.

- Increased or restored service on nearly 30 bus routes that serve post-secondary institutions and other major transit corridors, and implementing new periods of express service on four routes.
- Restored service on nearly all 900 series express routes and introducing new service on the 938 Highland Creek Express, adding new weekday midday and early evening service on 960 Steeles West Express, and new weekday midday express service on 941 Keele Express. Additional express routes are planned for October.
- Maintained service flexibility, adjusting service to meet demand and continuing to operate demand-responsive bus service to supplement scheduled service.

We've made certain our service is ready to for the change in demand, while ensuring customers remain safe while travelling on our vehicles.

I'd like to also note that Durham Region Transit is introducing for the first time an overnight network in the region, starting on September 7.





# CEO's commentary

Its Route N1 Blue Night service will connect with the TTC's Blue Night network in Scarborough, which will provide customers with a safer and more seamless transit experience.

## **Update on Wi-Fi pilot on 35 Jane and 102 Markham Road buses**

In late spring, the TTC began testing free Wi-Fi on the 35 Jane and 102 Markham Road bus routes. This pilot is part of a phased proof-of-concept trial aimed at improving the TTC's service offering, and is specifically targeted towards priority neighbourhoods in Toronto.

To better understand customer awareness of this pilot, as well as the need for Wi-Fi in these neighbourhoods, the TTC conducted intercept surveys on the two bus routes the first week in August. Feedback gathered indicated that customers were generally very positive about the pilot. However, it was also clear that continued education about the pilot was important as many customers were not aware that Wi-Fi was available on the two routes.

We're in the process of doing a fulsome evaluation

of this phase of the pilot to inform the expansion of Wi-Fi in buses across the system. We look forward to sharing with you more details on the second phase of the pilot in the coming months.

## **Update on the TTC's 5-Year Fare Policy and 10-Year Collection Outlook**

In May 2021, we updated the Board on the 5-Year Fare Policy and 10-Year Fare Collection Outlook. Since this last update, we used the fare policy goals and findings from the first phase of the fare policy work to develop a shortlist of fare options for further consideration. This includes fare integration options between the TTC and York Region Transit, fare capping, expansion of the low-income discount, free fares and full cost recovery.

We're now completing a technical analysis to understand customer, ridership and revenue impacts of these options to determine the preferred fare options most aligned with our fare policy goals. We've also reviewed the current fare collection system against the identified best practices to determine any gaps, and conducted vendor demonstrations from the Request for Information on system integrators. The findings

from this work, as well as the final fare policy, will be applied to the development of the fare collection outlook to ensure modernization of the system is driven by fare policy.

We will provide a further update on this work later in the fall, which will include recommendations on the preferred fare options and fare collection options.

## **Engineering, Construction and Expansion**

### **Capacity enhancement projects**

Looking ahead to meetings in the fall, the Board will be requested to consider a number a key reports related to the TTC's capacity enhancement projects.

TTC staff are scheduled to bring forward progress reports on the Automatic Train Control signalling system for Lines 1 and 2, and the Bloor-Yonge Station capacity improvements project. Both programs are major, multi-phase undertakings that are critical to the TTC's ability to provide needed system capacity for future expansion and ridership growth forecasts.





# CEO's commentary

The TTC's customer research and scenario planning work indicates ridership projections will materialize within the upcoming 20-year planning horizon window at a different rate than previously thought. It confirms, however, that investment in subway capacity will still be required despite the current impacts to transit demand caused by the COVID-19 pandemic.

## **Safety and Environment**

### **Vaccine clinics continue at the TTC**

The TTC is continuing to work with our community partners to support vaccination efforts. Along with employee vaccination clinics held for employees and their families, the TTC has also begun working with our health partners to host vaccination clinics at our stations open to TTC employees as well as the general public.

At the end of August, we hosted clinics at Victoria Park and Main Street stations. Run by East Toronto Health Partners, hundreds of people were able to receive a shot, many of them first doses. Subsequent clinics were held again at Victoria

Park Station as well as Islington and Warden stations in early September. The TTC has also partnered with Humber River Hospital to hold vaccination clinics at Sheppard West Station.

We will continue to promote these clinics and encourage everyone to share the information with friends and family members who are still looking to get fully vaccinated. Supporting vaccine efforts is just one more way we can do our part and help put this pandemic behind us.

### **ACAT applications available**

I'd like to remind everyone that the Advisory Committee on Accessible Transit (ACAT) will be accepting applications for new members until September 21.

Applications will be available at [ttc.ca](http://ttc.ca) starting on September 7 for any resident of Toronto interested in joining the advisory committee. Applications can also be requested by phone at 416-393-3030 or 1-800-855-0511 (relay service for people who are deaf or hearing impaired), and mailed to: Wheel-Trans – ACAT applications c/o Customer Service,

580 Commissioners St., Toronto ON, M4M 1A7. They can also be faxed to 416-338-0126. All applications must be received no later than 4 p.m. on September 21. Please visit [ttc.ca/acad](http://ttc.ca/acad) to learn more the committee and its responsibilities.

ACAT is a 15-member committee that advises the TTC on the difficulties faced by persons with disabilities and seniors, and makes recommendations on the elimination of barriers to accessible public transit.

The next TTC Board meeting is scheduled for Wednesday, September 15 and will be live-streamed on the Official TTC YouTube Channel, starting at 10 a.m.



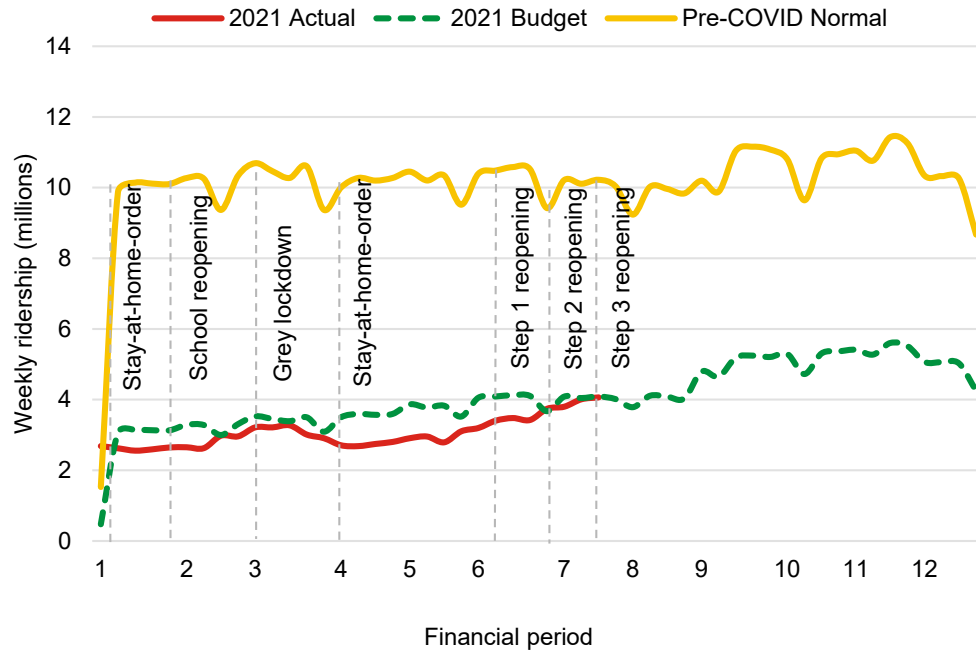
**Richard J. Leary**  
**Chief Executive Officer**  
**September 2021**





# 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 7 (July 4 to July 31, 2021) revenue rides totalled 15.610 million or 3.902 million per week, representing 38% of pre-COVID experience. Period 7 experience reflects a 17.5% increase from Period 6, which had 3.320 million revenue rides per week and represented 32% of pre-COVID experience.

### Analysis

Ontario entered Step 3 of its reopening plan on July 16. Weekly revenue rides averaged 3.80 million at the start of Step 3 of reopening, and increased to 4.06 million at the end of July. The increase can be explained by more customers travelling on the system as restrictions were eased and vaccinations continued to increase throughout this period.

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 at 80%, while the proportion of period pass customers decreased from 7% to 6%. In

comparison, the proportion of infrequent and occasional customers represented approximately 68% of all customers, while frequent and period pass customers represented 32% of pre-COVID customers.

Period pass sales for August were 51,409, representing 27% of pre-COVID experience. In comparison to July period pass sales, there was an additional 3,104 period passes sold for August. The largest increase was observed in the adult and post-secondary group (2,814), followed by seniors (169) and youth (121).

### Action

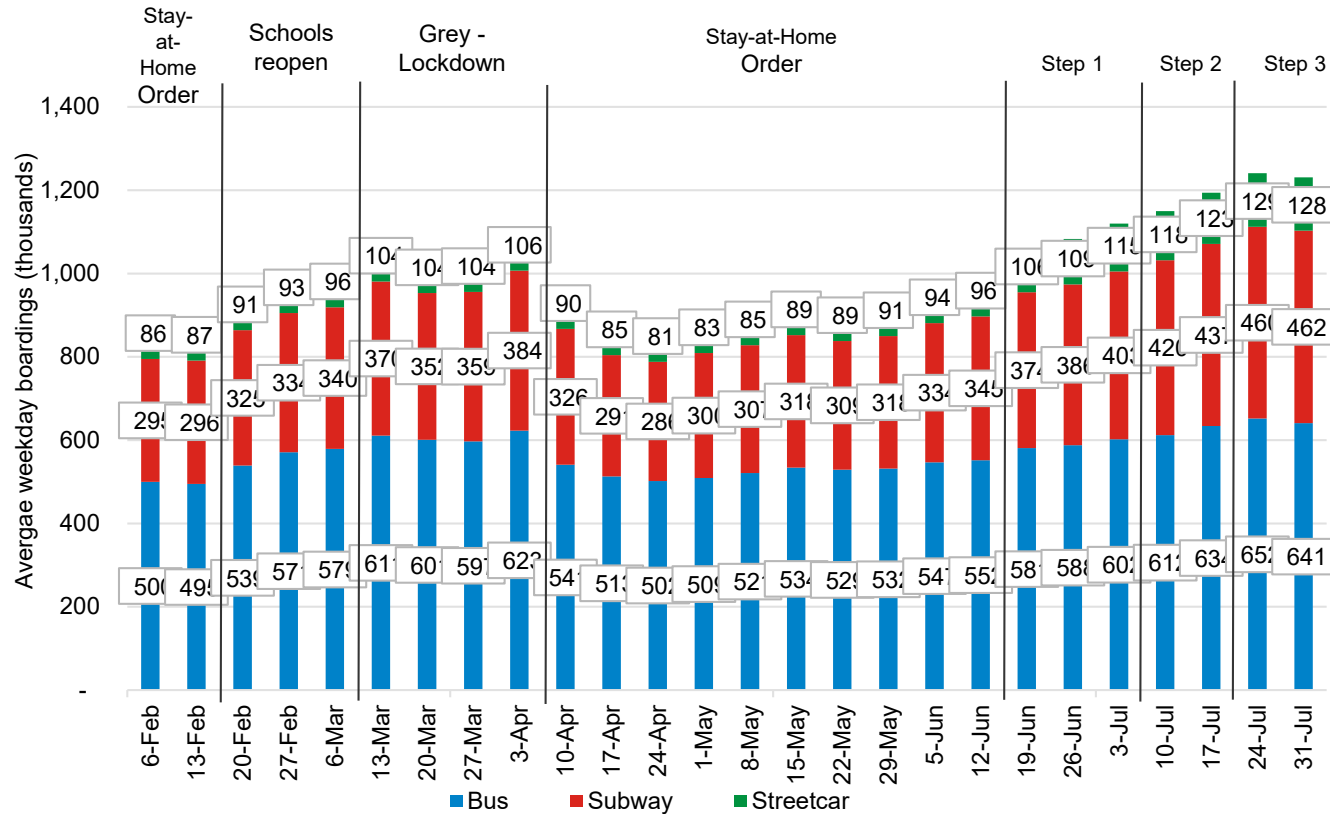
In September, we will roll out the second phase of our print and digital campaign to welcome customers back to the TTC. Phase one focused on the safety improvements we have made during the pandemic. Phase two will showcase the many great places in the city people can visit by taking the TTC.





# 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 July. The total of 1,231,000 boardings represents about 38% of pre-COVID demand for all modes.

### Analysis

Demand for all services has increased by 10% since the last week of June. Step 3 of Ontario's reopening plan started on July 16 and has resulted in increased demand. Bus continues to be the busiest of all modes with the greatest share of pre-COVID ridership. Average weekday boardings were 641,000 (46% 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 31% and 37% of pre-COVID, respectively. These modes grew the most in relative terms during July — reflecting additional customer travel in the downtown core as a result of the reopening.

### Action

We are forecasting 7-17% of pre-COVID ridership to return in September due to the planned return to in-class learning at secondary schools and additional activities at post-secondary campuses. Forecasts underway are also looking at the two-to-four year timeframe post-pandemic to inform the TTC's 5-year Service Plan reset. More information on our forecasting and September readiness will be presented to the Board at its September meeting.

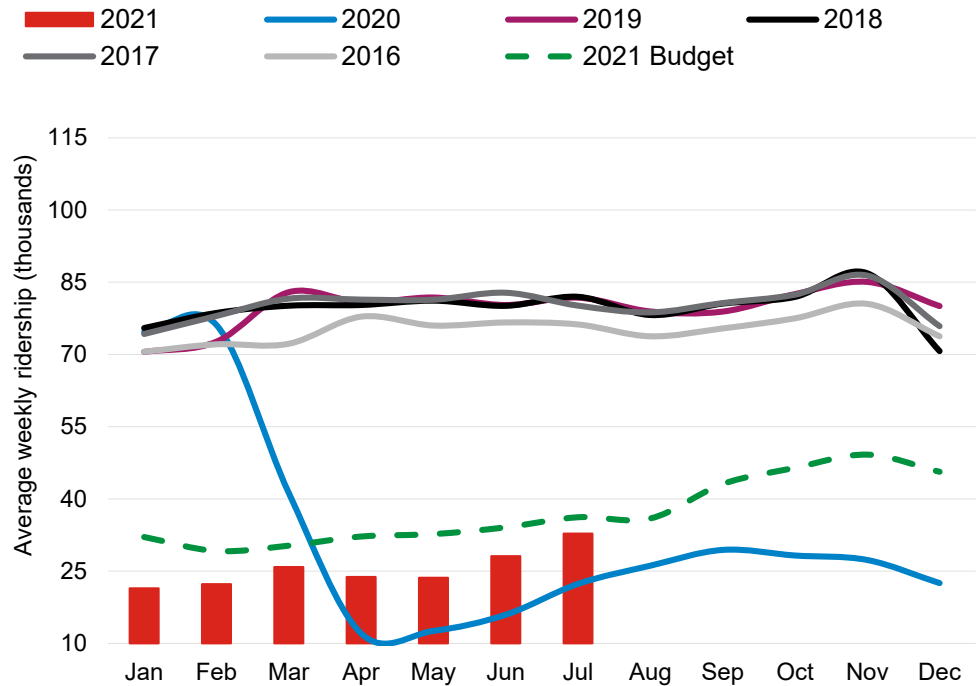






# Ridership

## 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

Ridership in Period 7 (July 4 to July 31, 2021) was 131,147 or 32,787 trips per week. This figure was 9.4% lower than the budgeted 36,200 customers per week.

Year-to-date ridership is 31.1% lower compared to the same period in 2020, and is currently 21.3% (208.7k) under the year-to-date 2021 budget. Current weekly ridership levels are the highest so far in 2021.

### Analysis

Ridership is continuing to show an upward trend with Ontario entering Step 3 of its reopening plan on July 16. When compared to the pandemic service months of April to July, 2021 shows a growth of about 70% over 2020.

### Action

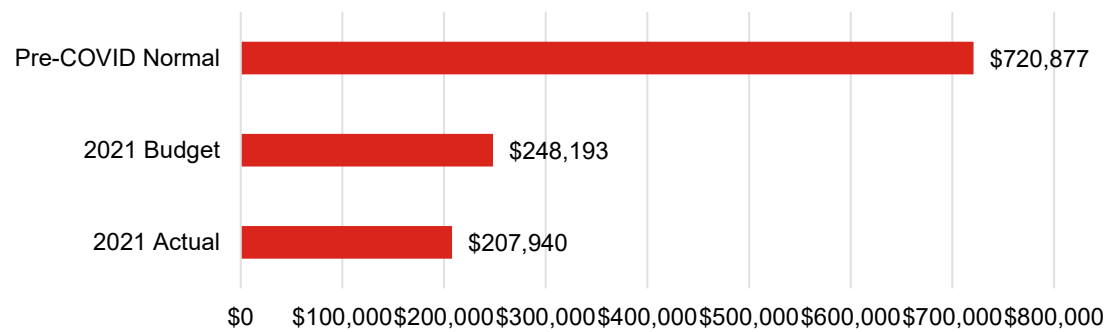
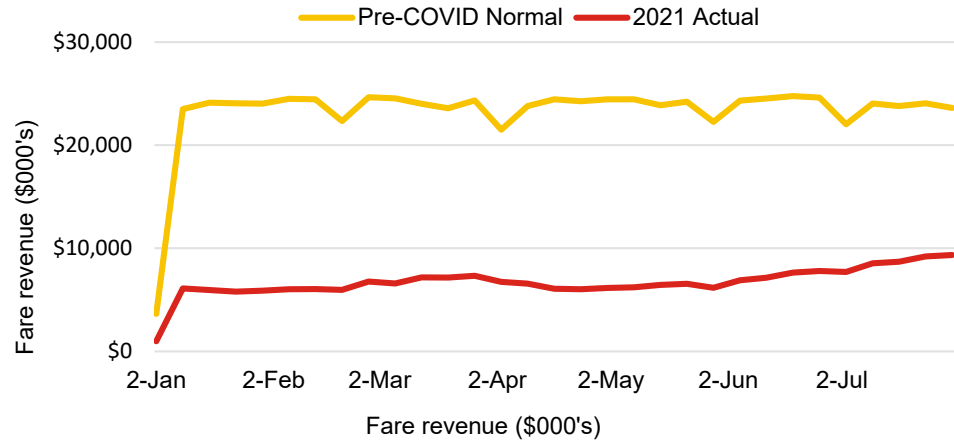
Ridership growth will continue to be monitored and service plans will be adjusted to ensure that customer demand is met.





# Financial

## Fare revenue



Definition  
Revenue generated through fares.

### Results

Period 7 (July 4 to July 31, 2021) fare revenue was \$35.768 million. This is \$1.228 million, or 3.3% below budgeted fare revenue for Period 7, representing 37% of pre-COVID experience. Weekly fare revenue in Period 7 was \$8.942 million, which represents a 20% increase over Period 6 weekly revenues of \$7.456 million.

On a year-to-date basis, fare revenue was approximately \$207.940 million, which is \$40.253 million below budget or 29% of pre-COVID experience.

### Analysis

The Period 7 revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$32.1 million from PRESTO — representing a PRESTO ridership adoption rate of 91.2% — and \$3.7 million from other media.

Period 7 revenue reflected the following fare concession profile: 84.1% adult, 6.8% senior, 4.7% post-secondary, 4.2% 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.

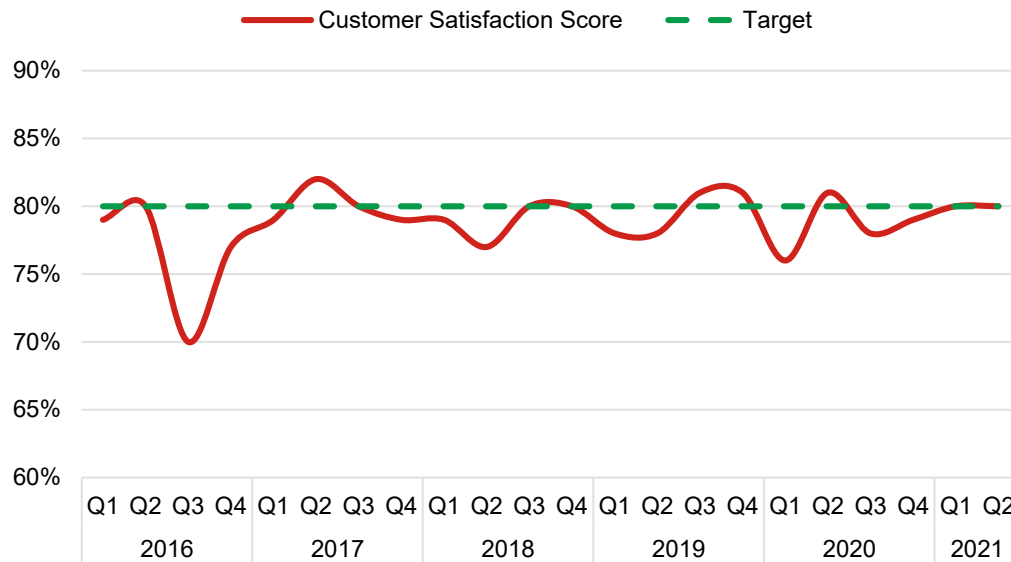
To date, the impact of fare revenue trending below the level budgeted in the 2021 Operating Budget has been offset by under-expenditures. As ridership is expected to continue to grow through the fall, fare revenue is expected to approach budgeted levels by Q4 2021.





# 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 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 currently have a customer survey underway to help better understand customer transit needs and expectations — of both active and inactive customers — as the city reopens.



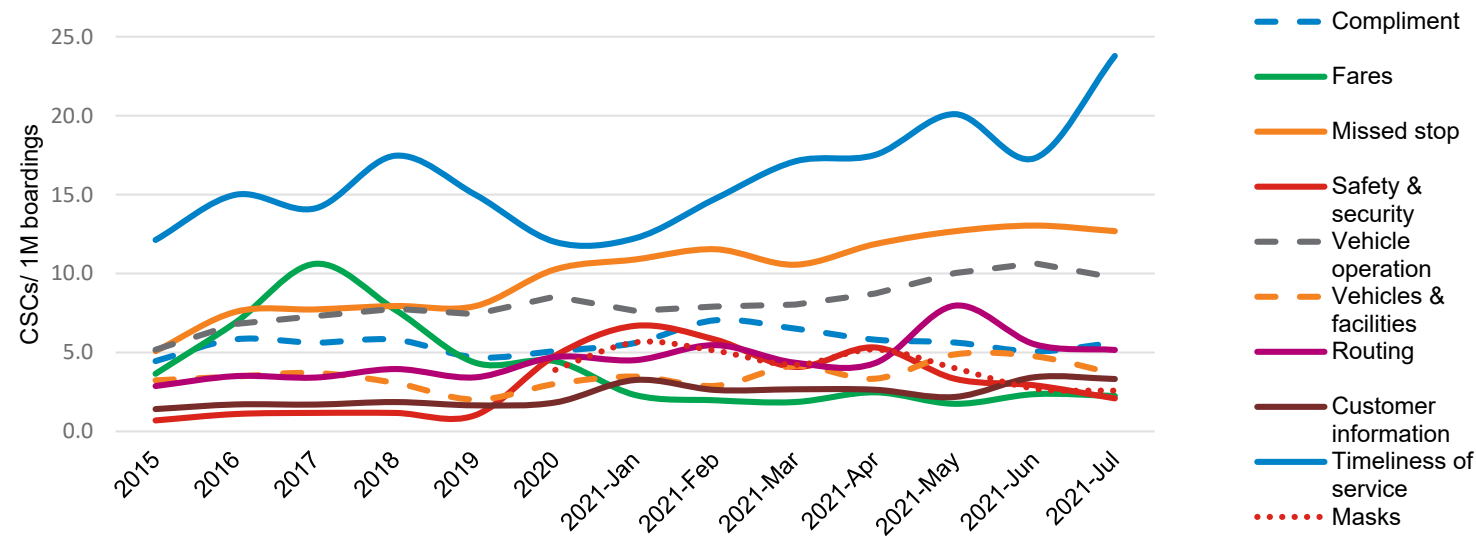




# Customer experience

## 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 14) 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 July, CSCs per one million boardings increased by 2% compared to June. Total boardings increased by 13% over the period while total communications increased by 15%.

### Analysis

The top four CSC categories for July were: Timeliness of service, Missed stop, Vehicle operation and Compliments.

CSCs related to Timeliness of service increased significantly (37%), while concerns over Missed stops (3%) and Vehicle operation (9%) decreased. Compliments increased by 11%.

Masks, Crowding and Safety & security related CSCs decreased by 5%, 33% and 28%, respectively. Cleanliness complaints were up 10%, but remained outside of the top 10.

### Action

#### Service reliability (pages 17-21)

- Deliver CSC analytics into on-time performance working group.
- Routes experiencing reliability issues have been examined. Construction and overhead work has been identified as a root cause for unreliability for a high number of CSCs, particularly on streetcar service, and will normalize as projects wrap up.

Commentary continued on next page





# Customer experience

## Customer service communications

- Remaining routes of concern will have schedule adjustments to better align with current and projected conditions over coming board periods.
- The 2021 Annual Service Plan identifies a number of actions to improve customer experience on the TTC. These include actions to address new or changing travel patterns based on emerging demand, to improve service reliability and prioritize surface transit. All routing changes have been developed in close consultation with community stakeholders and are aimed at moving people more efficiently on transit by improving reliability, speed and capacity.
- We will not be implementing service on the 128 Stanley Greene to Wilson Station in November as stated in the August CEO's Report. We are organizing additional consultation with the community.

### *Crowding (page 30)*

- Continue to operate demand-responsive service plan.

### *Safety & security (pages 26-27)*

- Continue to work with local partners to provide assistance to individuals experiencing homelessness and those experiencing mental health issues.

### *Masks (page 29)*

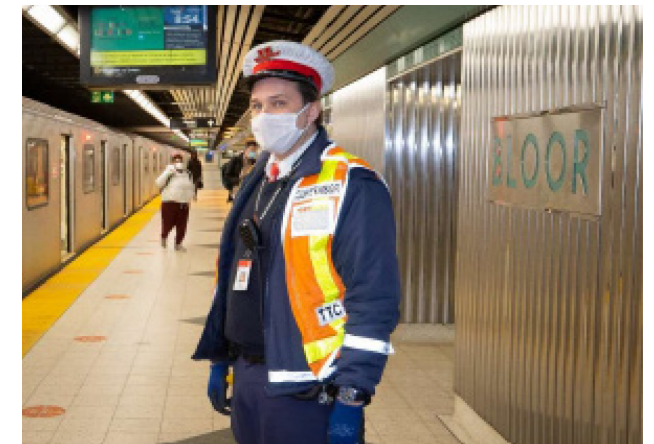
- Continue to distribute free masks to customers and communicate proper mask use.

### *Compliments*

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

#### **Customer compliment:**

“I ride my bike on trails and on city streets. Today, I was cycling southbound on Pharmacy. A hybrid bus going south pulled into the passing lane to give me room, then he needed to pull into the curb to pick up customers. He stopped the bus away from the curb to let me pass. I stopped to let him move to the curb, but he did not proceed until he was sure I was stopping to let him move over. I really appreciate the consideration of your drivers. I always feel safe cycling with your buses around me as the drivers are so aware of cyclists and so kind to them.

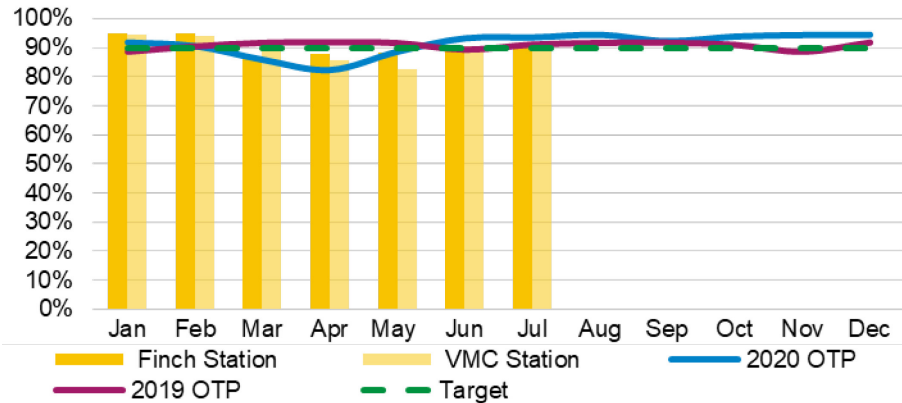




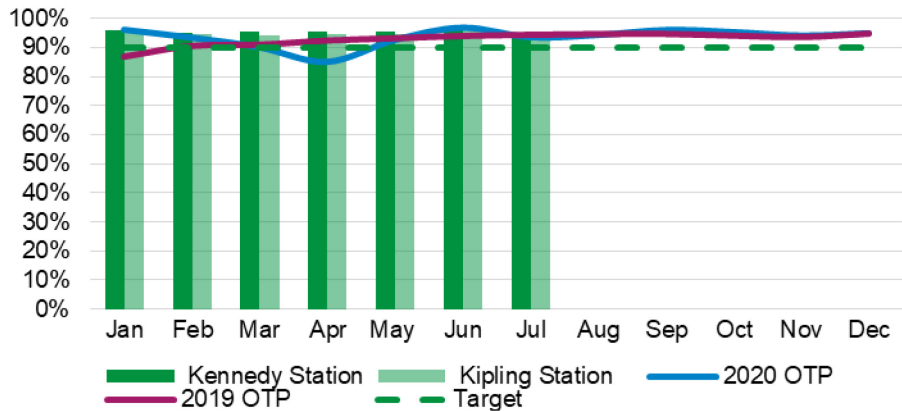
# Customer experience

## 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 91.1% in July. This represents an increase from last month (89.9%), but a decrease from the same time last year (93.4%). Our target of 90% was met.

Line 2: OTP was 95.1% in July. This represents a decrease from last month (96.3%), but an improvement from the same time last year (93.6%). Our target of 90% has been met for the past 15 months.

Line 3: OTP was 96.3% in July. This represents a slight decrease from last month (96.9%), but an improvement from the same time last year (91.5%). Our target of 90% has been met for the past nine months.

Line 4: OTP was 98.8% in July. Our target of 90% was met.

### Analysis

Line 1: Comparing July to June, there was a 16.3% decrease in total delay minutes. This improvement was mainly driven by a decrease in subway infrastructure-related delays.

Line 2: Comparing July to June, there was a 8.1% decrease in total delay minutes. This improvement is mainly attributed to a decrease in customer-related delays (e.g. a customer requiring medical attention).

Line 3: There was a 121% increase in total delay minutes — from 140 minutes in June to 310 minutes in July. This increase was mainly driven by a signal failure at Kennedy Station on July 28, which resulted in a 136-minute delay. During this delay, 27 accessible shuttle buses operated between Kennedy and McCowan stations to accommodate customers.

*Commentary continued on next page*

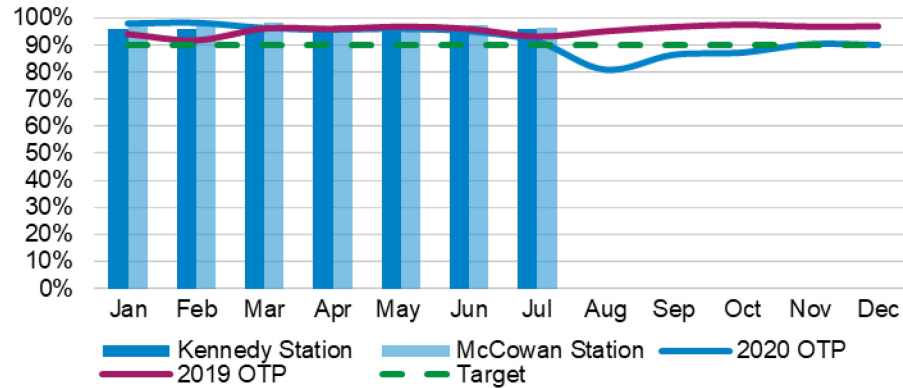




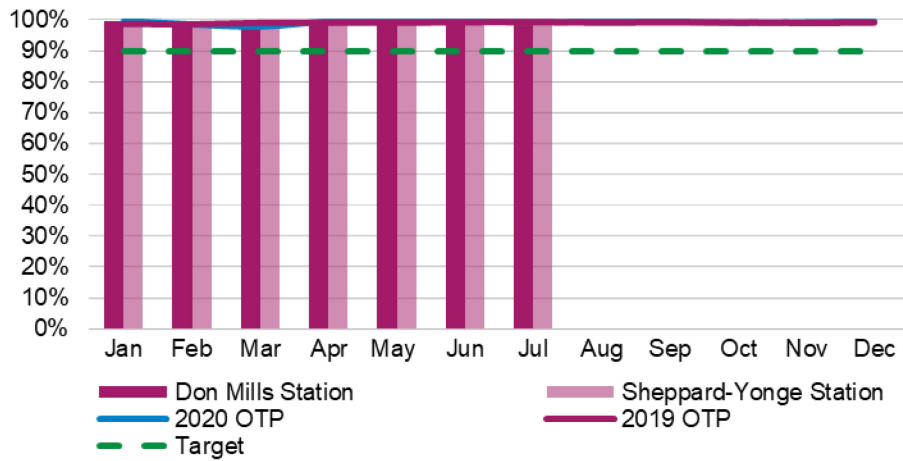
# Customer experience

## On-time performance (OTP) – Subway

3



4



### 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.

Line 4: There was an 18.7% decrease in total delay minutes. This improvement is mainly attributed to a decrease in customer-related delays.

### Action

There was no service on Line 1 between Lawrence and St Clair stations on August 7-8 to accommodate work on the Eglinton Crosstown Light Rail Transit construction project. We took advantage of this closure to conduct work on the Automatic Train Control signal system. Additionally, there was no service on Line 1 between Sheppard West and St Clair West stations on August 14 for track work. Accessible shuttle buses operated during the closures to provide safe travel and to keep customer volumes on vehicles as low as possible.

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 were 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.

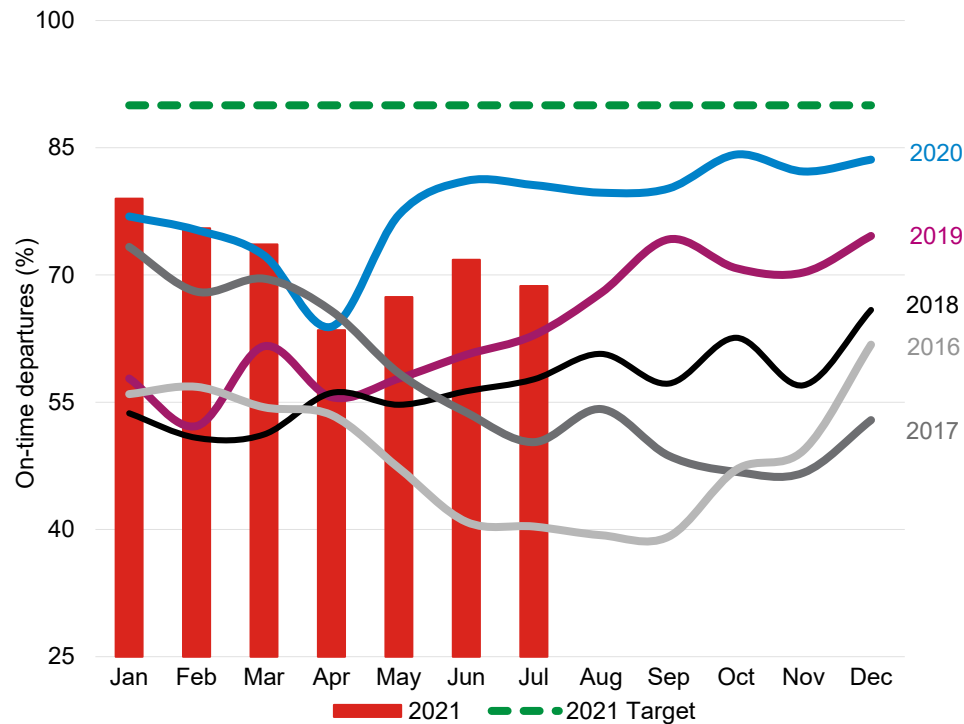






# Customer experience

## 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 July was 68.7%, which represents a decrease compared to June (71.8%) and the same period last year (80.6%). Our target of 90% was not met.

### Analysis

Seasonal construction projects continue to impact streetcar performance. OTP differs considerably when construction-impacted routes (501 Queen, 503 Kingston Rd, 504 King and 505 Dundas: 59.2%) are separated from the remaining five routes of the network (84.0%).

Performance held steady for the first three weeks of the period, averaging 71.8% for Weeks 28 through 30, before dropping to a low of 59.4% in Week 31. The performance drop in the last week of the period was largely due to the replacement of 501 Queen and 503 Kingston Rd streetcars with buses due to overhead infrastructure upgrades undertaken on Queen Street between Connaught and Woodbine Avenues beginning on July 26.

The lowest performing route of the period was the 505 Dundas (53.4%). This was largely due to the construction-related routing and schedule on this route for water main replacement on Broadview Avenue.

Similar to last period, both the 501 Queen and 504 King experienced performance challenges for the period (60.2% and 59.8%, respectively) due mainly to the construction project at the King-Queen-Queensway-Roncesvalles intersection

### Action

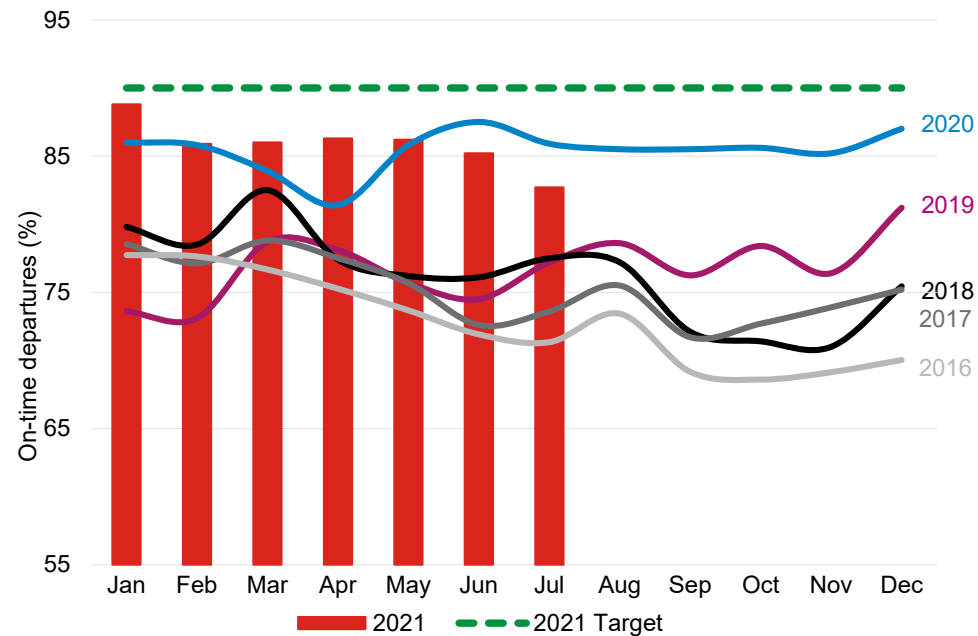
Route planning options for the October Board Period are under review and are being adjusted due to construction project timing considerations. An internal streetcar technical working group has been formed to review and assess options related to service plans based on this and other dependencies.





# 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 July was 82.7%, which represents a decrease compared to June (85.2%) and the same period last year (85.9%). Our target of 90% was not met.

### Analysis

Bus performance remained relatively steady through the period and experienced its worst performance week in the last week of the period (Week 31: 81.5%). Following a trend seen since Week 25, weekend performance was lower than weekday performance (78.9% versus 83.8%) through the period.

Numerous routes were negatively impacted on the weekend of July 10 due to the Gardiner Expressway closure as well as bus roadway work at Jane Station. When compared to June, the percentage of late trips (7.6%) held steady, while the percentage of early (5.0%) and missed trips (4.8%) increased (4.3% and 3.0% in June, respectively). The increase in missed trips is largely related to a significant number of cancelled service hours during the

period. This reached a high within the period in Week 31.

The top 15 busiest routes combined for an 80.3% OTP for the period, a decrease over June (82.9%). Of the top 15, the 29 Dufferin continued to be the lowest performer of the group (66.3%). This route was subject to several operating days when it could not operate into its southern end terminal, including the weekend of July 10 due to ActiveTO road closures.

### Action

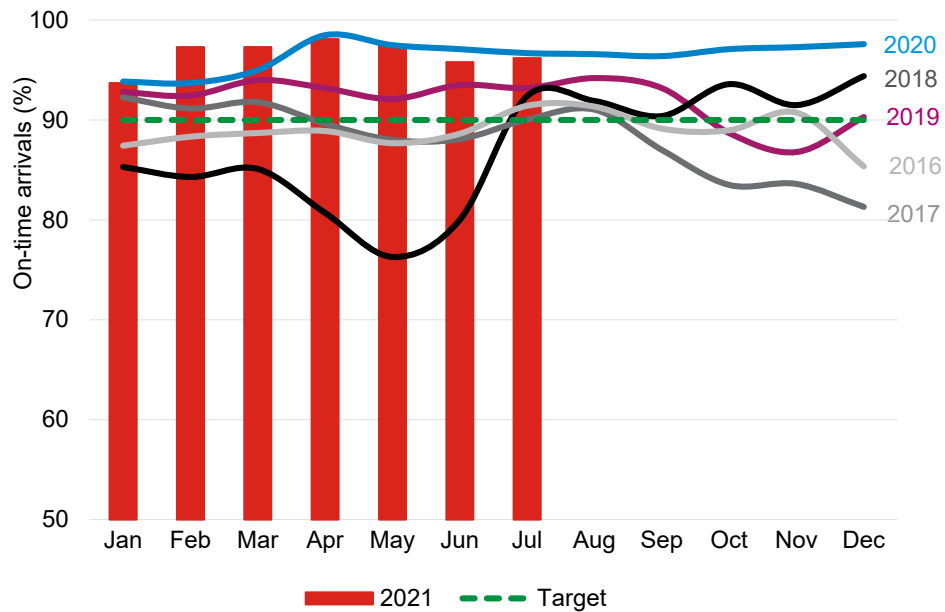
Work is being undertaken to improve OTP on many fronts, including the development of an internal communications campaign aimed at highlighting its importance. A review of the recent drop in weekend performance is currently underway, with weekend schedules likely being a key focus in 2022. Lastly, a program of systematically monitoring operators for departures from end terminals will be re-initiated in fall 2021.





# Customer experience

## On-time performance (OTP) – Wheel-Trans



### Results

OTP in July was 96.2%. This represents an increase from June (95.8%) and a decrease from the same time last year (96.7%).

### Analysis

As Ontario reopens and ridership increases, Wheel-Trans continues to focus on providing excellent reliability for our customers.

### Action

We continue to strive to maintain high OTP in order to ensure that customers are not waiting beyond their scheduled pickup time. We remain focused on the safety of employees and customers.

### Definition

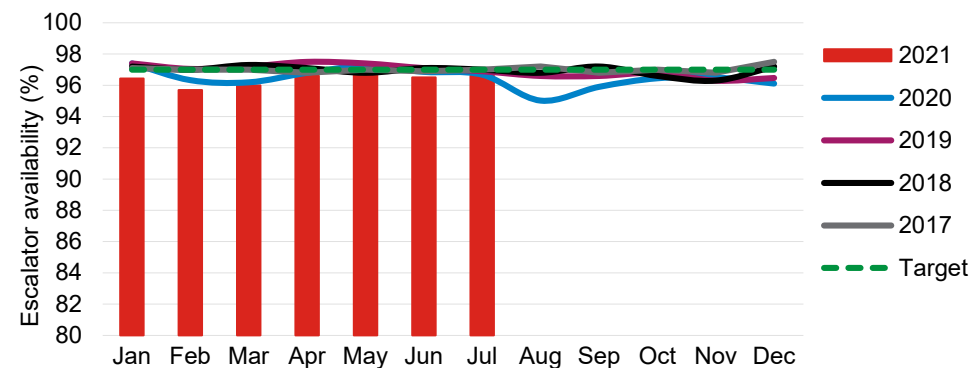
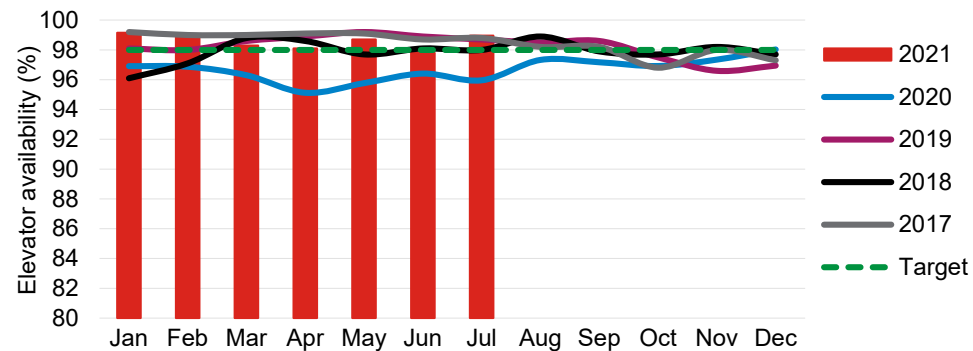
On-time performance of all trips conducted by Wheel-Trans buses. To be on time, the bus must arrive within 20 minutes of its scheduled arrival.





# Customer experience

## Accessibility – Elevator and escalator availability



### Definition

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

### Results

Elevator availability in July was 99.0% — an increase from last month (97.8%) and from the same time last year (96.0%). Availability was above our target of 98%.

Escalator availability for July was 96.6% — a slight increase from last month (96.5%) and a slight decrease from the same time last year (96.7%). Availability was under our target of 97%.

### Analysis

Elevator maintenance and repairs were completed as planned and scheduled.

Two escalators are being overhauled simultaneously in Dupont Station to provide safe working space for employees, while minimizing impact on the customers. Dupont Station remains accessible through elevators.

### Action

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.

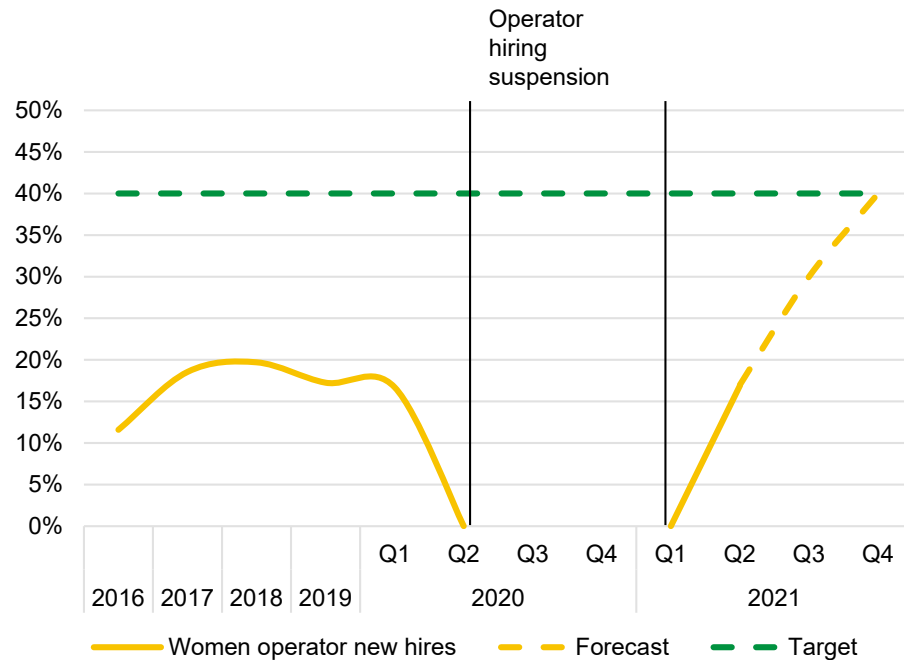






# Diversity

## 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

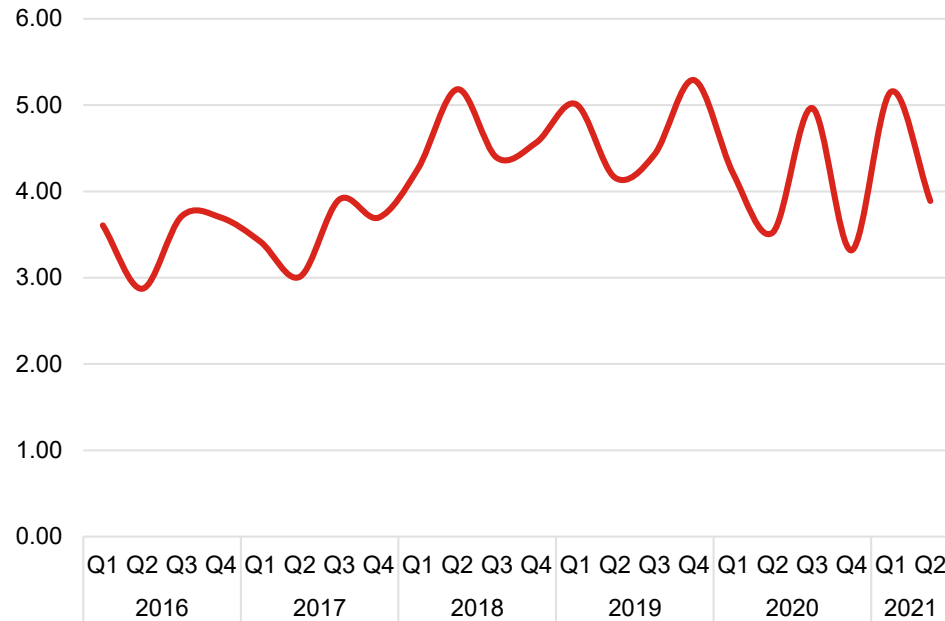
- Over 4000 participants who attended our two virtual info sessions late last year receive a bi-monthly newsletter, which showcases women in various roles in operations across the organization as well as upcoming job postings. With every issue there has been an uptick in applications received from women.
- 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.

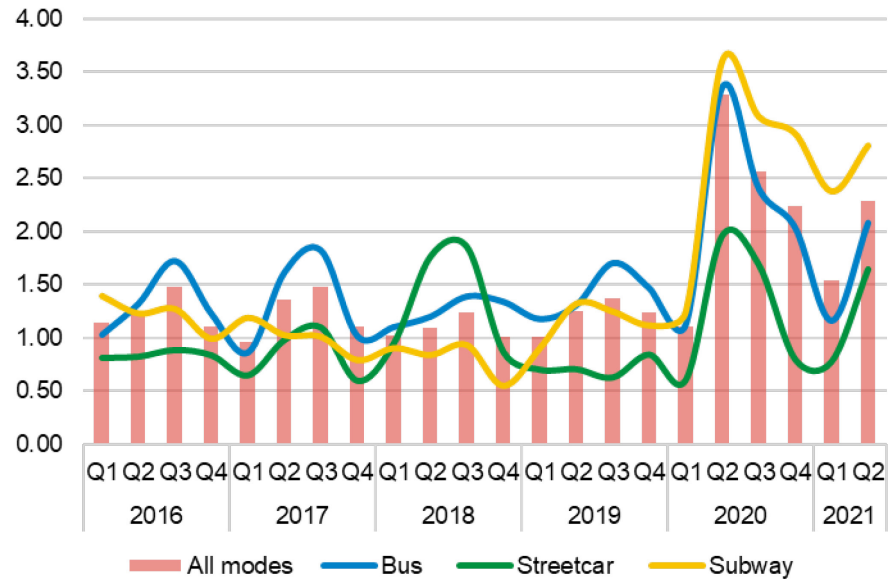
To help address the acute emotional event injuries, the TTC is initiating a project to identify strengths, areas for improvement and gaps as they pertain to psychological health and safety.





# 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. Up-coming back to school messaging will include 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.

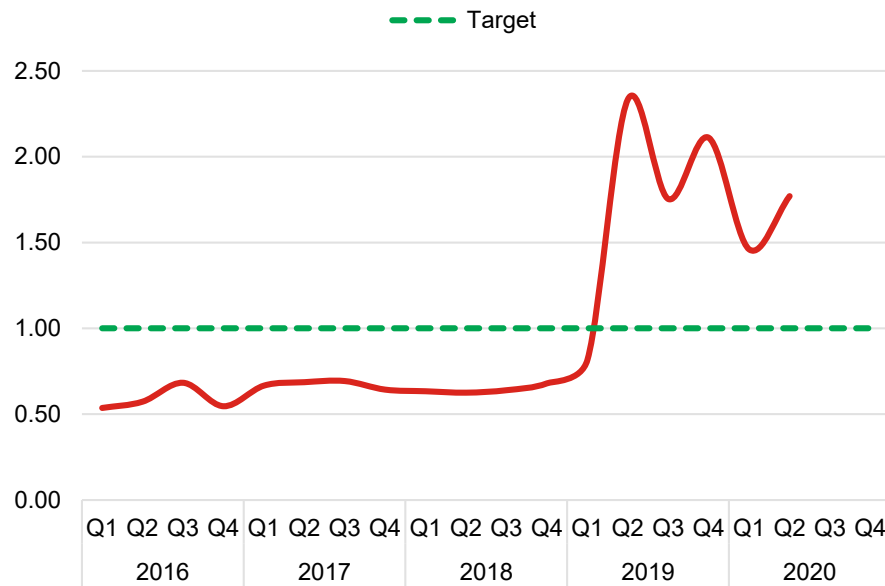






# Safety and security

## 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

The TTC's 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 of Toronto 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 443 engagements with customers: 64 were provided food and transportation services, 35 requesting shelter space were accommodated (13 were not due to space not being available) and 315 refused services or help.

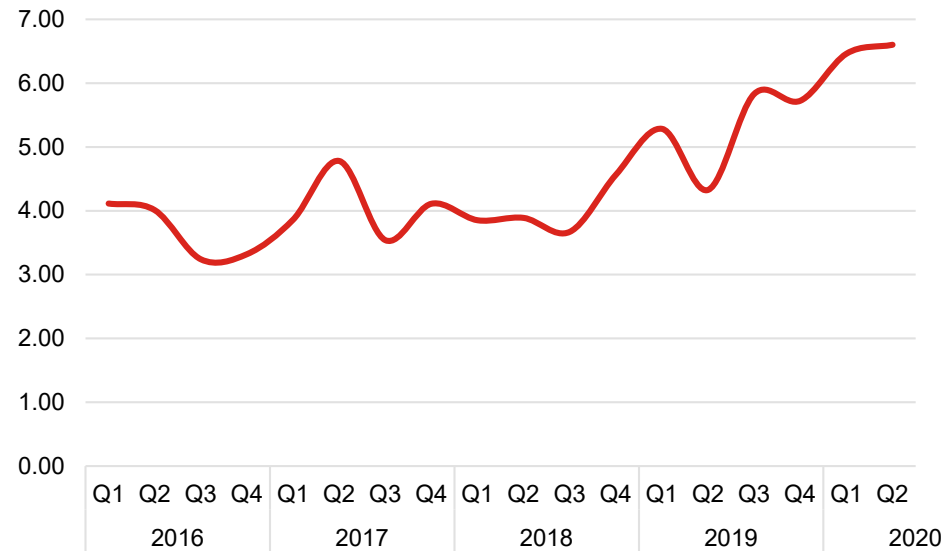
In addition to this program, we have implemented a number of strategies, including enlisting the assistance of TPS patrol to attend highly impacted stations and routes.





# 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:

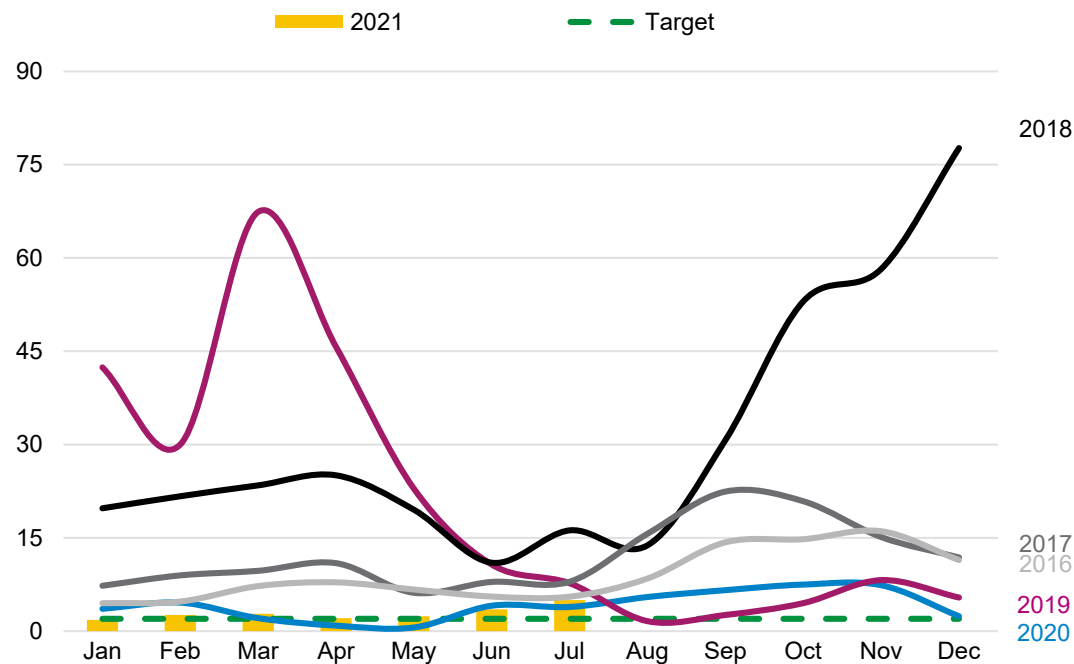
- Installing extended barriers to operator compartments as an additional layer of protection. Approximately 60 per cent of our bus fleet have these new upgrades, and we expect the full fleet to be equipped by the end of the year.
- Launched a customer campaign that pictures the children of operators 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 July, the average Wheel-Trans contact centre wait time was five minutes. This is higher than the 3.5-minute average in June, and above our target of two minutes.

### Analysis

On July 16, Ontario entered Step 3 of its reopening plan. Combined with Toronto's growing vaccination rate, ridership and call volumes significantly increased. With the increase in call volumes, our team worked closely with our overflow contractor, TELUS, to adjust staffing levels to keep wait times low for our customers.

### Action

We expect that call volumes will continue to change over the coming months. We will continue to monitor staffing levels and productivity to ensure service levels and targets are met. We are in constant communication with TELUS to review long-term forecasts, as well as short-term planning. The ability to scale up our staffing as call volumes increase will assist us in matching staffing levels with demand.

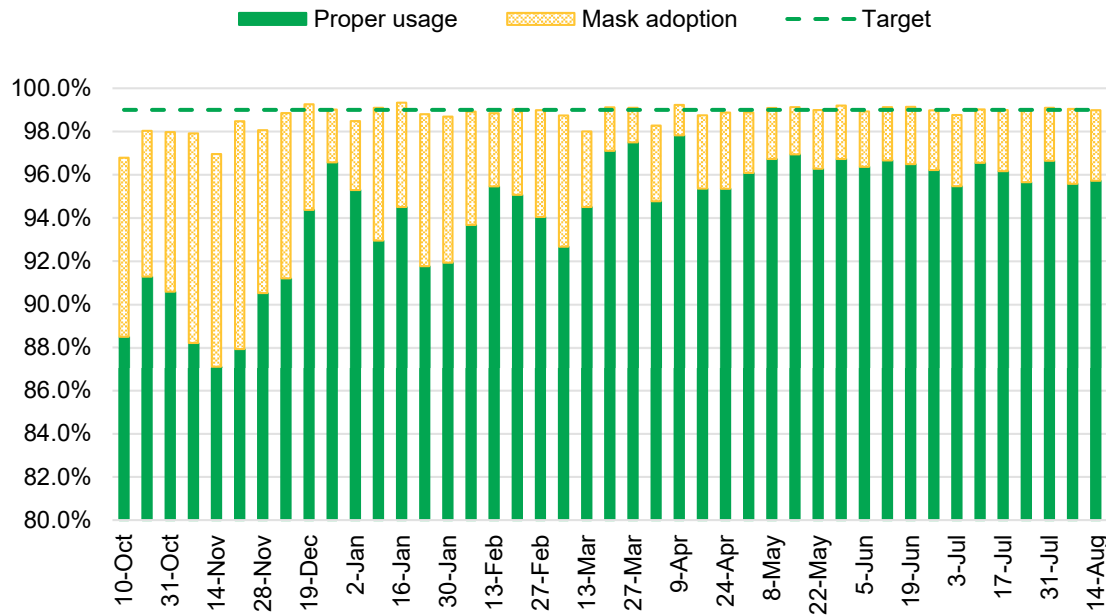






# Hot topics

## 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 August 14, 99% of customers were wearing masks and 96% were wearing masks properly over nose, mouth and chin (mask compliance). 38,000 customer mask observations were made at 25 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

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

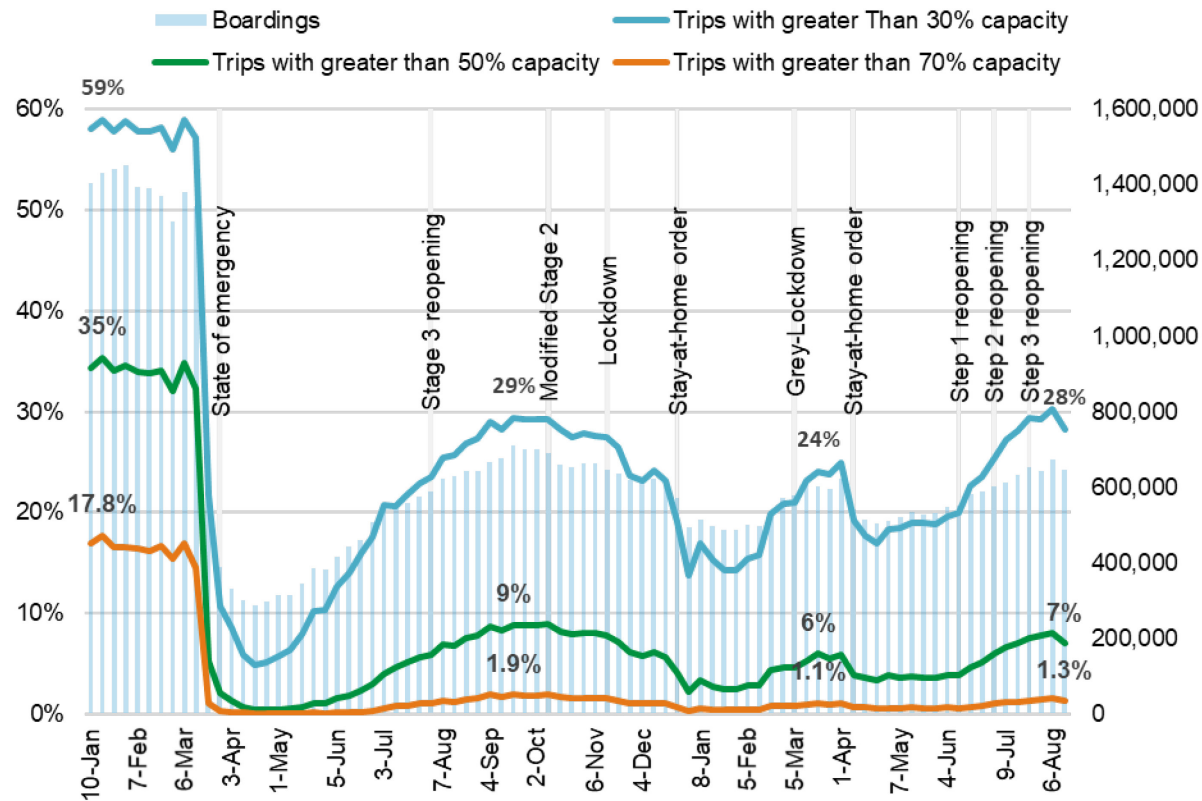
- Current mask campaign on-board vehicles and in stations features customers wearing masks properly and why it's important to wear one.
- An ongoing campaign targeted at customers returning to transit highlights mask use among other safety measures.
- Broad mask distribution on bus routes and all stations and targeted mask distribution at low points across the city.
- From June 2020 to August 21, 2021, 2.6 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 Aug 14, 93% of bus trips were under 50% occupancy. During this time, we served an average 648,000 bus customers per weekday, which is 47% of pre-COVID boardings.

### Analysis

7% of bus trips had more than 25 customers on some part of the route (50% capacity) and 1.3% of bus trips had more than 35 customers per bus (70% capacity) on some part of the route. September 2020 had the highest ridership during the pandemic (to date), and at that time 9% of trips had some portion over 50% capacity and 1.9% over 70% capacity.

We anticipate bus occupancy levels will rise in September as in-class learning at secondary schools and additional activities at post-secondary campuses resume.

### Action

- Maintain weekly monitoring of all bus routes across 30%, 50% and 70% occupancy levels as customers return to service.
- 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.





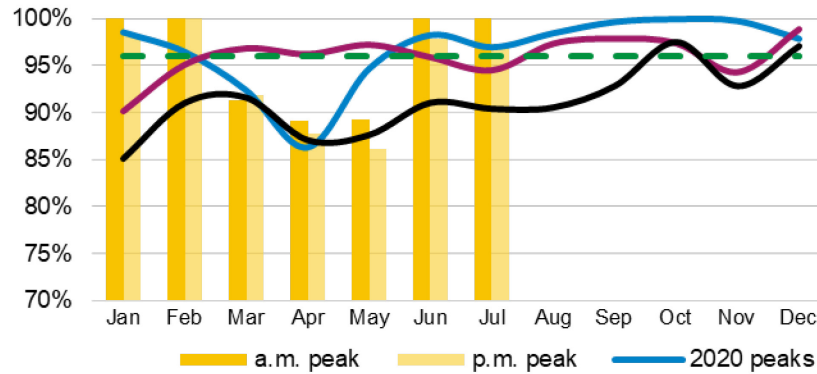
# Appendix: Service delivery

## 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.

July: 98.9%  
June: 98.8%  
July 2020: 97.0%

Target: 96.0%

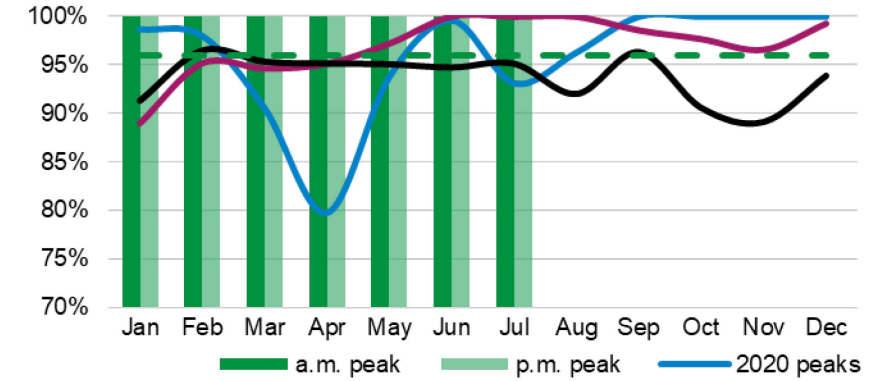


## Line 2 capacity

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.

July: 100%  
June: 100%  
July 2020: 93.1%

Target: 96.0%

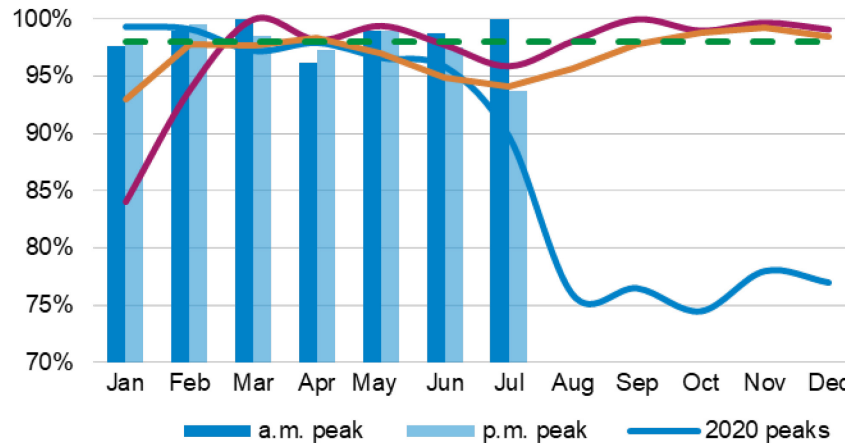


## Line 3 capacity

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.

July: 96.6%  
June: 98%  
July 2020: 89.7%

Target: 98.0%

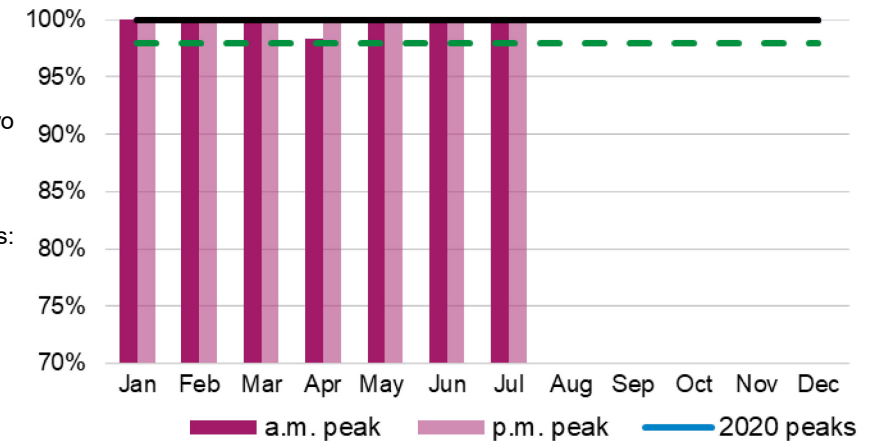


## Line 4 capacity

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.

July: 100%  
June: 100%  
July 2020: 100%

Target: 98.0%



Temperatures exceeded 25 degrees C on 12 days.  
To protect equipment and prevent breakdowns in hot weather, train speed is slowed.





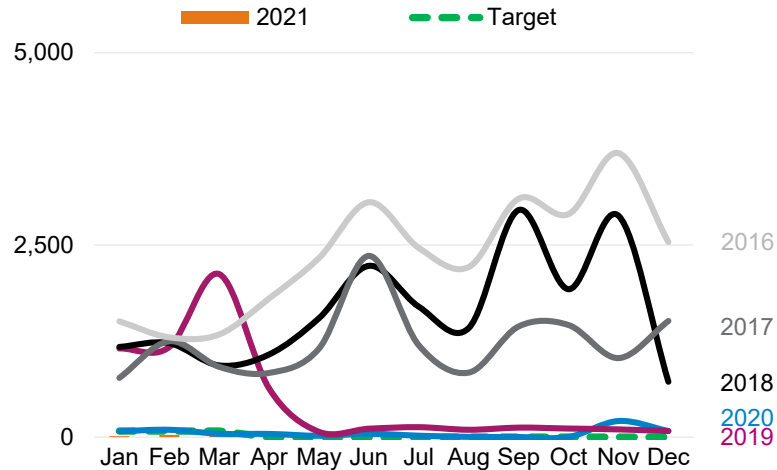
# Appendix: Service delivery

## 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.

July: 2  
June: 17  
July 2020: 17

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

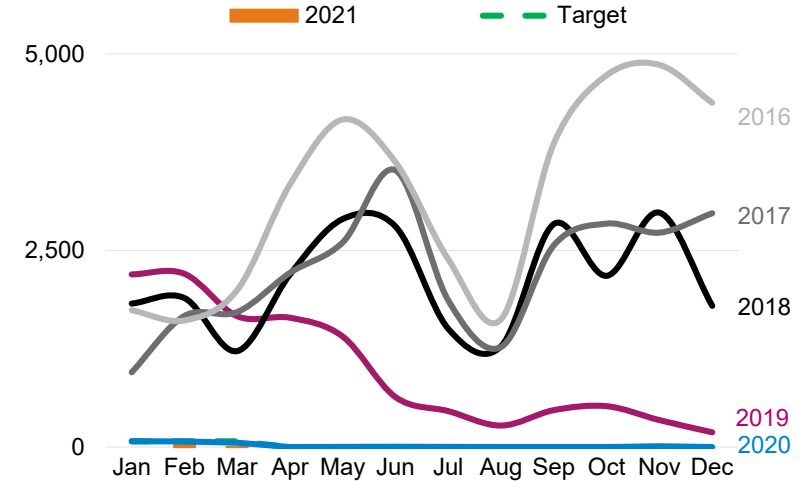


## Bus short turns

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

July: 1  
June: 1  
July 2020: 3

**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

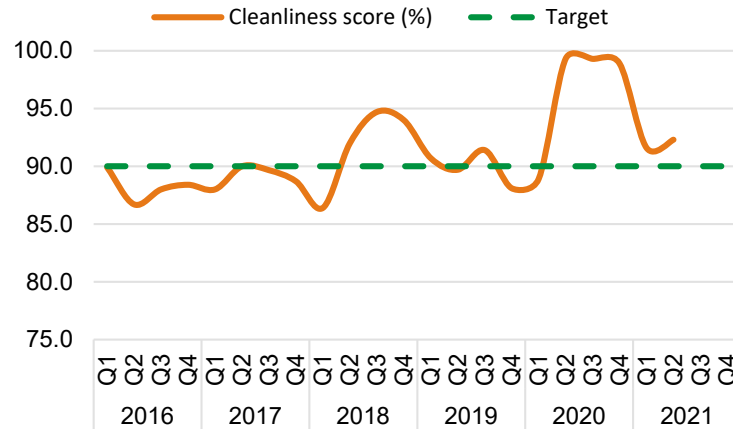
## Bus cleanliness

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.



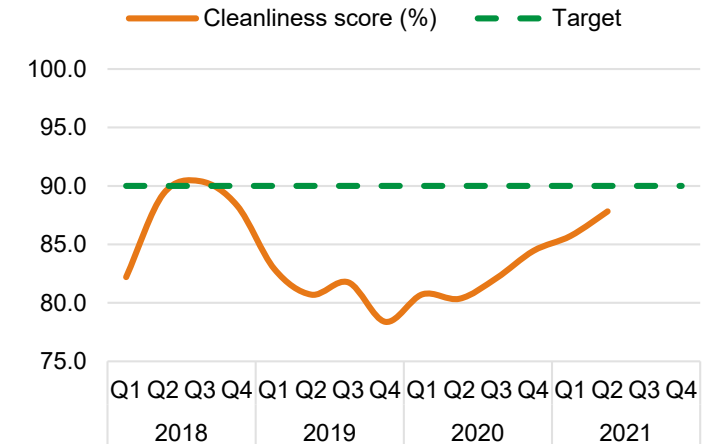
## Streetcar cleanliness

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.

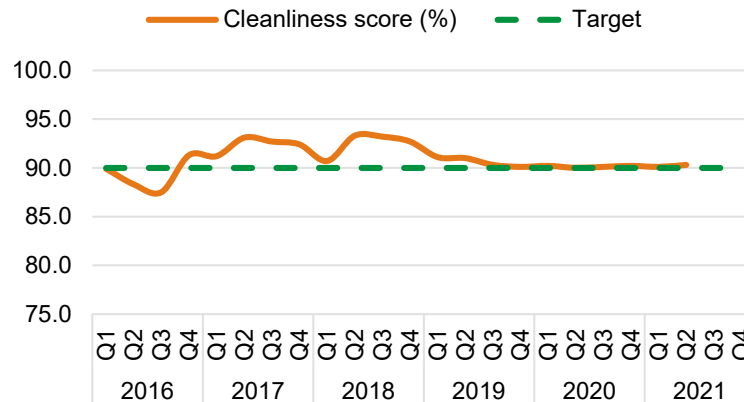


## Subway cleanliness

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%

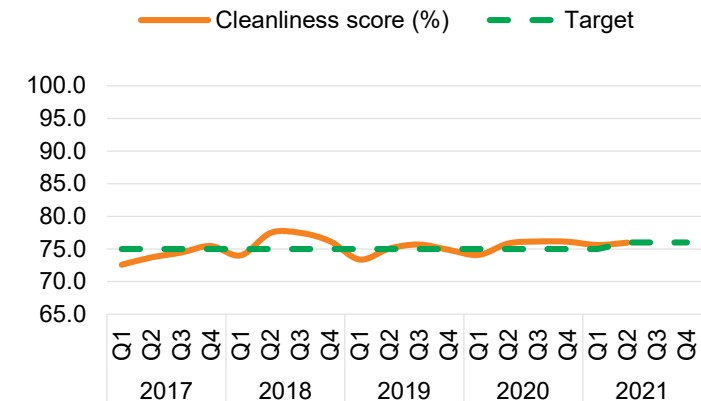


## Station cleanliness

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%



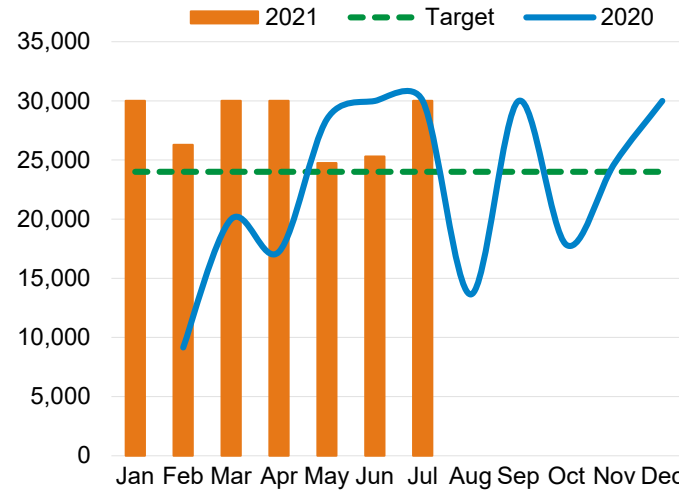


# Appendix: Asset reliability

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

July: 30,000 km  
June: 25,291 km  
July 2020: 30,000 km

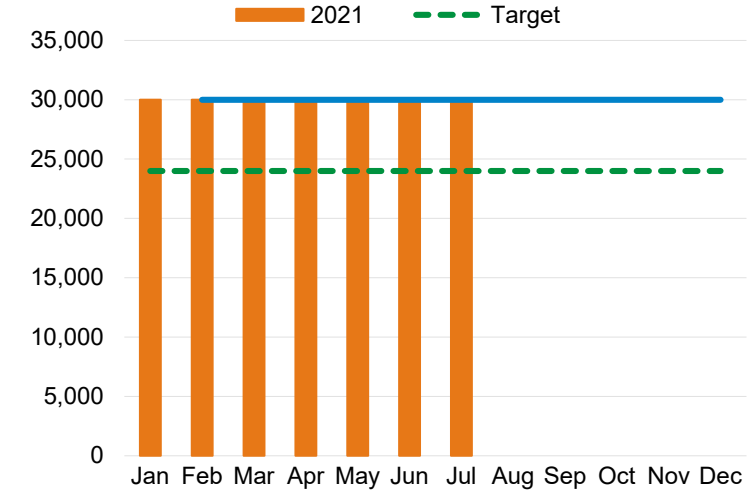
Target: 24,000 km



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

July: 30,000 km  
June: 30,000 km  
July 2020: 30,000 km

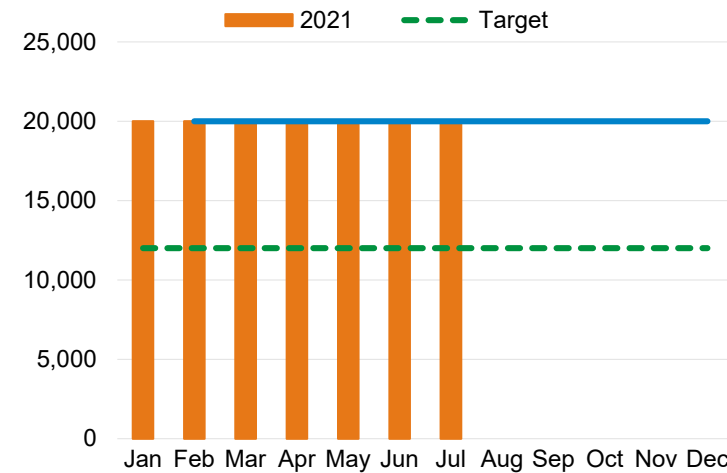
Target: 24,000 km



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

July: 20,000 km  
June: 20,000 km  
July 2020: 20,000 km

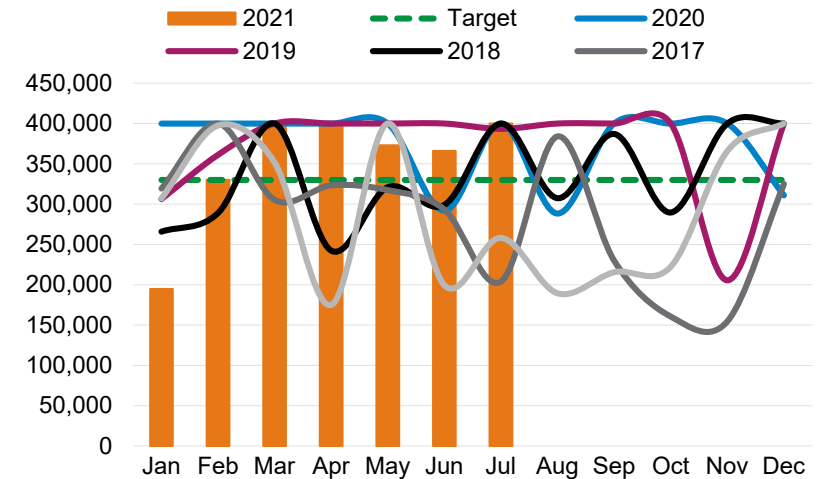
Target: 12,000 km



**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.

July: 426,000 km  
June: 366,000 km  
June 2020: 439,786 km

Target: 330,000 km





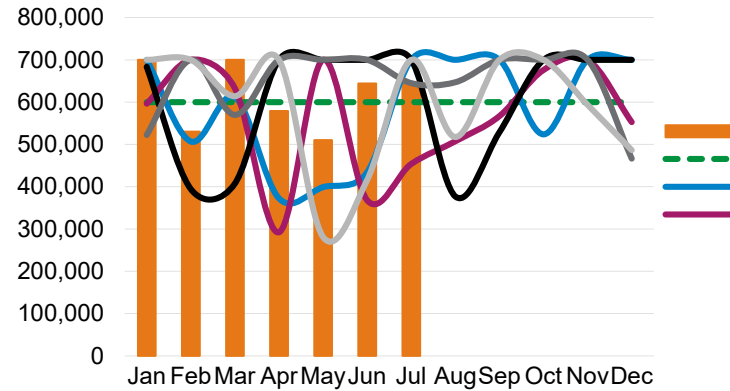
# Appendix: Asset reliability

## 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.

July: 645,000 km  
June: 644,000 km  
July 2020: 747,413 km

Target: 600,000 km

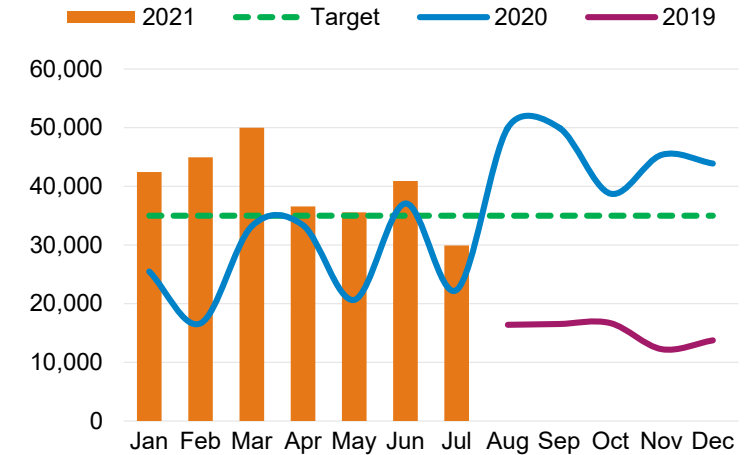


## Streetcar mean distance between failures

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

July: 29,905 km  
June: 40,912 km  
July 2020: 22,340 km

Target: 35,000 km



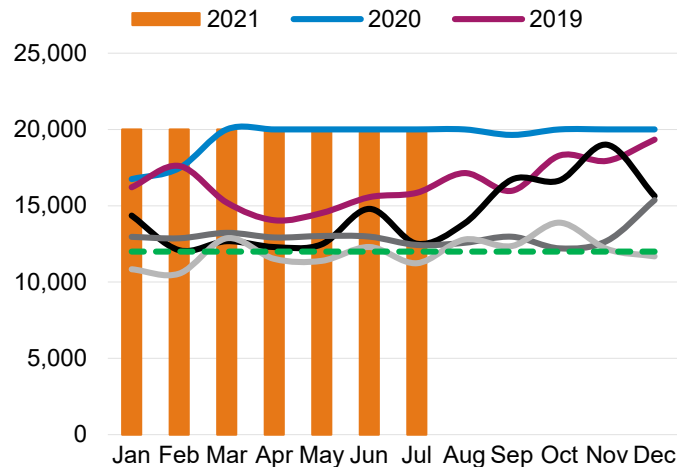
The number of delay incidents (22) increased by 2 compared to June, while the kilometres travelled decreased by over 150,000km due to infrastructure upgrades.

## W-T Mean distance between failures

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

July: 20,000 km  
June: 20,000 km  
July 2020: 20,000 km

Target: 12,000 km





# Appendix: Asset reliability

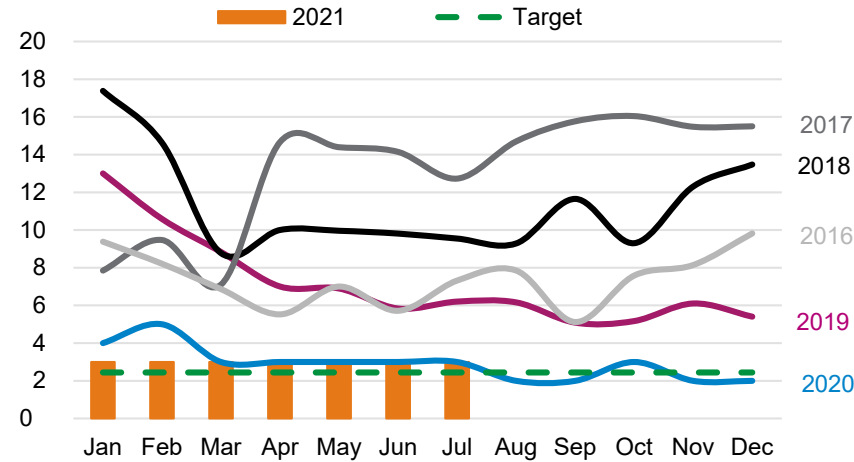
## Streetcar road calls and change offs

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.

July: 3  
June: 3  
July 2020: 3

Target: 2.4

Averaging 0.6 above target. Main failures are related to vehicle controls, doors and operator seats.

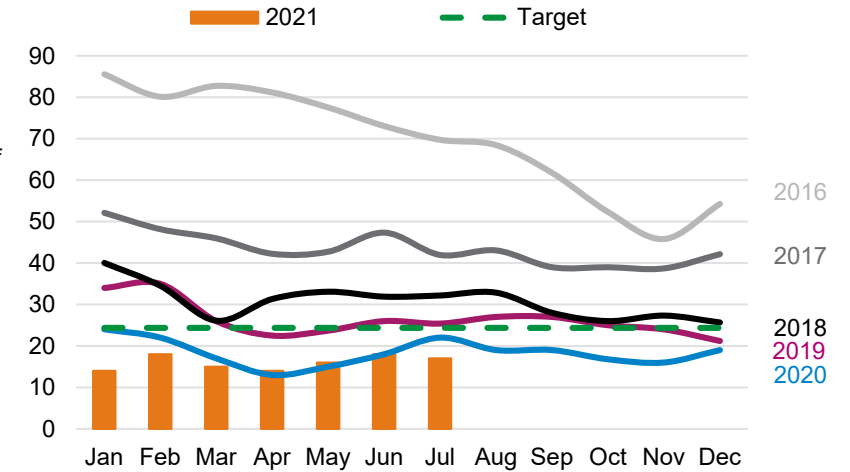


## Bus road calls and change offs

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.

July: 17  
June: 18  
June 2020: 22

Target: 24







**Rich Wong**  
Chief of Vehicles

**Kathleen Llewellyn-Thomas**  
Chief Strategy & Customer Officer

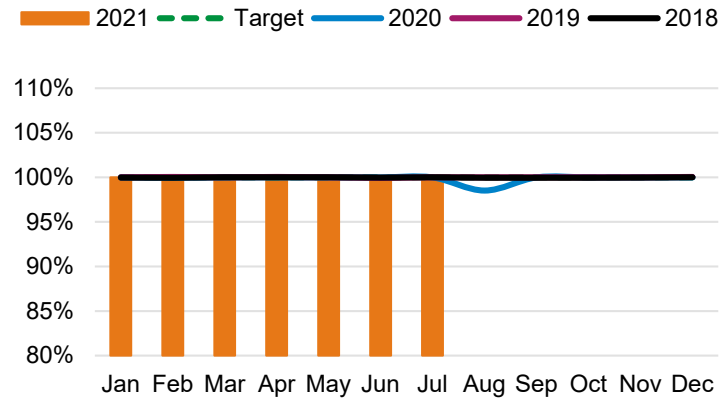
# Appendix: Asset availability

## Subway service availability

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

**July:** 100.0%  
**June:** 100.0%  
**July 2020:** 100.0%

**Target (RW):** 100.0% ✓

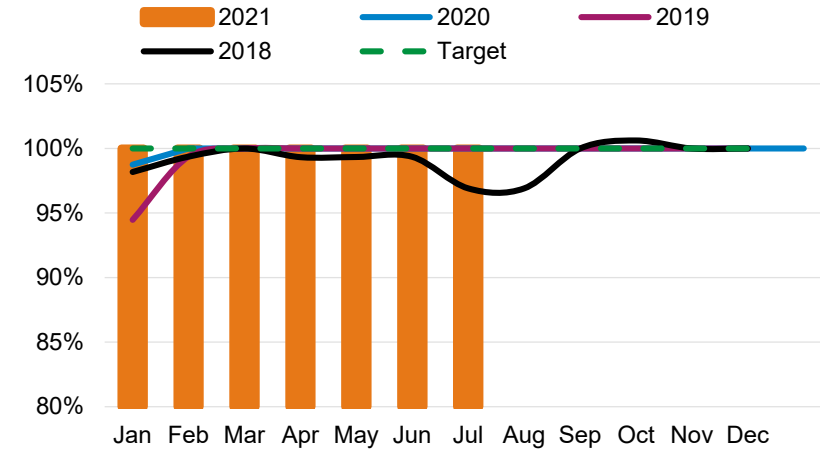


## Streetcar service availability

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

**July:** 100.0%  
**June:** 100.0%  
**July 2020:** 100.0%

**Target (RW):** 100.0% ✓

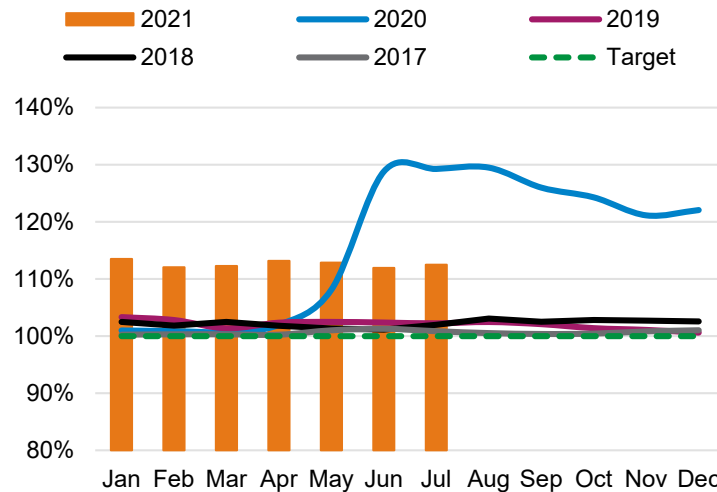


## Bus service availability

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

**July:** 112.5%  
**June:** 111.9%  
**July 2020:** 129.3%

**Target (RW):** 100.0% ✓

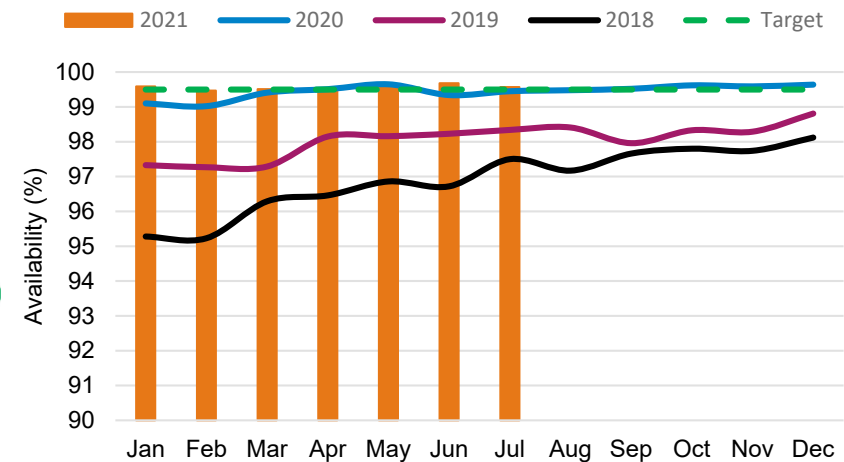


## Fare gate availability

Percentage of fare gates are available for use.

**July:** 99.57%  
**June:** 99.68%  
**June 2020:** 99.45%

**Target (KLT):** 99.50% ✓





# Appendix: Asset availability

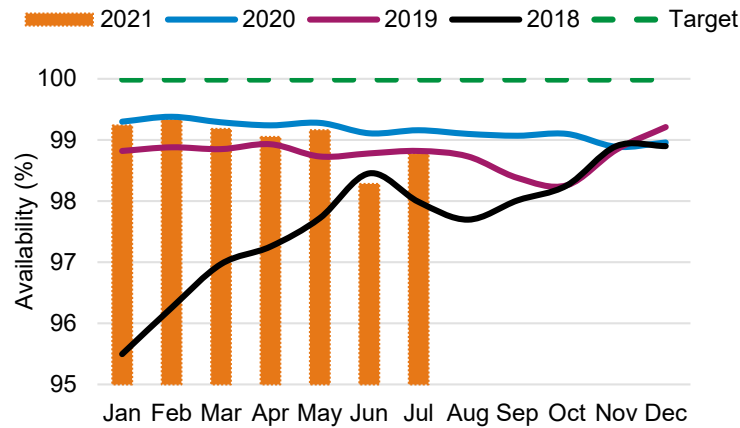
## PRESTO reader

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

July: 98.77%  
June: 98.26%  
July 2020: 99.16%

Target: 99.99% ❌

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

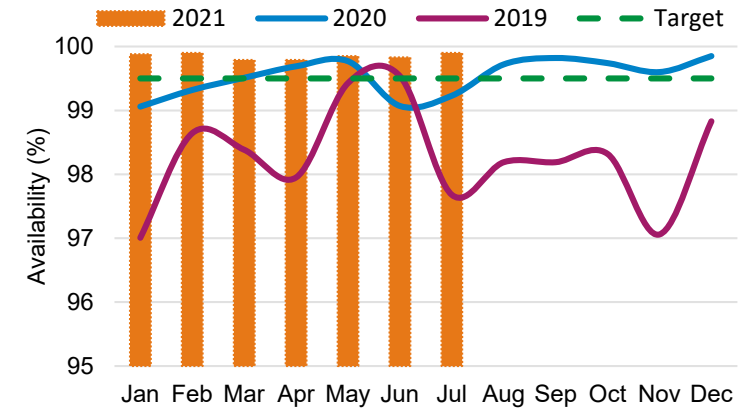


## PRESTO Fares and Transfers Machine (FTM)

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

July: 99.90%  
June: 99.83%  
July 2020: 99.23%

Target: 95.00% ✅

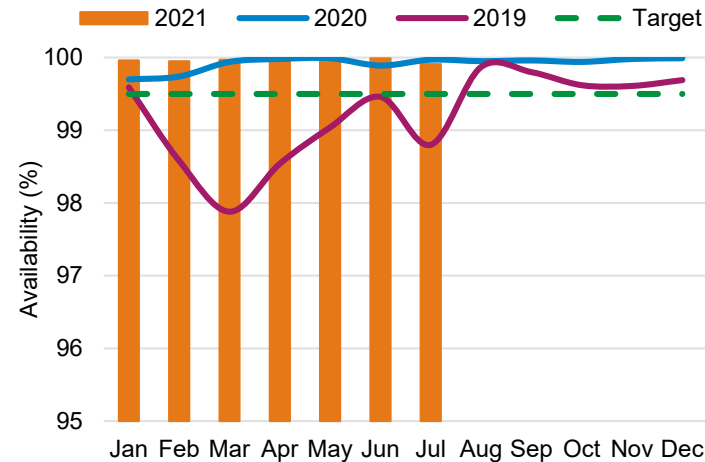


## PRESTO Self-Serve Reload Machine (SSRM)

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.

July: 99.91%  
June: 99.99%  
July 2020: 99.97%

Target: 95.00% ✅

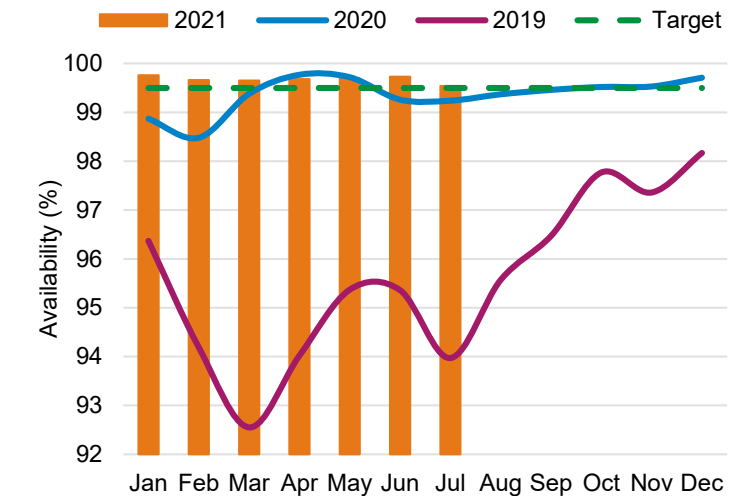


## PRESTO Fare Vending Machine (FVM)

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.

July: 99.54%  
June: 99.73%  
July 2020: 99.24%

Target: 95.00% ✅





# 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 <sup>1</sup> issued	Non- compliance orders <sup>2</sup> 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

<sup>1</sup> Orders issued to provide documentation/information.

<sup>2</sup> 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.

