



Community Safety Issues and Response

Date: February 28, 2023
To: TTC Board
From: Chief Safety Officer

Summary

An increasing number of societal challenges have affected the safety and well-being of the TTC's employees, customers and the wider Toronto community.

Throughout the pandemic, the TTC has seen a rise in social conflict reflected in both the increases in offences against customers and employees. These increasing societal challenges affect TTC employees, customers and the greater Toronto community.

Specifically, these challenges include:

1. Mental health
2. Substance use issues
3. Individuals experiencing homelessness in the TTC system during the day and at night
4. Security and random acts of violence
5. Use of the TTC as a temporary shelter, particularly at night, and resultant cleanliness

The extent to which these broader societal issues have shifted onto public transit has affected TTC customers, employees and the wider Toronto community and has highlighted the need to expand the scope of solutions beyond what is available to the TTC on its own.

In April 2020, The Toronto Transit Commission (TTC) partnered with the City of Toronto's Shelter Support and Housing Administration Division (SSHA) to provide outreach supports to individuals experiencing homelessness on TTC property. This pilot was formalized on October 5, 2022, ensuring dedicated Streets to Homes outreach workers on the TTC.

Recognizing the increase in offences against employees during the pandemic, the 10-Point Action Plan for prevention of assaults against employees was developed and endorsed in December 2021. In August 2022, the TTC formed the Joint Labour Management Committee (JLMC) with ATU 113 to provide a forum to communicate updates on the 10-Point Action Plan, review data and statistical analysis, and discuss programs and initiatives related to assault prevention.

The 2023 Operating Budget, approved by the TTC Board on January 9, 2023 and by City Council on February 15, 2023, includes \$4.9 million in new funding to support the

following: 10 additional Streets to Homes outreach workers, 25 additional TTC Special Constables, the introduction of midday cleaning on core streetcar routes, and a one year pilot expansion of the City of Toronto's Multi-Disciplinary Outreach Team (M-DOT) Program with dedicated outreach resources for persons experiencing mental health challenges and homelessness.

The continued collaboration between the TTC, City of Toronto's Shelter, Support and Housing Administration (SSHA) and Social Development, Finance & Administration (SD&FA) Divisions, Toronto Police Services (TPS), and Toronto Public Health (TPH) has contributed towards developing a cross-functional partnership, resulting in a multidisciplinary approach, which has been augmented with the following interim measures:

- 20 Community Safety Ambassadors on the TTC
- 50 Security Guards in support of TTC customer safe travel experience
- TPS support by deploying 80 Toronto Police Officers on the TTC
- Station cleanliness at key locations, and
- A broad range of training, communications, jurisdictional reviews and analytics integration initiatives, identified by the time of this report.

Importantly, the collaboration has also led to the development of an ongoing interdisciplinary table between the TTC, the City of Toronto, TPS and TPH to address issues and challenges as it relates to responding to complex individuals on the transit system.

Most of the multi-disciplinary initiatives will be resourced through existing programs and approved operating funding. However, new costs exist for some interim measures that are currently unfunded. The TTC is seeking the TTC Board's approval in order to authorize the Chief Executive Officer (CEO) to provide ongoing responsive support to these types of emergent issues.

Funds would be utilized only as required and authorized by the CEO under delegated authority, with regular reporting to the Board on the utilization of this delegated authority through quarterly Financial Update reports.

This report summarizes the immediate actions taken by the TTC and City partners to increase safety and the sense of safety throughout the TTC network, as well as providing resources to support persons experiencing homelessness and individuals with complex needs using TTC spaces for shelter.

Recommendations

It is recommended that the TTC Board:

1. Delegate authority to the Chief Executive Officer to respond to an emergency, defined as any situation of extreme urgency brought about by unforeseeable events that makes the procurement of goods and services necessary to address an immediate risk to health, safety, security, cybersecurity, property, the environment or other public interests of the TTC and/or City.
2. Increase the Chief Executive Officer's delegated expenditure authority to a cumulative \$15.0 million for the sole purpose of awarding or amending contracts for the procurement of goods or services to implement measures deemed necessary to respond to an emergency, as defined in Recommendation 1, and in this instance, for measures to address the health, safety and security of TTC employees, customers and the public on TTC's transit network.
3. Approve an amendment to the TTC's Authorization for Expenditures and Other Commitments Policy to reflect Recommendations 1 and 2 above.
4. Authority to utilize the TTC Stabilization Reserve, as the funding source for any unbudgeted expenditures.
5. Request that City Council authorize the withdrawal of up to \$15 million from the TTC Stabilization Reserve.

Financial Summary

The 2023 Operating Budget approved by the TTC Board on January 9, 2023 includes \$4.4 million in new investments to fund System Safety and Cleanliness initiatives that will provide 10 additional Streets to Homes outreach workers, 25 more TTC Special Constables and the introduction of midday streetcar cleaning on major routes. City Council's approval of the 2023 Operating Budget on February 15, 2023 included an amendment to add a further \$0.5 million for a one-year pilot to expand Multi-Disciplinary Outreach Teams (M-DOT). These teams are comprised of Outreach Workers, Mental Health Case Managers, a Registered Nurse, a Housing Worker and access to Psychiatrists to provide mental health support to persons experiencing homelessness. Table 1 below summarizes the budgeted new investments in System Safety, Cleanliness and Mental Health Support included in the City Council approved 2023 Operating Budget for the TTC.

Table 1: Budgeted New Investments in System Safety, Cleanliness and Mental Health Support

Budgeted New Investments in System Safety, Cleanliness and Mental Health Support	(\$M)
Streets to Homes: 10 Outreach Workers & 2 Team Leads	1.0
25 Additional Special Constables	2.5
Streetcar Mid-Day Cleaning	1.0
Subtotal: New Investments Included in Board Approved 2023 Operating Budget	4.4
Add: City Council Amendment: Multi-Disciplinary Outreach Team Pilot	0.5
Total: New Investments Included in City Council Approved 2023 Operating Budget	4.9

In collaboration with the City of Toronto’s SSHA and SD&FA divisions, TPS, and TPH, additional measures were announced on January 30, 2023, that would provide 50 temporary security guards, 20 community safety ambassadors, and enhanced de-escalation training to frontline employees. In addition, six dispatchers are being added within Transit Control Centre to provide dedicated 24/7 coverage to coordinate deployment and incidence response, and station cleaning is being extended at Union, Queen and Spadina Stations. As summarized in Table 2 below, the cost of these measures up to May 1, 2023 is estimated at \$1.4 million, prior to the finalization of requirements for de-escalation training. In addition, the TTC and TPS are assessing funding needs for the additional police officers on the system.

Table 2: Unbudgeted Interim System Safety and Cleanliness Initiatives up to May 1, 2023

Unbudgeted System Safety and Cleanliness Initiatives	(\$M)
50 Temporary Security Guards	0.8
20 Community Safety Ambassadors	0.3
6 Transit Control Dispatchers	0.2
Extended Station Cleaning	0.1
Total Unbudgeted System Safety and Cleanliness Initiatives to May 1, 2023	1.4

Unbudgeted initiatives will be assessed in April, and initiatives may be extended or further measures introduced, if required.

To fund all unbudgeted initiatives which are determined to be necessary to protect the health, safety and security of TTC employees, customers and the public on the transit system, this report recommends that City Council authority be requested to authorize the withdrawal of up to \$15 million from the TTC Stabilization Reserve. Funds would be utilized only as required and authorized by the CEO under delegated authority, with regular reporting to the Board on the utilization of this delegated authority through quarterly Financial Update reports.

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

Equity/Accessibility Matters

A cornerstone of the TTC's Corporate Plan 2018-2022 is accessibility, and as a proud leader in providing accessible public transit in the City of Toronto, we are committed to ensuring reliable, safe and inclusive transit services for all our customers. The TTC also expects that all its employees perform their duties in an equitable, inclusive, respectful, and safe manner.

We know the issues facing the TTC are complex and require out-of-the box solutions that are short, medium and longer-term. We also know that solutions to these issues need to be multi-faceted. As such, the TTC is committed to taking a compassionate approach. The TTC's Human Rights Office and the Diversity Department are working with TTC's Operations Training Centre and City partners to incorporate diversity, equity and inclusion, anti-racism and unconscious bias training as part of mandatory training, as we tackle these societal challenges affecting TTC employees, customers and the greater Toronto community.

We are 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.

Decision History

As it relates to assaults against employees, the TTC Board, at its meeting on April 14, 2022 adopted a motion seeking to amend subsection 269.01 of the Criminal Code to include all transit workers (the subsection addresses operators only) and to coordinate an intergovernmental table to develop a national framework aimed at eliminating transit worker assaults. In July 2022, a letter was issued to the Minister of Justice and Attorney General of Canada by the former TTC Chair, with a commitment to further consideration of the request.

[Notice of Motion – Working Together to Address Transit Worker Assaults \(TTC Board, April 14, 2022\)](#)

The 2023 Operating Budget approved by the TTC Board on January 9, 2023 included \$4.4 million to fund System Safety and Cleanliness initiatives that will provide 10 additional Streets to Homes outreach workers, 25 more Special Constables and the introduction of midday streetcar cleaning on major routes. At its meeting of [February 15, 2023, City Council approved the \\$4.4 million in new funding](#) and amended the TTC's 2023 Operating Budget by adding \$0.5 million to fund a one-year expansion of the City of Toronto's M-DOT Program that will provide outreach support to those individuals experiencing mental health challenges and homelessness.

Issue Background

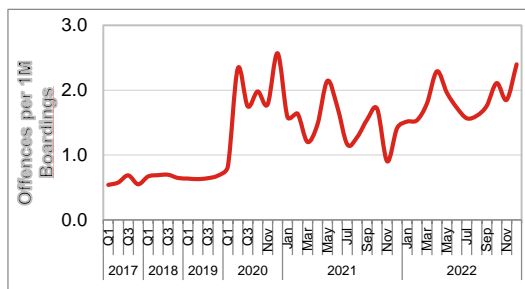
Pandemic and post-pandemic impacts have affected mental health across communities, the city, social institutions, workplaces, individuals and families.

Throughout the pandemic, the TTC has seen a rise in social conflict reflected in both the increases in offences against customers and employees. Community safety concerns have contributed to diminished customer satisfaction with personal security on the TTC, which remained high during the pandemic, and is now contributing to overall lower customer satisfaction on the TTC as we pursue ridership recovery.

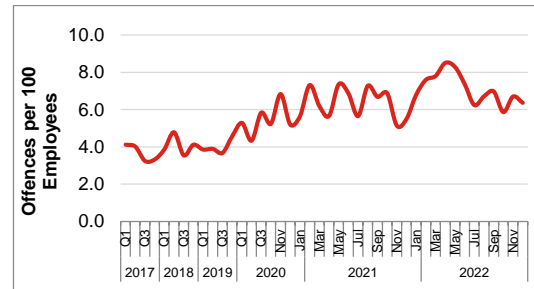
Offences against Customers and Employees

Since the start of the pandemic, consistent with other cities with major rail-based systems, the number and rate of offences related to social disorder, assault, etc. has increased. Both Offences Against Customers (per one million boardings) and Offences Against Employees (per 100 employees) have increased since Q1 2020.

Offences against customers



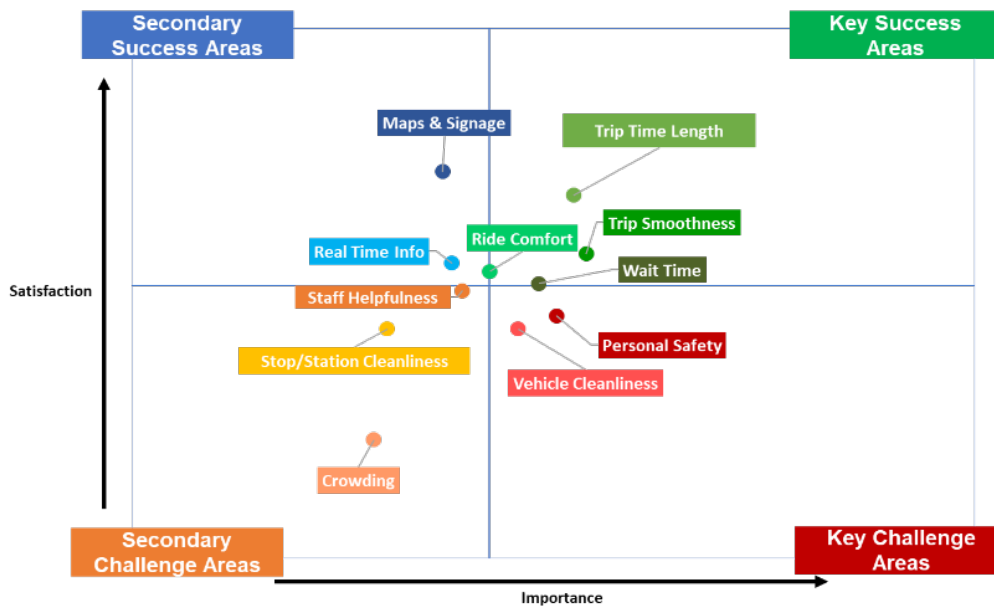
Offences against employees



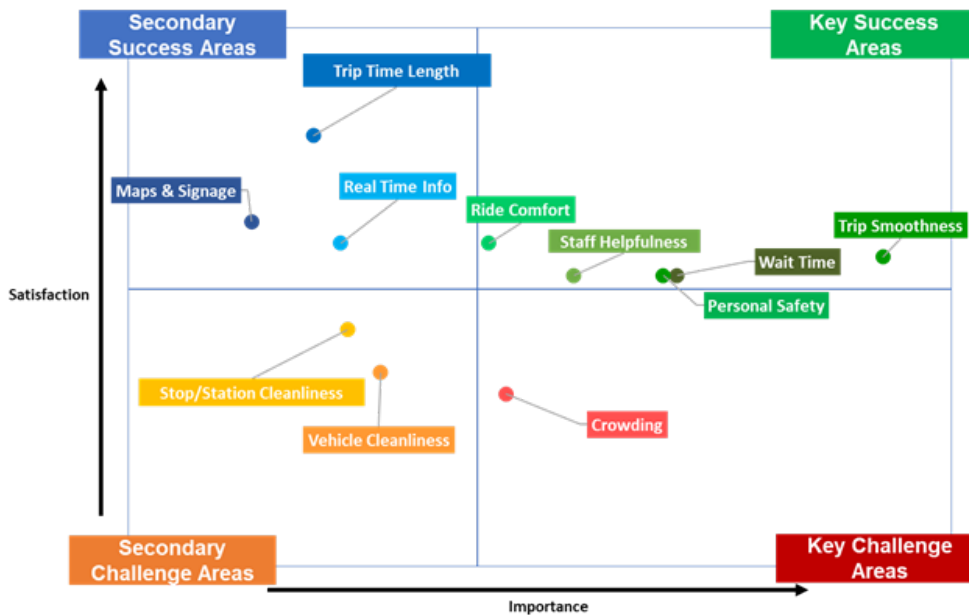
Customer Satisfaction with Personal Safety

The TTC's continual Customer Attitude Surveys identify that personal safety is more important to customers than ever before. In recent months, the TTC is ranking relatively low on satisfaction with personal safety issues in comparison to pre-COVID times, and to 2021 when personal safety fell within the Key Success area.

Q4 2022 TTC Customer Satisfaction Quadrants



2021 TTC Customer Satisfaction Quadrants



Presence of Persons Experiencing Homelessness and Individuals with Complex Needs on the TTC

Throughout this time, the TTC has witnessed the increased presence of persons experiencing homelessness and individuals who are demonstrating mental health or substance use issues, and seeking safe refuge within the TTC stations and onboard vehicles. In recent months, the TTC has collected observational data as to where and when people presenting with complex needs may be at the TTC stations and onboard vehicles. The presence of persons experiencing homelessness and individuals with

complex needs on the TTC occurs broadly throughout stations and vehicles, and is not isolated to the downtown core.

This information, separate from the TTC's safety data, is being used to inform City programming and more directly to connect resources to persons experiencing homelessness, and those with mental health and substance use issues.

While there is no empirical evidence that persons experiencing homelessness and individuals with complex needs are related to increased safety incidents on the TTC, the increase in persons experiencing homelessness and individuals with complex needs affects customers' sense of safety throughout the system, and cleanliness of the overall transit experience.

Comments

The TTC recognizes that these societal and community safety concerns extend beyond the TTC's traditional approaches to safety, and therefore a broadened multi-disciplinary approach is underway.

Recent Initiatives

Increased Supports for Persons Experiencing Homelessness and Individuals with Complex Needs on the TTC

In response to the escalated community safety concerns, the TTC and multi-disciplinary partners have implemented a number of immediate, short-term actions to increase coordinated supports to persons in need. The TTC has contracted or coordinated with several City Divisions, Agencies and suppliers to have additional outreach staff present in the TTC system, direct supports to increase connections to City services, mental health awareness and resources, as well as leverage TTC's communications network to connect those in crisis with mental health supports.

Streets to Homes

The Toronto Transit Commission (TTC) has partnered with the City of Toronto's Shelter Support and Housing Administration Division (SSHA) to provide outreach supports to individuals experiencing homelessness on TTC property. Twenty Streets to Homes outreach workers, initially paired with TTC Special Constables, conduct joint outreach and engagement to individuals experiencing homelessness on key TTC properties. These engagements provide referrals to safe indoor shelter spaces, conduct wellness checks, provide harm reduction supplies and support individuals to obtain identification documents and income supports. Streets to Homes staff wear street clothes with high-visibility red vests and carry City of Toronto employee identification. Initially begun as a pilot in April 2020, the TTC has since established a formal agreement with SSHA on October 5 2022, which ensures dedicated Streets to Homes resources on the TTC. The dedicated Streets to Homes workers have recently expanded the Monday to Friday coverage to twenty-four hours a day, and the number of outreach workers will increase from 6 to 20 in the coming months. The TTC is funding these staff on the TTC system, through new funding approved in TTC's 2023 Operating Budget.

The Streets to Home Program includes two important initiatives also supporting the needs of persons experiencing homelessness and individuals with complex needs on the TTC:

a) *Multi-Disciplinary Outreach Team (M-DOT)*

M-DOT provides a specialized team of providers from various organizations that delivers services to the most vulnerable individuals on the street and in shelters. The team is made up of Outreach Workers, Mental Health Case Managers, a Registered Nurse, a Housing Worker and access to Psychiatrists who connect with people who have mental health challenges and are experiencing homelessness. Through the Streets to Homes coordination, M-DOT has, to date, extended mental health supports into the TTC one day a week and with no additional cost to the TTC. This program will now be expanded on the TTC system, with the City of Toronto's recent adoption of the 2023 Operating Budget, which increased M-DOT funding by \$0.5 million to support the TTC with a one-year pilot. This funding has the scope to support three mental health workers, one Registered Nurse, and the support of a Psychiatrist to assist with treatment plans.

b) *SPRINT*

The Streets to Homes team and partner agencies have recently enhanced outreach efforts through the launch of the SPRINT pilot project at Union Station. This pilot provides an increased amount of coordinated outreach supports and resources, including the provision of dedicated shelter spaces, in order to support individuals to access safe inside spaces and supports more effectively.

Community Safety Ambassadors

Twenty Community Safety Ambassadors, secured through procurement, operating in pairs on the TTC system are specially trained to reach out to customers or the public who may be in distress. They offer assistance and support to these individuals, linking them with City of Toronto social services. The firm providing these staff perform similar work for the City of Toronto, including at shelters. These Community Safety Ambassadors wear distinctive high-visibility yellow shirts and jackets. Community Safety Ambassadors will be partnered with TTC Station Supervisors for their first week in service.

The opportunity to support the community with Community Safety Ambassadors emerged as a priority after the 2023 Operating Budget was established, and is included in Table 2 above as an unbudgeted expense. Coordination with the City on the engagement of the Community Safety Ambassadors became the impetus for deploying the range of resources and the multidisciplinary approach that has since ensued.

Community Crisis Distress Response/211

The Toronto Community Crisis Service (TCCS) is a new community-led service through the Social Development and Finance Administration (SDFA), which dispatches trained teams of crisis workers to respond to people experiencing a mental health crisis. This is a non-police response to mental health crisis calls and well-being checks that is client-centred and trauma informed, leveraging 211. Refer to *Appendix 1 - Toronto Community Crisis Service* for further information.

The TTC has an extensive 24/7 communications protocol to support daily operations and to provide safe and responsive oversight throughout the TTC network. The TTC's Transit Control Centre, is organizing dispatch to support temporary field resources and 211, and has the ability to connect urgent calls into these new 211 resources and more immediately connect those in crisis with mental health supports. The TTC and the City are developing the call relay protocols and the training for TTC Transit Control Dispatchers to identify characteristics for 211 service.

Co-ordinated Mental Health Messaging

Toronto Public Health (TPH) is embarking on a social media-driven public education campaign to support mental well-being in Toronto. This campaign will help link people with resources while setting the systemic context of what is taking place in the city as a whole. This context will help inform the more specific efforts that the City of Toronto and the TTC draw from when addressing transit safety. The City and the TTC will also amplify TPH's social posts on their own channels.

Additional Staff Presence to Support Customer Experience and Assurance

In response to decreased customer and employee sense of safety, during recent months, the TTC has escalated frontline presence to provide customers and employees with additional visible support resources throughout the stations and divisions. This additional frontline presence provides added directional customer service, staff support and customer assurance. These teams are additional staff resources coordinated, over and above regular station, vehicle, station and customer service supports.

Redeployment of Fare Inspectors

Up to half of the TTC's 80 Fare Inspectors have been temporarily redeployed to work primarily in the subway system, where they provide an additional uniformed presence. The Fare Inspectors are stationed near the fare lines in stations, and in addition to checking fares and providing information, they are available to observe and report any issues or incidents that may arise. As the number of Community Safety Ambassadors and Security Guards increases, TTC Fare Inspectors will resume to their primary location on the streetcar network.

Frontline Visibility by TTC Vehicle Managers and Transportation Managers

The TTC also increased visibility by supplementing our frontline staff with 115 maintenance and transportation managers through the subway network during peak service periods (6-10 a.m. and 2-6 p.m.). In addition to providing support to customers and employees, these managers conduct inspections of subway cleanliness and support safety. At any given time, 28-30 additional staff are in the network wearing high visibility TTC vests. The initiative started in January with 208 shifts completed and 280 inspection observations received to date. Both frontline employees and customers report appreciating the added visible presence on the system.

Executive and Senior Management Team field visits

As of late January, members of the TTC Executive and Senior Management teams are conducting escalated site visits throughout the system to engage with frontline

employees to provide them with support, and seek their feedback. All Executive and Senior Management Team members are engaged in the effort. The feedback from frontline staff and the community safety impressions of management is then reported centrally for analysis and contextualizing current awareness.

The role of these abovementioned resources out in the field not only provides supports to customers and employees, but also additional observations on the quality of our facilities, vehicles and customer experience. There is no implication on the budget for these resources as this has been a priority redeployment of existing resources.

Vehicles and Facilities

In response to heightened concerns about cleanliness, the TTC is undertaking two additional cleaning initiatives to improve specific area cleanliness and overall customer experience.

Streetcar Midday Cleaning Pilot

Since January, midday cleaning on vehicles has been piloting on streetcar routes 511, 504 and 505 Monday to Friday, with the balance of fleet maintaining regular nightly cleanings. This increased pilot has included cleaning of seats, seat backs and windows, sweeping and/or spot mopping spills and optionally cleaning the operator's area. Approximately 60-65 streetcars are cleaned midday at Bathurst Station and another 105-110 streetcars at Broadview Station to provide additional cleanliness over and above regular night cleanings. The initial customer feedback is positive.

Extended Station Cleaning

Overnight use of the stations for sleeping and respite by persons experiencing homelessness and individuals with complex needs presents a challenge in delivering customer expectations for clean station facilities, particularly in the TTC's 24-hour stations. Overnight use has led to not only unsanitary conditions, but also presents challenges in performing overnight cleaning at certain stations.

In response, the TTC has introduced increased daily cleaning through a third-party service each morning at Union Station, Spadina and Queen Stations to address waste and soiled materials left behind. These increased cleaning efforts are necessary to support providing clean and sanitary spaces for customers and employees.

The streetcar midday cleaning pilot was planned for and funding is approved in the TTC's 2023 Operating Budget, while the extended station cleaning emerged as a priority after the 2023 Operating Budget was established and is included in Table 2 above as an unbudgeted expense.

Community Safety Field Resources

In response to increased safety incidents, and decreased customer and employee sense of safety, the TTC has invested in additional safety and security field resources. These positions have distinct roles, and essentially augment the safety and security support that the TTC Special Constables provide to TTC customers and employees.

TTC Special Constables

TTC Special Constables serve throughout the system and provide primary response to many calls for safety and security related issues. The volume of calls for safety and security have exceeded capacity, and the TTC will be hiring 50 additional Special Constables. This will increase the total Special Constable complement of the department from 90 Special Constables at the start of the year to 135 by the end of the year. This recruitment is inclusive of filling vacant positions and the new 25 Special Constable positions added through the approved 2023 Operating budget.

Security

Up to 50 contract Security Guards, operating in pairs on the TTC system, will work on an interim basis to assist in opening and closing TTC subway stations, and in providing security for TTC employees and customers throughout the network. The availability of Security Guards through the network enables TTC Special Constables to increase capacity while recruiting is underway. In addition to required security training, these security guards are trained to deal with people in mental health crisis and people who may be vulnerable and in need of assistance. These guards wear the usual security guard uniforms and gear, as prescribed by provincial legislation.

Toronto Police Service

The Toronto Police Service (TPS) have announced that they will provide additional patrols in the TTC system using approximately 80 Police Officers. TPS always has a role supporting safety and security on the TTC. The increase in officers provide a temporary, additional security presence on the TTC system. Their patrols are arranged and directed by TPS management.

The increase in TTC Special Constables was planned for in the TTC's 2023 Operating Budget, while the need for additional security supports emerged as a priority after the budget was established and is itemized in Table 2 above, as an unbudgeted expense. Similarly, the support of the Toronto Police Services emerged after the TTC 2023 Operating Budget was established. The TTC and TPS are assessing funding needs for the additional police officers on the system.

Culture and Readiness Training

Responding to seventy additional resources supporting the TTC network, the TTC prioritized TTC culture and readiness training for all. This training included TTC safety knowledge and well as rules of engagements and unconscious bias training. De-escalation and unconscious bias training is also underway for all frontline staff.

Community Safety Ambassador Training

In addition to being specially trained to offer assistance and support to TTC customers and the public who may be in distress and linking them with City of Toronto social services, Community Safety Ambassadors have received TTC specific training in customer service, safety, TTC facilities and operations, communications and radio protocols, and diversity, equity and inclusion training. This program is delivered in-house with TTC resources.

Security Guard Training

In addition to having the required security training, these security guards are trained to deal with people in mental health crisis and people who may be vulnerable and in need of assistance. They have advanced training in areas including: mental health first aid; overdose prevention, recognition, and response; and nonviolent crisis intervention.

Furthermore, these security guards have received TTC specific training in customer service, safety, TTC facilities and operations, communications and radio protocols, and diversity, equity and inclusion training. As well, they have received situational training on responding to difficult customers and instructions on rules of engagement. This program is delivered in-house with TTC resources.

De-escalation Training for Frontline Staff

Recognizing the societal changes faced by TTC customers, employees, and the public, the TTC is expanding frontline employee de-escalation training. The TTC's current program focuses on Bus Operators who receive a two-hour module in de-escalation during recertification training, and is included in New Supervisors' training. The expanded program will include full day de-escalation training for frontline employees who are most at risk, including Bus Operators, Customer Service Agents (CSA), Collectors and Janitors. Supervisors will also receive the full eight-hour de-escalation training, while Streetcar and Subway Operators will receive four-hour de-escalation program. Unconscious bias training will be included in all programs. It is anticipated that vendor support will be utilized for train-the-trainer portion of this rollout, with most training delivery to frontline employees delivered by in-house TTC instructors and accommodated with current resourcing.

Coordinated Customer Communications

In response to heightened safety concerns, the TTC is launching and coordinating communications programs to support customer awareness and gather customer insights to inform further safety development plans.

Community Safety Communications Plan and Media Releases

The City of Toronto and the TTC have adopted an integrated and collaborative communications planning and media outreach and response method. Messaging was co-developed to frame the collaborative and dynamic human-services-first approach to transit safety and supports. Linkages were made to the City Council-approved SafeTO framework to community safety, where appropriate, and the TTC website was updated accordingly.

Your Safety Partner

Your Safety Partner is a TTC campaign that is focused on safety features that can be found in subway stations. “Thought bubbles” are located near each safety feature, i.e. Designated Waiting Area (DWA) or intercom, providing information about that particular feature. This campaign also promotes the SafeTTC app, which allows customers on routes to a quick and discrete way to report harassment, safety concerns or suspicious activity. SafeTTC App awareness ads are currently running in stations and will extend to TTC vehicles in the coming weeks. The campaign was rolled out in September 2022. Refer to *Appendix 2 - Inventory of Existing TTC Community Safety Supports* for more details.

Highlights of Assaults Prevention Campaign

The TTC Operator Assault campaign is currently rolling out on all vehicles now. This campaign features children of our operators and other employees promoting the message: “My mom/dad drives this bus/streetcar, etc. Please make sure they get home safely.” Posters also inform customers that assailants will be prosecuted to the fullest extent of the law.

Customer Community Safety and Security Survey

The TTC Customer Community Safety & Security Survey is designed to understand both current and past TTC customers’ sense of safety on the TTC. It is intended to gain insight into customer and former customer safety concerns and discover potential solutions. This includes acquiring important insights into the challenges faced by customers when reporting incidents, their awareness of available safety tools and resources, and their overall perception of safety while using the TTC compared to other environments. An additional element includes the role of communications on a customer’s sense of safety.

These programs have been prioritized and funded within TTC’s approved 2023 Operating Budget.

Going Forward

Responding to the emerging community safety environment, the TTC has established forward looking initiatives to understand potential best practices in other transit jurisdictions, and deliver new safety initiatives to TTC customers.

Industry Studies on Community Safety and Emerging Trends on Transit

Industry research can provide insights on the latest trends in safety among transit agencies. The TTC is currently engaged in two studies both focusing on safety and security in transit and the factors that contribute to safety and security, such as crime and security incidents, safety measures and technologies, customer perceptions of safety, industry best practices and emerging societal trends. The first study is with COMET (Community of Metros) who represents 44 subway systems in 40 cities around the world in Europe, Asia Pacific and Americas. The second study is with GOAL (Group of North American Light Rail Systems) who represents 15 light rail agencies across North America. The results from the research are used to inform decisions and policies made by transit agencies to improve safety, customer

confidence and provide a more secure and safe environment for customers and employees.

Jurisdictional Scan

The TTC has undertaken a recent jurisdictional scan of transit safety in many major cities across Canada and the United States. Several of the cities have taken an enforcement approach, increasing police and transit officers aboard the system accompanied by community safety officers and/or transit ambassadors. Others have taken a community approach by deploying unarmed personnel on the system to help with directions, alert police of a threat, point people to homeless services, keep an eye on vulnerable people, and check that seats are clean and passengers are safe. Philadelphia's SCOPE program stands out as recent example of innovation in this area: SCOPE stands for: Safety, Cleaning, Ownership, Partnership and Engagement. Information collected from the jurisdictional scan will serve as a baseline for the TTC to explore options and ideas to ensure safety for employees and customers when responding to complex issues requiring multipronged approaches. Refer to *Appendix 3 - Summary of Jurisdictional Scan* for further information.

Station Transformation and Expansion of CCTV

The TTC's Stations Transformation Project (STP) modernizes various aspects of the stations operations focusing on improved customer service and augmenting safety and security of our customers and staff. Upgrades of our Passenger Assistant Intercom (PAI) provide customers with the option of requesting two types of assistance, emergency and information. Upgrades include a built-in camera, which automatically engages when the assistance is requested. This gives relevant response staff the visibility of the customer's surroundings who is requiring the assistance.

CCTV (Closed-Circuit Television) coverage is now 75% at all subway stations and 90% at 19 stations. Live feed CCTV monitor installation will be completed at most of the farelines and at platforms Designated Waiting Areas by March 2023. All 70 stations (excludes SRT) are planned to have 90% coverage by Q4 2024. The technology expansion further allows TTC collectors to work outside of booths and provide proactive and face-to-face customer service without barriers, supporting improved customer experience.

These industry peer benchmarking studies and jurisdictional reviews are supported within TTC's existing 2023 Operating Budget. The Station Transformation Capital Project is previously funded and set to deliver new safety capabilities for TTC.

Building Capacity for Evolving Community Safety

Recognizing the evolving nature of Community Safety, the TTC has identified four initial foundational pillars to build sustained capacity for ongoing support of Community Safety.

Interdivisional Table

The TTC and the City of Toronto have created a joint table to address issues and challenges as it relates to responding to complex individuals on the transit system. The table includes representatives from the City of Toronto's SSHA and SD&FA divisions, the City's Corporate Security and Corporate Communications teams, as well as representatives from TPH and TPS. The interdivisional table will comprise of both a leadership table and working group, working together towards creating or enhancing cross-divisional communication, training and sharing of best practices.

A multidisciplinary approach will rely on City of Toronto supports to identify and monitor efficacy of program to address the needs of individuals experiencing homelessness and persons with complex needs on the TTC, and the TTC will continue monitoring progress in the reduction of Offenses Against Customers, Against Employees, and also the improvement of Customer Satisfaction of Personal Safety.

The TTC, TPS and City of Toronto will collaborate on assessments and outcomes of staffing requirements and determine the best-suited complement of resources recommended for the TTC.

TTC and City of Toronto Data Sharing through City SafeTO Scale Platform

The TTC is exploring data sharing with the City of Toronto SafeTO platform. SCALE is the City of Toronto's internal data sharing platform to support SafeTO. The purpose of SCALE is to enable collaborative analysis of data to identify proactive interventions to improve community safety and well-being. The TTC is evaluating the role of the TTC Special Constables' call data and observational data on persons experiencing homelessness and individuals with complex needs to support these objectives. The key objective is to identify and monitor new trends for consideration by the interdivisional table including requirements for resources.

Joint Labour Management Committee (JLMC) and the TTC's 10-Point Action Plan

ATU Local 113 and the TTC have formed a Joint Labour Management Committee (JLMC) focusing on assault prevention and the associated 10-Point Action Plan which was endorsed internally in December 2021. The action plan was developed to further enhance the TTC's established programs and initiatives. The items are categorized into the following areas: Data Analysis, Education/Training, Engagement/Communication, Programs/Procedures, and Incident Response/Support, and include delivering training focusing on de-escalation strategies, issuing internal and external communication campaigns, installing extended protective barriers, and coordinating employee engagement events. Refer to *Appendix 4: 10-Point Action Plan for Prevention of Employee Assaults* for further details.

The JLMC held its first meeting in August 2022, and in light of recent events, convened a special meeting on January 27, 2023. The purpose of the committee is to provide a forum to communicate updates on the 10-Point Action Plan, review data and statistical analysis, and discuss programs and initiatives related to assault prevention.

The items raised by the JLMC are linked back to the 10-Point Action Plan to help with monitoring and tracking items to completion. The JLMC has also provided recommendations related to Joint Health and Safety Committee (JHSC) involvement in workplace violence prevention. The TTC has a Workplace Violence Policy that is updated annually and a corporate program that sets out measures and procedures to protect workers, including assessing and controlling risks, establishing ways to obtain immediate assistance, providing reporting processes, and ensuring incidents are investigated. The TTC is committed to providing a safe work environment and service that is free from violence, and will continue to work with its Union partners on assault prevention initiatives.

TTC Emergency Response Governance

The TTC has established an Executive Command Centre (ECC) and Community Safety and Security Working Group (CSSWG) to coordinate efforts to address the rise in safety and security incidents on the system. The ECC provides executive oversight and strategic decision-making to the TTC's community safety and security response. It functions as the TTC's crisis management team or emergency operations centre.

The CSSWG provides decision and planning support to the ECC and coordinates interdepartmental activities and actions. The Working Group is facilitated by the Safety and Environment Department and is comprised of Senior Management and Executives.

These four foundational pillars will support the continued coordination of this multidisciplinary approach, enabling coordinated action and adaptation, in support of our joint community safety interests.

Procurement of Resources

In order to respond to emergent health, safety and security issues in the TTC network, the TTC has entered into four supplier contracts. These contracts are to enhance safety, increase monitoring, create awareness through training and provide additional cleaning services in key stations. The following section outlines the procurement process and further details on these supplier agreements:

- 1) ***Star Security Incorporated:*** Additional security guard services contract was awarded to Star Security in the total amount of \$500,000 (unbudgeted funds) on the basis of joint purchasing with the City of Toronto to commence their services as of February 10, 2023 and ending on October 10, 2023. The agreement was developed by leveraging the existing City of Toronto contract provision for City Agencies with Star Security Incorporated. This service provider was chosen on the basis that these

security guards have experience in mental health, first aid, overdose protection, recognition and response training and non violent crisis intervention. Based on the CEO's existing delegated expenditure authority, the \$500,000 contract amount is expected to provide coverage for services for seven weeks. The requested delegated Board authority of \$15 million to the CEO can be used to amend this contract's value for services required past February and potentially until the contract's expiry of October 10, 2023 or until the services are no longer required.

- 2) **One Community Solution:** Community safety ambassador services contract was awarded to One Community Solution in the total amount of \$500,000 (unbudgeted funds) on the basis of non-competitive single sourcing to commence their services on February 10, 2023 and ending on April 28, 2023. While this service provider currently works with Shelter staff, the TTC could not leverage the City's contract and was required to establish its own agreement. The agreement is to mobilize community safety ambassadors on the TTC system who will work with people experiencing homelessness and with Streets to Home workers to provide outreach services. These community safety ambassadors are trained in mental health, overdose protection and crisis intervention.
- 3) **Aurum & Tri-Clean JV Inc. (Aurum):** Additional daily cleaning contract at Union, Queen and Spadina Stations was awarded to Aurum & Tri-Clean JV Inc. in the total amount of \$100,000 on the basis of non-competitive single sourcing to commence its services on February 10, 2023 and ending on May 7, 2023. Aurum is an incumbent service provider for washroom cleaning, window cleaning and hand sanitizer refill contracts at TTC stations. Aurum is familiar with the TTC system and had sufficient staff on the roster that were Subway Rule Book trained which allows them to start the work immediately after award. The number of persons experiencing homelessness and individuals with complex needs on TTC property has risen, particularly in the fall and winter months, requiring additional cleaning at key station locations on a daily basis. Funds on this cleaning contract are expected to be depleted by the end of April.
- 4) **De Escalation Training:** TTC Procurement staff have held meetings with four vendors, recommended by the City of Toronto, on de-escalation training requirements for the community safety program. TTC intends to use the services of a vendor to train a smaller group of approximately 400 TTC Staff, TTC Certified Trainers, and 400 customer-facing employees. Once the first group of TTC staff are trained and certified, a "Train the Trainer" concept will be rolled out across the TTC to train up to 6000+ employees. This contract is expected to be awarded on a non-competitive single sourcing basis.

Recommended Changes to CEO Delegated Authorities

Expanded Definition of Unforeseen Events

In most of the procurements described above, the existing delegated expenditure authority thresholds for the CEO limit the TTC's ability to extend these contracts anywhere from seven weeks to May 2023 at best. TTC staff will be assessing the extent to which some of these measures need to continue during the month of April and will

report back on the continuation of these and any other measures that may be required and their duration.

The TTC's current Authorization for Expenditures and Other Commitments policy (clause 3.7.6) recognizes the need for the TTC to be able to respond to emergent events. However, this authority is limited to (a) events that impact safety, security, critical schedule requirements or to avoid delay claims and (b) current delegated expenditure authority thresholds of \$5.0 million for contract awards; \$2.5 million for contract amendments and \$500,000 for single sourced procurements and unbudgeted expenditures, respectively.

The TTC has already experienced other types of unplanned emergencies that have required immediate responses requiring higher than authorized expenditure authorities, such as the TTC's COVID-19 pandemic response and the 2021 cyber security breach. As well, climatic events could also cause interruptions in service and require emergency responses, for example. The approved delegated authorities do not contemplate these other situations and limit the CEO's ability to respond to emergent issues both in circumstance and in ability to procure for goods or services beyond current threshold limits to implement necessary but unplanned and, therefore unbudgeted measures.

In order for the CEO to appropriately respond to emergent or unforeseen events, it is recommended that the definition of an "emergency" be expanded as any situation of extreme urgency brought about by unforeseeable events that makes the procurement of goods and services necessary to address an immediate risk to health, safety, security, cybersecurity, property, the environment or other public interests of the TTC and/or City. It should be noted the above definition of an "emergency" is similar to the City of Toronto's Municipal Code Chapter 196 and Purchasing By-Law, but has been amended to include cyber security and was approved by the TTC Board as the working definition used during the Board Recess Period from July to December 2022.

It is also recommended that the delegated expenditure authority threshold set for the CEO in exercising his delegated authority to respond to an "emergency" or unforeseen event, as defined above, be increased to a cumulative \$15.0 million for the sole purpose of awarding or amending contracts for the procurement of goods or services to implement measures deemed necessary to respond to an emergency, and in this instance, for measures to address the health, safety and security of TTC employees, customers and the public on TTC's transit network.

Further, it is recommended that the TTC's Expenditure and Other Commitments Policy be amended to reflect the above-recommended changes in the CEO's delegated authorities to respond to unforeseen events.

Finally, it is recommended that the TTC Stabilization Reserve be utilized as the funding source for any unbudgeted expenses and the TTC Board seek Council authority to withdraw up to \$15 million. Funds would be utilized only as required and authorized by the CEO under delegated authority, with regular reporting to the Board on the utilization of this delegated authority through quarterly Financial Update reports.

These recommended changes in the CEO's delegated authorities may be utilized towards the amendment of these contracts or new contract awards in order to address any immediate, extended, changing or additional emergent issues or needs.

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Attachments

Appendix 1 - Toronto Community Crisis Service
Appendix 2 - Inventory of Existing TTC Community Safety Supports
Appendix 3 - Summary of Jurisdictional Scan
Appendix 4 - 10-Point Action Plan for Prevention of Employee Assaults

Appendix 1: TTC Existing Community Safety Supports

Safety is a cornerstone at the TTC. We take our customer and employee safety seriously. While the multi-disciplinary approach described in this Board report is new, there are a number of foundational safety supports we want every customer to know about.

TTC Transit Control

Transit Control operates 24 hours a day seven days a week and oversees all TTC properties, subways, buses and streetcars. TTC Transit Control Staff also dispatch emergency services and have a direct link to 9-1-1.

TTC Uniformed Staff

TTC Operators, Station Collectors, Customer Service Agents, Special Constables and Supervisors are trained and prepared to assist when required. TTC personnel are easily identified by their uniform and TTC crest.

Station Supervisors are highly visible on station platforms during morning and afternoon rush hours. Mobile Supervisors are visible throughout the system, responding quickly to incidents and ensuring service safely resumes after an incident happens. Station and Mobile Supervisors have de-escalation training.

Designated Waiting Areas

TTC subway stations have a Designated Waiting Area (DWA) on the platform, equipped with overhead camera, assistance Intercom, extra lighting and a payphone. Intercoms are also located in elevator cabs, at elevator landings and at entrances not staffed by Station Collectors. Intercoms allow customers to speak directly to TTC staff who will contact emergency responders to provide assistance.

Emergency Alarms

The Emergency Alarm is a yellow strip located above the windows, along the wheelchair positions and near the doors of all subway cars. When pressed, emergency services are notified through the TTC's Transit Control and the train will continue to the next station and hold with doors open until medical, police or fire services arrive on scene.

Bus and streetcar Operators have an alarm system, two-way radios, audible alarm and flashing lights that can be used in an emergency to alert Transit Control or get the attention of police or passersby.

Request Stop Program

The Request Stop program is available to all customers travelling alone by bus between 9 p.m. and 5 a.m. Request Stop allows any customer who is feeling vulnerable to get off the bus between regular TTC stops.

SafeTTC App

The **SafeTTC app** is a mobile app for both **iOS** and **Android** devices, 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. Transit Control has the ability to coordinate

calls to TTC Special Constables and Toronto Police (or as described in the report, will also connect call to 211 supports).

Security Mirrors

Security mirrors are located at many points throughout the system. They help customers and employees see around corners or into other passageways.

Security/CCTV Cameras

Security cameras are installed on TTC properties, subway trains, buses, streetcars and Wheel-Trans vehicles to enhance public and customer safety, and help the TTC investigate incidents involving our vehicles and support the investigation of customer complaints and claims.

Your Safety Partner



Decal/symbol identifies these TTC safety features throughout the system.



Toronto Community Crisis Service

- 
Voluntary, consent-based service
- 
Trauma-informed care and harm-reduction approach
- 
Available to clients aged 16+
- 
Multiple intake channels
- 
Post-crisis follow-up and case management support
- 
Culturally sensitive services and referral networks




About the Service

The Toronto Community Crisis Service (TCCS) is a new community-led service which dispatches trained teams of crisis workers to respond to people experiencing a mental health crisis. It is a non-police response to mental health crisis calls and well-being checks that is client-centred and trauma-informed.

TCCS crisis workers can be identified by their green lanyard and identification card. The City of Toronto logo appears on all vehicles, along with the logo of the partnering organization.

Accessing the Service

TCCS can be accessed by calling 211, where calls will be triaged and transferred as appropriate based on the call type, location and availability of teams. Calls received from 911 will also be triaged and transferred to the TCCS as appropriate.

Hours of Operation

TCCS is available 24 hours a day, 7 days a week in areas across the city. To confirm current hours of operation in your local area, please visit the TCCS website below.

Visit toronto.ca/CrisisService to learn more.

Service Areas

Geographic Area	Community Partner	Boundaries
Northeast	TAIBU Community Health Centre	<p>North: Steeles Avenue East</p> <p>East: Pickering Town Line, Little Rouge River, Rouge River</p> <p>South: Highway 401 west to Brimley Road, south from Brimley Road to the Scarborough shoreline</p> <p>West: Victoria Park Avenue</p>
Downtown East	Gerstein Crisis Centre	<p>North: Bloor Street East to the Prince Edward Viaduct</p> <p>East: Don River to Lakeshore Boulevard East to the Don Roadway</p> <p>South: Toronto shoreline</p> <p>West: Spadina Avenue</p>
Northwest	Canadian Mental Health Association, Toronto Branch	<p>North: Steeles Avenue West</p> <p>East: Canadian National Railway Line south to Highway 401 east to the Humber River</p> <p>South: Highway 401 east to the Humber River and south to Eglinton Avenue West.</p> <p>West: Highway 427</p>
Downtown West Kamcawizime will Naagidiwendilying	2-Spirited People of the 1st Nations	<p>North: Canadian Pacific Railway line</p> <p>East: Spadina Avenue and Lower Spadina Avenue</p> <p>South: Toronto shoreline</p> <p>West: Dufferin Street south to Queen Street, west to Roncesvalles, south from Roncesvalles to the shoreline</p>



Appendix 3: Summary of Transit Safety Programs and Initiatives Jurisdictional Scan

Jurisdiction/Organization	Transit Safety Initiatives	Outcome
Canada		
<p>Toronto, The Toronto Transit Commission (<i>Working Collaboratively with the City of Toronto and Toronto Police Service</i>)</p>	<ul style="list-style-type: none"> • Increasing the presence of TTC Special Constables as well as hiring additional Special Constables (i.e., this effort includes a class of 14 new Special Constables starting on February 27, 2023 and hiring up to 50 additional Special Constables in 2023) • Dedicating an additional 80 Toronto Police Service officers across the system to ensure high visibility patrolling system wide • Adding more Station Supervisors, Chief and Mobile Supervisors as well as assistant managers in subway stations to audit station security on a regular basis • Deploying more uniformed TTC employees throughout the system who can contact Transit Control directly to assist customers • Increasing Streets to Homes workers in hotspots in the system to help individuals in need find supports (i.e., the TTC committed to have 20 Streets to Home workers across the network in 2023) • Improving and adding cameras in all stations and on all vehicles • Having Designated Waiting Areas on every subway platform, with recently-upgraded and easier-to-use two-way communications systems • Allocating \$7M of the City of Toronto’s budget to several safety and community initiatives, including an above-inflationary increase to Community Partnership Investment Program grants; opening one additional 24/7 warming centre; supporting a pilot program on the TTC 	<p>N/A</p>

	<p>that provides mental health support for the unhoused; and expanding the Rent Bank grant program</p> <ul style="list-style-type: none">• Access to more than 20 Community Safety Ambassadors (Community Safety Team): Community Safety Ambassadors work directly with people experiencing homelessness and liaise with the City's Streets to Homes workers to provide outreach services. The outreach efforts focus on engaging with individuals experiencing homelessness to build trusting relationships, help address immediate needs and ultimately support the individuals in finding permanent housing• Access to more than 50 security guards: more than 50 security guards will be temporarily added across the system. The guards have daily experience dealing with those experiencing homelessness people in crisis and have advanced training in areas including Mental Health First Aid, overdose prevention, recognition, and response training, and lastly, nonviolent crisis intervention• De-escalation training to support TTC staff: With support from the City, the TTC is in the process of ensuring that all its Chief and Mobile Supervisors are provided with de-escalation training to support station staff. The TTC has also updated its schedules to ensure an increased employee presence in hotspots in the system and during peak times	
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<p>TTCriders, Transit Advocacy Group</p>	<ul style="list-style-type: none"> • TTCriders is calling for more investment in TTC service to prevent a 9% service cut compared to pre-pandemic levels, investment to expand the low income Fair Pass transit discount to all low-income residents, and to expand supportive staff rather than police • TTCriders and Toronto Environmental Alliance are also calling on City Council to investigate a commercial parking levy to fund climate and transit 	<p>N/A</p>
<p>Edmonton, Edmonton Transit Service</p>	<ul style="list-style-type: none"> • A Transit Safety Plan developed with local agencies • The creation of a new Director position dedicated to transit safety • Transit Watch: customers can report safety concerns directly to ETS Control Centre staff via call or text • Transit Peace Officers (TPOs): highly trained professionals who patrol the ETS in uniform 24 hours a day to help create safe environments, provide customer assistance and promote fare compliance (i.e., they carry a baton, MK3 etc.) • Updated its Conduct of Transit Passengers bylaw to give transit TPOs more tools to curb dangerous and unlawful behaviour (e.g., drug use) • In 2022, invested \$10.2M for more TPOs to patrol pedestrian walkways adjacent to LRT stations, and requested additional patrols by EPS on transit. This funding also allowed ETS control centre staff to provide 24/7 coverage and added security guards at 21 transit facilities and LRT stations • Community Outreach Transit Teams (COTT): a partnership between the City of Edmonton and Bent Arrow Traditional Healing Society that provides support for individuals to address concerns such as housing, mental health, substance use and financial assistance 	<p>ATU Local 569 said it was pleased that City Council approved the hire of more Peace Officers. ATU also said that COTT has seen “success;” however, no data was provided to substantiate that.</p>

	<ul style="list-style-type: none"> • Increased cleaning schedules, reopened all 18 washrooms, and recently approved an additional \$3.6 million to support an ongoing citywide public washroom strategy • During Edmonton’s recent budget, council committed \$13.6 million more toward transit safety resources including hiring and training for 24 more TPOs • Boyle Street Community Services outreach workers contracted by the City of Edmonton can no longer hand out clean needles and pipes for drug use in public transit as of February 1, 2023 	
<p>Calgary, Calgary Transit</p>	<ul style="list-style-type: none"> • 141 Transit Peace Officers on transit platforms by the time they finish the recruiting and training process in 2023 • Currently recruiting and training security guards to actively patrol the system. When this is complete, they will have 31 in total • Calgary has over 1,200 CCTV cameras across its CTrain system, that are monitored 24/7 by security agents in its Operations Control Centre. These agents also dispatch Peace Officers and respond to reports that come in through the Transit Watch program • Transit Watch: customers can report safety concerns directly to ETS Control Centre staff using a discreet text message, help buttons/phones on platforms, and via phone call • The Calgary Transit Ambassadors Pilot Program: a team of non-enforcement transit employees who will increase visible presence and help with wayfinding and answering questions 	<p>The Director of Calgary Transit said the Ambassador program was showing “promise;” however, no data was provided to substantiate that.</p>

Winnipeg, Winnipeg Transit	<ul style="list-style-type: none"> On February 9, 2023, Mayor Scott Gillingham announced that the city will spend \$5 million for a transit security service. The security team, which will not carry guns, will work alongside Winnipeg police and outreach organizations including Main Street Project, Siloam Mission and St. Boniface Street Links 	N/A
Vancouver, TransLink	<ul style="list-style-type: none"> Community Safety Officer Program: launching in 2023, the Community Safety Officers will provide additional uniformed visibility on the transit system and address low risk incidents that do not require a police officer (i.e., they will carry batons, pepper spray and handcuffs etc.) 	N/A
<i>The United States</i>		
New York City, Metropolitan Transportation Authority	<ul style="list-style-type: none"> Announcing police presence at given stations 1,200 more police officers and deploying additional private security guards Install cameras in all subway cars by 2025 Aggressively pursuing low-level offenses Providing more services for people experiencing homelessness and mental illness 	Mayor Eric Adams said crime has dropped by 16% since the October start of a safety initiative that filled the system with more police officers
Philadelphia, Southeastern Pennsylvania Transportation Authority	<ul style="list-style-type: none"> The SCOPE Program: a system wide and coordinated effort to connect vulnerable individuals with social services and provide a safe, clean transit system for riders ZeroEyes Program: A.I. gun detection video analytics solution 	The SCOPE program won the 2022 APTA Award for “Innovation”
Los Angeles, LA Metro	<ul style="list-style-type: none"> Transit Ambassadors Program: uniformed unarmed personnel on trains that address customers’ concerns about safety and security Respect the Ride Program: a customer care program designed to improve safety and the customer experience 	N/A

<p>San Francisco, Bay Area Rapid Transit</p>	<ul style="list-style-type: none"> • Transit Ambassadors Program: uniformed unarmed personnel on trains that address customers' concerns about safety and security 	<p>According to BART, having additional uniformed personnel has been received well by riders and employees</p>
<p>D.C., Washington Metropolitan Area Transit Authority</p>	<ul style="list-style-type: none"> • This February, D.C. police officers will start patrolling five Metro stations in the District (i.e., Metro Center, Gallery Place, Georgia Ave.-Petworth, Congress Heights and Union Station) to supplement the transit police force. Two D.C. police officers and a supervisor will be assigned to each station during the workweek • 387 Metro Transit Police Department (MTPD) officers • Crisis Intervention Specialists: trained in mental health awareness and de-escalation methods. They are paired with a MTPD officer or Operating Staff to respond to customers with mental health disorders, intellectual or developmental disabilities • Customer Experience Liaison (CXL) Outreach Program: enhance staff visibility in stations and to make Metrobus and Metrorail an easy and seamless experience. CXL staff will wear easily identifiable uniforms and be in Metrorail stations and at Metrobus transit center throughout the system • Metro Personal Safety Campaign: in early 2022, WMATA launched a campaign to better educate the public on steps they could take to enhance personal safety while using transit. MTPD text-tip ads include QR codes on signage in stations, trains and buses featuring MTPD's text-tip number, MyMTPD (696873). Customers can scan the QR code with their phone to automatically add MTPD's number to their contact list • Metro also is monitoring cameras across the system, with more than 8,000 cameras on buses, trains and in 	<p>N/A</p>

	<p>stations. The use of video monitors will also be expanded to show customers entering buses and rail</p> <ul style="list-style-type: none"> • On April 8, 2019, WMATA announced the launch of a new public awareness campaign to STOP harassment. The new ads will run in stations in conjunction with Sexual Assault Awareness Month and Stop Street Harassment Week. The ads empower riders to report and intervene if they witness or experience an incident of harassment 	
Unions		
<p>Amalgamated Transit Union (ATU) Local 113</p>	<ul style="list-style-type: none"> • ATU Local continues to advocate for transit worker safety through the following suggestions: <ul style="list-style-type: none"> ○ Amending subsection 269.01 of the Criminal Code to include all transit workers in these provisions, not just operators ○ Directing TTC staff to coordinate a table with representatives from all three levels of government to work with ATU Local 113 on a national framework aimed at eliminating transit worker assaults ○ Request TTC staff to explore options, in consultation with ATU Local 113, to continue to raise public awareness of transit worker safety and respect for TTC employees, as soon as possible • ATU Local is also advocating for an immediate and direct injection of emergency resources towards violence prevention, mental health relief, and addressing homelessness 	<p>N/A</p>

Associations		
<p>American Public Transportation Association (APTA)</p>	<ul style="list-style-type: none"> • APTA also acknowledges that homelessness is an issue for transit agencies and has published resources to help support transit agencies <ul style="list-style-type: none"> ○ For example, during APTA's 2022 Mobility Conference, there was a presentation and workshop on a report called Transit Agency Practices in Interacting with People Who Are Homeless. The purpose of the report is to highlight effective practices and outcomes within the transit industry regarding interactions with people who experience homelessness. One of the main findings of the report was that social partnerships are essential and that enforcement is necessary, but not sufficient alone 	<p>N/A</p>

Appendix 4: 10-Point Action Plan for the Prevention of Employee Assaults

Category	Action Item Number	Action Item	Key Updates	Lead Department
Data Analysis	1	Review and expand data analysis to inform action items	<ul style="list-style-type: none"> Ongoing data analysis is conducted to provide information on factors driving trends in offences against customers and employees 	Research & Analytics
Education / Training	2	Review and improve existing training for employees	<ul style="list-style-type: none"> Specialized de-escalation training program developed (>30 high risk employees trained in 2022) Training initiated in June 2022 in Bus Transportation and moved to OTC in January 2023 	Operations Training Centre
Engagement / Communication	3	Develop and deliver internal and external communications campaigns	<ul style="list-style-type: none"> Transit Worker Assault Awareness Day campaigns issued in December 2021 and December 2022 Corporate campaign issued in March 2022 (>6,000 frontline employees reached) Ongoing customer campaign focused on keeping employees safe 	Corporate Communications / Marketing and Customer Experience
	4	Increase employee and community engagement programs	<ul style="list-style-type: none"> Employee engagement sessions conducted at operating divisions throughout 2022 (>20 sessions) 	Special Constable Service
Programs / Procedures	5	Strengthen penalties for assault of all transit workers	<ul style="list-style-type: none"> Response received from the Minister of Justice in November 2022 indicating the proposal has been shared with appropriate individuals for consideration 	Legal

	6	Complete installation of extended protective screens	<ul style="list-style-type: none"> Mobilized the dispatch of blue night bus vehicles with full barriers at all bus divisions in February 2022 	Bus Maintenance
	7	Continue to benchmark against international best practices in transportation	<ul style="list-style-type: none"> Ongoing engagement with other transit agencies through GOAL and COMET 	Transportation / Safety & Environment
Incident Response / Support	8	Increase security presence throughout network	<ul style="list-style-type: none"> Additional supports added to increase security presence 	Special Constable Service
	9	Formalize process for employee outreach and support following an incident	<ul style="list-style-type: none"> Employee support procedure in development outlining processes for immediate follow-up and continued support following a traumatic event 	Transportation / Human Resources
	10	Coordinate with City and TPS to enhance community support and incident response	<ul style="list-style-type: none"> Ongoing engagement with City agencies and community partners 	Special Constable Service