



## STAFF REPORT ACTION REQUIRED

### 2014 TTC APTA Audit – Request for Information

<b>Date:</b>	November 12, 2015
<b>To:</b>	TTC Audit & Risk Management Committee
<b>From:</b>	Chief Executive Officer

#### Summary

---

At their September 11, 2015 meeting, the Audit and Risk Management Committee adopted a motion seeking additional information on five issues arising from their review of the 2014 APTA Audit. This report responds to the request.

#### Recommendations

---

It is recommended that the Audit and Risk Management Committee:

1. Receive additional information related to the 2014 TTC APTA Audit; and
2. Approve forwarding the report to the TTC Board.

#### Financial Impact

This report has no financial impact beyond what has been approved in the current year's budget. Some of the TTC responses to the APTA recommendations and suggestions may have financial impacts in future and these will either be accommodated within existing capital and operating budgets or presented for approval in the budget documentation.

#### Decision History

The content of the September 11, 2015 report had been provided by Senior Management and the *TTC Safety Initiative Report Responses* have been approved by the SX Committee. At the September 11, 2015 meeting the Audit and Risk Management Committee adopted the recommendations as amended by the request for additional information. The Report was tabled for action at the September 28, 2015 meeting of the TTC Board. At that meeting the Board deferred the Report pending submission of the additional information requested by the Audit and Risk Management Committee.

## Issue Background

The Audit and Risk Management Committee requested the following five reports from Management:

### **1. Staff report back on TTC enhancements to the Track Level Safety programs.**

The following enhancements to Track Level Safety have been introduced or are in the final stages of being developed or introduced:

#### Work Area Warning (WAW)

The WAW system provides warnings in the train cab (text message, audible beep, and flashing blue WAW LED) to inform Operators that workers are at track level. Within the right of way, the WAW system consists of radio frequency identification (RFID) tags, flashing blue lights, and posted speed limits at curves with restricted line of sight.

Blue and yellow speed limit signs are posted at curves with restricted line of sight. When flashing blue lights are present, Operators must obey the speed limit signs posted at curves with restricted line of sight until work crews at track level are passed. This system was first trialed on Line 4 Sheppard, then implemented on Line 2 Bloor-Danforth, and is now implemented on Line 1 Yonge-University. Currently this enhancement only benefits workers during revenue service hours. There is a plan to have most workcars retrofitted for WAW and introduced to the system during non-revenue service hours in early 2016.

#### Hardwired WAW

A pilot project to install hardwired WAW locations is currently ongoing. The pilot installations at end terminals will ensure consistent placement of the RFID tags and associated flashing blue lights in these more complicated interlocking areas. Hardwired locations will be connected directly to the Transit Control Centre via the Supervisory Control and Data Acquisition (“SCADA”) System. Assuming satisfactory testing of these pilot locations, the anticipated installation and roll out system wide is Q4 2018. To date, an initial hardwired WAW location has been installed at Kipling Station. Kennedy Station is currently being installed and will be complete by the end of 2015. Both Kennedy and Kipling are due to be commissioned by year end.

#### Field Guide

A field guide has been developed to assist employees with track level work zone protection planning. This field guide will also clarify issues associated with placement of WAW RFID tags. The field guide will be introduced following the introduction of the WAW during non-revenue service hours.

The project is ongoing and due in the first quarter next year as part of the introduction of the work planning tool.

### Shared Work Zone Governance

A procedure has been developed to govern planned work zones comprised of two or more independent work areas/groups. This procedure introduces the roles of a Work Area Coordinator (WAC) who is in charge of the work zone and Person in Charge (PIC) who is in charge of each independent work area/group. The procedure will be implemented on target December 1, 2015.

### Track Access Controller (TAC)

A function has been created for a competent TTC staff member who implements, modifies, and coordinates all track access bookings and track activities at night. The TAC reports to the Transit Controller on shift. The TAC is either based at Transit Control to administer track access or is in the field to conduct audits to ensure compliance with track access bookings and work methods. This helps improve communication between track level work groups and transit control.

The job was posted on October 29<sup>th</sup>, 2015. The three successful candidates are to start in December with a go live date in January 2016.

### Dedicated Safety Watchperson

The role of a dedicated safety watchperson on walking inspections is being introduced in 2016. A dedicated safety watchperson is assigned to carry out the task of listening and watching for approaching vehicles, warning all workers at track level of approaching vehicles, and giving appropriate hand signals to Operators. The dedicated safety watchperson may not perform any other duties while performing this role.

We are completing a further exercise to determine whether the dedicated safety watchperson can be sourced within existing headcount and posts, or whether the current 21 additional headcount is required. Roll out of the dedicated safety watchperson concept (as a competence based task / role) will be in Q1 of 2016.

### Competence

The development of a competence based system where access to track level and performance of a particular role or task will be granted based on a person's competence is ongoing. A competent person is qualified because of their skill, knowledge, training, and experience to safely perform a particular role or task. Their competence is demonstrated through the successful completion of formalized training (classroom and/or on-the-job) and the completion of a pre-determined number of logged hours performing the outlined duties.

New roles as well as existing ones are being analysed now by the Training and Development Department on competencies required – skills, knowledge and experience before mapping on existing training to look for deltas. Competency expected to be introduced for certain roles in Q3 of 2016.

## Work Planning

The development of a new planning database that will support the track access work planning process for both Revenue Hours and for the Work Window hours is underway. The new database will also display a visual tool that will translate the run sheet into a visual schema showing the planned work zones with clear boundaries. This visual representation will allow for better planning from requestors, improved conflict resolution from planners, and will contribute to Transit Control's awareness of established and cleared work zones. Phase 1 of the project will launch in Q1 of 2016.

### **2. Staff urge ATU Local 113 to reconsider their decision to not participate in the Track Level Safety Committee.**

Management has previously met with ATU Local 113 Executive Board members regarding their members' participation on the Track Level Safety Committee and will continue to urge them to reconsider their decision for their members not to participate on the Committee. Management recognizes that worker participation on the Track Level Safety Committee is an essential aspect of continually improving safety at track level. As soon as the Local 113 election is over, we will engage with the president around representation on committees currently without representation.

### **3. Staff report back on the Transit Enforcement issues, specifically as they relate to Senior Management clarifying the "security philosophy" they intend to implement and promoting Security Culture.**

Senior Management fully embraces a security culture. Senior Management has ensured the Head of Transit Enforcement is an active participant in the Safety/Security Executive meetings relying on KPIs and Subject Matter Experts to lead discussions, identify issues, and provide solutions to security related matters. Senior Management recognizes the importance of a robust system security and has created the Threat Assessment Group which is made up of the CEO, the Chief Safety Officer, and the Head of Transit Enforcement. It is this group which meets in response to a threat, or event, to determine the appropriate course of action based on the intelligence gathered and through consultation with other public safety agencies. All of which is led by the Head of Transit Enforcement.

In an effort to improve the security structure within the TTC, a Staff Sergeant-System Security has recently been hired in the Transit Enforcement Unit and brings years of experience from the private security realm. Management is exploring opportunities to further strengthen the security program by consolidating more of the security functions under TEU which are now decentralized.

Since the security model for the TTC includes both the Transit Enforcement Unit and the Toronto Police Service, and since the Special Constable Agreement between the TTC and the Toronto Police Services Board indicates that the Toronto Police Service has primary

responsibility for responding to and investigating criminal occurrences, it has made sense to create a TTC security system that is based on a Stations Management Model with Customer Service being the foundation for all security related tasks. In other words, instead of taking a “hide and catch” approach, which can be provided by the Police, the Transit Enforcement Unit has taken a “be seen and prevent” approach. This mixed model of security services (Police and Transit Enforcement Unit) provides two approaches both with the same desired outcome; to disrupt one or all of the sides of the Crime Triangle (Motivation, Opportunity, Ability) in an effort to reduce or eliminate criminal acts and provide an overall safe environment for our customers. Since the Transit Enforcement Unit has taken on the role of “be seen and prevent,” it is easy to start with a customer service approach, through the Stations Management Model, to determine staffing, deployment, to enhance or, when appropriate, replace the Police presence and take appropriate action. In this respect the TTC is organized differently than some other transit agencies, especially where the transit agency serves multiple municipalities, where the security department is a fully authorized police force (Vancouver).

**4. Staff report back on the development of a protocol between Toronto Police Service, Fire and TTC for accidents/incidents where there are no fatalities in order to achieve balance between transit services and forensic investigations.**

Progress has been made and an agreement in principle has been reached between the Toronto Police Service Traffic Services Unit and the TTC Transit Enforcement Unit regarding the clearing of accidents. A meeting will be held in the month of November to formalize the process which will most likely include a reporting protocol to advise the Toronto Police Service that Transit Enforcement has arrived on the scene of an accident which is negatively affecting TTC service, a checklist to determine if Transit Enforcement should consider moving the vehicles from the service line, a requirement to provide the motorist with TPS authorized pamphlets advising the motorist on the proper protocol for reporting the accident at an Accident Reporting Centre, if appropriate, or to wait at an alternative location for the arrival of the Toronto Police Service.

**5. Staff report back on the issues surrounding the lack of provincial regulations with a view to going forward to the Provincial Government to request the co-operative development of provincial safety standards for municipal transit agencies.**

TTC received a communication from an official with the Ministry of Transportation on October 15, 2015 to indicate that they are planning a study to help staff to develop a comprehensive understanding of urban rail transit safety approaches currently in place in Ontario and other jurisdictions, in order to inform consideration of whether there is a need for an Ontario Urban Rail Transit Safety Framework. TTC staff has accepted the Ministry’s invitation to continue to participate in a Stakeholder Advisory Committee to assist in the effort.

## **Accessibility/Equity Matters**

There are no accessibility or equity issues related to this report.

## **Contact**

Andrew McKinnon  
Manager – Safety Engineering Services  
Safety & Environment Department  
416-393-2957  
[andrew.mckinnon@ttc.ca](mailto:andrew.mckinnon@ttc.ca)

## **Attachments**

- 1) Agenda and Minutes of the Audit and Risk Management Committee Meeting of September 11, 2015.  
[http://www.ttc.ca/About\\_the\\_TTC/Commission\\_reports\\_and\\_information/Committee\\_meetings/Audit\\_Risk\\_Management/2015/September\\_11/index.jsp](http://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Committee_meetings/Audit_Risk_Management/2015/September_11/index.jsp)
- 2) Agenda and Minutes of the TTC Board Meeting of September 28, 2015.  
[http://www.ttc.ca/About\\_the\\_TTC/Commission\\_reports\\_and\\_information/Commission\\_meetings/2015/September\\_28/index.jsp](http://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2015/September_28/index.jsp)