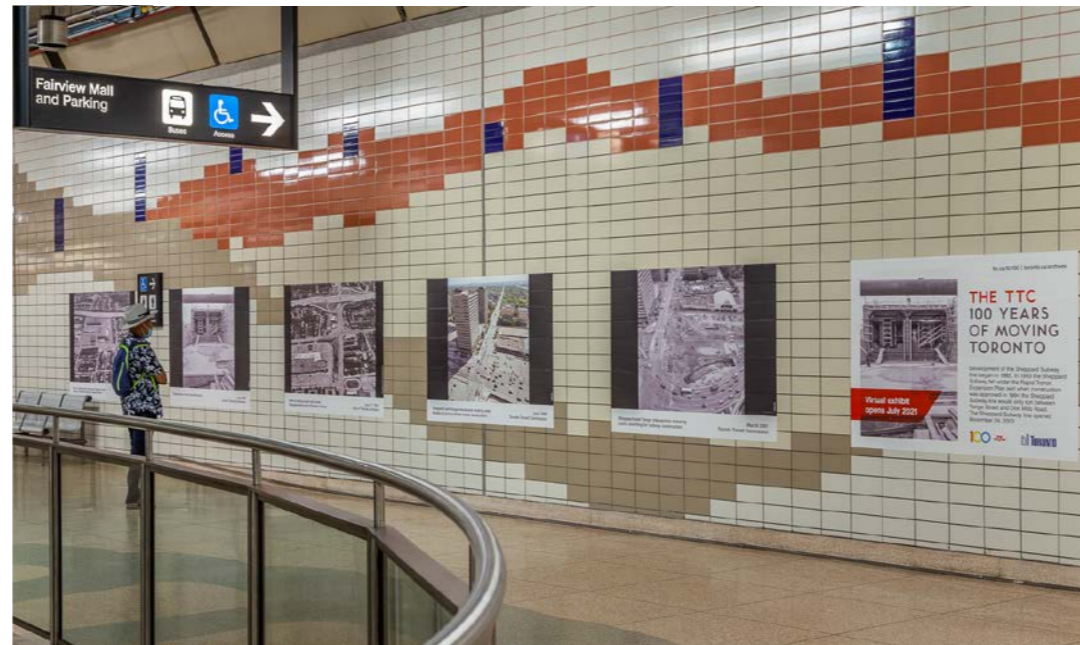


CEO's Report

Toronto Transit Commission

January 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.

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

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

Our mission
To provide a reliable, efficient, 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.

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...

Thornton and Lucie Blackburn, both born into slavery in the 1830s in the United States, founded a box cab company that ran as a taxi service in Toronto in the 1830s. The box cabs were painted a distinctive red and yellow. In 1921, the TTC's first year in service, the decision was made to have TTC vehicles painted red, which harkened back to the legacy of those first box cabs almost a century before.

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CEO's commentary



I'd like to begin my commentary by wishing everyone a happy and prosperous 2022. As we begin the new year, I'd also like to express the TTC's gratitude to our Mayor and City Council for their continued support, and to our Board for its guidance and leadership during a period of unequaled change and modernization in our 100-year history.

As we approach the second anniversary of the start of the COVID-19 pandemic, we continue to be nimble in our response as we deal with new challenges caused by the highly transmissible variant, Omicron. As it has been throughout the pandemic, the TTC is focused on the health and safety of its employees and customers.

Similar to other sectors, we're preparing to deal with any potential shortage in our workforce due to the Omicron variant. For the week ending January 21 four per

cent of employees across the TTC were absent due to COVID-19 or a COVID-19 related reason such as caring for someone who has the virus. This absence rate is consistent with the City of Toronto as well as other government agencies. As we have done for the past two years, we will continue to prioritize service on our most popular bus corridors at the busiest times of the day. These corridors include: Wilson, Jane, Eglinton, Finch and Lawrence East, among others. We know that people rely on us and we'll be there for those that need us.

The impact of the Omicron variant is also apparent on customer usage of the system. Our bus network continues to be the backbone of our fleet, as it has been for the past two years. For the week ending January 14, bus boardings were at 40 per cent of pre-pandemic levels. Streetcar boardings were at 29 per cent and subway boardings were at

26 per cent of pre-COVID-19 levels, respectively. Going forward, we expect to see a slight increase in customer boardings as in-person learning returned on January 19.

One thing that has remained consistent throughout the pandemic is the resiliency of TTC employees and their commitment to our great city. This highly dedicated group of individuals is focused on providing Toronto with a world-class transit system — whether they're working on the frontline or behind the scenes. There are many examples across the organization of employees going above and beyond.

As an example, on December 21, elevators were vandalized at 11 of our subway stations. An individual damaged the elevators at: Bayview, Broadview, Chester, Davisville, Jane, Keele, Main Street, Pape, Queen, Spadina and Sheppard stations.



CEO's commentary

Typically, this kind of damage can take weeks to fix as custom parts need to be ordered. However, thanks to our Elevating Devices team (with permission from Ontario's Technical Standards and Safety Authority), temporary repairs were completed within 24 hours so that the stations could remain accessible.

I'd also like to commend our Special Constables who were able to identify and arrest the suspect shortly after the vandalism occurred. The individual was turned over to the police and charged with 10 counts of mischief. My thanks to Andrew Dixon, Head of Special Constable Service, as well as Fortunato Monaco, Chief Infrastructure & Engineering Officer, for their leadership on this matter.

As we return to Modified Step Two, I encourage everyone to continue to follow all safety protocols and procedures when riding the TTC. This includes wearing a mask or face covering as well as staying home if you're feeling sick. We're all in this together, and we'll get through this together.

TTC employees spread holiday cheer

Over the course of October, November and early December, the TTC Recreation Council embodied the spirit of giving and held several events across divisions and in public-facing locations. More than 20,000 cans of soup, more than 2,000 toys and 1,000 new and lightly used winter coats were collected from these events.

The food drive, affectionately known as Soup Mountain, had employees creating a 20,000-can pyramid of soup for donation to the Veterans Association Food Bank in time with Remembrance Day. Stuff-the-Bus events, which took place at Walmart in Etobicoke, The Duke Live and Toys R' Us at Sherway Gardens, made the holidays a little brighter for children and teens with toys and gifts for local community organizations, including SickKids, Abuse Hurts, LAMP and the Toronto Firefighters' Toy Drive.

In addition, TTC employees, in association with the Toronto and Region Chapter of the Conference of Minority Transportation Officials (COMTO) collected 1,000 winter coats, along with monetary

donations, which were donated to the community through Toronto Police 12 Division, the Learning Enrichment Foundation, Shelley Cares Foundation, Dovercourt Boys and Girls Club, Roehampton Residence and Delta Family Resource Centre.

The TTC Recreation Council has been collecting food for the Veterans Association Food Bank for two years. They've collected coats and warm winter gear since 2013 and toys and monetary donations since 2007. Since then, thousands of cans, toys and coats have been collected.

I'd would like to extend a heartfelt thanks to all those who helped make these holiday drives a success in 2021.

Diversity and Culture Group

TTC to recognize Black History Month and Lunar New Year this February

Last February, the TTC had its inaugural campaign to recognize Black History Month.



CEO's commentary

As part of the campaign, the TTC highlighted the accomplishments of prominent Black Canadians who were “firsts” in their respective fields and had their images appear on a number of wrapped buses, streetcars and trains, along with features on station posters, video screens and online. The TTC also showcased a number of employees across its properties and asked them to share the significance of Black History Month.

This February, the TTC will once again recognize Black History Month as well as Lunar New Year. This acknowledgement helps to ensure that all customers and employees feel welcome as the TTC works to become an even more inclusive organization.

We look forward to sharing more about these efforts in the weeks ahead.

Strategy and Customer Experience Group

ACAT welcomes new members

The Advisory Committee on Accessible Transit (ACAT) has been relentless in its dedication to

breaking down barriers and building accessible transit. ACAT is comprised of 15 Toronto citizens who advise members of the TTC on difficulties faced by people with disabilities and seniors, and recommends the elimination of barriers to accessible public transit.

I'd like to take this opportunity to personally thank recently retired members of the Advisory Committee: Margo Brodie, James Pyo, Sam Savona, Chris Stigas and Igor Samardzic. Mr. Samardzic served as Chair in 2021 and was an outstanding leader for ACAT during extremely challenging times.

Late last year, the TTC Board announced five new ACAT members who started their two-year terms on January 1. I welcome and look forward to working with ACAT's new members: Anita Dressler, Wangari Muriuki, Elizabeth Sahoya-Shury, Erica Tanny and Howard Wax.

ACAT meets publicly online on the last Thursday of every month. The newly formed group meets for the first time on Thursday, January 27.

Real-time transit planning on the TTC website

The TTC remains committed to delivering continued enhancements to the new TTC.ca. I'm happy to report that real-time bus tracking and occupancy information went live last month. Real-time bus information shows customers the arrival times for up to three of the next vehicles arriving at their stop.

Customers can also see the new feature of real-time volume of passengers on those vehicles so they can make the best decision on which vehicle they're most comfortable boarding. This information is available through various devices (mobile, laptop and desktop).

Engineering, Construction and Expansion Group

TTC adds new accessible stations

Easier access elevators entered service at Sherbourne Station (Line 2) and Yorkdale Station (Line 1) in late December making these our 54th and 55th accessible stations on the subway network. Construction work continues at numerous



CEO's commentary

other stations on the system as we remain committed to fulfilling our mission towards a barrier-free transit system by 2025, in accordance with the Accessibility for Ontarians with Disabilities Act (AODA).

I'd like to thank our community and construction partners and the many TTC departments that worked extensively and collaboratively to make these two important milestones a reality in 2021.

Safety and Environment Group

COVID-19 updated safety measures

Since the appearance of the Omicron variant in Ontario, TTC Safety and Environment staff have reassured employees that the health and safety measures put in place by public health agencies throughout the pandemic will help prevent the spread of the highly transmissible Omicron variant.

The consistent and proper use of personal protective equipment helps protect employees. Along with medical masks, which are mandatory on all TTC properties for employees, the TTC

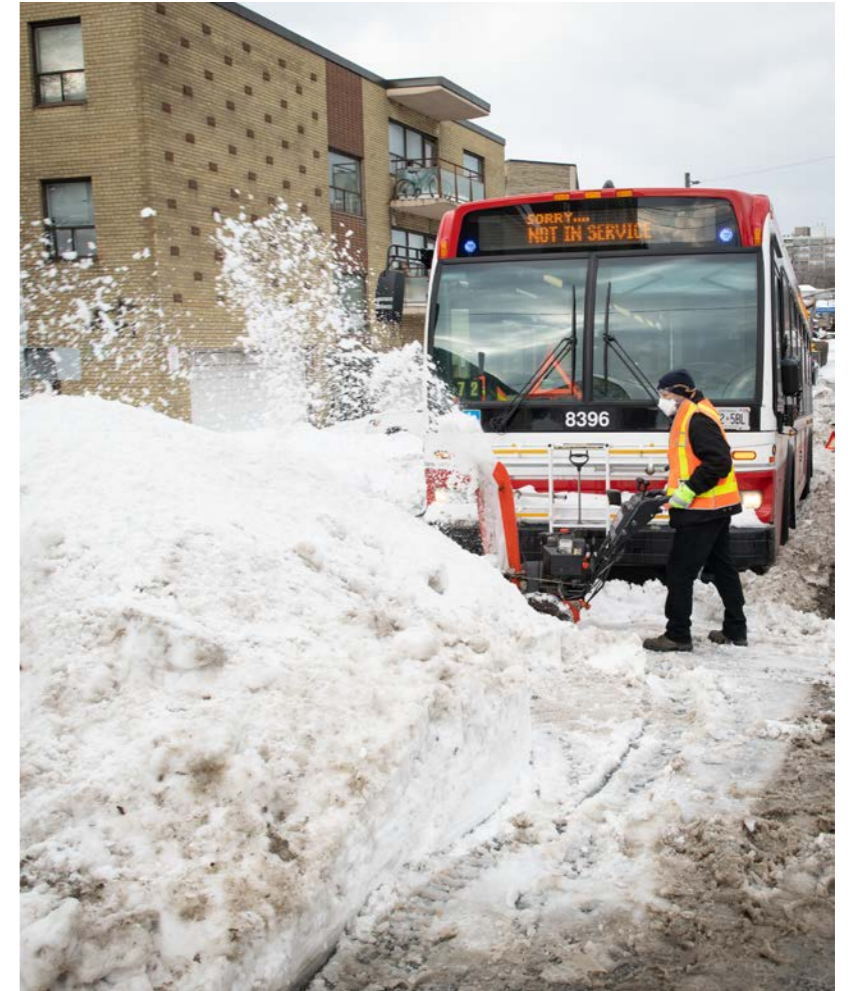
recently made N95 masks available as an option for all employees who are unable to physically distance in the course of their duties. It is also important to note, that all employees who are able to work from home continue to do so as they have since March 2020.

The TTC continues to work closely with Toronto Public Health to ensure the safety measures in place for both employees and customers are up to date. Employees have been receiving regular communications letting them know about any changes in protocol and procedures as well as any updates from the provincial government.

Operations Group

On January 17, the GTA was hammered by a massive snowstorm that won't be forgotten for some time. Upwards of 40 centimetres of snow fell in Toronto with temperatures feeling like -14 Celsius. The last time Toronto saw more than 30 centimetres of snow was in 2008.

The City declared a major snowstorm condition. Highways were closed. The much-anticipated



CEO's commentary

return to classes was postponed for two days. And hundreds of our vehicles were stranded across the city due to severe weather conditions. TTC crews across the network worked above and beyond regular shifts to remain with vehicles, clear track switches or dig out yards and subway open cuts buried deep under heavy snow.

We're very fortunate to have a resilient and dedicated workforce, and I am truly grateful for their outstanding efforts during the storm and in the days of recovery that followed. I think it was widely recognized that the TTC continued to provide the best possible service to our customers over snow-covered routes — in the safest way possible.

Staff will be providing a public presentation to the Board at its February meeting on storm's full impact and lessons learned.

The first Board meeting of 2022 is scheduled for Thursday, February 10 and will be live-streamed starting at 10 a.m. on the TTC's Official YouTube Channel. Subsequent meetings will take place on

the following dates: April 14, May 19, June 23 and July 14.

The schedule of regular Board meetings this year is condensed as a result of the municipal election on October 24. It's anticipated that Commissioners, staff and the public will continue to participate in meetings remotely through the year.



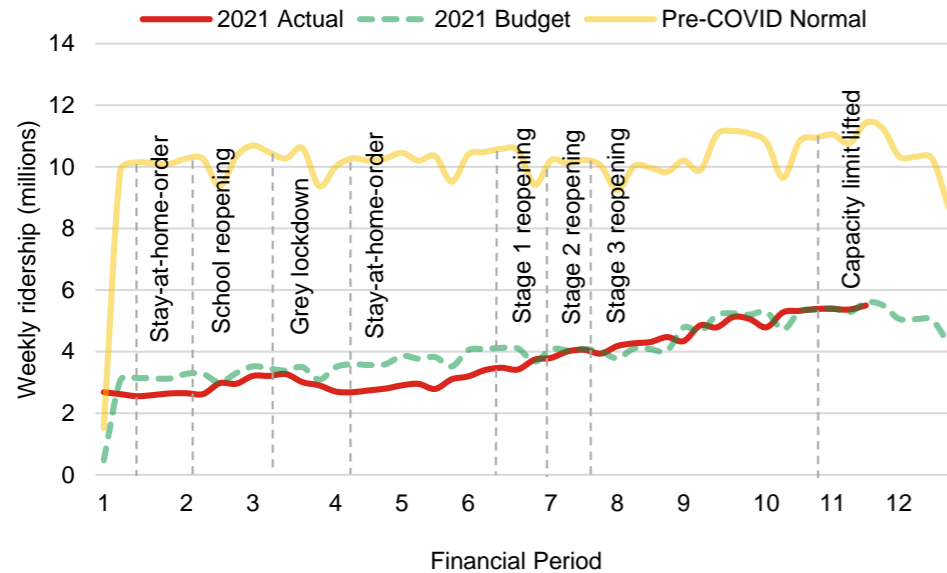
Richard J. Leary
Chief Executive Officer
January 2022





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 11 (October 31 to November 27, 2021) revenue rides totalled 21.646 million or 5.412 million per week, representing 49% of pre-COVID experience. Period 11 experience reflects a 0.2% increase from Period 10, which had 5.113 million revenue rides per week and represented 48% of pre-COVID experience.

Analysis

Ontario lifted capacity limits in a number of settings on October 25 (end of Period 10). Weekly revenue rides averaged 5.3 million at the end of period 10, and increased to 5.5 million at the end of November after the capacity limits were lifted. The increase in ridership during this period can be further attributed to office workers returning to work and more frequent leisure travel.

During this period, the proportion of occasional customers (five to eight taps per week) and infrequent customers (one to four taps per week) increased 1% from prior period to 81%, while the proportion of

period pass customers, and those who were frequent customers (nine-plus taps per week) decreased 1% from prior period to 19%. In comparison, the customer mix pre-COVID was 68% infrequent/occasional and 32% frequent/period pass showing a shift of ridership during the pandemic towards more infrequent/occasional use.

Period pass sales for December use totalled 68,392, representing 36% of pre-COVID experience. A reduction of 2,231 period passes were sold for December use in comparison to sales for November use. The largest decrease was observed in the adult and post-secondary group (1,715), followed by youth (449) and seniors (67).

Action

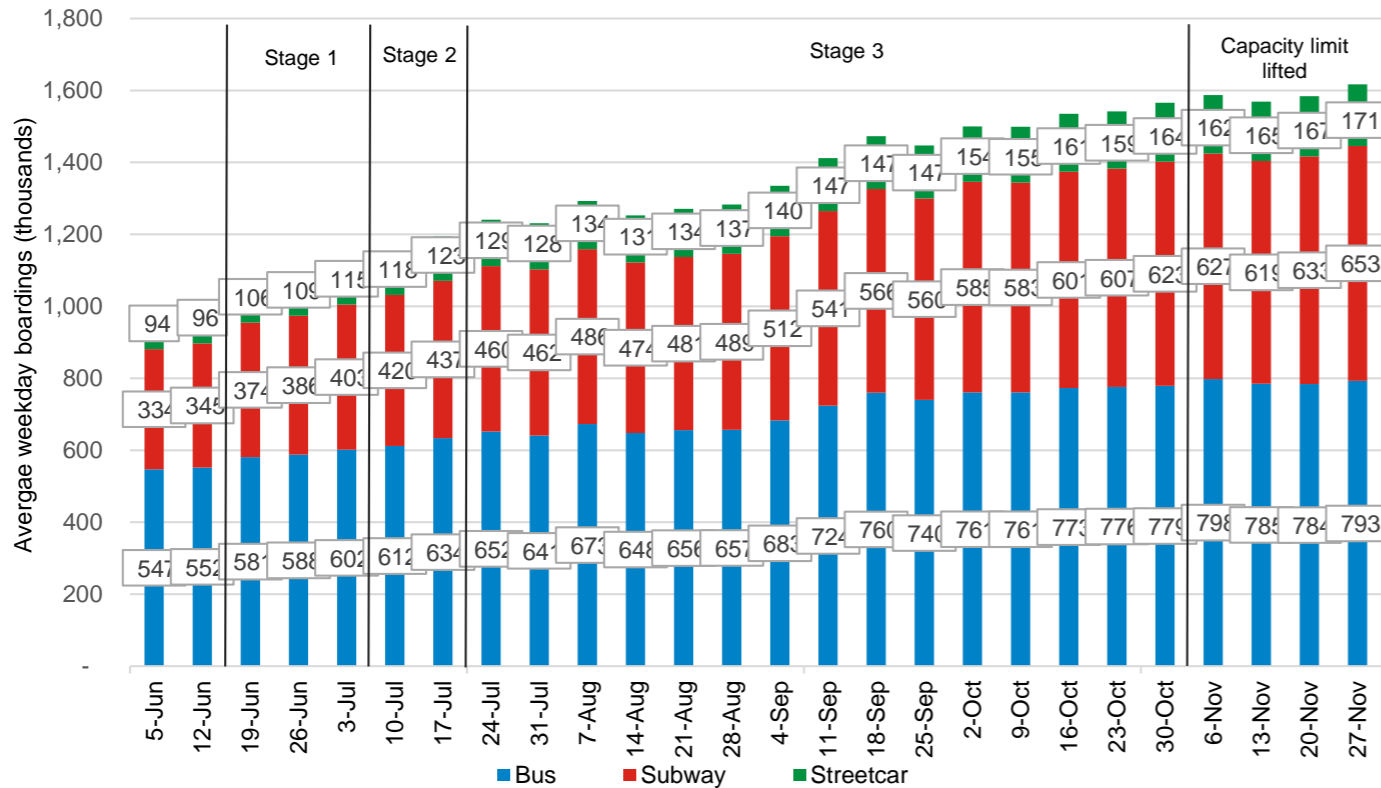
With the emergence of the Omicron variant and the Province's response to limit its spread, it is expected that revenue rides will decline in the immediate term until restrictions are lifted. As a result, the 2022 passenger revenue ridership forecast has been remodeled to account for anticipated impacts of the Omicron variant.





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 continued to increase through November. The total of 1.617 million boardings represents about 50% of pre-COVID demand for all modes.

Analysis

Demand for all service has increased by 26% since the last week of August. The lifting of capacity restrictions led to a gradual, but steady ridership growth across all modes.

Bus continues to be the busiest of all modes with the greatest share of pre-COVID ridership (57% 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 44% and 49% of pre-COVID, respectively. These modes continued to trend strongly, reflecting increased office occupancy in the downtown core in November.

Action

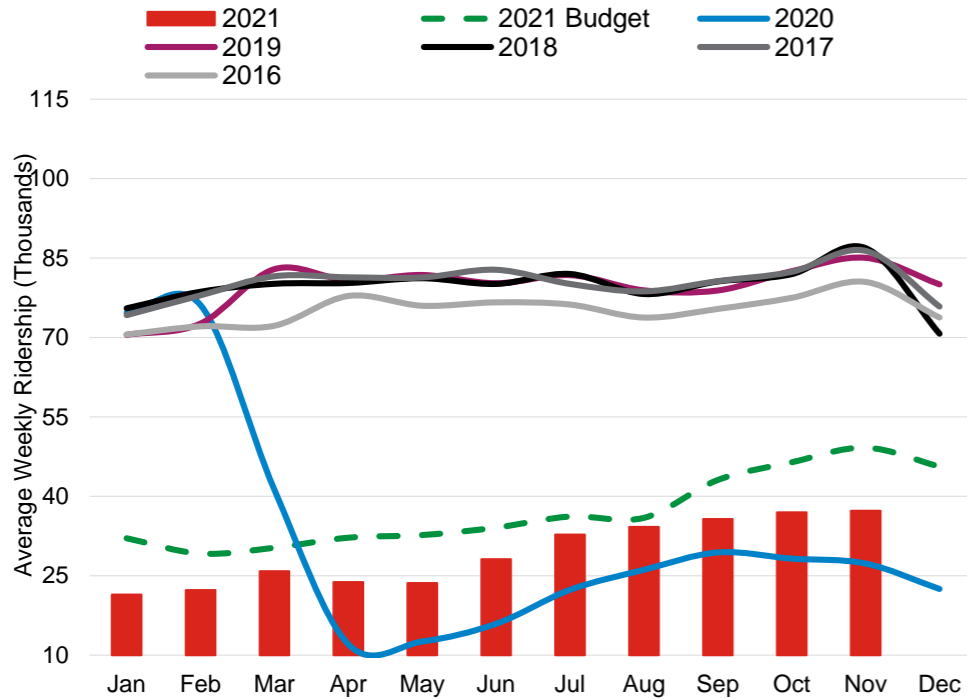
Due to the emergence of the Omicron variant, it is expected that overall customer demand will decline in the immediate term until schools resume in-class learning and restrictions are lifted. We are forecasting that demand will exceed 50% of pre-COVID levels before the summer and continue to grow until the end of 2022. We plan to operate 100% of service across the network as early as spring 2022.





Ridership

Wheel-Trans – Trips



Definition

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

Results

Wheel-Trans trips in Period 11 (October 31 to November 27, 2021) totalled 149,124 or 37,281 trips per week, representing 43.8% of pre-COVID experience. This figure is 24.2% lower than the budgeted 49,190 trips per week.

Year-to-date ridership is 13.1% lower compared to 2020, and is currently 19.6% (338,100) under the year-to-date 2021 budget.

Analysis

We continue to see a gradual overall increase in Wheel-Trans ridership month-over-month. However, with new provincial restrictions implemented in response to the Omicron variant, overall customer demand is expected to decline.

Action

Our team is monitoring ridership trends and will adjust service levels to ensure that customer accommodation rates remain high.

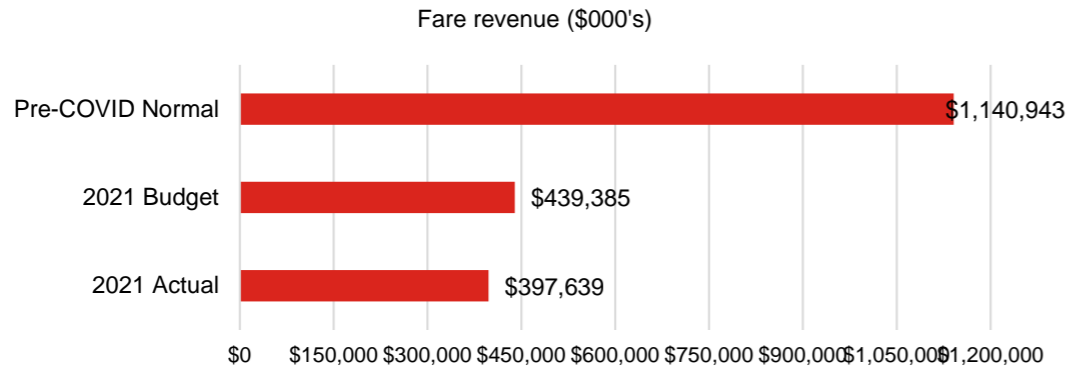
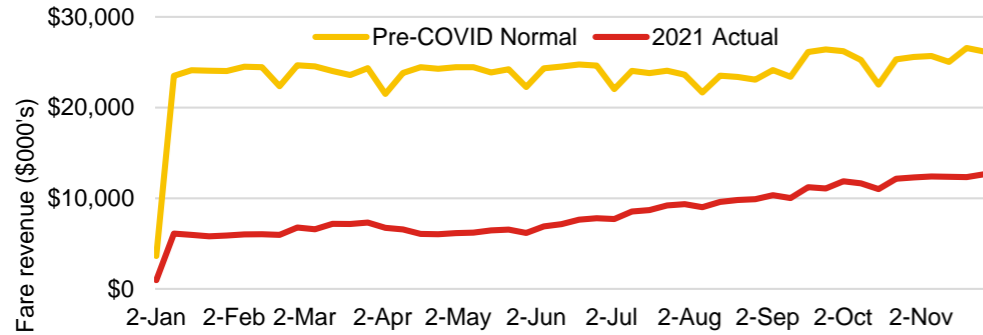
We continue to operate a solo ride service model with one customer per vehicle. Sharing rides and other service changes will be evaluated for implementation in the coming months.





Financial

Fare revenue



Definition
Revenue generated through fares.

Results

Period 11 (October 31 to November 27, 2021) fare revenue was \$49.790 million. This is \$0.376 million, or 0.7% below budgeted fare revenue for Period 11, representing 48% of pre-COVID experience. Weekly fare revenue in Period 11 was \$12.447 million, which represents a 6% increase over Period 10 weekly revenues of \$11.773 million.

On a year-to-date basis, fare revenue was approximately \$397.639 million, which is \$41.746 million below budget or 35% of pre-COVID experience.

Analysis

The Period 11 revenue media split between PRESTO and other fare media (cash, tickets, tokens) was approximately \$45.3 million from PRESTO — representing a PRESTO ridership adoption rate of 89.0% — and \$4.5 million from other media.

Period 11 revenue reflected the following fare concession profile: 80.1% adult, 6.0% senior, 6.4% post-secondary, 7.4% youth (ages 13-19) and 0.1% 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 year-to-date impact of fare revenue below the level budgeted in the 2021 Operating Budget has been offset by under-expenditures. Passenger revenue shortfall was concentrated in the first half of the year with substantial recovery and alignment with budgeted passenger revenue levels expected by the end of Q4.

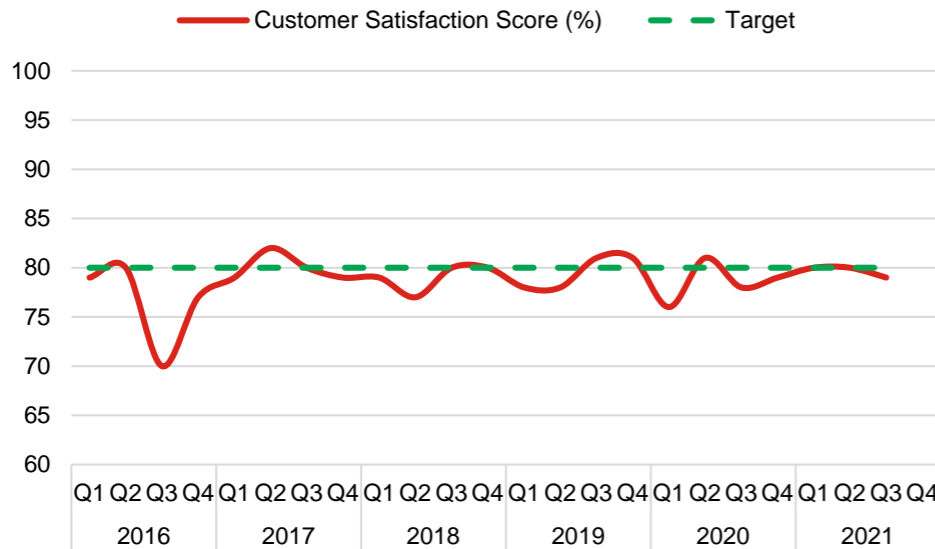
With the emergence of the Omicron variant and the Province's response to limit its spread, it is expected that revenue rides will decline in the immediate term until restrictions are lifted. As a result, the 2022 fare revenue forecast has been remodeled to account for anticipated impacts of the Omicron variant.





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 Q3, 79% of customers reported high levels of satisfaction with TTC services overall.

Analysis

The satisfaction score in Q3 represents a slight decrease from last quarter (80%) and a slight increase from the same time last year (78%). Overall, customer satisfaction has remained relatively stable during the pandemic.

Satisfaction with wait time and trip duration has decreased this quarter on both bus and streetcar. Bus customers were particularly dissatisfied with trip duration in Q3 (69%) compared to Q2 (76%). These customer perceptions are consistent with our on-time performance metrics (*pages 17-18*) where we have seen a decrease in performance on surface routes primarily due to cancelled trips and ongoing City construction and TTC infrastructure work.

Our Net Promoter Score, measuring how likely customers are to recommend the TTC to a friend, family member or colleague, was 11 — representing an average-to-good result when compared to industry benchmarks. This customer loyalty metric decreased four points from last quarter (15) and increased 14 points from the same time last year (-3).

Action

We continue to implement measures to keep our customers safe and help them feel more confident on transit. We are working to improve on-time performance through: workforce planning aimed at decreasing cancelled trips, assessing options related to construction projects impacting routes and a network-wide review of operator schedule adherence at end terminals.

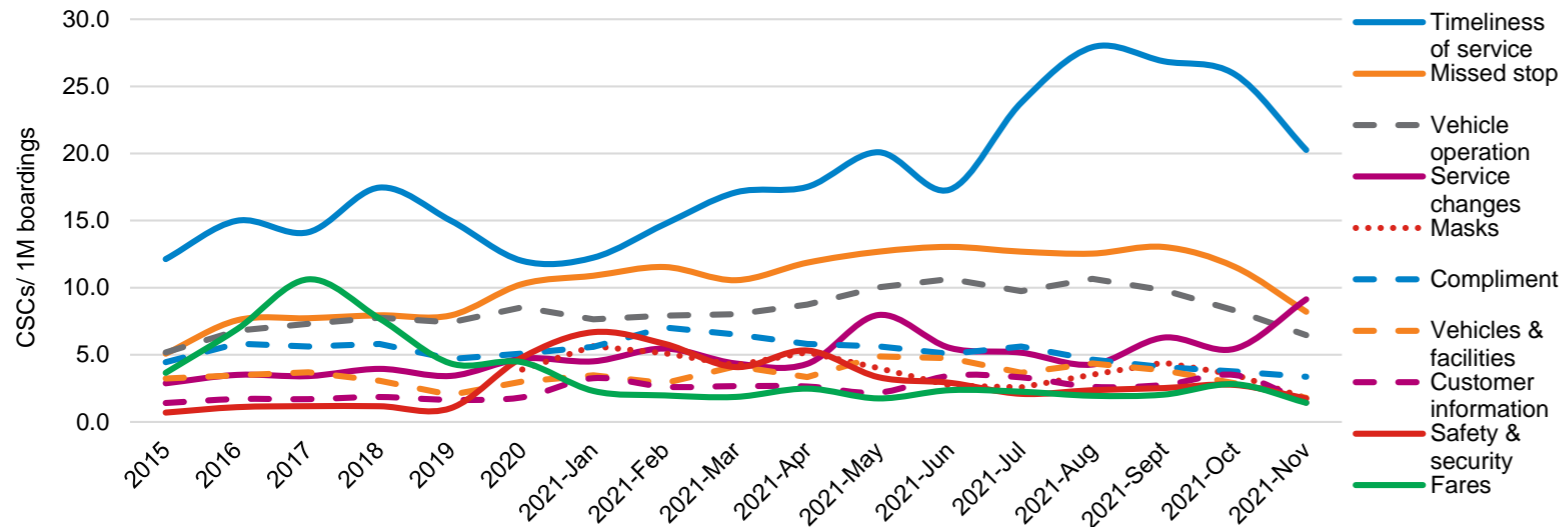




Customer experience

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 quarterly 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

In November, CSCs per one million customer boardings decreased by 18% compared to October. The total number of CSCs decreased by 13%, while boardings increased by 6% month-over-month.

Analysis

COVID-related CSCs:

- Communications related to employees and customers not wearing masks continue to trend down. These CSCs decreased 50% in November compared to October, reaching a low point for the year so far.
- Crowding CSCs remained outside of the top 10 areas of customer concern for the second month in a row. These CSCs are 92% below 2020 levels.
- Safety & security CSCs are nearing pre-pandemic levels and are down significantly from earlier this year.

Service-related CSCs:

- Timeliness of service CSCs continued to improve this month (-22%) after significant increases in the summer months. The high proportion of these CSCs is consistent with our on-time performance metrics (pages 19-20) where we continue to see decreases in performance on surface routes primarily due to cancelled trips as well as City construction and TTC infrastructure work.

Commentary continued on next page





Customer experience

Customer service communications

- Vehicle operation CSCs have been improving since September, decreasing by 22% this month.
- Service changes CSCs increased significantly by 67% in November. On November 21, the TTC implemented new schedules to protect and maintain scheduled service on the busiest routes after our mandatory employee vaccination policy came into effect.

Action

COVID-related (pages 31-32):

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

Service-related (pages 16-20):

- Focus currently on aligning service levels with projected workforce figures.
- 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.

Compliments:

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

Customer compliment:

“I would like my driver to be recognized for going above and beyond his duties. The bus was going northbound and the driver stopped at the corner to assist an elderly woman who fell across the street. She was not a passenger, yet the driver ran to help to pick her up and help her sit at the bus stop seating area. Thank you for hiring good-hearted people who look after the community.”

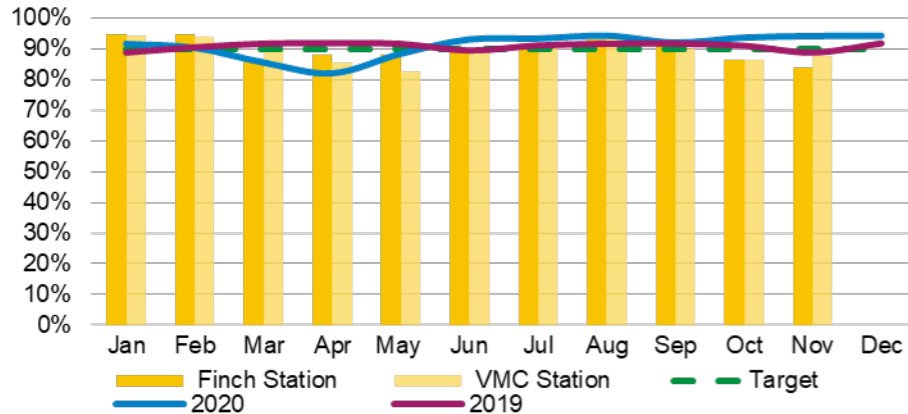




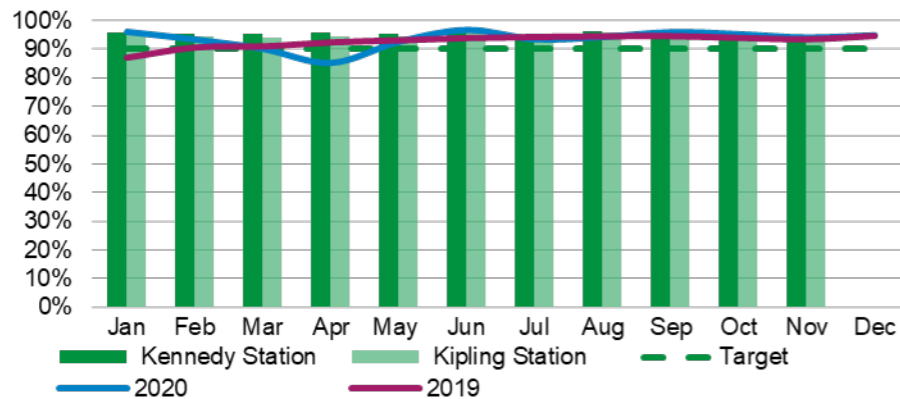
Customer experience

On-time performance (OTP) – Subway

1



2



Results

Line 1: OTP was 85.7% in November. This represents a decrease from last month (86.2%) and from the same time last year (94.2%). Our target of 90% was not met.

Line 2: OTP was 93.0% in November. This represents a decrease from last month (94.5%) and from the same time last year (94.2%). Our target of 90% was met.

Line 3: OTP was 96.4% in November. This represents an improvement from last month (95.8%) and from the same time last year (90.4%). Our target of 90% was met.

Line 4: OTP was 99.2% in November. Our target of 90% was met.

As a result of a cyber security incident, we are experiencing delays accessing and analyzing this data. We are currently reviewing delay incidents and their classifications to ensure their accuracy. Regular analysis reporting will resume in the February CEO's Report.

Definition

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

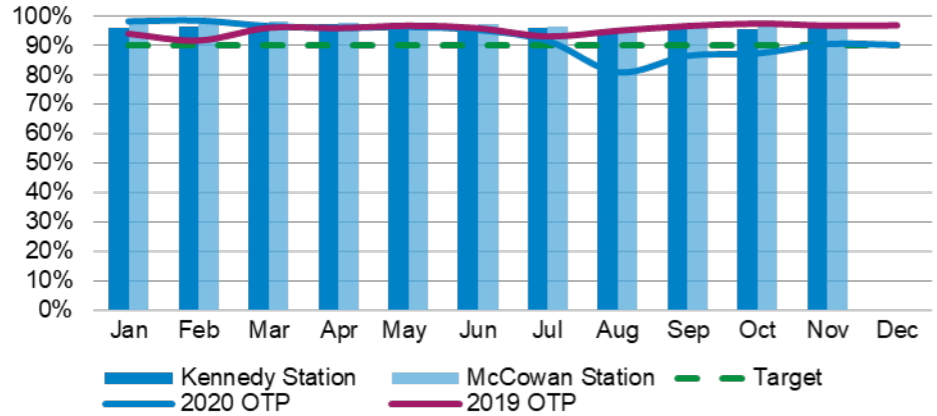




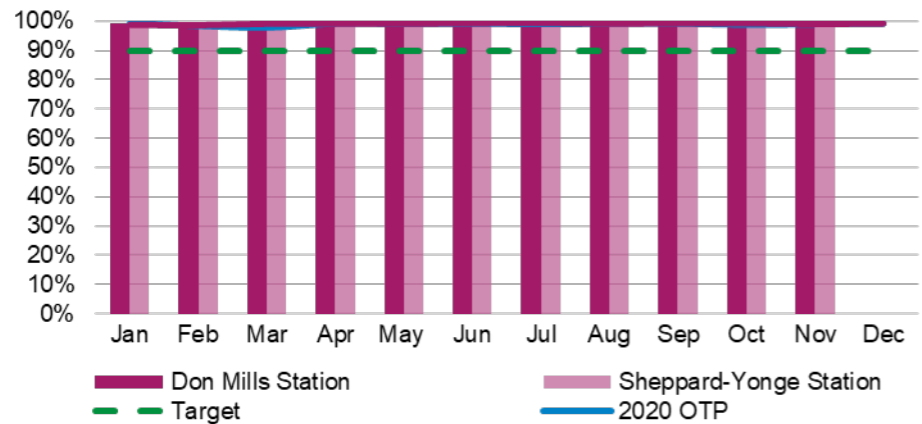
Customer experience

On-time performance (OTP) – Subway

3



4



Definition

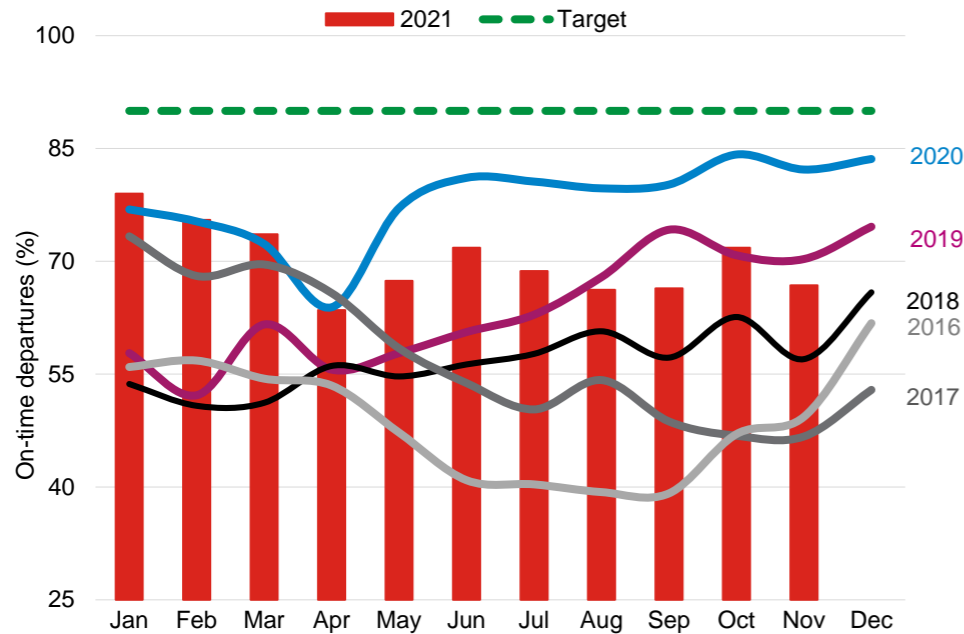
Headway (amount of time between train arrivals at a station) adherence of all service trains at end terminals. Data represents weekday service. To be on time a train must be within 1.5 times of its scheduled headway.





Customer experience

On-time performance (OTP) – Streetcar



*Due to data availability issues, the November results exclude 17 days.

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 November was 66.8%, which represents a decrease compared to October (71.8%) and the same period last year (82.2%). Our target of 90% was not met.

Analysis

Streetcar performance continued to be impacted by delayed start and end time of infrastructure-related projects throughout the period, including the ongoing construction work at the King-Queen-Queensway-Roncesvalles (KQQR) intersection.

Rail repair work on Queen Street required the 501 Queen streetcars to operate to Charlotte Loop via King Street. This repair work also required 501 Queen replacement buses to adapt to a variety of diversion routings between Spadina Avenue and Dufferin Street beginning November 8 through to the end of the period.

The KQQR intersection reopened for surface bus operations on November 13, allowing the 504C King bus branch to begin operating to its intended schedule. It had been operating off schedule as a split-branch service (504G/Q) due to the construction.

The 505 Dundas continued to be unable to service its eastern end terminal at Broadview Station throughout the period due to water main repair work on Broadview Avenue.

The four lowest performing routes of the period were: 505 Dundas (54.5%), 504 King, (58.3%), 501 Queen (65.9%) and 506 Carlton (67.0%). The best performing route of the period was the 511 Bathurst (84.7%).

Action

The eastern end terminal of the 504C King replacement bus was shifted to Exhibition Loop in the December period. It is expected this will provide a better location to hold buses for their westbound departure. Schedules for the 501 replacement buses will also be adjusted for the February Board Period to better align with expected operating conditions.

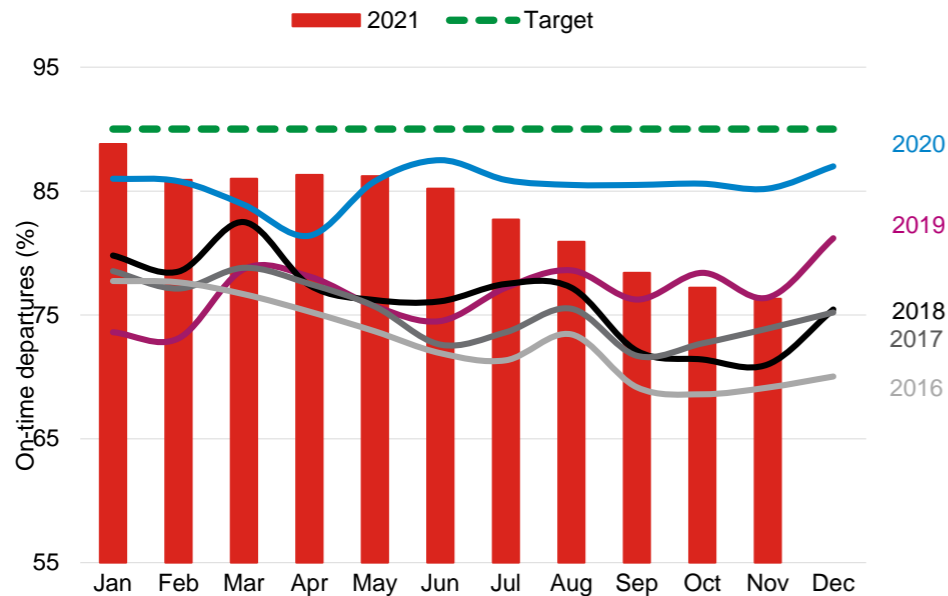
The streetcar technical working group continues to meet to discuss preferred options for routings and end terminals to address further construction-related changes during the first half of 2022.





Customer experience

On-time performance (OTP) – Bus



*Due to data availability issues, the November results exclude 17 days.

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 November was 76.3%, which represents a decrease compared to October (77.2%) and the same period last year (85.2%). Our target of 90% was not met.

Analysis

Bus performance was impacted by rising traffic levels throughout the city, as well as bus service cancellations as the TTC’s mandatory employee vaccination policy came into effect this month. The high variability in traffic levels continues to make it challenging to set sustainable schedules without creating overcapacity and excess dwell issues at end-terminals.

Bus cancellation hours reached a period high in Week 47, before the November Board Period began in Week 48. With the November Board Period, numerous bus routes had service levels reduced in an effort to better align service with workforce availability.

Missed trips averaged 6.0% for the period, while the percentage of late trips increased to 10.3% across the network. These figures

represent increases over the summer and fall periods.

Weekend performance continued to bring down the overall performance score. The lowest performing day of the period was November 7 (70.9%), while the best performing day was November 23 (80.1%).

Action

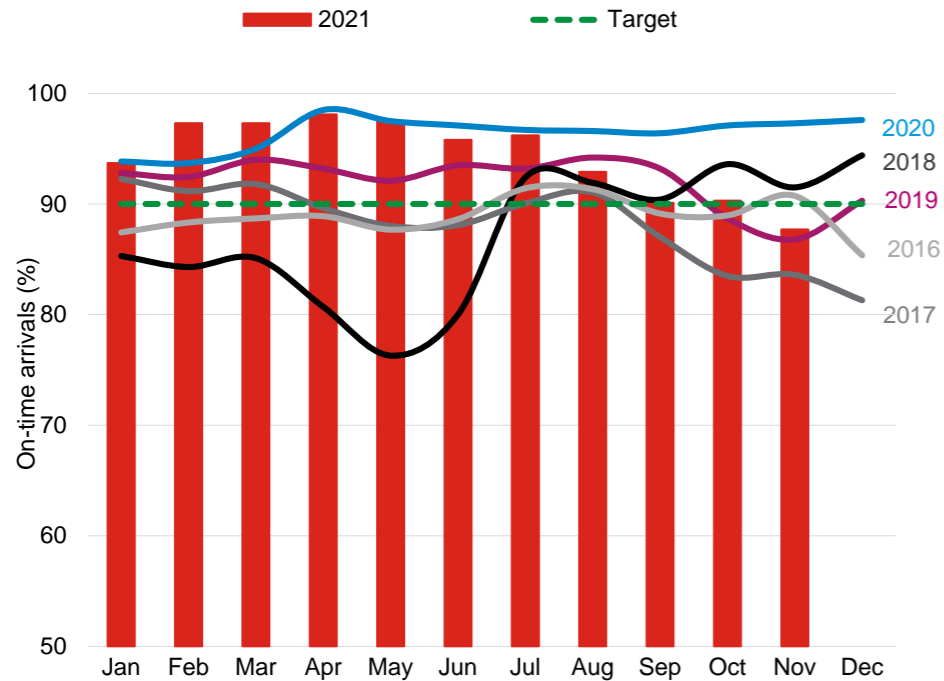
Board Period planning efforts in the near future will focus mainly on aligning service levels with projected workforce figures. With that, most of our service reliability efforts, which involve making updates to our schedules to ensure continuous alignment with the operating conditions, planned for the November through February Board Periods have been postponed. At this time, several of these are planned to be implemented for the March/April Board Period, subject to changing conditions in the current stage of the COVID-19 pandemic. Once reinitiated, this work will focus on the Steeles West, Lawrence West and Islington corridors, as well as several low-performing routes.





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

OTP in November was 87.7%, which represents a decrease compared to October (90.3%) and the same period last year.

Analysis

Performance dropped slightly this period as a result of heavier-than-normal traffic and adjustments made by dispatchers while the TTC worked through a cybersecurity incident. Strategic planning and scheduling was utilized to minimize the impact to our customers and ensure they received requested rides as close to the scheduled time as possible.

Action

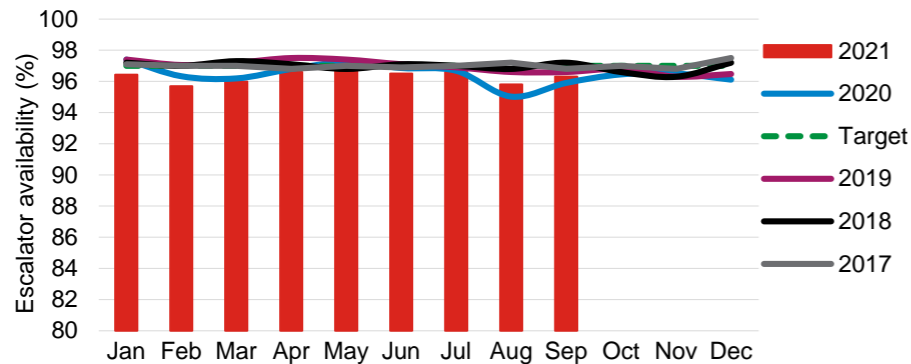
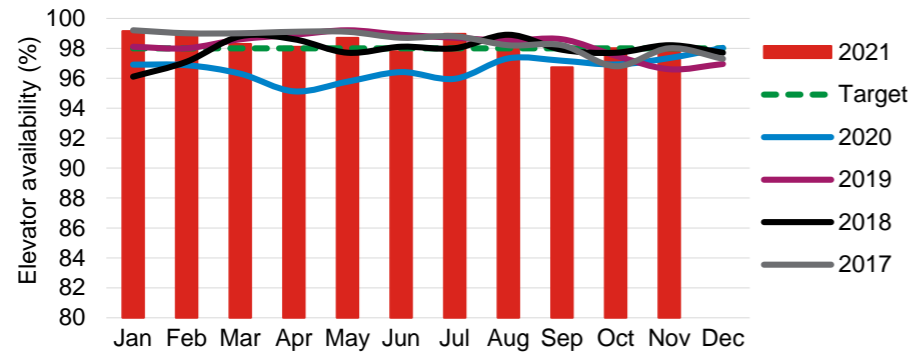
Our Dispatch team is dedicated to adjusting late runs consistently to reduce the impact of late service to our customers. We are looking at new and innovative ways monitor all service and deploy techniques to reduce overall wait times for our customers. This will include adjusting benchmarks as we monitor how traffic moves across our network based on map and travel time calculations.





Customer experience

Accessibility – Elevator and escalator availability



Definition

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

Results

Elevator availability in November was 98.1%, an increase from last month (98.0%) and from the same time last year (97.4%). Availability was above our target of 98%.

Escalator availability in November was 96.3%, an increase from last month (95.7%) and a decrease from the same time last year (96.5%). Availability was under our target of 97%.

Analysis

Elevator maintenance was completed as planned and scheduled.

Work to overhaul two escalators in Dupont Station impacted availability in November.

Four escalators — two in Bloor-Yonge Station and two in Sheppard Station — were removed from service due to water damage. This resulted in 840 hours of downtime.

Action

Overhauling of the two escalators in Dupont Station was completed and the escalators were both returned to service on November 10.

Water damaged escalators at Bloor-Yonge and Sheppard stations continue to impact availability. Remedial repair work is underway to reduce risk of future flood events

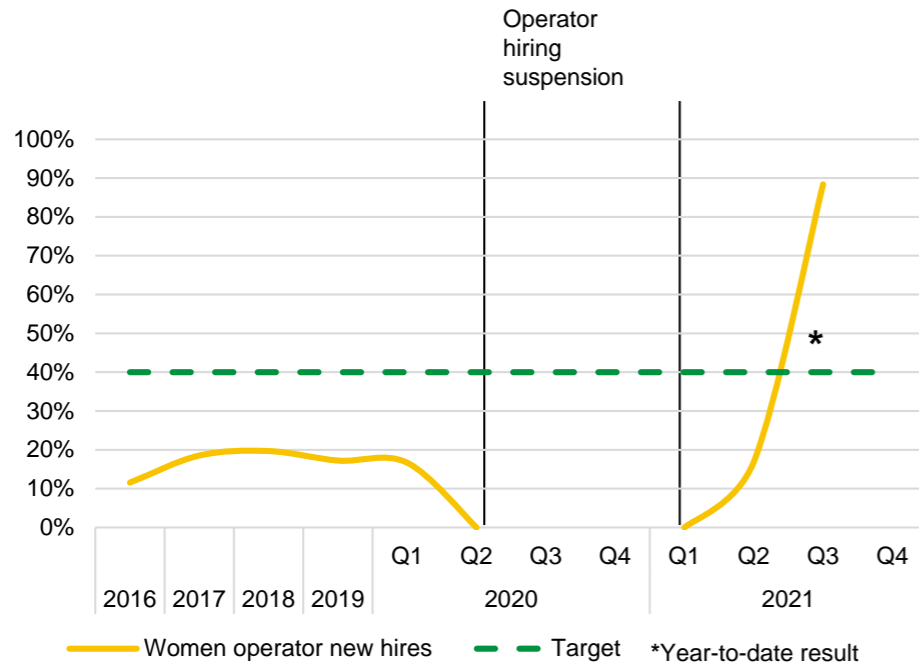
We will continue performing preventative maintenance to meet reliability and availability targets.





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. The hiring of operators was halted during the height of the pandemic and resumed in April 2021. In Q3 2021, we hired 121 operators (107 women, 14 men), with women representing 88% of that total. This is a significant increase from the previous quarter where women made up just 17% of new hires.

Analysis

We have exceeded our target of 40% of operator new hires identifying as women, and are on track to continue to meet this commitment as we work towards greater representation of women in transit operations. In 2021, we hired a total of 336 operators — 50% are women. Among the women we hired as operators in Q3, 73% identify as racialized.

The operator role, which makes up the majority of the TTC’s workforce, has historically been predominately male. Earlier in 2021, we launched a special program to recruit more women to this role (see page 23). This work included reviewing the hiring process from a diversity and inclusion lens to remove built-in biases. In addition, the TTC Executive Team have received data packages with further insights and analysis on representation in their respective groups.

Action

- New applicant outreach plans for 2022 are underway.
- A transit operator recruitment session is planned for early 2022. Check out our website for information.





Diversity

Spotlight on women operators



Katherine Khan, Bus Operator

We are excited to introduce Katherine Khan as a new member of our operator team and the first hire from our program aimed at increasing the number of women in transit operations.

Tell us about your background and what brought you to the TTC?

I have a customer service focused background with 13+ years of experience. My former career was in the aviation industry as a Flight Attendant. When COVID-19 hit I was laid off and sought out new opportunities that would take me out of my comfort zone. I ended up getting my Z Driver's License endorsement and started driving a truck delivering freight across the GTA. Then I thought to myself how can I combine the two, driving and serving the public? The TTC was holding a Women as Transit Operators information session and immediately it clicked, this was how I could do something that combines the two things I like doing — driving and helping people. The TTC is known for connecting people to places and I thought to myself what could be better way to give back to the city that raised me than being employed by the company that's been keeping Toronto moving for 100 years.

What new women operators are saying about our hiring program...

"I want to thank you personally for giving me this opportunity. I'm a single mom with young children. One of them has autism, and you giving me this opportunity will help me be able to afford services to help my son. I thank you from the bottom of my heart. I know the rest is up to me now."

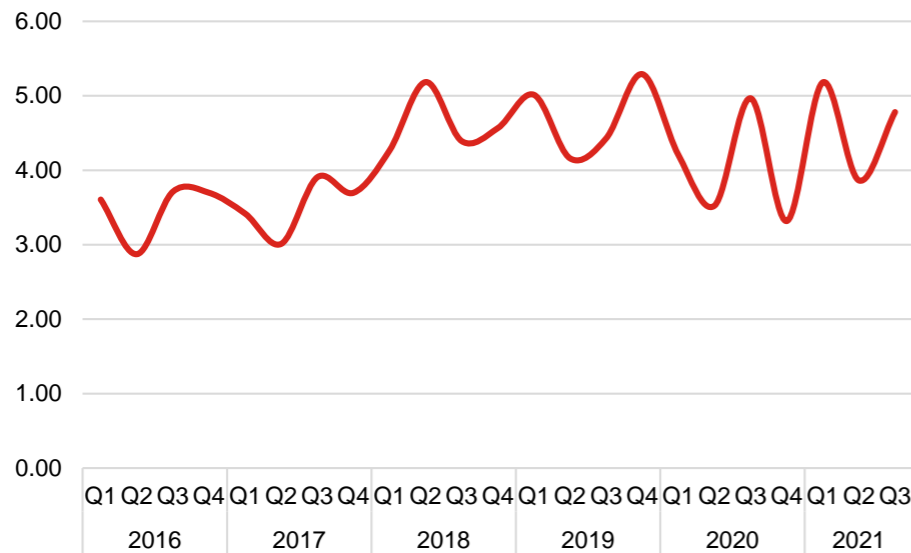
"I want to thank you and TTC in general for this amazing opportunity. My father worked at TTC for 23 years and has always said it was the best company to work for. I can't wait to be a part of the team."





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 Q3 2021 was 4.8 injuries per 100 employees — an increase from Q2 (3.9) but a decrease from the same period last year (3.5). The LTIR for Q3 was 11% higher 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 23% of all lost-time injuries and have been the most common injury since 2014. Acute emotional event (AEE) injuries account for 17% of all lost-time injuries.

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. To help address the AEE 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.

Suicide in the subway is an AEE that impacts our community, customers and employees. Our Suicide Prevention Working Group, comprised of representatives from departments impacted by suicide can make a difference in prevention, and provides oversight and direction to the TTC Suicide Prevention Program. Action items include:

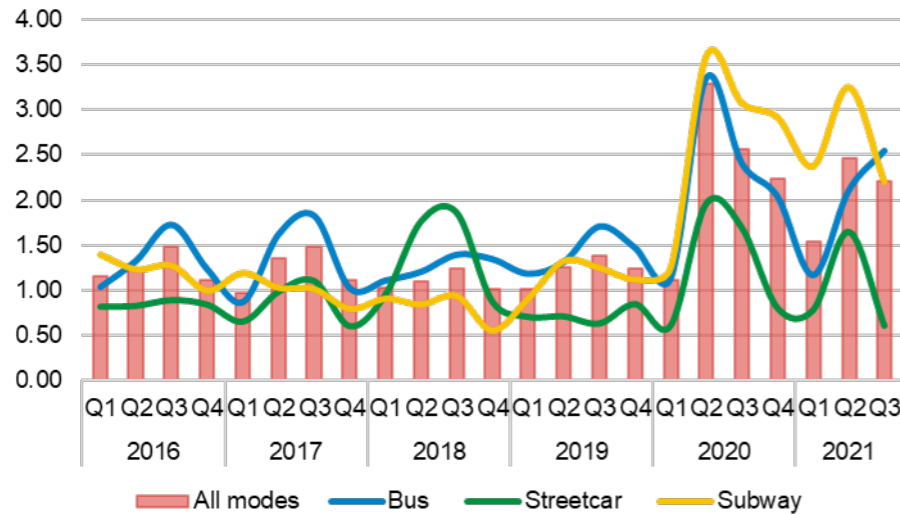
- Increase the opportunity for interventions in potential suicide incidents across the system. The TTC provides training to frontline staff to give them the necessary knowledge and skills to connect people in crisis to help and support.
- Ensure communications destigmatize mental health and suicide and promote help seeking behaviour and community resources. We continue to support mental health and safety organizations and their campaigns, such as the Operation Life Saver's *Today is Better* campaign.





Safety and security

Customer injury incidents rate (CIIR)



Results

The CIIR in Q3 2021 was 2.2 injury incidents per one million vehicle boardings — a decrease from Q2 (2.5) and a decrease from the same period last year (2.6). The CIIR for Q3 was 5% higher than the four-quarter average rate of 2.1 injury incidents per one million vehicle boardings. The four-quarter average shows a statistically significant upward trend in the CIIR.

Analysis

The overall increase in the CIIR in 2020 was mainly due to the significant decrease in the overall TTC ridership as a result of the COVID-19 pandemic and state-of-emergency declaration. The decrease in the CIIR from Q2 and from the same period last year, was partly due to the small increase in ridership compared to 2020.

Action

We continue to monitor the CIIR and existing safety initiatives, which includes messaging to promote customer safety and safe vehicle operation. We will be updating the content and design of our safety campaigns on our vehicles and in our stations and explore new ways to reach our customers to communicate key safety messages when travelling on the TTC.

Definition

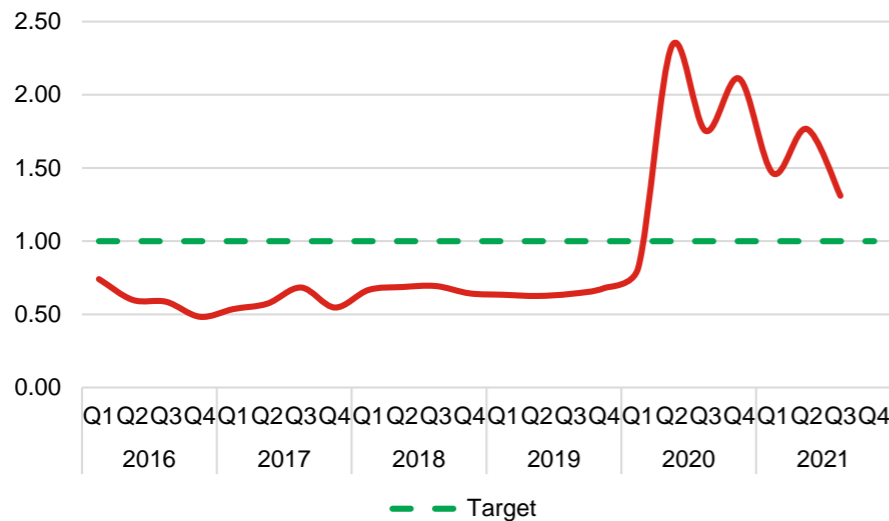
Number of customer injury incidents per one million boardings.





Safety and security

Offences against customers



Definition

Number of offences against customers per one million boardings.

Results

In Q3, the number of offences against customers per one million boardings was 1.31. This rate represents a decrease of 26% compared to Q2 and a decrease of 25% compared to the same time last year.

Analysis

Overall, there was an increase in the number of offences compared to the previous quarter (144 in Q3 and 137 in Q2). Customer boardings increased by 39%. The most common offence against customers in Q3 was assault, representing 62% of all offences.

Action

Our Community Engagement Unit (CEU) continues to focus on the needs of customers who are experiencing homelessness, mental health or addiction issues. We are bringing sustainable solutions that benefit customers and other community stakeholders, as this is a principal factor in the safety of customers and employees 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. Since forming this partnership, the team has had 191 engagements with customers: 17 were provided food and transportation services, 12 requesting shelter space were accommodated (10 were not due to space not being available) and 151 refused services or help.

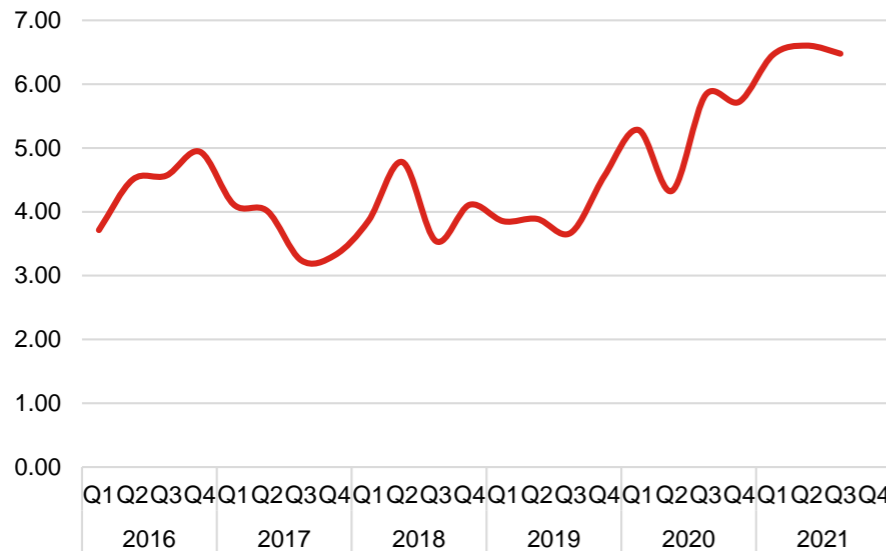
Furthering Our Community by Uniting Services (FOCUS) is an innovative and collaborative risk driven approach to Community Safety and Wellbeing co-led by the City, United Way Toronto and Toronto Police Service that aims to reduce risk, harm, crime, victimization and improve community resiliency and wellbeing.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





Safety and security

Offences against employees



Definition

Number of offences against employees per 100 employees.

Results

In Q3, the number of offences against employees was 6.48 per 100 employees. This rate represents a 2% decrease from Q2 and an 11% increase compared to the same time last year.

Analysis

The total number of offences against employees decreased in Q3 compared to Q2 — 243 offences and 246 offences, respectively. The top two offences were threats of assault (49%) and assaults against employees (39%) .

Action

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

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 has these new upgrades. The remainder of the fleet will be equipped by mid-2022 due to a global shortage in material required.
- 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.
- We have assembled an internal, cross-sectional working group tasked with creating a 10-point action plan.





Hot topics

New streetcars

In March 2021, we issued a contract amendment to Alstom SA for the first 13 of 60 new streetcars with funding from the City of Toronto. On May 12, 2021, the Government of Canada and the Province of Ontario each announced a \$180-million contribution to the TTC’s streetcar program, which will allow for the procurement of all 60 streetcars and investment in supporting infrastructure required at the Hillcrest Facility. This represents a significant investment in the TTC’s streetcar network by all three orders of government in a critical component of Toronto’s transit network.

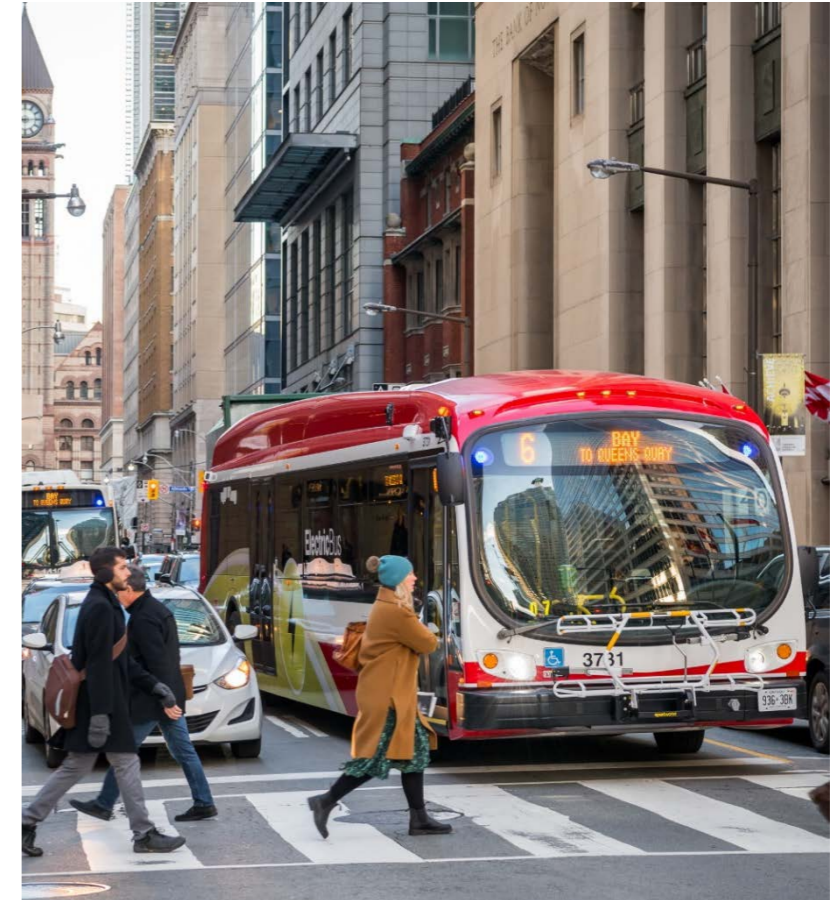
With TTC Board and City Council approval, we successfully executed the contract amendment for the supply of the remaining 47 option streetcars with Alstom SA on May 28, 2021, meeting our need for 60 streetcars. The new streetcars will support the future growth of our city, in addition to providing a sustainable mode of transportation relied upon by many.

Production for the new streetcars continues to ramp-up starting with the production of the cab structure, which began in September 2021. Next, Alstom is preparing for the production of the truck frame, under frame, roof, side wall, articulation and end portal starting in Q4 2021. Testing and assembly is planned to begin in Q1 2022 with delivery of these vehicles starting in 2023.

Green Buses

The TTC’s Green Bus Program includes the procurement of hybrid-electric buses as a transition technology and only zero-emission buses starting in 2025.

With approval by the TTC Board in October 2020, the TTC has engaged the market through a Negotiated Request for Proposal (NRFP) process to procure approximately 300 hybrid-electric buses, which reduce GHG emissions by approximately 47% or 75.6 tons of CO2e per bus per year.





Hot topics

Below is a summary of progress made so far:

- Issued a Request for Information (RFI) to confirm current bus offerings.
- Conducted benchmarking of recent procurements by other transit agencies.
- Retained a Fairness Monitor.
- Retained a procurement firm to develop the NRFP to apply best practices and improve management of technical and contractual risk while adding both flexibility and clarity to a simplified tendering process.
- Engaged internal and external TTC stakeholders and customer focus groups to provide input to the technical specifications.

This NRFP is at the negotiations stage of the procurement and we expect the contract award to be issued by December 2021. This will be followed by pre-production design meetings and delivery of approximately 300 of the latest

hybrid-electric buses starting mid-to-late next year.

This innovative negotiable procurement approach will also be used for the upcoming procurement of approximately 300 zero-emission battery electric buses for delivery between 2023 and 2025.

An added component of this NRFP, is the collaboration of Ontario transit agencies through the Ontario Public Transit Association's Zero Emission Bus committee. The TTC is leading workshops to review our technical and commercial terms with other transit agencies. We will be including contract options that can be assigned to peer agencies with the intention of helping advance their own transition to zero-emissions while leveraging our combined best practices and economies of scale.

The zero-emissions battery electric bus NRFP is scheduled to be released to the market in

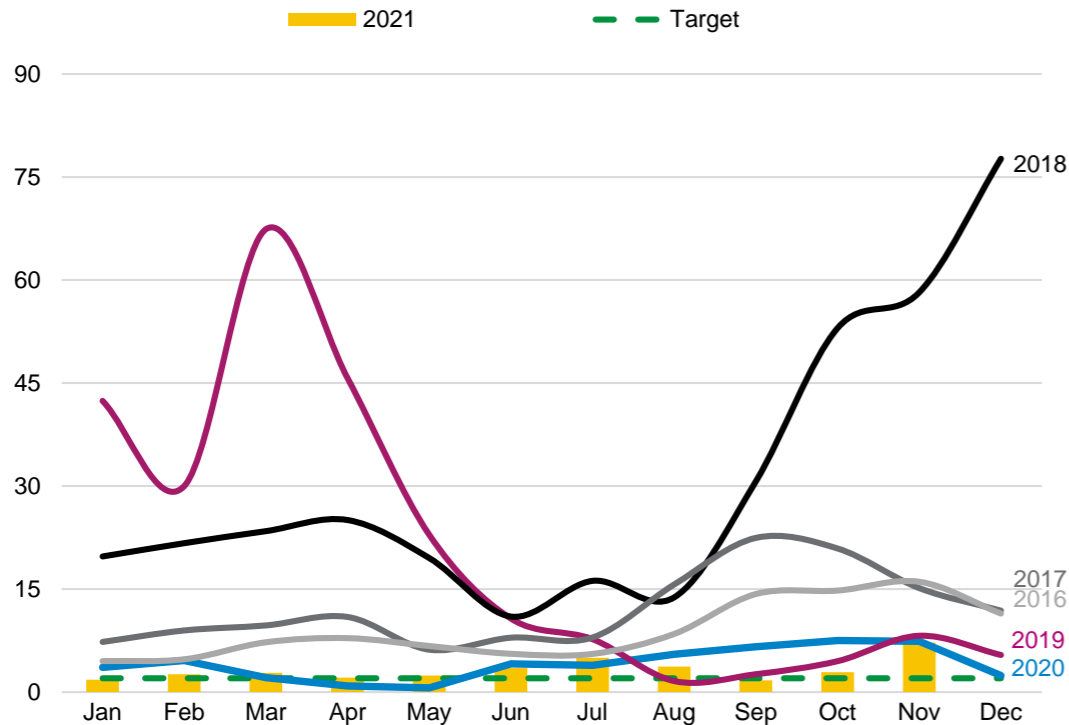
Q1 2022. This will allow for the delivery of electric buses beginning in Q3 of 2023.





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 November, the average Wheel-Trans contact centre wait time was 7.2 minutes. This is higher than the 2.9 minute average in October, and above our target of two minutes.

Analysis

The cybersecurity incident that took place on October 29 caused our online booking website to go down, which resulted in a much higher call volume than anticipated. With the help of our overflow contract provider, call wait times saw continual reductions as the month went on and we expect this trend to continue into the next period.

Action

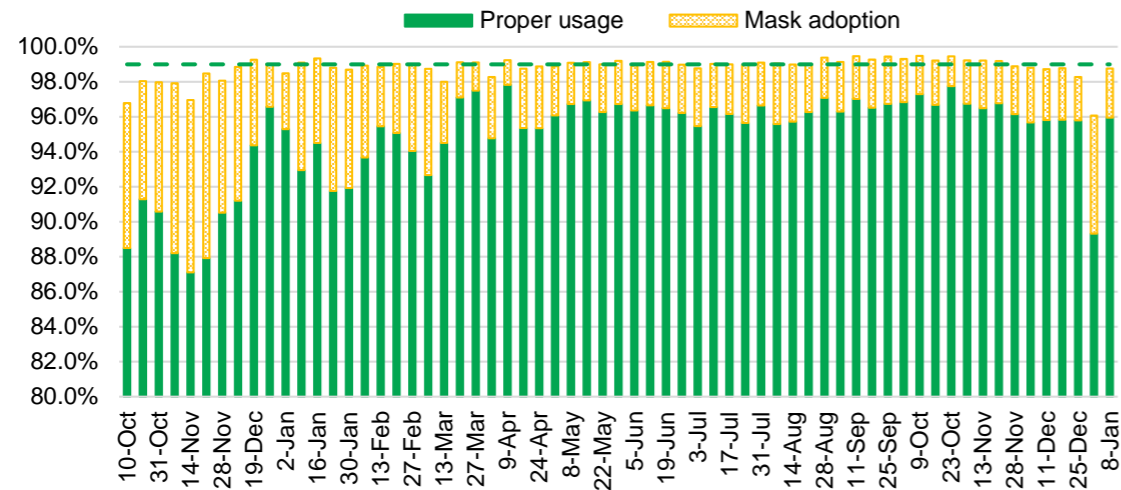
Our online booking system has been restored. We will be monitoring staffing levels to ensure they match demand. We are prepared to add additional staff as required should call volumes increase beyond current projections.





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

Customer mask use is monitored weekly. For the week ending January 8, 99% of customers were wearing masks and 96% were wearing masks properly over nose, mouth and chin at stations. There were 42,000 customer mask observations made at 30 placements across the network.

Analysis

The proportion of customers wearing masks reached 99% in mid-December in 2021. This trend has continued into 2021. Customer masks used properly over nose, mouth and chin has remained 96-97% since mid-February 2021.

Action

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

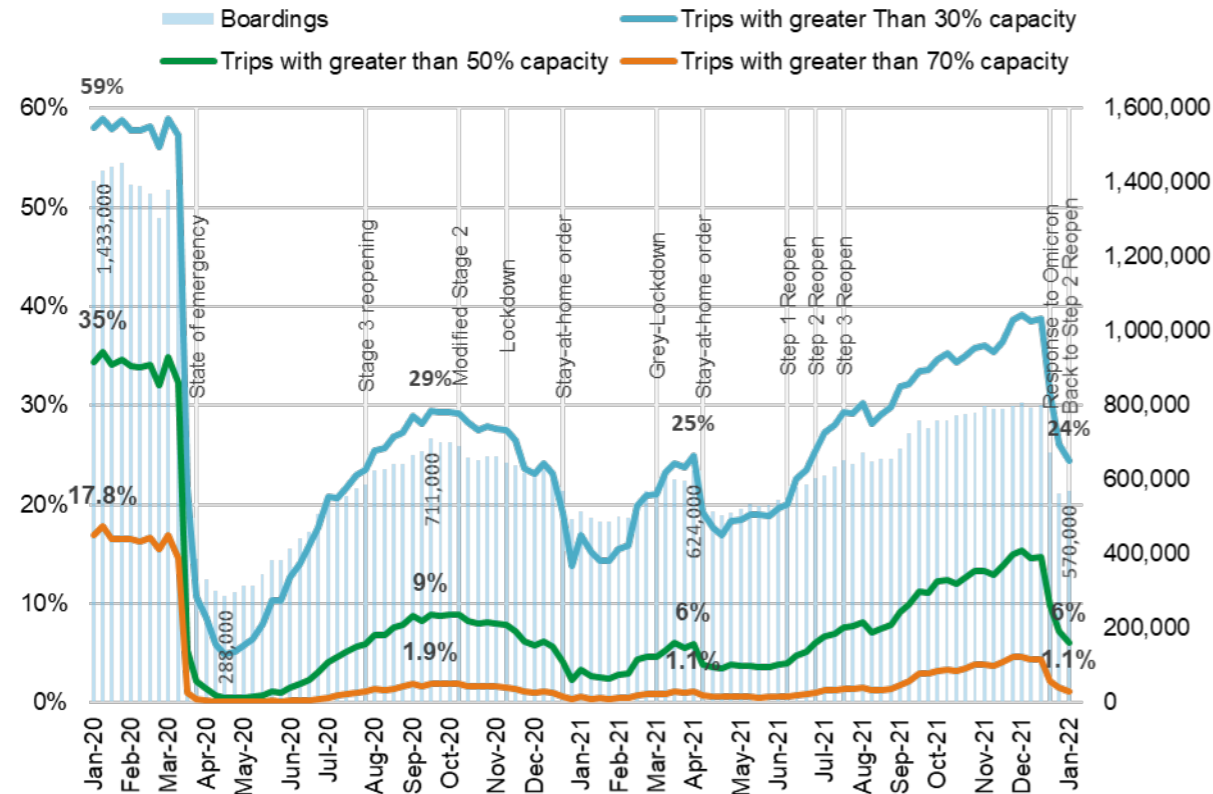
- Current mask campaign on-board vehicles and in stations features customers wearing masks properly and why it's important to wear one.
- An ongoing campaign targeted at customers returning to transit highlights mask use among other safety measures.
- Broad mask distribution on bus routes and all stations and targeted mask distribution at low points across the city.
- Since June 2020, 3.26 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

Bus occupancy is monitored daily. For the week ending January 8, 94% of all bus trips were under 50% occupancy. During this time, we served an average 570,000 bus customers per weekday, which is 58% of pre-COVID bus boardings.

Analysis

About 6% of bus trips had more than 25 customers on some part of the route (50% capacity) and 1% of bus trips had more than 35 customers per bus (70% capacity) on some part of the route.

Bus occupancy levels have decreased in line with declining boardings as new restrictions have been introduced to limit the spread of the Omicron variant.

Action

- Maintain weekly monitoring of all bus routes across 30%, 50% and 70% occupancy levels as customers return to transit.
- Real-time monitoring of 80% occupancy bus routes.
- Continue weekly occupancy analysis to assist with assignment of unscheduled Run-as-Directed service.





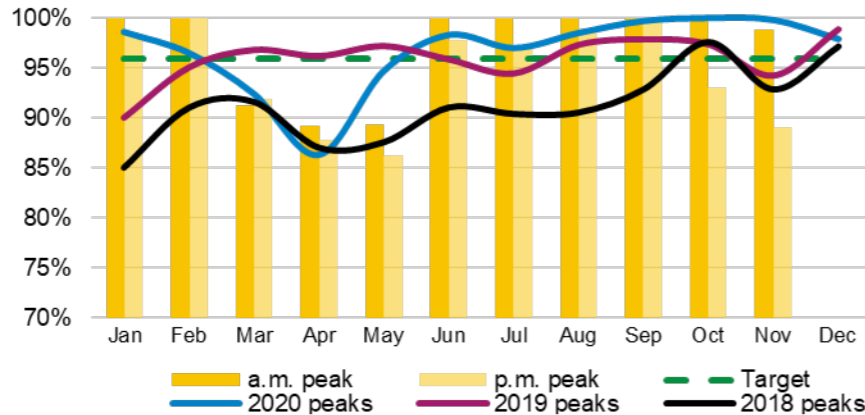
Appendix: Service delivery

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.

November: 93.1%
October: 96.1%
November 2020: 99.8%

Target: 96.0%

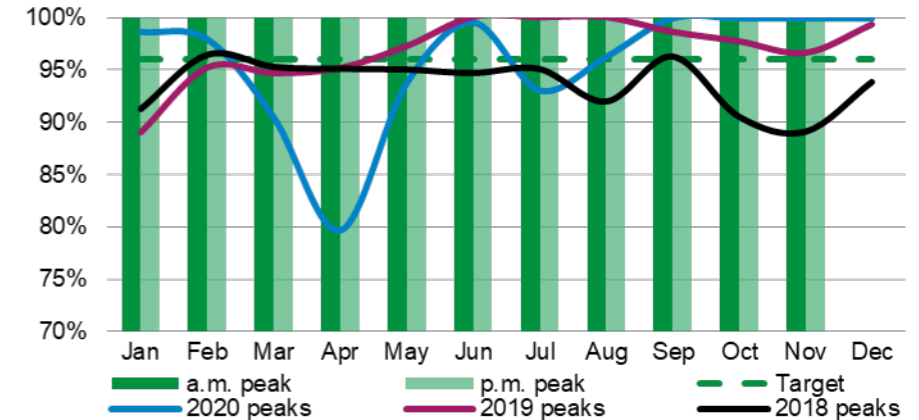


Line 2 capacity

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.

November: 100%
October: 100%
November 2020: 100%

Target: 96.0%

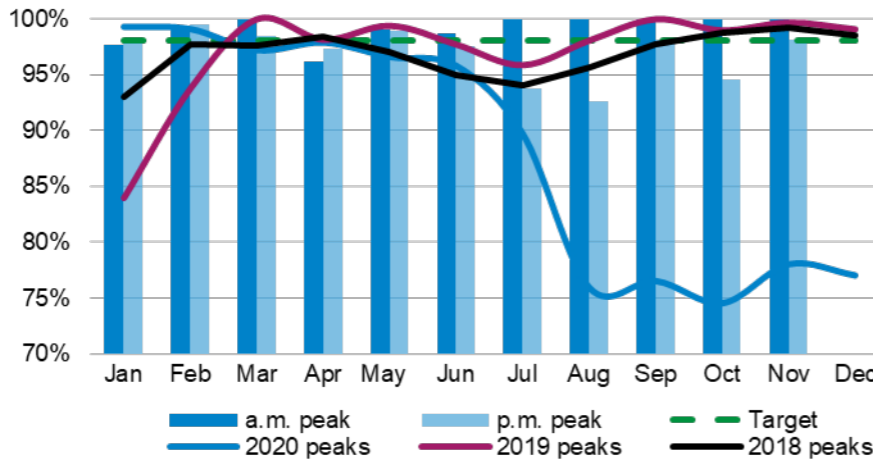


Line 3 capacity

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.

November: 99.2%
October: 97.1%
November 2020: 78.0%

Target: 98.0%

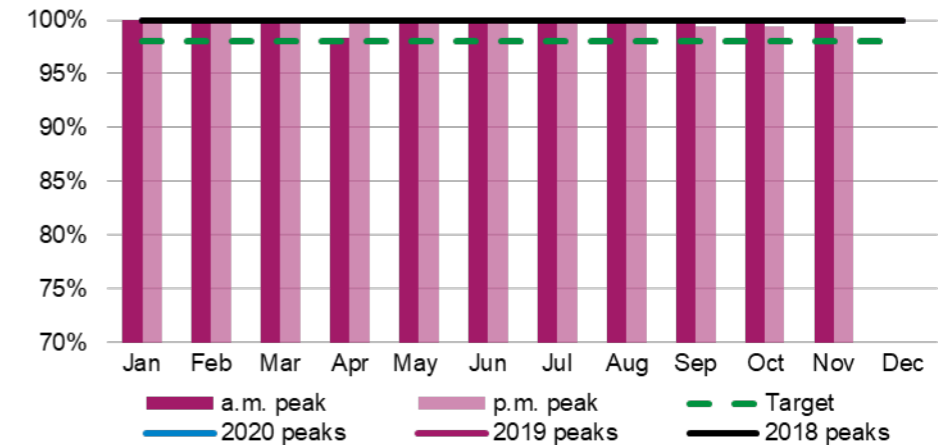


Line 4 capacity

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.

November: 100%
October: 100%
November 2020: 100%

Target: 98.0%





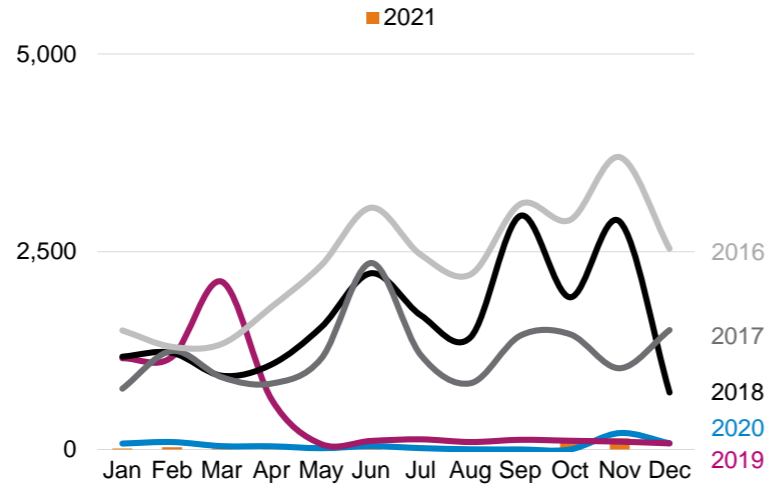
Appendix: Service delivery

Streetcar short turns

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

November: 141
October: 128
November 2020: 208

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

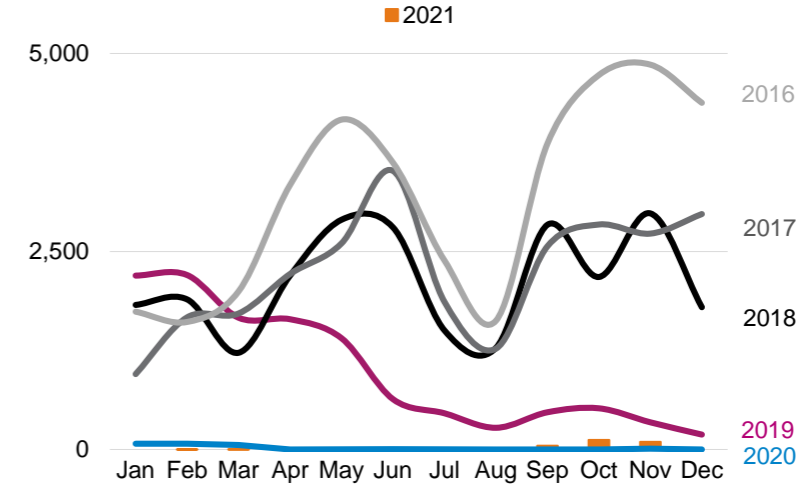


Bus short turns

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

November: 96
October: 121
November 2020: 10

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



Appendix: Cleanliness



Rich Wong
Chief of Vehicles

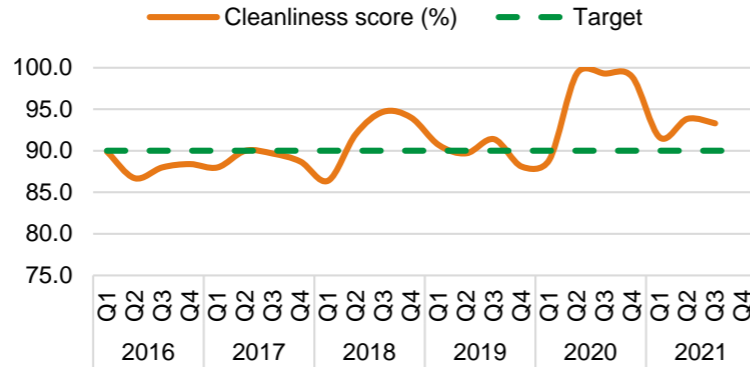
James Ross
Chief Operating Officer

Bus cleanliness

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

Q3: 93.3%
Q2: 93.9%
Q3 2020: 99.3%

Target (RW): 90.0%



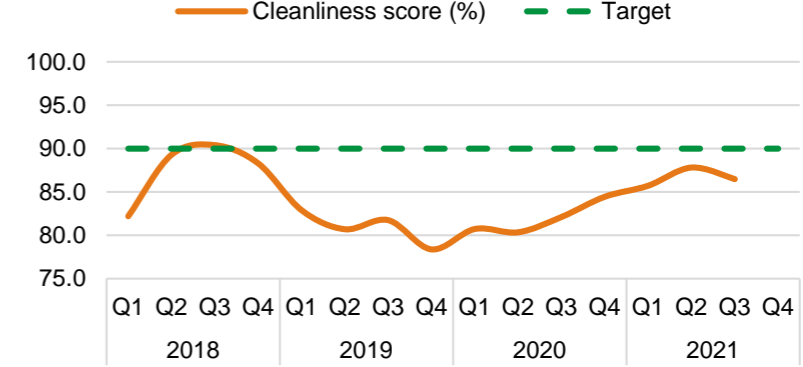
Streetcar cleanliness

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

Q3: 86.5%
Q2: 87.8%
Q3 2020: 82.1%

Target (RW): 90.0%

A new cleaning service provider has been retained for Q1 2022.

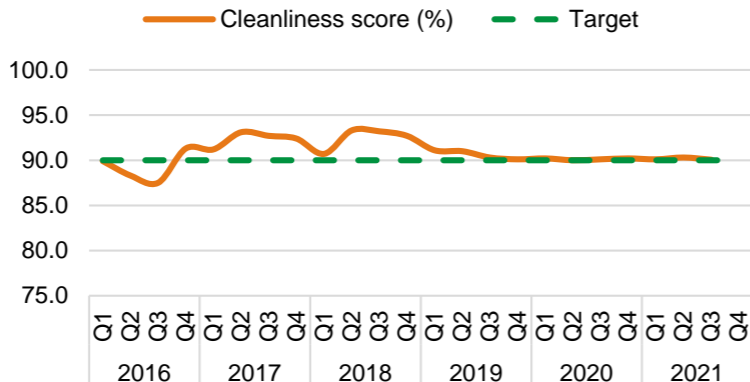


Subway cleanliness

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

Q3: 90.1%
Q2: 90.3%
Q3 2020: 90.1%

Target (RW): 90.0%

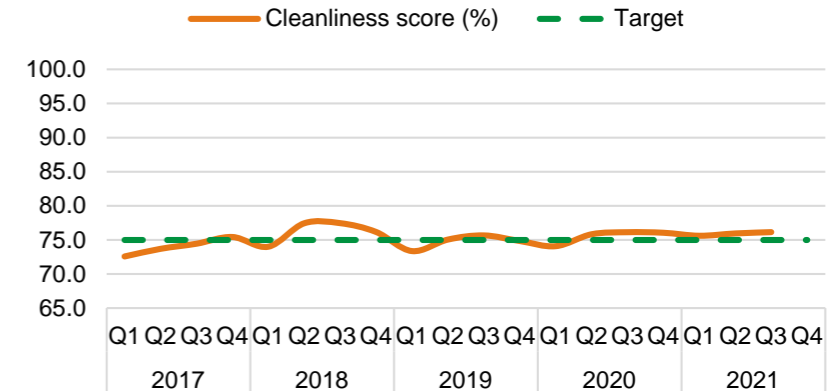


Station cleanliness

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

Q3: 76.2%
Q2: 76.0%
Q3 2020: 76.1%

Target (JR): 76.0%



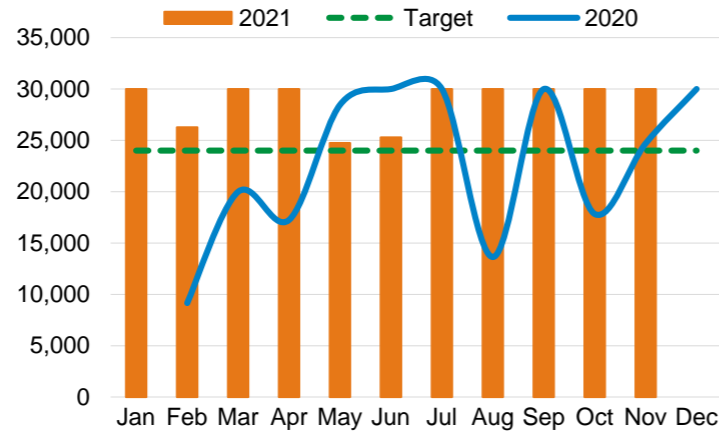


Appendix: Asset reliability

eBus mean distance between failures

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

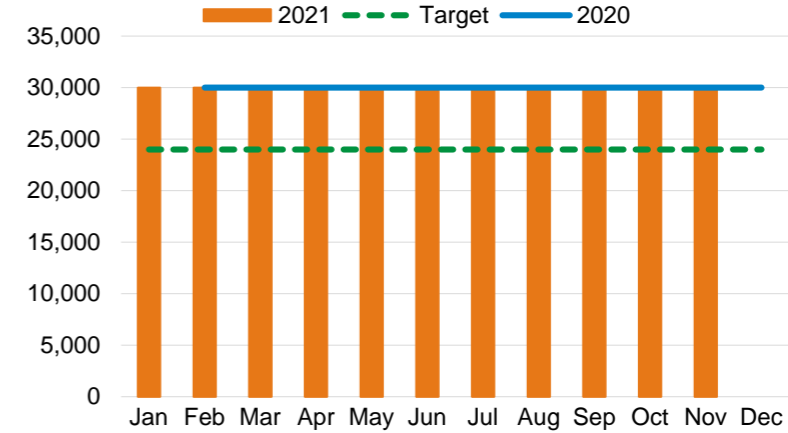
November: 30,000 km
October: 30,000 km
November 2020: 30,000 km
Target: 24,000 km ✓



Hybrid bus mean distance between failures

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

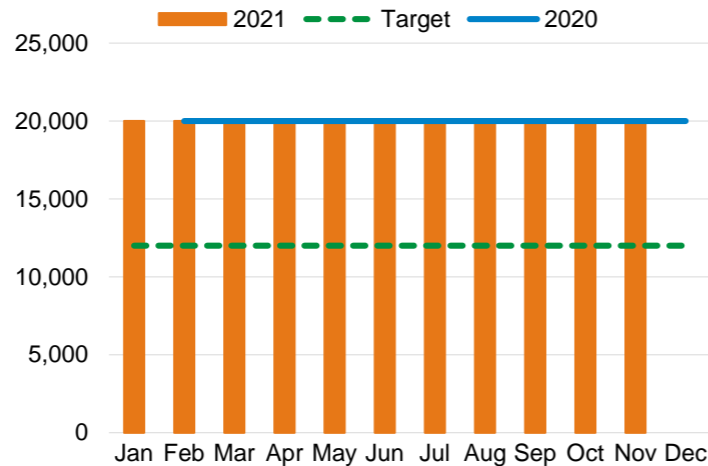
November: 30,000 km
October: 30,000 km
November 2020: 30,000 km
Target: 24,000 km ✓



Clean-diesel bus mean distance between failures

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

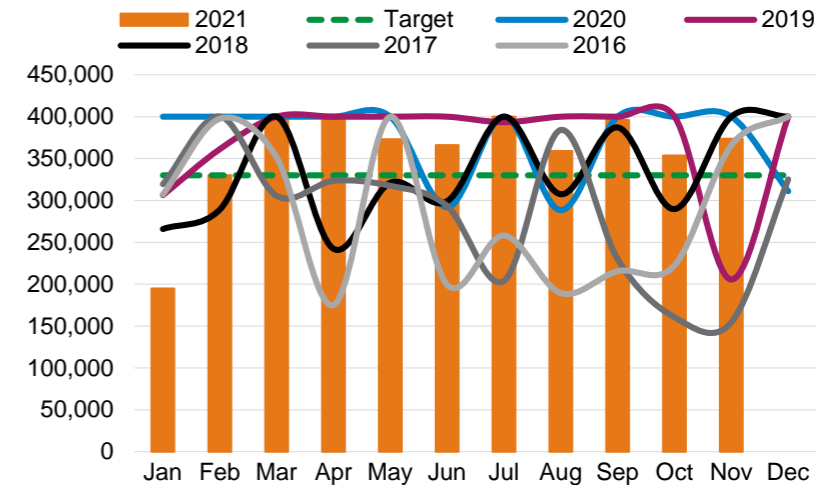
November: 20,000 km
October: 20,000 km
November 2020: 20,000 km
Target: 12,000 km ✓



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.

November: 373,726 km
October: 353,689 km
November 2020: 400,000 km
Target: 330,000 km ✓





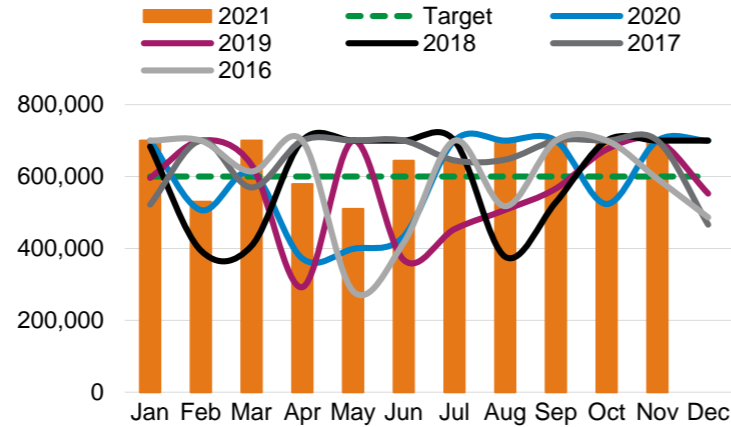
Appendix: Asset reliability

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.

November: 700,000 km
October: 700,000 km
November 2020: 700,000 km

Target: 600,000 km

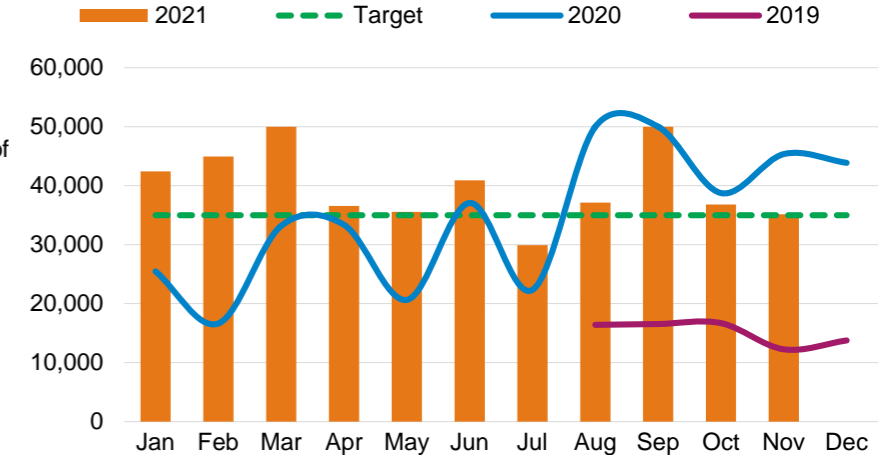


Streetcar mean distance between failures

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

November: 35,163 km
October: 36,800 km
November 2020: 45,354 km

Target: 35,000 km

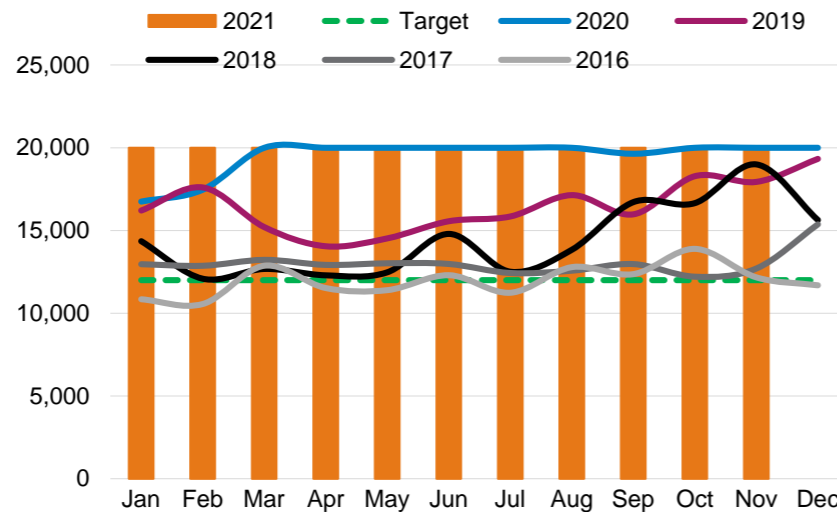


W-T Mean distance between failures

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

November: 20,000 km
October: 20,000 km
November 2020: 20,000 km

Target: 12,000 km





Appendix: Asset reliability

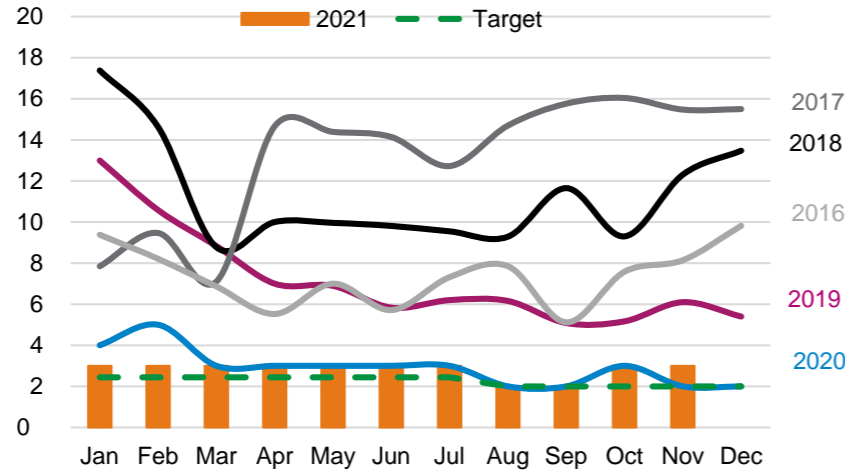
Streetcar road calls and change offs

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.

November: 3
October: 3
November 2020: 2

Target: 2

Target not met due to car body issues, which include reduced operator seat functionality and open panels, as well as the disc brake system.

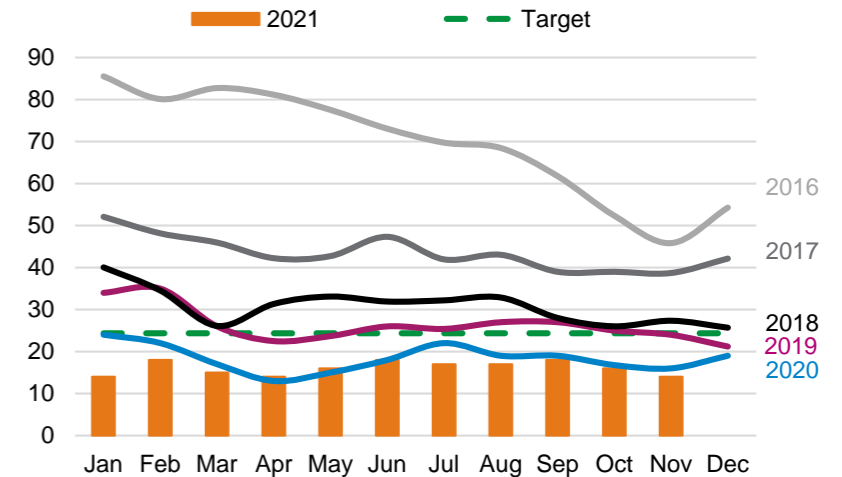


Bus road calls and change offs

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.

November: 14
October: 16
November 2020: 16

Target: 24





Rich Wong
Chief of Vehicles

Scott Haskill
Chief Strategy & Customer Officer (Acting)

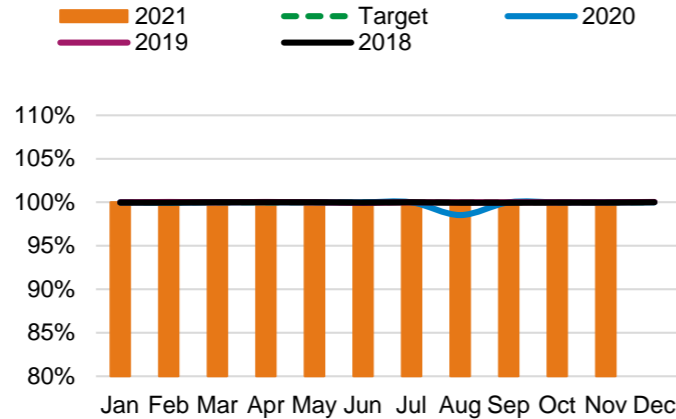
Appendix: Asset availability

Subway service availability

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

November: 100.0%
October: 100.0%
November 2020: 100.0%

Target (RW): 100.0%

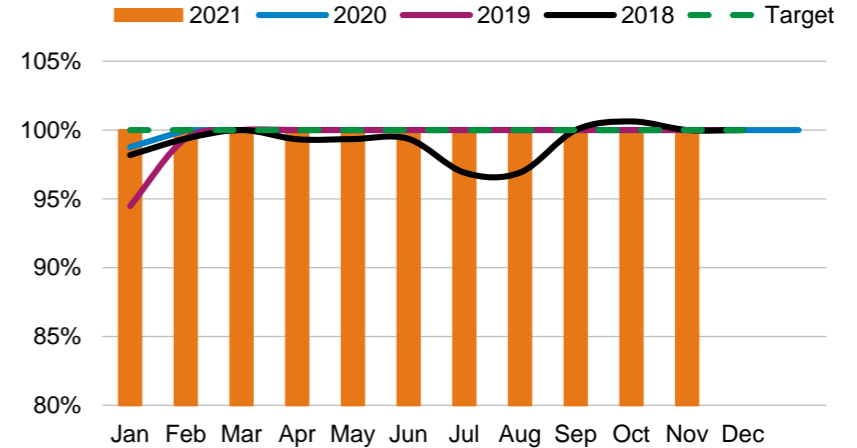


Streetcar service availability

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

November: 100.0%
October: 100.0%
November 2020: 100.0%

Target (RW): 100.0%

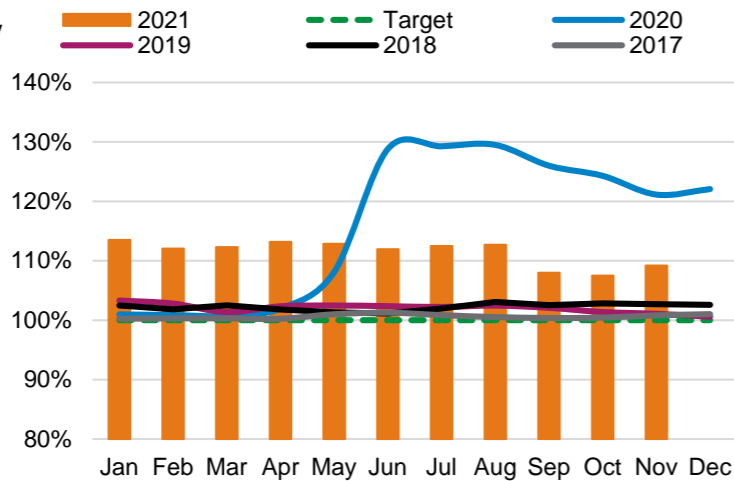


Bus service availability

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

November: 109.2%
October: 107.5%
November 2020: 121.1%

Target (RW): 100.0%



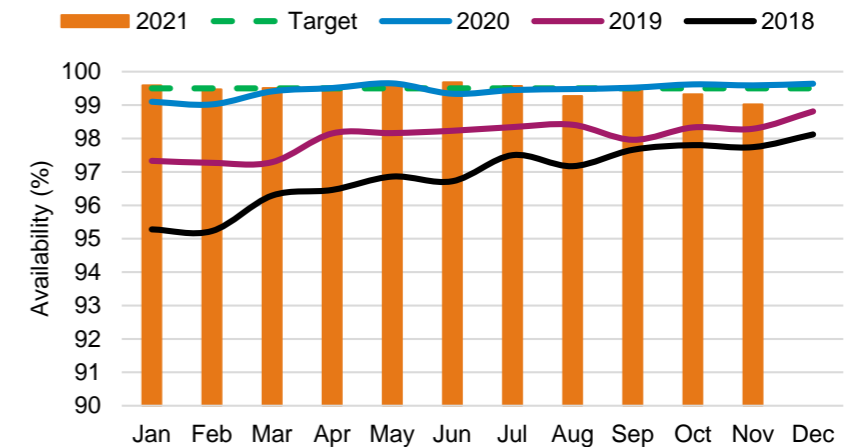
Fare gate availability

Percentage of fare gates are available for use.

November: 99.02%
October: 99.32%
November 2020: 99.59%

Target (SH): 99.50%

Continuing to work with contractor on issues introduced through the deployment of new software. Expecting a fix to the software to be deployed completely in February 2022.





Appendix: Asset availability

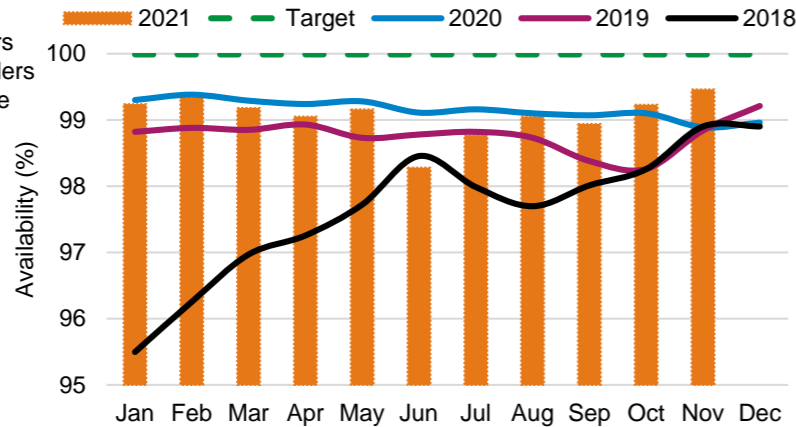
PRESTO reader

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

November: 99.46%
October: 99.23%
November 2020: 98.89%

Target: 99.99% ❌

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

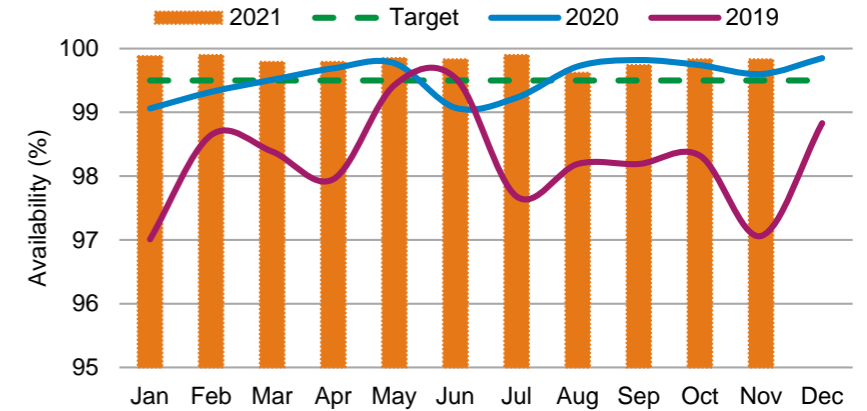


PRESTO Fares and Transfers Machine (FTM)

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

November: 99.83%
October: 99.83%
November 2020: 99.60%

Target: 95.00% ✅

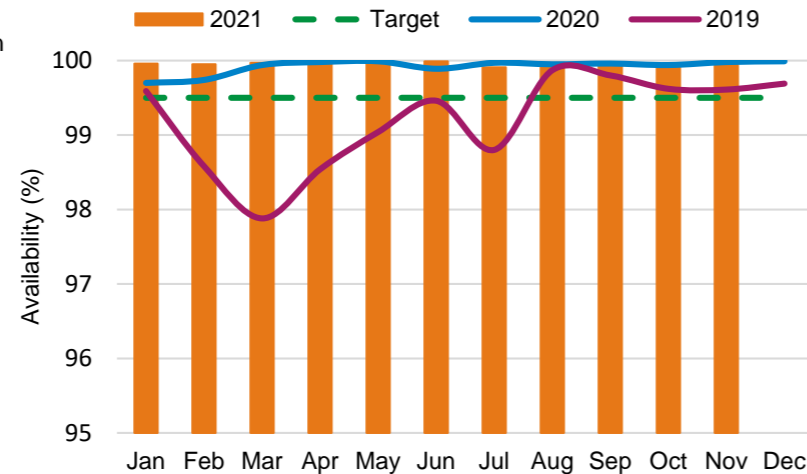


PRESTO Self-Serve Reload Machine (SSRM)

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.

November: 99.94%
October: 99.95%
November 2020: 99.98%

Target: 95.00% ✅



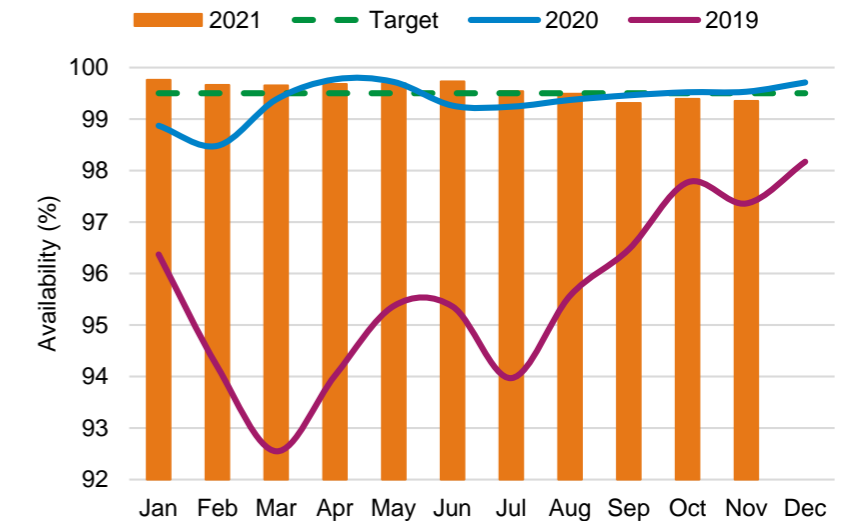
PRESTO Fare Vending Machine (FVM)

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.

November: 99.35%
October: 99.39%
November 2020: 99.53%

Target: 99.50% ❌

Metrolinx investigating an increase in bill jams causing lower availability.





Appendix 2: Safety

Regulatory compliance

At the May 29, 2019 Audit and Risk Management Committee meeting, a commitment was made to report to the Board on compliance to Safety, Health and Environment regulatory orders and to provide assurance that Commissioners have discharged their legal responsibilities. The table summarizes the number of regulatory orders issued from January 1 to October 2, 2021 and their status.

Type	Interactions/ visits	Requirement orders ¹ issued	Non- compliance orders ² issued	Status
Ministry of Labour, Training and Skills Development	102	7	8	Compliance Achieved
Ministry of the Environment, Conservation and Parks	0	0	0	Not Applicable
Technical Standards and Safety Authority	1	0	1	Not Applicable
City of Toronto	8	0	0	Not Applicable
Toronto Fire Services	30	0	0	Not Applicable

¹ Orders issued to provide documentation/information.

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

