TTC Top Risks Update

Date:	December 13, 2017
To:	TTC Audit and Risk Management Committee
From:	Chief Executive Officer

SUMMARY

The TTC applies Enterprise Risk Management (ERM) to support the achievement of its strategic objectives. The TTC uses a structured approach for the identification, assessment and treatment of risk.

The attachments contain analysis for the risk of Extreme Subway Station Crowding.

Financial Summary

This report has no financial impact. Ultimately ERM will be used to prioritize funding requirements. The Business Case process will be used should additional resources be required.

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Attachments
Extreme Subway Station Crowding - Risk Summary
Extreme Subway Station Crowding - Presentation

TTC Risk Summary & Listing

FIRST PRIORITY enterprise

Extreme Subway Station Crowding

RISK IDENTIFICATION

TTCRK15070004

Register Stations

Risk Owner Head of Stations

Description

During a subway service disruption stations and platforms become extremely crowded very quickly. If customers continue to enter a station or are unable or unwilling to leave, an extreme crowding situation can develop. It is not unusual for pushing and shoving to occur during these types of events and customers are exposed to the potential of falling to track level from a crowded station platform. If panic occurred during an extreme crowding event and customers began charging towards exits, multiple injuries and/or fatalities could result.

RISK MITIGATION

The TTC has a number of controls in place to help manage crowds, as well as the inflow of passengers into a subway station.

When a situation arises that can lead to an extreme crowding event, the TTC's Transit Control Centre (TCC) focuses efforts on managing train operation to ensure additional passengers are not off-loaded at an already crowded station. Turnbacks or station by-passes may be required. TCC also uses various forms of social media with the intent of diverting customers from crowded station(s). Stations Department has put into place a Stations Emergency Desk (SED). Core capability protocols have also been developed to focus efforts on dispatching additional staff to the impacted stations and to increase the effectiveness of crowd management efforts. Station specific management plans have also been developed that identify the placement of resources at turnback locations during an extreme crowding event. A new station staffing model is being implemented that will see the implementation of Customer Service Agents. This new staffing model will be in place for the stations on the Toronto-York Spadina Subway Extension as well as Wilson and Sheppard West Stations when the new subway extension opens in December 2017.

AREAS ASSESSED

Staff and Customer Confusion at Station

Customer Volume Into Station - Train Off Loading

Customers Not Aware of Service Disruption

Customers Unable to Leave Station

Lack of Staff to Manage Crowding

Customer Volume Into Station - Streetcar Off Loading

Customer Volume Into Station - Bus Off Loading

Impediments to Crowd Flow

RISK ASSESSMENT

Assessment Type	Likelihood	Severity	Risk Score
Inherent Overall Assessment	Probable	Major (II)	64
Residual Overall Assessment	Occasional	Major (II)	32
Current Risk Score			43

EXTREME SUBWAY STATION CROWDING

STATIONS DEPARTMENT

BACKGROUND

- The Stations Department has identified the risk of overcrowding and has worked to build a plan to prevent injury to customers and staff when platforms become crowded.

- Preventing platform overcrowding is the goal in all situations and managing platform overcrowding is part of our emergency management response.

PLATFORM OVERCROWDING

Events that could lead to platform overcrowding:

- Subway Turn-Backs.
- Service Disruption.
- Power Off.
- Fire and Smoke.
- Personal Injury at Track Level.
- Emergency Evacuation of a Train.
- Emergency Evacuation of a Station.

The TTC strives to minimize the potential for extreme overcrowding to develop at subway stations. A number of controls are in place to help manage crowds as well as controls to manage transit service so that additional customers are not brought into an already crowded station.

- Adoption of GSM model.
- Social media used with the intent of diverting customers from crowded station(s).
- Stations Emergency Desk (SED).
- Development of core capability protocols.
- Adoption of customer service agents.
- Station-specific management plans.

TRANSIT CONTROL AND SED

Zone Station Supervisor will be alerted to platform overcrowding
by Transit Control. Call TCC to confirm Unsafe Condition. Implement Station Platform Procedure and confirm present level of 'Overcrowding'.

- All Station Supervisors on duty converge on the incident. Contact Stations Emergency Desk (SED) for dispatch via Tetra radio or phone.
- SED ensures convergence and dispatches appropriate personnel to the required locations.
- SED contacts the station collectors at the affected and mid-line stations to inform them of the emergency.
- SED to engage Station Janitors to assist via Tetra radio for customer service at the affected stations.
- SED to keep Transit Control informed of the number of personnel at each location and act as a liaison with the exchange of information.
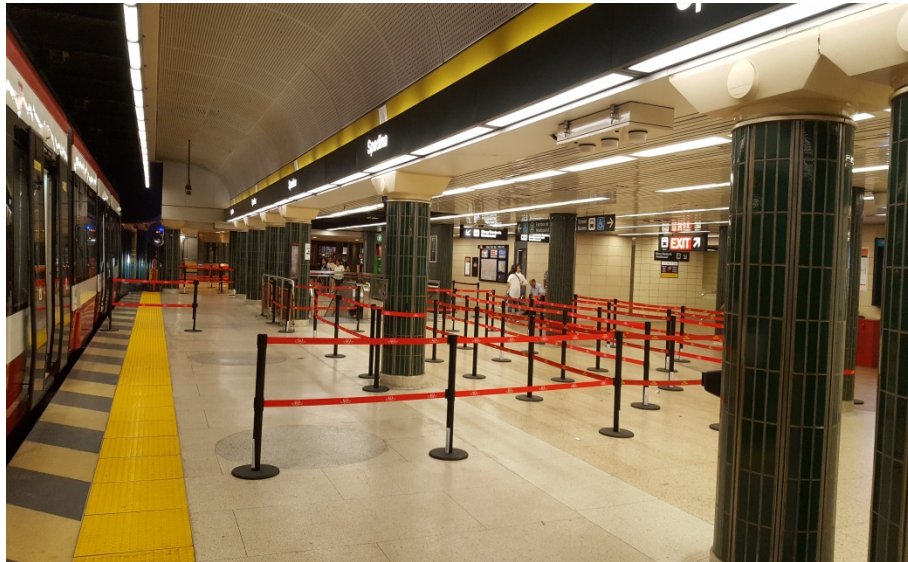
- Station staff procedures are there to prevent and effectively reduce the effects of station overcrowding.

- Proactivity.

- Escalator shut off, announcements, train movement requests, convergence, etc.

- Procedures developed in coordination with TCC.
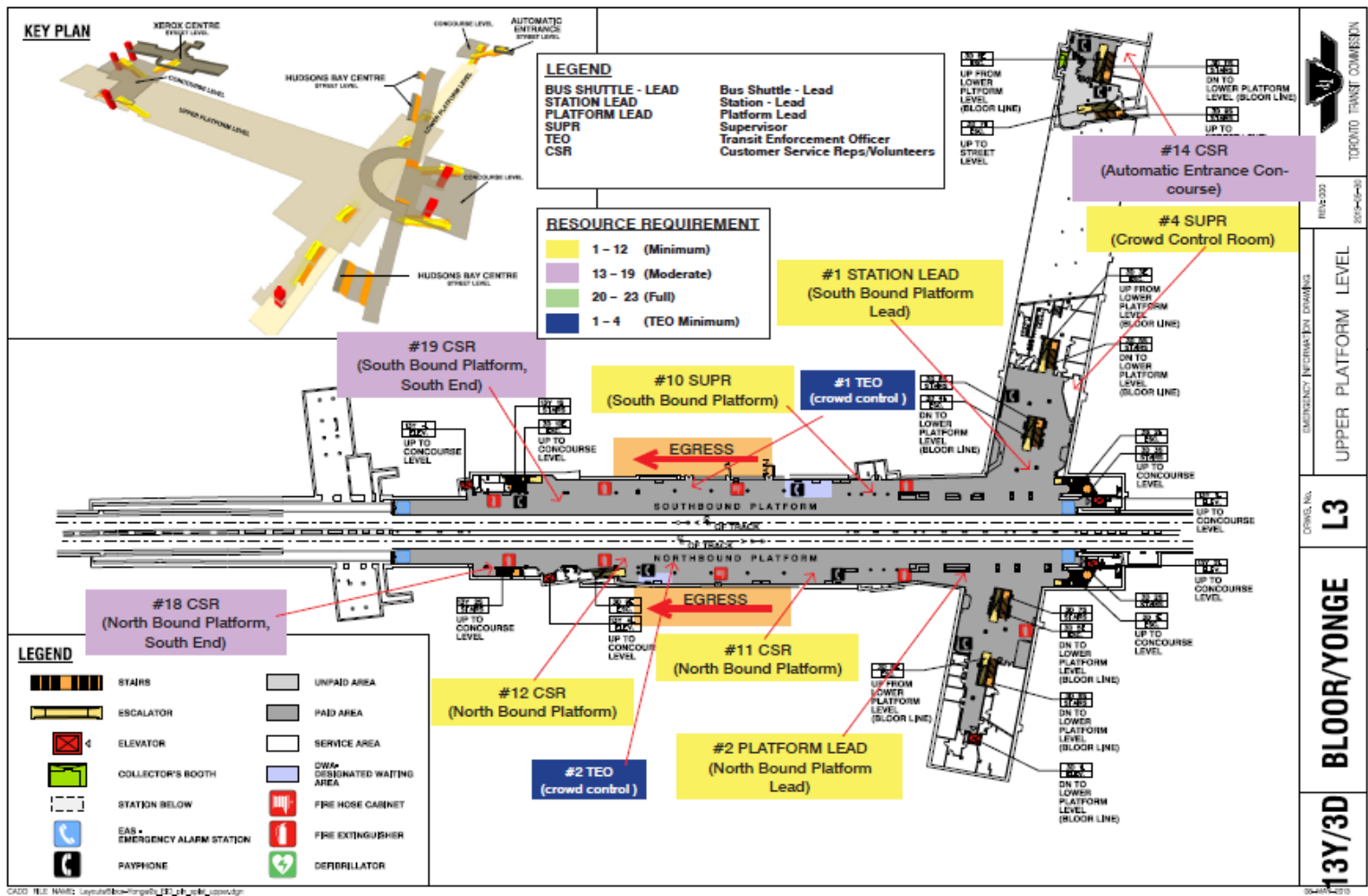
- **Crowd Control Projects**

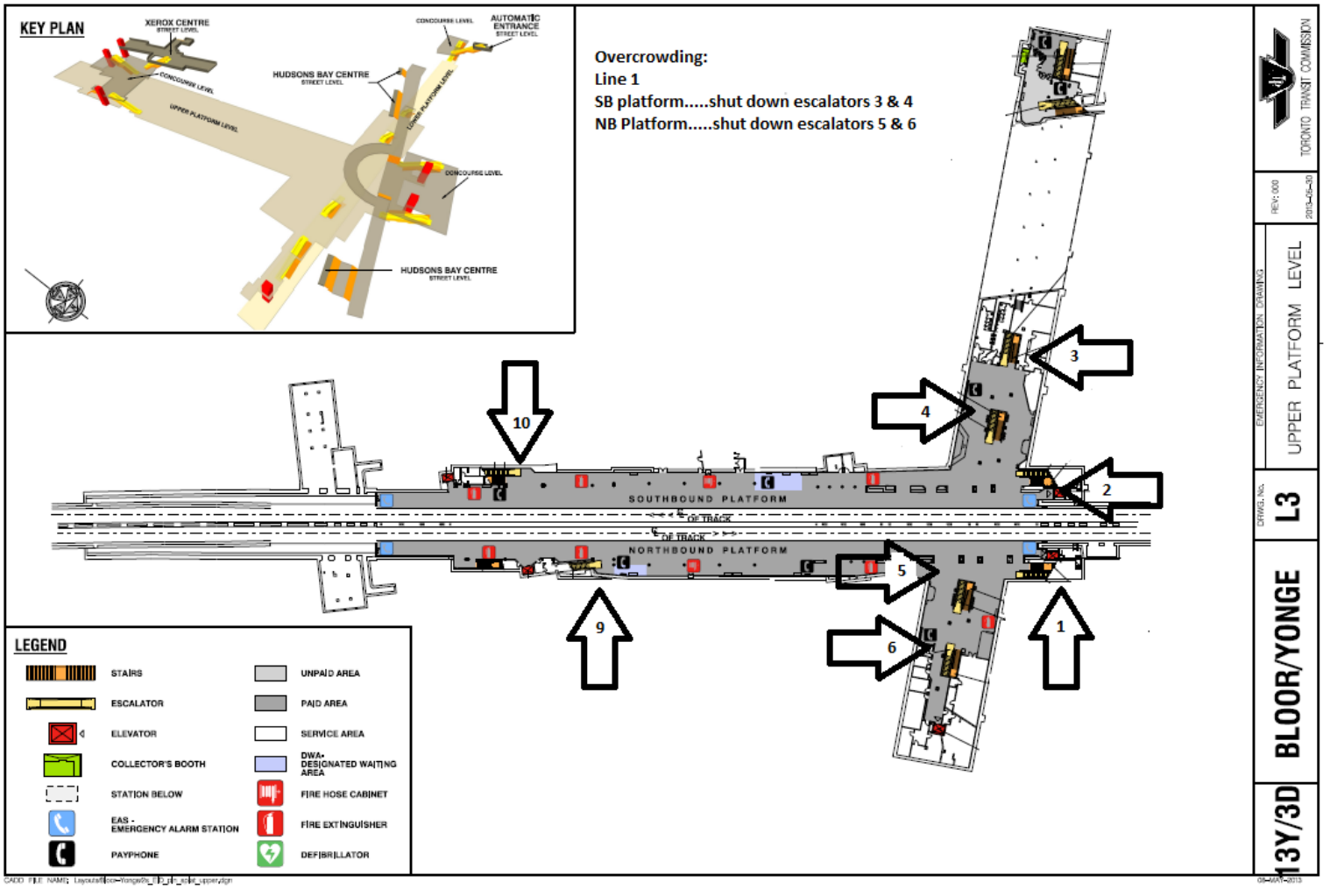- **Stanchion Use**
  - Smooth Flow of Customers
  - Queuing

BLOOR/YONGE - UPPER PLATFORM LEVEL

Overcrowding:
Line 1
SB platform.....shut down escalators 3 & 4
NB Platform.....shut down escalators 5 & 6

- Request assistance from Transit Enforcement Officers through SED to assist with crowd control and customer service.

- Request TPS through TCC for traffic duties and the assist with crowd control. This is done in the early stages of the unplanned event.

- Police Services have a civic responsibility for all matters of public order.

- Open Communication with Malvern CIS for shuttle information.

- Shuttle routing, start locations, destination codes and number of buses.

PROLONGED INCIDENT

Additional resources will be called in by SED provided:

- The situation is prolonged, additional resources would be requested via SED.

- SED will initiate a call out to additional TTC staff for assistance, via email.

- When service has resumed in the affected stations, platform management and crowd control will be in effect until crowds return to normal. Shuttle buses will continue for one complete round trip.

- Stations Management will not leave their assigned posts, until relieved by the Incident Commander.

DEBRIEF

Conduct debrief with all interested parties.

- What went wrong? What went well?

- Why it went wrong?

- What was our response?

- How can we avoid it?

- What do we need to change to prevent a reoccurrence?