



## **TTC Special Constable Service and Revenue Protection 2020 Annual Reports**

**Date:** May 12, 2021  
**To:** TTC Board  
**From:** Chief Strategy and Customer Officer

### **Summary**

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This report provides an update on services provided by the Special Constable Service (SCS) and Revenue Protection departments. It is prepared in compliance with the Special Constable Agreement between Toronto Police Services (TPS) Board and the Toronto Transit Commission (TTC) which requires the TTC to provide an annual report to the TPS Board, attached to this report as Appendix 1.

### **Recommendations**

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It is recommended that the TTC Board:

1. Approve the transmittal of the attached Appendix 1 – Special Constable Service 2020 Annual Report to the Toronto Police Services Board in accordance with Section 8.9 of the Special Constable Agreement between the Toronto Police Services Board and the TTC.

### **Financial Summary**

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This report has no financial impact arising from adoption of the report's recommendations. Funding approved in the TTC's 2021 Operating Budget for the operation of the Special Constable Service and Revenue Protection Department enables departmental staff to deliver their services in compliance with the Special Constable Agreement between Toronto Police Services Board and the TTC.

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

### **Equity/Accessibility Matters**

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The TTC is committed to supporting and promoting diversity and inclusion in all policies, procedures, processes, programs and services, to reflect and respond to the needs of customers and employees. This is further supported by the ongoing work by the Special Constable Service and Revenue Protection Department.

Special Constables and Fare Inspectors have significant public contact and perform both customer service and safety and security roles. The TTC expects that all its employees, including Special Constables and Fare Inspectors, perform their duties in an equitable, inclusive, respectful, and safe manner. It is important that employees have the necessary skills to meet these expectations.

### ***Training***

Training is a critical component of building a customer centric and safety focused Special Constable and Fare Inspector team. The TTC reviews and revises the Special Constable training program annually and the Fare Inspector program as necessary. The latest changes to the training program were in response to 2017 and 2019 Ombudsman Toronto report recommendations. Changes have also been made based on customer feedback. On a go forward basis all training programs will be reviewed on an annual basis. For specific information on the training programs refer to the Training sections in both Appendix 1 and Appendix 2.

### ***Community Engagement & Partnerships***

Special Constables and Fare Inspectors regularly coordinate with City agencies for support, including Out of the Cold programs, Streets to Homes, CAMH and The 519, among others. Additionally, Special Constables have a direct number for the Streets to Homes Supervisors should a priority response be necessary.

The Special Constables assigned to the SCS Community Engagement Unit (CEU) focus on assisting customers living with mental illness by engaging other community stakeholders to share resources and form sustainable solutions to issues of mutual concern, such as panhandling and homelessness.

The TTC is committed to working with internal and external partners to promote community engagement and foster collaborative initiatives to promote safety. In extreme weather situations, TTC staff are asked to be extra vigilant to help those people in our city who may be at increased risk in extreme conditions. As part of their regular duties, Fare Inspectors and Special Constables provide people who are vulnerable or at risk with information about downtown Toronto drop-in resources, and distribute free hot or cold beverage vouchers.

### **Decision History**

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At its meeting on May 13, 2020, the TTC Board had before it a report entitled 2019 TTC Special Constable Service Annual Report to the TTC Board and Toronto Police Services Board.

[http://www.ttc.ca/About the TTC/Commission reports and information/Commission meetings/2020/May 13/Reports/7 2019 TTC Special Constable Service Annual Report to the TT.pdf](http://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Commission%20meetings/2020/May%2013/Reports/7%202019%20TTC%20Special%20Constable%20Service%20Annual%20Report%20to%20the%20TT.pdf)

## Issue Background

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Section 8.9 of the Special Constable Agreement between the TPS Board and the TTC requires the TTC to provide to the TPS Board an annual report with statistical data, including information regarding enforcement activities, training, use of force activities, supervision, complaints and other issues of concern to the parties, and such further categories of information as may be requested by the TPS Board or the Chief of Police, from time to time.

Appendix 1– Special Constable Service 2020 Annual Report fulfills the requirements of the agreement and is consistent with the standardized format as directed by the TPS Board.

## Comments

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This report provides the 2020 annual reports for both Special Constable Service and Revenue Protection departments. The annual reports provide information on the department's response to COVID-19, organizational structures, training, reporting and statistics, community engagement and partnership, key projects and initiatives.

Appendix 1 – Special Constable Service 2020 Annual Report has been prepared in compliance with the Special Constable Agreement between Toronto Police Services (TPS) Board and the Toronto Transit Commission (TTC). Appendix 2 – Revenue Protection 2020 Annual Report is also provided to the Board for information and completeness of reporting.

## Contact

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## Signature

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Kathleen Llewellyn-Thomas, P.Eng.  
Chief Strategy and Customer Officer

## Attachments

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Appendix 1 – Special Constable Service 2020 Annual Report  
Appendix 2 – Revenue Protection 2020 Annual Report

# TORONTO TRANSIT COMMISSION SPECIAL CONSTABLE SERVICES



**Annual Report  
2020**

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## EXECUTIVE SUMMARY

A reorganization of the Transit Enforcement Unit was initiated in early 2020 to split the department into two departments – Revenue Protection and Special Constable Service. This reorganization addressed the most urgent and important issue facing the Unit – changing the culture of the departments while enhancing their focus on the key priorities of transit safety, security and maximizing revenue protection. In July 2020, the Revenue Protection and Special Constable Service departments moved from the Operations Group to the Strategy and Customer Experience Group, signalling the TTC's commitment to putting the customer at the centre while we modernize our service to better serve customers and the residents of Toronto.

Special Constables exercise the powers and authorities granted by the Toronto Police Services (TPS) Board and approved by the Ministry of the Solicitor General in a responsible, efficient manner to ensure they provide a duty of care and maintain community expectations of safety and security on the transit system.

### COVID-19 Response

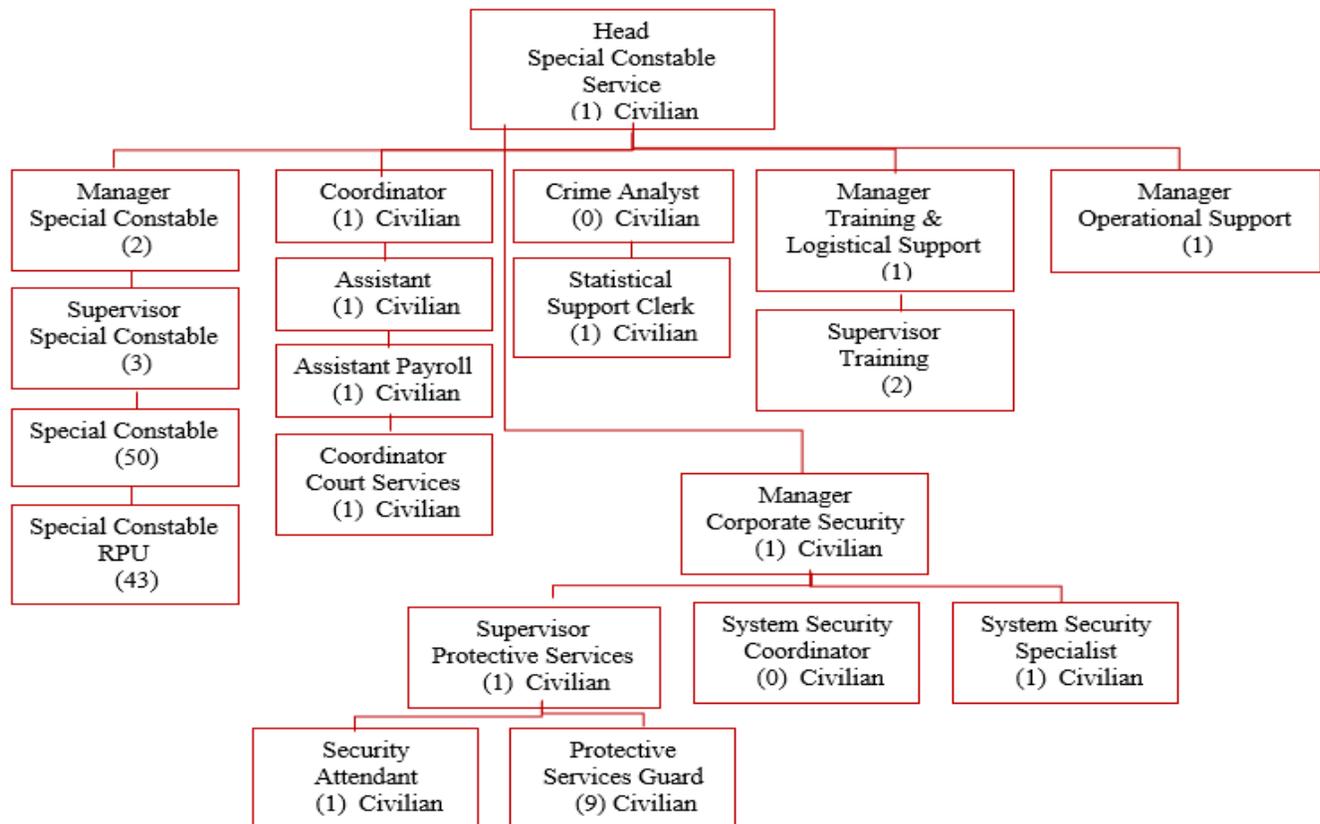
The onset of the COVID-19 pandemic created unique challenges to our transportation system. The Special Constable Service's Continuity of Operations Plan brought changes to reporting and deployment strategies to ensure that the critical functions and services that the Special Constable Service provides to the TTC and its customers were sustained. The COVID-19 pandemic has resulted in a ridership reduction of nearly 57.2%. However Special Constable Service received 26,674 calls for service and attended 17,515 of those service calls, an increase of 24% over 2019. The calls for service are broken down into the following categories:

- Subway – 80.16% (21,381).
- Surface (bus and streetcar) – 18.46% (4,925).
- Line 3 Scarborough (SRT) system – 1.38% (368).

To aid in the adherence to public health physical distancing guidelines, new satellite offices were created in various subway stations. Employees were assigned permanent partners to reduce the risk of exposure to COVID-19 throughout the entire team.

## Organizational Chart

The Head of Special Constable Service is responsible for the general supervision of Special Constables. In July 2020, Andrew Dixon was appointed as Head – Special Constable Service. The Head – Special Constable Service has delegated this authority through the organizational chart below. This organizational chart reflects the actual workforce appointed as Special Constables as of December 31, 2020.



## Appointments

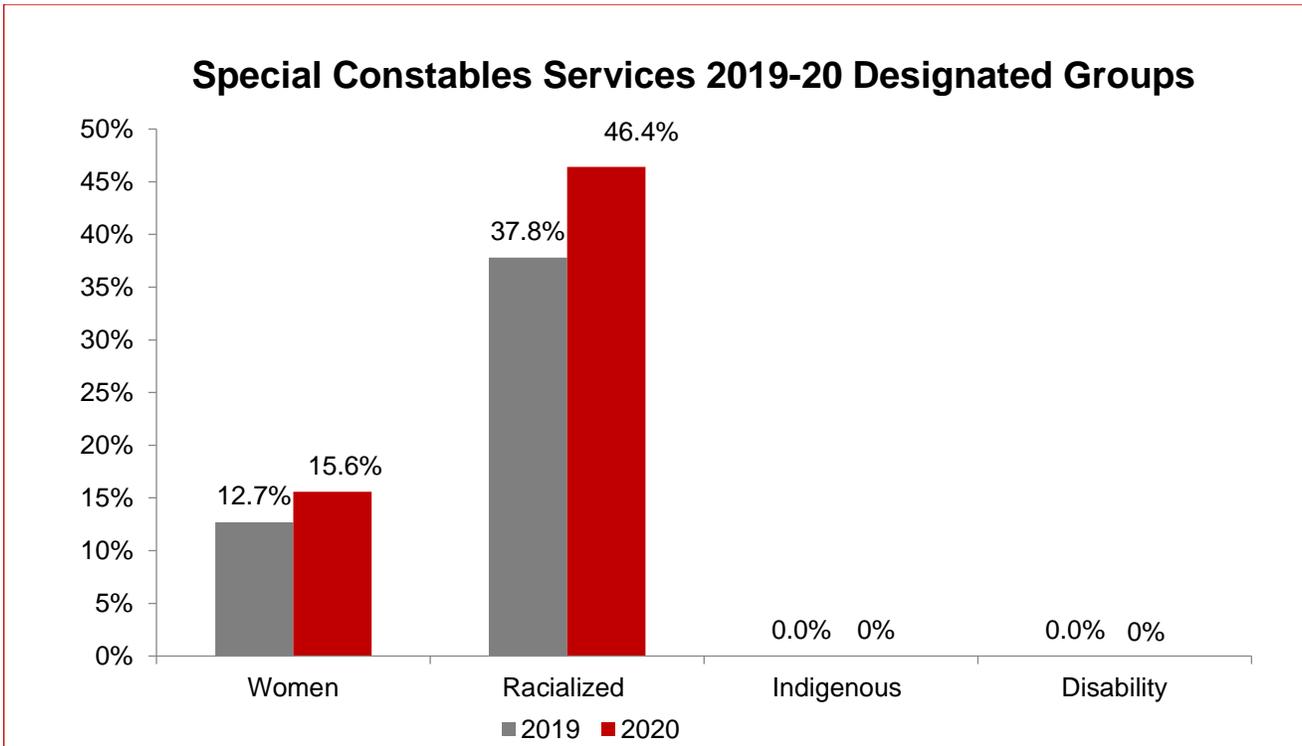
The following chart represents Special Constable appointments for the reporting year. The actual strength as of December 31, 2020 was 91 Special Constables.

Total Applications	Re-Appointments	New Appointments
64	27	18

## Departures

Number of Terminations	Number of Suspensions	Number of Resignations	Number of Retirements
0	0	7	1

## Diversity Breakdown



## TRAINING

All TTC Special Constable training is reviewed and approved by the Toronto Police Service on an annual basis. Pursuant to the Special Constable Agreement between the TTC and the Toronto Police Services Board, Special Constable Service has an obligation to train Special Constables in the following areas:

- Arrest Authorities
- Canadian Police Information Centre (CPIC)  
Use First Aid
- Interim Communicable Diseases
- LGBTQ2S
- Controlled Drugs and Substances Act
- Major Controlled Drugs and Substances Act
- Mental Criminal Offences
- PRESTO Ethics and Professionalism in Policing
- Arrest/Search Incident to Arrest
- Case Preparation Provincial Offences
- Community Mobilization/Community Policing
- Community Mobilization/Community Policing
- Crime Scene Management
- Diversity Awareness and Human Rights Issues
- Emotionally Disturbed Persons/Mental Health Act
- First Aid/CPR

- Roles Field Interviewing/Taking Statements
- Rules Memorandum Books/Note-Taking
- Provincial Offences Act
- Streetcar Search and Seizure Authorities
- Streets TTC Special Constable Status – Roles and Responsibilities
- Subway Trespass to Property Act
- Vehicle Operations
- TTC Fares
- Young Persons and the Law
- Introduction to Law
- Liquor License Act
- Occurrence/Report Writing/Field Information Report
- Sex Offences
- Testimony/Criminal/Provincial Justice System/Rules of Evidence
- Train Use of Force Legislation and Reporting

The TTC reviews and revises the Special Constable training program annually and the Fare Inspector program as necessary. The training program was revamped in recent years, through consultation with the Ombudsman Toronto, the 519 Community Centre, mental health professionals and other emergency services. The latest changes to the training program were in response to 2017 and 2019 Ombudsman Toronto report recommendations. Changes were also made to incorporate feedback from customers who experience challenges riding the system.

## **Recruit Program**

Special Constables currently receive 90 days of initial onboard training. As part of that training, Special Constables receive 13 days of training on crisis communications, de-escalation, mental health awareness and the Mental Health Act.

Both the Special Constable and Fare Inspector training programs include simulations conducted with actors in a transit environment, in order to evaluate the knowledge and skills that each employee receives and to observe their decision-making abilities in a real-time environment.

As part of the initial training, staff also participate in instructor-led training delivered by the Alzheimer's Society of Toronto and the City of Toronto Streets to Homes program. In 2019, the TTC added Confronting Anti-Black Racism (CABR) training delivered by the City of Toronto's CABR Unit. Transit Special Constables and Fare Inspectors participate in holistic, simulation-based training as part of the curriculum. In January 2020, new modules on Mental Health Interventions and Mental Health Act Section 17 Apprehensions were launched. Discussions are underway with experts in the field of mental health to extend the concepts and deliver additional modules.

## **Annual Recertification**

The Special Constable Annual Recertification Training Program is three days for a total of 24 hours. This includes mandatory defensive tactics and use of force training. In 2020, additional training on mental health intervention strategies, and a review of the Mental Health Act was conducted to sharpen the skills officers use when called to incidents that may involve mental health. Holistic, simulation-based training continues through the annual recertification as a successful tool to reinforce training and expectations.

## Confronting Anti-Black Racism

Throughout 2020, the TTC's Special Constable Service received training with the City of Toronto's Confronting Anti-Black Racism (CABR) Unit to provide important training on Anti-Black Racism, the impacts of conscious and unconscious biases and racism. It is important that we confront and remove barriers caused by Anti-Black racism to provide a service that benefits all of our communities, riders and employees. This training has been delivered to all Special Constables, and forms part of the Special Constable Recruit Training Program for all new members, and will be continually reviewed as training progresses.

## Diversity, Equity and Inclusion

The TTC continually revamps its training surrounding issues of diversity, equity and inclusion across the organization. All frontline members of the Special Constable Service also participate in these deliveries to provide a multifaceted approach to human rights training.

As issues or customer concerns arise, they will be further discussed using a collaborative approach, which may include stakeholder consultation, best practice review and changes to policy and procedures. Training programs will continue to be updated accordingly.

## Mandatory Training

Course / Topic	Delivered By	Duration	Number trained
Special Constable Recruit Training	3 <sup>rd</sup> Party Provider/Toronto Transit Commission	60 days	39
Annual Use of Force and Legislative Update Block Training	3 <sup>rd</sup> Party Provider	3 days	63
Standard First Aid	Rescue 7	2 days	49

## Additional In-Service Training

Course / Topic	Delivered By	Duration	Number trained
Incident Management System	TTC Special Constable	2 days	39
Confronting Anti-Black Racism	City of Toronto	6 hours	60
Cannabis Legislation	CPKN	3 hours	39
Naloxone	CPKN	1 hour	39

## Equipment

Pursuant to the Agreement with the Board, Special Constables are issued with the following equipment:

- Uniform.
- One wallet badge, appropriate wallet and agency identification card.
- Soft body armour with appropriate carriers.
- One set of standard handcuffs with appropriate carrying case.
- One container of Oleoresin Capsicum foam with appropriate carrying case.
- One expandable baton with appropriate carrying case.
- One approved memo book.
- One flashlight with appropriate carrying case.
- One Provincial Offences Notice book and appropriate hard cover.
- One TTC Special Constable Service Policies, Procedures and Rules Manual.

## REPORTING AND STATISTICS

### Calls for Service

Special Constables received 26,674 calls for service in 2020, a 24% increase over 2019.

Mode	Calls Received	% of Total
Scarborough RT	368	1.38
Subway	21,381	80.16
Surface	4,925	18.46
<b>Total</b>	<b>26,674</b>	<b>100</b>

### Crime And Order Management – Arrest/Apprehension Totals

Special Constables submitted 346 records of arrest for Criminal Code offences in 2020, a 19% increase over 2019. They also made 96 apprehensions under the Mental Health Act, representing a 32% decrease over 2019.

Authority	Total Arrested/ Charged/ Apprehended
Criminal Code	346
Mental Health Act	96
Liquor License Act	22
Trespass To Property Act	37
Controlled Drugs & Substances Act	0

## Reporting

General Occurrence Reports and Records of Arrest	No.
Abandoning Child C.C. 218	2
Aggravated Assault C.C. 268	1
Animal Cruelty C.C.445	1
Arson	1
Arson by Negligence C.C. 436(1)	1
Arson: Damage to Property C.C. 434	4
Assault C.C. 266	587
Assault - Aggravated C.C. 268	1
Assault Bodily Harm C.C. 267(1)(b)	11
Assault Causing Bodily Harm C.C. 267 (b)	3
Assault Peace Officer C.C. 270(1)(a)	14
Assault With A Weapon C.C. 267(1)(a)	39
Assault With Weapon C.C. 267 (a)	7
Being Unlawfully at Large C.C. 145 (1)(b)	1
Bench Warrant C.C. 597 (2)	2
Break And Enter With Intent C.C. 348(1)(a) Attempt	3
Breaking, Entering and Committing C.C. 348 (1)(b)	2
Carry Concealed Weapon C.C. 90(1)	2
Cause A Disturbance 175(1)	5
Criminal Harassment C.C. 264 (1), (2)	13
FAIL TO COMPLY PROBATION C.C. 733.1	5
Failing to Comply with Condition of Undertaking or Recognizance C.C. 145 (3)	1
False Alarm of Fire C.C. 437	1
Fraud Transportation 393(3)	4
Indecent Acts C.C. 173(1)	23
Intelligence Report	1
L.L.A. 31 (4) INTOXICATED IN COMMON AREA	2
L.L.A. 31(4) Intoxicated in a Public Place	25
MENTAL HEALTH ACT SEC. 17	96
Mental Health Act Sec. 16	1
Mischief C.C. 430 (1)	184
Mischief C.C. 430 (1) (c)	1
Mischief Interfere With Lawful Enjoyment of Property C.C. 430 (4)	1
Mischief Endangering Life C.C. 430 (2)	1
Mischief Interfere 430(1)(c)	1
Mischief Not Exceeding \$5,000 C.C. 430 (4)	493
Mischief Over \$5,000 C.C. 430 (3)	6

General Occurrence Reports and Records of Arrest	No.
Mischief Under \$5000.00	4
Naloxone Administration	1
Opioid Overdose	2
Possession of House Breaking Instruments C.C. 351(1)	1
Possession of Property Obtained By Crime C.C. 354 (1)	1
Probation Order: Non-Compliance C.C. 733.1(1)	1
Public Mischief C.C. 140 (1)	1
Robbery C.C. 344 (b)	15
Sexual Assault C.C.271	6
Suspicious Event	1
Suspicious Incident	10
Suspicious Person	5
T.P.A. Fail To Leave When Directed	15
T.P.A. Engage in Prohibited Activity on Premises	6
T.P.A. Enter Premises When Entry Prohibited	4
T.T.C. # 1-2.1 Refuse to Pay Fare	2
T.T.C. # 1-2.3(b) Fail to Comply with Conditions of Use of Fare Media	98
T.T.C. # 1-3.16(b) Unauthorized Solicit on TTC Property	1
T.T.C. # 1-3.24 Loiter on TTC Property	1
T.T.C. # 1-3.25 Cause A Disturbance on TTC Property	4
T.T.C. # 1-3.25(b) Improper Language(Gestures) on TTC Property	1
T.T.C. # 1-3.25(c) Behave in Indecent (Offensive) Manner on TTC Property	2
T.T.C. # 1-3.25(f) Interfere with Ordinary Enjoyment of Transit System	2
T.T.C. # 1-3.32 Smoke on TTC Property	1
T.T.C. # 1-3.4 Unauthorized Crossing or Entering Upon Subway Tracks	2
T.T.C. # 1-3.5 Project Body beyond Platform Edge or Platform Safety Markings	1
Theft Under \$5000.00 C.C. 334(b)	121
Trespass to Property Act - Fail to Leave Premises When Directed	1
TTC #1-13 Enter upon tracks of Rapid Transit System	1
TTC #1-7 DISTRIBUTE ON TTC PREMISES (VEHICLE)	1
TTC #1-8(c) Fail to comply with conditions of use of (Metropass, pass or permit)	1
Uttering Threats C.C. 264.1 (1)	216
Uttering Threats C.C. 264.1 (1) (Employee)	1
Uttering Threats C.C. 264.1 (1) -Employee	1
Uttering Threats C.C. 264.1 (1); Mischief Not Exceeding \$5,000 C.C. 430 (4)	1
Uttering Threats to Cause Death or Bodily Harm C.C. 264.1 (1)(a)	115
Weapon etc: possession for dangerous purpose C.C. 88	14
Weapon: carrying concealed weapon C.C. 90	1

Other TTC Internal Incident Reports (SCS and other TTC Divisional Supervisory Reports)	No.
Administer Noxious Substance	4
Aggravated Assault - Patron	4
Armed Robbery Patron	1
Arson	1
Assault Bodily Harm Or W/ Wpn - Misc Employee	1
Assault Bodily Harm Or W/ Wpn - Patron	43
Assault Police Officer	1
Attempt Armed Robbery Patron	1
Attempt Murder	1
Attempt Robbery Patron	8
Bomb Threat No Bomb Found	6
Breach Of Probation	3
Breach Of Recognizance	1
Break And Enter Gateway New Stand	2
Break And Enter Misc	6
Carry Concealed Weapon	1
Cause Disturbance	37
Common Assault - Misc Employee	1
Common Assault - Operator	4
Common Assault - Patron	127
Dangerous Operation Of M.Veh	1
Fail To Comply	2
Fraud	1
Fraud Transportation	1
Fraudulent Use Of Credit Card	2
Harassment (Criminal)	2
Indecent Exposure	9
Indecent Show	2
Mental Health Act	59
Mischief	143
Other Weapon Offences	7
Poss. Prop.Obtained By Crime	1
Possession Offensive Weapon	32
Robbery Patron	26
Robbery Patron – Mugging	2
Robbery Patron – Swarming	4
Sexual Assault	49

Other TTC Internal Incident Reports (SCS and other TTC Divisional Supervisory Reports)	No.
Theft Bicycle Under \$5000	1
Theft From Tenant Under \$5000	4
Theft From TTC Under \$5000	2
Theft From Patron Under \$5000	15
Theft From Tenant Over	1
Theft From TTC Over \$5000	1
Theft Of Vehicle (Auto)	2
Theft Over \$5000	1
Theft Under \$5000	2
Threatening	19

## Property

Special Constable Service is responsible for keeping all evidence and property seized in connection with their duties except in the following circumstances:

- Where Toronto Police request the evidence be turned over to them.
- Where an accused is held in Toronto Police custody.
- All drugs seized/found.
- All firearms seized/found.

All property and evidence seized from persons that is not turned over to the Toronto Police Service is stored, preserved and disposed of in a manner consistent with Toronto Police Service standards and procedures for the storage and disposition of property. In 2020, Special Constables seized and processed 219 pieces of property into their property vault.

## PUBLIC COMPLAINTS

All public complaints relating to conduct of TTC Special Constables are forwarded to the Toronto Police Service's Professional Standards Unit for assessment. The Toronto Police Service reviews and assesses each complaint as either serious misconduct (i.e. criminal allegation) or less serious. Complaints assessed by Toronto Police Service as serious misconduct are investigated by the Toronto Police Service. Complaints assessed by Toronto Police Service as less serious are returned to TTC for investigation.

In response to the 2019 Toronto Ombudsman's Report, immediate interim changes were made to the public complaints procedures, and the oversight of the public complaints relating to Fare Inspectors and Special Constables was transferred to the TTC's Human Rights and Investigations Department. The interim public complaint procedures are publicly available on the TTC's website: [https://www.ttc.ca/Riding\\_the\\_TTC/Safety\\_and\\_Security/TransitEnforcement/Compliments\\_Complaints/index.jsp](https://www.ttc.ca/Riding_the_TTC/Safety_and_Security/TransitEnforcement/Compliments_Complaints/index.jsp)

In summary, for 2020, TTC received 20 complaints, which is a reduction from 26 complaints in 2019. Four were general in nature relating to TTC enforcement services, and 16 complaints raised allegations of misconduct involving a TTC Special Constable.

Of the 16 complaints of misconduct:

- Two complaints alleging discourtesy were resolved through informal resolution;
- One third-party complaint alleging excessive use of force is under review by TTC and TPS;
- Three complaints that included allegations of discourtesy and/or unprofessional conduct were investigated by the UCC, and two were found to be unsubstantiated and one substantiated.
- One third-party complaint alleging unnecessary arrest of a passenger is under investigation by the UCC;
- One internal workplace complaint was investigated by TTC Human Rights and found unsubstantiated;
- Eight complaints were investigated by external investigators, with:
  - Three substantiated; one finding of unnecessary use of force and discrimination (Note #1) and two finding unprofessional conduct.
  - Two complaints were found unsubstantiated; and
  - Three complaints remain under investigation (Note #2).

In addition to the interim changes to the public complaint process, the TTC has been working on long-term improvements, including the establishment of a new Fare Inspector and Special Constable Complaints (FISC) Office; with a dedicated team of diverse and qualified investigators to receive, investigate and/or resolve public complaints involving TTC Special Constables. A more fulsome complaint reporting, along with the long-term improvements to the public complaint process through the new FISC Office, will be provided directly to the Board in a future report by the TTC.

**Note:**

- 1) This matter was brought to the TTC Board's attention at the December 2020 Board meeting. It was an external investigation into the February 7, 2020 incident on the TTC streetcar.
- 2) Including a matter that has been brought to the Board's attention recently relating to an internal workplace matter. The Board will be presented a process outlining the external investigations to be reported to the Board in future.

## USE OF FORCE REPORTING

Special Constables are bound by Ontario Regulation 926/90, which compels Police Officers to submit a Use of Force Report (UFR Form 1) to the Chief of Police when a Police Officer who, when in the performance of their duties, uses force on another person that results in an injury requiring medical attention or uses a weapon on another person.

The TTC's internal policy on reporting use of force by Special Constables uses a lower threshold. Each incident where an application of force is used that is beyond compliant handcuffing is required to be reported.

The following chart further summarizes the number of incidents and the category of offence involved in each type of force application:

**As per Police Services Act:**

Highest Level of Force Used	Number of Incidents	Use of Force Reports Submitted	Criminal Code	Provincial Offence (LLA, MHA,TPA)
OC Foam	7	7	6 <sup>1</sup>	1 <sup>2</sup>
Injury	3	3	2	1
<b>Total</b>	<b>10</b>	<b>10</b>	<b>8</b>	<b>2</b>

There were 75 incidents in 2020 in which internal 132 Use of Force reports were submitted as per departmental policy. In four of these incidents, batons were presented, and in one incident OC Foam was presented, but not used during interactions with assaultive subjects.

**As per Departmental Policy:**

Highest Level of Force Used	Number of Incidents	Use of Force Reports Submitted	Criminal Code	Provincial Offence (LLA, MHA,TPA) or Other
Physical Control- Soft	69	117*	47	22
Physical Control- Hard	12	16*	10	2
Impact Weapon Soft	1	1	1	0
Baton or OC Foam Presented- Not Used	4	4	3	1

\* Multiple Use of Force reports submitted, one per individual officer attending the same incident

## INJURY REPORTING

### Suspects

A total of 26 Injury Reports were submitted by Special Constables on behalf of the accused in 2020, five less than the 31 submitted in 2019. Ten of the 26 reports were as a result of Special Constable action; either OC foam, use of physical force or handcuff rub. Seven of the 26 were self-inflicted injuries caused by the suspect. One injury was due to an anxiety attack, one injury was due to a physical altercation with another person and eight reports documented suspect injuries in which the cause was unknown and occurred prior to the arrest.

Prior to Arrest:

<sup>1</sup> 4 incidents of Assault Peace Officer, 1 incident relating to Mischief, 1 incident relating to Theft

<sup>2</sup> 1 incident relating to the Mental Health Act

A total of 15 of the 26 injury reports were submitted in relation to pre-existing conditions or injuries presented by the accused prior to the arrest, such as visible cuts and abrasions, soreness, intoxication and sprains. Four of these 15 incidents resulted in the accused being transported to hospital for treatment of minor cuts and abrasions. Eleven incidents required no medical aid, or it was refused by the accused.

#### During Arrest:

Eight of these reports were submitted in relation to injuries sustained during the course of an arrest. Two of these eight incidents resulted in the accused being transported to hospital for treatment. Two incidents required only EMS treatment on scene. Four incidents required no medical aid, or medical aid was refused by the accused.

#### After Arrest:

Three of these reports were submitted in relation to hostile suspect behaviour following an arrest (i.e. banging head in patrol car). Two incidents resulted in the accused being transported to hospital for treatment of lacerations and bumps to the head and one incident required EMS only.

### Special Constables

The following types of occupational injury were reported while on duty by Special Constables:

- Precautionary - 67
- Minor Injuries - 25
- COVID exposure - 17
- Lost-time Injuries — 21
- Lost-time injuries occurred as a result of arrests - 4
- Accidental Incidents - 7

## GOVERNANCE

The business of the Special Constable Service is governed by the TTC's agreement with the TPS Board in areas of appointment, identification, equipment, training, powers and responsibilities.

Special Constables exercise the powers and authorities granted by the Board in a responsible, efficient manner to ensure they provide a duty of care and maintain community expectations of safety and security on the transit system.

A Special Constable must comply with the applicable sections of the Police Services Act relating to their appointment as a Special Constable, the applicable regulations thereunder, all internal policies and procedures of the TTC, and all Service policies, standards and procedures applicable to the duties, powers and responsibilities of Special Constables.

The TTC shall, at a minimum, establish and maintain:

- a) Written policies and procedures with respect to the duties, powers and responsibilities of Special Constables;
- b) A Code of Conduct for Special Constable, as described in the Agreement;
- c) A written procedure for supervising and evaluating Special Constables' powers; and

- d) A written disciplinary process regarding all matters relating to any allegation of improper exercise of any power or duty of a Special Constable as granted pursuant to the Agreement.

Special Constable Service maintains written policies, procedures and rules with respect to the duties, authorities and responsibilities of all members. Special Constable Service members are expected to comply with the departmental Code of Conduct, Core Values and TTC corporate policies. In addition, a TTC Corporate Discipline Policy is in place to manage the conduct of all Special Constables.

Special Constables must comply with all Toronto Police Service policies and procedures applicable to the duties and responsibilities of Special Constables, including any directives or policies of the Board. These items are routinely transmitted through the Toronto Police Special Constable Liaison Office.

In addition, pursuant to the agreement with the Board, the Special Constable Service has established a complaint investigation procedure for the intake and investigation of complaints concerning the conduct of a Special Constable.

Special Constables must comply with the applicable sections of the Police Services Act relating to their appointment as a Special Constable, the applicable regulations thereunder, all internal policies and procedures of the TTC, and all Service policies, standards and procedures applicable to the duties, powers and responsibilities of Special Constables as provided to the TTC in accordance with the Special Constable Agreement, including any directives or policies of the Board for any Special Constable appointed by the Board.

At all times during the term of the agreement, the TTC must maintain adequate and effective supervision of any employee who has been appointed as a Special Constable by the Board pursuant to the Agreement.

The TTC and Special Constables must co-operate with the Toronto Police Service in any matter where a Special Constable has been involved in an investigation.

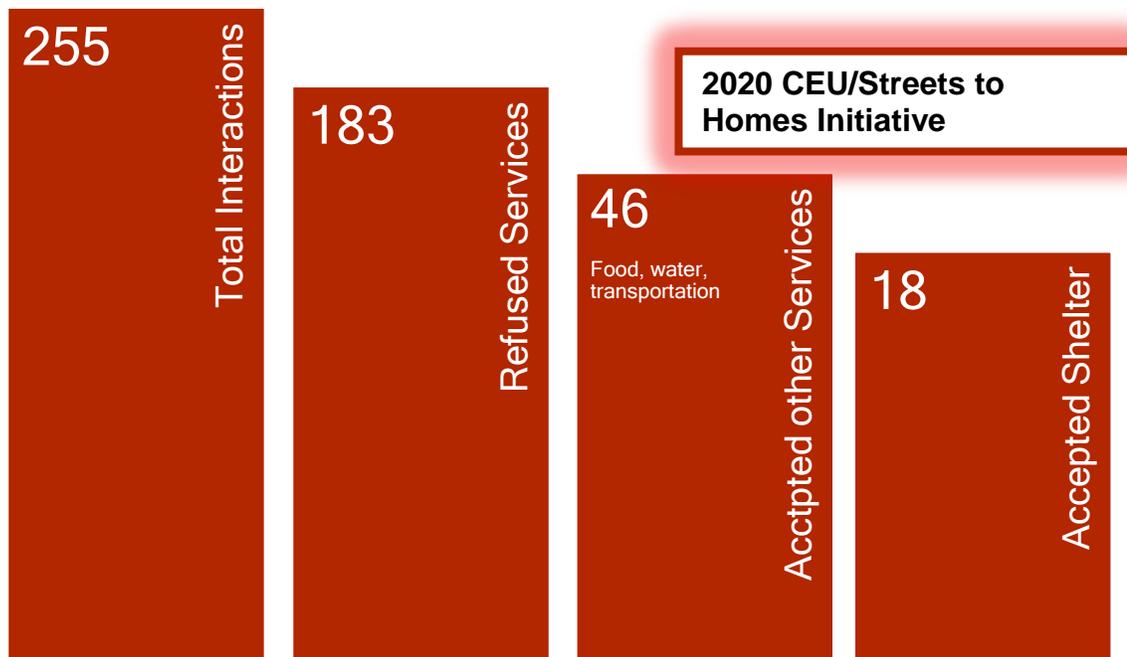
## **COMMUNITY ENGAGEMENT**

The Community Engagement Unit (CEU) focuses on assisting customers living with mental illness by engaging other community stakeholders to share resources and form sustainable solutions to issues of mutual concern, such as panhandling and homelessness. In 2020, the number of Special Constable Services dedicated to the CEU was increased to four from two. The CEU continues to work with city agencies and partners, such as Furthering Our Community by Uniting Services Toronto (F.O.C.U.S. TO), Streets to Homes, Gerstein Crisis Centre, Mental Health Commission of Canada and the Toronto Police Mobile Crisis Intervention Team.

In 2021, the TTC will investigate the expansion of the CEU unit, including partnering with other agencies, such as York Region Transit and York Region Police.

The TTC is committed to working with internal and external partners to promote community engagement and foster collaborative initiatives to promote safety. In extreme weather situations, TTC staff are asked to be extra vigilant to help those people in our city who may be at increased risk in extreme conditions. As part of their regular duties, Fare Inspectors and Special Constables provide people who are vulnerable or at risk with information about downtown Toronto drop-in resources, and distribute free hot or cold beverage vouchers.

Special Constables and Fare Inspectors also have access to City agencies for support, including Out of the Cold programs, Streets to Homes, CAMH and The 519, among others. Additionally, Special Constables have a direct number for the Streets to Homes Supervisors should a priority response be necessary.



The following is a current list of projects assigned to the Community Engagement Officers:

### **FOCUS Toronto**

Furthering Our Community by Uniting Services (FOCUS Toronto) is an innovative project servicing Toronto. This initiative is led by the City of Toronto (the City), United Way Greater Toronto (UWGT), Toronto Police Service (TPS) and aims to reduce crime, victimization and improve community resiliency in the Toronto area. The Community Engagement Unit continued to contribute and attend to the FOCUS table sessions, made referrals and participated in interventions as appropriate.

### **Events Support Bus Program/Major Incident Planning**

To assist the Toronto Police Service in enhancing public safety at various large scale events, the Special Constable Service Training and Logistical Support Unit co-ordinates the deployment and use of six decommissioned TTC buses now used as Events Support Buses. To support the

program, the Special Constable Service has trained 10 Special Constables to operate these buses through the three-week Operator Initial Training and Licensing program. Members of the Supervisory team continue to act as liaisons to Toronto Police Command through the Major Incident Command Centre, as requested.

### **Naloxone Program**

Special Constables have conducted a Naloxone administration pilot where all TTC Special Constables have been trained on the use of Naloxone and issued intranasal Naloxone as part of their first aid equipment. During this pilot, Special Constables developed processes covering administration procedures, training, medical oversight and reporting requirements to Toronto Police. This pilot has concluded and the program has now been adopted.

In 2020, Special Constables administered naloxone six times to persons suspected of suffering from an opioid overdose. In each incident the person was successfully revived.

### **Partnership with Toronto Community Housing Corporation (TCHC)**

Prior to March 2020, information sessions were conducted in over 16 different Toronto Community Housing Corporation (TCHC) community centres throughout the city. These sessions allowed community members to ask questions of our Fare Inspectors and Special Constables about the TTC and their roles within the TTC. The community members were educated on how to apply for a job at TTC and received information about many other jobs within the TTC. Members from the Human Resources Department attended to answer questions on recruitment, qualifications and job opportunities.

## **PROJECTS AND INITIATIVES**

In alignment with corporate and departmental objectives, a number of initiatives and projects were implemented by the Special Constable Service Department. Key accomplishments are highlighted below:

### **Process Efficiency Reviews**

Various procedures and work instructions were developed to ensure consistency and efficiency in performing day-to-day activities. This aligned staff and management on role expectations and assisted in performance tracking to aid in employee evaluations.

### **Part I and Part III Electronic Filing**

Special Constable Service and Revenue Protection worked with the City of Toronto to implement an electronic Provincial Offence Act (POA) Part III filing process, allowing documents to be sworn to remotely by a Justice of the Peace. In addition, a Part I filing solution was implemented to reduce redundancies associated with the data entry of Provincial Offence Notice's (PON) and creation of the Court Filing Log. The ability to electronically file and transfer Part I and Part III ticket information is a great achievement and provides substantial benefits to both Revenue Protection and the City of Toronto Court Services.

### **Complimentary Mask and PRESTO Card Distribution**

As part of the TTC's response to the COVID-19 pandemic the TTC launched a mask campaign and PRESTO Card giveaway led by Revenue Protection. The Revenue Protection and Special Constable Services targeted neighbourhood improvement areas to engage the communities hardest hit by the pandemic. They also teamed up in collaboration with Fairview Mall to hand out PRESTO Cards and masks at different locations in the mall and at Don Mills Station. Over 30,000 masks were given out in 2020 to transit riders throughout the city. Some of the locations were subway stations, streetcar routes, bus routes, major intersections, high-traffic school zones and several are malls such as Sheridan and Jane and Finch malls. A total of 28,000 complimentary PRESTO cards were distributed resulting in approximately \$167,000 in customer savings.

### **COMTO Toronto & Region Chapter**

In August 2020 Revenue Protection, Special Constables and Protective Services Guards participated in the back to school backpack give-away with COMTO Toronto & Region, which provided backpacks and school supplies to hundreds of children.

## HIGHLIGHTS OF THE YEAR 2020



### QUARTER 1

- Information sessions at Black Business & Professional Association, Regent Park Community Centre, Alexander Park Community Centre, Woodgreen Community Centre and various Toronto Community Housing locations
- Job fairs at Learning Enrichment Foundation, Church Street Spanish LGBTQ Community Centre, Durham College, Mohawk College and Sheridan College
- Nine new Fare Inspectors graduated their training program provided by Special Constable Service.

## QUARTER 2

- As a result of the COVID-19 pandemic, Special Constables partnered with Streets to Homes, a program funded by the City of Toronto to assist those on the TTC system who require shelter, food or medical assistance
- Special Constables took part in the Heath Workers Gratitude Procession
- Working alongside the Salvation Army, Officers handed out masks at Spadina Station to help ensure the safety of all customers
- Five new Fare Inspectors graduated their training program provided by Special Constable Service.



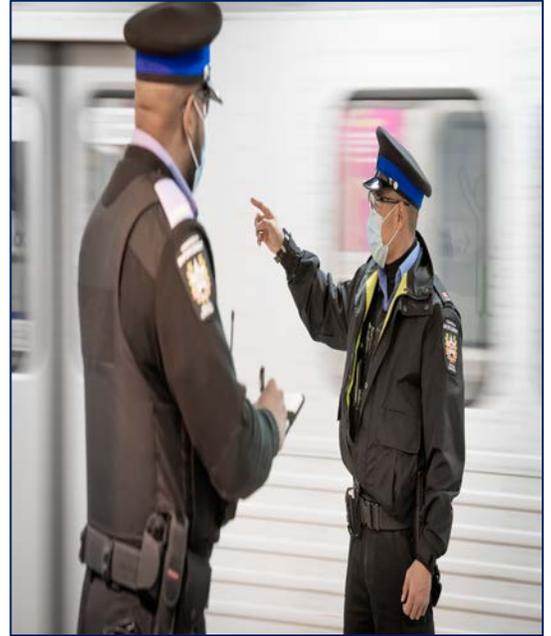


## QUARTER 3

- During the COVID-19 pandemic Special Constables worked with Streets to Homes, a program funded by the City of Toronto to assist those on the TTC system
- In the fall, Special Constables participated in the TTC Mask Campaign led by Revenue Protection, distributing masks to customers on the system and at local schools
- A class of 20 new Special Constable began their training program, facilitated by Special Constable Service on a virtual platform

## QUARTER 4

- A class of 18 new Special Constable began their training program, facilitated by Special Constable Service on a virtual platform
- Q3 class of 20 Special Constable recruits completed their Special Constable training.
- Continued to support frontline TTC employees and customers through proactive patrols, liaising with and providing support networks, handing out masks to riders, and addressing safety concerns as they arose.
- Eight new Fare Inspectors graduated their training program provided by Special Constable Service.



## CONCLUSION

The Revenue Protection and Special Constable Service departments have developed a culture change framework with the objective of providing a revenue protection and safety and security service that is customer-focused and founded in respect and dignity for customers and fellow employees. In order to achieve this goal, improvements are required to the manner in which that work is done in these departments while considering recommendations from various third-party reports, expert and community consultations, the TTC's External Advisor on Diversity and Inclusion, Arleen Huggins, and industry bench marking with our peers.

Key third-party reports that were used as inputs into the Culture Change Program include:

- 2017: Ombudsman Toronto Report: An Investigation into the Toronto Transit Commission's Oversight of its Transit Enforcement Unit;
- 2019: Ombudsman Toronto Enquiry Report: Review of the Toronto Transit Commission's Investigation of a February 18, 2018 Incident Involving Transit Fare Inspectors;
- 2019: Auditor General's (AG's) Report – Review of Toronto Transit Commission's Revenue Operations: Phase One – Fare Evasion and Fare Inspection;
- 2020: Confronting Anti-Black Racism (CABR) Unit internal report – An Initial Review of TTC Transit Enforcement Policies and Practices from an Anti-Black Racism Analysis; and
- 2020: Dr. Owusu-Bempah and Dr. Wortley – Toronto Transit Commission Racial Equity Impact Assessment: Interim Report.

In order to affect change internally and externally, we must take a holistic approach to change, and look at people, processes and technology in order to achieve the change objective. The Revenue Protection and Special Constable Service Culture Change framework is founded upon four pillars:

- Structure for Success – standardize job titles in accordance with job titles across the TTC e.g. Sergeant becomes Supervisor. Also remove barriers in the recruitment, onboarding and performance evaluation processes to support diversity and inclusion;
- Modernize policy, procedures, standards and programs – in alignment with third-party reports;
- Update technologies – Body Worn Camera (BWC), In car camera (ICCS), Mobile Bylaw Ticketing, Special Constable Service Revenue Protection (SCSRP) System to enhance Revenue Protection and Special Constable Service Programs; and
- Overhaul training and monitoring systems – to ensure Revenue Protection and Special Constable staff meet the multiple objectives of safety, security, revenue protection and TTC brand ambassadors.

The Revenue Protection and Special Constable Service departments will continue working with those in our community and other organizations within the city to build relationships.

In June 2021, a progress report on the Revenue Protection and Special Constable Service culture changes that are underway will be presented to the TTC Board for information.

## Contact Information

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# TORONTO TRANSIT COMMISSION REVENUE PROTECTION



**Annual Report  
2020**

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## EXECUTIVE SUMMARY

A reorganization of the Transit Enforcement Unit was initiated in early 2020 to split the department into two – Revenue Protection and Special Constable Service. This reorganization addressed the most urgent and important issue facing the Unit – changing the culture of the departments while enhancing their focus on the key priorities of transit safety, security and maximizing revenue protection. In July 2020, the Revenue Protection and Special Constable Service departments moved from the Operations Group to the Strategy and Customer Experience Group, signalling the TTC’s commitment to putting the customer at the centre while we modernize our service to better serve customers and the residents of Toronto.

The Revenue Protection Department’s objective is to increase the revenue base through:

- Reinforcing a positive customer culture, encouraging our 1.7 million riders and our 16,000 employees to tap every time.
- Ensuring our customers pay the correct fare.
- Enabling easy and convenient payment through reliable PRESTO equipment allocation with ridership.

### COVID-19 Response

The onset of the COVID-19 pandemic created unique challenges to our transportation system. The Revenue Protection’s Continuity of Operations Plan brought changes to reporting and deployment strategies to ensure that the critical functions and services that the Revenue Protection provides to the TTC and its customers were sustained.

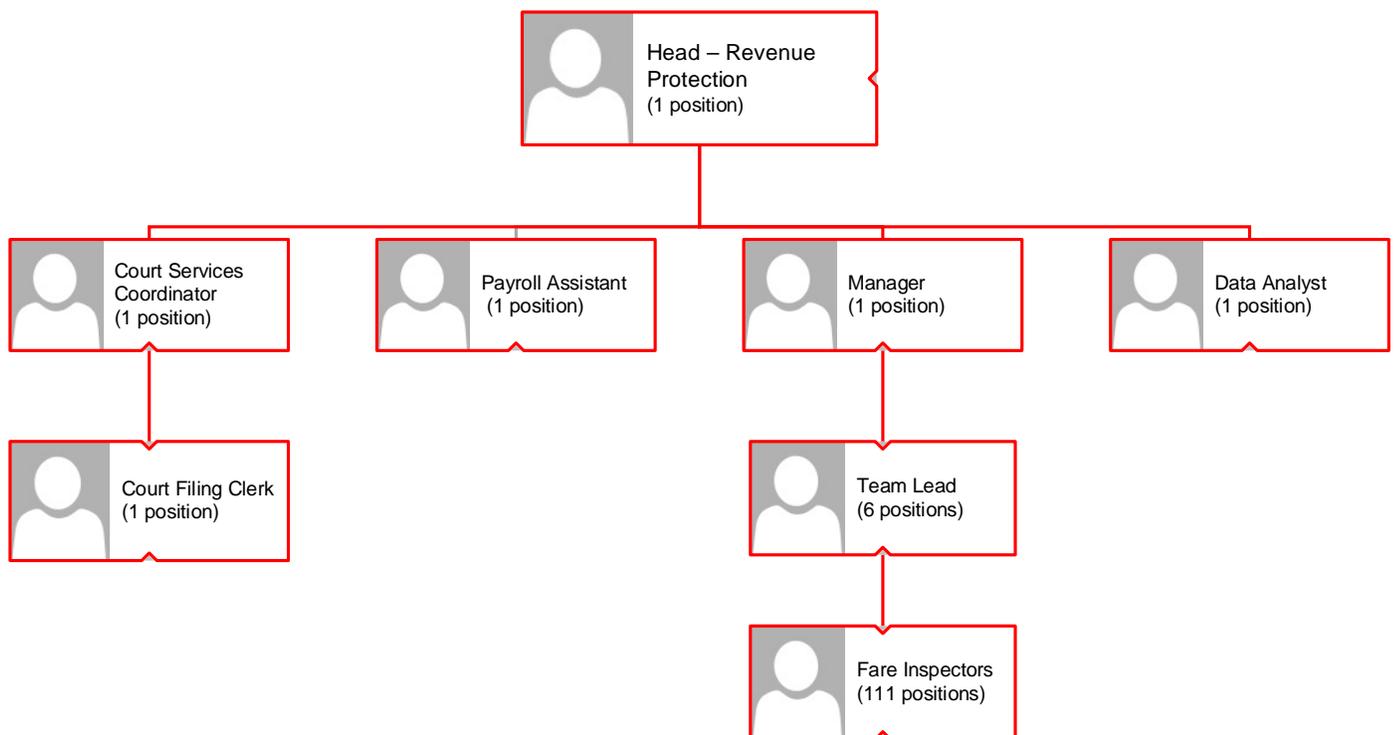
In response to COVID-19, Fare Inspectors ceased onboard inspections in the streetcar network March 2020. They were re-assigned to perform a variety of customer service functions, such as:

- **Third-party entrance connections:** directing customers with the safe path to exit the station, due to closure of third-party entrance connections. (e.g., Scarborough Town Centre and/or Civic Centre).
- **Monitoring surface vehicle crowding:** observing and report crowding levels on the surface platforms. Advising customers when a vehicle is nearing revised capacity levels and suggest that they should wait for the next one. Overcrowding was reported to Transit Control and Station Supervisors.
- **Complimentary mask distribution** – in partnership with Special Constables, Fare Inspectors distributed complimentary masks to assist customers in need. Focus was placed in areas where mask compliance was lower and/or neighbourhood improvement areas. Masks were also distributed at key stations and busy surface route intersections.
- **PRESTO Adoption** – continuing to encourage customers to use PRESTO by distributing complimentary PRESTO cards in areas of the city where PRESTO use is relatively low, and where customers could benefit from receiving a PRESTO card.
- **Observing Fare Gates at Key Stations** – Fare Inspectors were also deployed to secondary entrances at key subway stations to remind customers to ‘tap’ when entering the fare gates.

In mid-June 2020, Fare Inspectors returned to the streetcar network to educate customers on proof of payment if they forget to tap when entering the vehicles. Effective mid-September 2020, Fare Inspectors resumed onboard streetcar proof of payment inspections and providing education to those who have not paid. Teams have been educating and reminding customers about proper fare payment. Special Constable Service will continue to provide a support team to respond to calls for service from Fare Inspectors.

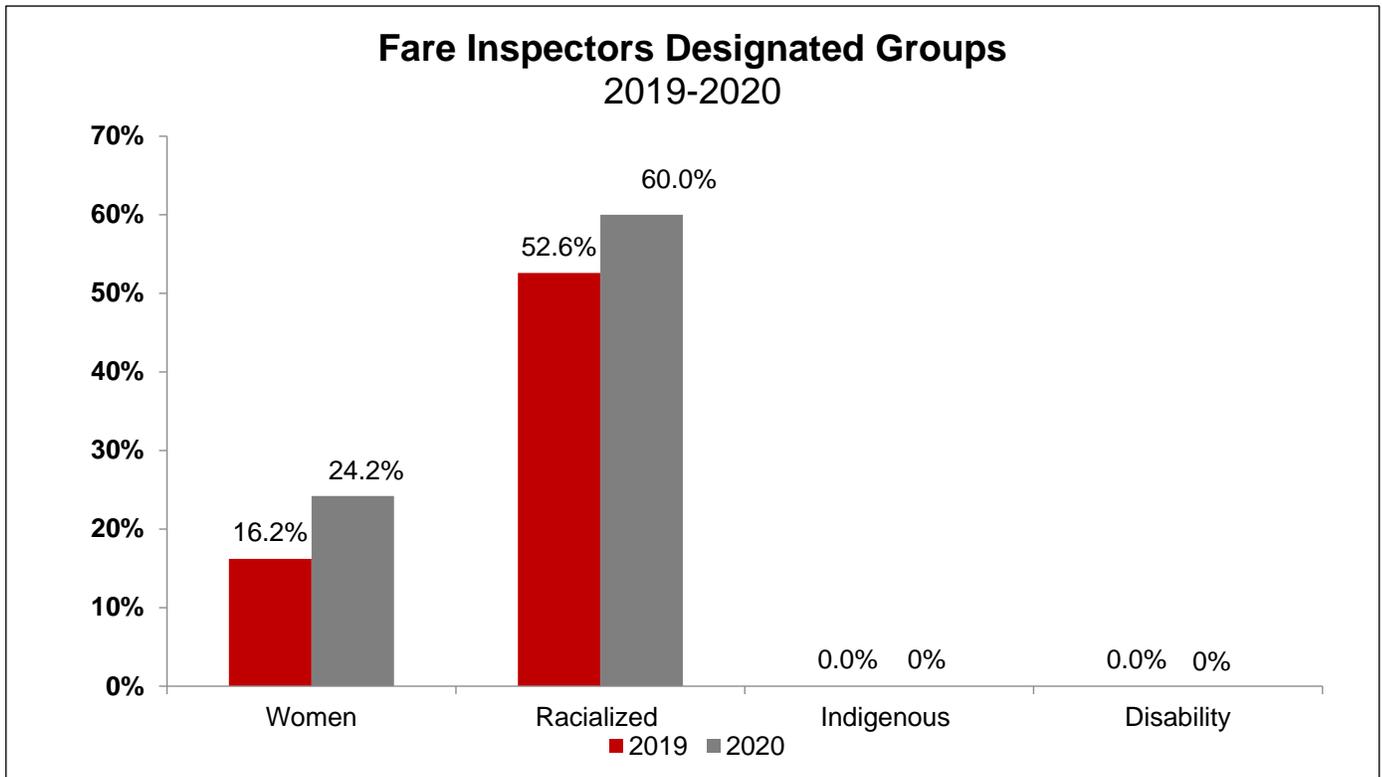
## Organizational Chart

In January 2020, Michelle N. Jones was appointed Head – Revenue Protection. Michelle has been leading the department through a culture change towards a customer-focused revenue protection service that is founded in respect and dignity for customers and fellow employees. The Head of Revenue Protection has delegated this authority through the organizational chart below. This organizational chart reflects the actual workforce as of December 31, 2020.



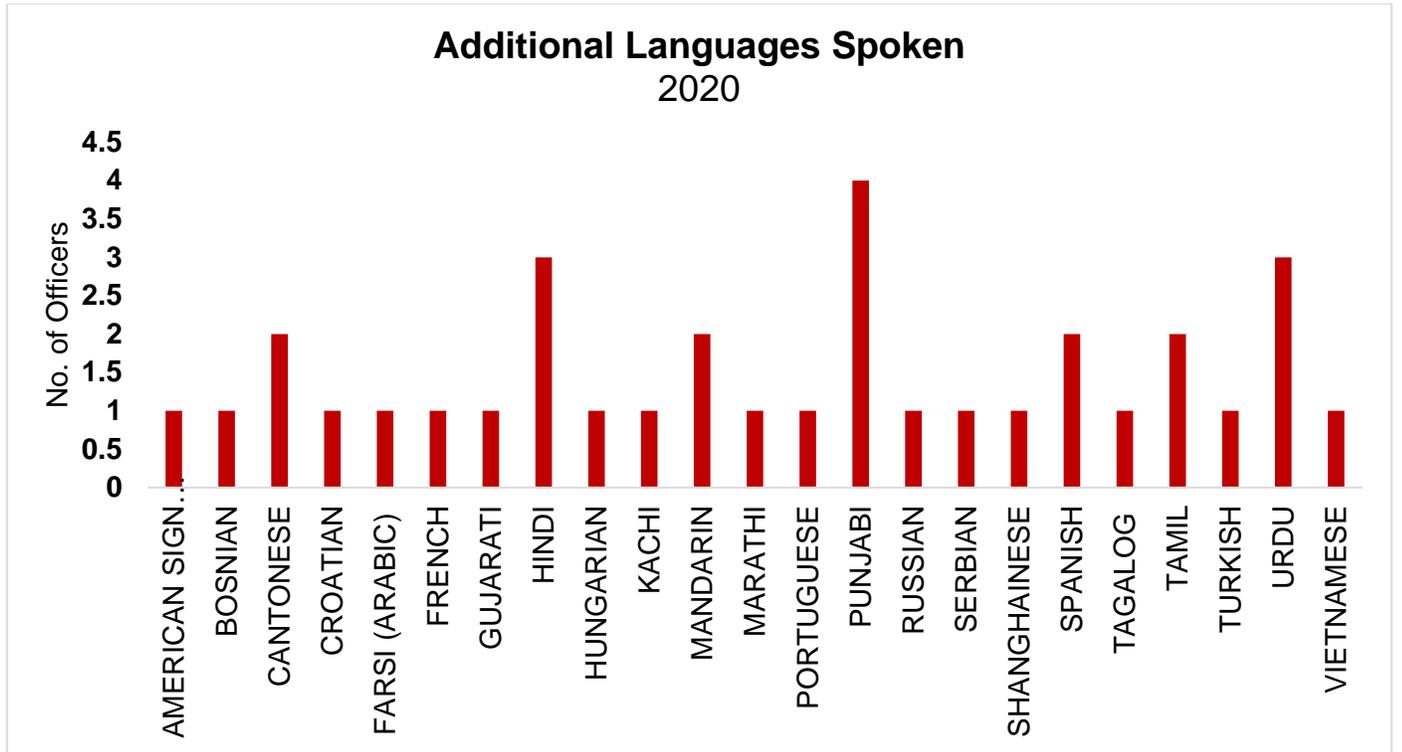
## Diversity Breakdown

Those who identify as a woman make up 24.2% of the Revenue Protection Fare Inspection team and 60% of the team is from a racialized group. From 2019 to 2020 there has been an 8% increase in the number of women hired, and 7.4% increase in those from a racialized group. No members of this team identify as Indigenous or having a disability.



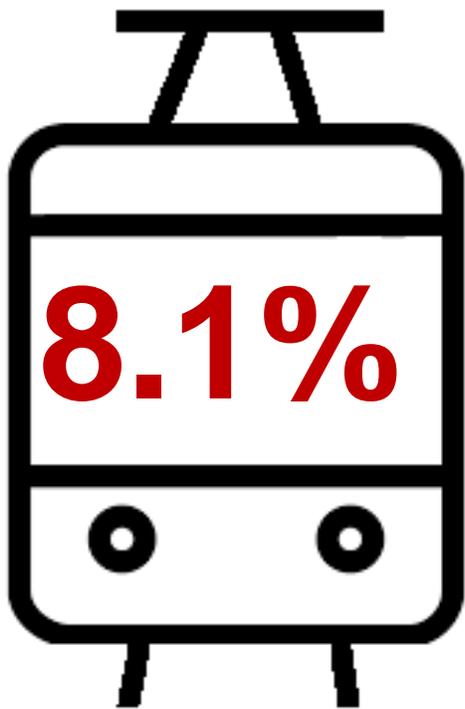
## Languages Spoken

In addition to English, there are 23 languages spoken by Revenue Protection members, the most common languages being Punjabi, Urdu and Hindi.



# FARE INSPECTION STATISTICS

2020



8.1%

Non-Compliance Rate

24,634  
Verbal Warnings

2,681  
Tickets

31,080  
Inspection Avoidance

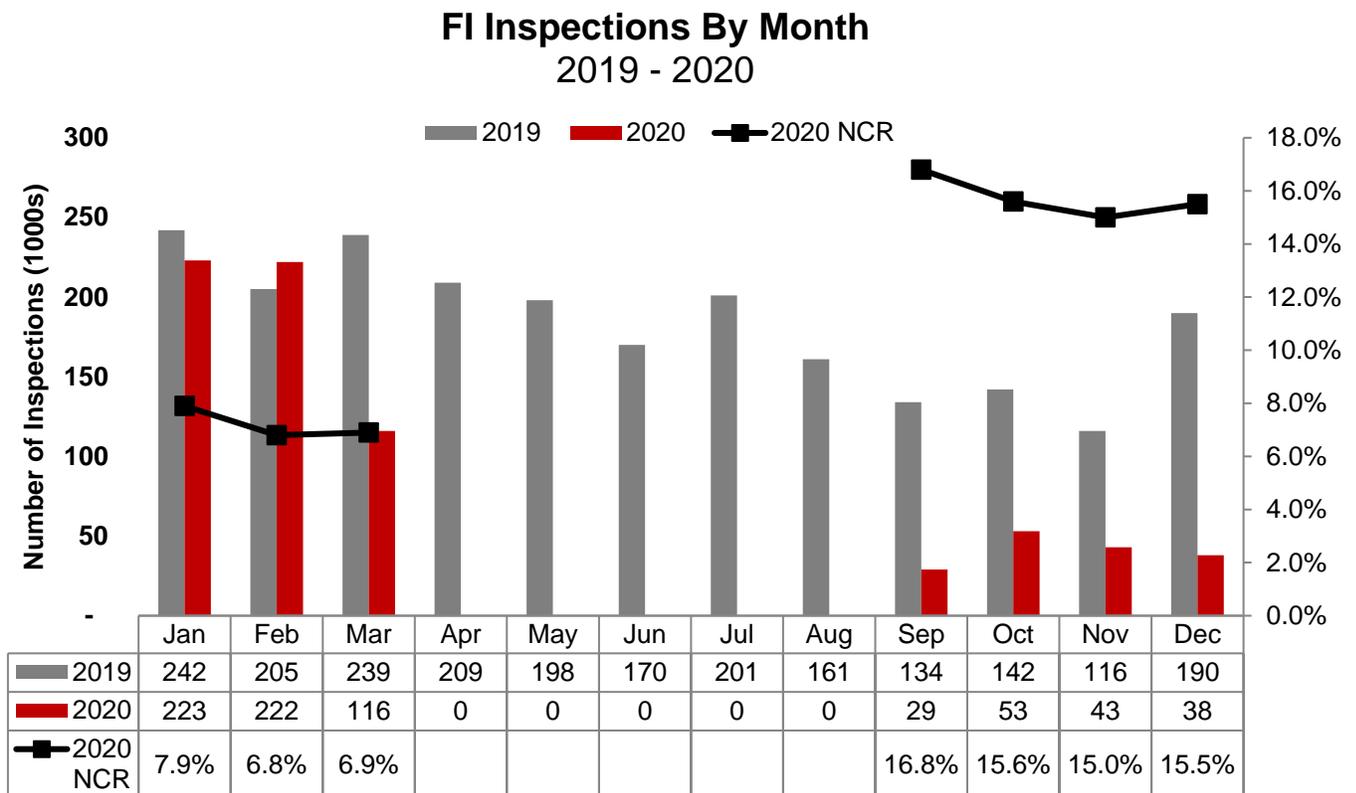
724,574  
Total Inspections

## INSPECTIONS AND BY-LAW STATISTICS

As of March 2019, the issuance of cautions (written warnings) has been paused to allow for an evaluation of race-based data collection practices. The TTC will resume the collection of race-based data after a new policy, procedures, work instructions and training are developed.

In March 2020, onboard streetcar proof-of-payment (POP) inspections stopped due to the COVID-19 pandemic. Onboard POP inspections restarted in September 2020. During this pause in inspection activities, Fare Inspectors were assigned to a variety of customer service activities within key stations and in the community.

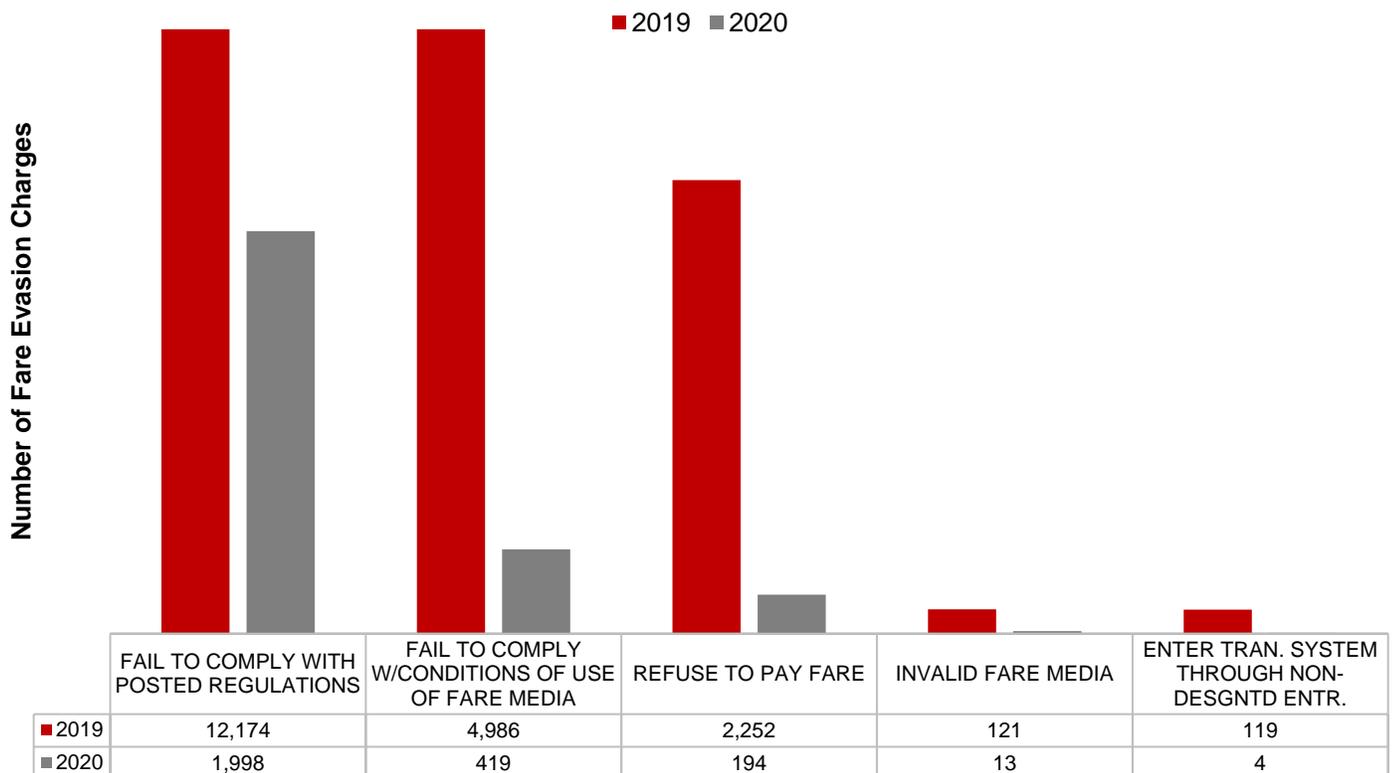
Fare Inspectors conducted more than 700,000 inspections in 2020, despite interruptions due to COVID-19. These efforts resulted in the recording of 2,681 Provincial Offence Notices (PON) and 24,634 verbal warnings and 31,080 walk aways (inspection avoidance). In 2019, Fare Inspectors conducted 2,207,557 inspections, which reflects a -67% decrease in inspections conducted in 2020.



\*NCR = non-compliance rate is calculated by the total charges, walk aways, written and verbal warnings divided by the total number of inspections conducted

Fare Inspectors wrote over 2,500 Provincial Offences Tickets in 2020. The most frequently cited offences were 'Failure to Comply with Posted Regulations' (1,998) and 'Failure to Comply with Conditions of Use of Fare Media' (419). These offences most often pertain to not providing proof of payment when required to do so, and misuse of concession fares, respectively.

### Top 5 Fare Evasion Provincial and Bylaw Charges 2019-2020



## COURT SERVICES

The Revenue Protection's Court Services team provides administrative support for TTC Provincial Offences Act (POA) matters that are before the Ontario Court of Justice. In addition, Court Services is responsible for the processing of charges under Provincial statutes, trial co-ordination, evidence and case management.

Court Services oversees all property seized by Fare Inspectors during the course of their duties. In 2020, the Revenue Protection Court Services team processed 346 pieces of property (e.g. confiscated PRESTO Cards), a decrease of 82% when compared to 2019 (1,947). This decrease can be attributed to Revenue Protection's response to the COVID-19 pandemic. To help prevent the spread of the virus, Fare Inspectors were instructed to cease the confiscation of all evidence in March 2020.

Court Services also manages the filing of Provincial Offence Notices with the Courts. From January to March 2020, 2,621 Provincial Offence Notices were filed through the City of Toronto. Due to COVID-19, no Provincial Offence Notices were filed from April 2020 to December 2020.

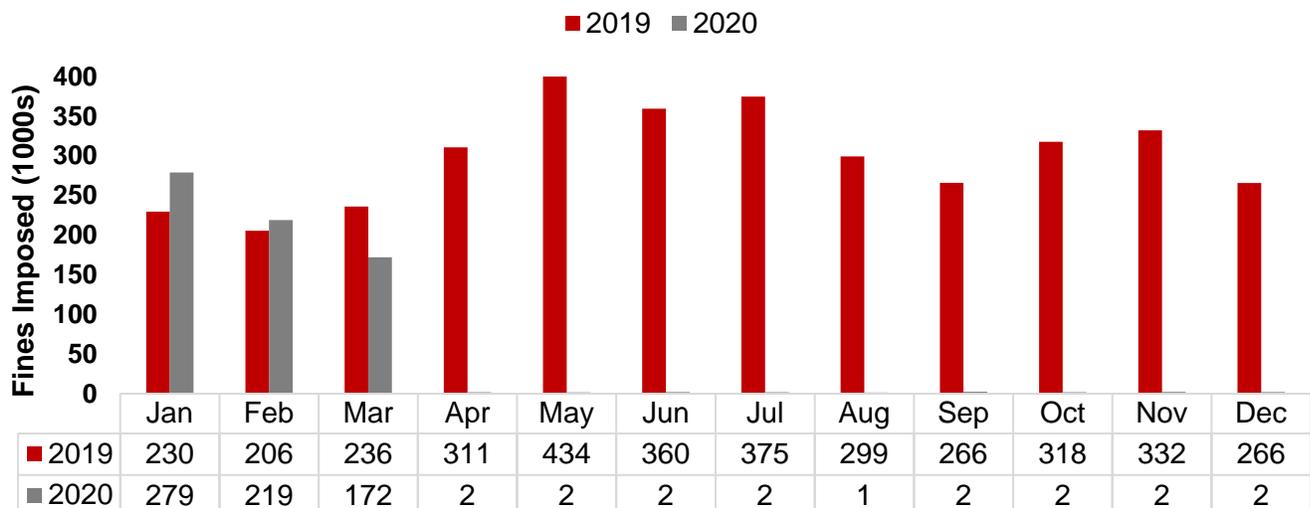
As a result of Ontario's declared state of emergency, all Provincial Offences Act in-person proceedings scheduled from March 16, 2020 through to and including September 1, 2020 were adjourned. In December, the Ontario Court of Justice began hearing TTC non-trial matters remotely by audio conference. The Ontario Court of Justice continues to prepare a province-wide recovery plan to ensure all courts, including Provincial Offences courts, can return to operations in a safe manner.

### Fines Imposed and Fines Collected

In 2020, 3,547 Provincial Offences Act cases were sentenced, resulting in \$698,800 in fines imposed with \$387,992 in fines collected. Due to the COVID-19 pandemic, fines imposed decreased by -427% when compared to 2019.

The collection of defaulted Provincial Offences Act fines is essential to ensuring the fair administration of justice. As of December 2020, \$310,808 in fines remain outstanding for the year. Customers are encouraged to pay fines promptly to avoid late fees, interest and penalties. If a charge is deemed not to dispute the case will be sentenced by a Justice of the Peace. Upon conviction, additional costs will be added to the total payable. If the fine goes into default, an administrative fee will be added and steps will be taken to enforce the defaulted fine including, driver's license suspension and collections agency remittance.

## Provincial Prosecutions and Fines 2019-2020



## USE OF FORCE REPORTING

The Revenue Protection Department follows the TTC's internal policy on reporting use of force by Fare Inspectors. Each incident where an application of force is used is required to be reported.

The following chart further summarizes the number of incidents and the category of offence involved in each type of force application:

### As per Departmental Policy:

Highest Level of Force Used	Number of Incidents	Use of Force Reports Submitted	Provincial Offence (LLA, MHA, TPA) or Other
Physical Control – Soft	1	1	N/A
Physical Control – Hard	0		

**Note:** Fare Inspectors are not issued impact weapons, batons or OC Spray foam.

## INJURY REPORTING

A total of 38 Occupational Injury Reports were submitted by Fare Inspectors in 2020 resulting in nine lost-time injuries. Incidents are classified as arrest related (1), job related (4), accidental (8), exposure (0), and other (25). Other categories include incidents, such as a Fare Inspector who inhaled smoke during a track fire. Four of these reports were as a result of a Fare Inspector being assaulted by a customer while conducting proof of payment inspection.

## TRAINING

As of 2019, Fare Inspectors receive 30 days of training upon initial recruitment. As part of the 30-day program, Fare Inspectors receive seven days of training in crisis communications, de-escalation, ethical decision making and recognizing discretion and mental health awareness training appropriate to their role. Fare Inspectors are trained with a view to non-physical intervention. However, they are provided with practical skills training, focusing on escape, evasion and de-escalation techniques. This program also includes mandatory TTC training in the following areas:

- Bus Familiarization
- Diversity and Inclusion
- First Aid
- Interim Public Complaints procedure
- LGBTQ2S
- Major Incident Response
- Mental Health First Aid
- PRESTO
- Roles and Responsibilities
- Communication Skills and De-escalation
- Crisis Communication
- Customer Service Excellence
- Ethical Decision Making and Recognizing Discretion
- Expectations
- Holistic Simulations
- Interviewing and Investigation
- Mental Health Awareness

- Rules of Evidence and Court Room Testimony
- Self-Defense
- Streetcar Familiarization
- Streets to Home
- Subway Rule Book (SRB)
- Arrest Authorities and Release Procedures
- TTC Fares
- Policy and Procedures
- Pyramid of Accountability
- Report Writing
- Trespass to Property Act
- Use of Force Theory
- Train Familiarization
- TTC By-law No.1
- Fitness for Duty

Other training includes: Principles of Officer Safety, Standard First Aid Level C, Suicide Intervention, Diversity and Inclusion at the TTC, AODA Customer Service, and more not listed.

In 2019, the TTC added Confronting Anti-Black Racism (CABR) Training delivered by the City of Toronto's CABR Unit to the Fare Inspector program. New courses were added in 2020 to address areas, such as vehicle familiarization for all modes of transportation, LGBTQ2S and related enforcement authorities under TTC By-law No. 1. The training team with the assistance of the Operations Training Centre developed a Coach Officer Training Program to be taught to all members that desire to coach new hires.

A three-day Fare Inspector Refresher training program is conducted on a bi-annual basis to revisit content from the recruit training program, and to update team members on legislation, de-escalation skills, procedures, etc. Fare Inspectors are also encouraged to take TTC-developed courses that will help improve their professional and personal development.

In 2021, the Fare Inspector training program will be overhauled to ensure that staff meet the multiple objectives of safety, security, revenue protection and TTC brand ambassadors (Culture Change).

## **PROJECTS AND INITIATIVES**

In alignment with corporate and departmental objectives, a number of initiatives and projects were implemented by the Revenue Protection Department. Key accomplishments are highlighted below:

### **Scheduling Efficiencies**

Prior to 2020, Fare Inspectors traditionally worked a series of 12-hour shifts over a two-week period. After analyzing the amount of coverage these shifts provided, additional schedules were developed based on eight-hour and 10-hour shifts. Implementing these changes resulted in a 29% increase in shift coverage, primarily during peak service, using the same resources.

### **Restitution**

In 2020, TTC Prosecutors began seeking restitution fees to recoup losses for the misuse of PRESTO Concession cards. If an individual was issued a Part III Provincial Offence Notice (no set fine) they have an opportunity to conclude the case on the first appearance date with a guilty plea and a \$400 fine. For a reduced fine, defendants have the option to return to court at a later date to

pay a fine of \$300 with \$200 in restitution made payable to the TTC and \$100 to be collected by the City of Toronto. The TTC was able to collect \$8,200 in restitution for Child Card misuse.

## **Mobile and Desktop Fare Inspector Application**

As part of the ongoing business process reviews, an online mobile/desktop application was implemented to improve the efficiency of capturing fare inspection performance measurements. The previous process was primarily paper-based and included entering the same data in multiple systems.

## **Implement Auditor General Recommendations**

In response to the 2019 Auditor General's (AG's) Report – Review of Toronto Transit Commission's Revenue Operations: Phase One – Fare Evasion and Fare Inspection, the following initiatives were implemented:

- Fare inspection data collection training.
- PRESTO Concession card confiscation process.
- Process for tracking and reporting issues with hand-held inspection devices.

## **Process Efficiency Reviews**

Various procedures and work instructions were developed to ensure consistency and efficiency in performing day-to-day activities. This aligned staff and management on role expectations and assisted in performance tracking to aid in employee evaluations.

## **Part I and Part III Electronic Filing**

Revenue Protection and Special Constable Service worked with the City of Toronto to implement an electronic POA Part III filing process, allowing documents to be sworn to remotely by a Justice of the Peace. In addition, a Part I filing solution was implemented to reduce redundancies associated with the data entry of PONs and creation of the Court Filing Log. The ability to electronically file and transfer Part I and Part III ticket information is a great achievement and provides substantial benefits to both Revenue Protection and the City of Toronto Court Services.

## **COVID-19 Response**

The onset of the COVID-19 pandemic created unique challenges to our transportation system. The Revenue Protection Continuity of Operations Plan brought changes to reporting and deployment strategies, to ensure that the critical functions and services that the Revenue Protection provides to the TTC and its customers were sustained. The COVID-19 pandemic has resulted in a ridership reduction of nearly 57.2%.

To aid in the adherence to public health physical distancing guidelines, new satellite offices were created in various subway stations. Changes were made to reporting locations to enable online meetings and training, in alignment with safety protocols. Employee start times were staggered and permanent partners were assigned to reduce the risk of exposure to COVID-19 throughout the entire team.

## **COMMUNITY ENGAGEMENT**

Revenue Protection has one Fare Inspector dedicated to the Community Engagement Unit that works alongside Special Constables and Protective Services Guards at times, depending on the event. Key initiatives achievements by this team include:

### **Partnership with the Career Foundation**

Information sessions were set up at various work locations in Rexdale to educate participants on the application and recruitment process at the TTC. Community Engagement team members also discussed different types of jobs available at the TTC in addition to the information provided on Fare Inspector, Special Constable or Protective Services roles.

### **Partnership with Toronto Community Housing Corporation (TCHC)**

Prior to March 2020, information sessions were conducted in over 16 different Toronto Community Housing Corporation (TCHC) community centres throughout the city. These sessions allowed community members to ask questions of our Fare Inspectors and Special Constables about the TTC and their roles within the TTC. The community members were educated on how to apply for a job at TTC and received information about many other jobs within the TTC. Members from the Human Resources Department attended to answer questions on recruitment, qualifications and job opportunities.

### **Job Fairs Attended in the City**

Prior to COVID-19 restrictions, staff attended the following job fairs to answer any questions on the Fare Inspector or Special Constable roles:

- Humber College – Association of Black Law Enforcers (ABLE) Job Fair.
- Durham College Justice Studies Job Fair.
- Sheridan College’s Public Safety Career Fair.
- Centre for Spanish Speaking Peoples Job Fair.

### **Complimentary Mask and PRESTO Card Distribution**

As part of the TTC’s response to the COVID-19 pandemic, the TTC launched a mask campaign and PRESTO Card giveaway led by Revenue Protection. The Revenue Protection and Special Constable Services targeted neighbourhood improvement areas to engage the communities hardest hit by the pandemic. They also teamed up in collaboration with Fairview Mall to hand out PRESTO Cards and masks at different locations in the mall and at Don Mills Station. Over 30,000 masks were given out in 2020 to transit riders throughout the city. Some of the locations were subway stations, streetcar routes, bus routes, major intersections, high-traffic school zones and several are malls, such as Sheridan and Jane and Finch malls. A total of 28,000 complimentary PRESTO cards were distributed resulting in approximately \$167,000 in customer savings.

## **COMTO Toronto & Region Chapter**

In August 2020 Revenue Protection, Special Constables and Protective Services Guards participated in the back to school backpack giveaway with COMTO Toronto & Region, which provided backpacks and school supplies to hundreds of children. In December, Revenue Protection in partnership with COMTO Toronto & Region sponsored 50 Indigenous families for Christmas and purchased gifts for children, Christmas trees and grocery gift cards.

## HIGHLIGHTS OF THE YEAR



## QUARTER 1

- Additional schedules were developed based on 8-hr and 10-hr shifts. Implementing these changes resulted in a 29% increase in shift coverage, primarily during peak service, using the same resources
- Information sessions at Black Business & Professional Association, Regent Park Community Centre, Alexander Park Community Centre, Woodgreen Community Centre and various Toronto Community Housing locations
- Job fairs at Learning Enrichment Foundation, Church Street Spanish LGBTQ Community Centre, Durham College, Mohawk College and Sheridan College
- Nine new Fare Inspectors graduated their training program provided by Special Constable Service
- Data-driven strategic deployment of staff to streetcar lines, including the introduction of route coverage zones
- High Visibility vests for all Fare Inspectors while conducting proof of payment inspections to show their presence on the system
- TTC Prosecutors began seeking restitution fees to recoup losses for the misuse of Child PRESTO Fare Media
- Proof-of-payment (POP) inspections ceased in March 2020 due to COVID-19

## QUARTER 2

- Stakeholder consultations on visual identity package (new uniforms) initiated
- All provincial offences courtrooms in Toronto were closed for in-person proceedings
- Four additional temporary reporting locations created to provide additional physical distancing for staff in response to the COVID-19 pandemic
- Launched complimentary mask campaign, Fare Inspectors gave out thousands of masks throughout the city
- Complimentary PRESTO cards were distributed by Fare Inspectors in various locations – subway stations, streetcar routes, bus routes, major intersections and high traffic school zones
- Online mobile/desktop application was implemented to improve the efficiency of capturing fare inspection performance measurements
- Five new Fare Inspectors graduated their training program provided by Special Constable Service



## QUARTER 3

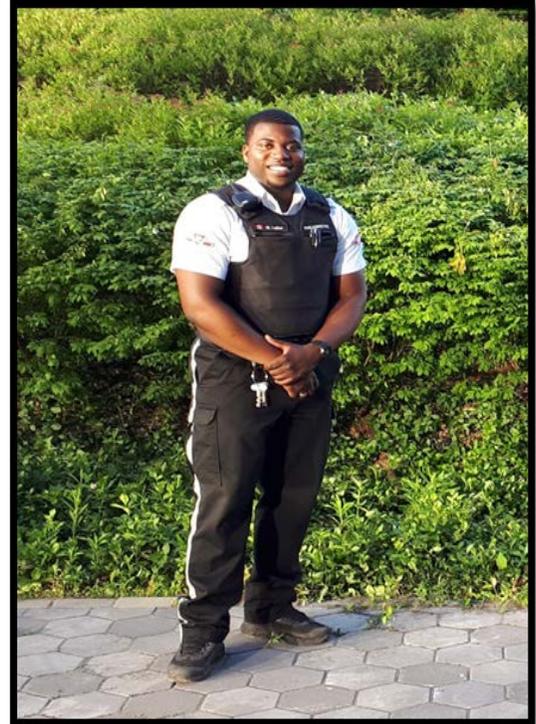


- Mid-September 2020, Fare Inspectors resumed onboard streetcar proof of payment inspections and providing education to those who have not paid
- Due to COVID-19, all provincial offences courtrooms in Toronto remained closed for in-person proceedings
- Revenue Protection, Special Constables and Protective Services Guards participated in the back to school back pack give-away with COMTO, which provided over 900 school bags for hundreds of kids



## QUARTER 4

- Letters of commendation were received by Toronto Fire Services and a St. Michael's Emergency Doctor for saving the life of an responsive customer in early October 2020
- Additional training courses were added to the initial Fare Inspector onboarding program
- Revenue Protection and Special Constable Service worked with the City of Toronto to implement an electronic POA Part III filing process, allowing documents to be sworn to remotely by a Justice of the Peace. In addition, a Part I filing solution was implemented to reduce redundancies associated with the data entry of PON's and creation of the Court Filing Log
- Over 30,000 complimentary masks were distributed
- Approximately 28,000 complimentary PRESTO cards were distributed resulting in approximately \$167,000 in customer savings
- In December Revenue Protection with COMTO sponsored families for Christmas and assisted with the purchase of children's gifts, Christmas Trees and grocery gift cards
- Seven new Fare Inspectors graduated their training program provided by Special Constable Service



## CONCLUSION

The Revenue Protection and Special Constable Services departments have developed a culture change framework with the objective of providing a revenue protection and safety and security service that is customer-focused and founded in respect and dignity for customers and fellow employees. In order to achieve this goal, improvements are required to the manner in which that work is done in these departments while considering recommendations from various third-party reports, expert and community consultations, the TTC's External Advisor on Diversity and Inclusion, Arleen Huggins, and industry bench marking with our peers.

Key third-party reports that were used as inputs into the Culture Change Program include:

- 2017: Ombudsman Toronto Report: An Investigation into the Toronto Transit Commission's Oversight of its Transit Enforcement Unit;
- 2019: Ombudsman Toronto Enquiry Report: Review of the Toronto Transit Commission's Investigation of a February 18, 2018 Incident Involving Transit Fare Inspectors;
- 2019: Auditor General's (AG's) Report – Review of Toronto Transit Commission's Revenue Operations: Phase One – Fare Evasion and Fare Inspection;
- 2020: Confronting Anti-Black Racism (CABR) Unit internal report – An Initial Review of TTC Transit Enforcement Policies and Practices from an Anti-Black Racism Analysis; and
- 2020: Dr. Owusu-Bempah and Dr. Wortley – Toronto Transit Commission Racial Equity Impact Assessment: Interim Report.

In order to affect change internally and externally, we must take a holistic approach to change, and look at people, processes and technology in order to achieve the change objective. The Revenue Protection and Special Constable Service Culture Change framework is founded upon four pillars:

- Structure for Success – standardize job titles in accordance with job titles across the TTC e.g. Sergeant becomes Supervisor. Also remove barriers in the recruitment, onboarding and performance evaluation processes to support diversity and inclusion;
- Modernize policy, procedures, standards and programs – in alignment with third-party reports;
- Update technologies – Body Worn Camera (BWC), In car camera (ICCS), Mobile Bylaw Ticketing, Special Constable Services Revenue Protection (SCSRP) System to enhance Revenue Protection and Special Constable Service Programs; and
- Overhaul training and monitoring systems – to ensure Revenue Protection and Special Constable staff meet the multiple objectives of safety, security, revenue protection and TTC brand ambassadors.

The Revenue Protection and Special Constable Service departments will continue working with those in our community and other organizations within the city to build relationships.

In June 2021, a progress report on the Revenue Protection and Special Constable Service culture changes that are underway will be presented to the TTC Board for information.

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