



STAFF REPORT INFORMATION ONLY

TTC Top Risks Update

Date:	October 19, 2016 Resubmitted: May 29, 2017
To:	TTC Audit and Risk Management Committee
From:	Chief Executive Officer

SUMMARY

The TTC applies Enterprise Risk Management 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

RISK SUMMARY

Risk#	Title	Risk Owner	Inherent Risk Score	Current Risk Score	Residual Risk Score
Stations					
TTCRK15070004	Extreme Subway Station Crowding	Head of Stations	64	49	32

TTC Risk Summary & Listing

Extreme Subway Station Crowding

RISK IDENTIFICATION TTCRK15070004

Register Stations	Risk Owner Head of Stations
Description	
<p>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.</p>	

RISK MITIGATION

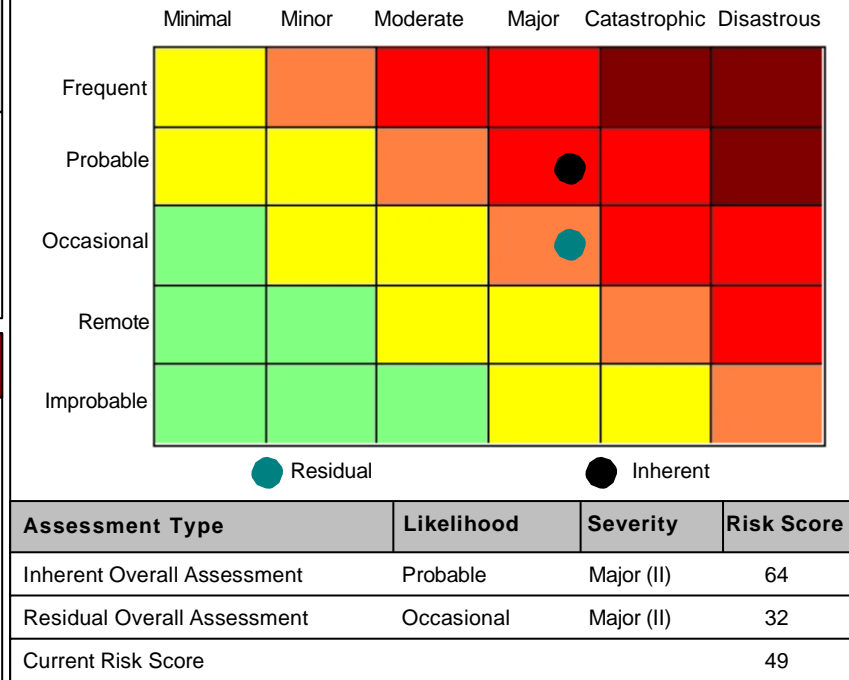
The TTC has a number of controls in place to help manage crowds, as well as the inflow of passengers into a subway station.

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 are currently being 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 are also being developed that will identify the placement of resources during an extreme crowding event. A new station staffing model is being implemented that will see the implementation of customer service agents.

AREAS ASSESSED

- Staff and Customer Confusion at Station
- Customer Volume Into Station - Train Off Loading
- Customer Volume Into Station - Bus 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
- Impediments to Crowd Flow

RISK ASSESSMENT





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.





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.



RISK MITIGATION



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.





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.





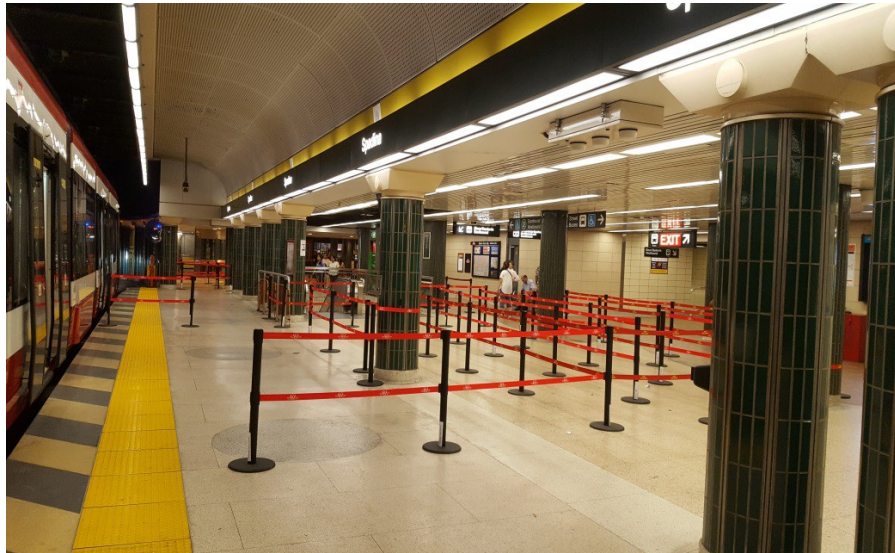
- Station staff procedures are there to prevent and effectively reduce the effects of station overcrowding.
- Proactivity.
- Escalator shut off, announcements, train movement requests, convergence, etc.
- Procedures developed in coordination with TCC.



CROWD CONTROL



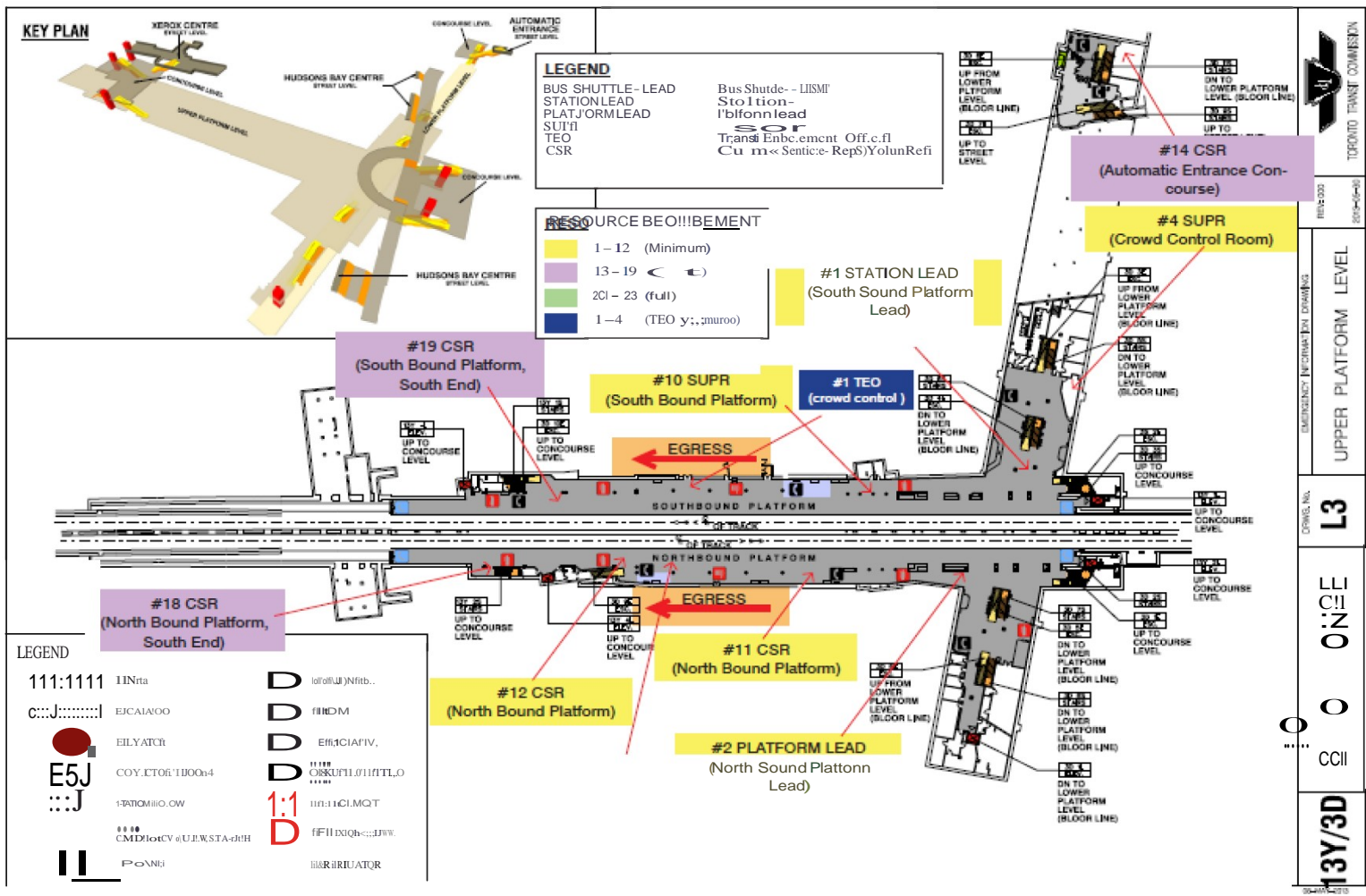
- Crowd Control Projects
- Stanchion Use
 - Smooth Flow of Customers
 - Queuing



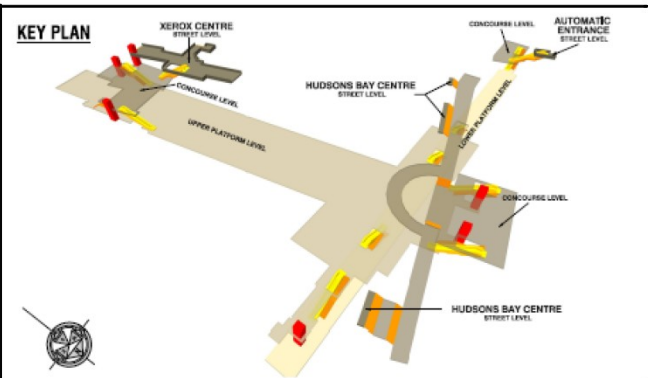
PERSONNEL PLACEMENT MAP



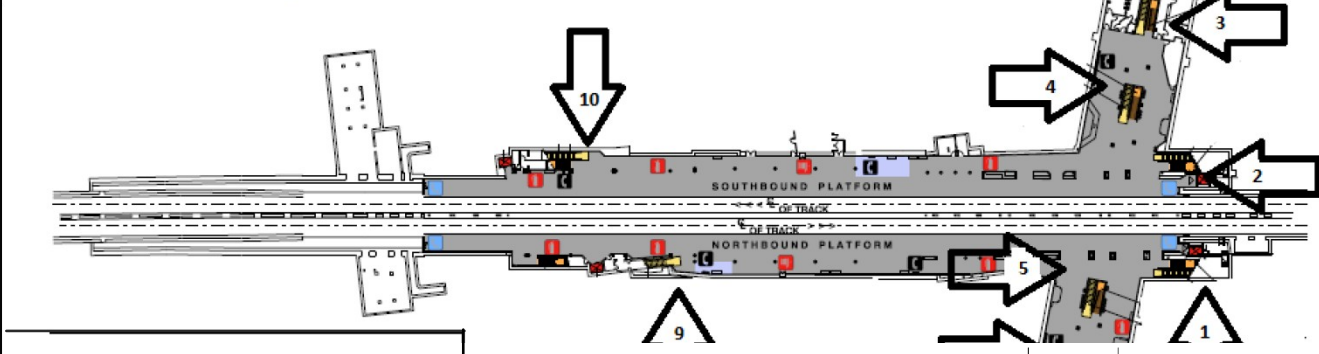
BLOOR/YONGE- UPPER PLATFORM LEVEL



ESCALATOR SHUT DOWN MAP



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



LEGEND

	CJ UNPAID AREA
	CJ AIDAAEA
	CJ :KRVCIAAFLI
	CJ DWAA DESIGNATED WAITING
	ICJ Fire HOSE CABINET
	D Fire EXTINGUISHER
	W DEFIBRILLATOR

TORONTO TRANSIT COMMISSION

REV: 000
2010-06-20

EMERGENCY PREPAREDNESS DRAWINGS

LEVEL

L3

DATE: 03-2013



REQUEST ASSISTANCE



- 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.





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?

