



TTC's Partnership Approach to Community Safety, Security, and Well-Being on Public Transit - Response to TTC Board Motions

Date: December 7, 2023

To: TTC Board

From: Chief Safety Officer

Summary

The TTC Board, at its meeting on September 26, 2023, reaffirmed its support for the TTC's multi-disciplinary approach to managing community safety, security, and well-being issues on the transit system. The TTC presented recommendations for ongoing resources for high-visibility presence and incident management, social support for persons experiencing homelessness and individuals with complex needs, and community safety program support. These resources advance the TTC's goal of improving and strengthening community safety, security, and well-being using a compassionate and people-first approach.

The TTC Board endorsed the recommendations and also adopted motions directing the TTC to:

- Explore opportunities for cross-training and expanding on Fare Inspector functions;
- Recover costs from the dedicated transport buses;
- Provide an update on the Getting Back to Transit initiative and the use of dedicated transport buses; and
- Report on the feasibility of:
 - Redeploying injured employees as Community Safety Ambassadors and/or Customer Service Representatives;
 - Providing enhanced support and counselling beyond the existing Employee Family Assistance Program;
 - Requiring Transit Control to have a Special Constable or other law enforcement trained specialist 24/7;
 - Reviewing the number of Court Advocates;
 - Reporting on the retention rates for Special Constables; and
 - Potential opportunities to educate customers on the safety measures in the transit system.

The purpose of this report is to provide information in response to the additional motions adopted by the TTC Board at the September 26, 2023 meeting.

Recommendations

It is recommended that the TTC Board:

1. Receive this report for information.

Financial Summary

There are no financial impacts associated with the TTC Board's receipt of this report.

Funding to implement the Trauma Assist Program in 2023 has been accommodated within the CEO's delegated authority of up to \$15 million for the TTC's emergency response to community safety, security and well-being issues in the transit network. Funding of \$0.431 million will be incorporated into the TTC's 2024 Operating Budget submission for the Board's consideration.

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

Equity/Accessibility Matters

A cornerstone of the TTC's current Corporate Plan is accessibility, and as a proud leader in providing accessible public transit to the residents in the city of Toronto and surrounding municipalities, the TTC is committed to ensuring reliable, safe, accessible, and inclusive transit services for all its customers.

There are complex societal challenges facing the diverse city of Toronto, and like other major public-facing services, innovative solutions to support individuals in need are required both short-term and long-term. The solutions to these issues need to be multi-faceted and require a compassionate and people-first approach. The TTC's Human Rights Office and Diversity Department are working with the TTC's Operations Training Centre and City partners to incorporate diversity, equity and inclusion, anti-racism, and unconscious bias training as part of a mandatory training program in order to better serve all users of the system.

The TTC is committed to supporting and promoting diversity, equity and inclusion in all policies, procedures, processes, programs, and services being developed to support these complex societal needs so the solutions better reflect and respond to the needs of employees, contractors, and customers. The TTC's Human Rights Office and Diversity Department review and provide input on associated policies and procedures related to community safety to ensure these principles are integrated into the TTC's multi-disciplinary approach.

Decision History

At its meeting on February 28, 2023, the TTC Board received the [Community Safety Issues and Response Report](#). The report included information on data trends, action plan updates, as well as the multi-disciplinary approach required to manage the

increasing number of societal challenges that have shifted onto public transit. During this meeting, the TTC Board adopted recommendations to delegate authority to the CEO to respond to an emergency, including increasing the delegated expenditure authority to a cumulative \$15 million and requesting a detailed update on expenditures at the next TTC Board meeting.

At its meeting on March 30, 2023, the City Council considered agenda item [EX3.13 Community Safety Issues and Response](#), and in so doing, approved various directives to the TTC and City of Toronto staff related to community safety and security. The TTC is collaborating with the City of Toronto to develop an integrated response, assign accountabilities, and determine timelines for implementation.

At its meeting on April 13, 2023, the TTC Board received a [Community Safety and Security Update](#) from the TTC, City of Toronto, and Toronto Police Service. Staff presented insights into the effectiveness of initiatives, discussed current system safety supports, and referenced upcoming actions.

At its meeting on June 12, 2023, the TTC Board received the [Community Safety and Security Update Report](#). The report included an update on the implementation of the multi-disciplinary approach undertaken by the TTC and the progress of actions to improve community safety. This included an overview of insights from the analysis of key performance indicators, recommendations about continuing current actions, and the next steps in the TTC's planning process. The TTC Board also adopted recommendations, with amendments, proposed by the City Council on March 29, 30, and 31, 2023, as outlined in the [TTC Board Decision – Community Safety and Security Update](#).

At its meeting on July 11, 2023, the City of Toronto's Executive Committee received the [Update on City Partnership to Advance Community Safety and Well-Being on the Transit System Report](#). The report responded to the City Council directives to the TTC and the City of Toronto to develop further actions to advance the integrated work of the TTC, Toronto Police Service, and City Divisions to improve community safety and well-being on the transit system. The report was a companion to the progress report received by the TTC Board at its June meeting.

At its meeting on September 26, 2023, the TTC Board received the [TTC's Partnership Approach to Community Safety, Security, and Well-Being on Public Transit Report](#). The report provided an update on the evaluation of current strategies and resources supporting community safety, security, and well-being throughout the TTC's transit network and based on the evaluation of TTC's experience to date, recommended the strategies and resources required for the Fall 2023/Winter 2024 season. The TTC Board adopted the report's recommendations for ongoing community safety strategies and resources, directing that funding to sustain these initiatives be included in the TTC's 2024 Operating Budget submission. The TTC Board also adopted additional motions requesting a report back in Q4 2023 that are the subject of this report, as outlined in the [TTC Board Decision](#).

Issue Background

The TTC has continued to expand on its range of initiatives to address community safety. In September 2023, the TTC presented its evaluation of current strategies and resources, which determined that ongoing community safety resources were required to support its goal of improving and strengthening community safety, security and well-being using a compassionate and people-first approach. The recommendations adopted by the TTC Board at its meeting on September 26, 2023, were grouped into three areas of focus:

1. Enhancing high-visibility presence and improving incident management;
2. Supporting persons experiencing homelessness and individuals with complex needs; and
3. Ensuring community safety program support.

The recommendations included hiring 161 new customer-facing personnel vastly increasing the visible presence of TTC staff across the system. The customer-facing personnel include 130 new Customer Service Agents to assist in subway stations and at secondary entrances, one Clerk to support administrative duties, and 30 new Supervisors in stations and on bus and streetcar routes to enable more effective responses to incidents in the field. The recommendations also included maintaining the six Transit Control Dispatchers, 50 contracted Security Guards, 20 Streets to Homes employees, and 20 contracted Community Safety Ambassadors and extending the LOFT/M-DOT pilot program into 2025.

In order to sustain the TTC's community safety program, the TTC will obtain a dedicated program manager to lead the development and implementation of the Five-Year Community Safety, Security, and Well-Being Plan, which will outline the overall strategy and mature the multi-disciplinary approach with key external partners as well as align with the SafeTO: Toronto's 10-Year Community Safety and Well-Being Plan. In addition, the TTC will arrange for a security assessment of resources to develop a revised Security Operating Model that considers Special Constables, Toronto Police Service, corporate security and community safety and well-being. Finally, to ensure continuation of these initiatives, the report recommended that the funding for these programs be included in the TTC's 2024 Operating Budget submission.

Comments

The purpose of this report is to provide an update on the work undertaken to address the motions adopted by the TTC Board at its meeting on September 26, 2023. Responses to the Board's requests for further information have been organized under the Community Safety, Security and Well-Being Plan's three areas of focus.

High-visibility Presence and Incident Management – Customer Support

Explore opportunities to cross train and expand on Fare Inspector functions as the Commission invests in its approach to community safety and well-being on public transit (refer to [TTC Board Decision](#) – Item 5).

In February 2023, the TTC Board approved the resumption of ticketing, which had been paused since March 2020 due to the emergency measures implemented by the Province in response to the COVID-19 pandemic. In that [report](#), staff outlined the activities that Fare Inspectors were engaged in during the pandemic, including the deployment of Fare Inspectors on special assignment to support safety efforts by providing high-visibility presence on the subway system as a resource for employees and customers.

The multi-faceted responsibilities of Fare Inspectors include preserving the integrity of the fare system while enforcing TTC by-laws related to fare evasion. They actively cultivate positive customer relationships and maintain open lines of communication with both the public and TTC employees.

Fare Inspectors undergo comprehensive training in the following areas:

- First Aid;
- Mental Health and Mental Health Interventions;
- Accessibility for Ontarians with Disabilities Act (AODA);
- Anti-Racism Practices and Race Awareness;
- Customer Service Excellence;
- Introduction to Law and the Canadian Charter of Rights and Freedoms;
- Communications Skills and De-escalation;
- Pyramid of Accountability;
- Principles of Safety;
- Crisis Communications;
- Assist Peace Officer Interventions; and
- Ethical Decision Making and Recognizing Discretion.

Fare Inspectors, through their current comprehensive training, place a strong emphasis on delivering exemplary customer service, helping individuals in need and supporting community safety efforts throughout the transit network. However, the Fare Inspectors' primary role is revenue protection.

Feasibility of redeploying injured employees as Community Safety Ambassadors and/or Customer Service Representatives in stations to increase employee visibility (refer to [TTC Board Decision](#) – Item 8a).

The TTC has an existing Transitional Work Placement Program that provides temporary accommodation for employees returning to work to their pre-disability position after a temporary/short-term period of recovery/rehabilitation. When an employee cannot be accommodated in the pre-disability position and/or department, the TTC's Occupational Health and Employee Well-Being (OHEW) Section will identify alternate temporary placements.

Community Safety Ambassadors are non-law enforcement contracted workers assigned to subway stations with higher customer needs. They provide a high-visibility presence and are focused on engaging with persons experiencing homelessness and individuals with complex needs. They perform wellness checks and respond to incidents ranging from drug use, overdose, debris cleanup and monitoring station exits. Due to the nature of this work, and the specialized training required to reach out to customers or the public

who may be in distress, these positions would not be suitable for temporary work placements for injured employees.

Customer Service Agents (CSAs) are present at the station concourse area, however, they have the flexibility to rove around station and bus terminals. Customer service is at the forefront of the CSA role and they achieve this by demonstrating a professional manner by routinely ensuring a reliable, safe, clean and engaging customer experience. They assist in maintaining a secure and customer-friendly environment by ensuring compliance with all TTC standards and policies. CSAs interact directly with customers, providing them with assistance, answering questions and addressing concerns.

Customer service support (e.g. CSA role) in stations is the first consideration for alternate temporary placements when an employee's restrictions and limitations make them a suitable match. The duration of each temporary placement is based on an employee's own medical needs. This typically results in fluctuations in the number of employees who can perform this work. There are approximately 30 to 35 employees in temporary placements performing customer service support in stations at any given time. If an employee's restrictions and limitations are not suited for customer service support work, or the employee is unable to accept the offer of transitional work for acceptable reasons, OHEW will then identify other placement options for the employee.

While placement in customer service support roles in stations is given first priority, the TTC's ability to successfully place employees in these roles is limited. Employees may be unable to perform the duties due to restrictions and limitations, which may include:

- Physical restrictions and limitations that limit the employee's ability to stand, walk, climb stairs or require lumbar support while sitting;
- Psychological restrictions and limitations with employees who have been involved in a traumatic incident at work (i.e. assault, threatened with harm, attempted assault, suicide incident, etc.) and may include no work in a customer facing-role, no work in public areas, no work in stations and/or no work that requires a TTC uniform;
- Shift availability of the required work may be substantially different than their pre-disability shift and would be considered a major disruption to their life; and
- Additional Ontario Human Rights Code accommodation requirements, including family status and/or religious/creed grounds.

The OHEW Section and the Stations Department continue to work together to review the challenges of the current work duties, locations and shifts for some of the common restrictions and limitations that prevent employees from being a suitable match. The two groups determine what, if any, requirements are flexible and the extent to which they are flexible to decrease potential barriers to placement within stations and expand to more stations across the network. The OHEW Section will continue to review opportunities of possible expansion of the placement to other groups of injured/ill employees who have permanent medical restrictions and cannot be accommodated in their pre-injury position.

Feasibility of requiring Transit Control to have a Special Constable or other law-enforcement-trained specialist 24/7 (refer to [TTC Board Decision – Item 8c](#)).

In 2017, the TTC introduced the SafeTTC App, empowering customers to report safety and security incidents within the system. To enhance incident management, a dedicated Special Constable was assigned to the Transit Control Centre. This role encompassed a wide array of responsibilities, and also provided an opportunity for temporary placement for employees on light duties. The responsibilities included:

- Triaging reports from the SafeTTC App, Integrated Communication System (ICS) Terminal, Customer Service Communications (CSCs) and phone lines;
- Reviewing CCTV footage for safety-related events;
- Managing the Toronto Police Metronet Radio System; and
- Overseeing building access control.

While this position has evolved over the past six years to include more responsibilities, such as coordinating GPS Patrol, ensuring efficient dispatch of patrol vehicles and the reallocation of resources during incidents, this work could also be assigned to a member of staff who is not a Special Constable but is trained to handle law enforcement issues and sensitive police matters.

In early 2023, with the deployment of community safety resources in the system, the TTC enhanced Transit Control Centre's communication and response by creating a new Dispatcher Security Desk within Transit Control Centre with a dedicated Dispatcher role providing 24/7 coverage. This Security Desk co-ordinates deployment of resources and incident response, and reviews live CCTV video when required.

To adapt to changing demands, the coverage by Special Constables in Transit Control Centre was adjusted in July 2023, transitioning from a 24/7 shift to operating from 6 a.m. to 10 p.m. on weekdays with Special Constables on light duties providing support during these scheduled shifts. This change was required to facilitate increased foot patrols by Special Constables in response to rising incidents in the transit system. In addition, outside of the scheduled coverage, Special Constables and Toronto Police Service can deploy its officers to Transit Control at any time to review recorded CCTV video when there is a critical need.

A longer-term security assessment of resources is being conducted to update Special Constable deployment, including how best to manage the Security Desk at Transit Control going forward. The outcome of the assessment will be a revised Security Operating Model that considers the most effective use and deployment of Special Constables alongside the Toronto Police Service, and the need for corporate security to meet TTC's overall community safety, security and well-being needs.

Retention rates for Special Constables (starting with the class of 2018 and each subsequent class/year thereafter) in order to ensure the TTC ends its reliance on private security guards (refer to [TTC Board Decision – Item 8e](#)).

Special Constables are sworn peace officers and are responsible for the safety and security of the TTC system and provide law enforcement. Security Guards are on contract by the TTC to provide high-visibility patrols and support staff with opening and

closing of subway stations. Security Guards are experienced in dealing with persons experiencing homelessness and individuals with complex needs.

The TTC is actively advancing its recruitment efforts to achieve a full complement of 140 Special Constables. As of November, 14, 2023, 99 of the 140 positions are filled. To expedite placements, a comprehensive review was undertaken this year to reduce the recruitment and training period to 20 weeks from 36 weeks by automating and streamlining processes. In addition, extra resources have been allocated to expedite the recruitment process. While recruitment and onboarding of Special Constables remains ongoing, there will be a continued need for Security Guards until at least the full complement has been reached.

While the recruitment of new Special Constables is on-going, the impact of attrition (as shown by the historical attrition rates in Table 1 below) requires active recruitment of an additional 15-20% per year, in addition to the growth roles. Special Constable roles are often a stepping-stone to other law enforcement agencies. Turnover levels also mean fewer experienced officers to promote into supervisory and management positions. To address attrition and succession planning, the TTC has prioritized the recruitment of Special Constables and is planning to conduct comprehensive exit surveys.

Table 1 – Annual Attrition Rate Report (January 2014 to November 2023)

Year	Special Constables at Start	Employees Joined	Employees Left	Special Constables at Year End	Attrition Rate
2023	86	25	12		10.8%
2022	77	26	17	86	16.5%
2021	93	9	25	77	24.5%
2020	67	40	14	93	13.1%
2019	56	21	10	67	13.0%
2018	36	22	2	56	3.4%
2017	38	0	2	36	5.3%
2016	31	14	7	38	15.6%
2015	39	0	8	31	20.5%
2014	30	14	5	39	11.4%

Potential opportunities to educate customers on the safety measures that are in place in the transit system (refer to [TTC Board Decision – Item 8f](#)).

The TTC, through the Corporate Affairs and the Marketing and Customer Experience teams, are committed to helping customers and employees understand the tools that are available to assist them in an emergency including the safety measures that are in place in the transit system. Together, the teams have created several safety campaigns as well as resources for both customers and employees.

Insights from the May 2023 TTC Personal Safety and Security Survey indicated that customers are aware of several of the TTC's safety measures, including:

- Operators and Stations staff (89% aware of this service);
- Emergency alarms (86% aware of this service); and
- CCTV/security video (83% aware of this service).

However, there is still work to do to increase awareness of the SafeTTC App, and when and how to use Passenger Assistance Intercoms. The [SafeTTC App](#) is a mobile application, which offers TTC customers a quick and discreet method for reporting harassment, safety concerns or suspicious activity directly to the TTC's Transit Control Centre. A total of 45% of customers surveyed said they were unaware of the SafeTTC App, and 49% were unaware of the availability of community outreach workers in the system. Additionally, testing of Passenger Assistance Intercoms identified that some customers may not be aware of how they may be used.

Externally, the TTC has provided information in multiple languages that directs customers to the TTC's website where more information about the TTC's safety initiatives is available, also available in multiple languages. The TTC has also heavily promoted the SafeTTC App to customers and recently installed posters in station hot spots indicating when to call 911 and when to call 211.

Over the summer, the TTC created several new videos to further promote safety features. The first video is directed at kids who ride the TTC and details how to pay their fare, what to do in an emergency, and other relevant information. The long-form video (six minutes) is used by the Community Engagement Unit (CEU) when speaking at schools and is posted on the website. The CEU comprises a team of Special Constables whose primary focus is to provide education on transit safety through information sessions and community events. Shorter versions of the video have been shared via social media. The TTC also developed a video about the station hubs, what they do and where they are located, which is also posted to the website and has been shared on social media.

The TTC will continue to promote the SafeTTC App and other safety measures through paid media and other digital channels. Ridership is returning and, as a result, there has been an increase in complaints about customer discourtesy on the TTC. The TTC will also be launching a courtesy campaign in early 2024.

As well, the TTC uses all of its internal communication channels to ensure employees are aware of changes and updates. This includes using the weekly employee newsletter, employee app, televisions, and a robust poster campaign at all worksites. The TTC has developed specific communications approaches to inform frontline employee groups who may be more impacted. These groups include Bus Operators, Fare Inspectors, and Station Collectors. In each case, the TTC has developed dedicated resources to address employee questions and provided additional resources to Supervisors and Managers to ensure they can support their teams.

High-visibility Presence and Incident Management – Employee Support

Feasibility of providing enhanced support and counselling beyond the Enhanced Employee Assistance Program for employees that are witness and/or victims of crimes (refer to [TTC Board Decision – Item 8b](#)).

The TTC has an existing comprehensive Employee Family and Assistance Program (EFAP), which has a variety of support services, including counselling services, trauma response where employees are immediately connected to a trauma counsellor for those in crisis, and immediate trauma services where counsellors are immediately dispatched to TTC locations to provide essential trauma support and debriefing to impacted employees.

To provide enhanced support and counselling for employees beyond EFAP, the TTC explored additional support programs specifically targeted to employees who experience trauma in the workplace. The TTC's current EFAP vendor offers a workplace support program above the existing EFAP offering called Trauma Assist.

The Trauma Assist Program is a voluntary, structured program above the current EFAP offerings. The program is focused on early intervention for individuals who have experienced a traumatic event and are experiencing mild-to-moderate post-traumatic stress symptoms. It utilizes several evidence-based treatment practices in a three-part program:

- Part 1 focuses on symptom reduction through relaxation, mindfulness and psychoeducation about trauma impacts;
- Part 2 focuses on clinical intervention, which includes Cognitive Behavioural Therapy and Cognitive Processing Therapy; and
- Part 3 focuses on mastering skills, coping and relapse prevention.

TTC employees who have experienced trauma in the workplace have the option to call EFAP directly or call the TTC's OHEW Section, and a referral to the program may be made on the employee's behalf. The employee will participate in an intake assessment to ensure that the Trauma Assist Program is the proper care and support needed. This program will provide immediate support for employees and will close the gap between the traumatic experience and the wait time for treatment through existing conventional processes.

In order to provide additional trauma support to staff, the Trauma Assist Program was initiated under the current Benefits Administration contract to December 31, 2023. The program was introduced on October 30, 2023 and was communicated to employees throughout the organization. The TTC Board approved the new five-year contract, which is set to begin on January 1, 2024, at its November 22, 2023 meeting. Trauma Assist was included in the joint procurement of EFAP services with the City, Toronto Police Service and the TTC. It is estimated that the program will cost approximately \$0.431 million annually, based on the TTC's EFAP 12.81% utilization rate of a two-year average of traumatic incidents involving TTC employees. The TTC is only invoiced for services used. Ongoing funding for this program is being requested in the TTC's 2024 Operating Budget submission.

Feasibility of reviewing the number of Court Advocates (currently there are two) providing support to employees that have been victims and/or witnesses of crimes and reporting back to the Board as part of the budget process as to whether this number is sufficient (refer to [TTC Board Decision – Item 8d](#)).

The Employee Support and Court Advocate (ESCA) Program was created by the TTC in 2009 in response to an increase in the number of criminal offences against transit workers, including a transit Operator being shot. The ESCA Program provides support to employees and witnesses, both immediately after being the victim, or witness, of a crime and during the court process should an individual be arrested. The ESCA Program is designed to ensure that victims and witnesses understand their rights and responsibilities within the judicial process.

At the time the ESCA Program was created, it was the first of its kind in Canada. In 2015, the TTC was awarded the Canadian Urban Transit Association's (CUTA's) Leadership Award for Safety and Security based on work performed through the ESCA Program. The program from its inception has been staffed with two employees, referred to as TTC Court Advocates.

TTC Court Advocates provide support and act as a resource to TTC employees who are victims of a crime, or witnesses to a crime, while performing their job duties. The TTC Court Advocates provide immediate support to the victims and ensure that they are aware of TTC support programs, including EFAP. In cases in which a person has been arrested, the TTC Court Advocates help navigate the victim (employee) through the Court system and advocate for the victim, both during bail hearings and at sentencing. TTC Court Advocates also assist, if required, with Victim Impact Statements and Community Impact Statements. In cases in which there are no arrests, TTC Court Advocates, if requested, work with the victim on ensuring that the matter has been properly reported to the police.

Since the beginning of 2021, the number of active cases in the Court system, in which TTC employees have been the victims of crimes, has remained consistent and ranges from 239 to 300 cases annually. As of September 30, 2023, the number of active Court cases is 269 and there are approximately 15 to 20 cases resolved every month and another 15 to 20 new files added (i.e. arrests).

During 2020, at the beginning of the COVID-19 pandemic, there was an increase in the number of active Court cases as the number of arrests remained relatively constant (or slightly higher), but the number of cases being resolved through the Court system was dramatically lower. This occurred, in part, because Courts were shut down or limited for a period of time during 2020. However, since 2020 many of the Court cases have moved to a hybrid model, which has reduced the number of in-person Court attendances.

In an effort to improve the ability of the TTC Court Advocates to handle the current level of Court cases, the TTC will be updating the current document management system used by TTC Court Advocates. The current document management system is outdated and requires duplication in how information is gathered. An updated document management system will improve how information is collected and stored.

For 2024, the TTC will look to augment current staffing, if necessary, with current employees who are in need of medical or other accommodations but cannot be accommodated in their own position, and are qualified to assist the Court Advocates.

Social Support for Persons Experiencing Homelessness and Individuals with Complex Needs

Cost recovery from the City of Toronto for special buses provided for people waiting or provided for direct transport of people to shelters (refer to [TTC Board Decision](#) – Item 6).

Discussions are underway between the TTC and City Finance staff through the City's 2024 Budget process deliberations, to determine whether the TTC is able to directly recover the costs for the dedicated buses providing transport to warming centres and shelters as part of the funding provided through the Province for the City's Shelter Services. In the event there is no financial capacity, then funding for these transport bus costs will be considered as part of the overall City funding for the TTC in the City's 2024 Budget process.

TTC staff, in consultation with City staff, report back to the next TTC Board meeting with an update, developed in consideration of the forthcoming October 2023 City of Toronto Shelter System Update report, on the Getting Back to Transit initiative and the use of buses as part of the TTC's Partnership Approach to Community Safety, Security, and Well-Being on Public Transit (refer to [TTC Board Decision](#) – Item 7).

In consultation with its partners at the City of Toronto and other agencies, the TTC is planning to mobilize dedicated buses to provide a means of transport to warming centres and shelters, as well as provide temporary shelter while individuals are awaiting transport. In previous years, during Extreme Cold Weather Alerts, the TTC provided transportation between warming centres from approximately 7 p.m. to 2 a.m. However, the City implemented a change in the criteria for the activation of warming centres to minus 5 degrees Celsius from minus 15 degrees Celsius. In response, the TTC has formalized an operational plan for the transport buses.

Individuals sheltering within the transit network will be encouraged to move to Spadina and Union stations, where social support services are available, and the transport buses will be stationed. The buses will operate from November 15 to April 15 between 7 p.m. to 1 a.m. to provide transport to warming centres and shelters, when activated and operating. When transport is not possible (i.e. warming centres and shelters have reached capacity), buses will be stationary at Spadina Station until 5 a.m. The stationary buses will be heated using battery packs to reduce emissions. Access to temporary portable washroom facilities will be available at Spadina Station in a well-lit and easy-to-access area.

The TTC will be responsible for the operation and maintenance of the transport buses. Operators will receive additional in-person training from City experts and be provided with resources and support to ensure they are well-equipped to provide this service. The City will provide Community Safety Team members who will be present on the buses to assist with co-ordinating the movement of individuals from stations onto the

buses and to warming centres and shelters. The TTC will also provide Security Guards to provide support to the Community Safety Team members, Operators and individuals in need, and a TTC Supervisor will circulate between the stations on a regular basis to provide another layer of oversight. The TTC will continue to provide buses for temporary emergency shelter purposes when required (i.e. building evacuation due to fire).

The TTC is working with the City to continually monitor the situation to seek opportunities for process improvements. In addition, the Better Living Centre at Exhibition Place will be used as a temporary 24-hour respite centre opening in late December. More details will be available on the operation of the centre and how the program can support the TTC in the coming weeks.

Next Steps

The TTC will continue its multi-disciplinary approach and collaboration with the City of Toronto, other orders of government, external agencies, and Union partners to ensure the safety and well-being of employees, customers and members of the public. The TTC collaborates with the City through the Interdivisional Table, engages with its Union partners, such as ATU Local 113, through the Joint Labour Management Committee, and participates in CUTA's Safety and Security Task Force. The TTC will provide further updates to the TTC Board on the progress and evaluation of its community safety program and initiatives.

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