



# TTC's Response to COVID-19

TTC Board

May 13, 2020



# Outline

## 1. Governance, Operations and Safety

*Betty Hasserjian: Chief Safety Officer (acting)*

## 2. Finance

*Josie La Vita: Chief Financial Officer (interim)*

## 3. Service

*Mark Mis: Head, Service Planning and Scheduling*

## 4. Closing Remarks

*Rick Leary: Chief Executive Officer*



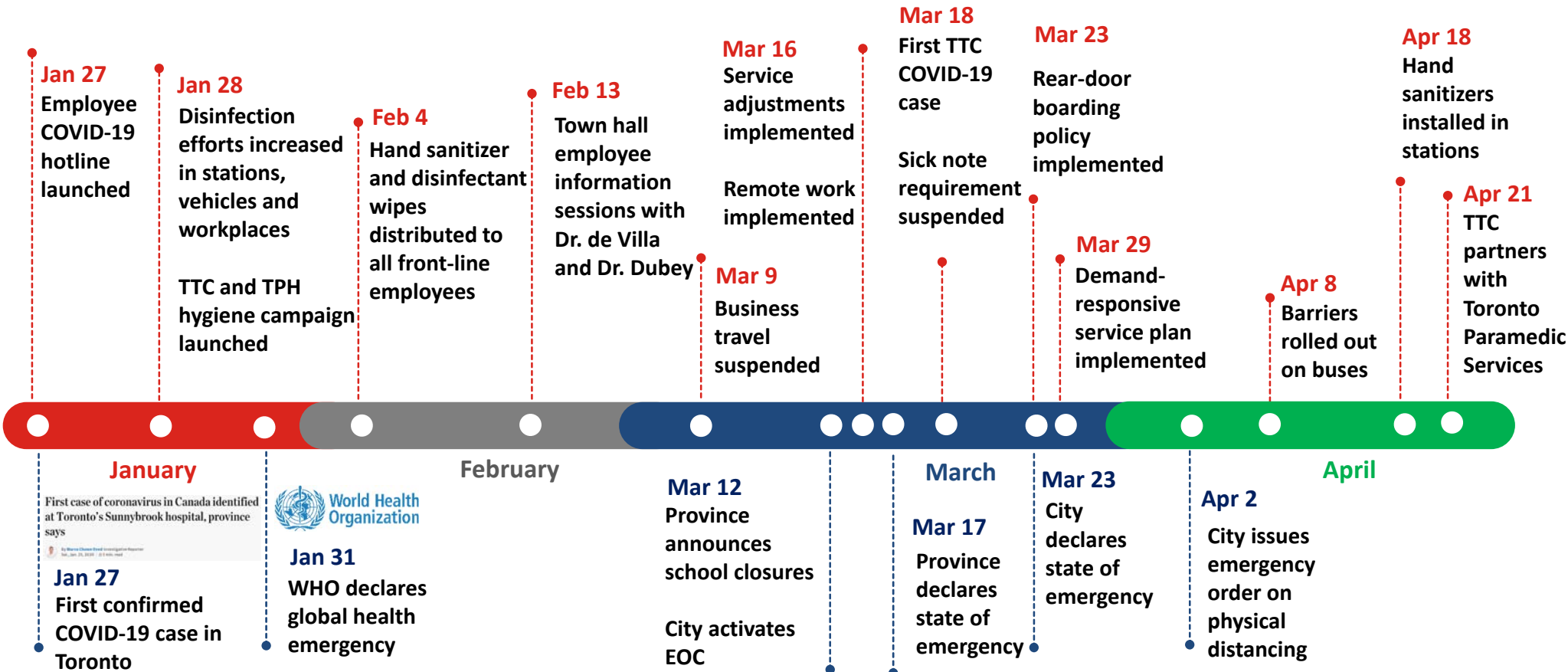
## Introduction

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

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

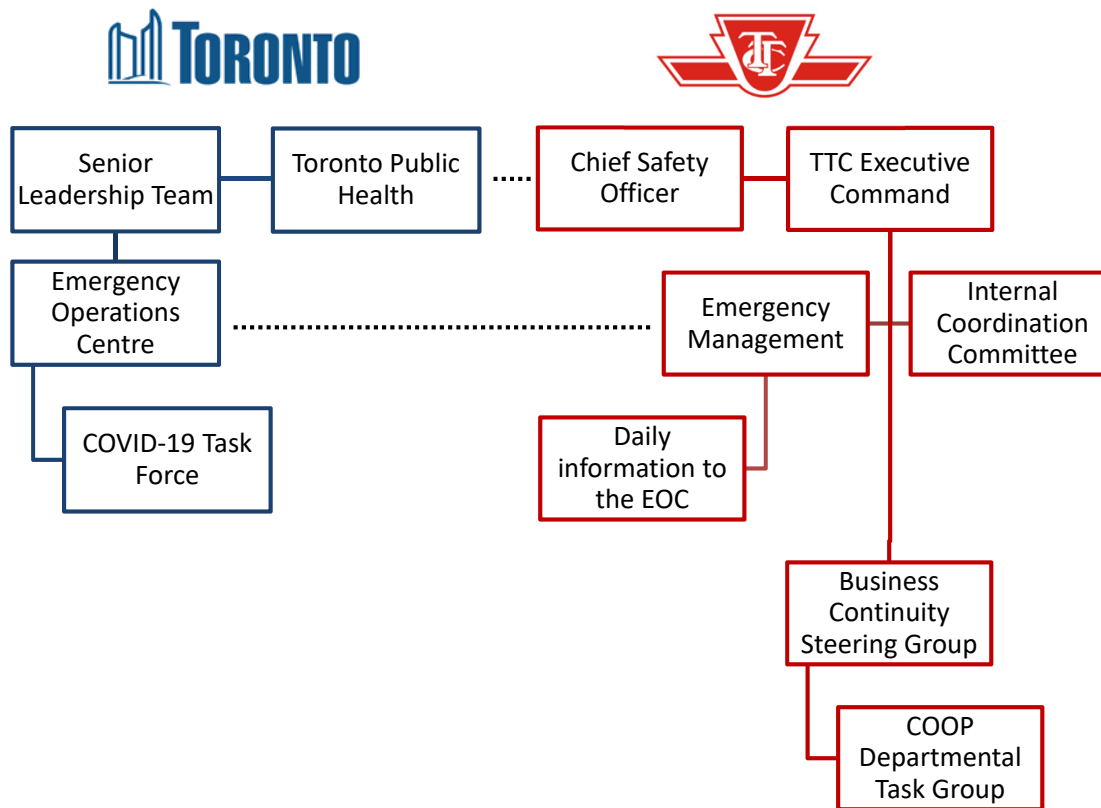


# Response to COVID-19



# **Governance, Operations and Safety**

# Governance and Emergency Response

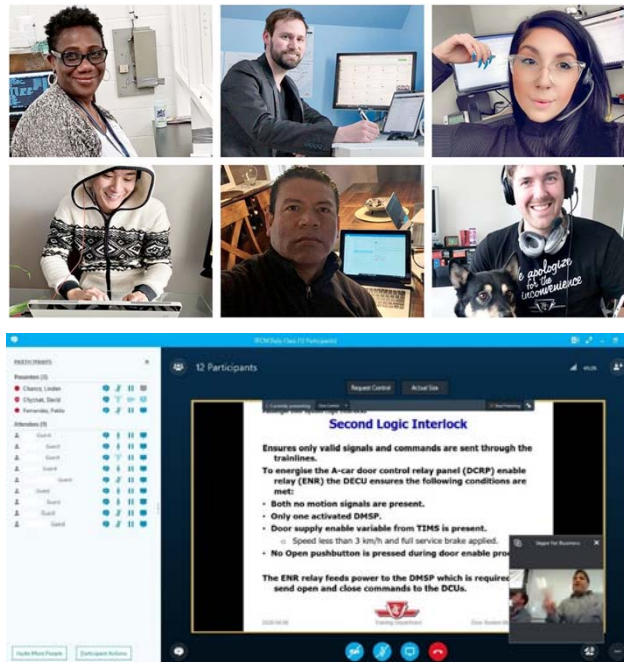


# Continuity of Operations Planning



# Shift to Remote Work

- Approximately 1,700 employees now working remotely
- Controls put in place to ensure remote devices are secured



What you need to know to work from home  
Instruction guide from the IT Services Department | Security tips for working remotely

Advancing to the next level  
2018-2022 Corporate Plan  
Advancing to the next level.

COVID-19 Updates  
Information about positive diagnosis





# Materials and Procurement

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

PPE Inventory Summary										
PPE Inventory Item	Anticipated Burn Rate			% of Six Month Supply on Hand	Current Inventory	Days of Inventory on Hand	Total On Order	Days of Inventory on Order	% of Six Month Supply on Order	% of Six Month Supply on Hand and On Order
	Daily	Weekly	6 Months							
Nitrile Gloves 4MM - EACH	44,241	309,689	7,963,423	17%	1,369,871	31	2,186,000	49	27%	45%
Nitrile Gloves - 2MM - Vinyl - EACH	53,388	373,719	9,609,905	2%	205,000	4	-	-	0%	2%
Hand Sanitizer - LITRES	486	3,402	87,480	8%	7,061	15	1,920	4	2%	10%
Tyvek Coveralls	1,015	7,104	182,673	13%	22,843	23	4,192	4	2%	15%
Surgical Masks	17,601	88,005	808,088	81%	657,200	37	635,000	36	79%	160%
N95 Masks	121	848	21,818	246%	53,690	443	25,000	206	115%	361%
N95 EXPIRED Masks	193	1,352	34,776	36%	12,410	64	-	-	-	-
Dust Masks	280	1,957	50,328	8%	4,160	15	-	-	0%	8%
Oxivir RTU Solution - 1L Bottle	272	1,907	49,044	11%	5,543	20	53,400	196	109%	120%
Oxivir Wipes - Tubs - EACH	678	4,749	122,117	5%	5,648	8	43,208	64	35%	40%



# Customer and Employee Safety

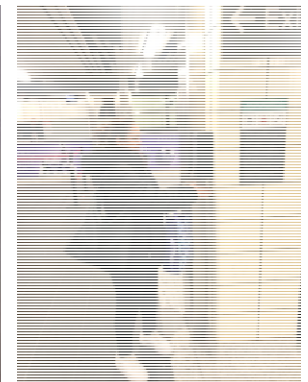
 **TORONTO**  
Public Health



- Maintaining a healthy and safe environment
- Preventing the transmission of disease
- Managing incidents of employee illness
- Protecting the most vulnerable



# Cleaning and Disinfecting



# Personal Protective Equipment



# Physical Distancing in the Workplace



# Physical Distancing in Transit



# Employee Health and Wellness

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



## Notice

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

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

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

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

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

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

TTC Occupational Health: 416-393-4572  
Telehealth Ontario: 1-866-797-0000  
Ontario Ministry of Health website: [www.ontario.ca/coronavirus](http://www.ontario.ca/coronavirus)  
Toronto Public Health: <https://www.toronto.ca/community-people/health-wellness-care/diseases-medications-vaccines/coronavirus/>

Thank you for your cooperation



## COVID-19 priority testing now available to frontline TTC employees showing symptoms

Priority access is now available for TTC employees who are essential frontline workers or are required to support frontline work and are also exhibiting symptoms of COVID-19.

If you develop new or worsening symptoms consistent with COVID-19 (cough, fever, shortness of breath) or have been in close contact with someone who has tested positive for COVID-19, **stay home** and contact **Occupational Health** at 416-393-4572 or [OHEW@ttc.ca](mailto:OHEW@ttc.ca) to be connected with a Disability Management Specialist (DMS). If you are eligible for testing, your DMS will provide you with a letter from Toronto Public Health recommending priority testing.

For the latest official information log into [myttc.ttc.ca](http://myttc.ttc.ca) and click the **Coronavirus (COVID-19) Updates** tile.

### Need more support?

Are you feeling anxious or stressed about COVID-19? **You are not alone.**



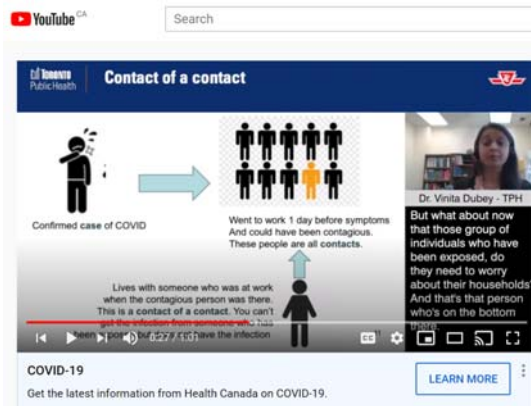
Confidential support is available through the Employee Assistance Program (EAP), which is covered by TTC's benefits plan, and available 24/7 at [workhealthlife.com](http://workhealthlife.com)

For more information, visit [MyTTC](http://MyTTC) or [ttc.ca/EmployeeHealth](http://ttc.ca/EmployeeHealth)



# Employee Communications

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



## Safety and Environment Department Coronavirus Information Supervisors Guide

### Instructions for use of face coverings

#### How to safely wear a face covering

- ✓ Wash your hands or use hand sanitizer before putting it on and taking it off.
- ✗ Avoid touching your face and face covering while using it.
- Make sure it fits to cover your
- Do not share your face covering with others.

Staying safe at work:

## If you feel sick, please stay home

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



For more information, visit [ttc.ca/EmployeeHealth](http://ttc.ca/EmployeeHealth)



## COVID-19 Reminders April 24, 2020



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

The first thing you should do is complete the Ministry of Health's online self-assessment to help you determine your next steps. The assessment is available online: [covid-19.ontario.ca](http://covid-19.ontario.ca)

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

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

Priority testing is available for TTC employees who are

#### How is close contact defined?

Close contact is defined as having contact with another person within two metres (six feet) for a prolonged period of time (usually 15 minutes or longer). Living in the same house as someone is also considered close contact. Spending extended time in a closed space, such as a small room (e.g. meeting room, office space) can also be considered.



## Proper hand washing helps prevent the spread of germs

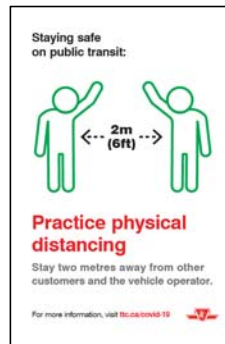
- 1. WET HANDS**
- 2. USE LIQUID SOAP**
- 3. LATHER & RUB FOR 15 SECONDS**

TORONTO.CA/COVID19

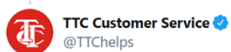




# Customer Communications: In Transit



# Customer Communications: Online



Protecting our customers and employees remains our top priority. To keep up to date on TTC's activities in response to COVID-19, please visit our website:

[ttc.ca/Riding\\_the\\_TTC...](http://ttc.ca/Riding_the_TTC...)

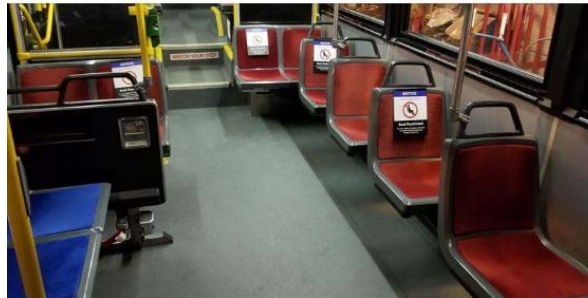
4:26 PM · Mar 19, 2020 · Twitter Web App

1 Retweet 3 Likes



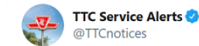
To allow safe physical distancing for customers who need to travel on the TTC, we've begun to block off seats on buses, streetcars and subways.

For more information on how we're keeping employees and customers safe, visit our website: <http://bit.ly/3awAOd6>



Jason Gigan and 685 others

269 Comments 384 Shares

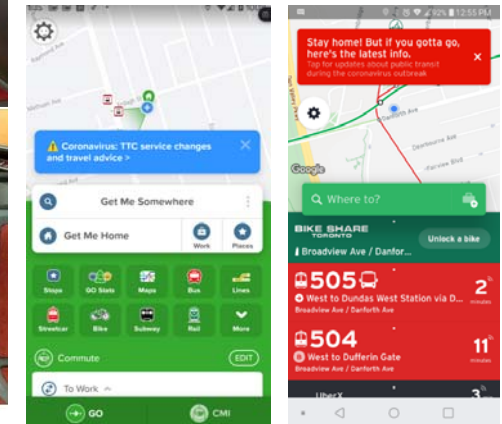


In an effort to #FlattenTheCurve:

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

2:07 PM · Mar 24, 2020 · Twitter Web App

23 Retweets 44 Likes



# Supporting our Community: Shelters

Toronto

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



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

Nick Boisvert · CBC News · Posted: Apr 02, 2020 5:00 AM ET | Last Updated: April 2




*Wheel-Trans operator John Begg exemplifies service excellence*




# Supporting our Community: Toronto Paramedic Services



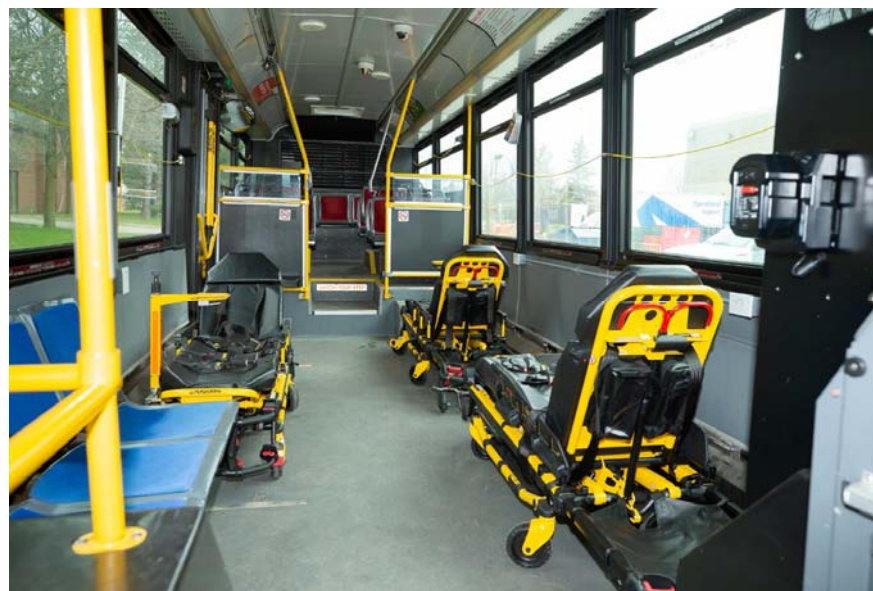
 **John Tory**  
1 hr · 🌐

In an effort to further support our response to **#COVID19**, the TTC and Toronto Paramedics have partnered to convert 5 decommissioned TTC buses into patient transport vehicles – a great example of cooperation between city services to defeat this virus. <https://globalnews.ca/news/6849361/coronavirus-ttc-toronto-paramedics-buses/>

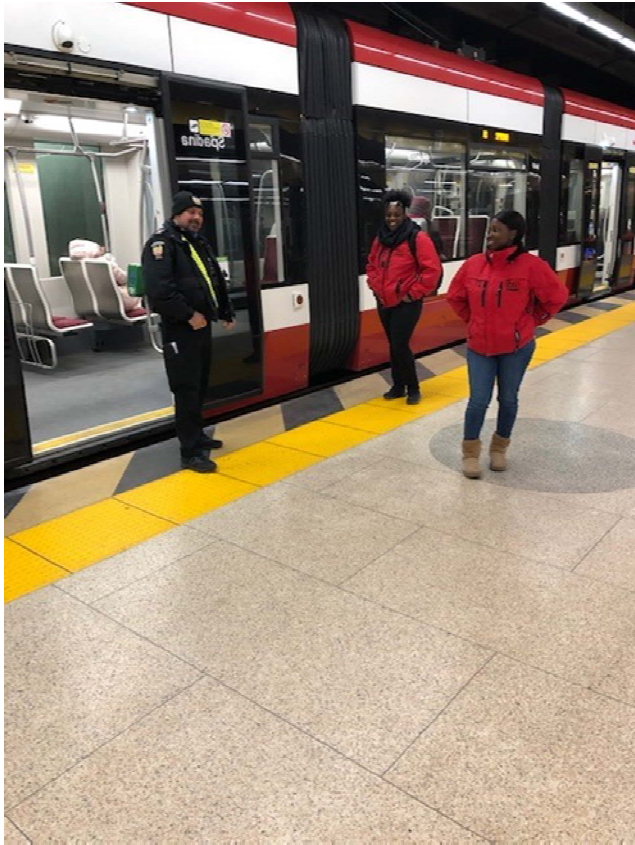
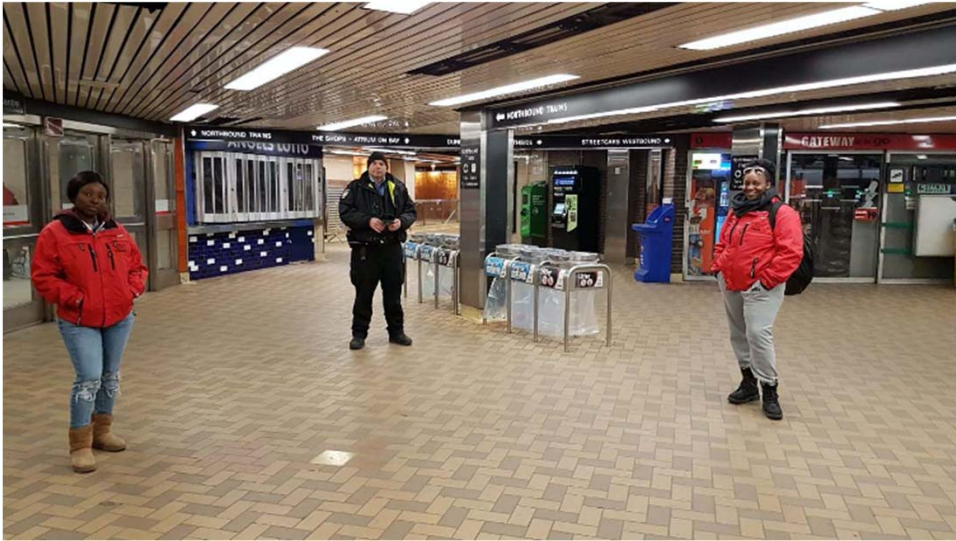


GLOBAL NEWS · 1 MIN READ  
**Coronavirus: 5 decommissioned TTC buses converted to Toronto Paramedics transport vehicles**

👍 59      1 Comment 3 Shares



# Supporting our Community: Streets to Homes



## | Supporting our Community: Fare Inspectors

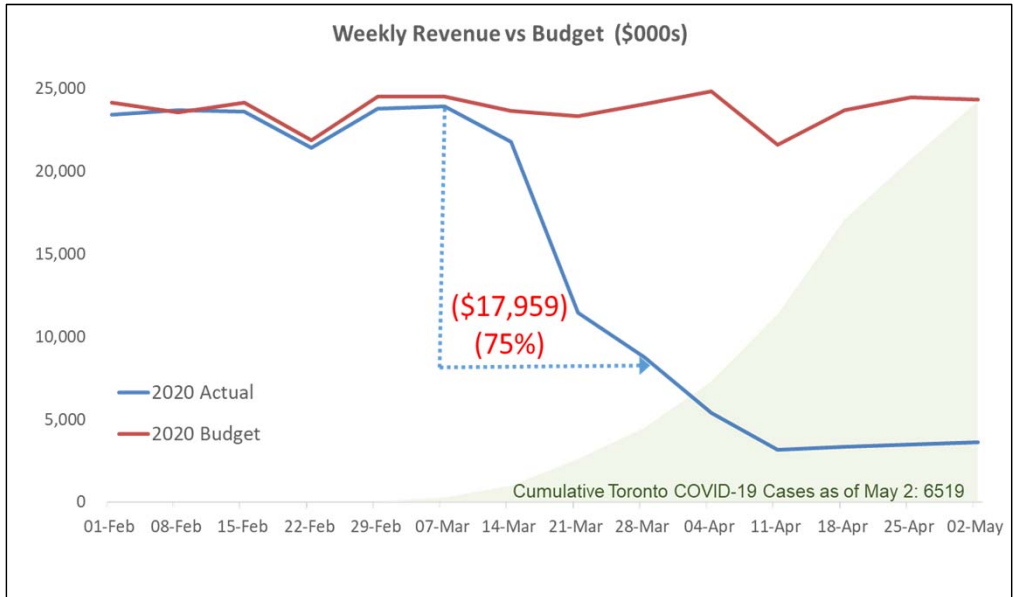
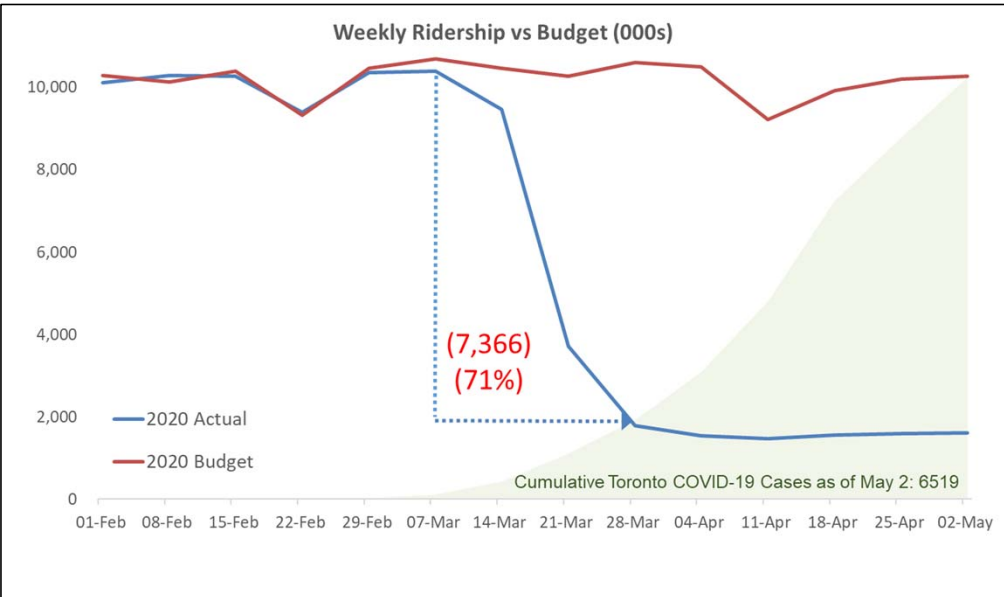


*Fare Inspectors  
SweetMarie Cunanan  
and Sev Kayalica helped  
out a customer in need.*



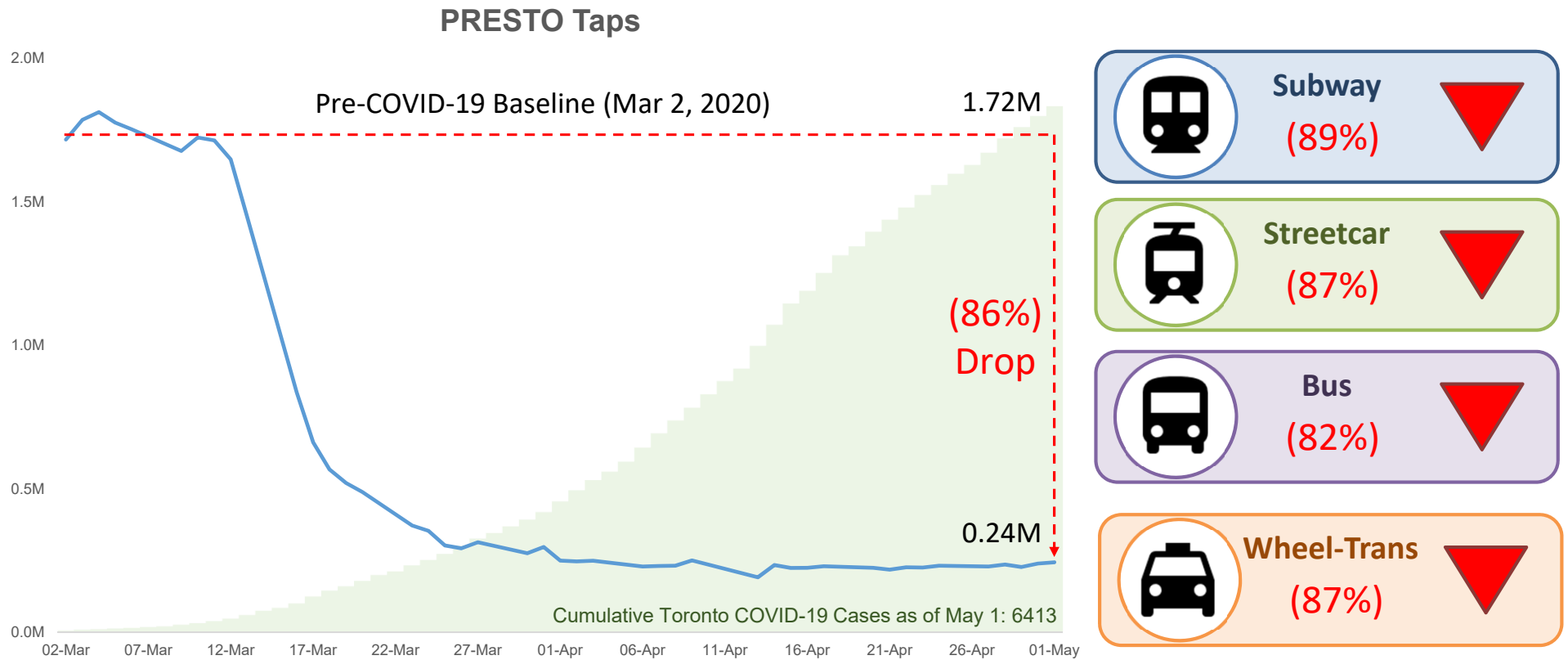
# Finance

# Ridership and Revenue Impact: 80~90% below budget





# PRESTO Taps Impact: 86% drop from Pre-Covid-19



# | COVID-19 Financial Impact

## Revenue Losses

- **Passenger Revenue**
  - 63% of 2020 Budget
  - 86% Decline
- **Ancillary Revenue**
  - Commuter Parking

## Incremental Response Costs

- **Managing Continuity of Operations**
  - Critical Response Activities
  - Absence Coverage
- **Ensuring Safety**
  - Vehicle & Station Disinfection
  - Personal Protective Equipment

**Combined \$92M Monthly Impact**



# COVID-19 Cost Containment Strategy



## • **Constrain Expenditures**

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



## • **Defer Implementation of New Service Priorities**

- Surface Transit Improvements
- Transit Fare Inspectors



## • **Match Service Capacity to Demand**

- Operate service at ~80% of normal service levels
- Realign workforce to critical needs



## • **Capital Program Review**

- Defer projects based on COVID-19 impacts
- Leverage Opportunities to Accelerate Work



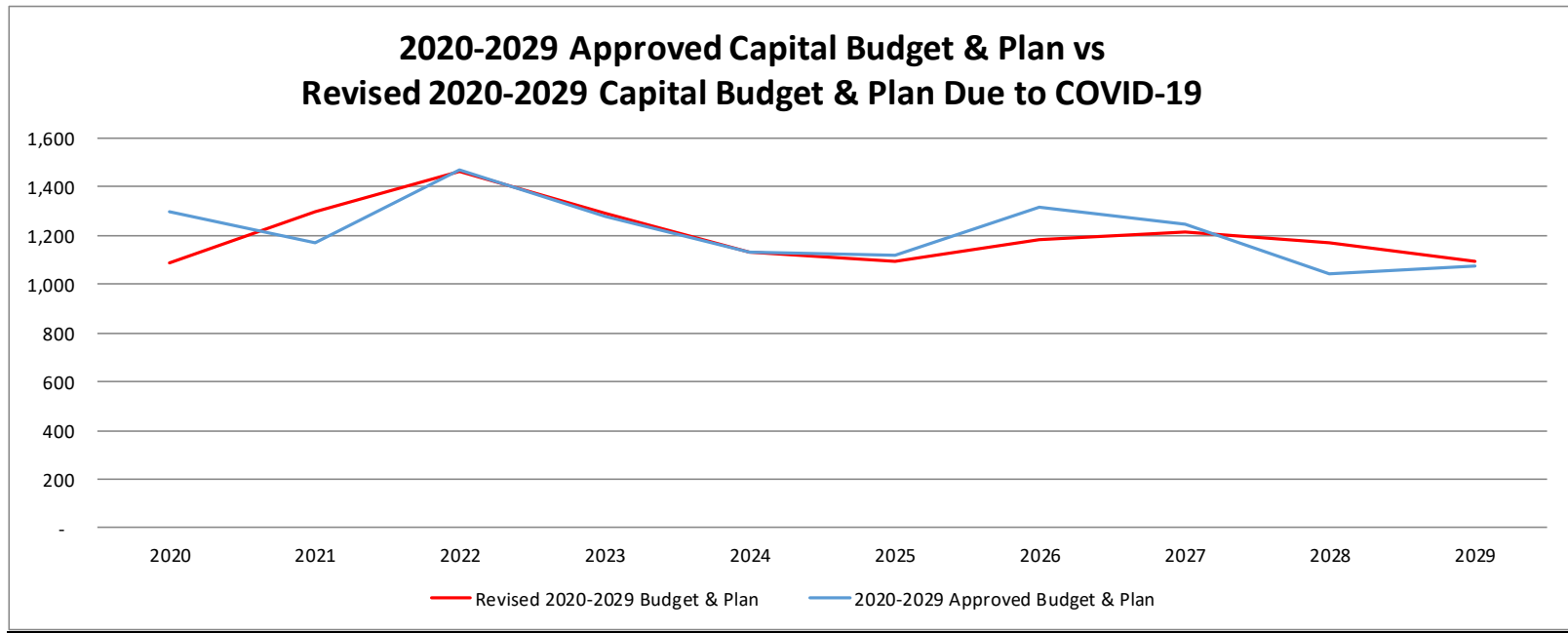
## Cost Containment Strategy Reduces Financial Impact by Almost Half

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

Even with actions taken, financial impact can reach ~\$300M by Labour Day.



# Changes to the 2020-2029 Capital Budget and Plan



2020 - 2029 Capital Budget and Plan											
(\$ Millions)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
2020-2029 Approved Budget & Plan	1,298	1,173	1,467	1,276	1,129	1,122	1,318	1,243	1,044	1,074	12,145
Changes due to COVID-19	(208)	126	(5)	14	4	(30)	(133)	(32)	129	18	(118)
<b>Revised 2020-2029 Budget &amp; Plan</b>	<b>1,090</b>	<b>1,299</b>	<b>1,461</b>	<b>1,291</b>	<b>1,134</b>	<b>1,092</b>	<b>1,185</b>	<b>1,212</b>	<b>1,173</b>	<b>1,092</b>	<b>12,027</b>



# Service

# Service Planning Horizons

- **COVID-19 Service Plan**
  - March 29, 2020 to June 20, 2020
- **Service Recovery Plan**
  - June 21, 2020 to January 2, 2021
  - January 3, 2021 to September 4, 2021
  - September 5, 2021 and beyond

## 2020 Board Period Calendar

The calendar displays 12 monthly grids for 2020, each with a title and a grid of days. Days with a 'D' indicate a sign-up at the Surface/Collector Transit Division, and days with an 'S' indicate a Surface Transit Selection Day. Holidays are marked with 'H'.

- January 5 to February 15**: Grid 1-7
- February 16 to March 28**: Grid 8-13
- March 29 to May 9**: Grid 14-19 (highlighted in red)
- May 10 to June 20**: Grid 20-25
- June 21 to August 1**: Grid 26-31
- August 2 to September 5**: Grid 32-37
- September 6 to October 10**: Grid 38-43
- October 11 to November 21**: Grid 44-49
- November 22 to December 19**: Grid 50-55
- December 20/20 to January 2/21**: Grid 56-61
- January 3/21 to February 13/21**: Grid 62-67

Event	Date of Event	Surface	Rapid Transit
Special Sign-Up	Nov. Dec. 31	Wed. Nov. 11	Wed. Nov. 4

**Holiday Selections**

Holiday (H)	Date	Surface	Rapid Transit
Family Day	Mon. Feb. 17	Wed. Feb. 5	Wed. Jan. 29
Good Friday	Fri. Apr. 10	Wed. Mar. 11	Wed. Mar. 4
Victoria Day	Mon. May 18	Wed. Apr. 22	Wed. Apr. 15
Canada Day	Wed. Jul. 1	Wed. Jun. 3	Wed. May 27
Stravins Day	Mon. Aug. 3	Wed. Jul. 15	Wed. Jul. 9
Labor Day	Mon. Sep. 7	Wed. Aug. 19	Wed. Aug. 12
Thanksgiving Day	Mon. Oct. 12	Wed. Sep. 23	Wed. Sep. 16
Christmas Day	Fri. Dec. 25	Wed. Nov. 18	Mon. Nov. 11
Boxing Day	Tue. Dec. 29	Wed. Nov. 18	Mon. Nov. 11
New Year's Day	Fri. Jan. 1/21	Wed. Nov. 18	Mon. Nov. 11

Note: \*The December 31, 2020 date of the event is subject to change as the date of the event is subject to change. \*\*The date of the event is subject to change as the date of the event is subject to change. \*\*\*The date of the event is subject to change as the date of the event is subject to change.

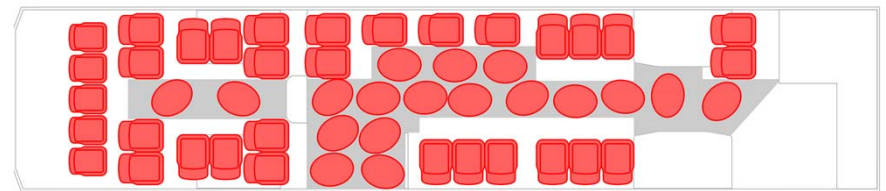
# Matching Capacity with Demand – Customers per Vehicle

Customer Demand – 20% of Normal

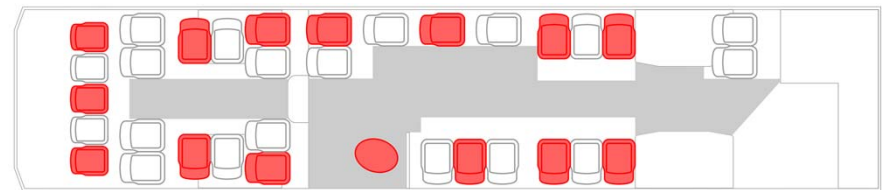


Transit Capacity – Customers per Vehicle

Previous – 50 Customers



Physical Distancing - 15 Customers



30% of Customers



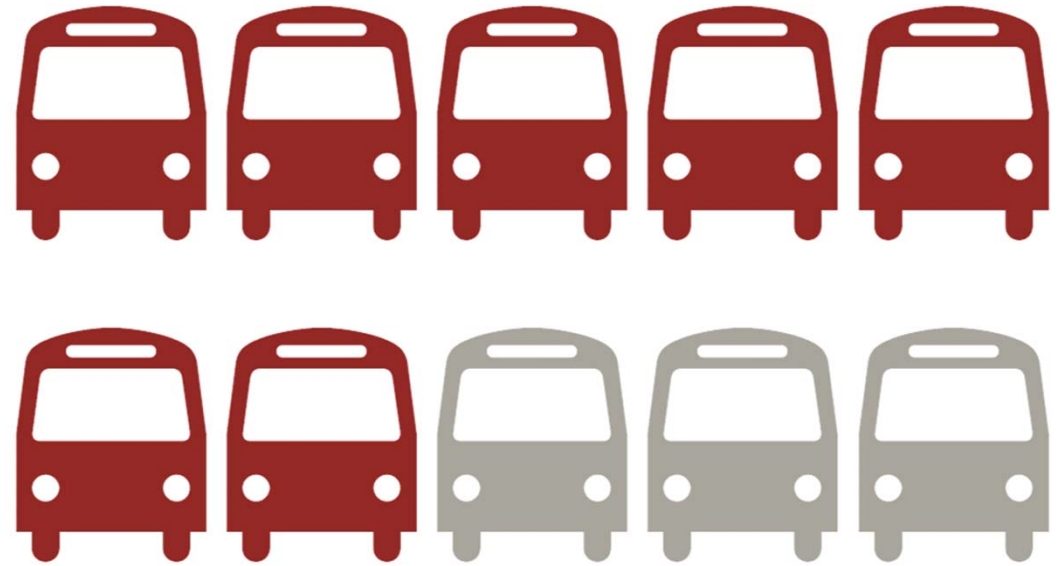


# Matching Capacity with Demand – Service Hours

Customer Demand – 20% of Normal



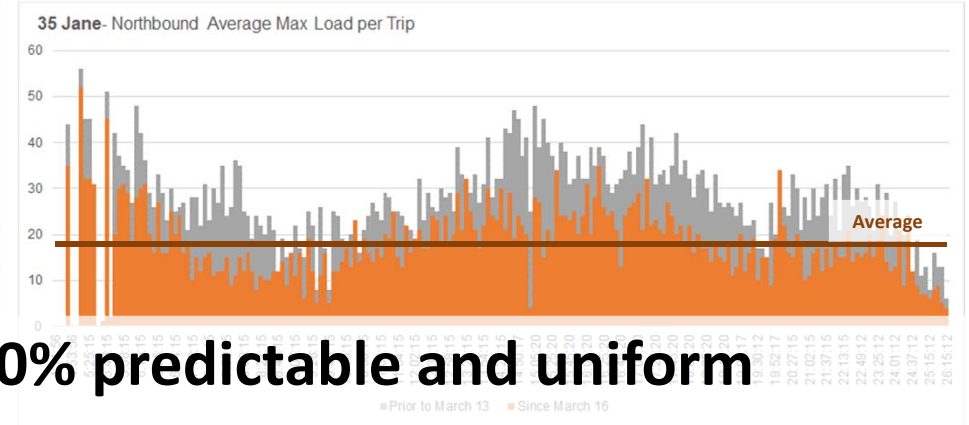
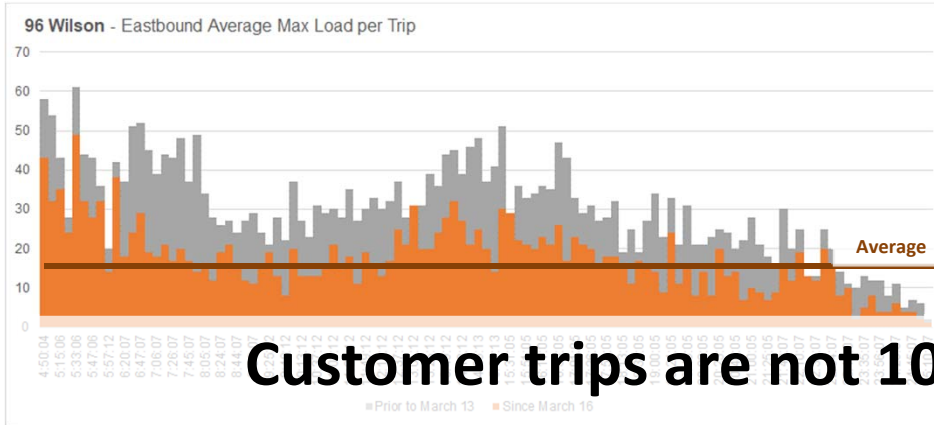
Transit Capacity – Service Hours



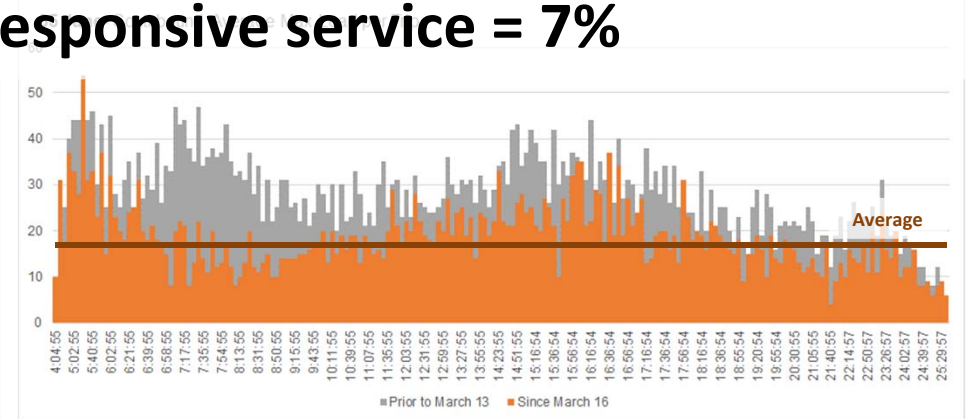
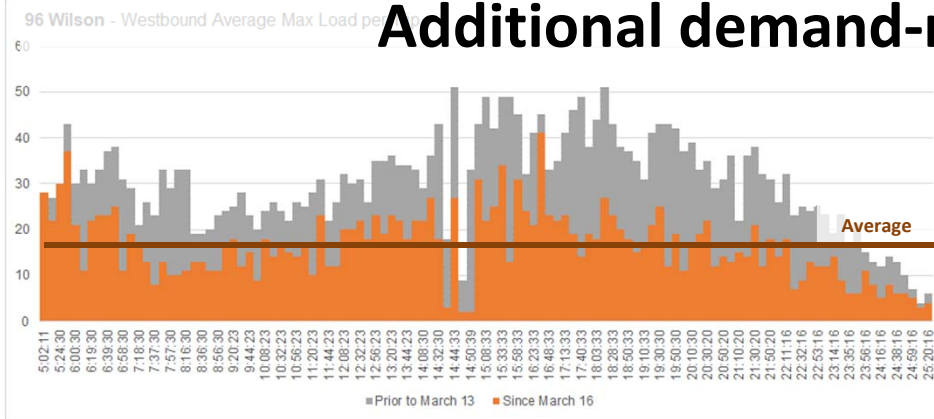
**70% of Service Hours**



# Matching Capacity with Demand



**Customer trips are not 100% predictable and uniform**



**Additional demand-responsive service = 7%**



# Demand-Responsive Service Plan

## Planning Principles

- **Route Structure**

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

- **Service Levels**

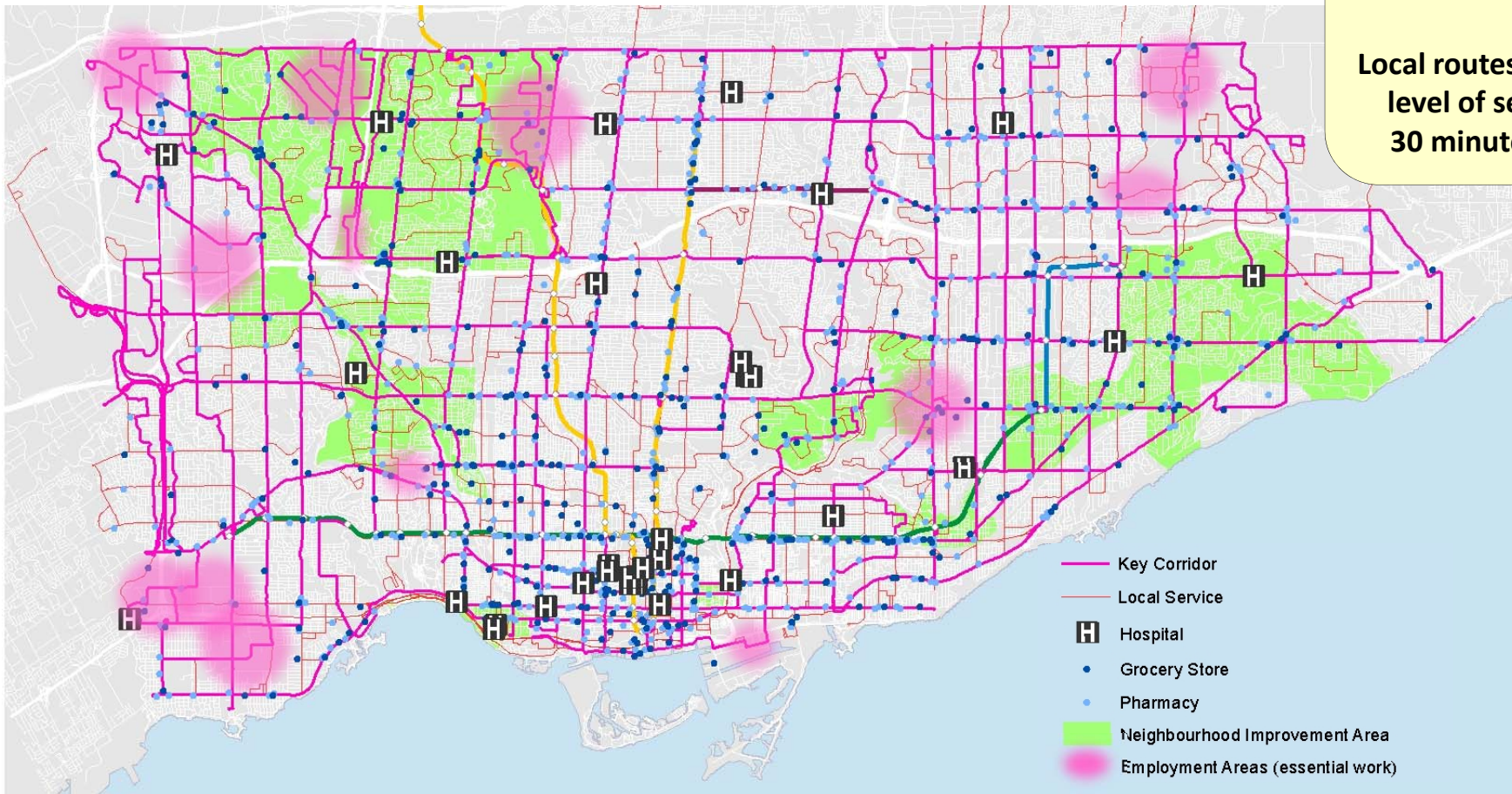
- Regular service
  - Protect service on high-ridership corridors
  - Protect service to healthcare facilities
  - Protect service to essential employment, shopping and neighbourhood improvement areas
  - Protect service guarantee - all service operates 30-minutes **or better** based on demand
- Demand-responsive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



# Demand-Responsive Service Plan

Key transit corridors protect service to essential destinations

Local routes provide base level of service every 30 minutes or better



# Demand-Responsive Service – Boardings

APC Ridership Tool

Latest Data April 27 - May 1

Demand-responsive service will be deployed to address crowding to:

- known hot spots
- emerging flare-ups



map shows  
bus departure loads at stop level

York University, City of Brampton, City of Toronto, Province of Ontario, Ontario MNR, Esri Canada, Esri, HERE, Ger



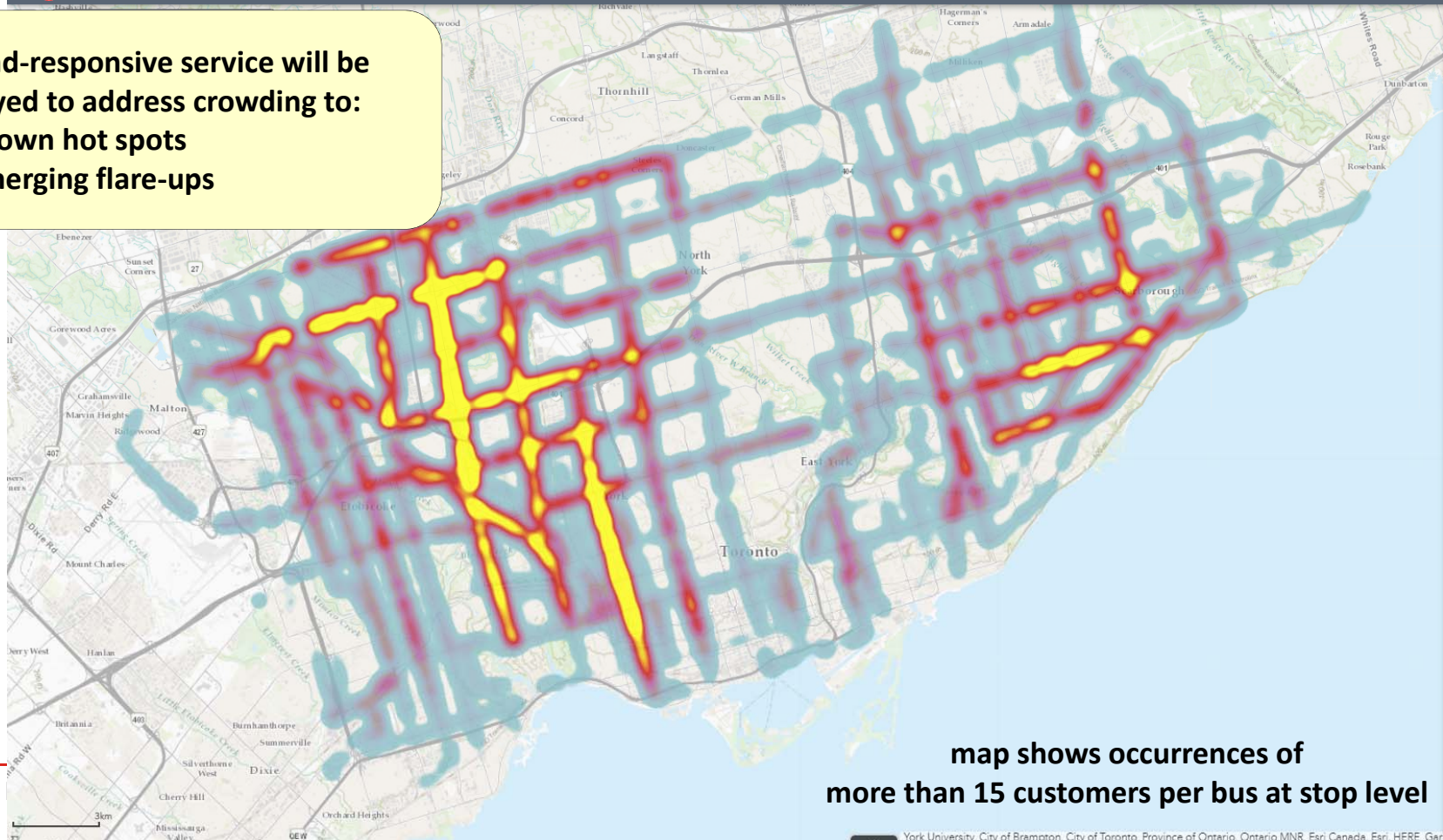
# Demand-Responsive Service – Crowding Heat Map

APC Ridership Tool

Latest Data April 27 - May 1

Demand-responsive service will be deployed to address crowding to:

- known hot spots
- emerging flare-ups

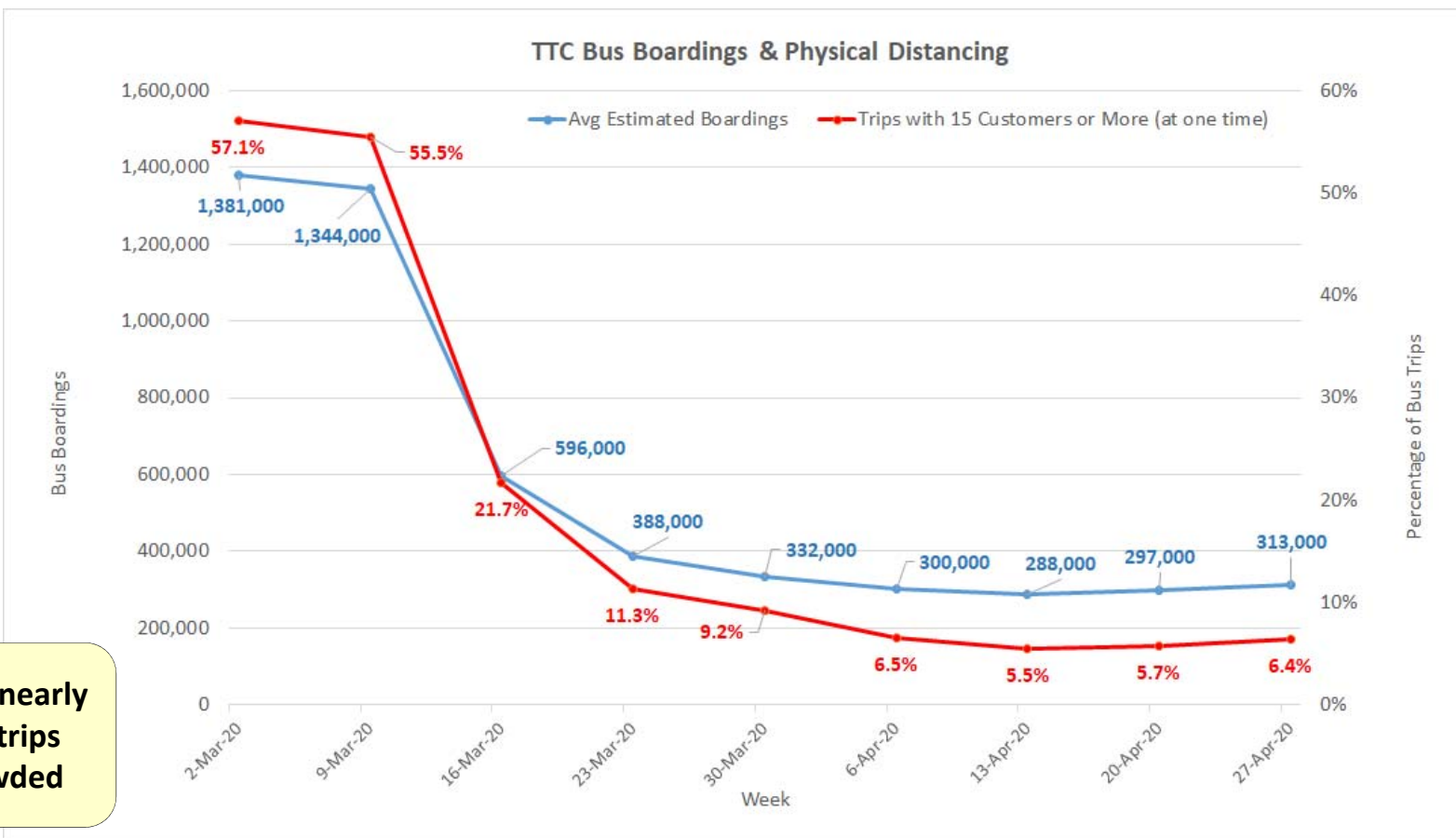


map shows occurrences of  
more than 15 customers per bus at stop level

York University, City of Brampton, City of Toronto, Province of Ontario, Ontario MNR, Esri Canada, Esri, HERE, Ger



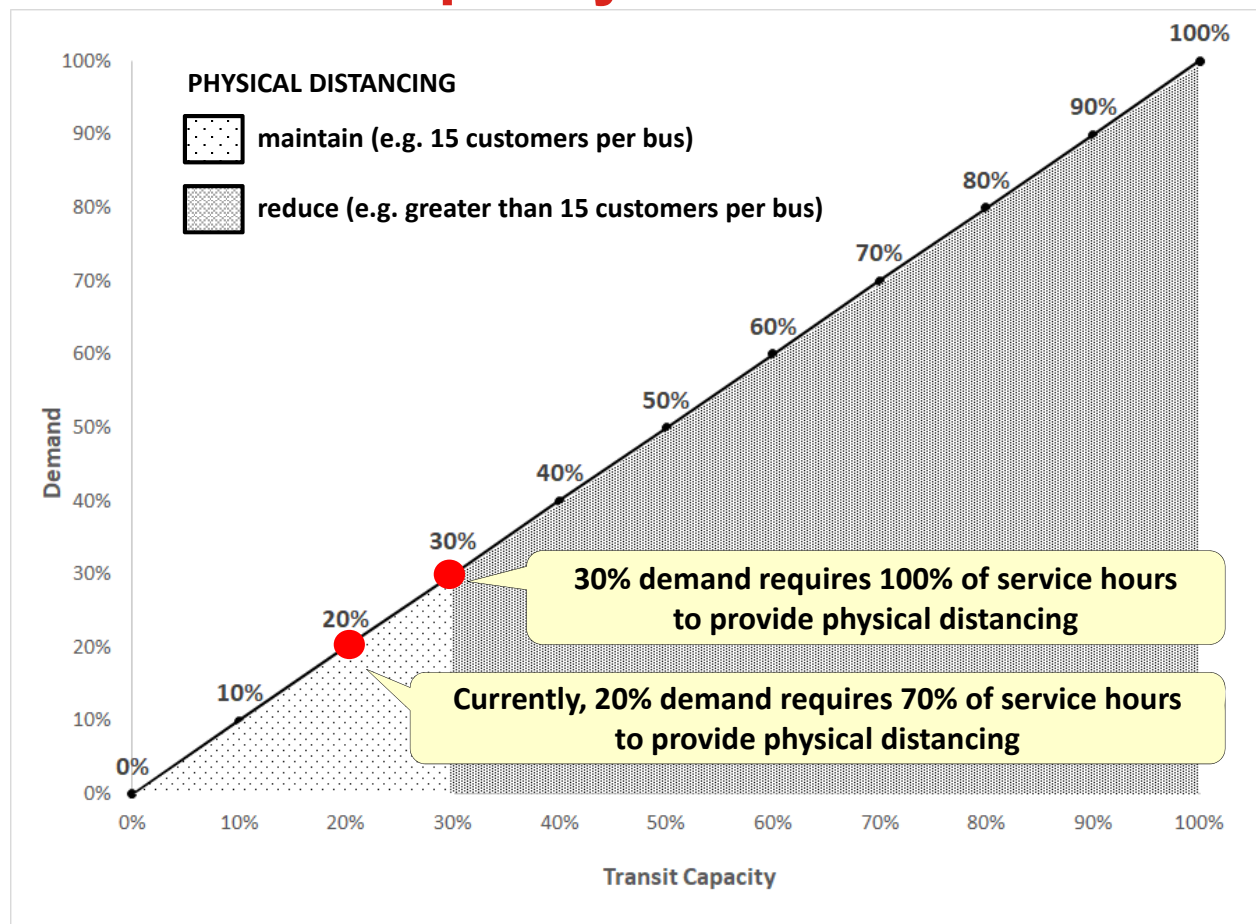
# Demand-Responsive Service – Crowding



Since April 6, nearly 95% of bus trips are not crowded



# Demand and Transit Capacity





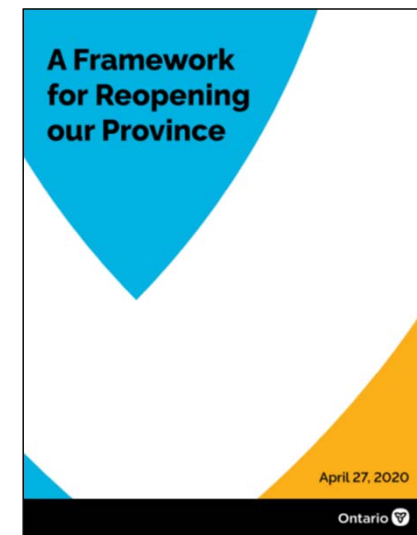
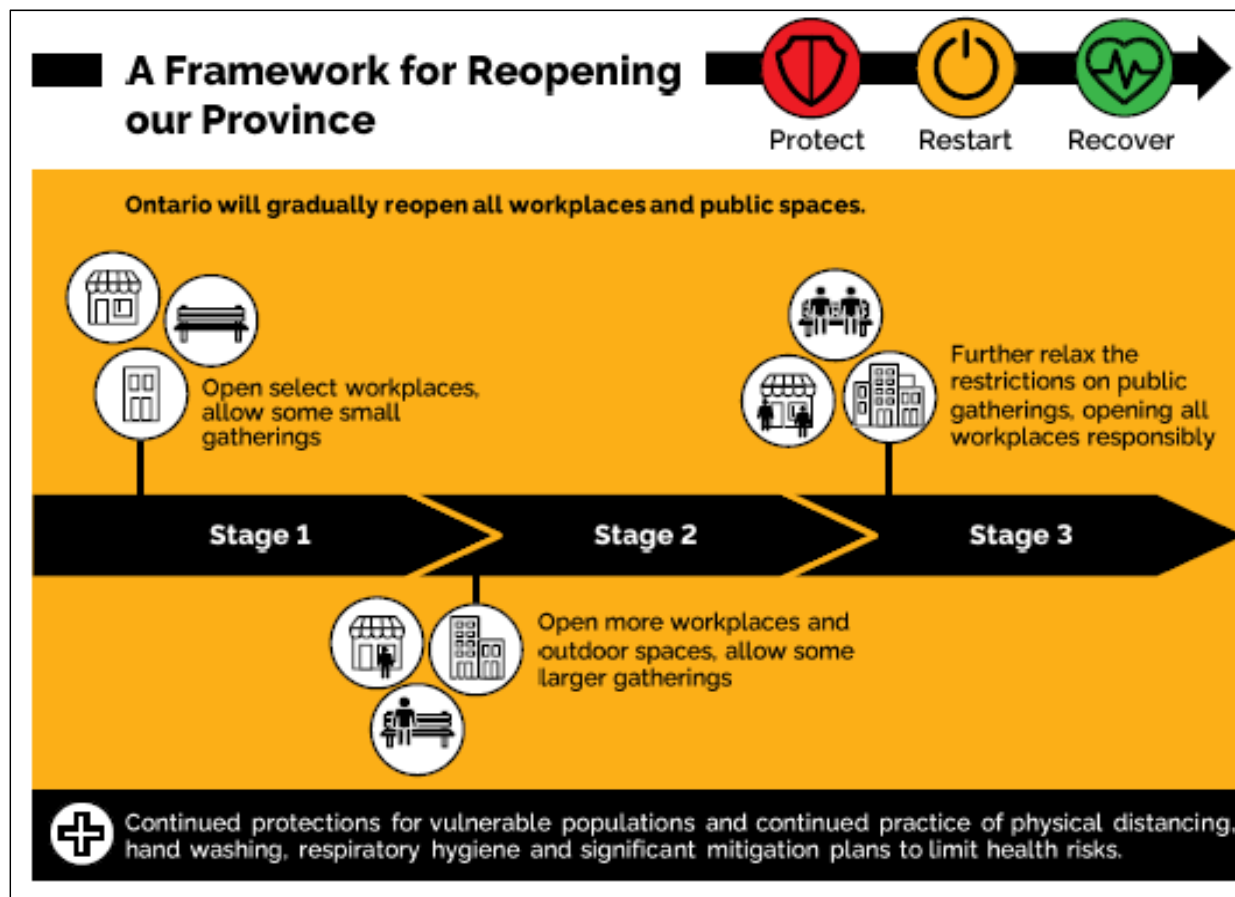
# Closing Remarks

## Intergovernmental Relations

- TTC has engaged the provincial and federal levels of government to advise on the fiscal impact of COVID-19 on TTC operations.
- Partnering with peer transit agencies, the Canadian Urban Transit Association (CUTA), and the Ontario Public Transit Association (OPTA) to request emergency relief funding for public transit.
- Intergovernmental activities complement City lead efforts, which include request for federal funding support for public transit by the Federation of Canadian Municipalities (FCM)
- TTC is actively engaging peer transit agencies to share information and practices in responding to and planning for recovery from the pandemic.



# Province's Framework for Reopening



## | Thank you

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

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

Staying safe  
on public transit:



**A big thank you to  
TTC employees**

Please show your appreciation for  
the dedicated men and women who  
are keeping Toronto moving!

For more information, visit [ttc.ca/covid-19](https://www.ttc.ca/covid-19)

