

# TORONTO TRANSIT COMMISSION REPORT NO.

**MEETING DATE:** June 24, 2013

**SUBJECT:** TRANSIT ENFORCEMENT UNIT UPDATE

## **INFORMATION ITEM**

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### **RECOMMENDATIONS**

It is recommended that the TTC Board:

1. Note that significant changes have been made to the TTC Transit Enforcement Unit with respect to both management structure and operational protocols.
2. Note the positive steps made with respect to engaging Toronto Police Services and the Toronto Police Services Board to reinvigorate the TTC security model.

### **FUNDING**

This report has no effect on the TTC's operating or capital budgets.

### **BACKGROUND**

At its meeting on January 21, 2013 the TTC Board passed a motion supporting the request for reinstatement of Special Constable status for TTC Transit Enforcement Officers and to report back ensuring that the Transit Enforcement Unit has appropriate organizational and operational controls in place.

### **DISCUSSION**

In January of 2013 a number of members of the TTC Transit Enforcement Unit were relieved of duty following a detailed internal investigation. Some of these employees were criminally charged by police.

A post investigate review, overseen by the TTC Chief Service Officer, of current processes, policies, procedures and practices was immediately commenced to ensure proper risk management controls were put in place to protect against a reoccurrence or other incidents.

The review consisted of an internal root and branch review of existing controls as well as an organizational review by an external third party to understand if any cultural issues contributed to the incidents in question. Both of these reviews were designed to evaluate the effectiveness of current practices and correct any gaps in those practices.

**CONCLUSION**

Ultimately, a number of changes have been made both immediately prior to the January dismissal of the employees in question and in the months following.

At the beginning of January, 2013 a comprehensive operational reorganization was undertaken resulting in the manager of the Transit Enforcement Unit being given a more direct role in the making of decisions and the control of risks relevant to an enforcement unit. The TEU manager is now a direct report to the Chief Service Officer to ensure that risks can immediately be understood, communicated and action taken. Furthermore, significant changes were made in March to the management structure of the TEU with changes in the personnel, hours worked and job responsibilities. Management resources have been spread throughout the day to ensure that oversight is always available and a clear line of escalation exists.

Operationally, a plan has been developed to address each of the gaps uncovered during the comprehensive review. These actions include:

**Control procedures**

- Daily and weekly memo book reviews and random “deep dive” reviews
- Call report reconciliation with Transit Control records
- Statistical reviews of types / locations of provincial offence tickets

**Communications**

- Equipped all TEU patrol vehicles with centrally and remotely monitored GPS units
- Provide communication devices to all TEUs to ensure appropriate availability

**Management**

- Working with City of Toronto programs ensure appropriate response to persons of no fixed address
- Regular field visits by Managers and Assistant Managers of TEU to patrol units
- Regular communications to all members of TEU on current issues

**Systems**

- Expedite introduction of new TPS record management systems to the TTC TEU
- Integrate various stand-alone databases to ensure a single source of truth

In short, the reviews undertaken and the action plan put in place mean that risk of any reoccurrence or further failure are now well controlled and properly managed.

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