



COVID-19 – Transitioning from Response to Restart and Recovery

Date: June 17, 2020
To: TTC Board
From: Chief Executive Officer

Reason for Confidential Information

This report contains information relating to a recommended position to be applied to any negotiations to be carried out by the TTC.

Summary

The TTC is an essential service that pre-pandemic averaged up to 1.8 million rides per day connecting customers to work, school, social events, and other activities that drive an economy representing 20 percent of Canada's total GDP. Over the last three months, with ridership down 86 percent, the TTC continued to carry approximately 300,000 daily revenue rides with customers making trips to access essential work, groceries, pharmacies and care. For many, public transit is the primary mode of mobility. The TTC will play an important role in the restart and recovery from COVID-19.

At the May 13 meeting of the Board, a report on COVID-19 response measures, the financial impact and associated fiscal outlook to Labour Day was provided. In short, the TTC has experienced a significant decline in ridership and revenue (\$21 million/week) since emergency orders were initiated and non-essential business/activities ordered closed in mid-March.

In mid-May, the Province of Ontario started to gradually lift restrictions and allow certain activities to resume in line with the Province's Framework for Reopening. As a result, the TTC is preparing for an increase in ridership and changes in customer expectations with respect to safety as efforts continue to contain transmission of COVID-19.

A plan has been developed to prepare the organization to transition from response to restart and recovery, with consideration to the following realities:

- Ridership demand is dependent on the pace of reopening by the Province, the City, and sectoral plans for resumption of activity and remote work arrangements;
- Public confidence in the safety of public transit will factor into decisions to return to transit for customers with access to alternative modes;
- Evidence that customers most reliant on the TTC are from some of Toronto's lower income and most vulnerable communities;

- As ridership increases, the current capacity of the system will make physical distancing guidelines difficult to meet;
- Ridership and revenues are not expected to recover to pre-COVID-19 levels by year end; while continued cost containment may further help mitigate revenue loss these actions alone will not address the fiscal pressure of up to \$600 million projected to year end.

In response to the evolving operating environment, this report identifies key actions (Attachment 1) being implemented with consideration to the following objectives:

- Safety of customers and employees first, the cornerstone of the TTC;
- Providing an essential service to support the economic recovery of the city and province;
- Providing an accessible and inclusive transit service;
- Ensuring critical assets and infrastructure are available to provide a safe and reliable service; and
- Planning for a “new normal” post-COVID in a fiscally constrained environment.

In particular, this report recommends the TTC make face coverings mandatory on the public transit system effective July 2, 2020. Toronto Public Health is supportive of the recommendation for mandatory face coverings, as they provide protection to others around you, when physical distancing is not possible. The TTC cannot provide face coverings for all customers, but will employ a one-time targeted strategy to distribute one million non-medical masks. Working with the City of Toronto’s Poverty Reduction Office the strategy will have a specific focus on neighbourhood improvement areas to support access. The TTC will employ a variety of strategies to communicate mandatory face covering requirements, including engagement with key sectors to encourage employers to provide employees with face coverings.

The report also recommends the Board endorse expenditures on key safety measures to protect employees and customers, including continuation of enhanced cleaning and disinfection, provision of PPE kits to operators, and enhanced station management amongst other measures. Delegated authority is being sought for up to \$15 million to support any further measures deemed necessary for health and safety. A recovery plan is outlined for Wheel-Trans services and the easing of the essential trips policy. The report also provides an update on opportunities to accelerate capital works during this unprecedented period of lower-than-normal ridership by advancing critical state-of-good-repair works and the Easier Access Program at key station locations.

Assuming the reopening of elementary schools and high schools and the commencement of a roll-back in the frequency of work from home initiatives by the Fall, revenue ridership is expected to reach within a range of 30-60 percent of normal levels. Should ridership levels reach this range, the financial pressure arising from COVID-19 is expected to range between \$463 million to nearly \$600 million by year-end.

The TTC has consulted Toronto’s Medical Officer of Health on the health and safety measures identified in this report.

Recommendations

It is recommended that the TTC Board:

1. Approve the wearing of a non-medical mask or face covering as a mandatory requirement for every person on the transit system or on TTC property effective July 2, 2020, to be implemented pursuant to TTC By-law No.1, section 3.13 (a) (comply with posted signage), subject to the following exceptions:
 - a. Children under two years of age;
 - b. Persons with an underlying medical condition which inhibits the ability to wear a mask or face covering;
 - c. Persons who are unable to place or remove a mask or face covering without assistance;
 - d. TTC employees and agents within an area designated for TTC personnel and not for public access, or within or behind a physical barrier or shield; and
 - e. Persons requiring accommodation in accordance with the Ontario Human Rights Code,

and that the mandatory use of non-medical masks or face coverings will remain in effect until such time as the Chief Executive Officer, in consultation with the Medical Officer of Health, advises that it is no longer mandatory.

2. Endorse the expenditure of unbudgeted funds required for COVID-19 restart and recovery activities, as detailed in this report which are estimated to be \$27.5 million until Labour Day, and provide the Chief Executive Officer delegated authority up to \$15 million in order to implement measures necessary to protect health and safety.
3. Approve an exception to the TTC's Monthly Pass no refund policy and authorize the following:
 - a. a pro-rated credit to March and April pass holders based on their daily usage between March 18-31, 2020 and April 1-30, 2020 at a cost \$12.8 million; and
 - b. the implementation costs of up to \$100,000 to provisionally cover the costs of utilizing a customer credit solution to be developed by PRESTO.
4. Approve the recommendations as set out in Confidential Attachment 2 - Rent Relief and Term Extension for TTC Retail Tenants; and authorize the release of the information within the Confidential Attachment upon conclusion of negotiations with the TTC Retailer Tenants.
5. Request the Government of Canada and Province of Ontario to provide emergency operating funding and reiterate the request to work with the TTC in consultation with the City of Toronto on a sustainable funding model for public transit.
6. Forward this report to the City of Toronto, the Province of Ontario, and Government of Canada for information.

Financial Summary

The TTC is progressing from its COVID-19 response to initial stages of recovery. The TTC has begun to see an increase in revenue ridership from the 86 percent drop experienced to the end of April to the current 82 percent decline in pre-COVID revenue ridership levels. Concurrently, a series of measures continue to support the health and safety of customers and employees as well as new ones to support the recovery.

Based on these changes, the TTC is now anticipating COVID-19 financial impacts of \$300.0 million to Labour Day, up from the \$297.7 million reported at the May 13 Board meeting. Weekly and monthly financial impacts are generally consistent with past reporting. Key changes driving the increase include the recommended March and April monthly pass credits, and new restart and recovery incremental expenses. Incremental expenses now include additional station staff, bus operator barriers and a provision for a limited quantity of non-medical masks/face coverings to be distributed to the public on an as required basis.

These increases are partially offset by an improvement in passenger revenue anticipated over the summer and an increase in the estimated value of the cost containment actions. The following table summarizes the changes in COVID-19 financial impacts from the May 13, 2020 report.

COVID-19 Anticipated Financial Impact to Labour Day			
Item (\$M)	Anticipated Impact to Labour Day		Change
	May 13 Estimate	Current Estimate	
Revenue Losses			
Passenger Revenue	496.0	485.0	(11.0)
March & April Pass Credits		12.8	12.8
Ancillary Revenues	8.7	7.2	(1.5)
Total Revenue Losses	504.7	505.0	0.3
Incremental Expenses	15.4	27.5	12.1
Current Financial Impact, Before Cost Containment	520.1	532.5	12.4
Cost Containment Actions			
Expenditure Constraint Savings	(55.5)	(62.8)	(7.3)
Matching Service Capacity to Demand	(45.7)	(48.5)	(2.8)
Defer Implementation of New Service Priorities	(5.2)	(5.2)	
Total Cost Containment Actions	(106.4)	(116.5)	(10.1)
Capital Deferrals Re Provincial Gas Tax	(116.0)	(116.0)	
TTC Net Financial Impact to Labour Day	297.7	300.0	2.3
Weekly Average Financial Impact	11.4	11.5	0.1
Monthly Average Financial Impact	49.6	50.0	0.4

It should be noted that TTC staff have identified additional restart and recovery measures that may be required and are currently exploring options regarding their implementation. The costs associated with these measures have not been finalized and therefore are not factored into the estimates provided in this report. This includes:

- Provision of hand sanitizer for customer use on vehicles.
- UV disinfection of HVAC systems on vehicles and use of MERV-13 filters on bus HVAC systems.
- Additional office and workplace changes to support and encourage greater physical distancing amongst employees.
- Other measures that may be required or recommended by Medical Officers of Health or other government officials.

To facilitate prompt response to these requirements, this report recommends that the CEO be delegated authority up to \$15 million in order to begin implementing measures deemed necessary to protect health and safety. This amount would be in addition to the \$27.5 million in known incremental restart and recovery expenses which are expected to be incurred to Labour Day. Staff will report back to the Board on the implementation and actual costs as they are determined.

Cost Containment Actions

The now anticipated \$532.5 million in combined COVID-19 costs and revenue losses to Labour Day are offset by an estimated \$116.5 million in savings from TTC's cost containment actions. The savings from these actions is approximately \$10 million higher than the amount estimated in the May 13, 2020 Board report and largely reflect lower energy consumption, accident claims and health and dental benefit costs.

Since last reported, higher cost containment savings are being achieved while adjustments are being made to the workforce realignment strategy to accommodate higher service demand. As the economy gradually reopens, an upswing in passenger revenue ridership has required the pause of the planned lay-off and redeployment of 300 unionized transportation employees. This pause enables both the provision of sufficient operators to provide demand responsive service on key routes and also allows for additional shuttles to be available to support the acceleration of key capital projects including streetcar track and subway state of good repair and Easier Access projects to take advantage of lower ridership levels on the transit system. Regular service and capital shuttle requirements are being regularly reviewed and lay-off and redeployment actions will be adjusted accordingly.

Fiscal Outlook to Year End

The TTC's financial pressures will primarily be driven by revenue ridership levels. Revenue ridership levels continue to be monitored daily on all modes and PRESTO analytics are being used to support the forecasting of ridership demand to the end of 2020 and for 2021. Ridership levels which are heavily dependent on the pace of

reopening by the Province and the City, are expected to generally recover in line with the phased approach of the Provincial Framework for Reopening.

Assuming the reopening of elementary and high schools and the commencement of a roll-back in extent and frequency of work from home initiatives by the fall, revenue ridership is expected to reach within a range of 30-60 percent of normal levels. Should revenue ridership levels reach this range, the financial pressure arising from COVID-19 is expected to range between \$463 million to nearly \$600 million by year-end, as summarized in the following table. It should be noted that these amounts are after the reallocation of \$116 million in Provincial Gas Tax capital funding to operating to help close the revenue loss gap.

TTC Estimated Year-End Financial Impact					
Item	(\$M)	Anticipated Fall Ridership Level			
		30%	40%	50%	60%
TTC Net Cash Flow Impact to Labour Day		300.0	300.0	300.0	300.0
Estimated Fall Passenger Revenue Loss		285.7	244.8	204.0	163.2
TTC Estimated Year-End Cash-Flow Impact*		585.7	544.8	504.0	463.2
*Excludes impact of post Labour Day incremental recovery expenses and cost reduction actions					

The Interim Chief Financial Officer has reviewed this report and agrees with the financial impact information.

Equity/Accessibility Matters

The TTC strongly believes that all customers should enjoy the freedom, independence and flexibility to travel anywhere on its transit system, and is currently making Toronto's transit system barrier-free by implementing changes, which will make all of its services and facilities accessible.

The TTC continues to work with the Advisory Committee on Accessible Transit (ACAT) to ensure that customers with disabilities and seniors are accommodated on all transit services during the restart and recovery process. The TTC plans to resume regularly scheduled ACAT activities in June in the form of virtual and call-in meetings and consultations.

The TTC has responded to the pandemic with a demand-responsive service plan that takes into account the equity impacts on diverse communities. The objective is to maintain service on all corridors with the temporary suspension of express and commuter services. The plan protects, high-ridership corridors, healthcare facilities, essential employment, shopping and neighbourhood improvement areas. Vehicles are deployed daily on the busiest corridors of the City including those that operate in neighbourhood improvements areas such as Dufferin, Eglinton, Finch, Jane, Keele, Lawrence, Markham Road and Wilson.

In order to mitigate the potential equity impacts of COVID-19 to customers, the report outlines various additional actions including providing monthly pass PRESTO credits to customers for March and April, resuming legacy fare payment options (e.g. cash, ticket, token) on the bus network, and working with Streets to Homes to support customers experiencing homelessness. Subject to Board approval, the TTC will employ strategies to support access to face coverings for customers as outlined in this report.

Decision History

At the May 13, 2020 meeting, the TTC Board received a presentation outlining the TTC's response to the COVID-19 pandemic:

https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2020/May_13/Reports/4_%20TTCs_Response_to_COVID_19_Staff_Presentation.pdf

At the May 13, 2020 meeting of the TTC Board, the report "Preliminary COVID-19 Financial Impacts for the TTC" was considered. The Board endorsed the expenditure of unbudgeted funds required for COVID-19 response activities; and endorsed the TTC's cost containment and workforce realignment strategy. The Board also approved a net reduction of \$208.1 million to the TTC's 2020 Approved Capital Budget and a reduction of \$117.5 million to the 2020-2029 Capital Budget & Plan.

The TTC Board also adopted the following Member motions:

- Requested the Chair, CEO and the Union to jointly communicate to all three orders of government to develop a TTC funding model that reduces reliance upon the fare box to support day-to-day operating expenses.
- Requested the implementation of the customer communications strategy regarding safety measures on the TTC to emphasize Toronto Public Health (TPH) advice strongly recommending the wearing of a face covering where physical distancing cannot be maintained.
- Requested the CEO to engage the Province of Ontario, TPH, and the City on the legal, operational, safety and financial implications of mandatory face coverings for customers on public transit, and to take measures appropriate to ensure the safety of customers and employees.

The Board also requested regular updates on the financial impacts estimates due to changes in assumptions and plans arising from recovery events.

Link:https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2020/May_13/Reports/5_Preliminary_COVID_19_Financial_Impacts_for_the_TTC.pdf

Issue Background

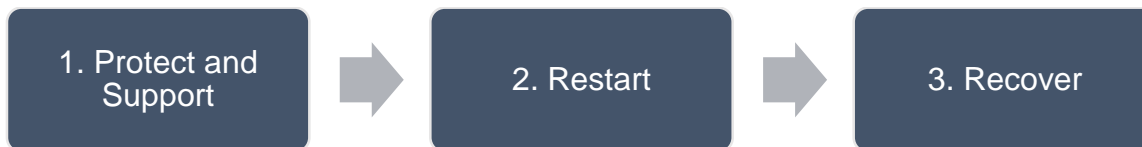
On March 11, 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic. By March 17, the Province of Ontario declared a state of emergency, followed by the City of Toronto declaring a state of emergency on March 23. All non-essential work places were ordered closed and gathering restricted.

The TTC, as an essential service, has continued to operate throughout the pandemic. Over the last 12 weeks the TTC has seen ridership decline by 80 to 85 percent, and farebox revenue decline by approximately \$21 million per week. Despite the steep decline in ridership, the TTC continued to average up to 300,000 revenue rides each day, the majority of whom continued to access the TTC for essential trips, such as commuting to essential work, groceries, pharmacies and care.

Public transit is a critically important service, with the TTC pre-pandemic moving an average daily ridership of up 1.8 million to work, school, leisure and other activities driving Toronto and the region's economy. The TTC will continue to play an important role, as governments begin to lift restrictions in the interest of restart and recovery.

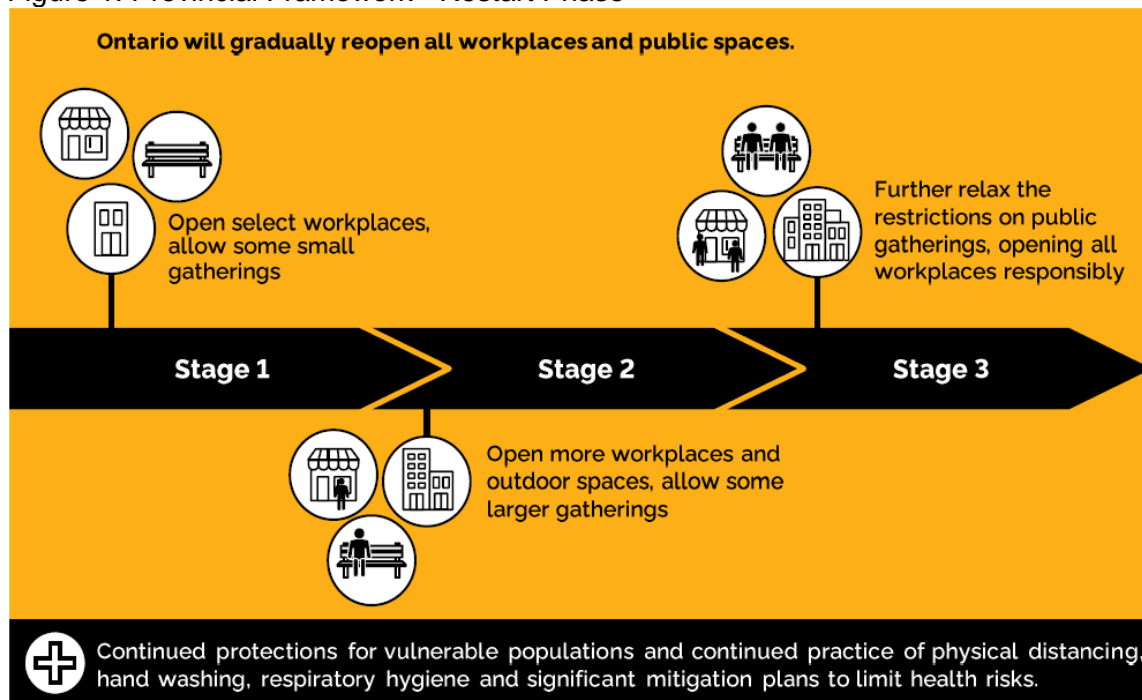
Provincial Framework for COVID-19 Response Planning

The Province of Ontario released a "[Framework for Reopening our Province](#)," which outlines a phased approach. The first phase focused on protecting the health and well-being of individuals and front line essential workers. Emergency orders were put in place restricting business activities, gatherings and other activities. This phase reflects actions taken since March to contain the spread of COVID-19.



In mid-May, the Province initiated the second phase "Restart", which is described below in three stages of gradual reopening of work places, public spaces and gatherings. The timelines for transitioning through each stage are fluid and dependent on public health direction. The Province's framework suggests a period of two to four weeks between stages. The City of Toronto is currently in Stage 1 of the Province's Restart phase.

Figure 1. Provincial Framework - Restart Phase¹



Phase 3 of the framework, “Recover”, will focus on creating jobs and economic opportunity as a “new normal” is established. Based on the current pace of reopening, and assuming no pause/reversal in resumption of activities, Phase 3 may occur as early as Labour Day. This assumption is being made for purposes of planning and forecasting only.

Coordinated Response with the City of Toronto

The TTC has been engaged with the City of Toronto throughout the “Protect and Support” phase of the COVID response working closely with the City’s Emergency Operations Command (EOC). TTC’s Emergency Management staff (EM) established liaison with the City’s EOC in early March to co-ordinate the TTC’s COVID-19 crisis response and facilitate the timely resolution of requests to and from the City.

TTC EM staff represented the TTC on the City’s Business Continuity Task Force, updated the TTC’s Pandemic and Infectious Disease Plan and its protocols, and has supported departmental updates to Continuity of Operations Plans (COOPs). The recently updated Emergency Operations Plan (EOP), includes an incident management system that is consistent with both the Province of Ontario and the City. The EOP was approved on May 19, 2020 and serves as the foundation for the TTC’s response to, and recovery from, major incidents and disasters of all types, magnitudes, durations and levels of complexity. It also harmonizes TTC emergency response efforts with the City and other municipal governments.

¹ <https://files.ontario.ca/mof-framework-for-reopening-our-province-en-2020-04-27.pdf>

Toronto Office of Recovery and Rebuild

Recently the City of Toronto established the Toronto Office of Recovery and Rebuild (TORR) to “coordinate a city-wide approach informed by public health evidence” to establish the City’s recovery strategies and actions. The TORR will develop recommendations which are actionable and implementable by the City and its agencies. The TORR has outlined three phases which generally align with the Provincial framework:

- Restart – gradually resuming City programs and services and gradually reopening business and private sector services;
- Recovery – involves implementing plans in partnership with other levels of government to support economic recovery once the pandemic begins to subside;
- Rebuild/Reimagine – involves exploring opportunities for new partnerships related to how services and programs are delivered.

The TORR has identified that restart and recovery will commence based on public health conditions and direction provided by the Medical Officer of Health.

TTC Restart and Recovery Plan

The TTC recognizes it provides a service as part of a wider system of infrastructure and services. The planning work to date has considered alignment to the provincial framework and the strategies in development by the City of Toronto. A plan has been developed to prepare the organization to transition from response to restart and recovery, with consideration to the following realities:

- Ridership demand is dependent on the pace of reopening by the Province, the City, and sectoral plans for resumption of activity and continuation of remote work arrangements;
- Public confidence in the safety of public transit will factor into decisions to return to transit for customers with access to alternative modes;
- Evidence that customers most reliant on TTC are from some of Toronto’s lower income and most vulnerable communities;
- As ridership increases, the current capacity of the system will make physical distancing guidelines difficult to meet requiring new interventions to protect the safety of customers and employees;
- Ridership and revenues are not expected to recover to pre-COVID-19 levels by year end, and while continued cost containment may further help mitigate revenue loss; these actions alone will not address the fiscal pressure of up to \$600 million projected to year end.

In response to the changing operating environment, this report outlines the immediate actions being taken to by the TTC with consideration to the following objectives:

- Safety of customers and employees first, the cornerstone of the TTC;

- Providing an essential service to support the economic recovery of the city and province;
- Providing an accessible and inclusive transit service;
- Ensuring critical assets and infrastructure are available to provide a safe and reliable service; and
- Planning for a “new normal” post COVID in a fiscally constrained environment.

The following report is organized as follows:

1. Service and Customer Experience;
2. Wheel-Trans;
3. Employees;
4. Capital Assets and Infrastructure; and
5. Fiscal Outlook.

Twelve key actions have been summarized in Attachment 1 of this report. The TTC is also embarking on medium-to-longer term planning as part of future recovery efforts to be reported to the Board in fall 2020.

Comments

1. Service and Customer Experience

The following section presents the TTC’s service planning approach during the restart and recovery phases of the provincial framework. The section outlines current and projected transit demand, a strategy to increase system capacity, and a service plan for the near-term. An overview of key safety measures implemented on the system is also provided, including advice on mandatory face coverings for customers as directed by the Board in May 2020. Updated communications and stakeholder engagement strategies are also provided.

Service Plan Development

Transit Demand

During the pandemic, transit ridership decreased to 14 percent of pre-pandemic levels at it’s lowest point. The Province and City entered Phase 2 of the Provincial Framework for Reopening in mid-May, and businesses and activities have begun to re-open. As a result, transit ridership has started to increase. As of the week of June 1, overall transit system ridership is at 18-19 percent of pre-pandemic levels with some variation in boardings by mode: bus (29.1 percent), streetcar (15 percent) and subway (16.5 percent).

To forecast future potential transit ridership, the TTC is working with the City of Toronto’s Office of Recovery and Rebuild to understand the sequencing and degree to which businesses, schools and activities will re-open. This information is used to develop forecasts in a scenario based transit ridership forecasting model. The model accounts for the following six key drivers to develop a forecast:

- Rate of economic recovery and employment levels
- Retail (non-essential) establishment openings
- Schools/daycare availability
- Tele-commuting rates
- Mode shift from transit due to customer concerns
- Vaccine/medical treatment

Figure 2 below illustrates changes in the key drivers organized into four steps that generally align with the Provincial Framework for Reopening. All the key drivers – except for the vaccine/medical treatment— can be visualized as a dial that gets turned towards pre-pandemic conditions as the City re-opens and progresses through each step. Each step has its own range of possibilities, or dial settings, and therefore low and high-end estimates were prepared.

Figure 3 below presents a range of potential ridership for each of the four steps. Generally, transit demand is not expected to approach 50 percent of pre-pandemic levels until daycare is available, elementary and high schools return, and when employer work-from-home policies are rolled back significantly, such as a scenario resembling rotating home/office workdays for office workers. It is possible that Step 3 could begin in September 2020 in line with the traditional start of the school year and advance through the fall and winter.

Figure 2. Steps to Recovering Transit Ridership

Step	Major Event	Bound	Employment	Non-Essential Retail & Service Establishments	School / Daycare	Working From Home	Transit Mode Share
Step 1	Retail establishments open						
Step 2	Some or all service establishments open; Few work from home (WFH) policies rolled back.	Low					
		High					
Step 3	Elementary and high schools return; Post-Secondary; Partial activities; Some work from home policies rolled back	Low					
		High					
Step 4	Vaccine or medical treatment found "New" normal emerges	Low					
		High					

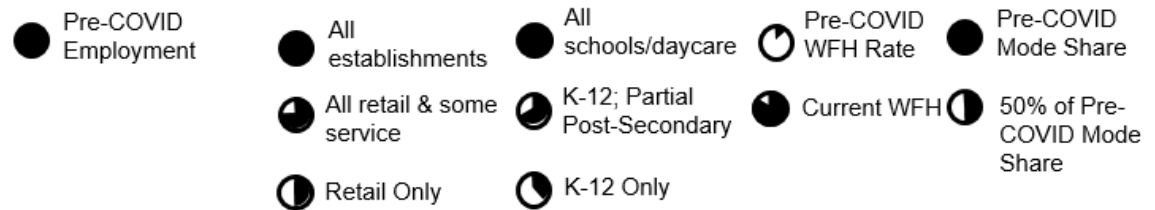
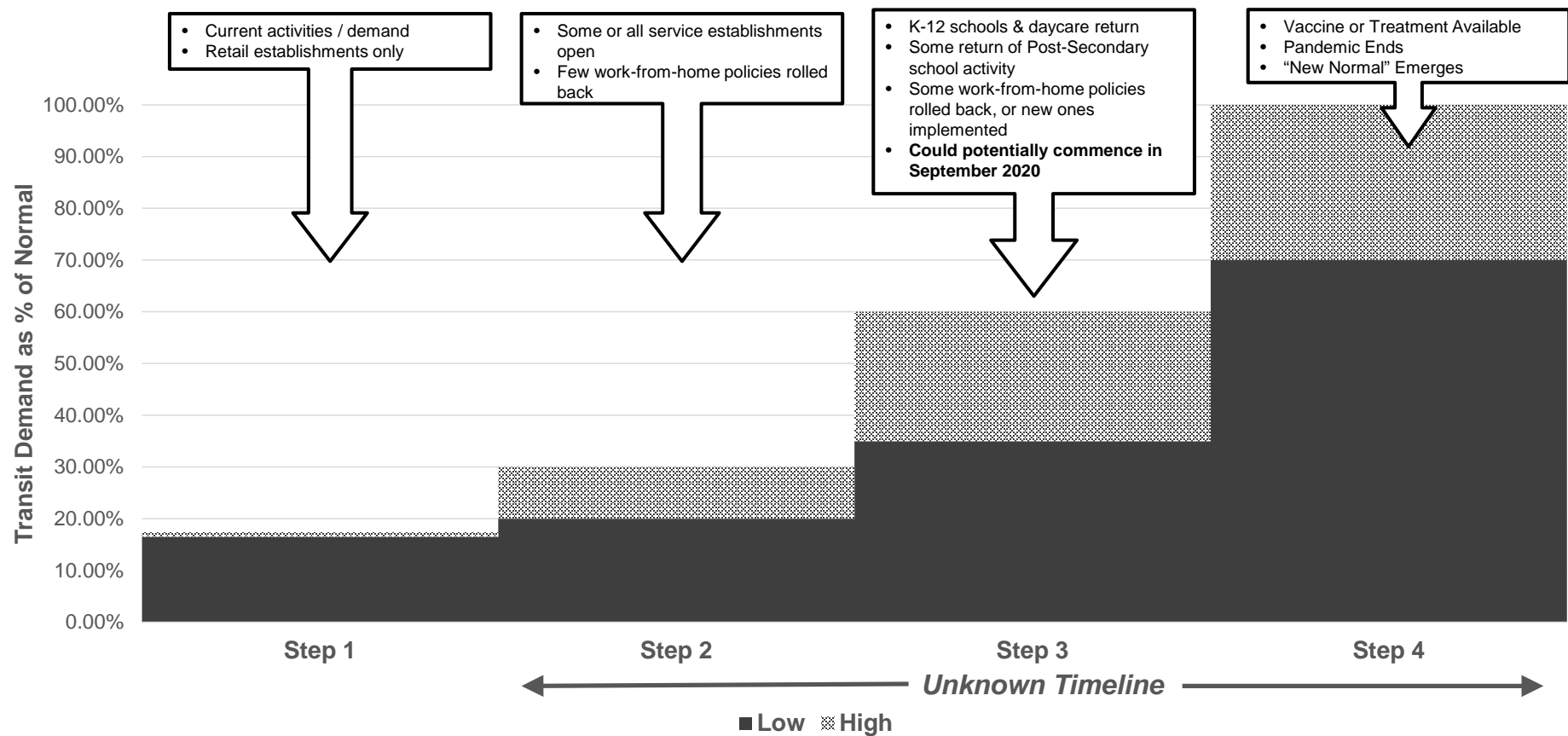


Figure 3. Forecast Transit Ridership for Restart and Recovery



Transit System Capacity

As noted at the May 13, 2020 TTC Board meeting, the TTC indicated that during late March and April ridership was at approximately 15 percent of pre-pandemic levels and approximately 85 percent of pre-pandemic service hours were scheduled to support physical distancing guidelines (i.e. where 1 bus carried 50 customers, 4 buses are required during the pandemic). It was further noted that at approximately 30 percent of pre-pandemic transit demand, 100 percent of pre-pandemic service hours would be required to sustain physical distancing guidelines.

As discussed in this report, the TTC will be implementing new measures, including recommending mandatory face coverings and continuing with all previously reported measures such as disinfecting vehicles to protect customers and employees. Based on these measures, the TTC has modified its approach to increasing transit system capacity as seen in Figure 4.

Figure 4. Increasing Transit System Capacity

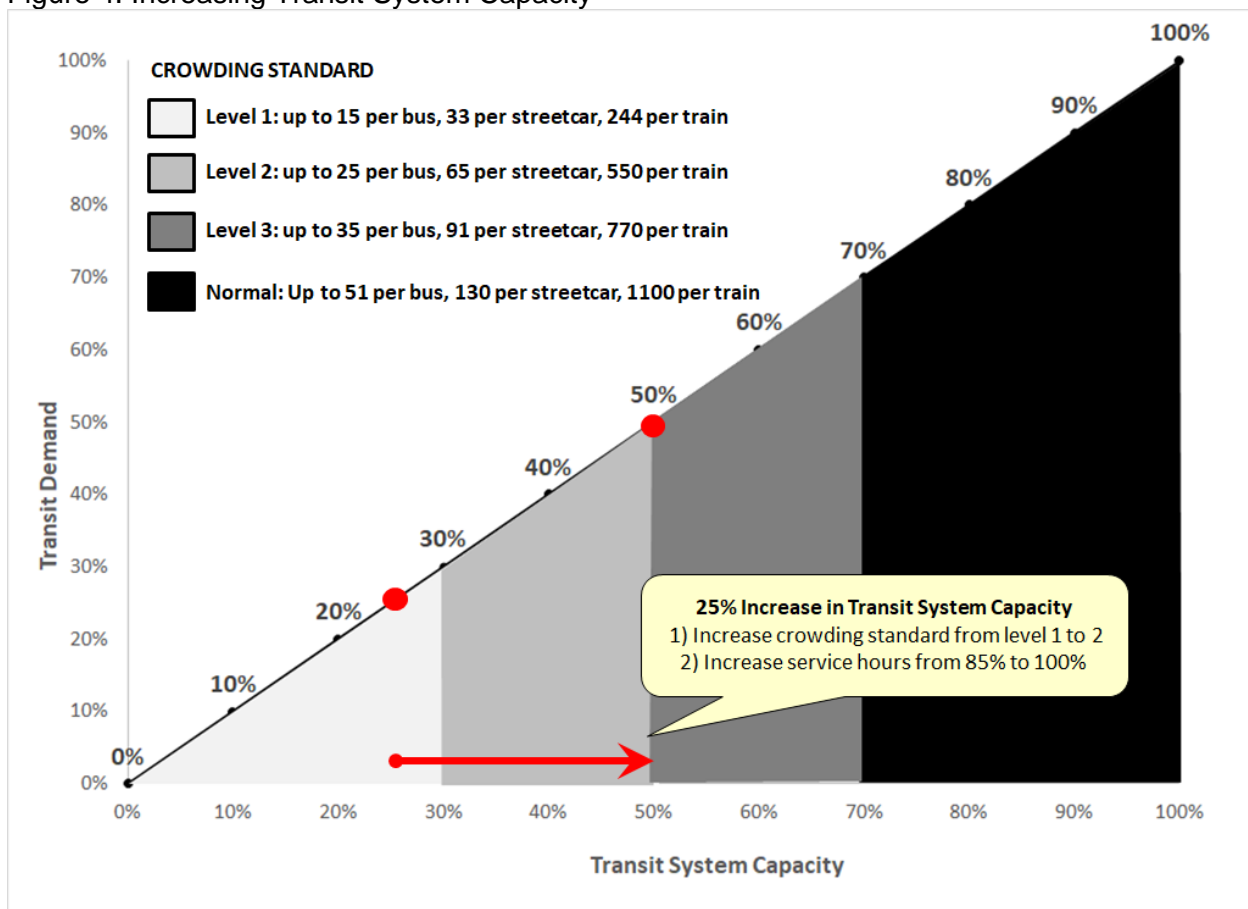


Figure 4 illustrates that as ridership increases towards 50 percent of pre-pandemic levels, the TTC would increase transit system capacity by:

- 1) adjusting the “pandemic” crowding standard to allow for more customers per vehicle
- 2) increasing service hours from 85 percent to 100 percent of pre-pandemic levels

At 100 percent of pre-pandemic service hours, the TTC could only further increase transit system capacity by adjusting the crowding standard to allow for more customers per vehicle. Attachment 3 illustrates the number of customers per vehicle at each crowding standard level.

Service Plan

As of May 10, 2020, the TTC has scheduled the delivery of approximately 85 percent of pre-pandemic service hours. At 50 percent of pre-pandemic transit demand, the TTC will schedule 100 percent of pre-pandemic service hours. The 100 percent service plan will not replicate pre-pandemic service completely. It will be adapted to reflect transit demand at the mode, and route-level, by continuing to match capacity with demand. As key principles:

- Service will be restored on high-ridership routes
- Service will be restored on nearly all 900-series express services
- Service on low-ridership routes will continue to operate at pandemic service levels
- Some services will continue to be suspended including 140-series Downtown Premium Fare Express and 176 Mimico GO
- Demand-responsive buses will continue to be available to supplement service to manage ridership uptake

Also, depending on the rate of ridership increase by mode, the TTC may implement 100 percent of pre-pandemic service hours in a phased approach by mode (i.e. bus followed by streetcar and subway if current trends hold).

Customer Experience Research

The TTC has been actively monitoring the concerns and expectations of our customers. This has taken place through the usual channels for customer feedback (e.g. TTC Customer Service Centre, social media). The TTC has also participated in the design of several surveys, including those undertaken by the University of Toronto and the City of Toronto, which have sought to understand and define changes in travel patterns during the pandemic.

Over the past several months, the TTC through Environics Research has conducted a series of customer surveys. These surveys are aimed at tracking the travel behaviours, attitudes and perceptions of TTC customers during the pandemic. Findings from the most recent survey are summarized below:

- As the provincial economy begins to re-open, 41 percent of customers say they will resume taking the TTC as they did before. 47 percent say they will decrease their frequency. 10 percent of customers say they will not take the TTC again.
- 15 percent of customers feel safe taking the TTC now. 73 percent say they will again feel safe on the TTC in the future under certain circumstances, including when there is a consistent multi-week decrease in new COVID-19 cases.

- Customers predict their average monthly trips to increase by September 2020 (to 12.4, up from 6.7 predicted in June).
- Among those who expect to decrease their TTC usage in the months ahead, crowding is a top-cited concern. The top mentioned suggestion by respondents for increasing feelings of safety is to limit the number of passengers allowed on vehicles and avoid overcrowding. There is also strong support for mandatory use of hand sanitizer and face coverings.
- Those still riding the TTC are more likely to be younger customers with lower household income and are less likely to have access to a vehicle.
- Current riders are significantly more satisfied with measures put in place to protect employees and riders week-over-week. 85 percent are satisfied with the TTC's overall response to the COVID-19 emergency.

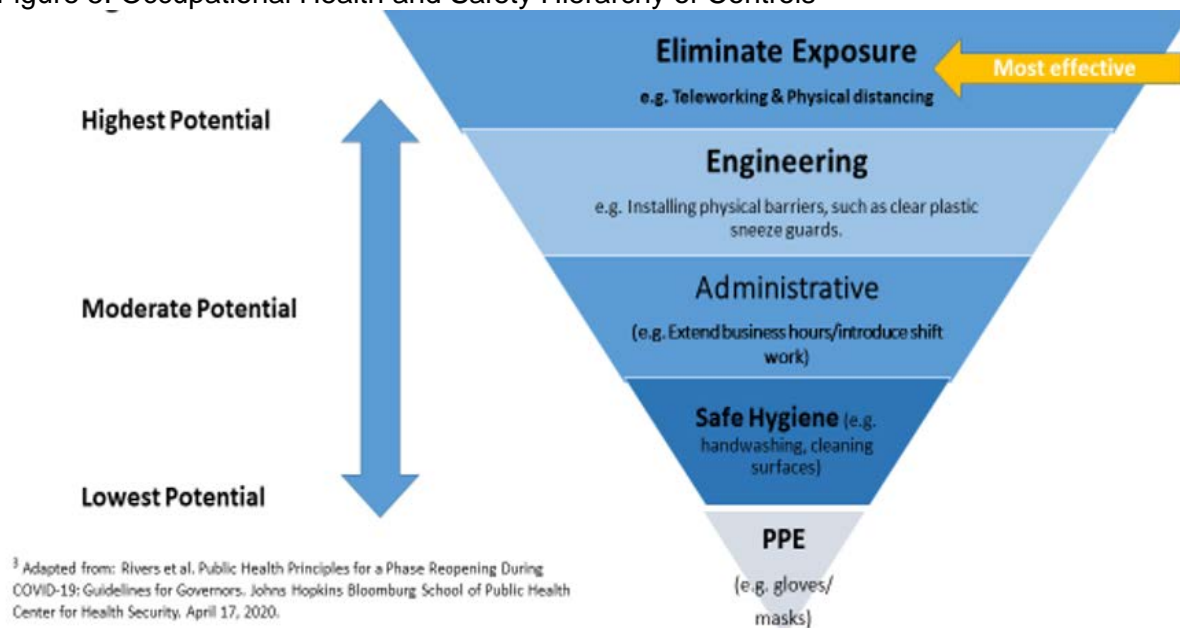
Please see Attachment 4 for more details on the recent survey conducted. These surveys will continue at a regular interval, and will be updated to probe perceptions of transit service as the recovery evolves.

In the coming weeks, the TTC will also launch a pilot of its new online customer engagement community. Previously, the TTC worked with the Customer Liaison Panel (CLP), a diverse, 12-person group of customers that met monthly to advise on various initiatives and share their perspectives. While the CLP has provided invaluable insight over the years, transitioning to an online platform will allow the TTC to engage customers more broadly, and also provide the flexibility to reach out to specific groups. The community will be an interactive space where customers can share ideas, provide input on initiatives and ultimately help shape their transit system and the customer experience.

Health and Safety Measures on the System

The TTC continues to take guidance and direction from TPH with respect to safety measures and requirements to prevent the spread of COVID-19 on public transit, and to ensure the health and safety of our customers and employees. All measures taken to prevent the spread of COVID-19 are done in compliance with requirements under the Occupational Health and Safety Act (OHSA) and its regulations, and the guidance of provincial and local public health officials, including the Medical Officer of Health. The hierarchy of controls model outlined in Figure 5 below, has also been considered.

Figure 5. Occupational Health and Safety Hierarchy of Controls²



The table below outlines key measures to protect customers and employees on the system. The TTC also continues to monitor developments in other jurisdictions to inform the TTC’s own plans to support public confidence in the safety of the system. Plans will continue to be updated as conditions evolve in accordance with TPH guidance.

Control Type	Safety Measures in System
Engineering Controls	<p>Operator Barriers/Enclosures:</p> <ul style="list-style-type: none"> • Bus fleet is equipped with Plexiglas Operator barriers (use is mandatory) • Streetcar and Subway Operators are enclosed in an operator cab. • A plastic operator barrier design in Wheel-Trans vehicles is being piloted. <p>Operator Fabric Barriers: In the course of performing operating duties, if an Operator is required to leave the cab enclosure (as in the case of a Streetcar or Subway Operator), vinyl fabric barriers have been installed in our revenue vehicle fleets.</p> <ul style="list-style-type: none"> • Subway fleets - Nylon barriers have been installed for guards on T1 trains on Line 2 to create a physical space when the guard is required to leave their cab to operate the doors from the non-cab side. • Streetcar - Nylon barriers installed for use by streetcar operators when exiting the cab to change from pole to pantograph operations. • Bus - Nylon collapsible barriers installed to restrict customers from approaching bus operators. The continued use of these barriers will be

² https://www.toronto.ca/wp-content/uploads/2020/05/949e-Reopening-Toronto-Businesses-during-COVID19_TorontoPublicHealth_May2020.pdf

Control Type	Safety Measures in System
	<p>reconsidered as ridership increases and more space for customers is required inside trains, streetcars, and buses.</p> <p>Ventilation:</p> <ul style="list-style-type: none"> TTC is presently conducting engineering investigations with original equipment manufacturers to evaluate potential COVID-19 safety controls including UV disinfection of HVAC systems on vehicles and use of MERV-13 filters on Bus HVAC systems. The Minimum Efficiency Reporting Value (MERV) is a standard that rates the overall effectiveness of air filters.
<p>Administrative Controls</p>	<p>Cleaning and Disinfection:</p> <p><i>Fleet:</i> All fleet vehicles entering revenue service continue to be disinfected using ES65H Hydrogen Peroxide by electrostatic spraying and Oxivir by manual wipes. In addition to the overnight daily cleaning and disinfection, revenue service vehicles get further disinfection as follows:</p> <ul style="list-style-type: none"> Streetcars are disinfected mid-day at rail carhouses; Subways are disinfected at end terminals every two hours; Buses are disinfected mid-day circulating back to the bus garages at the end of AM peak service; Wheel-Trans vehicles are disinfected mid-day at bus garages with additional cleaning/disinfection performed after transporting customers who are COVID-19 positive. <p><i>Stations:</i></p> <ul style="list-style-type: none"> Enhanced cleaning and sanitizing activities have been implemented to maintain station cleanliness. Cleaning and disinfection activities of common touch and grab points (e.g. buttons, railings, etc.) are performed at all stations at least twice daily. On weekdays, at the 10 busiest stations common touch and grab points are disinfected on average four times per day. <p>Decals:</p> <p><i>Fleet:</i></p> <ul style="list-style-type: none"> Seat decals to restrict passenger seating to promote physical distancing have already been installed in the bus, subway and streetcar fleet. As ridership increases and it becomes no longer feasible to restrict seating, decals will be removed. Starting in late June floor decals to remind customers about face coverings will appear in buses. Floor decals in the subway and streetcar fleet are also planned, with timing dependent on available supply of materials (anticipated for delivery late June/July). <p><i>Stations:</i></p>

Control Type	Safety Measures in System
	<ul style="list-style-type: none"> • Decals to promote customer awareness of positive public health behaviours have been applied to all subway platforms. • The following additional floor decals are being applied to encourage physical distancing if possible: <ul style="list-style-type: none"> ○ Spacing floor dots in TTC-owned station elevators (complete by mid-June); ○ Floor decals at station entrances (timing dependent on materials) • One-way directional guides for customer movement through fare lines at high traffic stations relying on fare gate illuminated indicators, stanchions, and awareness messaging by stations staff to channel customer behavior. If required at key stations, floor decals to reinforce one-way direction movement at fare lines will also be installed. Decal material is expected to arrive in July due to a supply shortage.
Personal Protective Equipment (PPE)	<p>Hand sanitizer:</p> <p><u>Stations:</u> To promote good hand hygiene practices while riding the TTC, hand sanitizer dispensers have been installed at all subway station main entrances. Secondary station entrances will be installed starting mid-July 2020, subject to supply chain constraints.</p> <p><u>Vehicles:</u> The TTC is investigating options to install hand sanitizer dispensers on bus and streetcar. Logistical considerations include available supply of hand sanitizer and dispensers; Health Canada requirements (decanting/pouring hand sanitizer); disinfection protocols; and fabrication of dispensers to attach to vehicles. A decision to implement will be dependent on resolution of procurement and maintenance issues and changes to provincial COVID-19 guidelines for public transit operators. Staff will report back to the Board with the operational and financial requirements to best meet the relevant guidelines.</p> <p>Operator PPE Kits: TTC provides front-line operators PPE kits which include:</p> <ul style="list-style-type: none"> • Gloves • Disinfectant wipes • Re-useable masks • Hand sanitizer • Face shields

Mandatory Face Covering/Non-Medical Masks for Customers

On May 13, 2020, the TTC Board directed the CEO to engage the Province of Ontario, TPH and the City of Toronto on the legal, operational, safety and financial implications of mandatory face coverings for customers on public transit, and to take measures appropriate to ensure the safety of customers and employees on the system. On May 28, 2020, City Council requested the City Manager, City Solicitor, and the Medical Officer of Health to report to the June meeting of City Council on the ability of the City to require the

wearing of masks or face coverings by the public within permitted businesses, offices and public gathering places to protect the health and safety of the public.

Cloth masks or face coverings, such as scarves, bandanas or other tightly fitting cloth material are intended to prevent an infected (possibly pre-symptomatic or asymptomatic) person from spreading respiratory droplets. Where physical distancing may be challenging or not possible (e.g. on transit), face coverings can offer source control, protecting others in close proximity to the wearer by preventing the spread of bacteria and viruses to others.

Key considerations with respect to making masks/face coverings mandatory include:

- Certain groups (identified below) will need to be considered exempt from such a requirement. This is in line with current public health guidance;
- Enforcing the mandatory requirement of a face covering would put frontline employees in potential situations of conflict and could be considered a safety issue;
- Access to masks/face coverings may be challenging for vulnerable populations.

The TTC has reviewed practices in other jurisdictions which have made face covering mandatory. Systems such as Ottawa, Brampton, New York, Los Angeles and San Francisco have made face coverings mandatory, and to date, the focus is predominantly on emphasizing communications to support compliance as opposed to enforcement.

In consultation with the Medical Officer of Health, the TTC is recommending making face coverings mandatory on the TTC transit system as there is a recognition that physical distancing will become impossible over time, and agreement that face coverings help minimize the potential spread of COVID-19.

TTC's current By-law No. 1, section 3.13(a) provides that no person, unless otherwise authorized, shall do any act in contravention or instructions on any sign erected on TTC property. TTC property is defined to include land, facilities, structures, station and vehicles, owned, leased, occupied or maintained by the TTC. New signage will be posted throughout the transit system to advise passengers and employees that face coverings are mandatory (effective July 2, 2020). The following exceptions will apply:

- Children under two years of age;
- Persons with an underlying medical condition which inhibits the ability to wear a mask or face covering;
- Persons who are unable to place or remove a mask or face covering without assistance;
- TTC employees and agents within an area designated for TTC personnel and not for public access, or within or behind a physical barrier or shield;
- Additional accommodations in accordance with the Ontario Human Rights Code will also be considered.

Upon the signage being posted throughout the TTC transit system, TTC staff will begin a further educational and awareness campaign for customers. This will commence immediately in preparation for a July 2, 2020 effective date. This campaign will build upon communications to customers already in the system strongly recommending a face covering.

The TTC is also looking at a variety of strategies to support access to face coverings for customers including promoting “how to make your own face covering”; engaging with employers and BIAs to support advanced communications about face coverings being mandatory and to encourage employers to provide face coverings to their employees.

As the TTC cannot provide face coverings for all customers, it will employ a one-time targeted strategy to distribute one million non-medical masks. Staff are working with the City of Toronto’s Poverty Reduction Office on a distribution strategy with a focus on neighbourhood improvement areas and includes potential partnerships with community agencies. In addition to this, a plan is in development to distribute masks to customers in stations who require them.

The rollout of the plan will coincide with the change to mandatory face covering use.

Customer Communications and Key Sector Engagement Strategy

As the Province and City begin moving forward with recovery, the TTC has developed an integrated communications strategy that is focused on ensuring its customers and key stakeholders are informed of any decisions in a timely manner.

Customer Communications

Customer facing communications is now focused on restart and recovery. An updated marketing communications campaign was implemented after the May 13, 2020 Board meeting and includes four key messages:

- If you’re sick, please stay home
- Wear a face covering. We strongly recommend customers wear a cloth mask or face covering when travelling on the TTC. It’s a simple step that protects others.
- Keeping the TTC safe and clean. To help keep our customers safe, the TTC continues to disinfect its vehicles twice a day including hand holds and touch points. Subway cars receive additional cleaning at terminal stations.
- We’re all in this together. If we all follow the rules and adopt new habits, we will get through this safely. Let’s take care of each other and work together to adapt to our new reality.

The campaign includes ads in all TTC vehicles and stations, in-station digital screens, social media, ads on more than 400 OneStop digital screens outside of the TTC network, daily social media posts and a paid digital advertising campaign. The paid digital campaign includes ads on 19 sites and major media outlets. Campaign roll-out began on May 20 and installation was completed in early June. Additionally, we have

installed signage at station entrances promoting a health checklist for customers and instructions on how to make a no-sew mask. We have also installed floor decals on platform, vehicle floors and elevators to promote mask use and physical distancing where possible.

Subject to TTC Board approval of the recommendation to make face coverings mandatory on the TTC, an updated communications strategy will roll out to inform customers in advance of the July 2 date.

Key Sectors and Stakeholder Engagement

In support of the Customer Communications campaign, the TTC is proactively reaching out to public and private stakeholder partners to provide key information about safely riding the TTC. In addition to regular updates to the TTC Board and City Councillors, the TTC is providing updates on the TTC's safety protocols to over 1000 of our stakeholder partners, including: City agencies, school boards and post secondary educational institutions, BIAs, community associations and community groups, third party social agencies, health networks, property managers, and tourist attractions.

Customer Throughput Management in Stations

In order to prepare for increased customer volume in stations as businesses reopen and ridership increases, the TTC is actively monitoring customer throughput and has developed enhanced plans of action in emergency and delay events, which may result in crowding.

In the event of an emergency or delay, the TTC will prioritize responding to all impacted stations and to critical threats to customer, employee and first responder health and safety. Additional response actions will be incident specific and may include limiting access to potential areas that may experience overcrowding, and directing and/or restricting entry of customers to stations, allowing for greater physical dispersal as described below.

Managing Customer Movement in Emergency and Unplanned Events

Customer throughput at interchange stations will be monitored and incoming customer access may be restricted when emergencies or unplanned events occur. Depending on the nature of the emergency or unplanned event, station crowding plans may also be triggered, which may include actions such as setting faregates to "exit only"; shutting down escalators; and deploying shuttle buses as required.

When unplanned events occur, customers may be restricted from waiting on platforms to avoid platform crowding and in some cases, may be directed to leave the station. Work completed last year that moved all shuttle bus boardings out of stations and onto the street will also mean that customers will be in a space that will permit greater physical dispersal.

Promoting Customer Flow - Peak Periods and Unplanned or Emergency Events

To promote customer flow through stations, additional run-as-directed trains on Lines 1 and 2 will be provided as required during peak periods and Transit Control will continue to provide oversight and integration as required with Toronto Police, Fire and Paramedic services. The number of run-as-directed buses has also been increased to enable quicker response to shuttle bus requests as may be triggered in a delay or emergency event.

Enhanced Station Management

To increase TTC presence at key stations, approximately 100 temporary COVID-19 Ambassadors are being recruited to start on June 21st. COVID-19 Ambassadors will be deployed at Union, Bloor-Yonge, St. George, Kipling, Finch, Sheppard, Eglinton, and Dundas stations and to key bus and streetcar platforms, including Pape, Main Street, Kennedy, Union, St. Clair West, Broadview, and Dundas West.

Primary functions of the ambassadors will include acting as a front-line representative to assist and direct customers, provide station information, point-of-interest (POI) wayfinding to customers, managing customer movement and throughput in stations, assisting with unplanned events and incidents as directed and supporting closures and diversion activities.

During peak periods, all station supervisory staff will return to core stations to monitor station crowding levels and support customer throughput management.

Coordination with City Services

TTC staff have worked with City of Toronto staff on changes to City streets and roads, as part of various initiatives, such as the ActiveTO project. This includes providing input to City staff on the operational needs of the TTC for the various projects to ensure that the changes made to the roads, such as the quiet streets program and the bike lanes program, are designed so that TTC buses and streetcars can continue to operate effectively to move transit customers.

Front-Door Boarding on Buses

On March 18, 2020 the TTC temporarily changed fare collection and boarding procedures on buses, to better isolate and protect TTC operators and customers. Currently, customers board and alight from the center and the rear doors of buses, unless they need the use of the front door ramp or kneeling. The collection of cash, token and ticket fares, and the issuance and acceptance of paper transfers on buses was temporarily discontinued. Customers who pay with PRESTO cards, which make up approximately 90 per cent of total system ridership, are still able to do so. No changes were made to fare collection on streetcars, or subway stations.

Effective Friday, July 2, 2020 changes will be made to fare collection and boarding on buses, with the restoration of front-door legacy fare payment. From this date, customers can board or alight at any door on all buses. Payment of fares by cash, ticket and token

will resume, and customers paying with these must board at the front door. Customers using PRESTO may board at any door. Customers may alight from any door. These changes will support the safety of customers and operators by:

- Providing more available space inside the buses for increasing numbers of customers;
- Allowing easy customer access to and from buses;
- Continuing to reduce the number of customers passing the Operator, compared to normal front-door boarding only; and
- Allowing the resumption of collection of cash, token, and ticket fares.

As the pandemic situation evolves, consideration will be given to returning to front door-boarding only, and eliminating rear-door boarding.

Contactless Payment

As part of an effort to further encourage customers to use PRESTO, the TTC will distribute complimentary PRESTO cards to customers this summer and fall. A plan is being developed to distribute these cards in areas of the city where PRESTO use is relatively low, and where customers could benefit from receiving a PRESTO card. The cards will be distributed at no charge to customers from existing stocks held by the TTC. A similar program of complimentary distribution was carried out in November 2019 at selected subway stations. As always, customers can continue to pay with cash, tickets and tokens for the foreseeable future.

2. Wheel-Trans Service

As the TTC readies for the restart and recovery phases, the TTC has been actively engaging with Wheel-Trans customers and stakeholders including the Advisory Committee on Accessible Transit (ACAT) to monitor customer expectations in addition to partnering closely with TPH to maintain a safe service.

In reviewing the Wheel-Trans recovery plan, it is important to understand that enhanced controls reflect the smaller size of Wheel-Trans vehicles and the relative proximity of customers and operators during some transport activities, including securing mobility devices. In addition to solo rides, a number of other safety controls, specific to Wheel-Trans, have been established since the onset of COVID-19 and are being reviewed for easement in this recovery plan:

- Introduction of customer phone COVID-19 health screening by Wheel-Trans call centre staff, as an additional safety measure for customers and operators and temporary suspension of online trip booking capability;
- Introduction of special transport services with appropriate safety controls to permit customers unable to pass the COVID-19 health screening to make life sustaining trips. This special transport service is also used to transport COVID-19 positive customers or those awaiting test results;

- Adjustment to advanced trip booking timelines from seven to two days in advance of the trip to allow for up to date responses to COVID-19 health screening questions;
- Initiation of pre-trip outbound health screening calls to ensure coverage of customers who have reoccurring trips already pre-booked;
- Adjustment of exact trip timing confirmation from 9 p.m. to 5 p.m. the day prior to allow for better trip management and to maximize service on Wheel-Trans buses during the pandemic.

Wheel-Trans Service Plan Development

Wheel-Trans ridership, which decreased at the onset of COVID-19, is expected to increase as day programs (e.g. therapy group sessions), workplaces, and commercial establishments gradually begin to open consistent with the Province’s re-opening framework. To forecast future ridership trends, the TTC will be engaging with Wheel-Trans customers through surveys.

The key difference between TTC conventional transit versus Wheel-Trans, is that the primary trip purpose for Wheel-Trans customers is not to commute to work, as 74 percent of Wheel-Trans customers are 65 and older. The following trip purpose categories were established based on percentage of trip booking destination addresses before and after the Province declared a State of Emergency (SOE).

Trip purpose before Province declares SOE <i>Data from February 15 to March 16, 2020</i>	Trip purpose after Province declares SOE <i>Data from March 17 to April 16, 2020</i>
PERSONAL: 43.7%	HOSPITAL: 58.3%
HOSPITAL: 29.7%	PERSONAL: 24.7%
SHOPPING: 9.9%	SHOPPING: 11.4%
RECREATION: 9.8%	TRAVEL: 2.5%
WORK: 3.2%	RECREATION: 1.7%
SCHOOL: 1.5%	WORK: 1%
NURSING HOMES: 1.2%	SCHOOL: 0.3%
TRAVEL: 1%	NURSING HOMES: 0.2%
Clarifications: <ul style="list-style-type: none"> • Personal – unknown address/unknown purpose • Recreation – parks, cross purpose buildings (e.g. Variety Village), convention centres, museums, theatres, libraries, sporting venues • Travel – FOS (e.g. Subway Stations), airports, regional transfer points 	

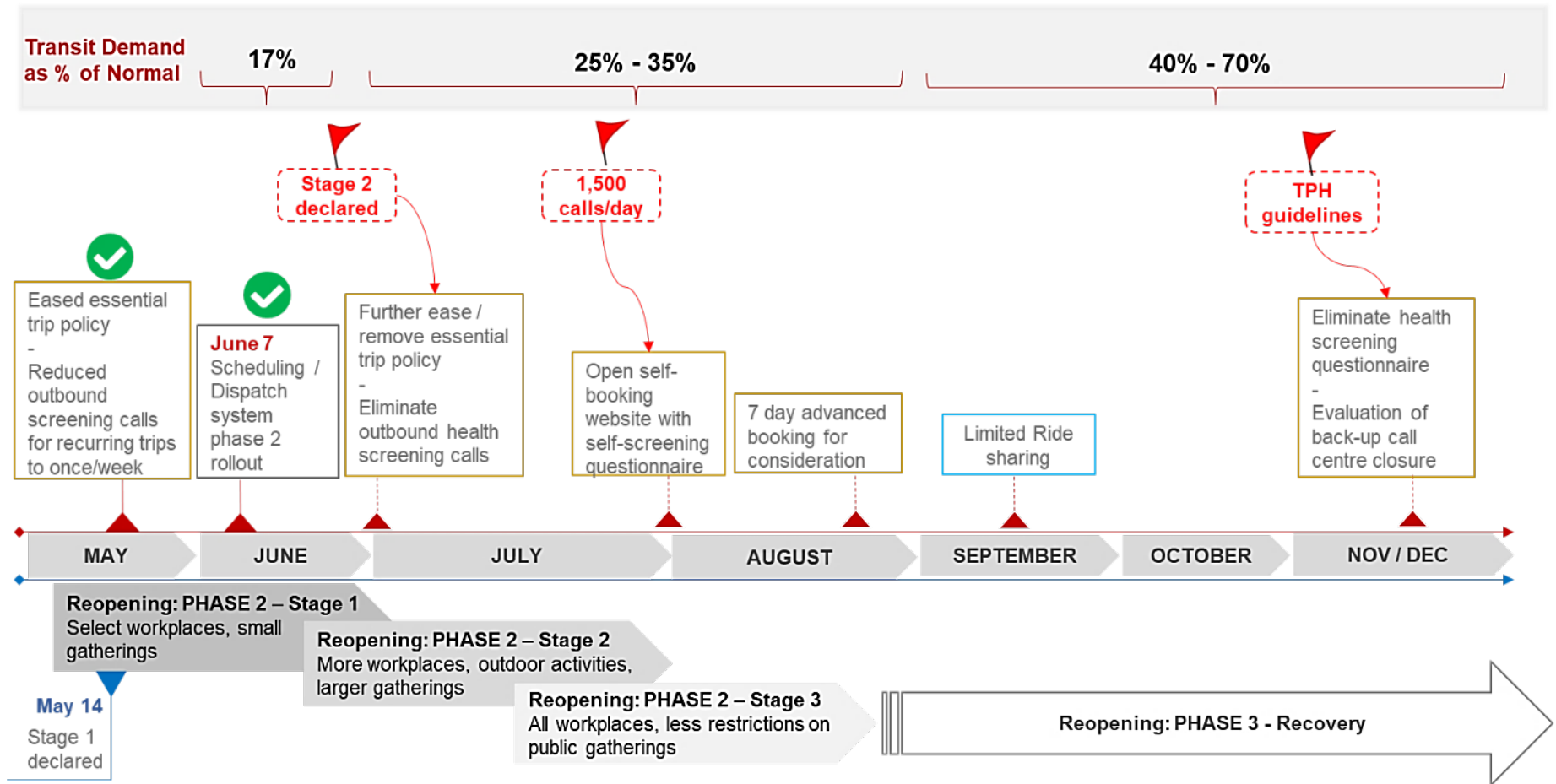
As of June, 2020 Wheel-Trans transit demand is estimated to be at 17 percent of the budgeted ridership and projected to grow toward 25 percent to 35 percent of pre-pandemic levels from July to August. As more non-essential establishments begin to open, limited ride-sharing is expected to resume in September and onward, when 40 percent to 70 percent of budgeted ridership returns.

Wheel-Trans Recovery Milestone Highlights

Wheel-Trans recovery activities focus on the gradual lifting of imposed controls and resumption of activities consistent with the Province’s recovery plan and public health guidelines. The timeline below provides a snapshot of how recovery initiatives may unfold, given potential ridership growth in the context of the Province’s recovery plan. Continuous evaluation of the plan is essential as new information becomes available. Refer to the table and Figure 6 for an outline of Wheel-Trans recovery initiatives in relation to evolving demand.

Provincial Re-opening Assumptions	Phase 2 – Restart			Phase 3- Recovery
	Stage 1 (May – June)	Stage 2 (June-July)	Stage 3 (July- August)	September
Expected call volumes	From 800 to 3,000 calls per day Note: Call volumes do not directly correspond to ridership as there are multiple reasons for calling reservations			
Recovery Actions	<ul style="list-style-type: none"> Ease essential trips policy as non-essential services open Reduce outbound screening calls to once per week for reoccurring trips 	<ul style="list-style-type: none"> Evaluate removal of essential trip policy Eliminate outbound screening calls for reoccurring trips and advise customers to inform Wheel-Trans of health changes to ensure a suitable ride Open self-booking website with a health screening questionnaire 	<ul style="list-style-type: none"> Consider resuming trip bookings of up to 7 days in advance 	<ul style="list-style-type: none"> Potential resumption of limited ride sharing

Figure 6 Wheel-Trans Recovery Key Milestones



Wheel-Trans Transformation Project Impacts

As of week 19 of this year, 90 percent fewer Family of Services (FOS) bookings were scheduled relative to the same time last year. While the option to book FOS trips through the Wheel-Trans Reservations Line has been maintained since the onset of COVID-19, this significant decline in FOS bookings is primarily due to decreased ridership, as well as the temporary shut down of the self-booking website which previously offered automatically generated FOS trip solutions to Conditional customers.

A key component of the Wheel-Trans Transformation Project is the shift from optional Family of Service (FOS) trips to mandatory Conditional Trip Matching which had been planned for Period 6 2020.

To improve understanding of future Wheel-Trans customer travel plans and patterns including in relation to FOS offerings, the TTC will begin surveying customers and will take this information along with Toronto Public Health and Provincial COVID-19 related guidelines as an input into the timing of a move to mandatory Conditional Trip Matching, which will be evaluated in Q4 2020.

Due to the revised timelines for FOS implementation, \$3.5 million in savings tied to this initiative in the 2020 budget will not be achieved. This however will be more than offset by significantly reduced ridership demand over the summer months due to the ongoing COVID-19 impact.

3. TTC Employees

The safety and well-being of TTC employees remains at the forefront of all decisions with respect to policies and the approach to having TTC employees and contractors reporting to physical work locations. The TTC has a workforce of approximately 15,000 active employees, comprised of approximately 80 percent unionized employees (including operators, skilled tradespeople, maintenance workers and customer facing roles) and 20 percent non-unionized employees in operational, corporate and administrative functions.

Nearing the end of Q2 2020, approximately 90 percent of the TTC's workforce is regularly reporting into the workplace, given the nature of the work and the inability to perform their tasks remotely. The remaining 10 percent of the workforce have been working remotely since March.

In accordance with TPH guidance, provincial government orders and at the request of the City of Toronto, the TTC will continue to request employees who are able to work from home to continue to do so, with possible re-entry into work spaces by Labour Day. Ultimately, timelines will be dictated by health and safety considerations and public health guidance.

In the interim the TTC is preparing for an eventual return to the workplace, and will consider options with safety, productivity, effectiveness and cost efficiencies in mind.

Safety Measures for TTC Employees

The TTC has implemented safety measures, as outlined in the table below, in accordance with the hierarchy of controls model in order to protect the health and safety of both front-line employees and back of office employees. Measures implemented were adapted in order to address the unique functions and work spaces of each TTC departmental group.

Control Type	Control Measures Implemented by TTC
<p>Eliminate the Exposure</p> <p>(e.g. Teleworking & Physical Distancing)</p>	<ul style="list-style-type: none"> • Employees in work functions that are able to perform remotely have been working from home since the week of March 17, 2020. This represents approximately 1600 employees (10 percent) of the TTC workforce. • Virtual meetings and conference calls • Offered online distance-training solution using Skype for Business.
<p>Engineering Controls</p> <p>(e.g. structural modifications; barriers)</p>	<ul style="list-style-type: none"> • See engineering controls implemented that support front-line operators in section 1 (e.g. operator barriers) • Plastic separators in lunch rooms (to maintain physical distancing)
<p>Administrative Controls</p> <p>(e.g. working in shifts; modifications to business process/behaviour that reduce contacts or contact intensity)</p>	<p>Modifications to work practices:</p> <ul style="list-style-type: none"> • Staggering employee breaks and lunch times to minimize overlap in common areas • Utilizing satellite reporting locations to minimize congregation of large groups at beginning and end of shifts • Physical distancing markers • Workplace layout and cues/markers for traffic flow
<p>Safe Work and Hygiene Practices</p>	<ul style="list-style-type: none"> • Passive screening: signage posted encouraging employees to self-report if symptomatic. • Active screening: a dedicated screener at a building entrance who requires all entrants complete a questionnaire. This is performed by the City at the Transit Control Centre (TCC) and Wheel-Trans location as both have been deemed critical infrastructure. • Investigating feasibility of other forms of active screening. For example, employees completing a COVID-19 self assessment on-line or as a hardcopy. • Hand sanitizers provided to employees with no access to soap and running water • Disinfectant wipes provided to wipe down workstations and shared work areas

Control Type	Control Measures Implemented by TTC
<p>Personal Protective Equipment (PPE)</p> <p>(e.g face masks, gloves)</p>	<ul style="list-style-type: none"> • Cloth masks, disposable masks, face shields used whenever physical distancing can't be maintained. • Gloves used for close encounters with the public, like physically assisting customers with disabilities.

Employee Communications

TTC employees play an important role in the organization, not only do many of them keep our customers moving every day, but they are also our champions of the organization and act as ambassadors for us. As a result, the TTC will continue to take an employee-first approach in communicating with its employees, leveraging existing communication channels across the organization. These include TTC-TV, intranet updates; Employee Health and Safety webpage, Leaders' Digest, corporate notices, etc. The TTC will modify and continue utilizing these various communications channels as the organization pivots to recovery. Communications will continue regularly to ensure that all employees remain informed and understand the important role they play as champions and ambassadors for the system.

4. Capital Program – TTC Assets and Infrastructure

Over the last couple of months, the TTC monitored Provincial and Federal requirements and continued operations under guidelines for all capital planning, design activities and essential construction work.

Capital planning and project design activities continued with some impacts where design related site visits and investigations were temporarily impacted, and Requests for Proposals for design services and related field investigations bid periods were extended. In accordance with provincial regulation some construction sites were temporarily closed for a short time (approximately 15 percent of construction work by value). All sites were reclassified as essential after the May 4 provincial order and have since remobilized. Capital Program Adjustments have been tied to the capital reduction/deferral strategy reported in May.

As reported in May to the Board, a review of all 2020 capital projects was undertaken to determine the impact of the COVID-19 pandemic on project resourcing and progress as well as opportunities to accelerate work that is ahead of schedule or that could leverage lower ridership levels. A net reduction of the 2020 Capital Budget of \$208.1 million enabled the TTC to release \$116 million in Provincial Gas Tax funding to be redirected to the City of Toronto Recovery Fund to further mitigate TTC's revenue shortfall. The following describes the opportunities for accelerating capital work.

Easier Access Program

The Engineering Construction and Expansion (ECE) Department is working to accelerate construction of its Easier Access projects to make subway stations accessible to all. The program is a legal requirement under the Accessibility for Ontarians with Disabilities Act (AODA). Several station closures and extended bus loop closures are being planned to expedite these vital projects. The first full station closure to speed construction is at Chester Station from June 9 to June 23, 2020. Royal York station is under review for August 2020. Other stations under review include Lansdowne (October 2020), Yorkdale (Q4 2020 for its first escalator and Q1 2021 for a second escalator), and Keele Station in Q4 2020.

Acceleration of State of Good Repair - Early Subway Closures

The TTC has expansive linear infrastructure and asset inventory at street level and below grade, and managing the accumulated state of good repair (SOGR) backlog is a key strategic objective to ensure that assets are able to support the safe and reliable delivery of TTC public transit services.

A by-product of COVID-19 public health measures has been a reduction in transit ridership and quieter streets which offered an unprecedented opportunity to accelerate SOGR projects. To leverage this opportunity, planned closures between May and September have been maximally scheduled to complete structures, track, signals, subway communication, and subway electrical SOGR activities and to continue to advance ATC project work.

A sampling of the larger scopes of work in the accelerated work plan includes:

- Replacement of switch machines at Davisville, Finch and Lawrence which advances approximately a year's worth of work;
- Turnout track work west of Broadview moved forward from Q4 2020;
- Asbestos abatement activities;
- SRT line maintenance focusing on track assets; and
- Power rail heating circuits and streetcar rail replacement activities aimed at car stop locations.

The task of safely completing major infrastructure work in a compressed time frame requires a high degree of scheduling and coordination in the normal course of business. With COVID-19, additional complexities around maintaining physical space at worksites, in transit, and during job safety briefings requires an enhanced level of planning.

Notable as well is that while service levels were reduced corresponding to lower ridership, infrastructure activities have been maintained as have emergency infrastructure response capability. The pool of skilled workers sustaining daily operations is the same pool completing accelerated SOGR work making planning a delicate balance between ensuring key roles on closures crews are resourced while always maintaining operations and critical infrastructure emergency response activities.

The TTC is accelerating between 10 percent and 50 percent of its 2020 subway state-of-good-repair-program across the various Infrastructure & Engineering groups due to the

available weekend/early closure work offered during the spring/summer season. Along with this, the TTC is capitalizing on opportunities to advance asset maintenance and quality control activities upwards of 20 percent to 25 percent within 2020 objectives.

5. Financial Outlook

Financial Impacts anticipated to Labour Day

The May 13, 2020 report to the Board entitled “Preliminary Financial Impacts of COVID-19 for the TTC” laid out the projected financial impacts to Labour Day based on the revenue trends and known information at that time. In all, TTC is now anticipating COVID-19 financial impacts to Labour Day of \$300.0 million, up from the \$297.7 million previously reported. Key changes driving the increase include the recommended monthly pass credit and rent deferrals for independent retail tenants. This will result in additional revenue loss of \$14.3 million. There are also new incremental costs to fund TTC’s restart and recovery measures. The increase is partially offset by an improvement in passenger revenue anticipated over the summer, and an increase in the estimated savings of the cost containment actions. The following table provides a summary with key items discussed below.

COVID-19 Anticipated Financial Impact to Labour Day			
Item (\$M)	Anticipated Impact to Labour Day		Change
	May 13 Estimate	Current Estimate	
Revenue Losses			
Passenger Revenue	496.0	485.0	(11.0)
March & April Pass Credits		12.8	12.8
Ancillary Revenues	8.7	7.2	(1.5)
Total Revenue Losses	504.7	505.0	0.3
Incremental Expenses	15.4	27.5	12.1
Current Financial Impact, Before Cost Containment	520.1	532.5	12.4
Cost Containment Actions			
Expenditure Constraint Savings	(55.5)	(62.8)	(7.3)
Matching Service Capacity to Demand	(45.7)	(48.5)	(2.8)
Defer Implementation of New Service Priorities	(5.2)	(5.2)	
Total Cost Containment Actions	(106.4)	(116.5)	(10.1)
Capital Deferrals Re Provincial Gas Tax	(116.0)	(116.0)	
TTC Net Financial Impact to Labour Day	297.7	300.0	2.3
Weekly Average Financial Impact	11.4	11.5	0.1
Monthly Average Financial Impact	49.6	50.0	0.4

Passenger Revenue

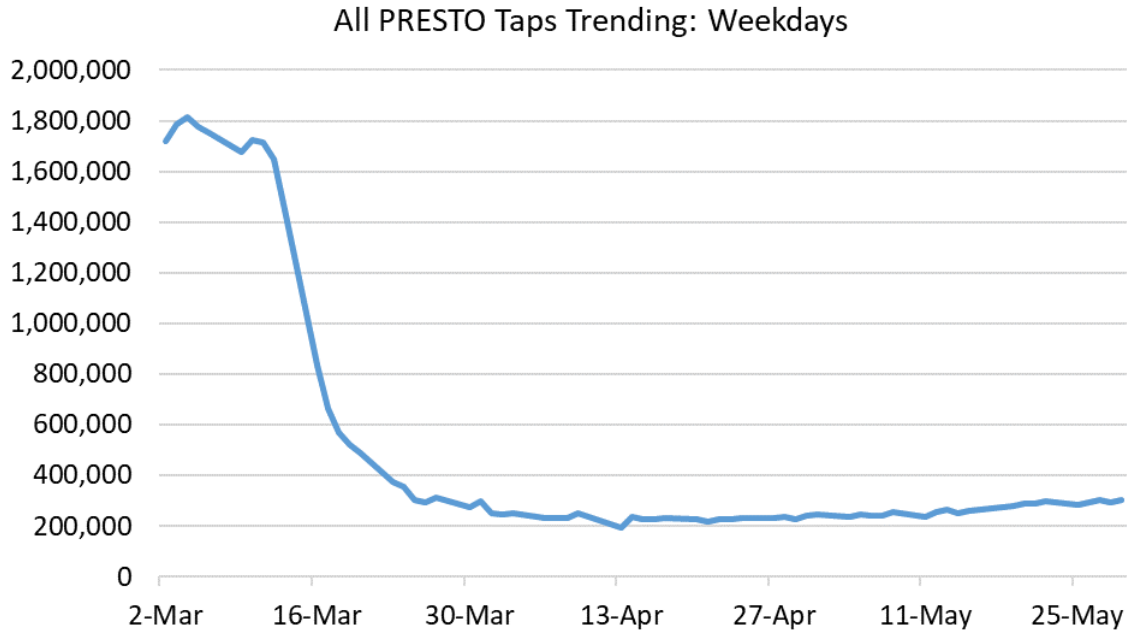
The largest financial impact the TTC is experiencing is the loss of passenger revenue. As of May 31, lost revenue associated with COVID -19 has resulted in a \$213.9 million or 42 percent loss in TTC passenger revenue when compared to budgeted conventional passenger revenue, on a year-to-date basis.

2020 Year to Date Ridership Revenue Budget vs. Actual					
Period	(\$M)	2020 Budget	2020 Actual	\$ Variance	% Variance
PRE-COVID19					
(Jan 1 to Mar 7, 2020)		222.5	219.4	(3.1)	(1.4%)
COVID-19 Impact to Date					
March 8 – 31		80.9	45.4	(35.5)	(43.9%)
April 1 – 30		102.6	14.8	(87.8)	(85.6%)
May 1 – 31		102.8	15.4	(87.4)	(85.0%)
COVID-19 Impact to May 31st		286.3	75.6	(210.7)	(73.6%)
Year to Date*		508.8	294.9	(213.9)	(42.0%)

*Excludes Pass Credits for March and April

Passenger Revenue losses are expected to average \$85 million per month or 82 percent below budget over the summer, which would bring the total COVID-19 impact on passenger revenue to \$485 million by Labour Day. This represents a slight improvement in the passenger revenue forecast reported to the Board in May. The impact of the early stages of recovery is also reflected in the increase in PRESTO revenue taps since the end of April as shown in the following graph.

Figure 7. PRESTO Taps Trending: Weekdays



Report Day	Last Friday in April	PreCOVID-19
Friday, May 29, 2020	Friday, April 24, 2020	Monday, March 2, 2020
304,898	232,787 31%	1,717,443 (82%)

In addition to the \$485 million anticipated COVID impact on passenger revenue to Labour Day, this report recommends that credits be issued for certain unused portions of the March and April monthly passes. Approval of this recommended credit would result in a further \$12.8 million impact which is discussed below.

Pro-rated Credit for March and April 2020 Passes

The TTC has a no-refund policy for any fare media, including monthly passes, unless it is an exceptional circumstance. During this unprecedented time, the TTC recognizes the impacts the pandemic has had on customers and is recommending a temporary change to the current refund policy, which will allow customers to receive a pro-rated PRESTO credit for March and April Monthly Passes. The intent of this recommended temporary policy change is to respond with fairness to TTC customers' refund requests which recognizes:

- The exceptional circumstances of the pandemic, and the provincially-declared State of Emergency on March 17, 2020;
- That customers paid for a monthly pass with the intention to use it fully throughout the month and that exceptional circumstances resulted in them no longer being able to travel or caused them to travel much less; and
- That any form of a refund or credit for fares already paid to the TTC is an additional reduction in fare revenues the TTC is already experiencing from ridership loss.

It is recommended that a pro-rated PRESTO credit be provided to March and April pass holders based on their daily usage from March 18-31 and April 1-30, 2020. The pro-rated credit for March and April will calculate the daily rate based on the entire value of the pass, and will provide the credit based on the days the pass was not used. This recommendation ensures that requests are being responded to fairly to our customers, while also considering the current financial constraints the TTC is facing.

The total estimated value of the credits is \$9.5 million in March and \$3.3 million in April. PRESTO staff have quoted implementation costs of up to \$100,000 inclusive, which will cover a fully managed customized program. PRESTO has confirmed that they will not charge the TTC a double commission for refunded fares.

The PRESTO credits will be available for customers to claim on August 21, 2020, which is the beginning of the purchase period for September 2020 passes, in line with expected ridership increases. Details on how the credit is to be accessed by customers will be communicated. Less than 5 percent of monthly pass holders live outside the City of Toronto, making the likelihood of the credit being used on the TTC high.

It is recommended there will be no further refund considerations for May 2020 and future months, and all pass sales will be final as per the current policy.

Revenue Protection

As we gradually transition to normal operation and fare collection, the TTC will gradually resume its revenue protection activities.

At COVID-19 onset, fare inspection hygiene controls were implemented and proof-of-payment fare protection measures were adjusted to address public health guidance (e.g. physical distancing). Inspection teams on vehicles were positioned visibly near the fare payment devices to monitor and ensure all customers “tap” when entering. During this period Fare Inspectors focused on activities such as customer education on proof of payment if they forgot to tap, and providing wayfinding, and customer service, etc. Fare inspection activities were eventually paused due to the increasing number of and impact of COVID-19 cases in the City, and the rapid decline in ridership.

As the TTC transitions to restart and recovery in line with ridership increases, revenue protection activities have started to resume and will progressively transition from education to inspection.

- On June 1, Fare Inspectors resumed proof of payment customer education on streetcars in order to remind customers of good tapping behaviour.
- In July, Fare Inspectors will resume proof of payment inspections, educating and issuing warnings to riders who haven't paid their fare.
- By August, the full range of inspection and enforcement activities will resume and inspectors will apply discretion while considering the diverse needs of all riders including those who unable to pay. Responses will include education and

tickets. A zero-tolerance (no warning) approach will still remain for fraudulent concession card use (e.g. Child or Youth PRESTO card).

Inspection teams have been outfitted with PPE (i.e. masks, eye protection, gloves, etc.) to protect themselves and customers as they perform their duties. Fare inspection teams will continue to practice disinfection techniques on issued equipment. If an investigation is required regarding proof of payment, team members will continue to practice good hand hygiene techniques prior to and after handling the customer's ID.

The Transit Special Constable Service will continue to provide a support team to respond to calls for service from Fare Inspectors.

Rent Deferrals for Independent Retail Tenants

The TTC leases out space in its stations to retailers to enhance the customer experience and to provide an ancillary source of revenue. Non-fare revenue from retail operations is approximately \$5 million annually. The TTC has approximately 32,000 square feet of retail space comprised of 86 retail locations across 75 stations. Although current sales data is not readily available to the TTC, many tenants have anecdotally reported that sales are down by as much as 80 percent, or higher, as a result of the COVID-19 pandemic. Given the circumstances, the TTC has received requests from independent retail tenants for rent relief. TTC staff have worked with City of Toronto staff to ensure consistency in approach. This is discussed in further detail in the confidential attachment to the report which includes recommendations for the Board's consideration.

Taken together total revenue losses are expected to reach \$505 million by Labour Day as summarized below.

TTC COVID Revenue Impact to Labour Day		
Item	(\$M)	COVID Revenue Impact
Passenger Revenue		485.0
Monthly Pass Credits (March & April)		12.8
Commuter Parking		5.7
Independent Retail Tenant Payment Deferrals		1.5
Total Revenue Impact to Labour Day		505.0

COVID Response, Restart and Recovery Costs

The May 13, 2020 TTC Board report, identified \$15.4 million of COVID incremental response costs, which have grown to include expenses associated with restart and recovery, and now total \$27.5 million to Labour Day. Moving forward these will collectively be referred to as response and recovery expenses. These estimates account for incremental expenses only and do not reflect costs of regular staff time dedicated to support COVID activities. As a result, certain work is being deferred to

redirect resources wherever possible and minimize incremental expenses being incurred.

The updated estimate incorporates costs for operator barriers for buses and up to 100 COVID-19 Ambassadors to manage customer movement and throughput in stations, assist with unplanned events and incidents and to support closure and diversion activities. The presence of the COVID-19 Ambassadors will mitigate and avoid the formation of crowds. An allowance for masks for public distribution is also included.

About one-third of response and recovery costs relate to the provision of Personal Protective Equipment (PPE) to employees. TTC has a centralized model for ordering and managing PPE with full inventory control measures in place to track movement from receipt to consumption. A tool was built to monitor current inventory on hand, projected vendor receipts, and planned consumption with a target to maintain a six-month supply of critical cleaning supplies and PPE. This ensures critical supply shortages are elevated to executive leadership immediately.

The following table provides a breakdown of known incremental response and recovery expenses to Labour Day.

INCREMENTAL RESPONSE AND RECOVERY EXPENSES			
Item (\$M)	Anticipated Expenses to Labour Day		Change
	May 13 Estimate	Current Estimate	
Safety & Required Measures			
Personal Protective Equipment	6.0	8.0	2.0
Vehicle disinfecting	4.5	6.0	1.5
Bus Operator Barriers		2.6	2.6
Masks for Public Distribution		1.2	1.2
Facility disinfecting, decals and other	1.4	2.5	1.1
Managing Resourcing			
Overtime (Critical response activities)	2.0	3.0	1.0
Operator Absence Coverage (mid-to-late March)	1.2	1.2	
COVID-19 Ambassadors		2.6	2.6
IT & Business Continuity	0.3	0.4	0.1
Incremental Response and Recovery Expenses	15.4	27.5	12.1

TTC staff have identified additional measures that may be required and are currently exploring options regarding their implementation. These costs are not factored into the estimates provided in this report. This includes measures such as:

- Provision of Hand Sanitizer for customer use on board vehicles.
- UV disinfection of HVAC systems on vehicles and use of MERV-13 filters on Bus HVAC systems.

- Further office and workplace changes to support and encourage greater physical distancing amongst employees.
- Other measures which may be required or recommended by Medical Officers of Health or other government officials.

As a result, the report recommends the Board approve delegated authority to the CEO of up to \$15 million in order to implement measures deemed necessary to protect health and safety of customers and employees. This amount is in addition to \$27.5 million in known incremental restart and recovery expenses which are expected to be incurred to Labour Day. Staff will report back to the Board on actual costs as they are determined.

Cost Containment Actions

The now anticipated \$532.5 million in combined COVID-19 costs and revenue losses to Labour Day are offset by an estimated \$116.5 million in savings from cost containment actions. The savings from these actions is approximately \$10 million higher than the amount estimated in the May 13 Board report and largely reflect lower energy consumption, accident claims and health and dental benefit costs.

Since last reported, higher cost containment savings are being achieved, while adjustments are being made to the workforce realignment strategy to accommodate higher service demand. As the economy gradually reopens, an upswing in revenue ridership has required the pause of the planned lay-off and redeployment of 300 unionized transportation employees have been paused. This pause enables both the provision of sufficient operators to provide demand responsive service on key routes and also allows for additional shuttles to be available to support the acceleration of key capital projects including streetcar track and subway state of good repair and Easier Access projects to take advantage of lower ridership levels on the transit system. Regular service and capital shuttle requirements are being regularly reviewed and lay-off and redeployment actions will be adjusted accordingly.

Overtime Expenses

A key element of the cost reduction strategy is the management of overtime expenses. Overtime expenditures are required to meet both operating and capital needs. Operating requirements are driven by the need to address incident response and absence coverage and capital overtime requirements relate to efforts to maximize productivity, while minimizing disruption during capital project delivery. As shown in Figure 8 below, excluding overtime required for COVID-19 response and scheduled service overtime, average weekly overtime spending for operating and capital combined, has been reduced by half, from an average of \$1.3 million per week in 2019, to an average of \$0.7 million per week in April and May 2020. Virtually all of the reduction in overtime is attributable to operating requirements.

Capital requirements have averaged \$330,000 week in April and May 2020, down about 10 percent from the 2019 average of \$367,000. Efforts are being made to reduce capital overtime spending where possible through staff redeployments or schedule adjustments

where possible, some capital overtime spending will be required to support the planned acceleration of capital work.

The management of overtime has been a priority over the last two years. While there has been a general decline since the start of 2019, cost containment efforts have resulted in a 65 percent decline in operating overtime as of the end of May as compared to February 2020. A substantial decline has been experienced across all operating groups and departments as shown in Figure 9 below.

Figure 8. Average Weekly Overtime Spend - Total

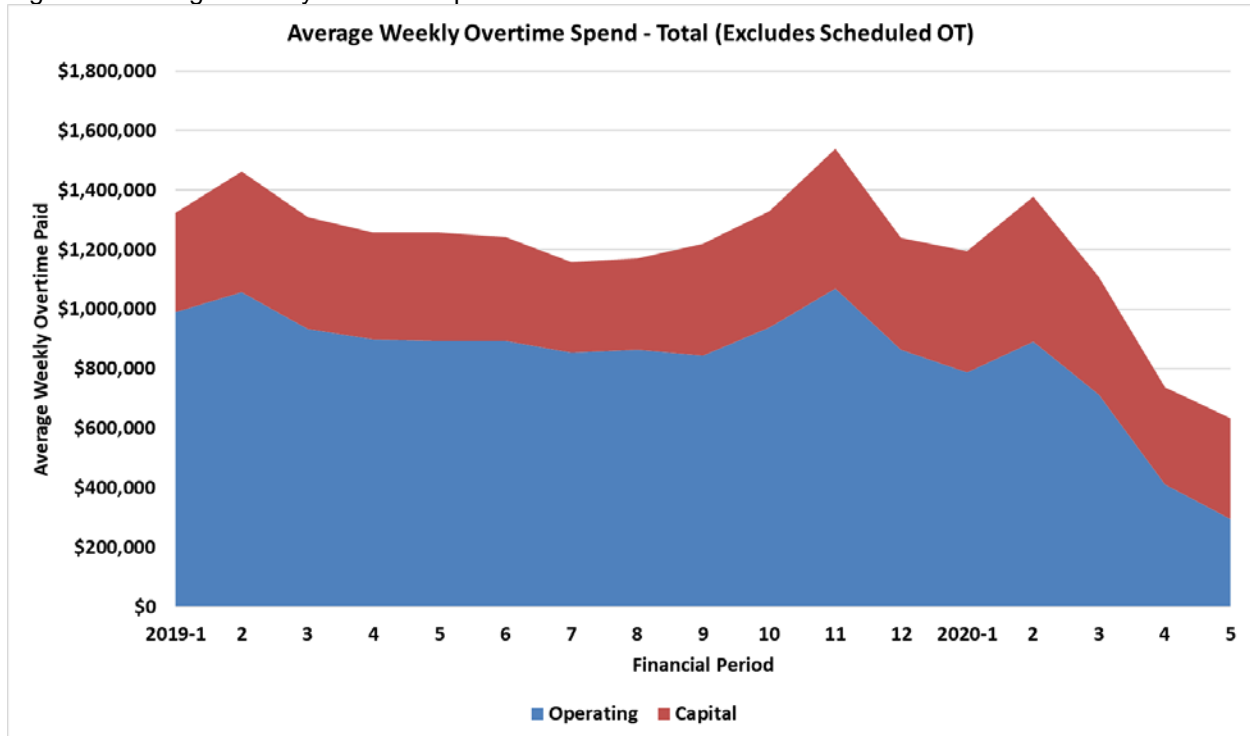
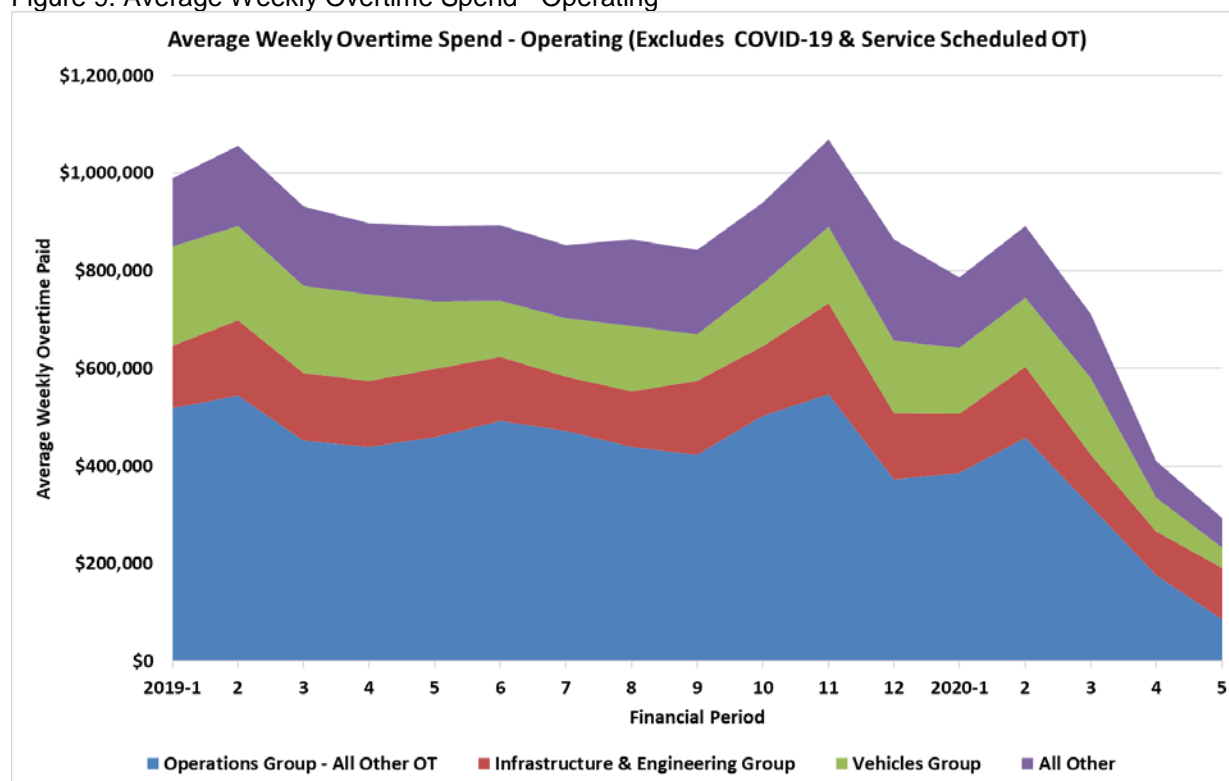


Figure 9. Average Weekly Overtime Spend - Operating



Fiscal Outlook to Year End

The TTC’s financial pressures will primarily be driven by revenue ridership levels. Assuming the reopening of elementary and high schools and the commencement of a roll-back in extent and frequency of work from home initiatives by the Fall, revenue ridership is expected to reach within a range of 30 to 60 percent of normal levels. Should revenue ridership levels reach this range, the financial pressure arising from COVID-19 is expected to range between \$463 million to nearly \$600 million by year-end, as summarized in the following table. It should be noted that these amounts are after the reallocation of \$116 million in Provincial Gas Tax capital funding to operating to help close the revenue loss gap. Funding support from other levels of government continues to be necessary to address the fiscal impacts of the pandemic on the TTC.

TTC Estimated Year-End Financial Impact				
Item (\$M)	Anticipated Fall Ridership Level			
	30%	40%	50%	60%
TTC Net Cash Flow Impact to Labour Day	300.0	300.0	300.0	300.0
Estimated Fall Passenger Revenue Loss	285.7	244.8	204.0	163.2
TTC Estimated Year-End *	585.7	544.8	504.0	463.2
*Excludes impact of post Labour Day incremental recovery expenses and cost reduction actions				

Intergovernmental Relations

As requested by the Board, the TTC has been actively engaging senior levels of government to advise on the fiscal impact of COVID-19 on TTC operations. This includes both written correspondence, participation in various bi-lateral and industry wide meetings with federal and provincial governments. Advocacy efforts undertaken by the TTC complement the work of the City of Toronto and broader efforts by peer transit agencies, the Canadian Urban Transit Association, and the Ontario Public Transit Association. The TTC will continue to inform senior levels of government on the need for a sustainable long term funding model for public transit. The TTC will also continue to advocate for Board approved capital infrastructure priorities through future capital stimulus funding opportunities. Opportunities to leverage new capital funding to advance the TTC's strategic priorities will inform ongoing intergovernmental advocacy efforts.

Next Steps

The report provides a comprehensive update of the various actions and plans put in place to support restart and early recovery efforts. As work takes place on immediate and short term operational needs, the TTC is also actively planning for the medium and long term, after the fall of 2020 and beyond. Future service levels are being investigated, based on actual and forecasted ridership being carried out this summer, and these will then be validated by ridership counts taken this fall.

The TTC will be participating in several research efforts carried out by academic and non-profit organizations. This research, and other work being done by TTC staff, will focus on future customer expectations of transit; potential change in trip purposes and trip making resulting from the pandemic; and ways to grow back transit ridership throughout Toronto.

In all cases, other future strategic work that is already underway by the TTC will be adjusted to take note of potential changes in transit ridership and customer expectations in Toronto resulting from the pandemic. This includes the Five-Year Fare Policy and Ten-Year Fare Collection Outlook; the Annual Service Plan and future long-term service plans; and the delivery of bus rapid transit projects by the TTC and the City.

The TTC will continue to report to the Board on restart and recovery activities as it relates to the COVID-19 pandemic.

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Signature

Richard J. Leary
Chief Executive Officer

Attachments

Attachment 1—TTC's 12 Point Restart Action Plan
Confidential Attachment 2 - Rent Relief and Term Extension for TTC Retail Tenants
Attachment 3 – Customers per Vehicle
Attachment 4 – Customer Satisfaction Survey
Attachment 5 – Customer Communications Education and Awareness Campaign

Attachment 1

TTC's Restart Action Plan:

1. Continue Implementation of the Demand-Responsive Service Plan
 - Provide 85 percent normal service and Run-As-Directed (RADs) buses to enhance service to specific routes with higher demand and observed crowding;
 - As ridership reaches 50 percent of normal demand, the TTC will begin to phase back to 100 percent of service hours.
2. Continue health and safety measures put in place to contain the spread of COVID-19 during response phase:
 - Equipped buses with operator barriers/enclosures;
 - Enhanced cleaning and disinfection schedules of all public places, stations and vehicles with a focus on touch and grab points, such as buttons, railings, handles and straps;
 - Placed decals throughout system for distancing and reminders of need to wear face coverings;
 - Installed hand sanitizer in all subway stations, exploring installation in buses and streetcars;
 - Provided PPE kits to operators; and
 - Exploring innovative solutions/technology to make our system safer.
3. Effective July 2, 2020, face coverings become mandatory for customers on the TTC, with some exceptions.
 - One-time distribution of one million disposable non-medical masks in select areas of the system with a focus on neighbourhood improvement areas.
4. Continue rollout of Customer Education and Awareness Campaign:
 - Campaign to focus on restart and recovery, including messaging on mandatory face coverings and health and safety measures in the system.
5. Proactive outreach to key Sector Stakeholders. Implement the Engagement Strategy to proactively outreach to more than 1,000 public and private stakeholders to share information on riding the TTC safely.
6. Enhanced Customer Flow and Stations Management throughput in case of delays or emergency:
 - Station crowding plans to include setting fare gates to 'exit only'; shutting down escalators; deploying shuttle buses;
 - Adding 100 COVID-19 Ambassadors to busiest stations and key bus and streetcar platforms to assist customers, manage customer movement, assist in diversions, unplanned events; and
 - Stations to be equipped with floor markings and directional arrows to help direct customer movement.

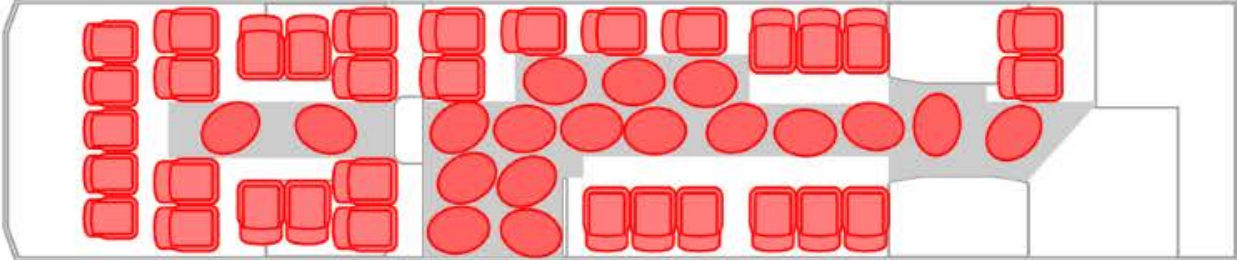
7. Effective July 2, 2020, resume front-door boarding and alighting on buses and acceptance of cash, tickets and tokens, while continuing rear-door boarding.
8. Encourage contactless payment methods through targeted complimentary PRESTO card giveaway.
9. From June to September 2020, focus Wheel-Trans Recovery on four main points:
 - Ease and eventually remove essential trips policy;
 - Open self-booking website with health screen questionnaire;
 - Resume trip bookings up to seven days in advance; and
 - Potential resumption of limited ride sharing.
10. Continue work from home for TTC employees able to do so until Labour Day:
 - Focus on safety and well-being of employees at home;
 - Undertake office space assessment for returning employees; and
 - Continue ongoing, timely communication to employees.
11. Accelerate the State of Good Repair and Capital Program through early closures of subway and full closures of targeted stations:
 - Advance additional asset maintenance and SOGR work plan for 2020;
 - Close Chester Station from June 9-23 to accelerate completion of Easier Access elevators. Additional stations targeted throughout 2020.
12. Provide time-limited financial relief recognizing financial hardship experienced by customers and independent TTC retailers.
 - Pro-rated Credit for March and April monthly passes;
 - Rent deferrals for independent retail tenants.

The TTC is embarking on medium-to longer-term planning as part of future recovery efforts to be reported to the Board in fall 2020.

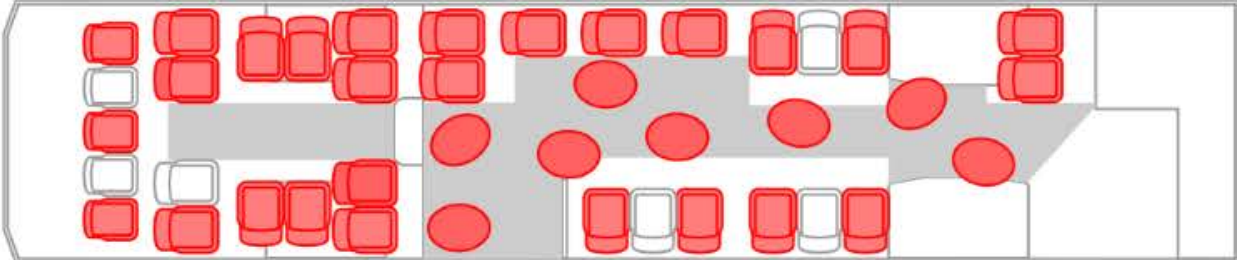
Attachment 3: Customers per Vehicle

BUS

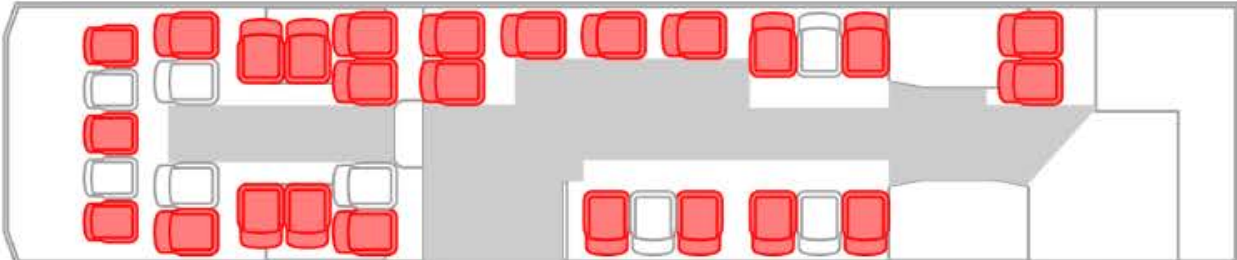
Normal: 51 customers



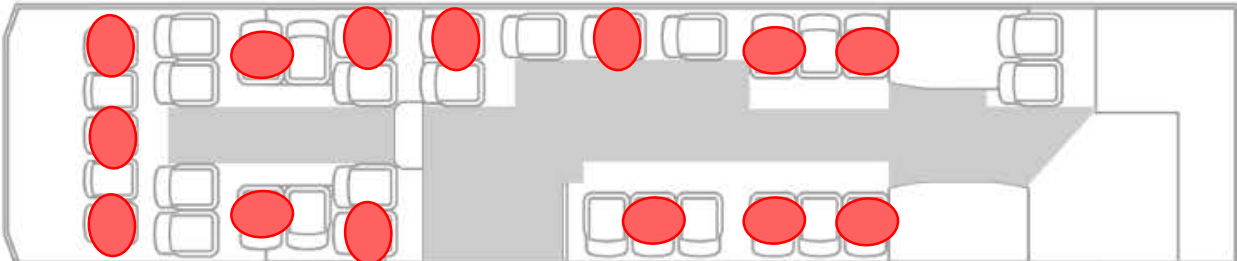
Level 3: 35 customers



Level 2: 25 customers

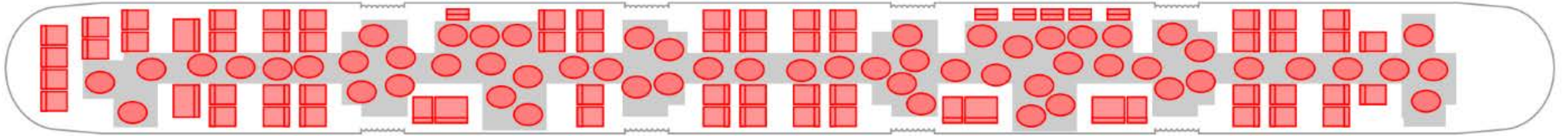


Level 1: 15 customers

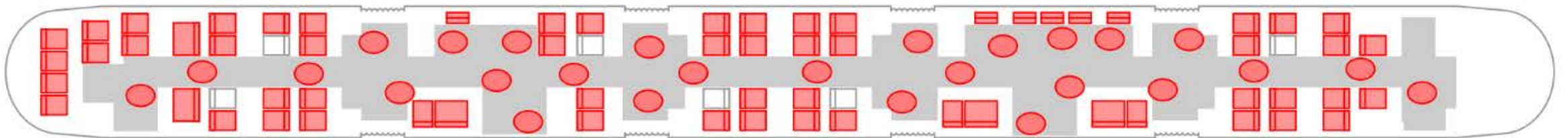


STREETCAR

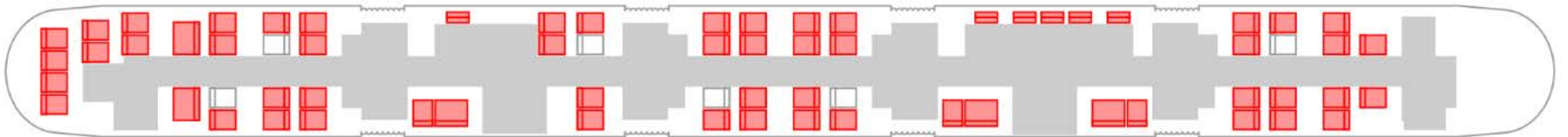
Normal: 130 customers



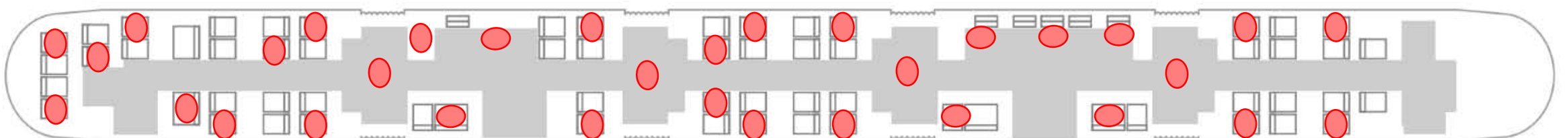
Level 3: 91 customers



Level 2: 65 customers

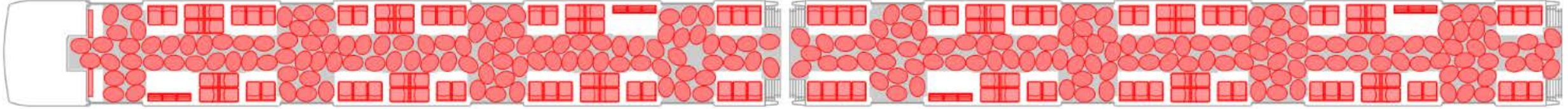


Level 1: 33 customers

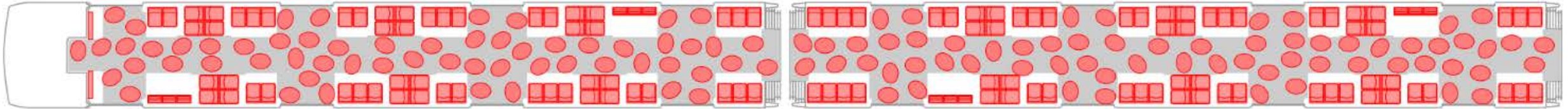


TR SUBWAY

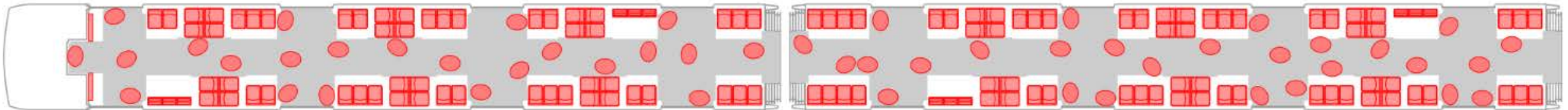
Normal: 1100 customers (Cab Car 172, Trailer Car 189)



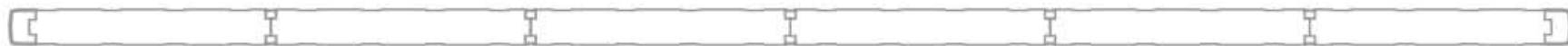
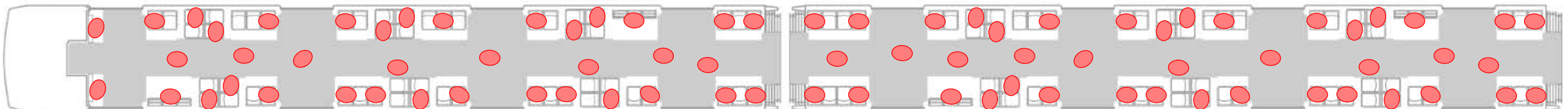
Level 3: 770 customers (Cab Car 121, Trailer Car 132)



Level 2: 550 customers (Cab Car 85, Trailer Car 95)



Level 1: 244 customers (Cab Car 38, Trailer Car 42)





COVID-19 pandemic response survey

Wave 3 report

June 11, 2020



Methodology



Toronto residents aged 15+ who are TTC customers*.
Total interviews: 2,004



Members of market research panels were contacted by email with an opt-in link to the online survey. This short survey was available in mobile and desktop versions.



Wave 1: March 28-29: 1,129
Wave 2: April 4-5: 512
Wave 3: May 15-20: 2,004

Executive summary

- More than half (57%) of TTC customers are riding less often since a state of emergency was declared in Ontario. 31% no longer ride the TTC at all. However, customers do predict their average monthly trips to increase by September 2020 (to 12.4, up from 6.7 in June).
- Those with lower household income are more likely to be using the TTC for essential personal errands than those with higher income, who may have access to a vehicle, or live within walking distance of a grocer.
- Among those who expect to decrease their TTC usage in the months ahead, crowding is a top-cited concern. The top mentioned suggestion by respondents for increasing feelings of safety is to limit number of passengers allowed on vehicles and avoid overcrowding. There is also strong support for mandatory use of hand sanitizer and mask-wearing.
- Among the broader customer base (including both lapsed and current riders) about 3 of 4 customers say they will again feel safe on the TTC in the future under certain circumstances, including when a vaccine is made available. 15% feel safe now.
- Three in ten (31%) of TTC customers expect to work from home more often in the future



Executive summary

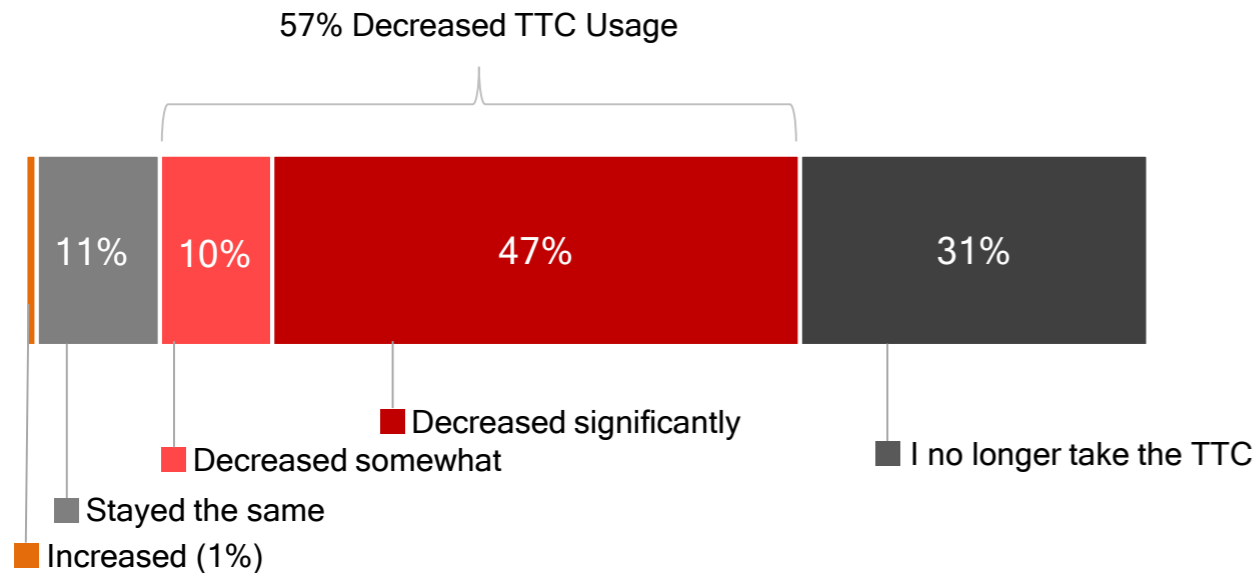
- Current riders are significantly more satisfied with measures put in place to protect employees and riders week-over-week. 85% are satisfied with the TTC's overall response to the COVID-19 emergency.
- Current riders are also more likely to say they feel safe and have an improved opinion of the TTC.
- There is solid customer awareness of current TTC safety measures. The availability of hand sanitizer in stations is less well known (20% awareness).
- When asked for suggestions to help increase feelings of safety on the TTC, an emergent theme centered on an increased visible/audible TTC safety presence — through increased staff, announcements or signage.
- About half (56%) of those surveyed are aware of layoffs affecting TTC workers. 77% agree the layoffs are necessary given the impact on ridership.



Changes in TTC usage

Three in ten TTC customers (31%) are abstaining completely from using the TTC in May. Ten per cent of riders say they will no longer take the TTC, even as the province's economy begins to re-open.

How has your usage of the TTC changed since the declaration of a state of emergency in Ontario due to COVID-19?



We would like you to think about how you plan to travel around the city of Toronto as the economy begins to gradually re-open. Which of the following statements best describes you?

I will resume using the TTC as I typically did before the pandemic	41%
I will decrease the frequency with which I use the TTC	47%
I will increase the frequency with which I use the TTC compared to before the pandemic	2%
I will no longer take the TTC	10%

Q1. On the week of March 16th 2020, the Province of Ontario declared a State of Emergency due to the COVID-19 pandemic. Which of the following statements apply to you?

Since March 16th, my usage of the TTC has... (Base: n=2.004)

Q11. We would like you to think about how you plan to travel around the city of Toronto as the economy begins to gradually re-open. Which of the following statements best describes you? (Base: n=2.004)



“I will no longer take the TTC”

Those who say they will no longer ride the TTC are more likely to be older riders, who used the TTC infrequently prior to COVID-19.

- The 10% who state that they would no longer take the TTC are:
 - **Infrequent riders** (51% riding only once every few months prior to COVID-19), compared to 25% in the total sample.
 - **Older riders** (45% aged 55+), compared to 32% in the total sample.
- 59% of these riders said that they would feel safe on the TTC “when certain circumstances are in place”, meaning they may be more open to taking the TTC in the longer term (e.g. when a vaccine is available).



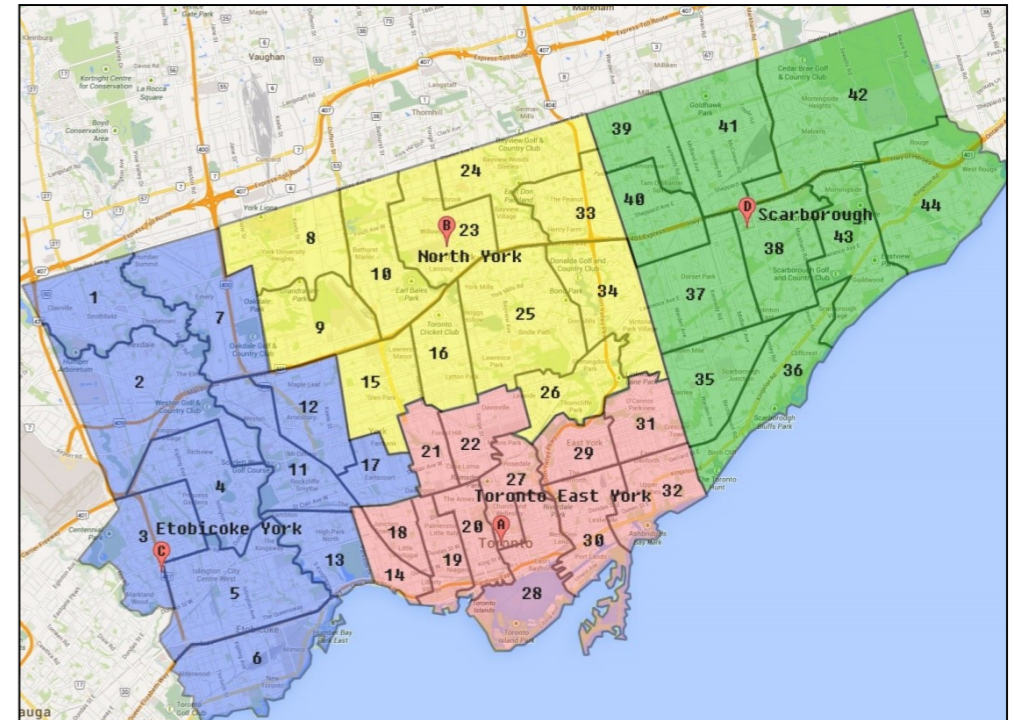
“ I just do not feel comfortable going out in public at this time because I'm 83 & vulnerable

Current TTC riders

The 12% of riders using the as much as they did prior to the pandemic are more likely be living outside the Toronto core.

Customers that are taking the TTC as much or more often than prior to the state of emergency are:

- More likely to be male.
- More likely to be older (50% aged 55+ compared to 32% in total sample).
- Likely to have a lower household income than total average.
- Overrepresented in Etobicoke. Underrepresented in Toronto East York.



Reasons for taking the TTC

Two in ten (21%) of those who have taken the TTC two or more times within the past 30 days are essential service workers commuting to work.

	TOTAL	Lapsed Occasional Those who have taken the TTC fewer than 2 times in the past 30 days but still occasionally ride.	Riding Those who have taken the TTC 2 or more times in the past 30 days
<i>Base</i>	1,377	684	693
To run essential personal errands (e.g., grocery store, doctor's office, etc.)	58%	41%	74%
Commuting to work (i.e. working in essential services)	13%	5%	21%
Visiting friends or family	8%	6%	11%
Commuting to work (i.e. working in non-essential services)	7%	3%	11%
Other	25%	47%	3%



Reasons for taking the TTC

Those with lower household income are more likely to be using the TTC for essential personal errands than those with higher income, who may have access to a vehicle, or live within walking distance of a grocery store.

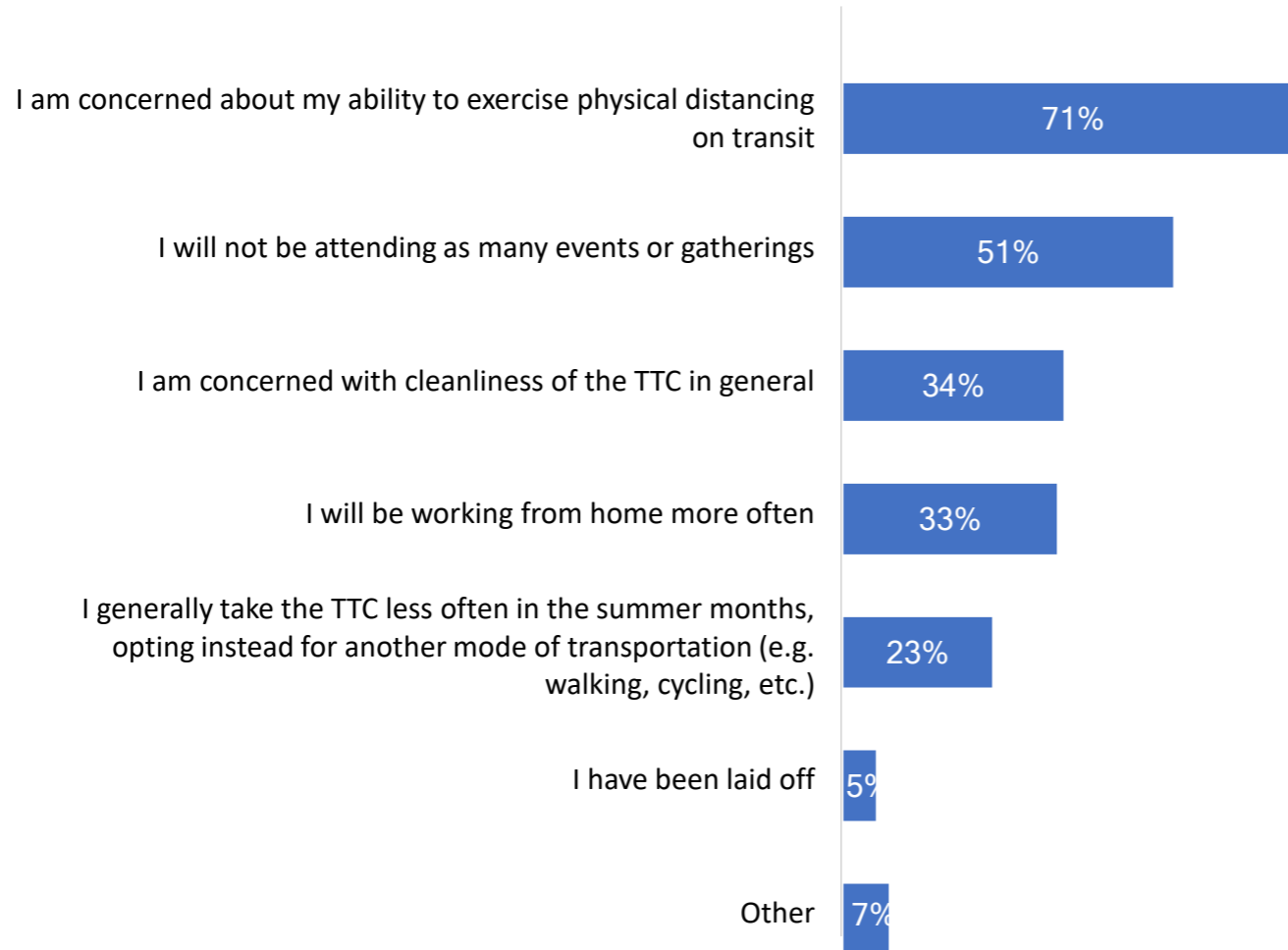
	TOTAL	Gender		Age			Household Income					District - Home				Work Situation				
		Male	Female	<25	25 to 54	55+	<\$30	\$30K - <\$50K	\$50K - <\$70K	\$70K - <\$90K	\$90K+	Don't Know/Refused	Etobicoke	North York	Scarborough	Toronto East York	Working from home	Working in-person	Laid off	Student /Other/ None
Base	1,377	673	697	236	730	411	180	224	199	214	433	127	278	327	289	483	558	200	226	393
To run essential personal errands (e.g., grocery store, doctor's office, etc.)	58%	57%	58%	64%	58%	54%	71%	67%	62%	53%	47%	58%	57%	54%	60%	59%	57%	32%	72%	63%
Commuting to work (i.e. working in essential services)	13%	15%	11%	17%	15%	9%	11%	15%	13%	18%	12%	9%	16%	15%	14%	10%	9%	57%	4%	3%
Visiting friends or family	8%	10%	7%	10%	8%	8%	7%	10%	10%	11%	7%	6%	7%	9%	9%	9%	7%	7%	9%	11%
Commuting to work (i.e. working in non-essential services)	7%	8%	6%	7%	8%	5%	4%	4%	4%	13%	8%	5%	6%	8%	6%	7%	7%	17%	8%	1%
Other	25%	23%	27%	17%	23%	33%	15%	16%	22%	24%	35%	29%	26%	26%	21%	27%	29%	15%	18%	29%

Over index to total  Under index to total



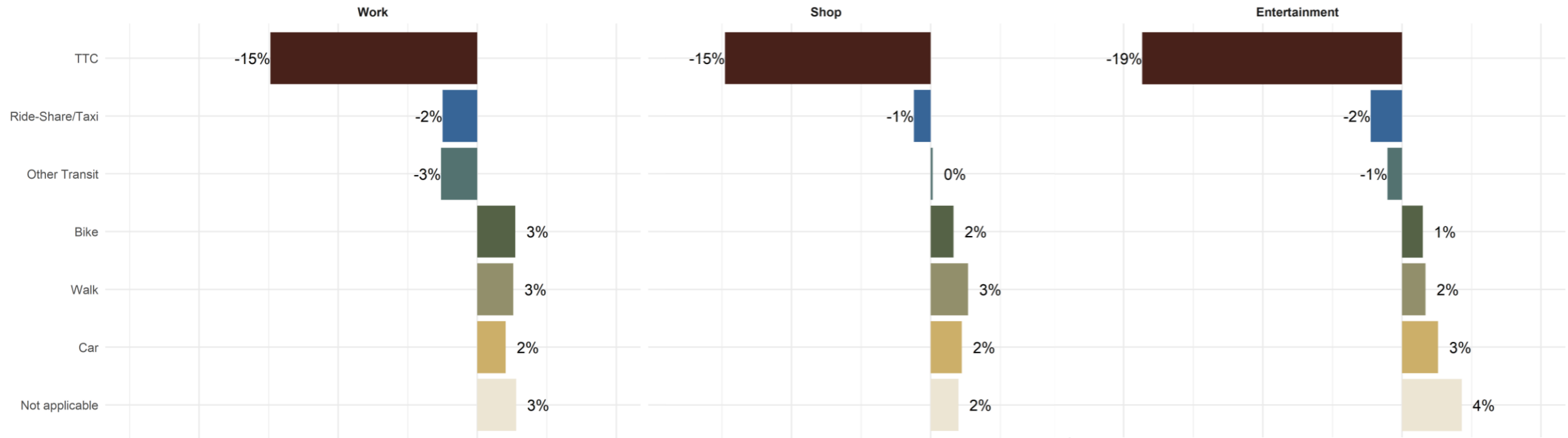
Reasons for decreased TTC usage

For those who anticipate decreasing their usage or not travelling at all on the TTC in the months ahead, concerns about physical distancing are a top contributor.



Net change in mode usage (Pre/post COVID-19)

When they are able to return to work, 15% of customers will no longer take the TTC as a mode of transport, opting instead for cycling, walking, driving or working from home.

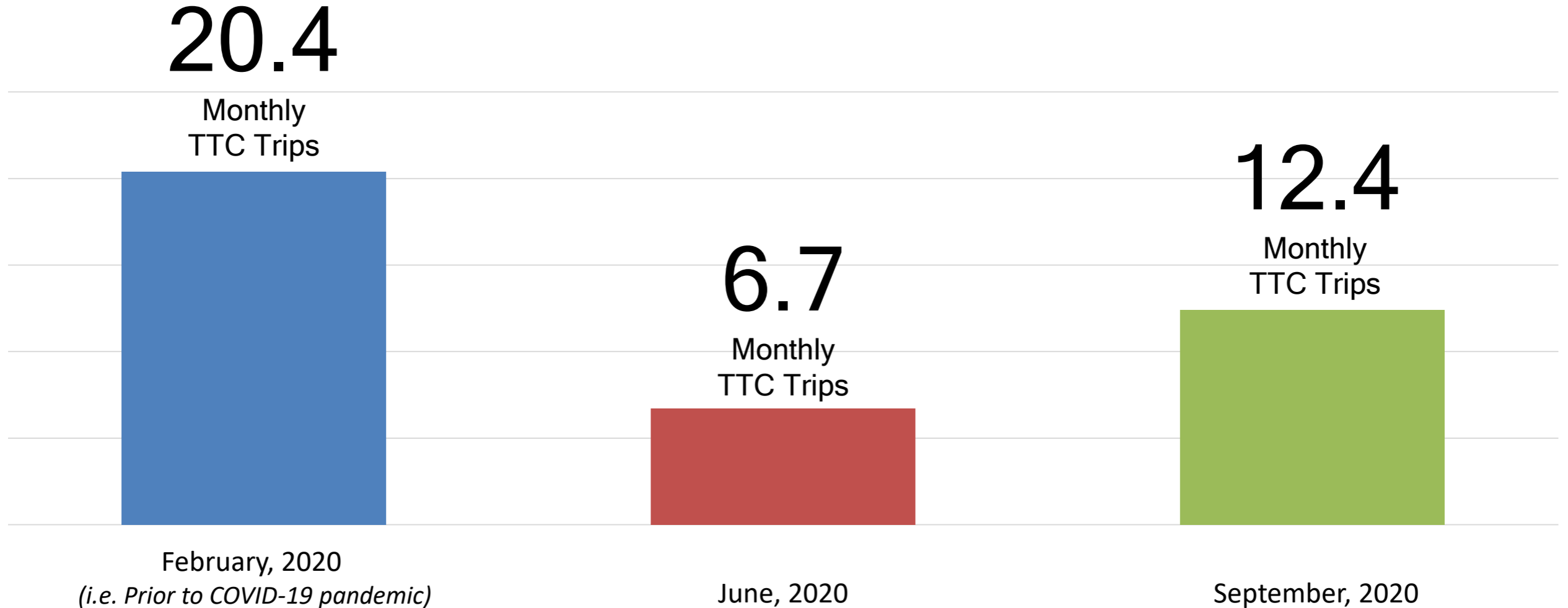


Please note: only net change is represented in the above chart, and frequency of mode use is not measured. For example, only those who select cycling as a mode they will be taking post-COVID-19 **who did not do so before** the COVID-19 crisis, are counted in this analysis.



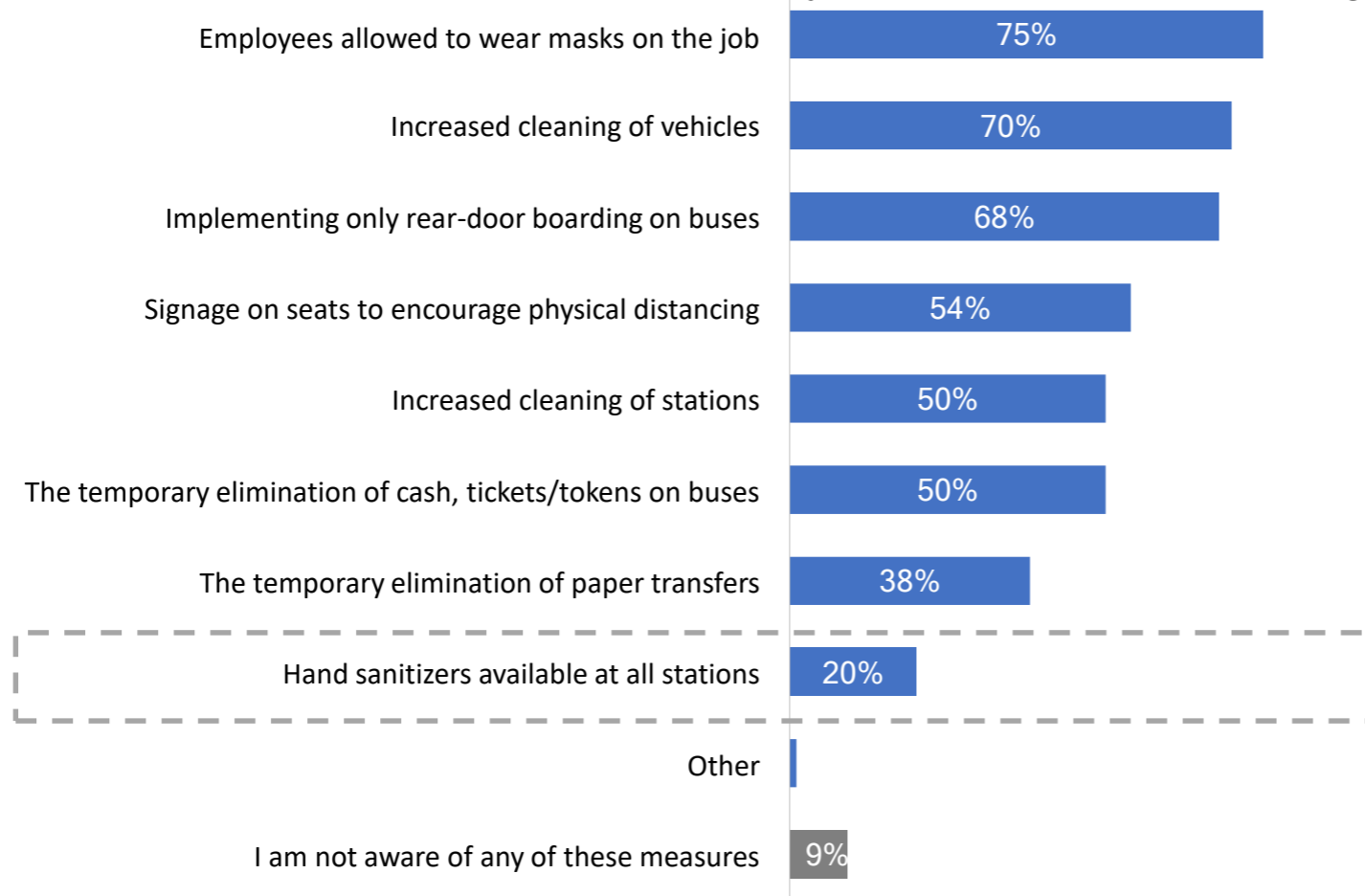
Average monthly TTC trips

Despite the predicted summer decrease, riders expect to increase their number of monthly TTC trips by September.



Awareness of safety measures

TTC customers are generally aware of safety enhancements to protect customers and employees. The availability of hand sanitizer is less well known. In previous waves of this survey, customers indicated that they would feel safer if hand sanitizer was made available in the system and its use encouraged.










Current rider satisfaction with COVID-19 response

Current riders are significantly more satisfied with measures put in place to protect employees and riders week-over-week.

% Very/Somewhat Satisfied

Base: Those who are riding the TTC (2 times or more in the previous 30 days)


 Significantly higher wave-over-wave performance at 95% confidence

	Wave 1 March 28-29 <i>n=1,129</i>	Wave 2 April 4-5 <i>n=512</i>	Wave 3 May 15-20 <i>n=738</i>
Overall response to COVID-19	67	70 	85
The TTC's communication of safety information	62	66 	76
The safety measures implemented to protect TTC employees	64	72 	79
The speed with the TTC has enacted changes to respond to the pandemic	62	67 	73
The safety measures implemented to protect TTC riders	58	67 	76
The TTC's communication of route and schedule changes	59	64 	71
The TTC's communication of changes to fare policy (monthly pass refunds, etc.)	56	59	62





Current rider perceptions of safety on the TTC

Among those still riding the TTC (at least two times in the previous 30 days), perceptions of safety are increasing wave-over-wave.

 Significantly higher wave-over-wave performance at 95% confidence

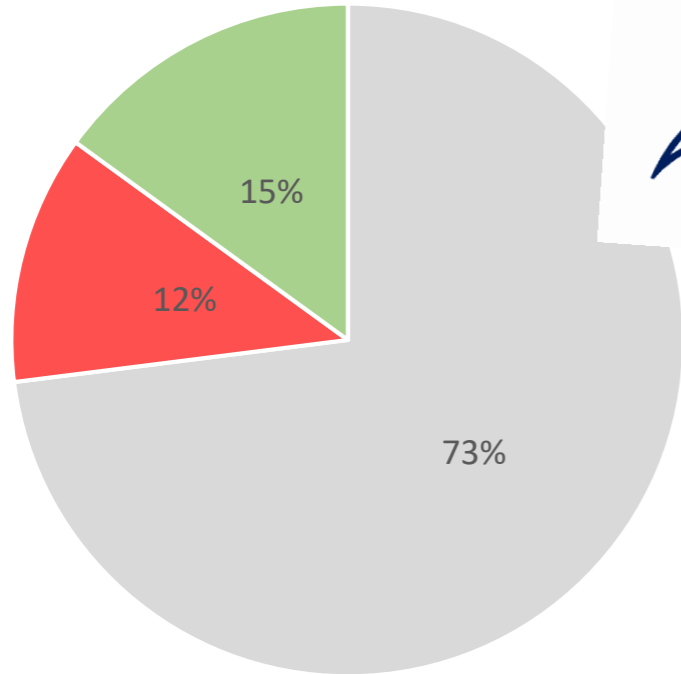
% Strongly/Somewhat Agree

Base: Those who are riding the TTC (2 times or more in the previous 30 days)

	Wave 1 March 28-29	Wave 2 April 4-5	Wave 3 May 15-20
	<i>n=1,129</i>	<i>n=512</i>	<i>n=738</i>
I feel it is safe to ride the TTC at this time	44	44	62 
I am confident that I can practice physical distancing while on board TTC vehicles or within TTC stations	44	49	64 

Feelings of customer safety

Among the broader customer base (including both lapsed and current riders) about 3 of 4 customers say they will again feel safe on the TTC in the future under certain circumstances, including when a vaccine is made available.



- When certain circumstances are in place, I will feel safe taking the TTC
- I will never again feel safe on the TTC
- I feel safe taking the TTC now



I will feel safe to ride the TTC when the following are in place...

	<i>Base</i>	1,470
When a vaccine or other medical treatment becomes available	92%	
When there is a consistent multi-week decrease in the number of new COVID-19 cases	76%	
When all non-essential businesses including office settings are open	56%	



Face masks

A majority of TTC customers agree that wearing a face mask would increase their feelings of safety on the TTC.

77%

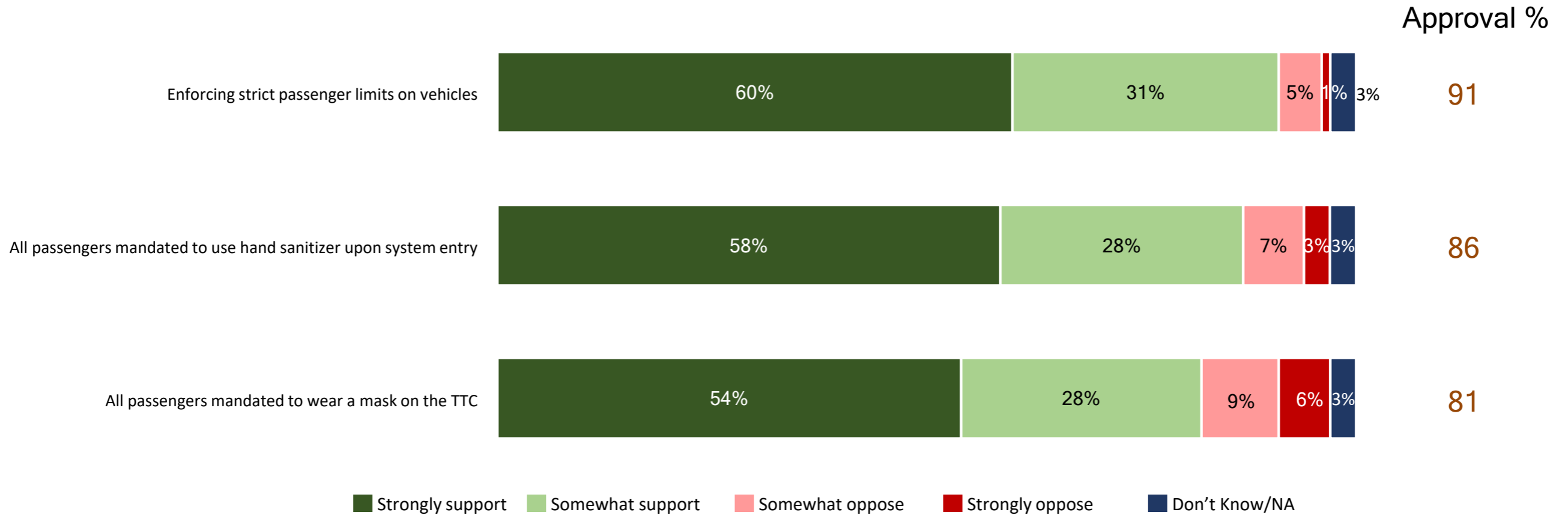
Would feel safer riding the TTC if they are wearing a mask

84%

Would feel safer riding the TTC if everyone is wearing a mask



Support for potential new safety measures

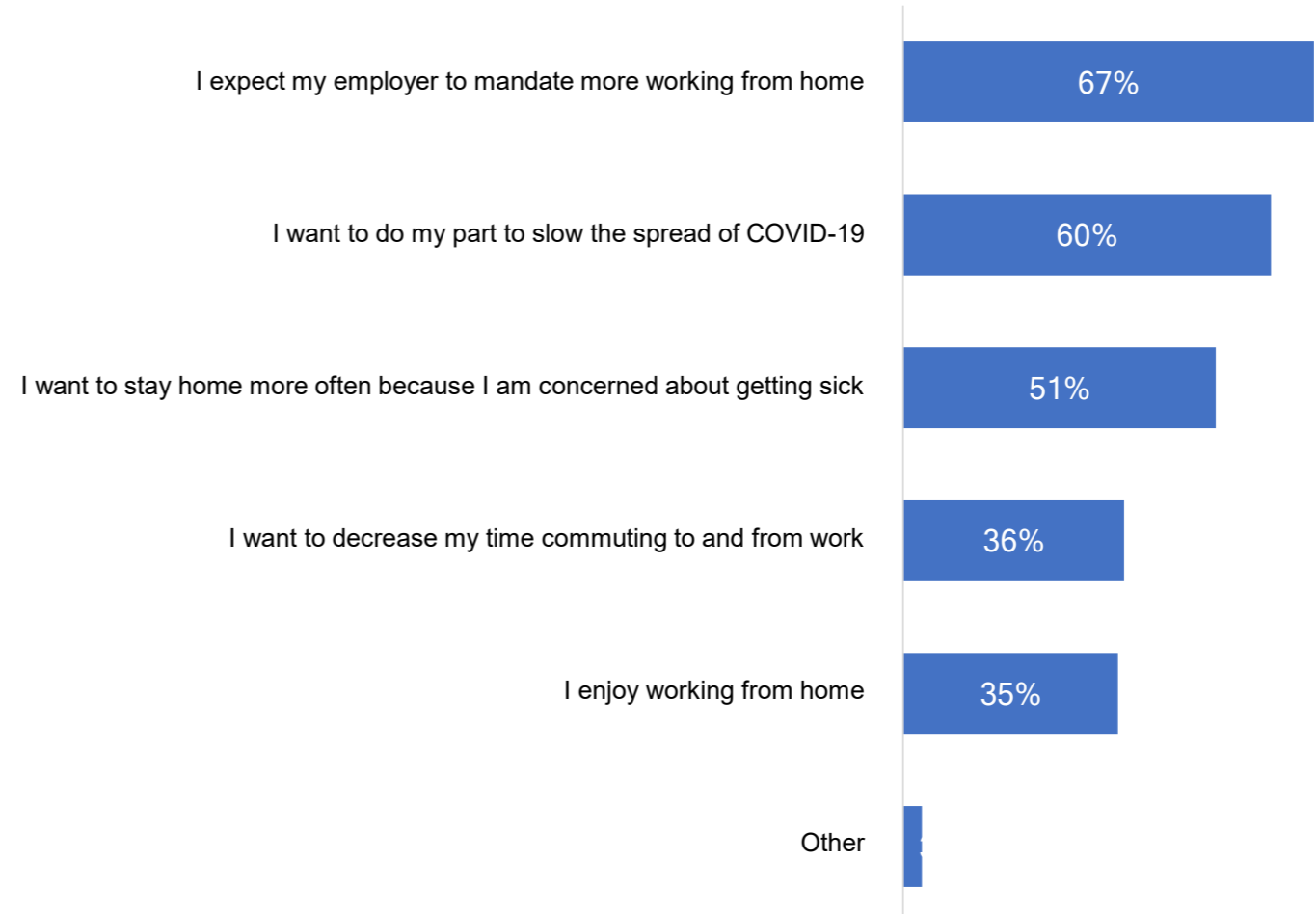


Working from home

About three in ten (31%) of customers expect to work from home more often in the future.

31%

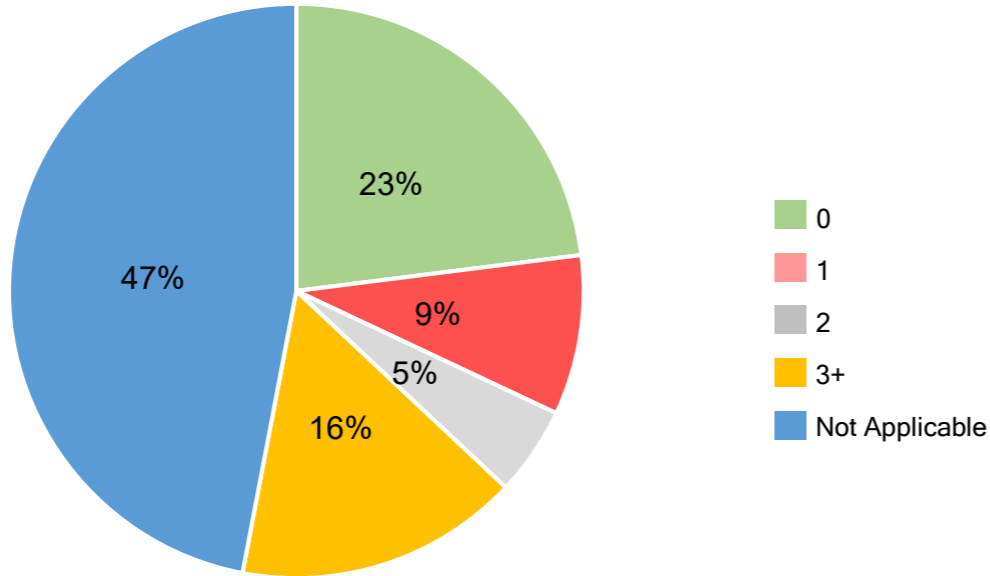
Expect to work from home more often than before the COVID-19 emergency.



Working from home

Workers expect to work from home 3.1 times a week on average, after the COVID-19 emergency

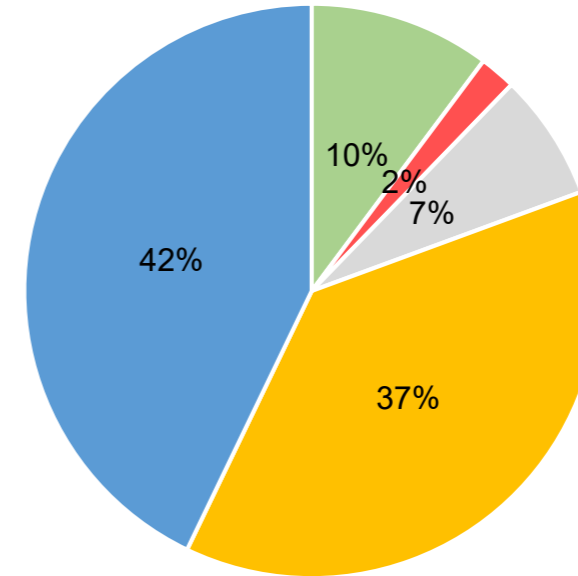
Before COVID-19 Emergency



1.7

Times a week on average

After COVID-19 Emergency

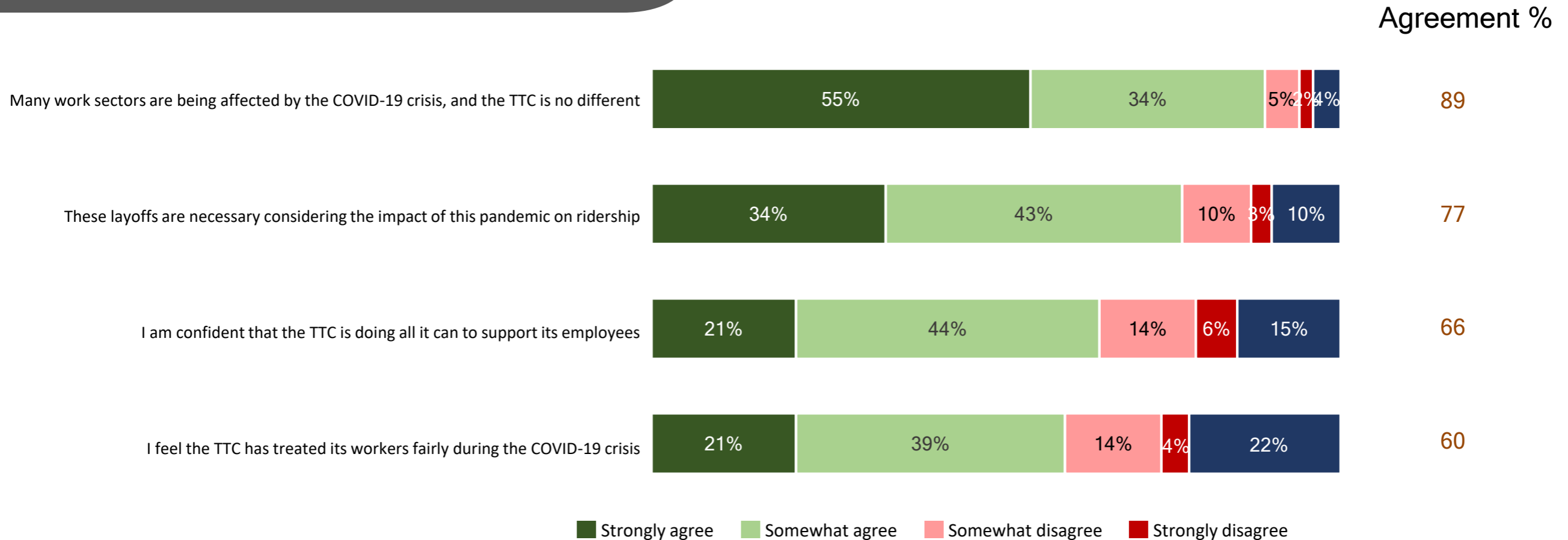


3.1

Times a week on average

Customer perceptions of TTC layoffs

56% of those surveyed are aware of TTC layoffs



Customer satisfaction with last trip

Among those still riding the TTC (at least two times in the previous 30 days), overall satisfaction with last trip has dipped slightly from the Q4 benchmark, but has remained steady during the COVID-19 emergency.

Satisfaction with overall service on last trip

(Measured on 10-pt scale, where 10 is Extremely Satisfied)

7.9

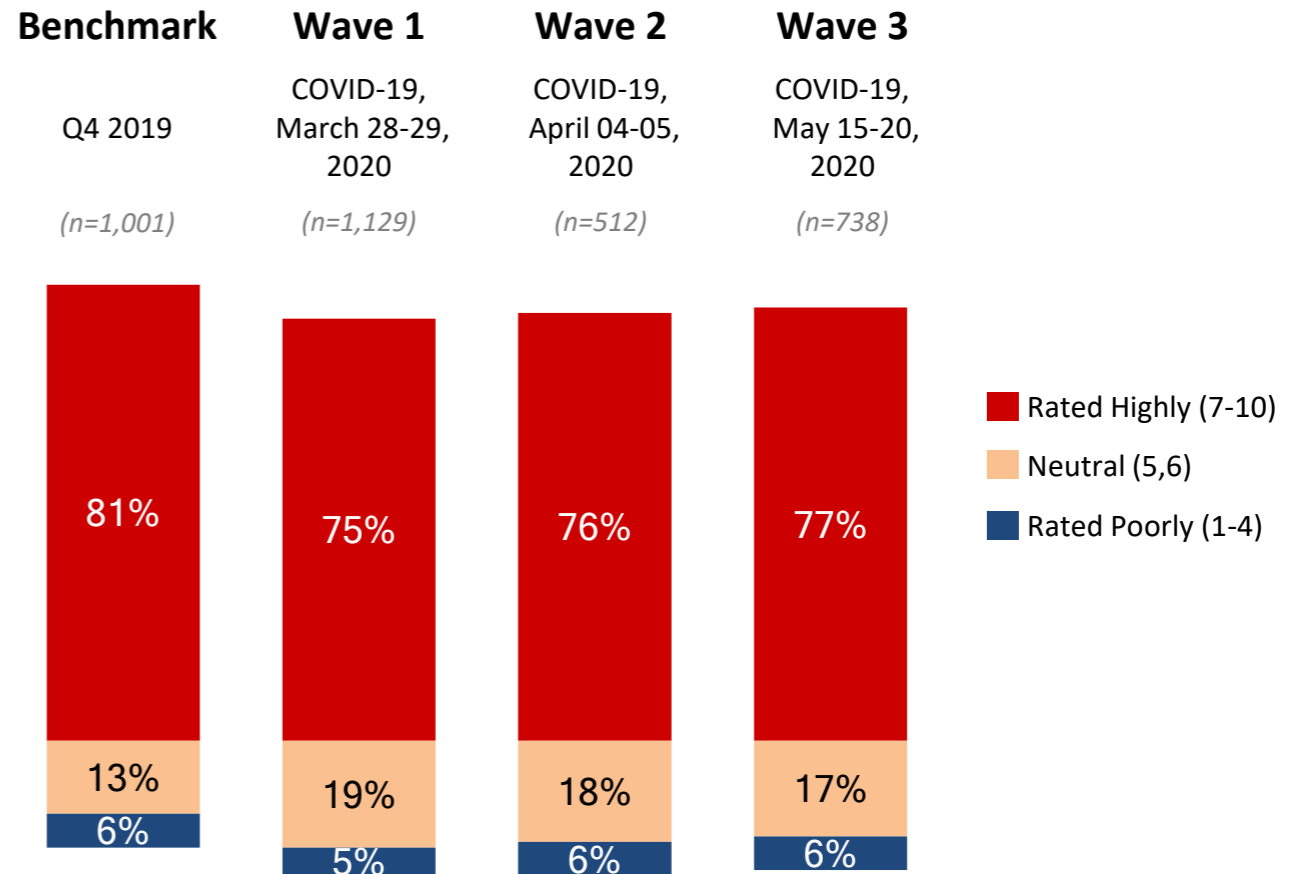
Benchmark
Q4, 2019

(n=1,001)

7.6

COVID-19 Emergency
May 15th-20th

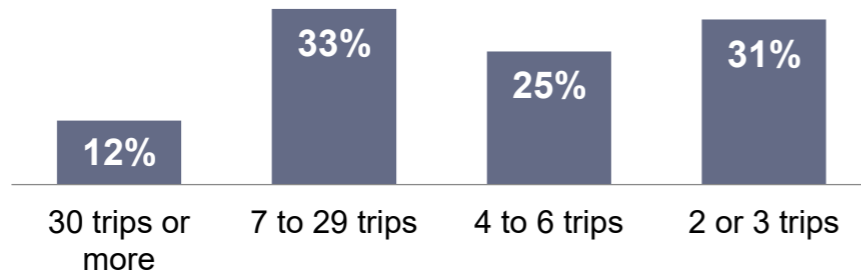
(n=738)



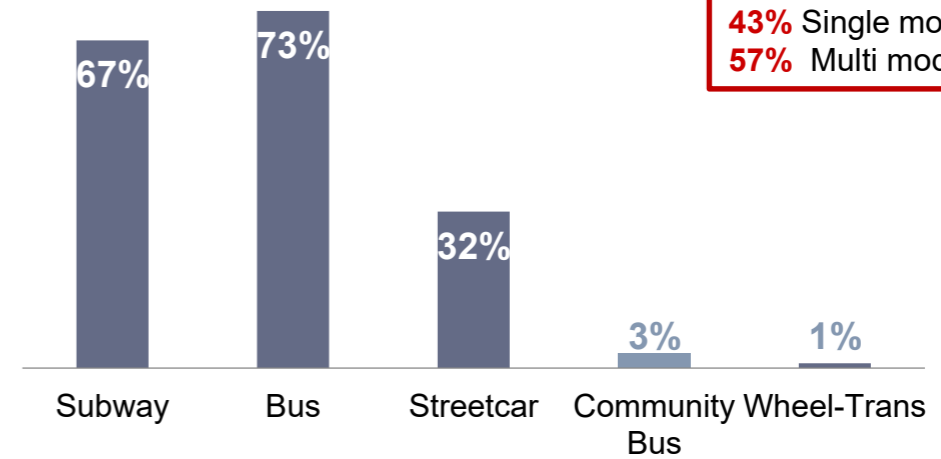
Respondent behavioural profile



Frequency of TTC Usage Past Month



Mode of Transportation on Most Recent TTC Trip (any vehicle taken)

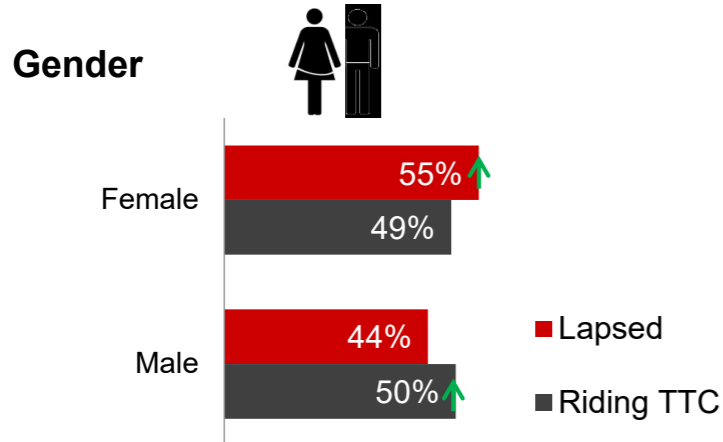



43% Single mode
57% Multi mode




Demographic profile of lapsed and riding customers

Those still riding the TTC are more likely to be younger customers with lower household income and are less likely to have access to a vehicle.




Household Income 

	Lapsed	Riding
Under \$50,000	22%	37% ↑
\$50,000 or above	69% ↑	58%
Prefer not to respond	8%	4%

Access to a Vehicle 

	Lapsed	Riding
None	20%	41% ↑
One vehicle	58% ↑	45%
More than 2 vehicles	23% ↑	13%

Age Distribution



	Age <25	Age 25-54	Age 55+
Lapsed	14%	51%	36% ↑
Riding	21% ↑	53%	26%

Current Work Situation

	Lapsed	Riding
Working from home during the COVID-19 emergency	43% ↑	35%
Have been continuing to go to work during emergency	7%	20% ↑
Temporarily/permanently laid off	14%	19% ↑
Was not working before the emergency	19% ↑	11%
Student	8%	7%
Other	6%	4%



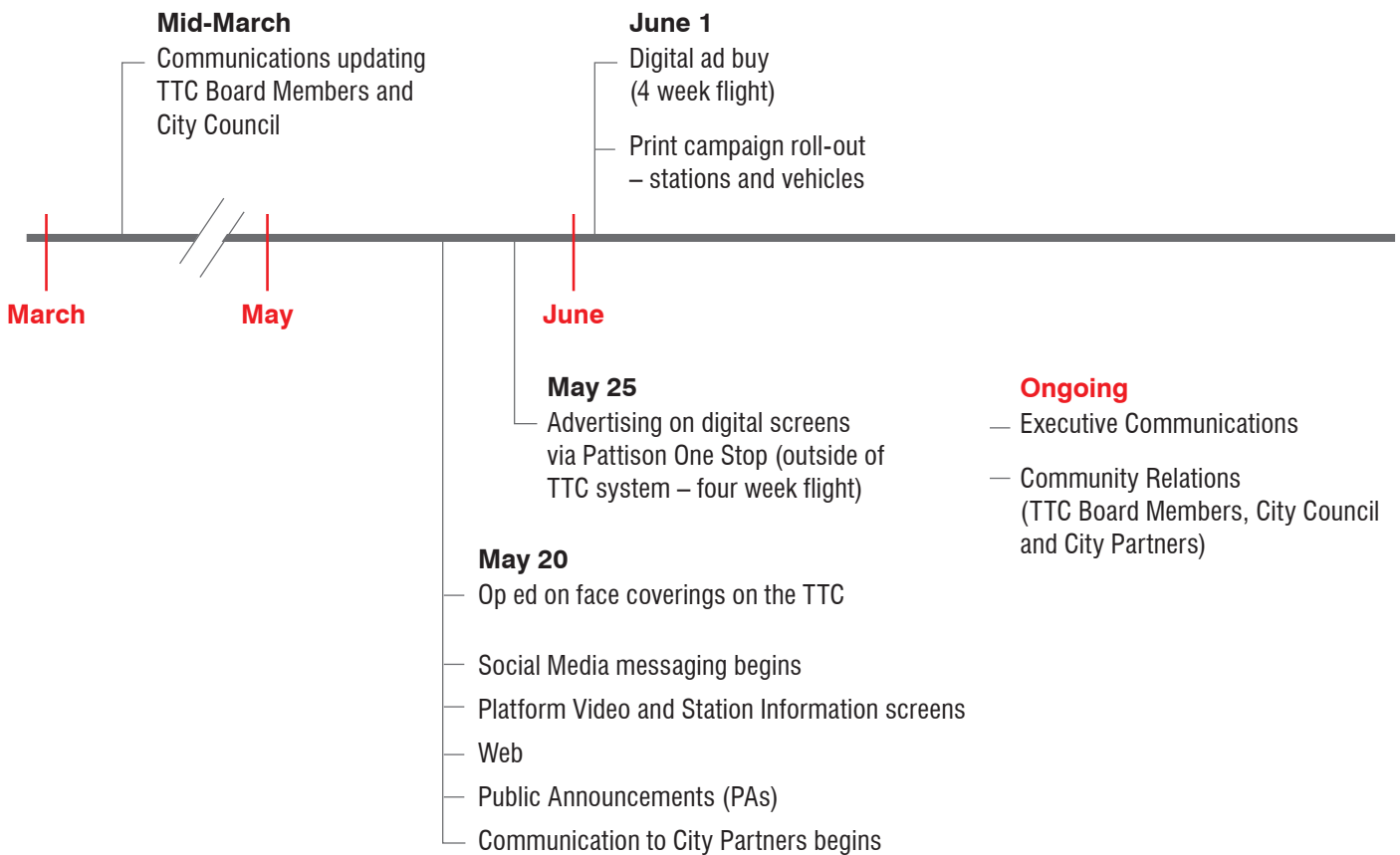
Customer Communications – Education and Awareness Campaign

A marketing communications campaign is being implemented now. The campaign includes four key messages:

- We strongly recommend that customers wear a cloth mask or face covering when using the TTC
- If you're sick, please stay home
- Cleaning/disinfecting vehicles messaging
- We're in this together

Campaign includes ads in all TTC vehicles and stations, in-station digital screens, social media, OneStop digital screens outside of the TTC network, daily social media and a paid digital advertising campaign. Campaign roll-out began on May 20 and installation will be complete in early June.

Additionally, we are installing signage at station entrances promoting a health checklist for customers and information on no-sew masks. We are also installing floor decals on platform and vehicle floors (subway/streetcar) to promote mask use.



Communications – Print

Staying safe on public transit:



If you feel sick, please stay home



Keeping the TTC safe and clean
To help keep our customers safe, the TTC continues to disinfect its vehicles twice a day including hand holds and touch points. Subway cars receive additional cleaning at terminal stations.



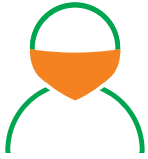
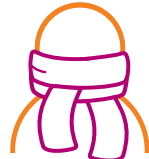
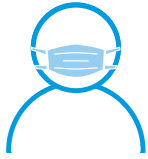
Wear a face covering
We strongly recommend customers wear a cloth mask or face covering when travelling on the TTC. It's a simple step that protects others.



We're all in this together
If we all follow the rules and adopt new habits, we will get through this safely. Let's take care of each other and work together to adapt to our new reality.

For more information, visit ttc.ca/covid-19


Staying safe on public transit:

Wear a face covering


We strongly recommend customers wear a cloth mask or face covering when travelling on the TTC.


For information on how to make a no-sew face covering, visit ttc.ca/masks





COVID-19 Screening


Do you have any of the following:



Fever



Cough


Shortness of breath



Sore throat


Runny nose



Feeling unwell




Have you been in close contact with someone who is sick or has confirmed COVID-19 in the **past 14 days?**



Have you returned from travel outside Canada in the **past 14 days?**





If you answered YES to any of these questions, go home and self-isolate right away. Call Telehealth or your health care provider.




If you answered NO to the questions above, please remember that we strongly recommend that you wear a cloth mask or face covering when travelling on the TTC.

For more information, visit toronto.ca/covid19

May 20 2020

Staying safe on public transit:



Keeping the TTC safe and clean

To help keep our customers safe, the TTC continues to disinfect its vehicles twice a day including hand holds and touch points. Subway cars receive additional cleaning at terminal stations.

For more information, visit ttc.ca/covid-19

Safety is everyone's responsibility



Wear a face covering

Effective July 2, 2020, it is **mandatory** for customers to wear masks or face coverings on the TTC.

Exceptions include:

- Children under the age of 2
- Customers with medical or other condition that prevent use

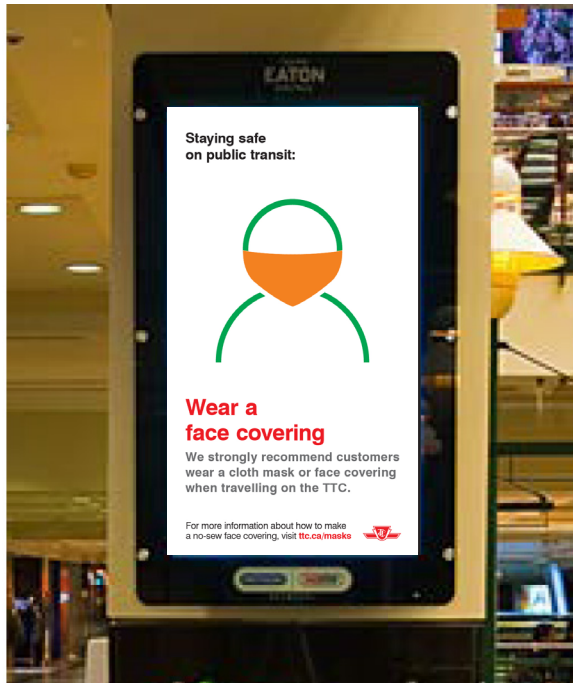
In accordance with TTC By-law No. 1, s. 3(15a)

For more information, visit ttc.ca

Pending Board approval

Communications – Digital

Digital Mall Network and Digital Office Network



Online ads


Staying safe on public transit:



Wear a face covering

We strongly recommend customers wear a cloth mask or face covering when travelling on the TTC.

Make your own no-sew face covering



Staying safe on public transit:



Keeping the TTC safe and clean

To help keep our customers safe, the TTC continues to disinfect its vehicles twice a day including hand holds and touch points. Subway cars receive additional cleaning at terminal stations.

Click for more information



Staying safe on public transit:



Wear a face covering

We strongly recommend customers wear a cloth mask or face covering when travelling on the TTC. It's a simple step that protects others.



How-to make your own no-sew face covering

Communications – Floor Decals



12 in

