TTC’s Response to COVID-19

TTC Board

May 13, 2020
Outline

1. Governance, Operations and Safety
   Betty Hasserjian: Chief Safety Officer (acting)

2. Finance
   Josie La Vita: Chief Financial Officer (interim)

3. Service
   Mark Mis: Head, Service Planning and Scheduling

4. Closing Remarks
   Rick Leary: Chief Executive Officer
Introduction

The TTC has played an essential role during the COVID-19 pandemic and continues to move 300,000 customers a day.

We have worked in close partnership with the City of Toronto, Toronto Public Health and neighbouring transit agencies to protect customers and employees.
Response to COVID-19

Jan 27
Employee COVID-19 hotline launched

Jan 28
Disinfection efforts increased in stations, vehicles and workplaces
TTC and TPH hygiene campaign launched

Feb 4
Hand sanitizer and disinfectant wipes distributed to all front-line employees

Feb 13
Town hall employee information sessions with Dr. de Villa and Dr. Dubey
Service adjustments implemented
Remote work implemented

Mar 9
Business travel suspended

Mar 12
Province announces school closures
City activates EOC

Mar 16
First TTC COVID-19 case
Sick note requirement suspended

Mar 18
First confirmed COVID-19 case in Toronto

Mar 19
Demand-responsive service plan implemented

Mar 23
Rear-door boarding policy implemented

Mar 29
City declares state of emergency

Mar 30
Rear-door boarding policy implemented

Apr 2
City issues emergency order on physical distancing

Apr 8
Barriers rolled out on buses

Apr 18
Hand sanitizers installed in stations

Apr 21
TTC partners with Toronto Paramedic Services
Governance, Operations and Safety
Governance and Emergency Response
Continuity of Operations Planning

- Late fall 2019: Updated Emergency Operations Plan (EOP)
- February 2020: Update to Pandemic and Infectious Disease Emergency Response Plan
- March 2020: Create Master List of Mission-Critical Functions and Services to inform COVID19 Strategic Decisions
- April 2020: Develop Corporate COOP work plan to integrate Departmental COOPs
- All Departments refine their Departmental COOPs
Shift to Remote Work

• Approximately 1,700 employees now working remotely
• Controls put in place to ensure remote devices are secured
Materials and Procurement

- Adopt centralized model for critical Personal Protective Equipment (PPE) management
- Report daily PPE inventory and usage to the City and EOC

### PPE Inventory Summary

<table>
<thead>
<tr>
<th>PPE Inventory Item</th>
<th>Anticipated Burn Rate</th>
<th>% of Six Month Supply on Hand</th>
<th>Days of Inventory on Hand</th>
<th>Days of Inventory on Order</th>
<th>% of Six Month Supply on Order</th>
<th>% of Six Month Supply on Hand and On Order</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nitrile Gloves 4MM - EACH</td>
<td>44,241</td>
<td>309,669</td>
<td>7,953,432</td>
<td>2%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Nitrile Gloves - 2MM - Vinyl - EACH</td>
<td>53,386</td>
<td>373,719</td>
<td>8,609,905</td>
<td>2%</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Hand Sanitizer - LITRES</td>
<td>496</td>
<td>3,482</td>
<td>87,400</td>
<td>8%</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Tyvek Coveralls</td>
<td>1,015</td>
<td>7,104</td>
<td>182,873</td>
<td>13%</td>
<td>2%</td>
<td>15%</td>
</tr>
<tr>
<td>Surgical Masks</td>
<td>17,601</td>
<td>86,005</td>
<td>600,085</td>
<td>81%</td>
<td>37%</td>
<td>16%</td>
</tr>
<tr>
<td>N95 Masks</td>
<td>121</td>
<td>848</td>
<td>21,818</td>
<td>240%</td>
<td>200%</td>
<td>115%</td>
</tr>
<tr>
<td>N95 EXPIRED Masks</td>
<td>163</td>
<td>1,352</td>
<td>34,776</td>
<td>36%</td>
<td>8%</td>
<td>36%</td>
</tr>
<tr>
<td>Dust Masks</td>
<td>289</td>
<td>1,557</td>
<td>50,328</td>
<td>8%</td>
<td>15%</td>
<td>8%</td>
</tr>
<tr>
<td>Osler RTU Solution - 1L Bottle</td>
<td>272</td>
<td>1,907</td>
<td>49,044</td>
<td>17%</td>
<td>0%</td>
<td>10%</td>
</tr>
<tr>
<td>Osler Wipes - Tubes - EACH</td>
<td>678</td>
<td>4,748</td>
<td>122,117</td>
<td>5%</td>
<td>2%</td>
<td>40%</td>
</tr>
</tbody>
</table>
Customer and Employee Safety

• Maintaining a healthy and safe environment
• Preventing the transmission of disease
• Managing incidents of employee illness
• Protecting the most vulnerable
Cleaning and Disinfecting
Personal Protective Equipment
Physical Distancing in the Workplace
Physical Distancing in Transit
Employee Health and Wellness

- 41 of almost 16,000 employees have tested positive for COVID-19
- 13 have recovered and returned to work

Notice

Notice to ALL TTC employees, vendors and visitors who are entering this facility:

COVID-19 continues to evolve quickly. Given the current situation, we are screening for potential risks of COVID-19 with everyone entering this facility to ensure the safety and well-being of all.

1. Do you have any of the following symptoms: fever over 38 C, feeling feverish, new or existing cough and difficulty breathing?
2. Have you travelled internationally within the last 14 days (outside Canada)?
3. Have you had close contact with a confirmed or probable COVID-19 case?
4. Have you had close contact with a person with an acute respiratory illness who has been outside Canada in the last 14 days?

Only employees, vendors and visitors that have answered NO to all questions should enter the workplace or building.

Employees, vendors and visitors who answer YES to any of these questions cannot enter and must advise their direct supervisor or call Transit Control at (416) 393-3444.

Please wash your hands or use hand sanitizer before you start working.

TTC Occupational Health: 416-393-4572
Telehealth Ontario: 1-866-797-0000
Ontario Ministry of Health website: www.ontario.ca/coronavirus

Thank you for your cooperation
Employee Communications

- Updates from our CEO to employees
- Board updates
- Senior Management Team Skype Meetings
- Daily Corporate Notices

Staying safe at work:

If you feel sick, please stay home

Symptoms of COVID-19 include a new cough, fever, difficulty breathing, muscle aches, fatigue, sore throat, runny nose, and headache.

For more information, visit ttc.ca/EmployeeHealth

COVID-19 Reminders
April 24, 2020

What should I do if I think I have COVID-19 symptoms or have been in close contact with someone who has COVID-19?

The first thing you should do is complete the Ministry of Health’s online self-assessment to help you determine your next steps. The assessment is available online: cco.sm/covid19.

If you completed an assessment before April 16, 2020, please do it again. The assessment has been updated with additional information.

What do I need to know about testing for COVID-19?

Testing is available for TTC employees who are...
Customer Communications: Online

To allow safe physical distancing for customers who need to travel on the TTC, we’ve begun to block off seats on buses, streetcars and subways. For more information on how we’re keeping employees and customers safe, visit our website: http://bit.ly/3eseACd6

In an effort to #FlattenTheCurve:

- Bus access is now limited to rear doors, except for accommodating accessibility needs.
- We have discontinued the use of fare boxes for cash, TTC tickets and tokens. Paper transfers are not being issued. Tap your PRESTO card to pay your fare.

 TTC Customer Service @TTCalerts

Protecting our customers and employees remains our top priority. To keep up to date on TTC’s activities in response to COVID-19, please visit our website:
ttc.ca/Riding_the_TTC...
Supporting our Community: Shelters

'It was a no-brainer': TTC Wheel-Trans drivers volunteer to help COVID-19 patients get tested

Drivers have received new training, will wear personal protective equipment during runs

Wheel-Trans operator John Begg exemplifies service excellence
Supporting our Community: Toronto Paramedic Services

In an effort to further support our response to #COVID19, the TTC and Toronto Paramedics have partnered to convert 5 decommissioned TTC buses into patient transport vehicles – a great example of cooperation between city services to defeat this virus. [https://globalnews.ca/news/6849361/coronavirus-ttc-toronto-paramedics-buses/](https://globalnews.ca/news/6849361/coronavirus-ttc-toronto-paramedics-buses/)
Supporting our Community: Streets to Homes
Supporting our Community: Fare Inspectors

Fare Inspectors SweetMarie Cunanan and Sev Kayalica helped out a customer in need.
Finance
Ridership and Revenue Impact: 80~90% below budget

Note*: COVID-19 cases reported by City of Toronto is accurate as of May 6, 2020
PRESTO Taps Impact: 86% drop from Pre-Covid-19

Cumulative Toronto COVID-19 Cases as of May 1: 6413

Subway (89%)
Streetcar (87%)
Bus (82%)
Wheel-Trans (87%)
COVID-19 Financial Impact

Revenue Losses

- Passenger Revenue
  - 63% of 2020 Budget
  - 86% Decline

- Ancillary Revenue
  - Commuter Parking

Incremental Response Costs

- Managing Continuity of Operations
  - Critical Response Activities
  - Absence Coverage

- Ensuring Safety
  - Vehicle & Station Disinfection
  - Personal Protective Equipment

Combined $92M Monthly Impact
COVID-19 Cost Containment Strategy

- **Constrain Expenditures**
  - Pause staff salary increases
  - Cancel summer/co-op terms
  - Limit overtime to most critical

- **Match Service Capacity to Demand**
  - Operate service at ~80% of normal service levels
  - Realign workforce to critical needs

- **Defer Implementation of New Service Priorities**
  - Surface Transit Improvements
  - Transit Fare Inspectors

- **Capital Program Review**
  - Defer projects based on COVID-19 impacts
  - Leverage Opportunities to Accelerate Work
**Cost Containment Strategy Reduces Financial Impact by Almost Half**

<table>
<thead>
<tr>
<th>TTC COVID-19 FINANCIAL IMPACT</th>
<th>Weekly</th>
<th>Monthly</th>
<th>Total to Labour Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Impact, Before Cost Containment</td>
<td>21.4</td>
<td>92.1</td>
<td>520.1</td>
</tr>
<tr>
<td>Cost Containment Actions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditure Constraint Savings</td>
<td>(2.7)</td>
<td>(11.1)</td>
<td>(55.5)</td>
</tr>
<tr>
<td>Matching Service Capacity to Demand</td>
<td>(2.6)</td>
<td>(10.9)</td>
<td>(45.7)</td>
</tr>
<tr>
<td>Defer Implementation of New Service Priorities</td>
<td>(0.2)</td>
<td>(1.0)</td>
<td>(5.2)</td>
</tr>
<tr>
<td>Total Cost Containment Actions</td>
<td>(5.5)</td>
<td>(23.0)</td>
<td>(106.4)</td>
</tr>
<tr>
<td>TTC Operating Net Financial Impact</td>
<td>15.9</td>
<td>69.1</td>
<td>413.7</td>
</tr>
<tr>
<td>Capital Deferrals Re Provincial Gas Tax</td>
<td>(4.5)</td>
<td>(19.3)</td>
<td>(116.0)</td>
</tr>
<tr>
<td>TTC Net Financial Impact to Labour Day</td>
<td><strong>11.4</strong></td>
<td><strong>49.8</strong></td>
<td><strong>297.7</strong></td>
</tr>
</tbody>
</table>

*Even with actions taken, financial impact can reach ~$300M by Labour Day.*
Changes to the 2020-2029 Capital Budget and Plan

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>2029</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020-2029 Approved Budget &amp; Plan</td>
<td>1,298</td>
<td>1,173</td>
<td>1,467</td>
<td>1,276</td>
<td>1,129</td>
<td>1,122</td>
<td>1,318</td>
<td>1,243</td>
<td>1,044</td>
<td>1,074</td>
<td>12,145</td>
</tr>
<tr>
<td>Changes due to COVID-19</td>
<td>(208)</td>
<td>126</td>
<td>(5)</td>
<td>14</td>
<td>4</td>
<td>(30)</td>
<td>(133)</td>
<td>(32)</td>
<td>129</td>
<td>18</td>
<td>(118)</td>
</tr>
<tr>
<td>Revised 2020-2029 Budget &amp; Plan</td>
<td>1,090</td>
<td>1,299</td>
<td>1,461</td>
<td>1,291</td>
<td>1,134</td>
<td>1,092</td>
<td>1,185</td>
<td>1,212</td>
<td>1,173</td>
<td>1,092</td>
<td>12,027</td>
</tr>
</tbody>
</table>
Service
Service Planning Horizons

- **COVID-19 Service Plan**
  - March 29, 2020 to June 20, 2020

- **Service Recovery Plan**
  - June 21, 2020 to January 2, 2021
  - January 3, 2021 to September 4, 2021
  - September 5, 2021 and beyond
Matching Capacity with Demand – Customers per Vehicle

Customer Demand – 20% of Normal

Transit Capacity – Customers per Vehicle

Previous – 50 Customers

Physical Distancing - 15 Customers

30% of Customers
Matching Capacity with Demand – Service Hours

Customer Demand – 20% of Normal

Transit Capacity – Service Hours

70% of Service Hours
Customer trips are not 100% predictable and uniform

Additional demand-responsive service = 7%
Demand-Responsive Service Plan

Planning Principles

• Route Structure
  – Service continues to operate on all corridors including into York Region and Mississauga
  – Commuter services are suspended e.g. 140s Downtown Express, 176 Mimico GO
  – Most express services are suspended except 900, 927
  – Seasonal service adjusted e.g. 175 Bluffes Park

• Service Levels
  – Regular service
    • Protect service on high-ridership corridors
    • Protect service to healthcare facilities
    • Protect service to essential employment, shopping and neighbourhood improvement areas
    • Protect service guarantee - all service operates 30-minutes or better based on demand
  – Demand-responsive service to dynamically respond to crowding
Demand-Responsive Service Plan

Key transit corridors protect service to essential destinations

Local routes provide base level of service every 30 minutes or better
Demand-Responsive Service – Boardings

Demand-responsive service will be deployed to address crowding to:
- known hot spots
- emerging flare-ups
Demand-Responsive Service – Crowding Heat Map

Demand-responsive service will be deployed to address crowding to:
- known hot spots
- emerging flare-ups

map shows occurrences of more than 15 customers per bus at stop level
Demand-Responsive Service – Crowding

Since April 6, nearly 95% of bus trips are not crowded
Currently, 20% demand requires 70% of service hours to provide physical distancing.
Closing Remarks
Intergovernmental Relations

- TTC has engaged the provincial and federal levels of government to advise on the fiscal impact of COVID-19 on TTC operations.

- Partnering with peer transit agencies, the Canadian Urban Transit Association (CUTA), and the Ontario Public Transit Association (OPTA) to request emergency relief funding for public transit.

- Intergovernmental activities complement City lead efforts, which include request for federal funding support for public transit by the Federation of Canadian Municipalities (FCM).

- TTC is actively engaging peer transit agencies to share information and practices in responding to and planning for recovery from the pandemic.
Province’s Framework for Reopening

A Framework for Reopening our Province

Ontario will gradually reopen all workplaces and public spaces.

Stage 1
- Open select workplaces, allow some small gatherings

Stage 2
- Open more workplaces and outdoor spaces, allow some larger gatherings

Stage 3
- Further relax the restrictions on public gatherings, opening all workplaces responsibly

Continued protections for vulnerable populations and continued practice of physical distancing, hand washing, respiratory hygiene and significant mitigation plans to limit health risks.
Thank you

A big thank you to our frontline and behind the scenes workers who have been providing exceptional service during these unprecedented times.

Thank you to our Board for your support of our essential service to Toronto.