



Chief Executive Officer's Report – June 2022

Date: June 23, 2022
To: TTC Board
From: Chief Executive Officer

Summary

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

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

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.

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. In the summer of 2021, a new diversity section was launched to include core metrics on our Women Operators New Hires.

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

Issue Background

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.

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Signature



Richard J. Leary
Chief Executive Officer

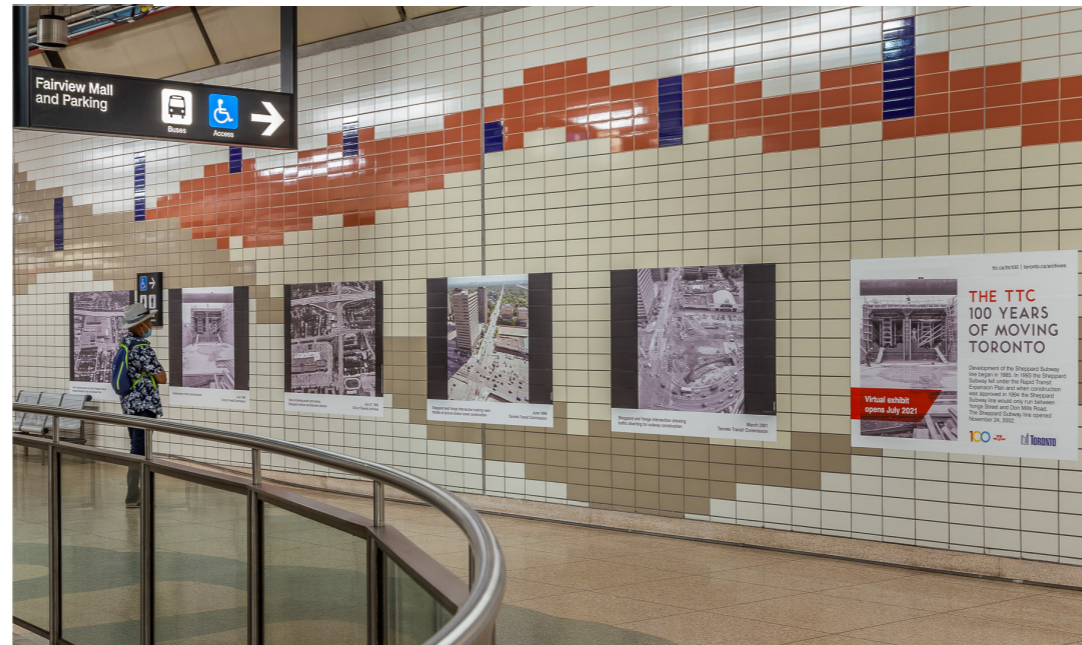
Attachments

Attachment 1 – Chief Executive Officer's Report – June 2022

CEO's Report

Toronto Transit Commission

June 2022



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.

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

Our vision

To be a transit system that makes Toronto proud.

Our mission

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

Did you know...

For the past 15 years the TTC has wrapped a bus with Pride-themed artwork in June to celebrate the history, courage and diversity of Toronto's 2SLGBTQ+ communities. This year we have taken it one step further and wrapped a second bus and a Wheel-Trans vehicle. This month, if you spot one of the Pride-themed vehicles, be sure to take a photo and share it on social media using #TTCPrize.



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CEO's commentary



With Toronto's COVID-19 emergency declaration officially lifted last month, and with so many of our favourite venues, restaurants and attractions fully opened for business, the TTC continues to see gradual ridership increases across the network.

I am pleased to let you know that this month we are once again recognizing both Indigenous Heritage Month and Pride Month at the TTC with employee as well as customer campaigns. The TTC has made equity, diversity and inclusion organizational priorities. The campaigns are important opportunities for us as we continue building an organization where employees feel like they belong and our customers feel welcome.

With advice and guidance from the Indigenous Council, made up of TTC employees, we will recognize June as Indigenous Heritage Month across all our properties. For the first time,

Indigenous employees will share the beauty of their culture with us by holding a Pow Wow on June 25 at Mount Dennis Division. As we did last year, we have wrapped several buses and streetcars to recognize National Indigenous Peoples Day on June 21. The wrapped buses will go into service on June 19.

On June 1, we kicked off Pride Month with a flag raising ceremony at our Hillcrest Complex. For the first time, the Progress Pride Flag, which will be flying all month both at Hillcrest and at 1900 Yonge Street. As in previous years, you will be able to see one of our wrapped buses on the 94 Wellesley route with Pride-themed artwork to celebrate the history, courage and diversity of Toronto's 2SLGBTQ+ communities. This year we have taken it one step further and we have wrapped a second bus as well as a Wheel-Trans vehicle. If you spot one of the Pride-themed vehicles, be sure to take a photo and share it on social media using #TTCPride.

I want to thank all our employees who have participated in or supported these campaigns. Together we will continue to build a more inclusive TTC.

Diversity and Culture Group

TTC conducting employee demographics survey

At the beginning of June, the TTC launched a short, multiple choice employee demographic survey. This completely confidential survey is led by the Diversity and Culture Group, which is collecting data to gain greater insight into the diverse identities that make up our workforce. With this information, we can continue to build TTC programs and policies that better serve our employees.

The *Count Me In* survey is aligned with our 10-Point Action Plan on Diversity and Inclusion and another important step to identify and address barriers and



CEO's commentary

gaps to building a more inclusive company. The TTC is encouraging all employees to participate this month. A third-party research company, Urban Dimensions Group (UDG), will have access to the data and will be saved on a secure, external server located in Canada.

UDG will provide the TTC with high-level trends in a final report to inform future programs, policies and decision making. The TTC will share the results with all employees once the survey findings are completed.

Strategy and Customer Experience Group

Subway musicians make their return

The soothing sounds of music are back on the TTC. In another sign of things returning to normal, it was wonderful to have subway musicians back on the system on May 20. The TTC's popular Subway Musicians' Program was suspended at the start of the pandemic.



CEO's commentary

Subway buskers resumed playing at all their previous underground locations. The licensed players will be following COVID-19 protocols during their performances. The TTC extended licenses to perform underground until November 2023 and has scheduled the next round of auditions to take place during summer of 2023.

Bay Lower opened its doors to Toronto

Bay Lower, long considered one of the city's hidden treasures, opened to the public on Saturday, May 28, as part of Toronto's Doors Open event. The TTC welcomed more than 7,000 visitors to the station below Bay Station.

Although closed to the public since 1966, the station below Bay has appeared in numerous features films, music videos and television commercials over the years. Visitors also enjoyed displays highlighting the 100th anniversary of the TTC and followed the pictorial history of public transit in Toronto on car cards posted inside two subway trains parked in the station. Complimentary souvenirs were also available for the taking.

Operations Group

The TTC continues to restore service

As of the week ending June 4, and as was the case throughout the pandemic, bus boardings lead the way at 65 per cent of pre-COVID levels with streetcar and subway boardings at 53 per cent and 50 per cent, respectively. We're expecting the upwards trend to continue through the remainder of spring as we restore service levels to routes across the city. Additional service improvements are planned for the June Service Board Period, which starts on Sunday, June 19. Please refer to the Hot Topics section of this report for more ridership information.

The TTC remains focused on restoring services to pre-pandemic levels in 2022. On June 19, numerous service adjustments will begin to increase frequency and reintroduce seasonal service on various routes and/or match capacity to demand on several routes around the city. We're also introducing a new seasonal service on the 30 High Park bus route to connect High Park Station into High Park on weekends until the Labour Day

weekend in September.

Providing safe, reliable service is our top priority, and customers can be confident that the TTC remains the best way to get around the city this spring and summer.

Wheel-Trans service update

In another sign of a return to normal, Wheel-Trans reintroduced shared customer rides on its larger contracted accessible taxis on June 5. Over the next few months Wheel-Trans and TTC Safety staff, in consultation with Toronto Public Health, will continue to monitor conditions to permit the return of shared rides on the remaining contracted sedan taxi service. Solo rides on Wheel-Trans buses ceased on March 20.

Safety and Environment Group

Earlier this month, the provincial mask mandate expired for indoor settings that were deemed to be higher risk. The Government of Ontario first introduced a mandatory mask mandate in October 2020 to help manage the COVID-19 pandemic. In April, the mandatory mask mandate expired in



CEO's commentary



most settings, however, the province extended the mandate in several settings including public transit.

Masks and face coverings have been mandatory on the TTC since July 2020, making the TTC one of the first transit agencies to adopt a mandatory mask mandate.

The expiry of the mask mandate on June 11 means that customers will no longer need to wear a mask while indoors on TTC property and the requirements for employees to wear a mask will be limited to in classrooms, in conference rooms or board rooms, in Transit Control rooms and when travelling in non-revenue vehicles with others.

It is still mandatory for Wheel-Trans operators and customers to wear masks while travelling in Wheel-Trans vehicles. This decision was made in consultation with the TTC's Advisory Committee on Accessible Transit (ACAT) due to the close proximity and to protect vulnerable customers that travel on Wheel-Trans.



CEO's commentary

Safety remains a core priority for the TTC and there are a number of other measures that are in place:

- Vehicle filtration has been upgraded to the highest standards.
- Enhanced cleaning in stations and vehicles is ongoing.
- Windows on TTC buses will continue to be opened when the bus goes into service, to enhance the air flow on the vehicle. Decals have been affixed to the windows of every bus, encouraging customers to leave them open for fresh air.
- Customers can view real time bus arrival and occupancy levels by route on TTC.ca to plan ahead before boarding.

The TTC continues to work closely with public health officials and is still strongly recommending that customers and employees wear masks while on the TTC.

The next TTC Board meeting is scheduled for Thursday, June 23 and will be live-streamed on the Official TTC YouTube Channel, starting at 10 a.m.



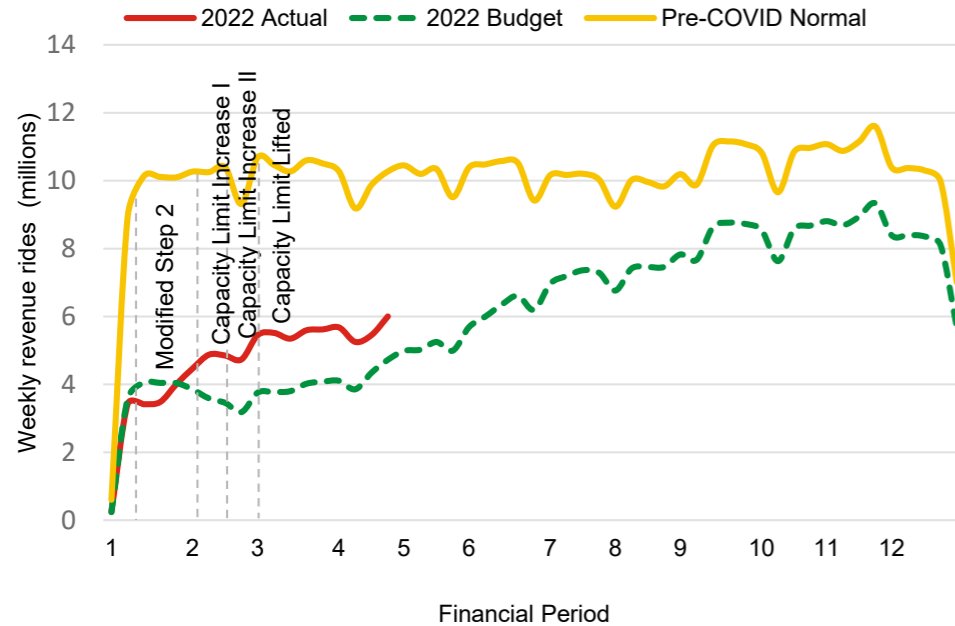
Richard J. Leary
Chief Executive Officer
June 2022





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 4 (April 3 to April 30, 2022) revenue rides totalled 22.390 million or an average of 5.598 million per week, representing 57% of pre-COVID experience. Period 4 experience reflects a 4.1% increase from Period 3, which averaged 5.508 million revenue rides per week and represented 52% of pre-COVID experience.

Analysis

The Province's accelerated easing of public health restrictions coming out of the Omicron wave continued to drive an increase in revenue rides, growing from 37% of pre-pandemic normal in Period 1, to 47% in Period 2, 52% in Period 3 and then 57% in Period 4. This increase in ridership can be attributed to an increase in work-related trips and leisure travel.

During Period 4, occasional customers (five-to-eight taps per week) and infrequent customers (one-to-four taps per week) remained unchanged from the prior period at 80%, while the proportion of

monthly pass customers, and frequent customers (nine-plus taps per week) also remained unchanged from the prior period at 20%. Prior to the pandemic, 68% were infrequent/occasional and 32% were frequent/monthly pass holders.

Monthly pass sales for May use totalled 74,172, representing 37% of pre-COVID experience. There were 3,809 more passes sold for May use compared to April. The largest increase was observed in the post-secondary group (2,240), followed by adult (1,179), youth (315) and seniors (75).

Action

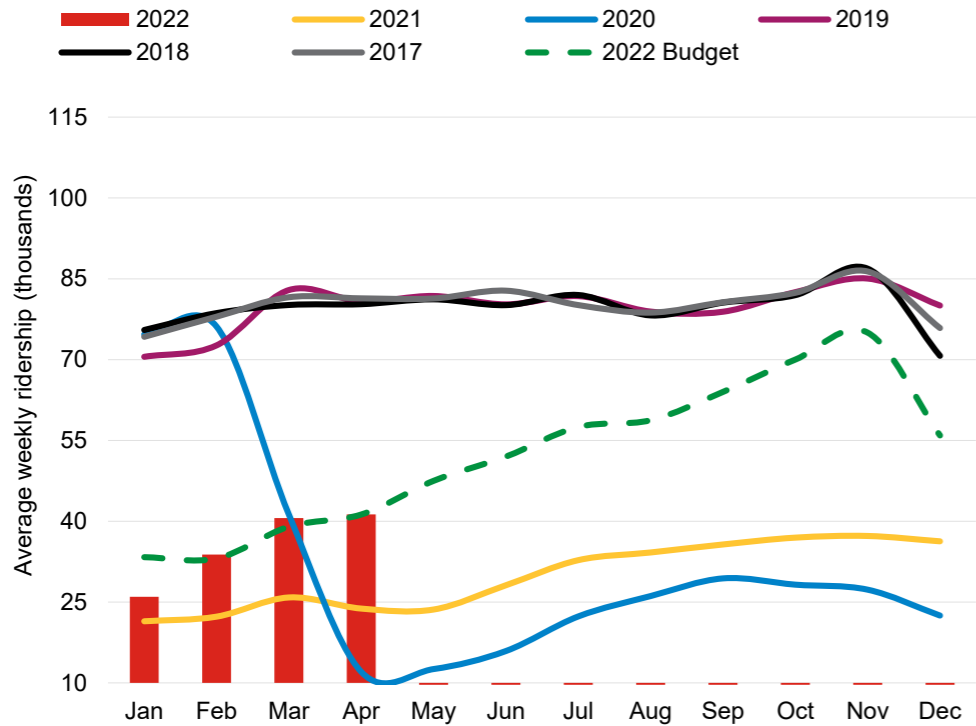
We continue to monitor actual use closely and anticipate revenue rides will continue to increase across all modes. However, with potential future COVID waves, some uncertainty remains on whether revenue ridership will reach budgeted levels in the second half of the year.





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

Period 4 (April 3 to April 30, 2022) Wheel-Trans trips totalled 165,148 or 41,287 trips per week — representing 51.1% of pre-COVID experience. This figure is 0.1% higher than the budgeted 41,250 trips per week.

Year-to-date ridership is 50.7% higher compared to the same period in 2021, and is 3.1% (19,400) under the year-to-date 2022 budget.

Analysis

With remaining restrictions now removed, customer travel trends have shown steady ridership growth. We expect to see the upward trend in ridership continue with customers using Family Of Services trips (combination of Wheel-Trans and accessible TTC conventional services) as well as door-to-door trips for their daily needs. Regular activities and special events in the city resuming this summer will also encourage further growth.

Action

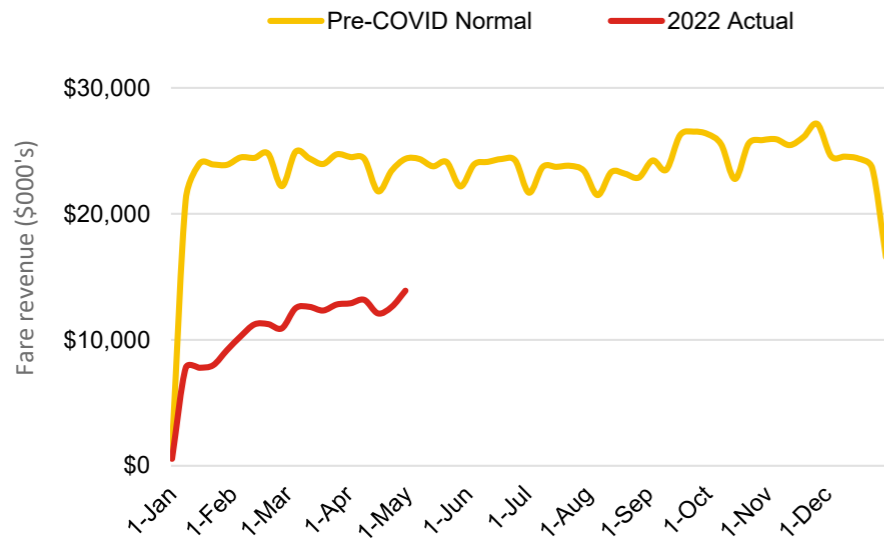
Wheel-Trans will be reviewing service delivery plans and up-to-date technology that will provide the customer with a seamless trip planning experience. We will increase service in the summer to accommodate growing demand.





Financial

Fare revenue



Definition
Revenue generated through fares.

Results

Period 4 (April 3 to April 30, 2022) fare revenue was \$51.823 million. This is \$13.6 million, or 35.5% above budgeted fare revenue for Period 4, representing 55% of pre-COVID experience. Weekly fare revenue in Period 4 averaged \$12.956 million, which represents a 3% increase over Period 3 average weekly revenues of \$12.637 million.

On a year-to-date basis, fare revenue totalled \$192.016 million, which is \$46.388 million above budget and represented 47% of pre-COVID experience.

Analysis

The 2022 Board-approved revenue budget was revised through the City's 2022 Budget process to account for the Omicron impact, decreasing the 2022 passenger revenue by \$104.9 million, from \$845.9 million to \$741.0 million. This budget amendment assumed restrictions would continue throughout Q1 before recovery recommencing in Q2.

In actual experience, the Omicron impact on passenger revenue was limited to January. Given the effects of the Omicron variant were not as widespread as originally considered, the Province accelerated their reopening plan, gradually easing public health restrictions starting on January 31, with the majority of measures lifted by March 1 and removal of the mask mandate in a number of settings on March 21. These actions helped drive passenger revenue each period, up to an average of 55% of pre-COVID normal for Period 4 and averaging 43% higher than the Council-approved budget for Periods 2 to 4.

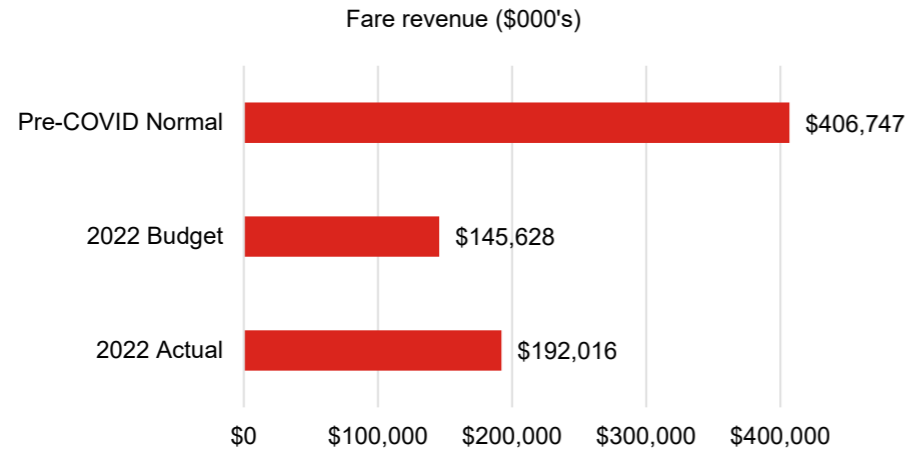
However, passenger revenue continues to remain below the original TTC Board-approved budget, primarily due to the delayed return to the office in response to Omicron and its subvariants.





Financial

Fare revenue



The Period 4 revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$47.3 million from PRESTO — representing a PRESTO ridership adoption rate of 88.9% — and \$4.5 million from other media.

Period 4 revenue reflected the following fare concession profile: 79.5% adult, 7.2% post-secondary, 7.2% youth (ages 13-19), 5.9% senior and 0.2% other.

Action

Ridership trends/recovery will be closely monitored. Continued recovery is expected as many major employers have announced the transition to return-to-work utilizing a hybrid working model. However, with potential future COVID waves, some uncertainty remains on whether budgeted passenger revenue levels in the second half of the year will be achieved. Further financial implications can be found within the accompanying report at the June Board meeting, Financial Update for the Period Ending April 30, 2022.

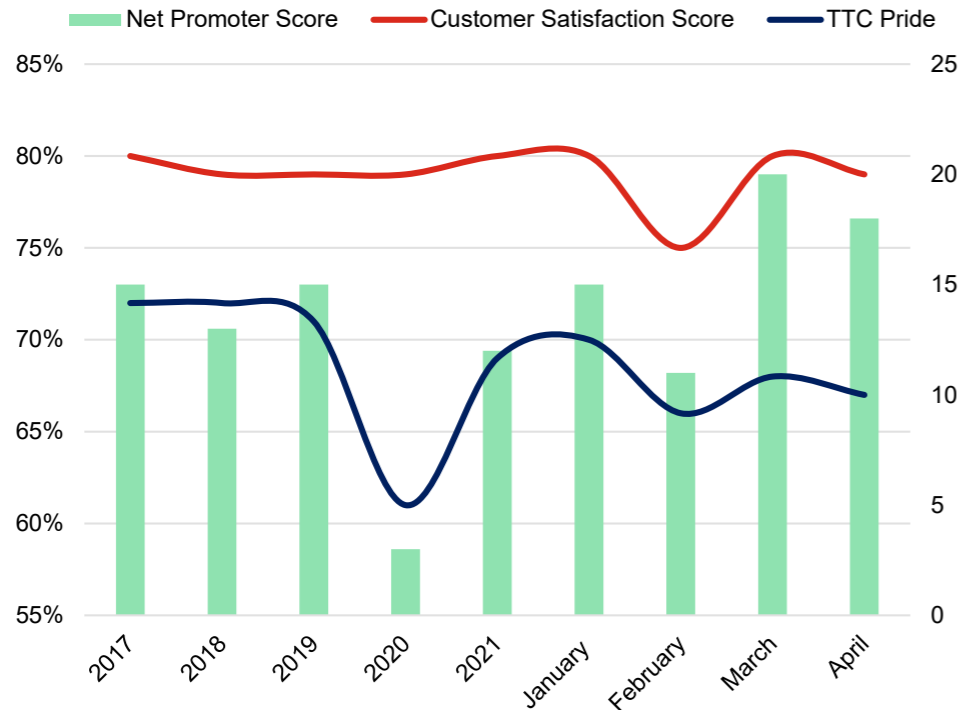
Definition
Revenue generated through fares.





Customer experience

Customer satisfaction



Definition

Monthly customer survey of 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 April, 79% of customers reported high levels of satisfaction with TTC services.

Our Net Promoter Score (NPS), measuring how likely customers are to recommend the TTC to a friend, family member or colleague, was 18 — representing an average-to-good result when compared to industry benchmarks.

The majority (67%) of customers say they are proud of the TTC and what it means to Toronto.

Analysis

The satisfaction score in April represents a slight decrease from last month (80%), with overall results being driven mainly by customer perceptions of the comfort of their trip and feelings of safety on the system. Customers were most satisfied with the length of time their trip took and overall smoothness of their trip — 75% and 73%, respectively. Customers were least satisfied with system cleanliness (65%).

NPS decreased one point from last month (20), but remains well above our 2020 score (3) where customer loyalty dipped considerably at the outset of the pandemic. Customer pride has followed a similar trend, rebounding significantly after the earlier days of the pandemic.

Action

- We continue to work with the City and Toronto Police Service to keep our customers safe.
- We continue to work with the City's Streets to Homes project to reach out to customers in our system who could use assistance.
- Enhanced cleaning in stations and vehicles is ongoing.

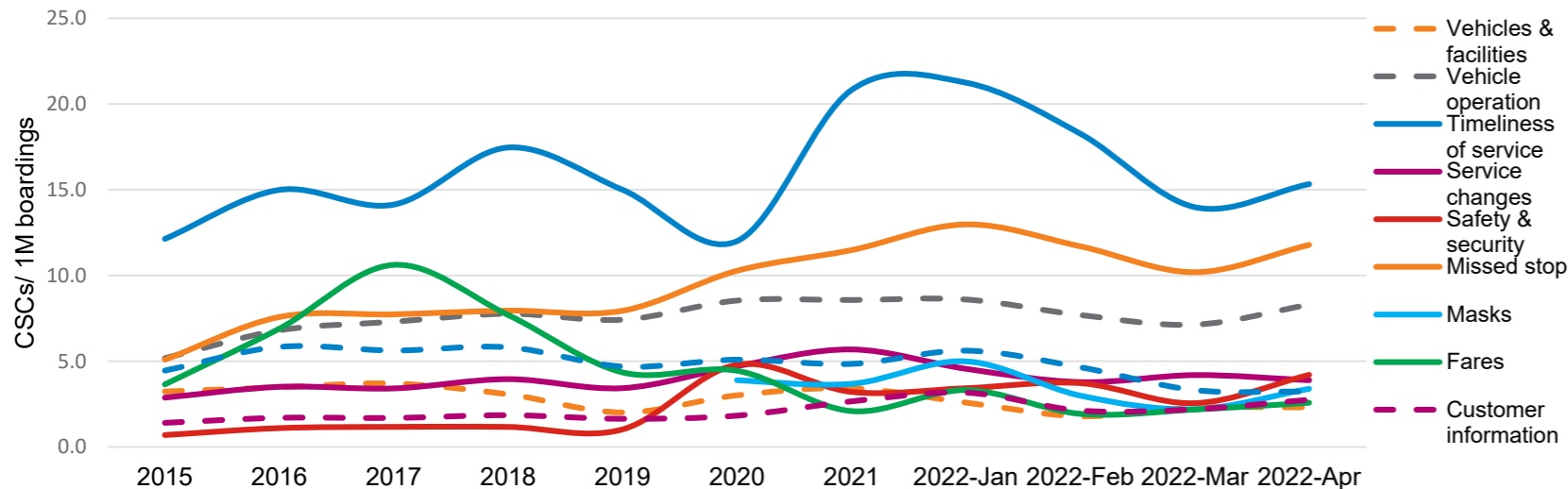




Customer experience

Customer service communications (CSCs)

We value communication with our customers. It helps inform service planning and operations, and improves our overall customer experience. In addition to our Customer Satisfaction Survey (page 13), volunteered customer feedback is also highly valuable. The TTC's Customer Service Centre receives customer input via our website, telephone, email and Twitter – each one is a CSC. CSCs are routed through the organization in order to acknowledge and respond to individual customers, and used to understand overall customer experience.



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

Overall, CSCs per one million customer boardings increased by 17% in April compared to March. The total number of CSCs increased by 13%, while customer boardings decreased by 4% month-over-month.

Analysis

All CSC categories increased this month, with the exception of service changes and vehicles and facilities.

COVID-related CSCs:

- Communications related to employees and customers not wearing masks (#6) increased (54%) as restrictions were lifted. Surveys indicate the majority of customers continue to wear masks, but use has decreased recently.
- Crowding CSCs remained outside of the top 10 areas of customer concern for the seventh consecutive month and are down significantly compared to same time last year.
- Safety & security (#4) CSCs increased by 33%. The vast majority of these CSCs continue to be related to instances of anti-social behaviour on the system.

Service-related CSCs:

- Missed stop (#2) CSCs increased (16%) after decreasing for several months.

Commentary continued on next page





Customer experience

Customer service communications

- Service changes (#5) CSCs improved in April by 11%, after increasing last month with new schedules being implemented on March 27.
- Timeliness of service (#1) CSCs increased this month (10%), after showing an improving trend since August 2021. Our on-time performance metrics (pages 19-20) have also dipped slightly this months after several months of improvement.
- Vehicle operation (#3) CSCs improved again this month, decreasing by 7%.

Compliments:

- Compliments (#7) made up 6% of CSCs, down from 7% last month.

Action

COVID-related:

- Continue to monitor mask use with system-wide observations and distribute free masks to customers.
- With the expiry of the Provincial mask mandate on June 11, customers will no longer need to wear a mask while indoors on TTC property and the requirements for employees to wear a mask will be limited to in classrooms, in conference rooms or board rooms, in Transit Control rooms and when travelling in non-revenue vehicles with others. We still strongly recommend that customers and employees wear masks on the TTC.
- Vehicle occupancy data continues to drive the deployment strategy for Run-As-Directed buses. (page 32)

- We are currently operating 100% of planned subway service.
- We continue to work with the City's Streets to Homes project to reach out to customers in our system who could use assistance. We are currently working on a Memorandum of Understanding with Streets to Homes to have a dedicated presence of outreach workers in our system going forward.

Service-related (pages 16-21):

- Continue to review and update schedules to improve service reliability, with a large number of changes planned for the June Service Board Period.
- Ongoing improvements to workforce planning aimed at decreasing cancellation hours, assessing options related to construction projects impacting routes, and a network-wide review of operator schedule adherence at end terminals.

Customer compliment

“I watched the bus driver assist multiple people on the route when they were confused on where they should go. While still attempting to keep us on route and on time. I want to commend the bus driver for the balance of customer service and timing.”

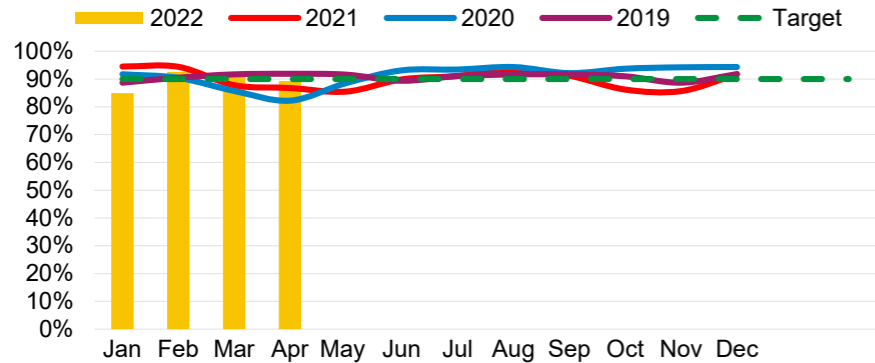




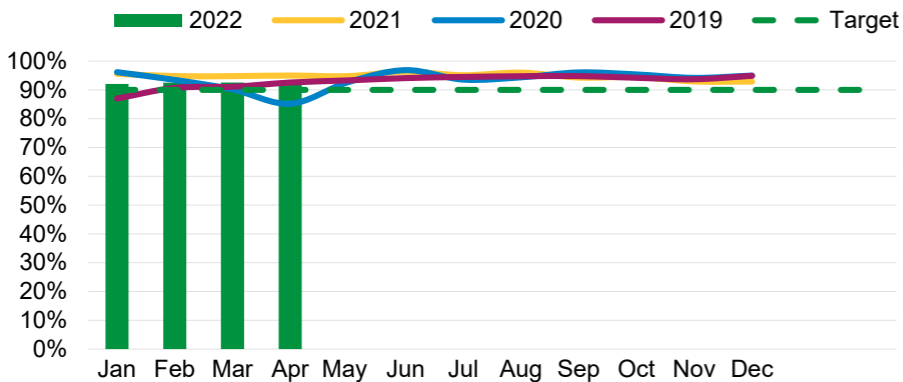
Customer experience

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 89.3% in April. This represents a decrease from last month (91.1%) and an improvement from the same time last year (86.8%). Our target of 90% was not met.

Line 2: OTP was 92.2% in April. This represents a decrease from last month (92.6%) and from the same time last year (95.0%). Our target of 90% was met.

Line 3: OTP was 96.0% in April. This represents a decrease from last month (96.4%) and from the same time last year (97.2%). Our target of 90% was met.

Line 4: OTP was 98.0% in April. This represents a decrease from last month (98.7%) and from the same time last year (99.5%). Our target of 90% was met.

Analysis

Line 1: There was a 5.7% decrease in total delay minutes. An increase in staff absenteeism was offset by decreases in automatic train control, one-person train operation and security-related delays. Despite a reduction in total delay minutes, security-related delays continue to negatively impact the operational performance of the subway network.

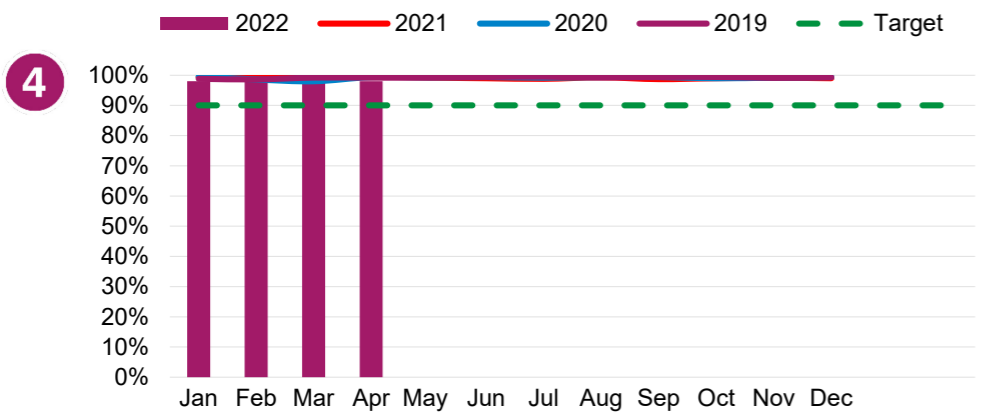
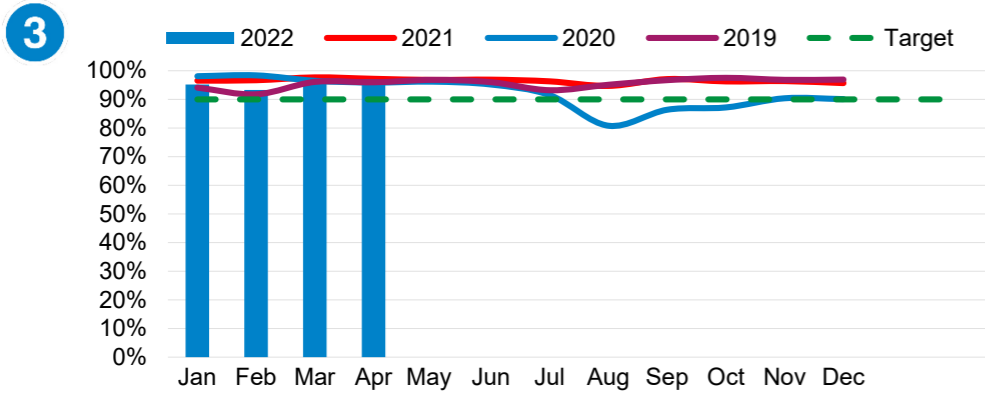
Line 2: There was a 24.5% increase in total delay minutes. The increase can be attributed to rail infrastructure issues and ill customers on vehicles.





Customer experience

On-time performance (OTP) – Subway



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 3: There was a 16.0% decrease in total delay minutes. An increase in fire/smoke-related delay minutes was offset by a decrease in subway infrastructure-related delay minutes.

Line 4: There was a 28.1% decrease in total delay minutes. An increase in delay minutes due to rolling stock and security-related incidents was offset by a decrease in delays minutes due to plant maintenance-related incidents.

Action

We continue to coordinate with City programs and the Toronto Police Service (TPS) to support safe transit and reduce security-related incidents.

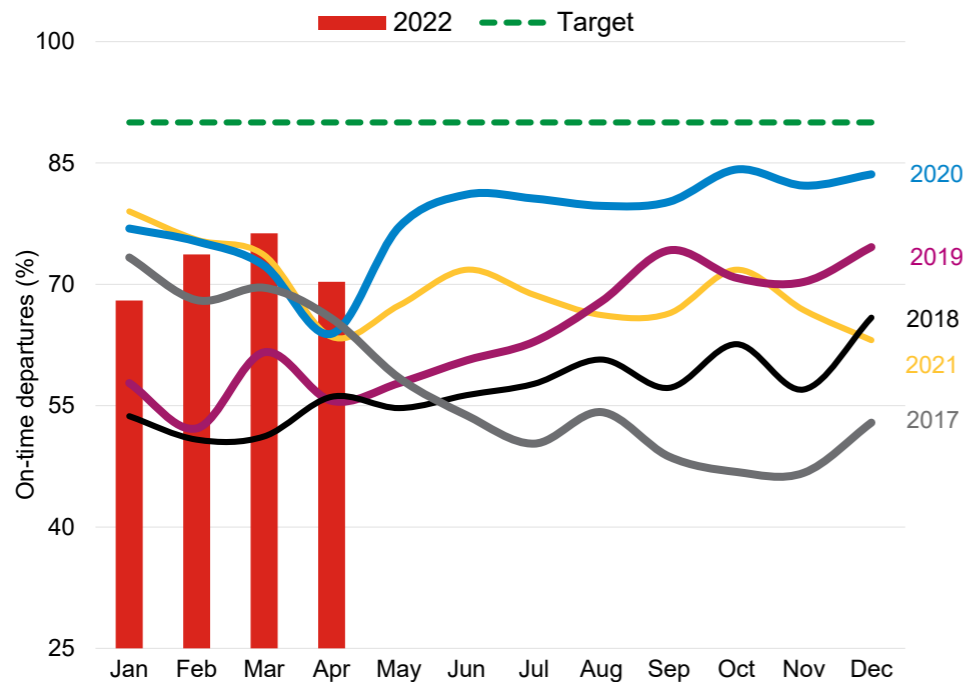
We will continue to monitor ridership and service levels and make adjustments where necessary to ensure punctual service levels are delivered.





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

Streetcar OTP in April was 70.3%, a decrease compared to March (76.3%), but an improvement compared to the same period last year (63.5%). Our target of 90% was not met.

Analysis

After three consecutive periods of improved streetcar network performance, OTP increased in the first week of April (78.0%), before decreasing significantly for the remainder of the period.

City of Toronto construction projects and TTC state-of-good-repair work continued to negatively impact performance. Infrastructure upgrades at Dundas West Station began in Week 16. The work included platform, rail and overhead upgrades requiring all service to be redirected away from the station for the last three weeks of the period on an unscheduled basis.

Four routes were impacted by construction and maintenance (501 Queen, 504 King, 505 Dundas and 506 Carlton). These routes

operated at 66.3%, significantly lower compared to other routes (77.1%).

Cancellation hours due to operators being unavailable for scheduled service also continued to impact performance this period. For example, the week with the highest number of cancellation hours this period (Week 18) was also the week with the lowest performance for the period (65.5%).

Action

The streetcar technical working group meets regularly to plan for upcoming construction and maintenance projects that will impact streetcar operations and performance. This group continues to work towards preferred options for routings and end terminal locations based on all known information leading into future Board Periods.

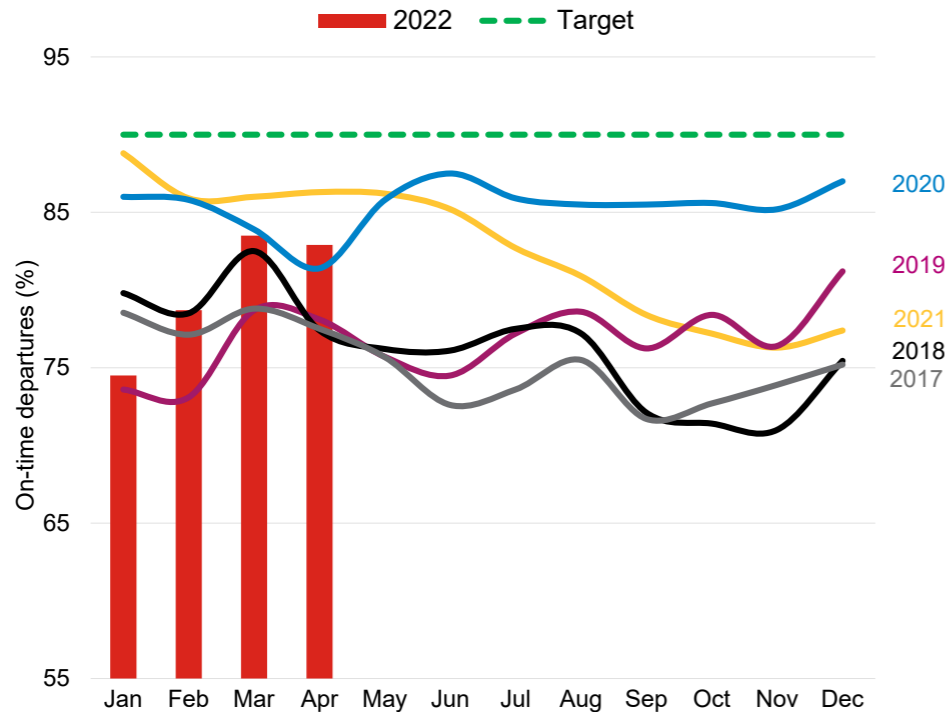
Streetcar performance is also being improved by a renewed emphasis on operator monitoring for schedule adherence at end terminal locations.





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

Bus OTP in April was 82.9%, a decrease compared to March (83.5%) and the same period last year (86.3%). Our target of 90% was not met.

Analysis

After two consecutive periods of improved OTP, performance decreased slightly in April.

The decrease was mainly driven by an increase in bus cancellation hours during the last week of period due to bus operators not being available for scheduled service. Bus operations performed at an 83.9% level for the first three weeks of the period before decreasing to a 79.8% level for the last week of the period, when bus cancellation hours returned to levels not seen since January 2022.

While there was an increase in the percentage of missed and late trips, early departures decreased again in April (5.1% compared to 5.8% in March), due to a

renewed focus on monitoring departures from end terminals.

Action

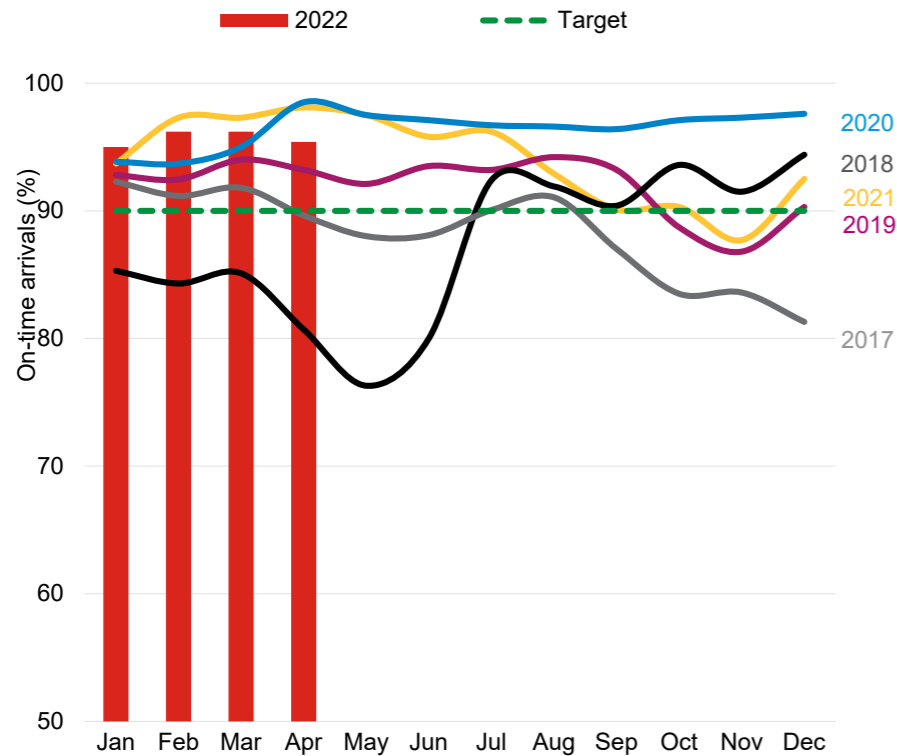
- Bus schedules continue to be reviewed and updated in an effort to improve service reliability, with a large number of changes planned for the June Service Board Period.
- Monitoring departures from end terminals will continue to be a key focus area as we work towards meeting our 90% target.
- The route management team continues to be supported by in-field Supervisors, who are actively engaging with Operators and helping to raise the awareness level of the importance of on-time performance.





Customer experience

On-time performance (OTP) – Wheel-Trans



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.

Results

Wheel-Trans OTP in April decreased by 0.8% from March to 95.4%, and is 2.7% lower than the same time last year.

Analysis

With increased ridership due to most restrictions now being lifted, performance decreased slightly in April. Service levels remained above target with improvements over 2021.

Action

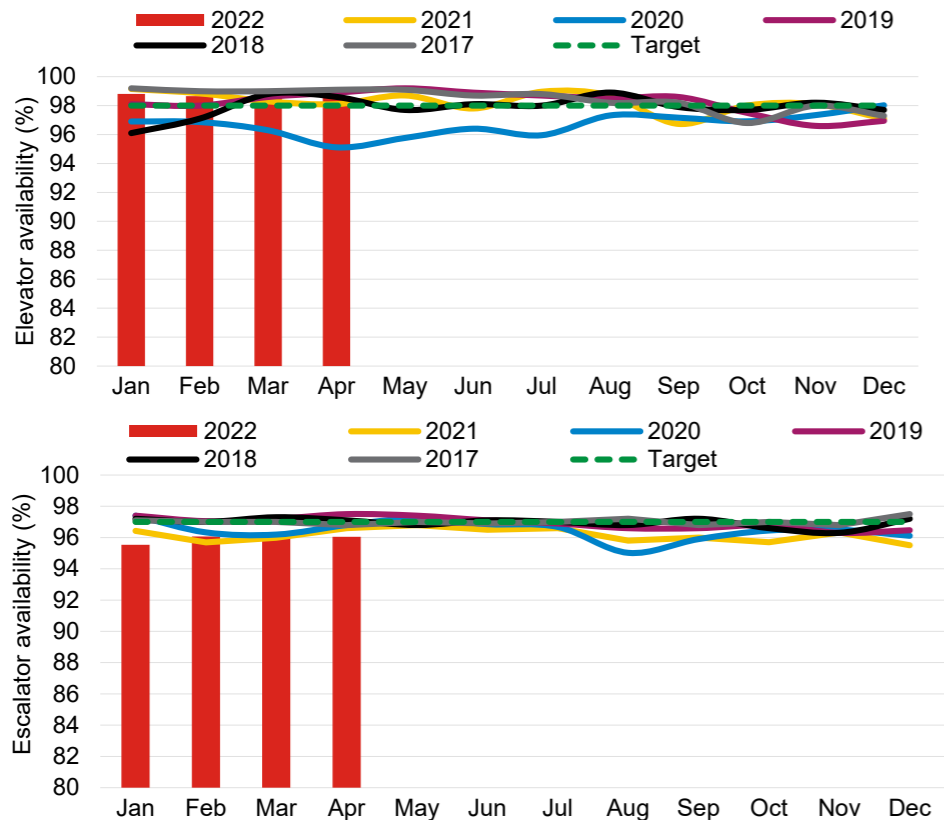
The return to ridesharing has enabled Wheel-Trans to efficiently utilize buses and provide a better trip experience. Ridesharing is expected to be expanded to all contracted vehicles in the coming months.





Customer experience

Accessibility – Elevator and escalator availability



Definition

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

Results

Elevator availability in April was 98.5%, which represents a decrease from last month (98.9%), but an increase from the same time last year (98.1%). Availability was above our target of 98%.

Escalator availability in April was 96.1%, which represents a decrease from last month (96.4%) and from the same time last year (96.6%). Availability was under our target of 97%.

Analysis

In April, elevator performance remained high despite several issues impacting availability. One elevator was removed from service to accommodate TTC construction, reducing availability by 0.3%. This elevator will remain out of service for several months. We also experienced flooding issues at Finch Station causing one elevator to shutdown and reducing availability by 0.2%.

Escalator availability remained below target this month. Nine escalators were removed from service due to water damage in April.

An additional two escalators were out of service to accommodate construction work at Dundas West Station and Lansdowne Station.

Finally, two escalators serving the north-east entrance of Spadina Station have been removed from service to perform end-of-life overhauls. Both escalators must be overhauled at the same time to maintain safe pathways for customers and safe work spaces for technicians. This work will have a significant impact on performance until the beginning of fall 2022.

Action

Five of the nine water-damaged escalators were inspected, repaired and returned to service. Four escalators at Wilson Station are still out of service pending repairs to the station drainage and plumbing system.

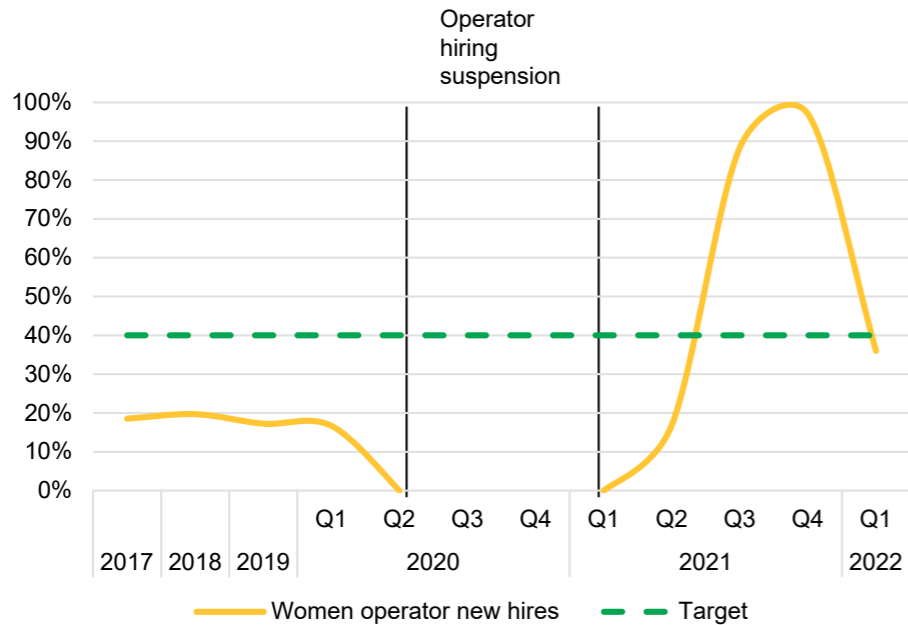
We will continue performing preventative maintenance to meet reliability and availability targets.





Diversity

Women operator new hires



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. Last year, we reached our goal with 60% of new hires identifying as women. The hiring of operators was halted during the height of the pandemic and resumed in April 2021.

In Q1 2022, we hired 149 operators (54 women, 95 men), with women representing 36% of that total. This proportion of women hired is a decrease from the previous quarter where they made up 97% of new hires.

Analysis

Among the women we hired as operators in Q1 2022, 89% are racialized, of which 46% are Black and 40% are Asian.

Similar to Q1 2021 results, we have started off the year slow, but we continue to stay committed to finishing 2022 above our target. We also have some challenges ahead as many industries face a labour shortage.

Action

Several events as part of the 2022 Talent Management Outreach Plan are underway to continue attracting women to the transit operator role. Additional tactics are being added using social media as well having notices with links to apply in City Councillor newsletters.

Definition

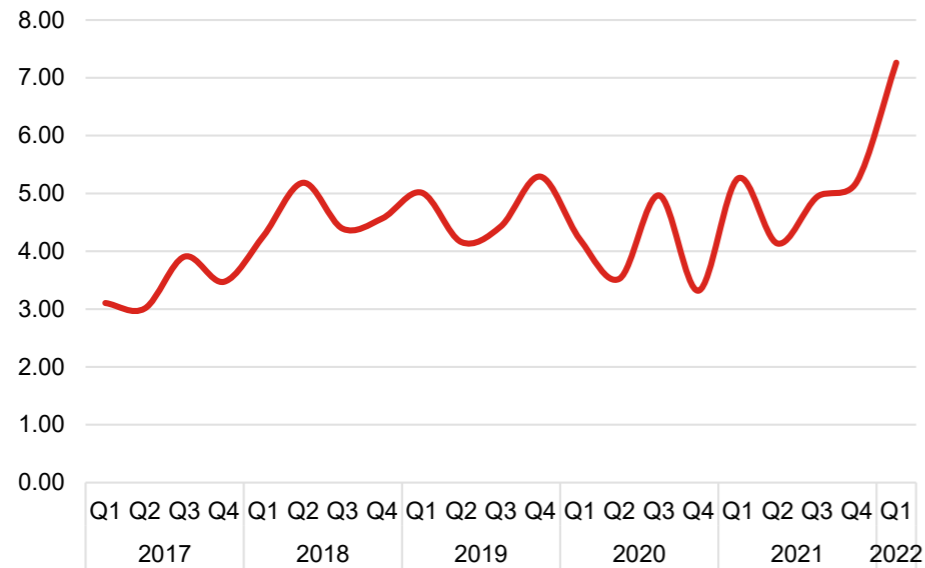
The proportion of operator new hires who identify as women.





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 Q1 2022 was 7.3 injuries per 100 employees — an increase from Q4 (5.2) and the same period last year (5.3). The LTIR for Q1 was 35% higher than the four-quarter average. There has been an upward trend in the LTIR since 2015.

Analysis

The increase in Q1 was mainly attributed to the increase in COVID-related lost-time injuries in January due to the Omicron variant.

Musculoskeletal/ergonomic type injuries (e.g. overexertion, reach/bend/twist, repetition) account for 23% of all lost-time injuries. 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 (MSD) Prevention Program, focuses on preventing musculoskeletal/ergonomic type injuries and resolving ergonomic concerns. It is important to be proactive and address potential hazards before they lead to injuries. The purpose of the program is to increase awareness of MSD hazards, provide tools for management and employees to address hazards and to prevent injury by controlling hazards in the workplace. Specific training modules for high-risk groups have been developed. The training sessions will commence this year. Resources are provided on the TTC's Intranet for general instruction as well as awareness and self-assessments.

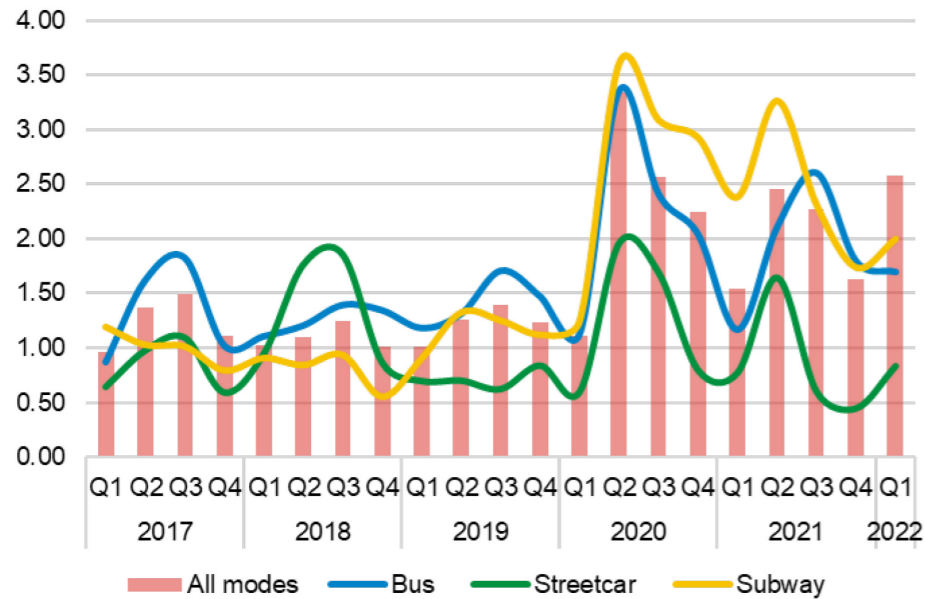
To help address the acute emotional event injuries, the TTC has a project underway to identify psychological health and safety (PH&S) hazards and their impact on workers at the TTC as well as to develop tools and resources to develop and implement a PH&S program.





Safety and security

Customer injury incidents rate (CIIR)



Results

The CIIR in Q1 2022 was 2.57 injury incidents per one million vehicle boardings — an increase from Q4 2021 (1.62) and from the same period last year (1.54). The CIIR for Q1 was 15% higher than the four-quarter average rate of 2.23 injury incidents per one million vehicle boardings. The four-quarter average shows a statistically significant upward trend in the CIIR.

Analysis

The increase in the CIIR from Q4 (up 59% from last quarter), was mainly due to the decrease in ridership in January and February due to the Omicron variant. In Q4, there were 198 customer injuries across all modes and in Q1 there were 197 customer injuries across all modes.

Action

We continue to monitor the CIIR and existing safety initiatives, which includes messaging to promote customer safety and safe vehicle operation.

This summer, we will be updating the content and design of our safety campaigns on our vehicles and in our stations, and exploring new ways to reach our customers to communicate key safety messages when travelling on the TTC.

Definition

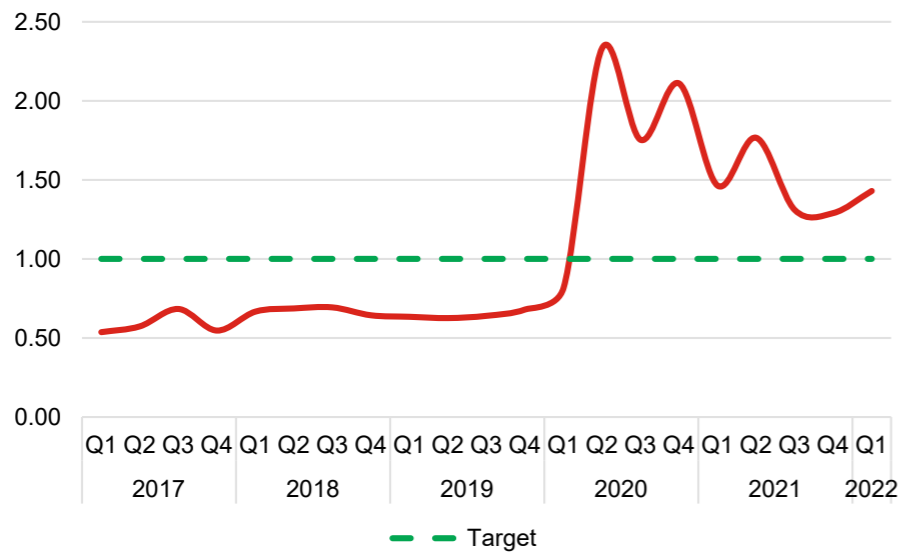
Number of customer injury incidents per one million boardings.





Safety and security

Offences against customers



Definition

Number of offences against customers per one million boardings.

Results

Offences against customers was 1.43 per one million boardings in Q1 2022, representing an increase of 10.9% compared to Q4 2021 and a 2% decrease compared to the same time last year.

Analysis

The total number of offences against customers increased in Q1 compared to Q4 2021 — 161 and 157, respectively.

Action

We have increased patrols and Special Constable presence in our system.

Our Community Engagement Unit (CEU) continues to focus on the needs of individuals 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 during the pandemic.

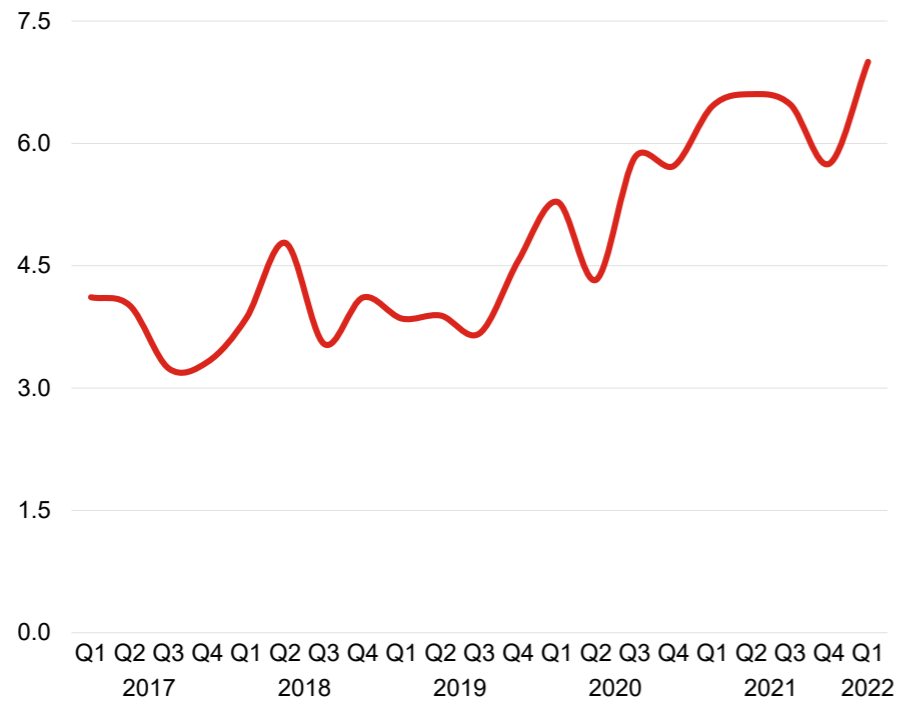
Since April 2020, the TTC has partnered with the City to support their Streets to Homes initiative. As part of this program, our CEU Special Constables proactively patrol the TTC system with outreach workers from Streets to Homes. We are currently working on a Memorandum of Understanding with Streets to Homes to have a dedicated presence of outreach workers in our system going forward.





Safety and security

Offences against employees



Definition

Number of offences against employees per 100 employees.

Results

In Q1 2022, the number of offences against employees was 7.0 per 100 employees. This represents an 22% increase from Q4 2021 and a 0.5% increase from the same time last year.

Analysis

The total number of offences against employees increased in Q1 compared to Q4 2021 — 233 and 208, respectively.

Action

Employee and customer safety remains our highest priority. The TTC continues to monitor the progress of its 10-Point Action Plan to prevent assaults. This includes implementing the recommendations recently approved by the TTC Board:

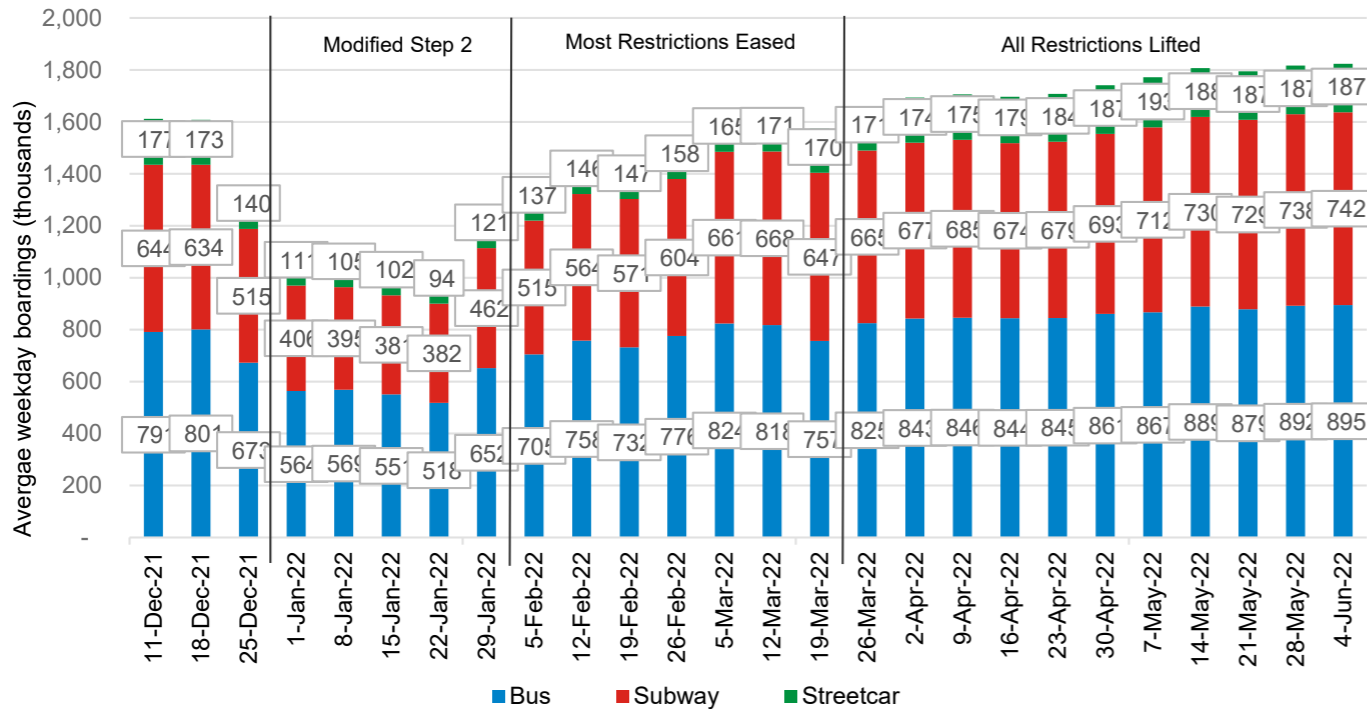
- Request the Government of Canada to amend subsection 269.01 of the Criminal Code to include all transit workers in these provisions, not just operators.
- Direct TTC staff to coordinate a table with representatives from all three levels of government to work with ATU Local 113 on a national framework aimed at eliminating transit worker assaults.
- Request TTC staff to explore options, in consultation with ATU Local 113, to continue to raise public awareness of transit worker safety and respect for TTC employees, as soon as possible.
- The TTC is committed to working with our Unions through the formation of a Joint Labour-Management Committee focusing on assault prevention. The committee will provide a forum to discuss and communicate updates on the 10-Point Action Plan and related programs and initiatives.





Hot topics

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

With all remaining restrictions lifted, new pandemic records were set for bus, subway and overall system boardings. The total of 1,824,000 customer boardings for the week ending June 4 represents 57% of pre-COVID levels. Boardings have increased 34% since the beginning of February.

Analysis

Overall transit demand has been consistently exceeding 50% of pre-COVID levels this spring. Bus remains the busiest of all modes with the greatest share of pre-COVID ridership (week ending June 4: 65% 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 demand (week ending June 4: 50% of pre-COVID) has increased 44% since the beginning of February compared to 27% on bus and 36% on streetcar (week ending June 4: 53%) as travel demand in the downtown core increases.

Action

With the winding down of post-secondary classes, ridership growth has become more gradual. We expect this trend to continue for the summer, with commuter return-to-office increasing at a slower rate than previously anticipated. Downtown office occupancy is now expected to reach 30% prior to August 2022.





Hot topics

Innovation and sustainability

In 2021, the TTC announced the establishment of its Innovation & Sustainability Program. This program is a new organization-wide initiative that will allow the TTC to explore the ideas we need now to better prepare for the future. It will build on the success of existing green initiatives, including plans for a fully electric TTC fleet by 2040, reducing carbon emissions, and preparing for climate change.

Advancing the adoption of zero-emissions buses across Canada

The TTC is taking a collaborative approach in its efforts to reach zero-emissions.

Environment and Climate Change Canada and Transport Canada

We are working with Environment and Climate Change Canada's Emissions Research and Measurement Section and Transport Canada's ecoTechnology to evaluate the performance of eBuses. The buses will be tested using specialized equipment to measure electrical energy consumption and expected driving range under different simulated load conditions. The goal of this work is to define a standard benchmark test to accurately and consistently determine the energy consumption and range of eBuses. This would represent a critical industry milestone as it would significantly de-risk the future adoption of

zero-emissions eBuses across Canadian transit agencies.

National Research Council of Canada (NRC)

The TTC is also working with the NRC's Automotive and Surface Transportation Research Centre to document and assess the performance of the TTC's eBuses to advance the industry's understanding and inform future deployments across Canada. Researchers at NRC are collecting data and evaluating the experience of the TTC's head-to-head evaluation. Based on the data collected, NRC has been reporting quarterly on seasonal energy consumption rates and assessing the impact on fleet availability, route selection and the optimization of eBus deployments.

Ontario Public Transit Association and the Ontario College of Trades

The Ontario Public Transit Association and the Ontario College of Trades are collaborating with

the TTC to upskill both current and future bus technician certifications. This work will include both immediate steps and long-term recommendations to keep training curriculum up-to-date with advances in zero-emissions bus technology.

Ongoing Industry Engagement

We continue to work closely with stakeholders, including: bus manufacturers, peer transit agencies and industry organizations like the Ontario Public Transit Association (OPTA).

The TTC chairs the OPTA Zero-Emissions Bus (ZEB) Committee, which is a collaboration between transit authorities focused on the advancement of ZEB adoption in Ontario and beyond. The TTC also chairs a quarterly call to discuss technical and operational challenges, including lessons learned. The call originally started with four agencies, but as of May 2022 has grown to 33 agencies across North America.





Hot topics

Innovation and sustainability

eBus fleet update

In February 2022, the TTC Board approved the negotiated terms with PowerON Energy Solutions LP (a subsidiary of Ontario Power Generation Inc.) for the co-investment, ownership, design, build, operation and maintenance of electrification infrastructure. Full electrification is expected by 2035.

The electrical infrastructure required at each of the TTC's eight conventional bus garages includes an upgrade of power to the property, substation, battery energy storage system, natural gas generators, electric vehicle (EV) chargers and solar panels where practical. There is extensive civil, structural and electrical work required to connect all of these systems, and an energy management system that is integrated within the TTC's existing planning and dispatching systems to control the resulting micro-grid.

The TTC operates a fleet of 60 electric buses in

revenue service dispatched from three garages: Arrow Road (25), Mount Dennis (25) and Eglinton (10). To support the operation of this fleet, 4MWH Battery Energy Storage Systems (BESS) are installed at these three garages and one 6MW emergency back-up CNG generator is installed at Arrow Road Garage.

At the February 10, 2022 TTC Board meeting, the TTC CEO received delegated authority to enter into the TTC-PowerON Principal Agreement (PA) with PowerON Energy Solutions. The final PA is in progress with a target completion of Q2 2022.

Site mobilization is complete for the Birchmount POC (Proof of Concept). This project will install a centralized eBus charging system using pantographs — target completion end of Q3 2022.

Engineering and design for Phase 1 at Wilson, Eglinton, Birchmount, Malvern, McNicoll and Queensway garages is ongoing. Site mobilization at Eglinton Garage is planned for Q4 2022.

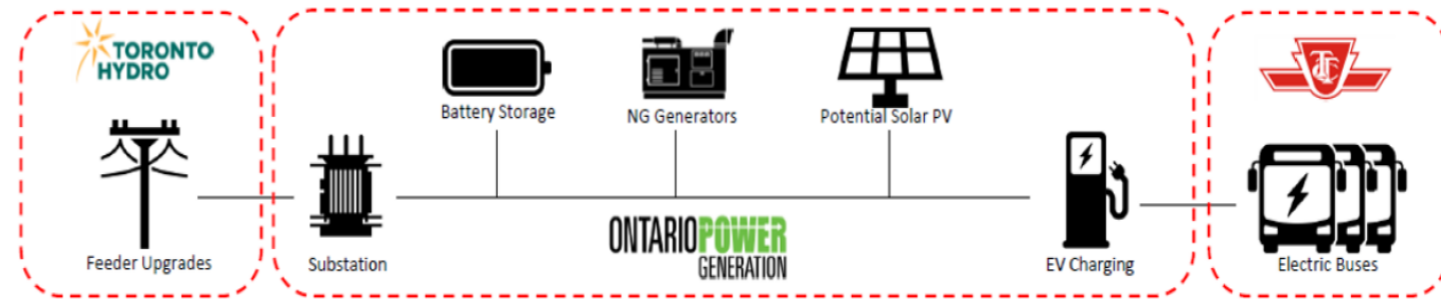


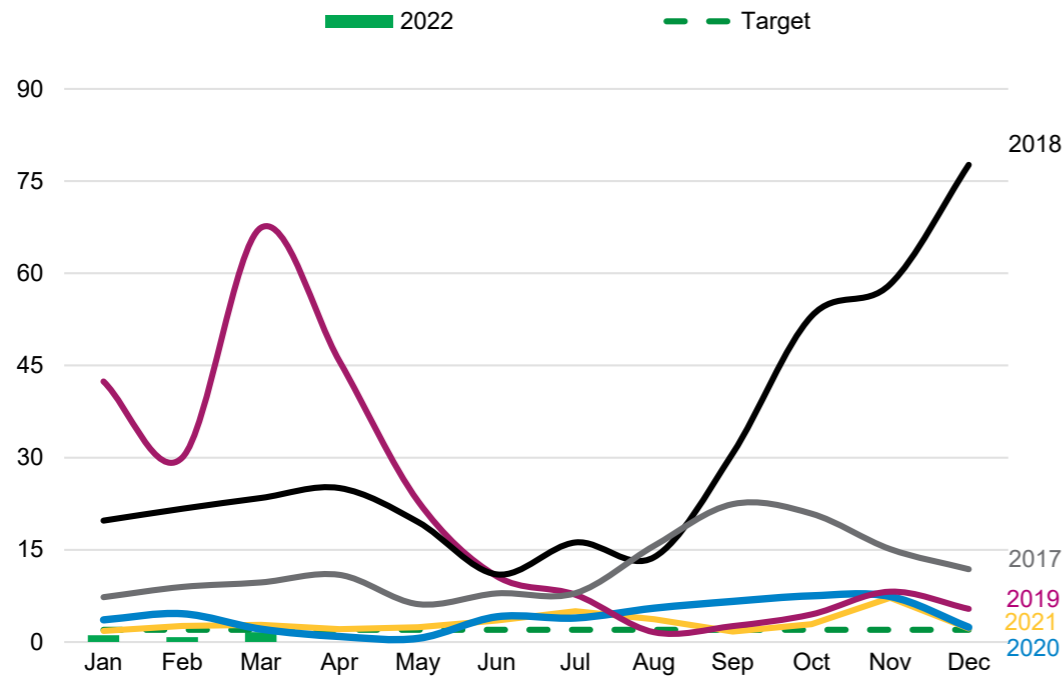
Figure 1: Scope of eBus Program





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 April, the average Wheel-Trans contact centre wait time was 2.2 minutes. This is higher than the 1.6-minute average in February, and slightly above our target of two minutes.

Analysis

The increase in wait time can be attributed to variances in call patterns as we move out of the pandemic. Over the past several weeks, we have seen higher than projected volumes in the evenings after 7 p.m. Coupled with some technical and, system-related issues, this has contributed to slightly higher wait times.

Action

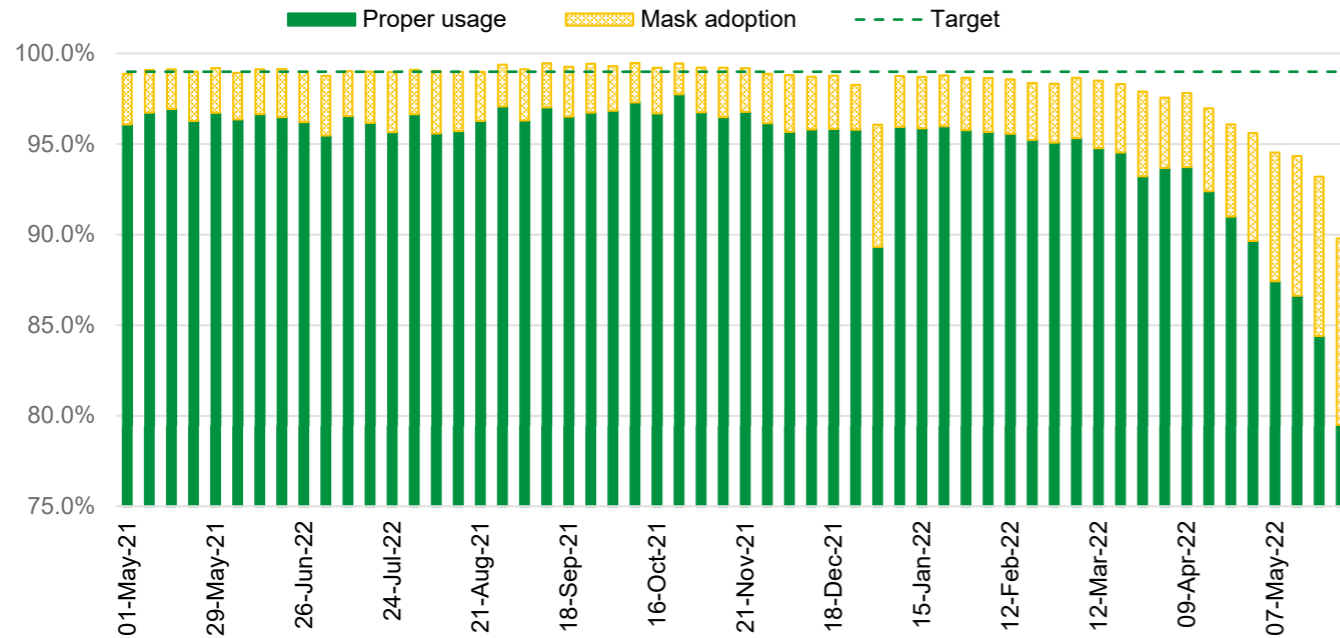
We have secured a permanent evening/weekend supervisor who will ensure consistent and continuous oversight and will allow leaders to be able to proactively manage the customer experience and service delivery during all hours of operations. TELUS, the overflow contract vendor, and TTC leadership continue to host weekly operations meetings to review and plan for call volumes and adjust projections based on recent historical data and current events.





Hot topics

Customer mask use



Definition

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

Results

For the week ending May 28, 90% of customers were wearing masks and 80% were wearing masks properly over nose, mouth and chin. There were 39,436 customer mask observations made across the network.

Analysis

With mask mandates being lifted in most settings and the state of emergency in Toronto coming to an end on May 9, customer mask use has begun to decline. Customers using masks properly over nose, mouth and chin remained between 96 and 97 per cent since mid-February 2021, but has slowly decrease in May to 90%. From regular customer surveys, the vast majority of TTC customers still say they feel safer riding the TTC when they wear masks alongside other customers.

Action

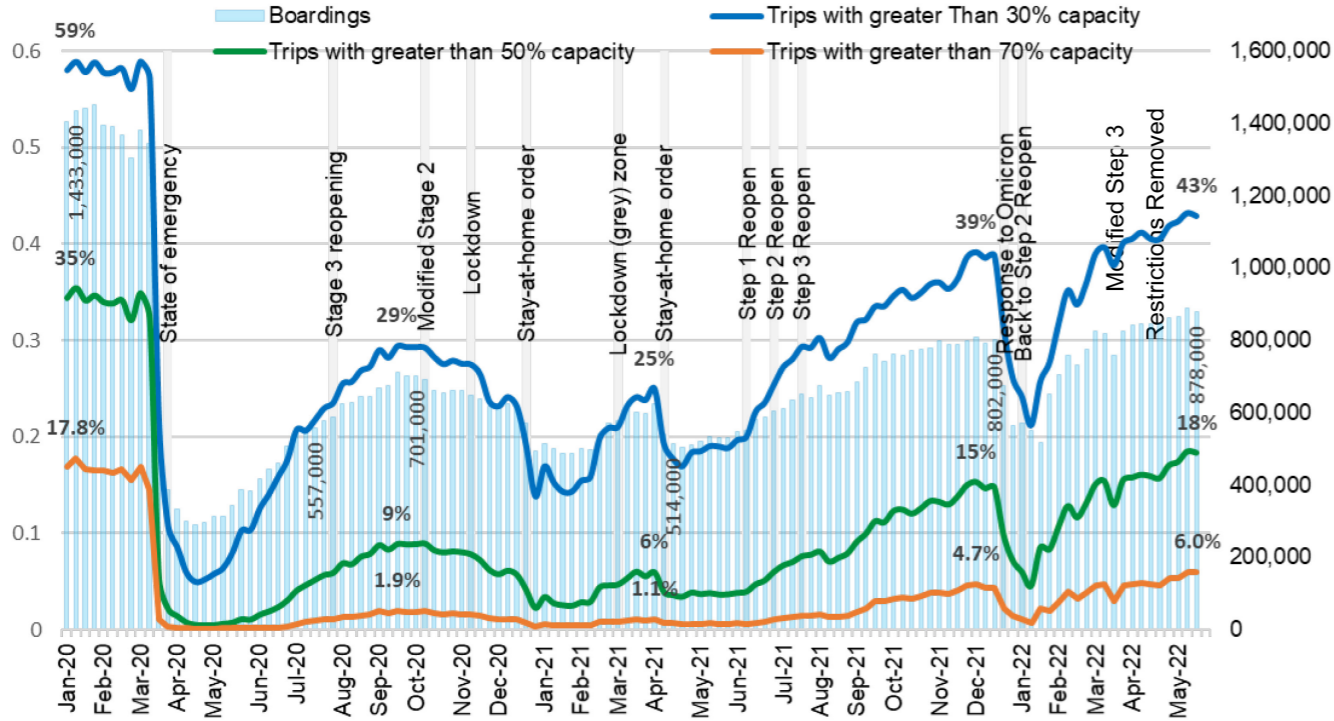
- With the expiry of the Provincial mask mandate on June 11, customers will no longer need to wear a mask while indoors on TTC property. We still strongly recommend that customers wear masks.
- Regular surveys on customer sentiment related to mask use.
- Broad mask distribution on bus routes and all stations and targeted mask distribution at low points across the city. Since June 2020, 3.56 million free masks have been distributed to customers at schools, shelters, stations, and at high-ridership stops.





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

Bus occupancy is monitored daily. For the week ending May 20, 82% of all bus trips were under 50% occupancy. During this time, we served an average 841,000 bus customers per weekday, which is 64% of pre-COVID bus boardings.

Analysis

About 18% of bus trips had more than 25 customers on some part of the route (50% capacity) and 6% of bus trips had more than 35 customers per bus (70% capacity) on some part of the route.

Bus occupancy has increased in recent weeks, with more customers returning to the system.

Action

- Continue to restore service levels to routes across the city. Additional service improvements are planned for the June Service Board Period.
- Maintain weekly monitoring of all bus routes across 30%, 50% and 70% occupancy levels as customers return to transit.
- Continue weekly occupancy analysis to assist with assignment of unscheduled Run-As-Directed service and inform service planning schedules.





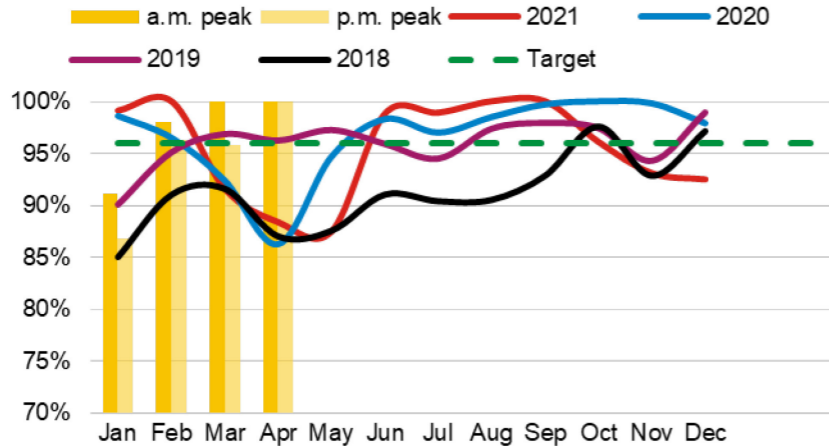
Appendix: Service delivery

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.

April: 100%
March: 97.7%
April 2021: 88.4%

Target: 96.0%

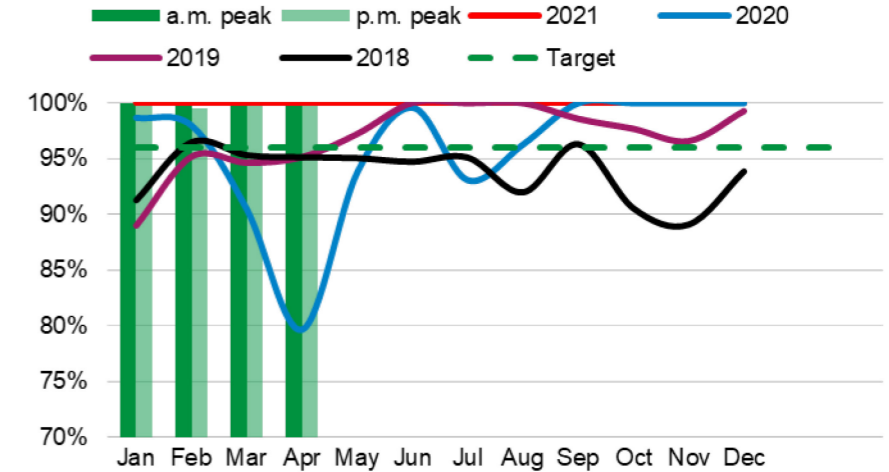


Line 2 capacity

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.

April: 100%
March: 100%
April 2021: 100%

Target: 96.0%

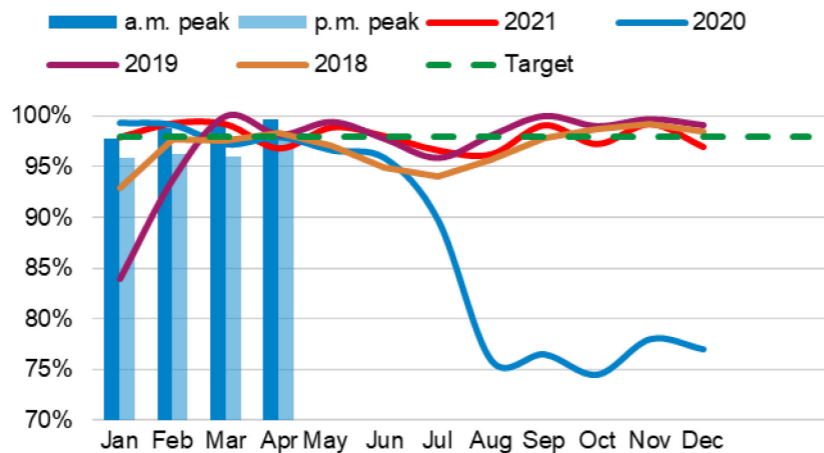


Line 3 capacity

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.

April: 98.7%
March: 97.5%
April 2021: 99.2%

Target: 98.0%

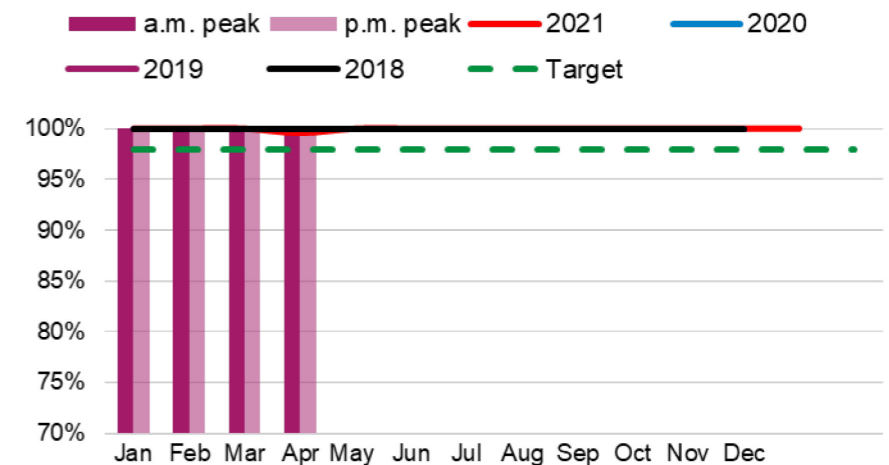


Line 4 capacity

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.

April: 100%
March: 100%
April 2021: 99.6%

Target: 98.0%





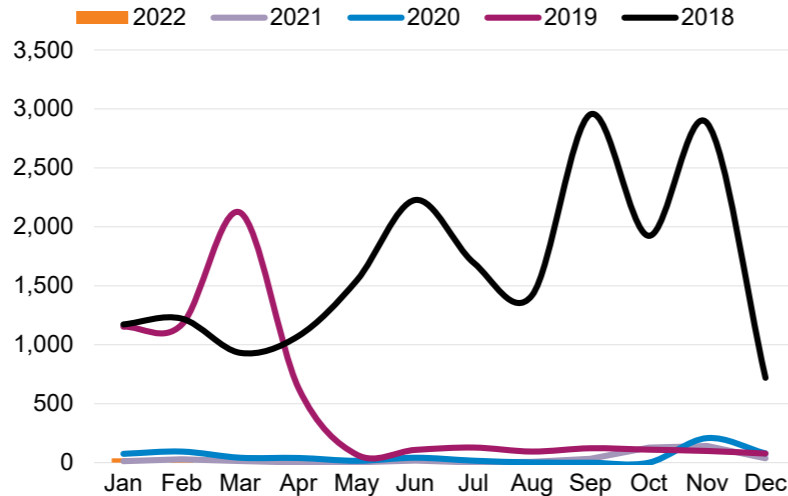
Appendix: Service delivery

Streetcar short turns

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

April: 47
March: 45
April 2021: 1

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

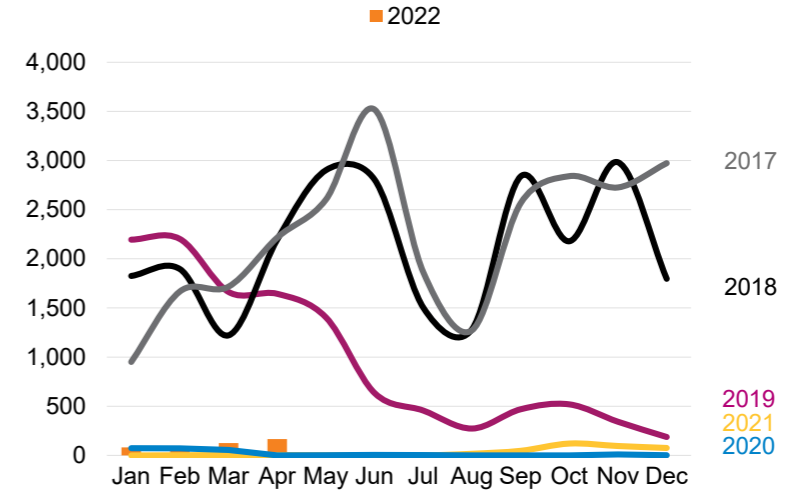


Bus short turns

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

April: 166
March: 126
April 2021: 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

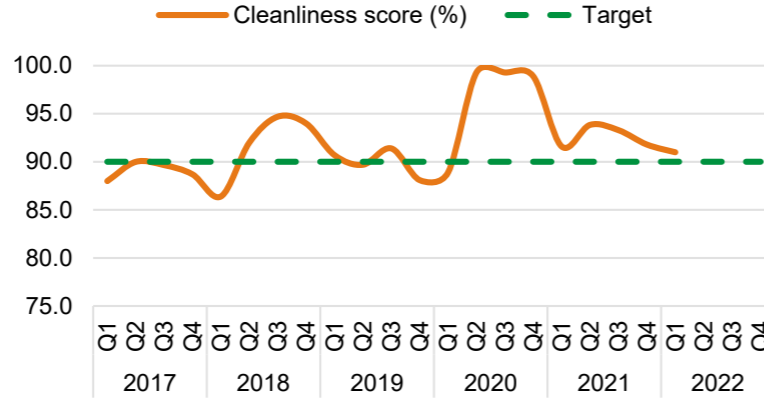
Appendix: Cleanliness

Bus cleanliness

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

Q1: 91.6%
Q4: 91.8%
Q1 2021: 98.9%

Target (RW): 90.0%



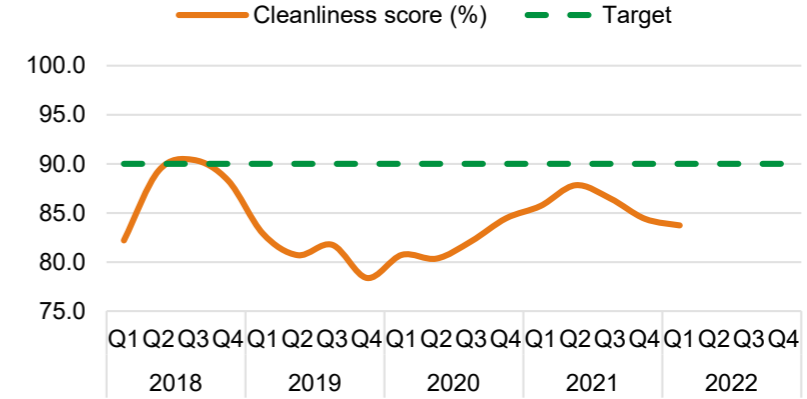
Streetcar cleanliness

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

Q1: 83.7%
Q4: 84.4%
Q1 2021: 85.7%

Target (RW): 90.0%

Seats identified as an area requiring improvement. Fleet wide audit of passenger seats has been completed and replacements are underway.



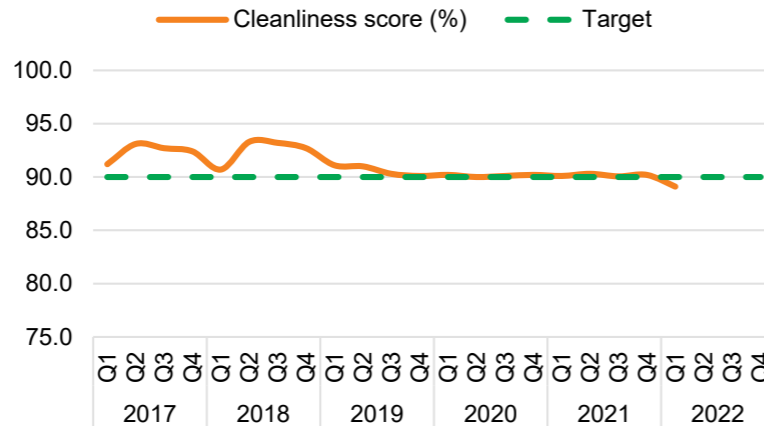
Subway cleanliness

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

Q1: 89.1%
Q4: 90.2%
Q1 2021: 90.1%

Target (RW): 90.0%

Inclement weather and staff availability, contributed to a score slightly below target.



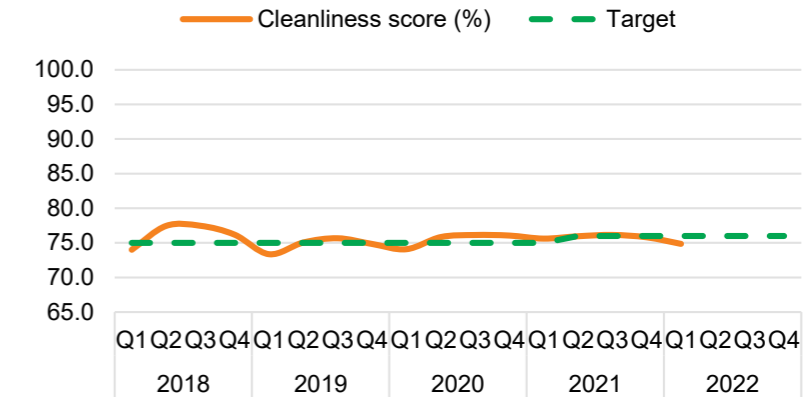
Station cleanliness

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

Q1: 74.9%
Q4: 75.8%
Q1 2021: 75.6%

Target (JR): 76.0%

Inclement weather contributed to a score slightly below target.





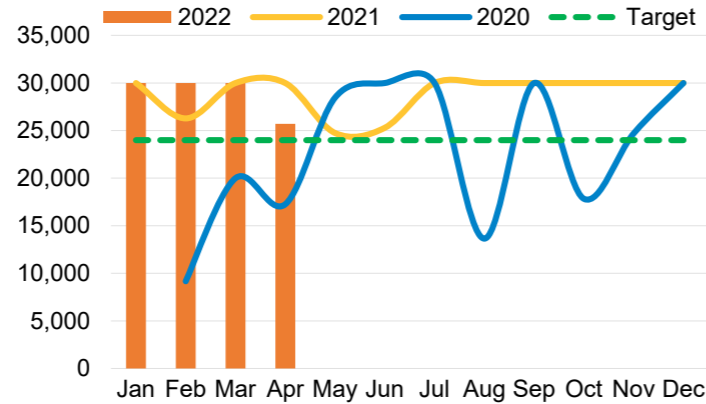
Appendix: Asset reliability

eBus mean distance between failures

Total distance (km) accumulated per number of mechanical road calls.

April: 30,000 km
March: 30,000 km
April 2021: 30,000 km

Target: 24,000 km

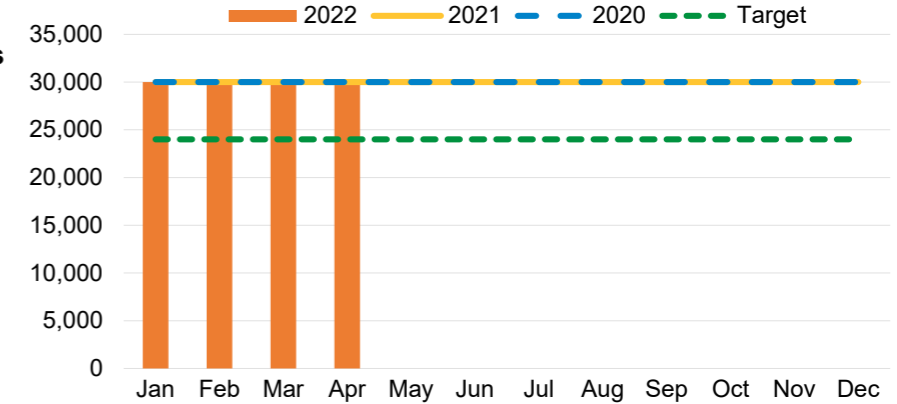


Hybrid bus mean distance between failures

Total distance (km) accumulated per number of mechanical road calls.

April: 30,000 km
March: 30,000 km
April 2021: 30,000 km

Target: 24,000 km

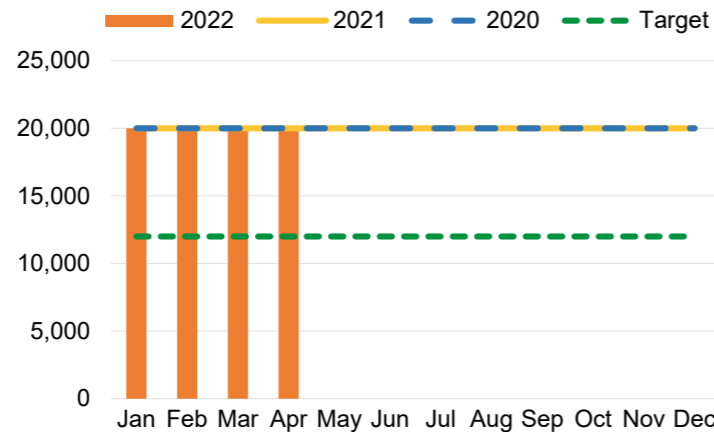


Clean-diesel bus mean distance between failures

Total distance (km) accumulated per number of mechanical road calls.

April: 20,000 km
March: 20,000 km
April 2021: 20,000 km

Target: 12,000 km

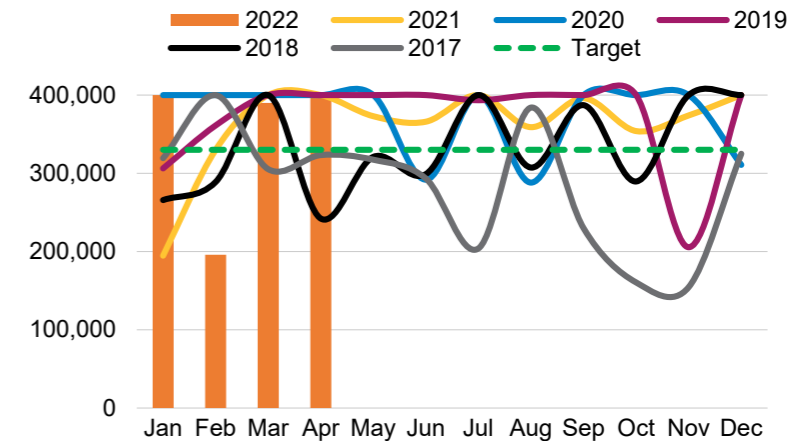


T1 train mean distance between failures

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

April: 400,000 km
March: 390,000 km
April 2021: 400,000 km

Target: 330,000 km





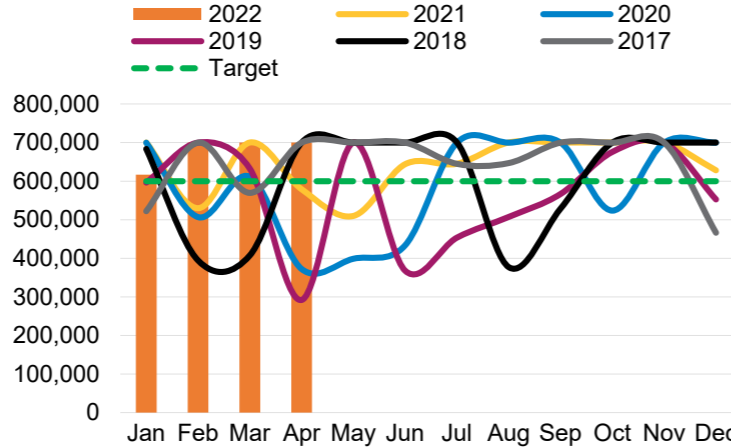
Appendix: Asset reliability

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.

April: 700,000 km
March: 700,000 km
April 2021: 579,000 km

Target: 600,000 km ✓

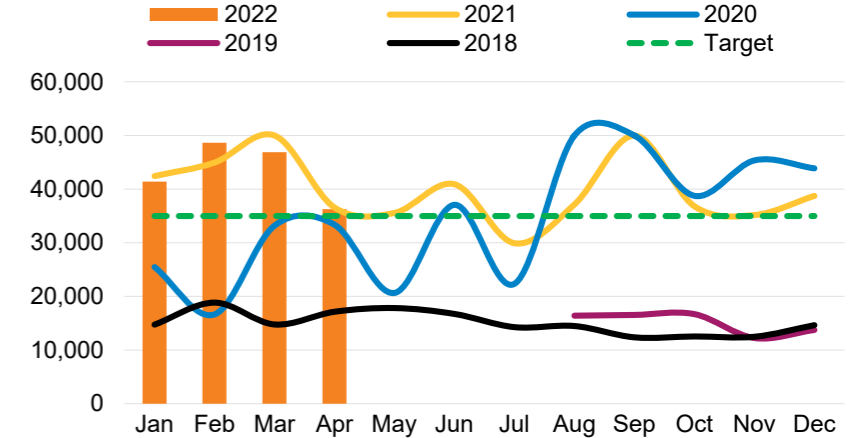


Streetcar mean distance between failures

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

April: 36,256 km
March: 46,885 km
April 2021: 36,563 km

Target: 35,000 km ✓

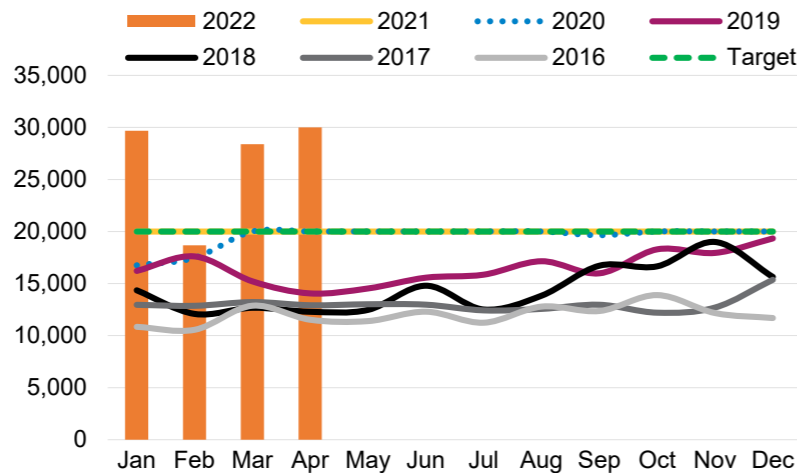


W-T Mean distance between failures

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

April: 28,394 km
March: 18,678 km
April 2021: 20,000 km

Target: 20,000 km ✓





Appendix: Asset reliability

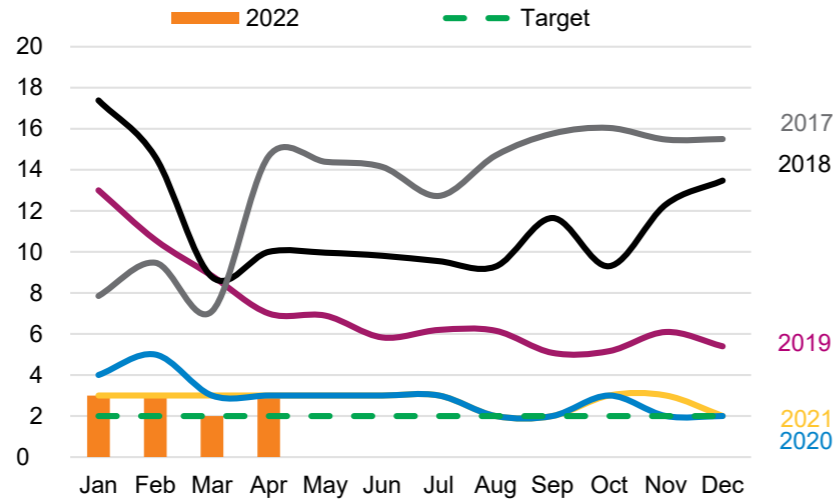
Streetcar road calls and change offs

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.

April: 3
March: 2
April 2021: 3

Target: 2 ❌

Under target due to issues related to the car body system, which includes loose passenger seats, loose panels and operator arm rest adjustments.

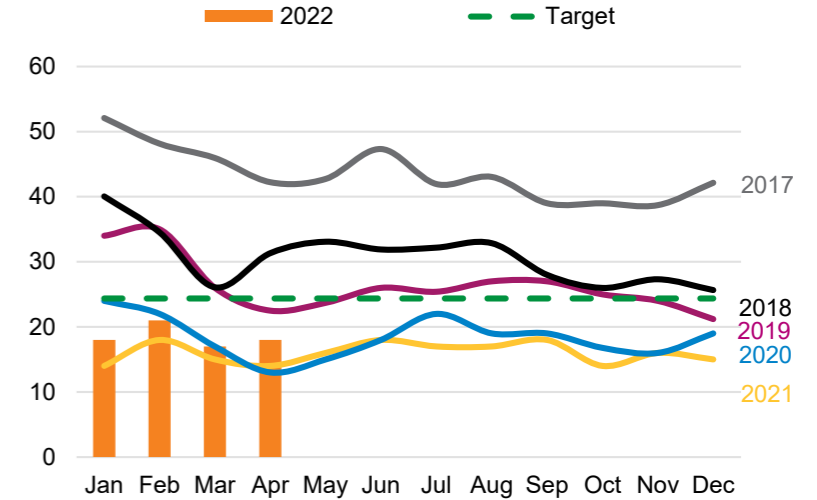


Bus road calls and change offs

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.

April: 18
March: 17
April 2021: 14

Target: 24 ✅





Rich Wong
Chief of Vehicles

Scott Haskill
Chief Strategy & Customer Officer (Acting)

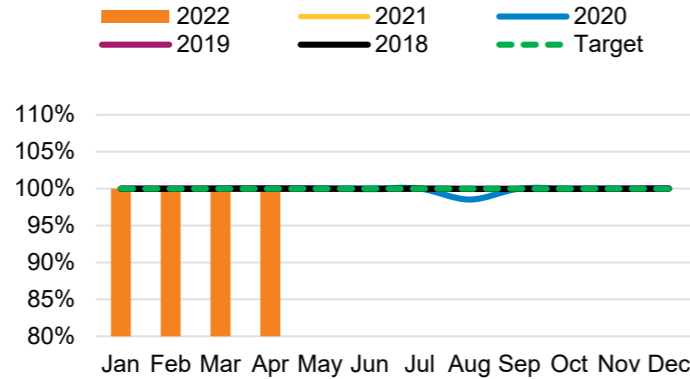
Appendix: Asset availability

Subway service availability

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

April: 100.0%
March: 100.0%
April 2021: 100.0%

Target (RW): 100.0% ✓

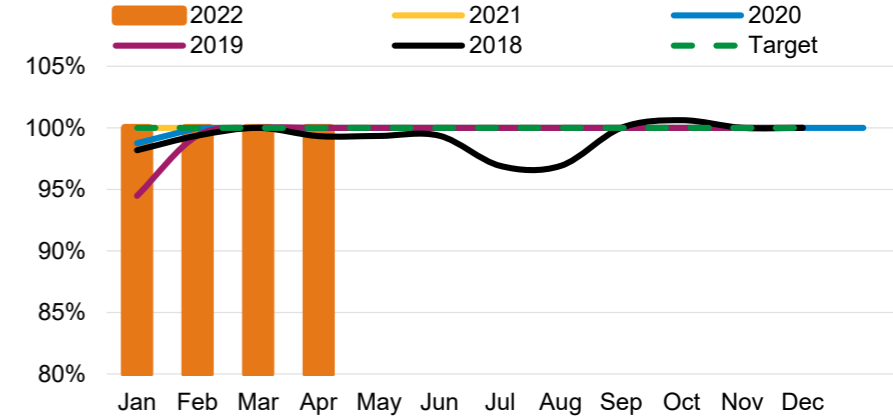


Streetcar service availability

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

April: 100.0%
March: 100.0%
April 2021: 100.0%

Target (RW): 100.0% ✓

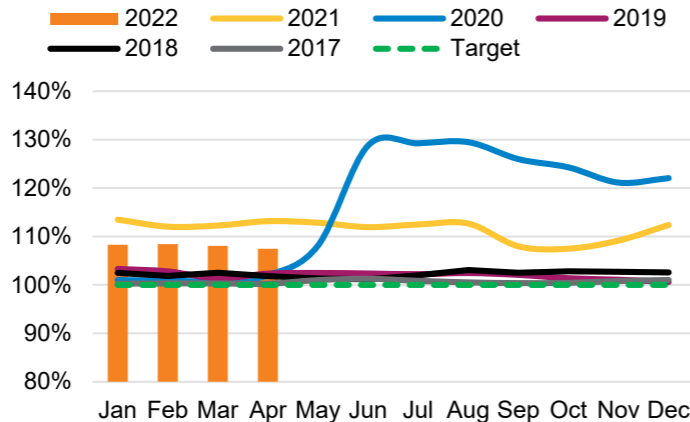


Bus service availability

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

April: 107.5%
March: 108.1%
April 2021: 113.2%

Target (RW): 100.0% ✓



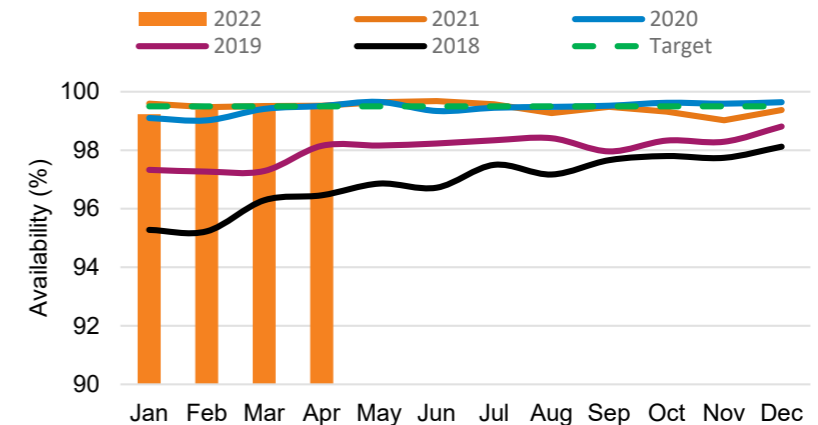
Fare gate availability

Percentage of fare gates are available for use.

April: 99.49%
March: 99.38%
April 2021: 99.52%

Target (SH): 99.50% ✗

Installed new software patch in early February and expecting an improvement in availability.





Appendix: Asset availability

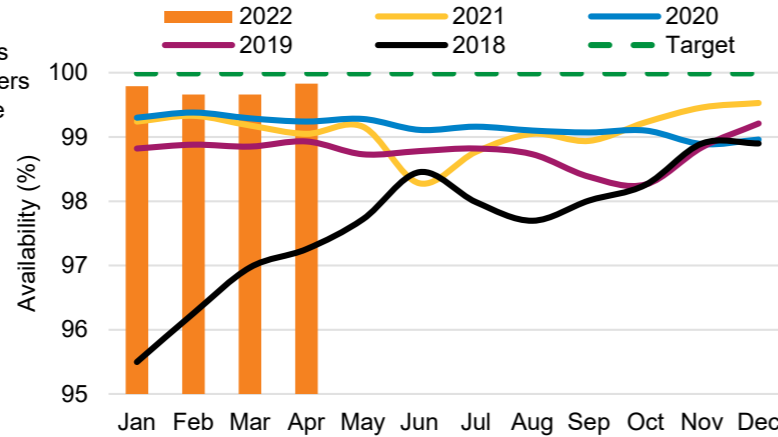
PRESTO reader

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

April: 99.83%
March: 99.66%
April 2021: 99.05%

Target: 99.99% ❌

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

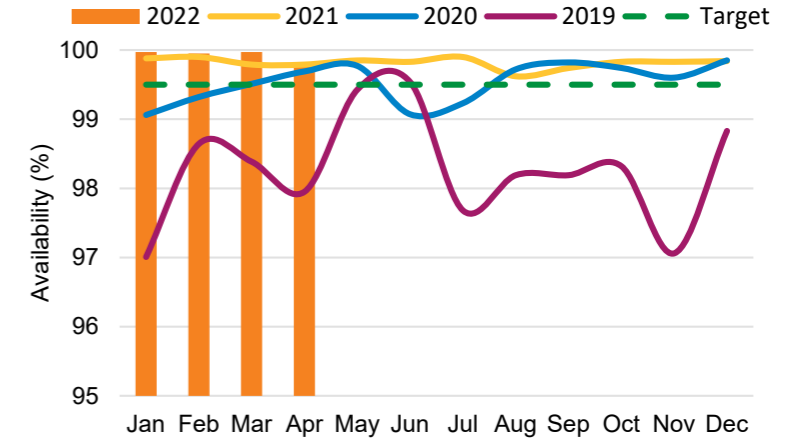


PRESTO Fares and Transfers Machine (FTM)

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

April: 99.76%
March: 99.97%
April 2021: 99.79%

Target: 95.00% ✅

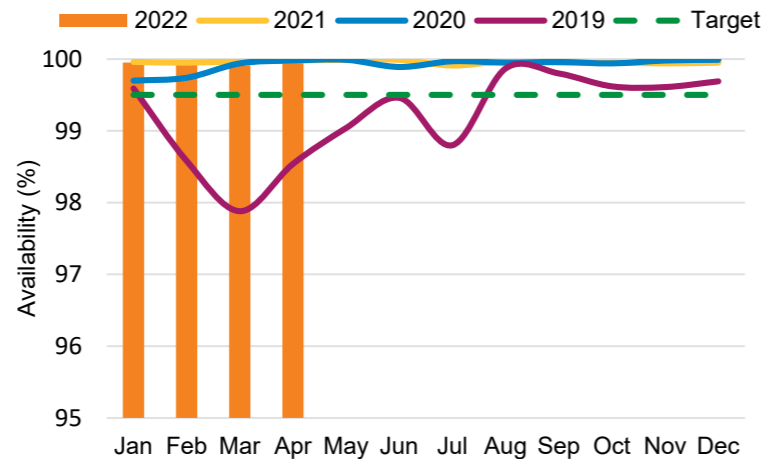


PRESTO Self-Serve Reload Machine (SSRM)

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.

April: 99.98%
March: 99.91%
April 2021: 99.98%

Target: 95.00% ✅



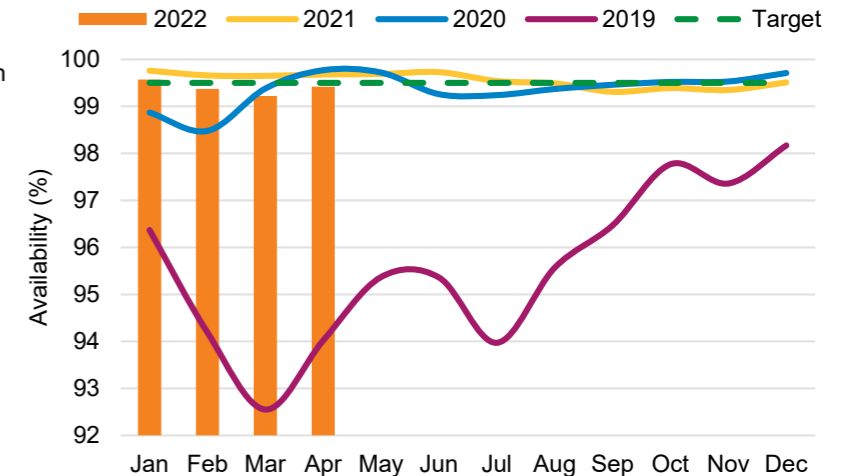
PRESTO Fare Vending Machine (FVM)

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.

April: 99.42%
March: 99.22%
April 2021: 99.68%

Target: 99.50% ❌

Increase in incidents relating to bill acceptor hardware and printers. PRESTO has identified cause and is taking steps to reduce the impact.





Appendix 2: Safety

Regulatory compliance

This table summarizes the number of regulatory interactions and orders issued in 2022 (year-to-date) and their status.

An Interaction refers to a:

- Report made by the TTC to a regulatory agency
- Communication received from a regulatory officer requesting information, by phone, email or in person.
- Visit to a site or TTC property, pre-planned or unplanned, by a regulatory officer

Type	Interactions/ visits	Requirement orders ¹ issued	Non- compliance orders ² issued	Status
Ministry of Labour, Training and Skills Development	21	1	2 ^a	Compliance Achieved
Ministry of the Environment, Conservation and Parks	0	0	0	No Orders Issued
Technical Standards and Safety Authority	0	0	0	Compliance Achieved
City of Toronto	2	0	1	Compliance achieved
Toronto Fire Services	20	0	1	Compliance achieved

¹ Orders issued to provide documentation/information.

² Orders issued to remedy contraventions of the Occupational Health and Safety Act or regulations, Environmental Protection Act, City of Toronto Sewers By-Law and Ontario Fire Code.

^a The two MLTSD non-compliance orders were: Work Refusals

