For Action

Annual Review of TTC's Safety, Health & Environment (SH&E) Management System

Date: June 9, 2025
To: Audit & Risk Management Committee
From: Chief Safety Officer

Summary

The Toronto Transit Commission (TTC) continues to manage and mitigate occupational health and safety, operational safety as well as environmental risks due to its operations, activities, and services in a systematic manner through the implementation and maintenance of its Safety, Health & Environment (SH&E) Management System.

A SH&E Management System is a comprehensive and proactive approach to managing SH&E risk. The system goes beyond a simple sum of individual or isolated safety and environmental management programs and activities, such as investigation, inspection, or training. It is designed to improve SH&E performance and reduce risk by integrating all its processes into a continuous improvement cycle of Plan, Do, Check, and Act.

A review of the TTC's SH&E Management System is conducted by the TTC's internal Safety, Security, and Environment Executive (SX) Committee on an annual basis. The purpose of the review is to evaluate the suitability, adequacy, and effectiveness of the SH&E Management System, ensuring the ongoing management of SH&E risk.

The current review assessed the TTC's SH&E performance in 2024. The review was completed through analysis of the following inputs:

- Key Performance Indicators related to occupational health and safety, customer and public safety, operational safety, security, fire and life safety, and capital projects safety;
- Status of key SH&E projects and initiatives, highlighting significant developments in 2024;
- Audit and investigation findings, including the American Public Transportation Association's (APTA's) safety peer review conducted by a team of transit professionals; and
- Regulatory oversight, including legislative changes, regulatory agency interactions, and compliance status.

This report also includes updates on the TTC's corporate-level SH&E goals and objectives for 2024 to 2028. The goals and objectives have been updated and restructured to better support the continuous improvement of the SH&E Management System.

The TTC also completed an annual review of the TTC Safety, Health, and Environment Policy and TTC Workplace Violence Policy, as required under the Ontario Occupational Health & Safety Act (OHSA). No changes were made to the policies as a result of this review. The TTC also reviewed and updated its Respect and Dignity Policy, effective March 31, 2025.

The TTC's Safety and Environment Department engaged with Union executives in December 2024 to discuss opportunities to strengthen communication regarding safety policy and program development. In 2025, additional information was shared with Union executives, including an update on the annual review process.

This report summarizes the full report of the annual review, which was approved by the SX Committee on April 17, 2025.

Recommendations

It is recommended that the Audit & Risk Management Committee:

1. Reaffirm support for the approach to continuously improving the effectiveness of the TTC's Safety, Health & Environment Management System, identifying priority safety, health, and environment issues, and developing the TTC's safety, health, and environment goals and objectives, as described in this report.

Financial Summary

Approval of the recommendations in this report does not result in any financial implications beyond the base funding included in the 2025 Operating Budget for the operation of the Safety and Environment Department, as approved by the TTC Board on January 10, 2025 and by Toronto City Council on February 11, 2025. All initiatives are funded with existing budgeted resources.

The Executive Director – Finance has reviewed this report and agrees with the financial impact information.

Equity/Accessibility Matters

Equity, Diversity, Inclusion, and Accessibility (EDIA) are key principles that inform and underpin the TTC's services and activities. The TTC is committed to supporting individuals with accessibility needs by working toward making our services and facilities

fully accessible to enable all individuals the freedom, independence, and flexibility to travel anywhere on the transit system, while being treated with respect and dignity. This is supported by the TTC's SH&E Management System.

An effective and robust SH&E Management System is essential to the protection of communities, customers, and employees who are disproportionately affected by safety, health, and environmental systemic barriers. This may include women, Black, Indigenous, and various racialized communities, people with disabilities, gender diverse communities (2SLGBTQ+), and individuals experiencing disparities due to their sex, sexual orientation, or gender identity.

Decision History

The TTC Audit and Risk Management Committee determined at its meeting on June 3, 2019 that this review would be presented annually to the Audit and Risk Management Committee and the TTC Board to provide members with information on the functioning of the TTC's SH&E Management System, which will help them fulfil their legislative duties as directors of a corporation, as set out in Agenda Item 7, Decision History, page 2:

Annual Review of TTC's Safety, Health and Environment Management System

Issue Background

Under safety and environmental legislation, TTC Board members are considered directors of a corporation and have prescribed duties to take all reasonable care to ensure that the TTC complies with safety and environmental legislation and all regulatory orders. As such, Board members should be informed of the TTC's SH&E Management System and its performance in order to fulfill these duties. This is achieved through the communication of the report to the Audit and Risk Management Committee.

The SH&E Management System is built on the TTC's commitment to protecting the safety and health of its workers, customers, the public living in the communities in which it operates, and the protection of the environment. It is the system through which the TTC manages and mitigates SH&E risks by integrating all its processes into a continual improvement cycle of Plan, Do, Check, and Act, as described below:

Plan
The SH&E Policy is the overarching document of the TTC's SH&E Management System and establishes its safety commitment. Processes are established, implemented, and maintained for the ongoing identification, assessment, and control of SH&E risks. The SH&E goals and objectives are established through the annual review process and act as the strategic plan to manage and control these risks.

Do

Formal SH&E programs are developed to control SH&E risks, and as needed, to address changes in legislation or emerging issues. Extensive internal stakeholder consultation occurs during program development, and programs are supported in their daily execution and revised, as needed.

Check

Internal audits range from local-level supervisor audits and Joint Health and Safety Committee (JHSC) workplace inspections to SH&E program audits and Safety Assurance Checks. Safety Management System Audits are conducted by APTA every three years. In addition, the monthly SX Committee Key Performance Indicator report and CEO's Report include the monitoring of safety and environmental data.

Act

The SX Committee reviews the SH&E Management System on an annual basis. This review evaluates how well the SH&E Management System is functioning to support the safety and security cornerstone of the TTC's Corporate Plan.

Comments

The information listed below summarizes the results from the analysis of the following inputs during the 2024 annual review process:

- Performance indicators;
- Status of key SH&E projects and initiatives;
- Audit and investigation findings; and
- Regulatory oversight (legislation and compliance).

SH&E Performance Indicators

The analysis of performance indicators is performed over a five-year period (January 1, 2020 to December 31, 2024) and a two-year period (January 1, 2023 to December 31, 2024) to present both the long-term and short-term movement of the data and highlight any significant trends. Attachment 1 highlights notable findings from the analysis of performance indicators.

SH&E Goals and Objectives

The status of key SH&E projects and initiatives are outlined in Attachment 2. The updates focus on projects that have experienced significant developments in 2024 and have a broad impact across the organization. They are outlined by goal to better align with the corporate-level SH&E goals and objectives.

This report also includes the updated corporate SH&E goals and objectives for 2024 to 2028. The TTC continues to dedicate resources to advancing these items through the

project development, implementation, and monitoring stages. Reviewing and reporting on the goals and objectives occurs on a biannual basis. For additional details refer to Attachment 3.

Audits and Investigations

A number of audits are conducted by the Safety and Environment Department, including track level safety observations, Safety Assurance Checks, management system audits and environmental audits. An audit schedule has been developed to prioritize the evaluation of key SH&E programs, including an audit of the *Corporate Standard – Personal Protective Equipment (PPE)* in 2024.

In October 2024, APTA conducted a safety peer review. The scope included reviewing safety and security programs in support of ongoing efforts to align with industry standards. Final recommendations from the review were provided to the TTC in March 2025. APTA commended the cleanliness of the shops, adherence to PPE usage, level of employee engagement and dedication to corporate goals. Best practices that were highlighted included the Bus of the Future, the female Operator mentorship program, and the Track Level Night Safety Officer program.

In addition, investigations are conducted according to the criteria outlined in the *Corporate Program – Incident Reporting and Investigation*. Based on the findings, corrective actions are established and tracked on an ongoing basis. The Safety and Environment Department conducted eight Level 2 incident investigations in 2024. In comparison, six Level 2 incident investigations were conducted in 2023, and 16 Level 2 incident investigations were conducted in 2022.

The TTC Board is advised of all incidents that meet the criteria outlined in the Escalation and Notification Protocol, which was approved by the TTC Board in July 2021.

Regulatory Compliance

The statements below summarize the number of regulatory interactions and orders issued during the review period. Updates on regulatory interactions are also outlined in the monthly CEO's Report:

- The number of interactions with the Ministry of Labour, Immigration, Training and Skills Development (MLITSD) decreased to 87 from 91 in 2024. The number of orders remained the same, with 11 orders in 2024.

- The number of interactions with the Technical Standards and Safety Authority decreased from one in 2023 to zero in 2024. The number of orders decreased from four in 2023 to zero in 2024.

- The number of interactions with the City of Toronto remained the same, with two interactions in 2024. The number of orders increased to two in 2024 from one in 2023.

- The number of interactions with Toronto Fire Services (TFS) decreased to one in 2024 from five in 2023. The number of orders decreased to one in 2024 from two in 2023.

The orders were primarily related to protecting workers from asbestos exposure and exceeding the level of Total Phosphorus in waste water. All orders have been complied with and are considered closed.

Conclusion

Overall, the performance of the SH&E Management System remains stable and effective, with ongoing monitoring and targeted actions in place to address areas of concern. All departments conduct activities to support the SH&E Management System, and progress on the goals and objectives drives the employee and customer safety objectives in the Corporate Plan.

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Signature

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Attachments

Attachment 1 – Identified Trends in Performance Indicators and Current Actions
Attachment 2 – Key Developments in Projects and Initiatives in 2024
Attachment 3 – 2024 to 2028 SH&E Goals and Objectives

ATTACHMENT 1: IDENTIFIED TRENDS IN PERFORMANCE INDICATORS AND CURRENT ACTIONS

Table 1: Trends in Occupational Health and Safety Performance Indicators

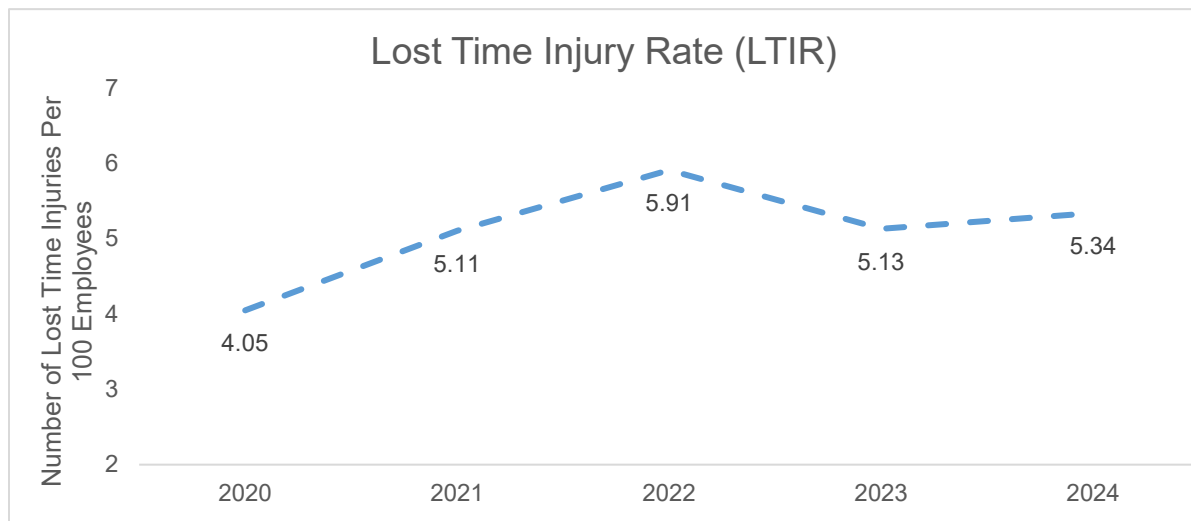| Performance Indicator	Identified Trends
Occupational Health and Safety	*Five-year period:* • No trend in the Lost Time Injury Rate (LTIR) (see Chart 1). • Upward trend in the No Lost Time Injury Rate (NLTIR) due to Acute Emotional Event (AEE), Collision, and Threat injury event types (see Chart 2). **The upward trend is unfavourable.** *Two-year period:* • No trend in the LTIR or NLTIR. *Current Actions:* • Formalizing the Five-Year Community Safety, Security, and Well-being Plan. • Implementing psychological health and safety recommendations and actions. • Continuous improvement of the *Corporate Program – Workplace Violence* and annual review of the Workplace Violence Policy.

Chart 1. Lost Time Injury Rate (2020-2024)

Lost Time Injury Rate (LTIR)

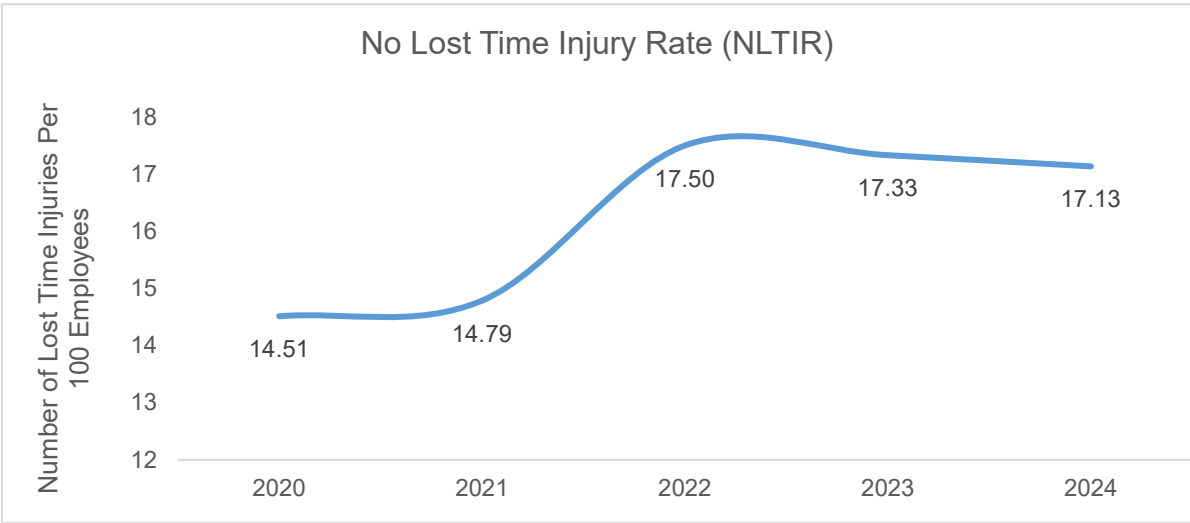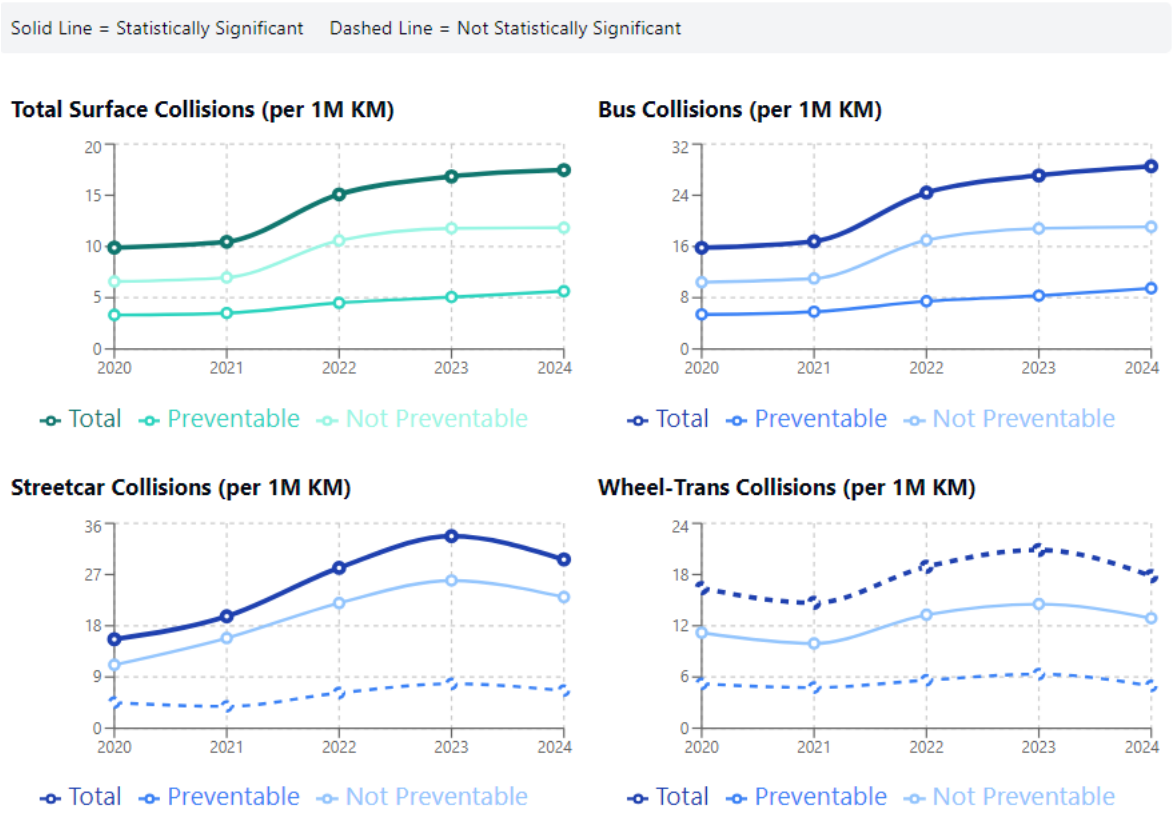Number of Lost Time Injuries Per 100 Employees

2020: 4.05
2021: 5.11
2022: 5.91
2023: 5.13
2024: 5.34

Chart 2. No Lost Time Injury Rate (2020-2024)

No Lost Time Injury Rate (NLTIR)

Number of Lost Time Injuries Per 100 Employees

14.51 (2020) · 14.79 (2021) · 17.50 (2022) · 17.33 (2023) · 17.13 (2024)

Table 2: Trends in Customer and Public Health and Safety Performance Indicators

Performance Indicator	Identified Trends
Customer and Public Health and Safety	*Five-year period:* • Upward trend in the Collision Rate driven by an increase in not preventable bus collisions (see Chart 3). **The upward trend is unfavourable.** • No trend in the Public Injuries Rate, Customer Injury Incident Rate and Suicide Incidents. *Two-year period:* • Upward trend in the Customer Injury Incident Rate due to an increase in subway station-related and subway vehicle-related injuries (see Chart 4). **The upward trend is unfavourable.** • No trend in the Collision Rate, Public Injuries Rate and Suicide Incidents. • The Commercial Vehicle Operator's Registration (CVOR) safety violation rate over the 24-month period remained stable. However, the CVOR has the potential to increase dramatically if all Red Light Camera (RLC) and Automated Speed Enforcement (ASE) violations are applied. *Current Actions:* • Bus Collision Reduction Strategy focused on Operator development and post-incident support, new technology, safety culture promotion, data collection, and leadership engagement.

	• *Corporate Program – Traffic Safety* and ongoing monitoring of actions by the Traffic Safety Committee. • Developing targeted customer communication campaigns and engagement activities to address findings from data analysis. • Actions to address RLC and ASE violations include Operator engagement, performance management, safety campaigns, Operator alert technology, audits, and trend analysis.

Chart 3. Collisions per 1M km by Mode and Preventability (2020-2024)

Solid Line = Statistically Significant   Dashed Line = Not Statistically Significant

Total Surface Collisions (per 1M KM)

Bus Collisions (per 1M KM)

Streetcar Collisions (per 1M KM)

Wheel-Trans Collisions (per 1M KM)

Total   Preventable   Not Preventable

9

Chart 4. Customer Injury Breakdown by Mode per 1M Trips (2020-2024)

Customer Injury Rate Per 1M Trips

Rate Per 1M Trips (y-axis: 0.00 to 3.00)

Year (x-axis: 2020, 2021, 2022, 2023, 2024)

Legend: Total — Bus — Streetcar — Subway-Station — Subway Vehicle
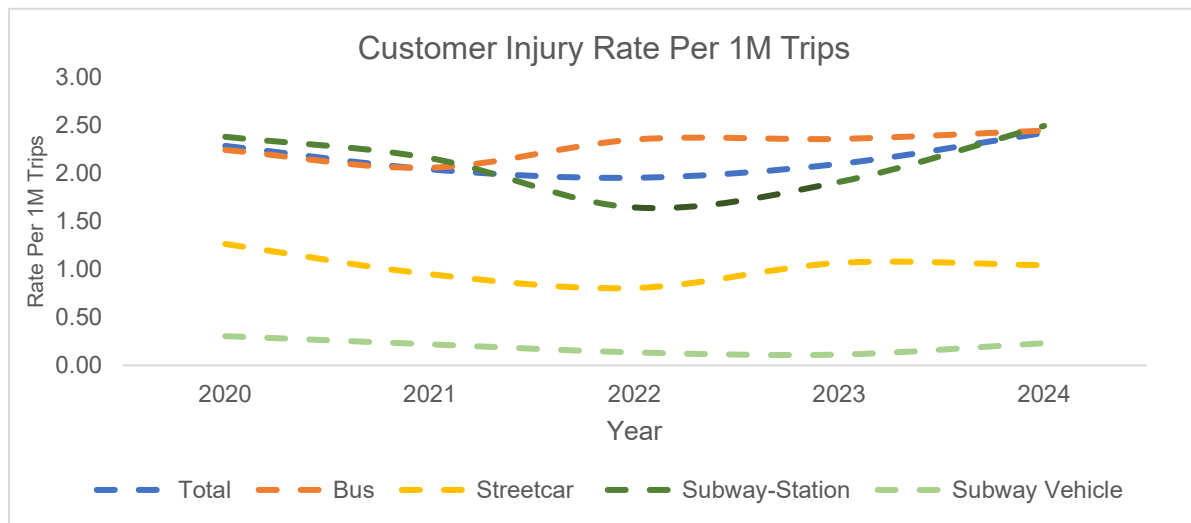
Table 3: Trends in Operational Safety Performance Indicators

Performance Indicator	Identified Trends
Operational Safety	*Five-year period:* • Downward trend in Signal Violations and Platform Overshoots. **The downward trend is favourable.** • No trend in Doors Open in Error, and Subway Plan B Incidents. Plan B Incidents are incidents of fire/smoke/burning odour at track level/platforms. *Two-year period:* • Downward trend in Signal Violations. **The downward trend is favourable.** • No trend in Platform Overshoots, Doors Open in Error, and Subway Plan B Incidents. *Current Actions:* • Ongoing Automatic Train Control implementation and dedicated committee, involving Operators and signals crews, to address signal violations. • Quarterly track walks to check for hazards and regular review of Plan B Incidents to assess effectiveness of inspections.

Table 4: Trends in Security Performance Indicators

Performance Indicator	Identified Trends
Security	***Five-year period:*** • No trend in Offences against Customers and Offences against Employees (see Charts 5 and 6). ***Two-year period:*** • No trend in Offences against Customers and Offences against Employees. However, a downward movement was observed. **The downward movement is favourable.** ***Current Actions:*** • Formalizing the Five-Year Community Safety, Security, and Well-being Plan.

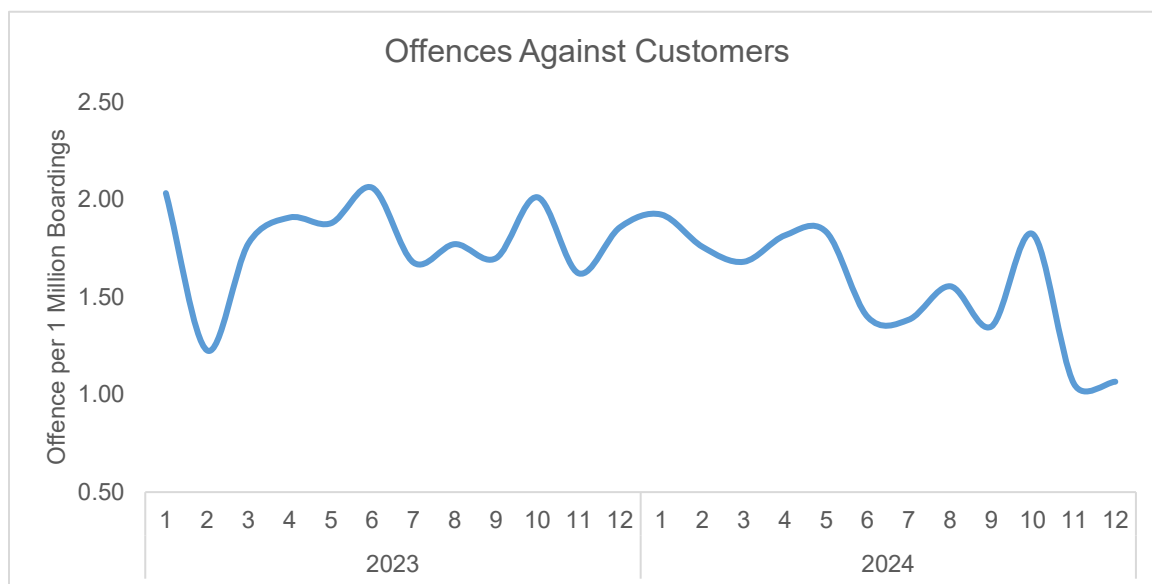**Chart 5. Offences against Customers (2023-2024)**

Chart titled "Offences Against Customers". Y-axis labeled "Offence per 1 Million Boardings" ranging from 0.50 to 2.50. X-axis shows months 1-12 for 2023 and months 1-12 for 2024.

Chart 6. Offences against Employees (2023-2024)

Offences Against Employees
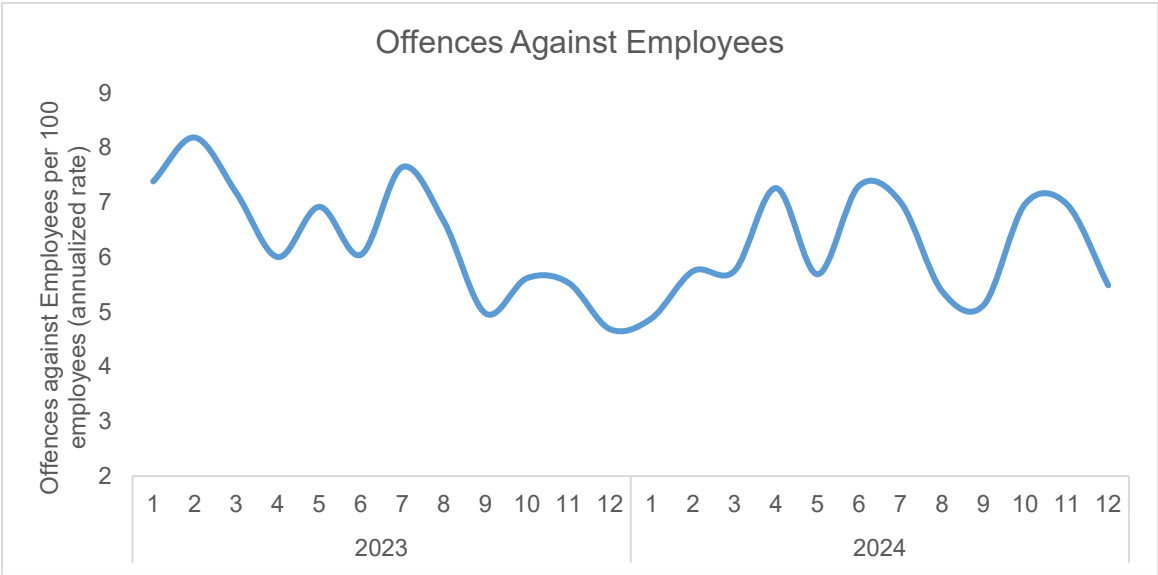
Table 5: Trends in Fire and Life Safety Performance Indicators

Performance Indicator	Identified Trends
Fire and Life Safety	***Year-over-year:*** • Slight decrease in fire protection system maintenance scores year-over-year due to access issues with closed leased spaces and a lack of annual fire extinguisher reports for emergency exit buildings. **The decrease is unfavourable.** • Decrease in average number of Ontario Fire Code (OFC) violations per TTC property. **The decrease is favourable.** • Increase in local management monthly inspections. **The increase is favourable.** ***Current Actions:*** • Ongoing fire code audits and fire safety inspections conducted by the Safety and Environment Department. • Review of fire code deficiencies and fire incidents for trends and areas of improvement using software.

Table 6: Trends in Capital Projects Safety Performance Indicators

Performance Indicator	Identified Trends
Capital Projects Safety	*Five-year period:* • Decrease in contractor reported incidents, contractor incident rate, and contractor injury rate. • Decrease in the number of serious incidents requiring investigation. • Decrease in Ministry of Labour, Immigration, Training and Skills Development (MLITSD) visits on construction sites and 100% compliance with Designation of Projects. • **These decreases are all favourable.** *Current Actions:* • Established robust health and safety processes for monitoring of contractors. • Continued application of Certificate of Recognition (COR) 2020 requirements by contractors.

ATTACHMENT 2 – KEY DEVELOPMENTS IN PROJECTS AND INITIATIVES IN 2024

Goal 1: Improve the effectiveness of the SH&E Management System

- Safety Connect is the TTC's software solution that manages safety, health, and environment processes and data. Onboarding into Safety Connect has been occurring in stages for incident reporting and investigation processes. As of Q2 2025, the TTC is now fully onboarded into Safety Connect.

- Updates to the *Corporate Program – Incident Reporting and Investigation* were approved in 2024 to reflect the reporting and investigation elements of the Safety Connect workflow and the removal of legacy paper or PDF reporting investigation forms used by the TTC.

Goal 2: Manage occupational injury and illness risk

- Implementation of recommendations from the Psychological Health and Safety Consultation Report is ongoing, with related actions focusing on employee well-being outlined in the TTC's Corporate Plan.

- The *Corporate Program – Designated Substances* was finalized in 2024. In 2025, the Safety and Environment Department will issue a communication on the program and roll-out new training to specific work locations.

- The *Corporate Program – Heat Stress* and *Corporate Program – Cold Stress* were drafted in 2024. The heat stress program was approved in early 2025 and will be formally communicated.

- The TTC completed all phases of the Radon Study. The results from all five phases were less than Health Canada's action level in all areas measured. Results have been communicated corporate-wide and to the JHSCs.

- As part of the *Corporate Program – Active Fall Protection*, gap analyses were conducted at Streetcar Maintenance and Rail Cars and Shops to assess alignment with the program's requirements. Implementation in other departments is still underway.

- The new *Corporate Program – Safe Operation of Overhead Cranes and Hoists* was approved in 2024. Implementation has started in Streetcar Maintenance and will continue in other applicable departments.

- The TTC co-ordinated a team for the Steps for Life Walk and implemented a campaign in recognition of Safety and Health Week and Mental Health Week. The campaign included safety talk materials, in-person outreach events, and mental health pop-ups.

- A fatigue action plan has been developed, and fatigue management strategies and priority actions will be implemented in 2025.

- The restructured Subway/SRT Rule Book was released in 2024 and the *Corporate Standard – Governance Structure for Rule Books* was approved.

Goal 3: Ensure compliance with legislation, standards, and policies

- The Safety and Environment Department conducted hazardous waste inspections and worked with facilities to address gaps in documentation retention and help with record-keeping practices.

- In June 2024, the TTC hosted Joint Health and Safety Committee (JHSC) Day for all JHSC Co-Chairs. In total, 91 Co-Chairs (workers and management) of the 54 JHSCs attended. Two JHSC Days are planned for 2025.

- The scope of the *Corporate Program – Environmental Approvals* was expanded to include all permits as it relates to land, air, and water. The new program will be drafted in 2025 and implemented in 2026.

Goal 4: Improve Environmental Management

- In response to the hydraulic fluid leaks, the *Corporate Program – Spills* and associated training were updated and all employees in Track and Structure and Rail Cars and Shops were trained. The TTC supported external audits and provided updates to the TTC Board.

- The update to the existing *Corporate Program – Hazardous Materials Control* was completed. Two gaps were found and will be addressed: training for Supervisors and developing a database for hazardous products for the Engineering, Construction and Expansion Group.

Goal 5: Improve Customer Safety

- Key traffic safety accomplishments included a bus collision reduction strategy, switch incident prevention initiatives, enhanced training, communication campaigns, Safety Assurance Checks and Rules Compliance Audits, technological solutions, and continued collaboration with the City.

- The TTC updated its rail crossing procedure to no longer stop at protected crossings. For Rail Safety Week, TTC representatives partnered with Metrolinx to share rail safety tips, transit safety advice, and resources at Union Station.

- The *Corporate Program – First Aid* was approved. Though many elements and requirements regarding first aid were already in place at the TTC, no formal program existed. Implementation of the program is underway.

- Throughout 2024, Fire Code Audits were completed, Fire Safety Plans were reviewed, and Fire Drills and Exercises were conducted.

- A study was completed to investigate how suicide rates have changed over time and whether Crisis Link influenced the rates. The TTC will review its public communication of Crisis Link and media relations around suicide incidents.

Goal 6: Improve planning, response, and recovery capabilities

- Business Continuity and Resilience led corporate contingency planning efforts and created labour disruption plans to guide preparedness and response. The insights from the external consultant review will aid the TTC in future labour disruption planning and enhance overall resiliency and business continuity.

- Emergency Management supported preparations for the Taylor Swift concerts and will continue to support preparedness efforts for future concerts and the FIFA World Cup in 2026.

Goal 7: Improve Contractor Safety Management

- The *Corporate Procedure – Work Classification and Ministry of Labour, Immigration, Training and Skills Development (MLITSD) Notifications* was developed to help establish a process to classify planned work and to identify notifications to the MLITSD.

- The Contractor Safety Management Survey was issued to collect input and feedback from departments engaged in capital projects. Survey findings will be used to help develop a framework for a Contractor Safety Management program.

- The Construction Safety Awareness course continued in 2024 and was delivered to TTC staff involved in construction projects outside of the Engineering, Construction and Expansion Group to raise awareness of construction safety requirements.

- The TTC continued to maintain the Certificate of Recognition (COR) program and development of new processes required under COR 2020, including safety in procurement, contractor and sub-contractor management, document and records control, legislative requirements and change management.

Goal 8: Improve community safety and security

- The TTC continued its community safety measures in 2024 to help meet its overall goal of improving and strengthening community safety, security and well-being using a compassionate and people-first approach.

- This included deploying an additional 160 employees at key locations, maintaining the number of security guards, increasing Special Constables and Fare Inspectors, connecting people with social supports, extending the Multi-Disciplinary Outreach Teams and continuing deployment of community safety ambassadors.

- The TTC also reviewed and updated its approach to provided transport buses to warming centres, providing transport to the Better Living Centre at -15 Celsius.

- The TTC will be assessing its security operating model, evaluating the effectiveness of social supports, conducting consultation sessions, updating its winter response plan, conducting additional customer research, and formalizing its overall plan.

ATTACHMENT 3 – 2024 TO 2028 TTC SH&E GOALS AND OBJECTIVES

Goals are the desired widespread outcome of the SH&E Management System. There are six goals, each with multiple strategies, which describe the approach to achieve the goal. Under each strategy are objectives that describe the deliverables needed to achieve the strategy. The objectives are prioritized based on the impact to the organization as outlined in the table below:

Priority Level	Description
Low	There are already corporate programs or procedures in place – the objective is committed to quality and process improvement.
Medium	Departments have procedures and processes in place at the local level. There is no legislative requirement driving the objective, but implementing the objective will benefit the organization. The impact to the organization, if not implemented, is moderate and not immediate. Employees, customers, and the environment are not in immediate danger.
High	Direct contravention of the Occupational Health and Safety Act or Regulations or immediately dangerous to life, health and environment. If the program or procedure is not put in place, the risk to the TTC is high from a safety, environmental, or legal perspective. This could be from severity and/or likelihood or impact to a large number of employees or customers.

The objectives are outlined over a five-year period from 2024 to 2028 and have been classified according to expected time for completion. The categories are as follows:

Category	Target Date	Colour
Short-Term	Q4 2025	Green
Mid-Term	Q1 2026-Q4 2027	Yellow
Long-Term	Q1 2028-Q4 2028	Red

The TTC continues to focus on corporate-level goals and objectives and dedicating resources to advancing these items through the project development, implementation, and monitoring stages. During this annual review process, four goals were consolidated, strategies were clarified, and various objectives were completed. Additionally, some objectives were transferred from the corporate to the department level, while others were revised. New objectives have been added in areas where there is capacity for new initiatives.

The following tables provide further details on the objectives under each goal. The impacted departments are included, which means these departments may be impacted by development, consultation, and/or implementation activities.

Goal 1: Continue to strengthen and improve elements of the SH&E Management System

Strategy 1: Focus on enhancing foundational risk management processes					
	Objective	**Priority Ranking**	**Target Date**	**Impacted Groups/Dept**	**Lead Dept**
A	Ensure Level 1 investigations are completed as per program requirements	Low	Q3 2026	All	Safety and Environment (S&E)
B	Implement employee Hazard/ Near Miss Reporting through Safety Connect	Low	Q2 2026	All	S&E
C	Implement HIRA processes across the TTC	Medium	Q2 2027	All	S&E
D	Implement Job Safety Analysis (JSA) processes across the TTC	Medium	Q2 2028	All	S&E
E	Address gaps within procurement processes to control the introduction of new risks into the TTC	Low	Q4 2027	Procurement and Category Management (PCM)	S&E
F	Establish management of change process(es) for the implementation and control of planned temporary and permanent changes that impact safety and environmental performance	Medium	Q4 2028	All	S&E

Strategy 2: Utilize technology to support SH&E Management System Requirements

	Objective	Priority Ranking	Target Date	Impacted Groups/Dept	Lead Department
A	Continue to upload asbestos reassessment information into our electronic database (iMAP) and prepare for a soft launch by Q4 2025 for one work location where Supervisors are able to access the database to obtain asbestos containing material before they start their construction/renovation project	Low	Q4 2025	Plant Maintenance Track and Structure Signals, Electrical, Communications (SEC) Engineering, Construction and Expansion (ECE)	S&E

Strategy 3: Focus on developing foundational safety and environmental competencies

	Objective	Priority Ranking	Target Date	Impacted Groups/Dept	Lead Department
A	Assess overall structure of corporate safety and environmental training and develop a strategy and plan through a committee of stakeholders	Low	Q2 2026	All	S&E

Strategy 4: Strengthen measurement systems that assess safety and health performance, reduce risks, identify gaps in the SHEMS and drive needed improvements

	Objective	Priority Ranking	Target Date	Impacted Groups/Dept	Lead Department
A	Develop a balanced set of lagging and leading SH&E metrics and set measurable targets	Low	Q1 2026	All	S&E

Strategy 5: Conduct activities to validate the SH&E Management System

	Objective	Priority Ranking	Target Date	Impacted Groups/Dept	Lead Department
A	Develop a strategy and plan for ISO 45001 Certification	Low	Q2 2025		S&E

Strategy 6: Enhance communication and opportunities for safety engagement and feedback

	Objective	Priority Ranking	Target Date	Impacted Groups/Dept	Lead Department
A	Develop JHSC feedback mechanism for safety program development	Low	Q4 2025	All	S&E
B	Implement organization-wide safety campaign for Health and Safety Week	Low	Q2 2025	All	S&E

Strategy 4: Strengthen measurement systems that assess safety and health performance, reduce risks, identify gaps in the SHEMS and drive needed improvements					
C	Develop, co-ordinate and deliver two JHSC conference/forum events for JHSC members	Low	Q4 2025	All	S&E

Goal 2: Continue to improve and strengthen controls to manage all injury and illness risk

Strategy 1: Reduce the frequency and severity of lost-time injuries

	Objective	Priority Ranking	Target Date	Impacted Groups/Dept	Lead Department
A	Implement and audit compliance with First Aid Program	Medium	Q4 2025	All	S&E
B	Implement recommendations from Psychological Health and Safety Consultation Report	Medium	Q4 2027	All	S&E

Strategy 2: Systematically manage occupational safety hazards with serious injury potential

	Objective	Priority Ranking	Target Date	Impacted Groups/Dept	Lead Department
A	Complete implementation of Corporate Lock Out Tag Out (LOTO) Program	Medium	Q2 2027	Transportation and Vehicles Operations and Infrastructure Operations Training Centre (OTC) ECE	S&E
B	Implement Corporate Active Fall Protection Program in identified departments	Medium	Q2 2026	Transportation and Vehicles Operations and Infrastructure OTC ECE	S&E

C	Implement updated Ladder Safety Program	Low	Q4 2025	All	S&E
D	Implement Safe Operation of Powered Lift Trucks Program in identified departments	Medium	Q4 2025	Transportation and Vehicles Operations and Infrastructure OTC ECE	S&E
E	Implement Safe Operation of Overhead Cranes Program	Medium	Q2 2026	Transportation and Vehicles Operations and Infrastructure OTC	S&E
F	Implement fatigue management strategies and priority actions	Medium	Q2 2026	All	S&E
G	Implement Corporate Electrical Safety Program in key departments	Medium	Q4 2027	Transportation and Vehicles Operations and Infrastructure OTC ECE	S&E
H	Conduct external review of Rule Book governance structure and SRB training	Low	Q2 2026	OTC	S&E

	Objective	Priority Ranking	Target Date	Impacted Groups/Dept	Lead Department
I	Co-ordinate a project to analyze the risk of injury due to breakdowns in Operator vigilance and investigate related technological solutions	Medium	Q4 2025	Innovation and Sustainability Operations and Infrastructure Transportation and Vehicles	S&E
J	Implement a wearable flashing light (the Guardian light) for all workers at track level not protected by a work zone light	Medium	Q2 2025	Operations and Infrastructure Transportation and Vehicles	S&E
K	Complete the draft for a new Cold Stress Program and complete stakeholder review	Low	Q4 2025	Operations and Infrastructure Transportation and Vehicles Construction	S&E
L	Complete the review and update for the Confined Space Program	Low	Q4 2025	Operations and Infrastructure Transportation and Vehicles Construction	S&E

Strategy 3: Focus on customer injury trends

	Objective	Priority Ranking	Target Date	Impacted Groups/Dept	Lead Department
A	Improve existing communications and conduct outreach with key customer groups to prevent identified injury event types	Low	Q4 2025	Transportation and Vehicles Stations	S&E

Strategy 4: Systematically manage customer safety risk with potential for major/catastrophic consequences

	Objective	Priority Ranking	Target Date	Impacted Groups/Dept	Lead Department
A	Launch Operator Assist Technology Pilot	Medium	Q3 2025	Transportation and Vehicles Strategy and Customer Experience S&E	Sustainable Innovation
B	Complete Operator Assist Technology Evaluation	Medium	Q4 2026	Transportation and Vehicles S&E Information Technology Services (ITS)	Sustainable Innovation

Strategy 5: Strengthen fire and life safety processes

	Objective	Priority Ranking	Target Date	Impacted Groups/Dept	Lead Department
A	Continue track walks to identify fire hazards based on data from Transit Control	Low	Q4 2028	Track and Structure Transit Control Plant Maintenance SEC	S&E
B	Update Fire Safety Program to align with Emergency Management initiatives	Low	Q3 2025	All	S&E

C	Create a Fire Investigation Program that aligns with Toronto Fire Services best practice	Medium	Q4 2026	All	S&E
D	Implement a data-driven approach to identify hot spots where fire-related emergencies are occurring and causing delays	Low	Q4 2025	Track and Structure Transit Control Plant Maintenance SEC	S&E

Goal 3: Continue to improve and strengthen Environmental Management

Strategy 1: Follow legal counsel priority ranking of TTC Environmental Management Policy and Programs					
	Objective	**Priority Ranking**	**Target Date**	**Impacted Groups/Dept**	**Lead Department**
A	Develop a new for Corporate Program – Environmental Permits to include air, water, and land permits as well as TSSA variances and complete stakeholder review	Low	Q4 2025	Operations and Infrastructure Transportation and Vehicles ECE Innovation and Sustainability	S&E
B	Update WHMIS training for workers to include general guidelines around safe storage of hazardous products	Low	Q2 2026	All	S&E

Goal 4: Continue to improve and strengthen planning, response, and recovery capabilities to mitigate the impacts of emergencies and disruptions

Strategy 1: Develop and improve Business Continuity and Emergency Management documentation and capabilities to mitigate impacts of disruptions and emergencies					
	Objective	Priority Ranking	Target Date	Impacted Groups/Dept	Lead Department
A	Implement and continuously improve the Business Continuity Program across 27 to 35 departments to support operational resilience	Medium	Q4 2028	Operations and Infrastructure Transportation and Vehicles Corporate Services People and Culture	S&E
B	Implement the business continuity program with seven departments	Medium	Q4 2025	Plant Maintenance Stations ITS Streetcar Infrastructure Operations Safety and Planning Track and Structure Transit Control	S&E
C	Update the Business Continuity Standard and Corporate Program	Medium	Q3 2025	All	S&E
D	Develop a Corporate HIRA and continuously update and improve	Medium	2025-2028	All	S&E

	Objective	Priority Ranking	Target Date	Impacted Groups/Dept	Lead Department
E	Update Emergency Management Standard	Medium	Q4 2025	All	S&E
F	Review and update the Hazardous Materials Corporate Program	Low	Q2 2026	All	S&E

Strategy 2: Focus preparedness efforts on high-risk events

	Objective	Priority Ranking	Target Date	Impacted Groups/Dept	Lead Department
A	Increase stakeholder confidence and capacity to plan and respond to high-risk events	Medium	Q4 2028	All	S&E
B	Formalize governance to support strategic, operational, and tactical preparedness activities	Medium	Q3 2025	All	S&E
C	Revise the corporate labour disruption response plan(s)	Medium	2025-2028	All	S&E
D	Facilitate the update of departmental strike response plans	Medium	2025-2028	All	S&E
E	Develop and execute a cyber security exercise series in collaboration with ITS	Medium	Q4 2025	Corporate Services Operations and Infrastructure Transportation and Vehicles	S&E

		Priority Ranking	Target Date	Impacted Groups/Dept	Lead Department
F	Plan a long-term corporate exercise series that will begin in 2025 and end with a Full Functional Exercise in 2027	Medium	Q3 2027	All	S&E
G	Conduct commissioning exercise for Line 6 to prepare for revenue service	Medium	Q2 2025	Operations and Infrastructure Transportation and Vehicles	S&E LRT Operations

Strategy 3: Update and improve Emergency Management Program to improve efficiency and effectiveness of response to crisis/emergencies					
	Objective	**Priority Ranking**	**Target Date**	**Impacted Groups/Dept**	**Lead Department**
A	Rewrite and implement Emergency Operations Plan	Medium	Q3 2025	All	S&E
B	Create an Emergency Operations Centre (EOC) Procedures document	Medium	Q4 2025	All	S&E
C	Update and implement the exercise program based on corporate-level HIRA	Medium	Q4 2028	All	S&E
D	Create a company-wide training program framework with a focus on IMS for various levels and positions across the commission and begin implementation	Medium	Q3 2025	All	S&E OTC

Goal 5: Improve Contractor Safety Management to enable a consistent approach across the TTC

Strategy 1: Develop consistency across departments in contractor safety management for construction and construction-related service contracts					
	Objective	**Priority Ranking**	**Target Date**	**Impacted Groups/Dept**	**Lead Department**
A	Conduct surveys and assessments of various groups/ departments engaged in capital projects and construction activities to benchmark against selected tool and report detailing current approaches and capabilities across the TTC	Medium	Q2 2025	Departments involved in capital projects	S&E
Strategy 2: Review current construction safety training provided to TTC staff engaged in construction activities and contractors					
	Objective	**Priority Ranking**	**Target Date**	**Impacted Groups/Dept**	**Lead Department**
A	Outline future course offering for Construction Safety Management, including TTC staff and contractors	Medium	Q2 2025	OTC Departments involved in capital projects	S&E

Strategy 3: Review resource structure for a robust Contractor Safety Management Program for implementation across TTC

	Objective	Priority Ranking	Target Date	Impacted Groups/Dept	Lead Department
A	Produce a framework detailing resource structure for an effective Contractor Safety Management based on completed gap assessments	Medium	Q4 2025	Departments involved in capital projects	S&E

Strategy 4: Develop and implement Contractor Safety Management Program

	Objective	Priority Ranking	Target Date	Impacted Groups/Dept	Lead Department
A	Develop a framework for Contractor Safety Management	Medium	Q4 2025	Departments involved in capital projects	S&E
B	Draft plan and program documents and prepare for approval by SX Committee	Medium	Q4 2027	Departments involved in capital projects	S&E
C	Achieve approvals and initiate implementation of plan and program documents	Medium	Q4 2028	Departments involved in capital projects	S&E

Goal 6: Improve and strengthen community safety, security, and well-being on the transit system

Strategy 1: Develop, implement, and evaluate actions to address community safety, security, and well-being					
	Objective	**Priority Ranking**	**Target Date**	**Impacted Groups/Dept**	**Lead Department**
A	Formalize the Five-Year Community Safety, Security, and Well-being Plan	Medium	Q3 2025	All	S&E
B	Develop a Corporate Program – Community Safety, Security, and Well-being	Medium	Q3 2025	All	S&E