



# **TTC's Community Safety, Security, and Well-being Plan 2024-2028**

November 3, 2025

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# Chair's Message



As Chair of the Toronto Transit Commission, I am proud to present the TTC's 2024–2028 Community Safety, Security and Well-being Plan.

Addressing safety, security, and well-being on the transit system is a complex challenge, made more difficult by the broader societal issues facing Toronto. Like other major public-facing services, the TTC must adopt innovative, compassionate, and people-first solutions—both immediate and long-term—to support individuals in need.

The TTC has taken a proactive approach by partnering with the City of Toronto's Shelter and Support Services and Social Development divisions, Toronto Police Service, Toronto Public Health, and a range of community agencies. These partnerships ensure that equity and compassion are at the core of how we meet the needs of our community while maintaining safe and reliable transit operations.

The TTC has a clear duty to protect the safety of both our customers and employees—and that is a responsibility we take very seriously.

Sincerely,

**Jamaal Myers**  
**TTC Chair**  
**November 2025**

# CEO's Message



As the Chief Executive Officer of the Toronto Transit Commission, I am proud to support the TTC's 2024–2028 Community Safety, Security and Well-being Plan.

This Plan outlines the actions the TTC will take to enhance community safety, security, and well-being across the transit system, guided by a compassionate, people-first approach. Since the launch of our emergency response in January 2023 and the establishment of a multidisciplinary strategy, the TTC has implemented a range of initiatives aligned with this goal. These efforts have now been formalized into six key pillars:

- Collaboration and Partnerships
- Communication
- Engagement
- Procedures and Training
- Vehicle, Station, and Facility Improvements
- Data Analysis and Monitoring

The Plan is fully aligned with the Safety and Security Cornerstone of the TTC's Corporate Plan and supports our commitment to enhancing employee safety and well-being while improving the customer experience.

We will continue to review, refine, and report on the Plan's progress annually to the TTC Board as implementation advances.

Safety is at the heart of everything we do. Ensuring the safety of our customers and employees will always remain our highest priority.

Sincerely,

**Mandeep S. Lali**  
**Chief Executive Officer**  
**November 2025**

# Land Acknowledgement

The Toronto Transit Commission (TTC) acknowledges that we are on the traditional territory of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat Peoples, and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa bands.

The TTC commits to continued learning, work and partnership with Indigenous Peoples and communities. The TTC will increase our own knowledge, improve internal and external relations and implement collaborative solutions as we seek to play our part in reconciliation and building a better community for all Torontonians.





# Acknowledging Black Communities

The TTC acknowledges all Treaty peoples – including those who came here as settlers – as migrants either in this generation or in generations past – and those of us who came here involuntarily, particularly those brought to these lands as a result of the transatlantic trade of enslaved persons. We pay tribute to those ancestors of African origin and descent.

African Ancestral Acknowledgements, such as this one, offer an opportunity to reflect on the past, provide context for current challenges facing Black communities, and support a desire for a hopeful future for people of African descent. This Acknowledgement honours the past and recognizes the continued journey of people of African descent towards freedom, justice, and the enjoyment of collective community well-being.



# TTC's Corporate Plan

The Community Safety, Security and Well-being Plan builds on the direction of the TTC's Corporate Plan 2024-2028 and our Vision, Mission and Key Principles.

Safety and Security is the Cornerstone and a Key Principle under the Corporate Plan. The Cornerstone is guided by the Safety, Health and Environment (SH&E) Management System that manages and mitigates risks and continually improves performance. Under the safety management system, the TTC has a dedicated goal for community safety to **improve and strengthen community safety, security and well-being using a compassionate and people-first approach.**

The Community Safety, Security and Well-being Plan 2024-2028 outlines our accomplishments and look ahead actions, recognizing that improving community safety is an ongoing journey. Each action supports the overall goal and the objectives under the Corporate Plan to **Reinforce employee safety and well-being** and **Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey.**

By strategically improving community safety, security and well-being, the TTC is making the network safer for our employees, customers, the public and the communities in which we operate.

## Vision

**Moving Toronto towards a more equitable, sustainable and prosperous future.**

## Mission

**To serve the needs of transit riders by providing a safe, reliable, efficient and accessible mass public transit service through a seamless integrated network to create access to opportunity for everyone.**

## Key Principles

- **Safety and Security as a Cornerstone**
- **Diversity, Equity, Inclusion and Accessibility**
- **Environmental Sustainability**
- **Innovation**

# Community Safety Plan

The Community Safety, Security and Well-being Plan is composed of key elements that capture the approach and actions to meet our goal. Each of these elements is supported by a network of community safety resources that provide high-visibility presence, social supports and incident management throughout the transit system.



| Element                                     | Description                                                                                                                                                                                                  |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Collaboration and Partnerships              | We collaborate with City of Toronto divisions and agencies, other orders of government, external associations and our Union partners to ensure the safety of employees, customers and members of the public. |
| Communication                               | We issue internal and external communication campaigns to promote awareness of our community safety efforts that support employee, customer and public safety.                                               |
| Engagement                                  | We value the input and feedback from employees, customers and the public on their experiences, perception of safety on the system and how to improve safety for all transit users.                           |
| Procedures and Training                     | We deliver extensive training to our employees, while also looking for opportunities to review and improve processes to prevent incidents and provide post-incident support.                                 |
| Vehicle, Station, and Facility Improvements | We enhance efforts to improve vehicles, stations and facilities, which are essential to creating safe and clean spaces and improving communication and monitoring systems.                                   |
| Data Analysis and Monitoring                | We report on key metrics and leverage data analytics to evaluate the impact of our initiatives and inform our future actions.                                                                                |





# Consultation and Research

## Consultation Sessions

The TTC conducted consultation sessions in May and June 2025 to obtain insight into safety concerns and recommendations for improvement. Participants were provided with an overview of the plan and actions under each element. The feedback received was invaluable and helped inform future actions.

The consultation sessions included:

- Community consultation with members from Lived Experience Advisory Groups, Community Housing Corp Tenant Advisory Group, TTC Community PEERS Pilot Program, TTCRiders and the Advisory Committee on Accessible Transit (ACAT);
- Informing our partners at the City of Toronto through the SafeTO Leadership Table; and
- Meeting with all TTC Union partners to obtain their feedback.

Overall, there was a theme of how important it was to improve sense of safety by creating a safe environment for TTC customers – whether it be implementing physical changes to the environment, increasing the presence of community safety resources or reminding customers to be courteous and respectful within a shared space. Based on the feedback received, we ensured actions were incorporated into our look ahead for 2025-2028 that addressed what we heard.

## Surveys and Interviews

The TTC also conducted surveys and interviews of customers and non-customers in 2025 to obtain information on current perceptions of safety in comparison to previous research from May 2023.

## Numbers At-a-Glance

**Customer Survey** 1,221 customers and non-customers responded

**Intercept Survey** 177,858 responses were received

**Interviews** 15 individuals participated

Overall, customers reported feeling safer on the TTC compared to previous years, though concerns about unruly behaviour and safety at surface stops persisted. Visibility of TTC staff and security features improved, contributing to increased perceptions of safety, while awareness of tools like the SafeTTC App remained low. Interviews revealed that TTC users and non-users were influenced by staff presence, media coverage, and time of day.

# Key Themes and Related Actions

Findings from the consultation session and customer surveys were incorporated into the overall action plan.

| Element                                           | Key Theme from Consultation                                                                                                                                                                  | Related Look Ahead Actions                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Collaboration and Partnerships</b>             | Continue to develop and improve existing partnerships that provide supports and collaborate with all types of customers, especially students and newcomers                                   | <ul style="list-style-type: none"> <li>Increasing Streets to Homes resources, expanding Toronto Community Crisis Service coverage and extending the M-DOT program</li> <li>Exploring opportunities to engage new customers and continuing to work with school boards</li> </ul>                                           |
| <b>Communication</b>                              | Consider challenges that customers face with accessing information and develop videos and communication campaigns about key values                                                           | <ul style="list-style-type: none"> <li>Issuing annual customer campaign to improve awareness of initiatives, reporting methods and available community safety resources</li> <li>Issuing courtesy and etiquette reminders to promote a shared sense of responsibility</li> </ul>                                          |
| <b>Engagement</b>                                 | Invest in fun, creative and accessible ways to educate customers and continue to develop and enhance a culture of shared values                                                              | <ul style="list-style-type: none"> <li>Planning additional community safety events as part of Project Next Stop</li> </ul>                                                                                                                                                                                                |
| <b>Procedures and Training</b>                    | Provide sensitivity training to improve empathy and customer service and first aid training to enable staff and customers to support in emergencies                                          | <ul style="list-style-type: none"> <li>Implementing mental health training for leaders and expanding de-escalation training to other employee groups</li> </ul>                                                                                                                                                           |
| <b>Vehicle, Station and Facility Improvements</b> | Well-lit, clean and spacious areas with resources present make people feel safe and opportunities for improvement, such as platform edge doors and utilizing empty spaces should be explored | <ul style="list-style-type: none"> <li>Enhancing cleanliness and state-of-good-repair at six stations and continuing to improve conditions at surface stops</li> <li>Evaluating additional subway track access control technologies</li> <li>Expanding 5G wireless service in subway tunnels to improve access</li> </ul> |
| <b>Data Analysis and Monitoring</b>               | Monitor issues on transit related to discrimination, harassment, mental health and addiction and in communities, such as robberies and gun violence                                          | <ul style="list-style-type: none"> <li>Ongoing co-ordination with City of Toronto agencies to enhance public-facing dashboard</li> <li>Internal monitoring and supporting the SafeTO Collaborative Analytics and Learning Environment (SCALE)</li> </ul>                                                                  |



# SafeTO: Toronto's Community Safety and Well-being Plan

The *Community Safety and Policing Act* mandated every municipality across Ontario to develop a Community Safety and Well-being Plan by July 2021. In response, the City of Toronto developed SafeTO: Toronto's 10-Year Community Safety and Well-being Plan to define its own approach to community safety. The plan is based on the provincial framework, as shown in Figure 1, that focuses on proactive, upstream actions, including social development, prevention and risk intervention, in addition to reactive, downstream actions involving emergency response. The approach also targets broader societal factors that impact safety, captured in 26 actions under seven goals.

Through its involvement with City of Toronto agencies at the Interdivisional Table, FOCUS Table and Working Groups, the TTC works collaboratively on actions related to its own Community Safety, Security and Well-being Plan. This includes partnerships with social services to support individuals in need, including Streets to Homes and Loft's Multi-Disciplinary Outreach Teams. We have also prepared to expand the Toronto Community Crisis Service on the transit system through a pilot program focused on downtown stations.

Our actions include increasing engagement with customers, schools and communities through events to improve awareness and understanding of hate crime and the impacts of violence on the system, including through the Community PEERS Pilot Program. We also ensure our own teams are equipped with the training they need to respond to incidents and manage sensitive situations, such as de-escalation and unconscious bias training.

Our contributions to the City of Toronto's Community Safety and Well-being on Transit Dashboard allow us to monitor our progress and share information with others to work together to respond to issues impacting our transit system.

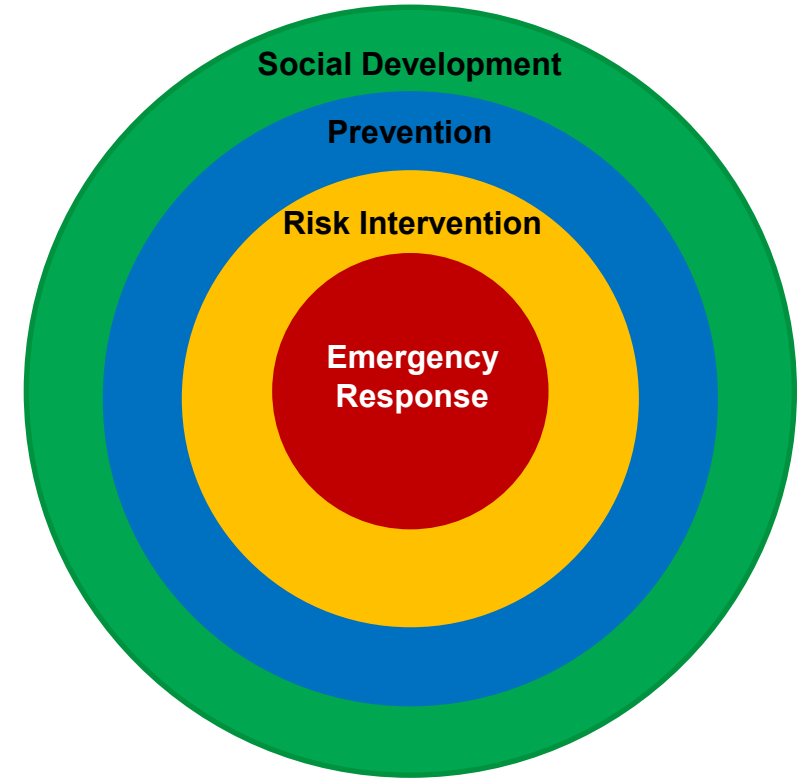


Figure 1: Provincial Community Safety and Well-being Plan Framework

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# Implementing a Multidisciplinary Approach

*Transitioning from a focus  
on assault prevention to a  
multidisciplinary approach to  
community safety*

# A Transit System in Crisis

In January 2023, following a series of significant incidents, the TTC initiated an emergency response to improve communications, collaboration and consultation, adjust service delivery and expand the scope of existing action plans to encompass community safety efforts.

This included mobilizing existing frontline employees in a more visible manner and engaging daily with frontline staff to better understand and report back on issues and concerns. The TTC convened its Executive Command Centre to coordinate the response.

In addition, the TTC implemented a multidisciplinary approach with the City of Toronto, Toronto Police Service and Toronto Public Health to leverage their expertise and augment the work conducted by the TTC. This approach recognized that the TTC as a transit operator needed the support from social services and mental health providers. Throughout this time, the TTC responded to:

- Mental health issues;
- Substance use issues;
- Use of the TTC as a temporary shelter, particularly at night, and resultant cleanliness in stations and on streetcars;
- Security; and
- Random acts of violence.

A governance model was established that provided corporate-level oversight through the TTC Board and City Council, executive-level oversight at the TTC's Safety, Security and Environment Executive Committee and City's Executive Tables and centralized planning through the Interdivisional Table and associated Working Groups.





# Initial Improvements

In June 2023, the TTC determined there was a need to continue community safety resources. We continued Toronto Police Service patrols, Loft's Multi-Disciplinary Outreach Team (M-DOT) program, Special Constable onboarding, and Streets to Homes support. We also extended the contracts for Community Safety Ambassadors and Security Guards. An overview of resources and the services provided can be found in Appendix A.

In September 2023, we expanded our community safety resources even further to support our community safety goal. The measures focused on:

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

The TTC increased stations staff by 160 employees (including Customer Service Agents and Supervisors) to be deployed at key locations to supplement existing resources. The TTC also maintained the current number of Security Guards as well as continued to increase the number of TTC Special Constables. Transit Control Dispatchers helped to coordinate the incident response.

Throughout the winter season, the TTC provided resources to connect individuals with social supports outside of the transit network. This included deploying Streets to Homes, M-DOT and Community Safety Ambassadors, and mobilizing dedicated buses to provide transport to warming centres and shelters. A timeline of events throughout 2023 can be found in Appendix B.



# Community Safety Presence in the System

## High-visibility Teams

Transit Special Constables /  
Provincial Offences Officers

Security Guards /  
Protective Service Guards

Stations Supervisors /  
Customer Service Agents

Transportation Supervisors

Toronto Police Service /  
Auxiliary Police

## Incident Management

***TTC Transit Control  
Communication Hub  
and Operations Control  
Chief Supervisors  
Dispatchers  
Security Desk***

**>32,000 Cameras**

## Social Supports

Streets to Homes

Multi-Disciplinary Outreach  
Teams

Community Safety  
Ambassadors

Toronto Community Crisis  
Service

Toronto Public Health



# Improving Community Safety

*Continuing efforts to  
improve and strengthen  
community safety using a  
compassionate and people-  
first approach*



# Maintaining Momentum

Throughout 2024, the TTC monitored and improved its community safety response, reporting on the progress of initiatives and formalizing its overall strategy.

To enhance high-visibility presence and incident management, the TTC:

- **Maintained the number of Security Guards** as it continued to hire Special Constables.
- **Continued deployment of 160 stations staff.**
- **Maintained six Transit Control Dispatchers** and four additional janitorial staff.

These teams continued to provide enforcement, monitor and patrol the network, respond to emergency calls, provide incident management and assist customers throughout their journey.

To ensure effective social supports were in place, the TTC:

- **Maintained the number of Streets to Homes resources** dedicated to the TTC (20 employees in total), connecting people with shelter and housing services.
- **Maintained the number of Community Safety Ambassadors** (20 contracted employees in total) to provide support for persons experiencing homelessness and individuals with complex needs.
- **Continued the M-DOT pilot program into 2025**, providing transitional services to individuals with complex psychiatric and/or concurrent disorders.
- **Reviewed alternate shelter options** to reduce dependence on the TTC transit network for shelter during the 2024/2025 winter season.

These teams continued to provide housing-related supports, wellness checks, harm reduction and specialized mental health support.



# Reinforcing the Approach

In 2025, the TTC maintained community safety resources to provide high-visibility presence and social supports for individuals in need, with highlights outlined below. We also formalized our overall plan and prepared to evaluate our progress to inform improvements to our approach.

The TTC made the following changes to its high-visibility teams in 2025:

- **Ongoing recruitment of Special Constables** to reach full complement by year-end.
- **Transit Control Dispatchers to provide 24/7 coverage of Security Desk.**
- **Maintained 160 customer-facing personnel** (Customer Service Agents and Supervisors).
- **Stationed Customer Service Agents outside of the booth and at secondary entrances** to improve customer service and sense of safety.
- **Established a program with auxiliary police to conduct community safety events** focused on engaging with customers on personal safety, vehicle security and situational awareness in partnership with Toronto Police Service.
- **Increased presence of Station Supervisors** at Dundas Station platform to address unauthorized at track level concerns.
- Collaborated with the City, Streets to Homes, and Special Constables to **increase presence and support at Bloor-Yonge Station.**

The TTC also updated social supports resources in 2025 by taking the following actions:

- **Provided transport buses at -15 Celsius** and continued referrals to shelters and housing-related supports.
- **Maintained 20 Community Safety Ambassadors** across the network.
- **Increased Streets to Homes resources** by 10 outreach workers.
- **Extended Loft's M-DOT program** to 2026.
- **Monitored closure of safe injection sites** and used information on naloxone administration in the network to help inform response.
- **Increased presence at stations** near recently closed safe injection sites (Queen Station, Dundas Station).
- **Prepared to expand Toronto Community Crisis Service** on the system through a pilot program focused on stations in the downtown "U".



# Enhancing Transit Safety

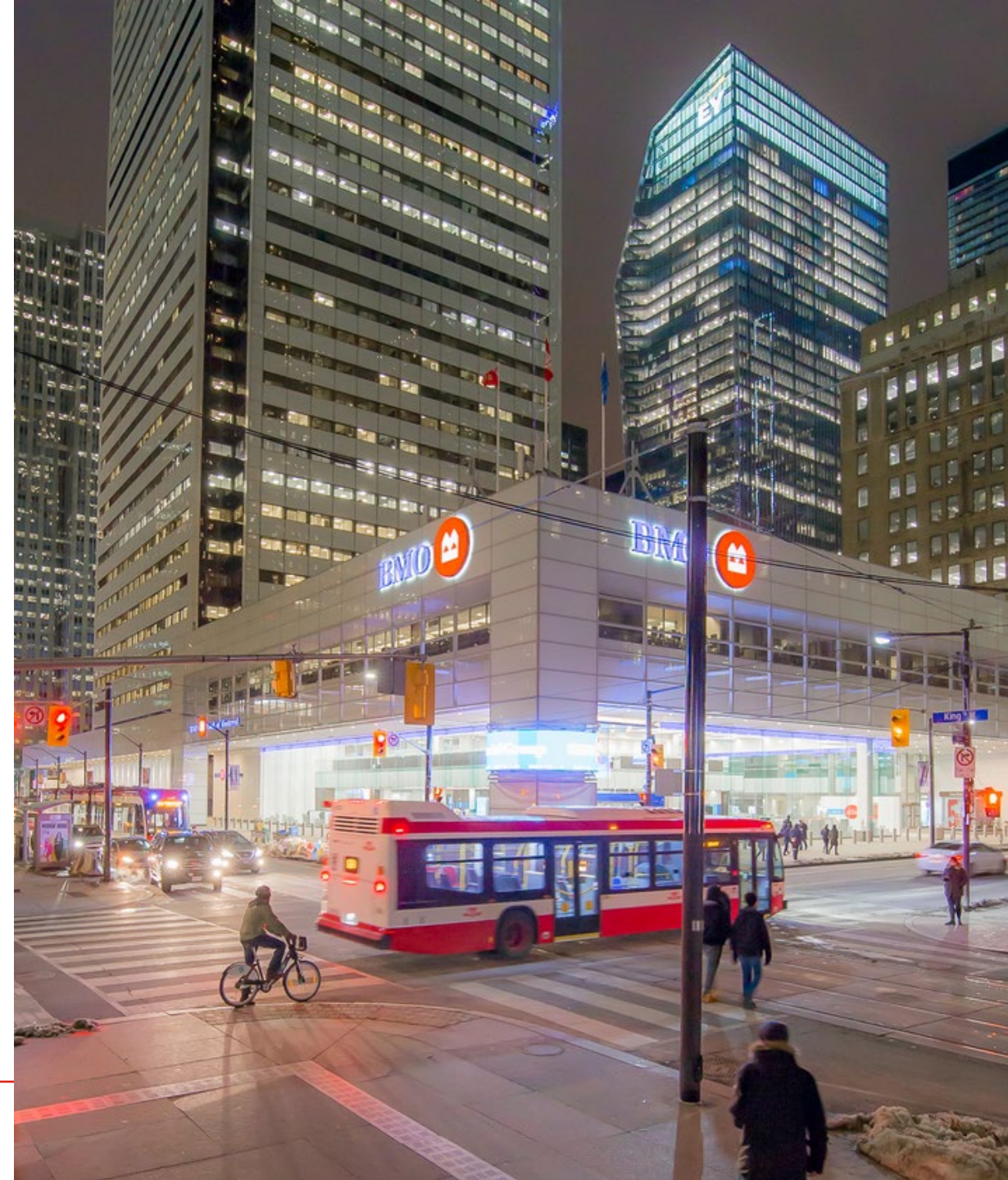
From the start, the TTC's multidisciplinary approach recognized the challenges resulting from individuals sheltering in the transit network. Through its partnerships with social services agencies, the TTC encouraged individuals to obtain the help they need by connecting them with resources outside of the system.

The TTC implemented an initiative in May 2023 with the aim of providing individuals with the right supports in the right place, allowing the TTC to focus on providing safe, reliable and efficient service. This initiative focused on individuals sheltering overnight at Union and Spadina stations, before expanding network-wide and continuing to focus on the customer experience.

Over the winter 2023/2024 season, the TTC implemented an initiative to provide transport to warming centres and shelter space. It faced several challenges when the buses became a stationary warming space, which led to a change in approach.

The current approach provides buses to transport individuals to available space upon request when the temperature reaches  $-15$  Celsius. Social services agencies continue to make referrals to shelters and connect individuals with housing-related supports. In preparation for each winter season, the TTC reviews lessons learned and incorporates opportunities for improvement into its seasonal planning.

In 2025, the TTC also renewed its focus on enhancing transit safety by updating our approach to preventing the transit system from being used for non-transit purposes. The approach strengthens the safety and security of the system and focuses on preventing individuals from entering without paying a fare, remaining on subway vehicles at end of the line and loitering or panhandling in and around stations. Implementation will occur in a phased approach, with regular monitoring and evaluation before expansion to include other modes.







# Community Safety Plan

*Making progress and  
looking ahead to the future  
of community safety*

# Plan Structure

The TTC's Community Safety, Security and Well-being Plan elements are each supported by an objective, with the detailed actions classified by area of focus. Under each element, accomplishments and 2025-2028 look ahead actions are included. Each action item is monitored and tracked as part of the management of the plan, with each item assigned a person(s) responsible and timelines, recognizing some actions are part of larger projects or involve multiple stakeholders.

## **Plan Element**

One of six components of the plan to help provide structure and focus the overall approach

## **Objective**

The main purpose and outcome of the plan element that describes what the actions aim to achieve

## **Area of Focus**

The grouping of a set of action items related to the same area

## **Accomplishments**

Achievements to date that improve community safety

Includes actions connected to the TTC's assault prevention efforts prior to the initiation of the emergency response and evolution of the multidisciplinary approach in early 2023

## **2025-2028 Look Ahead**

Ongoing actions that will continue or new actions that will be achieved between 2025 and 2028

## **Key Action**

Highlights actions that are expected to reach important milestones in 2025 or 2026



Element 1

# **Collaboration and Partnerships**



## Objective 1: Enhance communication and coordination of community safety efforts

We collaborate with City of Toronto divisions and agencies, other orders of government, external associations and our Union partners to ensure the safety of employees, customers and members of the public

| Area of Focus                      | Accomplishments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2025-2028 Look Ahead                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1.1. Governance Structure</b>   | <ul style="list-style-type: none"> <li>✓ Established Interdivisional and Executive Tables with the City of Toronto, Toronto Police Service and Toronto Public Health to enhance communication and coordination of community safety efforts</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Participating in Working Groups with stakeholders focused on key community safety issues (e.g. youth unrest, transport bus initiative, data analytics, Toronto Community Crisis Service expansion)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>1.2. Partnerships</b>           | <ul style="list-style-type: none"> <li>✓ Formed a Joint Labour Management Committee with ATU 113 focused on employee safety and assault prevention, with meetings held on a quarterly basis</li> <li>✓ Established partnerships with Streets to Homes and Loft's Multi-Disciplinary Outreach Team to provide assistance to individuals in need</li> <li>✓ Leveraged partnership between auxiliary police and Toronto Police Service to conduct community safety events as part of Project Next Stop</li> <li>✓ Worked jointly with the City of Toronto, Toronto District School Board and Toronto Police Service on the TTC Community PEERS Pilot Program</li> </ul> | <ul style="list-style-type: none"> <li>• Sharing safety policy and program updates (e.g. safety and workplace violence policies, annual safety management system review) with all of our union partners to improve transparency</li> <li>• Providing dedicated buses to provide transport to warming centres upon request at -15 Celsius</li> <li>• Extending Loft's Multi-Disciplinary Outreach Team program into 2026</li> <li>• <b>KEY ACTION</b> Expanding the Toronto Community Crisis Service through a pilot program to help respond to mental health related calls, which will inform system-wide implementation</li> <li>• <b>KEY ACTION</b> Increasing the number of Streets to Homes outreach workers by 10 workers to provide additional support on the surface network</li> </ul> |
| <b>1.3. Association Membership</b> | <ul style="list-style-type: none"> <li>✓ Joined the International Association of Public Transport (UITP) Homelessness Working Group and Canadian Urban Transit Association (CUTA) Task Force to share best practices and leverage advocacy efforts</li> <li>✓ Participated in national documentary produced by CUTA showcasing transit safety from the perspective of frontline employees</li> </ul>                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Working with CUTA to call on all levels of government to provide sustained support for safety measures on transit systems</li> <li>• <b>KEY ACTION</b> Alongside CUTA and ATU 113, supporting re-tabling of the Bill to expand the Criminal Code protections to include all transit workers, not just transit operators</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>1.4. Industry Benchmarking</b>  | <ul style="list-style-type: none"> <li>✓ Reviewed best practices of comparable American transit agencies to affirm alignment with the approach to community safety</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• Conducting ongoing outreach to national and international transit agencies to share information on new initiatives and strategies, including fare evasion and preventing graffiti, vandalism, and theft</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |



Element 2

**Communication**

## Objective: Increase awareness of community safety resources, features and initiatives

We issue internal and external communication campaigns to promote awareness of its community safety efforts that support employee, customer and public safety

| Area of Focus                      | Accomplishments                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2025-2028 Look Ahead                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>2.1. Customer Campaigns</b>     | <ul style="list-style-type: none"> <li>✓ Provided information to customers on community safety resources, how to report incidents (e.g. SafeTTC app) and security features on the system to improve sense of safety</li> <li>✓ Issued customer courtesy campaign to encourage appropriate behaviour and improve the customer experience</li> <li>✓ Partnered with the City of Toronto on the <i>Toronto for All</i> campaign to confront and eliminate discrimination and racism</li> </ul> | <ul style="list-style-type: none"> <li>• Issuing courtesy and etiquette reminders to promote a shared sense of responsibility amongst customers</li> <li>• <b>KEY ACTION</b> Issuing a campaign focused on driving adoption of the SafeTTC app to increase reporting of safety concerns</li> <li>• <b>KEY ACTION</b> Finalizing, approving and communicating updates to By-law No. 1</li> <li>• <b>KEY ACTION</b> Issuing annual customer campaign to improve awareness of up-coming initiatives, security features in the system, available community safety resources and the methods to report incidents and access support</li> </ul> |
| <b>2.2. Reporting and Response</b> | <ul style="list-style-type: none"> <li>✓ Increased methods to report incidents (e.g. SafeTTC app) and educated customers on emergency response protocols to improve means of obtaining assistance</li> </ul>                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Coordinating incident response through Transit Control to provide a centralized and effective deployment of community safety resources</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>2.3. Assault Prevention</b>     | <ul style="list-style-type: none"> <li>✓ Established Transit Worker Assault Awareness Day with ATU 113 on December 17, 2021 to bring awareness to assault prevention</li> <li>✓ Issued communications to employees to enhance safety awareness and de-escalation steps (e.g. Stay Calm, Stay Safe, Seek Help campaign)</li> <li>✓ Communicated information on the Court Advocate Program to ATU 113 union leaders to improve understanding of the support provided to employees</li> </ul>  | <ul style="list-style-type: none"> <li>• Delivering safety talks on de-escalation steps and available support systems to improve employee awareness</li> <li>• <b>KEY ACTION</b> Issuing communications to acknowledge the annual Transit Worker Assault Awareness Day on December 17</li> </ul>                                                                                                                                                                                                                                                                                                                                          |





Element 3

**Engagement**

## Objective: Improve engagement by increasing opportunities to hear from employees, customers and the public on community safety

We value the feedback from employees, customers and the public on their experiences, perception of safety on the system and suggestions for how to improve safety for all transit users

| Area of Focus                        | Accomplishments                                                                                                                                                                                                                                                                                                                                                                                                                         | 2025-2028 Look Ahead                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>3.1. Customer Survey</b>          | <ul style="list-style-type: none"> <li>✓ Surveyed customers in 2023 and 2025 to understand their awareness of safety resources and current sense of safety on the transit network</li> <li>✓ Incorporated findings from the 2025 surveys and interviews into the overall approach and actions</li> </ul>                                                                                                                                | <ul style="list-style-type: none"> <li>• Conducting additional in-depth customer research to monitor perceptions over time in addition to monthly customer satisfaction surveys</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>3.2. Community Engagement</b>     | <ul style="list-style-type: none"> <li>✓ Formed a dedicated Community Engagement Unit to conduct outreach at schools, communities and events</li> <li>✓ Conducted community safety events as part of Project Next Stop focused on engaging with customers on personal safety, vehicle security and situational awareness</li> <li>✓ Hosted events with Toronto Police Service focused on hate crime awareness and prevention</li> </ul> | <ul style="list-style-type: none"> <li>• Holding Talk TTC public engagement events, bringing executives and frontline staff directly to stations to connect with customers</li> <li>• Conducting consultations with women and gender diverse communities to review initiatives and better understand their safety needs</li> <li>• Planning additional community safety events as part of Project Next Stop</li> <li>• <b>KEY ACTION</b> Reviewing the results from the Community PEERS pilot program and working with school boards to expand the program to engage with youth</li> </ul> |
| <b>3.3. Employee Support Systems</b> | <ul style="list-style-type: none"> <li>✓ Maintained supports for employees (e.g. Employee Family Assistance Program, Trauma Assist, Depression Care, Court Advocate Program) to provide assistance after a traumatic event</li> <li>✓ Conducted events to promote and improve mental health awareness</li> <li>✓ Provided nurse-led health promotion clinics focused on physical and mental wellness</li> </ul>                         | <ul style="list-style-type: none"> <li>• Expanding employee wellness through additional pop-up mental health events</li> <li>• Piloting a therapy dog program to promote mental health and stress reduction</li> <li>• Providing access to group counselling sessions for those that are repeatedly exposed to traumatic events</li> </ul>                                                                                                                                                                                                                                                 |
| <b>3.4. Health and Safety Events</b> | <ul style="list-style-type: none"> <li>✓ Conducted Health and Safety Week campaign, including communications, in-person outreach events to improve safety culture</li> <li>✓ Hosted a dedicated Joint Health and Safety (JHSC) Day event for all members of the TTC's 55 JHSCs to improve skills and knowledge</li> </ul>                                                                                                               | <ul style="list-style-type: none"> <li>• Conducting marketplace events at transportation divisions throughout 2025 to increase access to employee supports</li> <li>• Hosting employee town halls on an ongoing basis</li> <li>• <b>KEY ACTION</b> Hosting a JHSC Day for co-chairs and planning additional events to improve engagement</li> </ul>                                                                                                                                                                                                                                        |



Element 4

## **Procedures and Training**

## Objective: Improve incident prevention and response through implementation and continuous improvement of procedures and training

We deliver extensive training to our employees, while also looking for opportunities to improve processes to prevent incidents and provide post-incident support

| Area of Focus                  | Accomplishments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2025-2028 Look Ahead                                                                                                                                                                                                                                                                                                                  |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>4.1. Employee Training</b>  | <ul style="list-style-type: none"> <li>✓ Provided de-escalation training to frontline employees (e.g. Operators, Customer Service Agents, Supervisors) to ensure they have the tools to respond in difficult situations</li> <li>✓ Provided first aid and naloxone training to designated employees to respond to emergency situations</li> </ul>                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• <b>KEY ACTION</b> Implementing mental health training for leaders to improve skills and knowledge</li> <li>• Offering de-escalation training to other employee groups to ensure all employees receive the information</li> </ul>                                                             |
| <b>4.2. Response Protocols</b> | <ul style="list-style-type: none"> <li>✓ Established dedicated training on 2-1-1 protocol to enhance incident response</li> <li>✓ Equipped all stations and facilities with naloxone to address the ongoing drug toxicity crisis</li> <li>✓ Monitored closure of safe injection sites and used data on naloxone administration to help inform the response</li> <li>✓ Ensured all station washroom stalls were equipped with sharps-disposal containers and biohazard training was provided to employees</li> </ul> | <ul style="list-style-type: none"> <li>• Issuing a trauma support package and developing a procedure outlining the process to follow after a traumatic event</li> <li>• Delivering joint training to support the Toronto Community Crisis Service pilot program</li> </ul>                                                            |
| <b>4.3. Workplace Violence</b> | <ul style="list-style-type: none"> <li>✓ Provided training on workplace violence and harassment and customer service to improve skills and knowledge</li> <li>✓ Supported MLITSD proactive workplace violence site visits to identify and address any program gaps</li> <li>✓ Implemented changes to have night crews start and end at garage to ensure employees remain in a safe space during this time</li> </ul>                                                                                                | <ul style="list-style-type: none"> <li>• <b>KEY ACTION</b> Reviewing and enhancing existing Joint Health and Safety Committee (JHSC) certification training modules to enhance skills and knowledge</li> <li>• Updating workplace violence program to reflect current processes and revising risk assessments, as required</li> </ul> |





Element 5

**Vehicle, Station,  
and Facility  
Improvements**

## Objective: Implement improvements to TTC vehicles, stations and facilities to improve safety

Our efforts to improve vehicles, stations and facilities are essential to creating safe and clean spaces and improved communication and monitoring systems

| Area of Focus                                    | Accomplishments                                                                                                                                                                                                                                                                                                                                                                                                      | 2025-2028 Look Ahead                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>5.1. Vehicles, Stations and Facilities</b>    | <ul style="list-style-type: none"> <li>✓ Completed all six station Zone Hubs to improve monitoring and response</li> <li>✓ Installed security gates at Union Station to increase safety and provide additional security after subway hours</li> <li>✓ Upgraded station booth locks to ensure place of refuge</li> <li>✓ Installed extended bus operator barrier on TTC buses to prevent Operator assaults</li> </ul> | <ul style="list-style-type: none"> <li>Improving yard access and security measures to prevent trespassing into TTC facilities</li> <li>Evaluating the findings from the stations porosity study that identified solutions for six stations with high fare evasions, illegal entry and unauthorized at track level</li> <li>Evaluating additional subway track access control technologies</li> <li>Conducting a study on replacing end gates with taller, lockable gates to deter trespassing</li> <li>Exploring improvements in and around surface stops to address safety concerns</li> <li><b>KEY ACTION</b> Conducting roadshows and piloting a fully-enclosed bus operator barriers in partnership with ATU 113 to enhance protection against employee assaults</li> </ul> |
| <b>5.2. Communication Systems</b>                | <ul style="list-style-type: none"> <li>✓ Completed Passenger Assistance Intercoms (PAIs) and Public Announcement (PA) Systems upgrades at all stations to improve communication</li> </ul>                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li><b>KEY ACTION</b> Expanding 5G wireless service in subway tunnels to improve access and connectivity</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>5.3. CCTV Systems</b>                         | <ul style="list-style-type: none"> <li>✓ Installed CCTV monitors at all subway station fare lines to deter fare evasion and non-transit behaviours</li> </ul>                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Monitoring results from an intrusion detection pilot program at Dundas Station and exploring expansion system wide</li> <li><b>KEY ACTION</b> Improving CCTV coverage through camera upgrades to enhance monitoring and incident response</li> <li><b>KEY ACTION</b> Piloting an audio-video system at select stations to monitor and deter violations of By-Law No. 1 through targeted public announcements, gradually expanding coverage to other stations</li> </ul>                                                                                                                                                                                                                                                                  |
| <b>5.4. Cleanliness and State of Good Repair</b> | <ul style="list-style-type: none"> <li>✓ Enhanced station and vehicle cleaning to improve the customer experience</li> <li>✓ Conducted yearly summer cleaning blitz to improve cleanliness across the system</li> </ul>                                                                                                                                                                                              | <ul style="list-style-type: none"> <li><b>KEY ACTION</b> Implementing pilot program for six stations to enhance cleanliness and State of Good Repair</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |



Element 6

## **Data Analysis and Monitoring**

## Objective: Improve community safety using an objective and data-driven approach

We report on key metrics and leverage data analytics to monitor the impact of our initiatives and inform our future actions

Since June 2023, the TTC, the City of Toronto, and the Toronto Police Service have been publishing community safety metrics on a public-facing dashboard available on the City of Toronto's website to monitor progress of our community safety initiatives.

The status of transit safety metrics is reported monthly through the CEO's Report and the City of Toronto's Community Safety and Well-being on Transit Dashboard. The dashboard is available on the City of Toronto's website at [www.toronto.ca/transitdata](http://www.toronto.ca/transitdata). The transit safety metrics that are being tracked include incidents (i.e. offences, major crimes), interventions (i.e. engagements, referrals) and perceptions (i.e. personal sense of safety).

The TTC has developed a forecast for Offences against Customers, Offences against Employees, Customer Service Communications – Safety and Security, Satisfaction with Personal Safety and Subway Delays due to Non-transit Behaviour. We are also monitoring Calls for Service, Wellness Checks, SafeTTC App Usage and Observations of Individuals Experiencing Homelessness.

Data analysis is conducted internally and is also supported by a dedicated working group – the City's SafeTO Collaborative Analytics and Learning Environment (SCALE). The TTC uses available data to inform the deployment of community safety resources to best optimize their collective presence to prevent incidents and make it easier for teams to respond in a timely manner.





# Key Metrics

## Offences against Customers Per 1M Boardings 2028 Forecast: 1.0 (10% decrease annually)

| Current 12-month average | 2025 Q4 (-10% ) | 2026 (-10%) | 2027 (-10%) | 2028 (-10%) |
|--------------------------|-----------------|-------------|-------------|-------------|
| 1.55                     | 1.4             | 1.3         | 1.1         | 1.0         |

## Satisfaction with Personal Safety 2028 Target: 80% (overall customer satisfaction of 84%)

| Current 12-month average | 2025 Q4 (+3% ) | 2026 (+5%) | 2027 (+5%) | 2028 (+5%) |
|--------------------------|----------------|------------|------------|------------|
| 62%                      | 65%            | 70%        | 75%        | 80%        |

## Subway Delays: Non-transit Behaviour 2028 Target: Continual improvement (8% decrease annually)

| Delays Category       | 2024 Baseline | 2025 Q4 (-8% ) | 2026 (-8%) | 2027 (-8%) | 2028 (-8%) |
|-----------------------|---------------|----------------|------------|------------|------------|
| Unsanitary Vehicle    | 2,016         | 1,855          | 1,706      | 1,570      | 1,444      |
| Unauthorized at Track | 5,611         | 5,162          | 4,749      | 4,369      | 4,020      |
| Disorderly Patron     | 8,576         | 7,890          | 7,259      | 6,678      | 6,144      |

## Offences against Employees Annualized Rate 2028 Forecast: 3.9 (10% decrease annually)

| Current 12-month average | 2025 Q4 (-10% ) | 2026 (-10%) | 2027 (-10%) | 2028 (-10%) |
|--------------------------|-----------------|-------------|-------------|-------------|
| 5.88                     | 5.3             | 4.8         | 4.3         | 3.9         |

## Customer Service Communications (CSCs) – Safety and Security Current 12-month average: 1.8 CSCs per 1M Boardings 2028 Target: Maintain current level and monitor for no increases



## Future State

*Using a data-informed  
approach to monitoring and  
improving community safety*

# Next Steps

The TTC will continue to implement its multidisciplinary approach and monitor the progress of actions to improve community safety, security and well-being. As part of this commitment, the TTC has engaged third-party evaluators to assess both its social services response and security operating model.

The findings from the social services evaluation will determine whether the TTC is meeting the goals of its response and will focus on consultation with stakeholders and data analysis. Key findings from Phase 1 were provided in September 2025. Phase 2 is scheduled for completion in early 2026.

The security operating model assessment will review the TTC's current model, additional options and recommend a new model to improve security. It will also explore the physical security features and access protocols at sensitive buildings and departments. Both phases of this assessment are scheduled to be completed in 2026.

The TTC will incorporate findings from the evaluations and add new actions to its Community Safety, Security and Well-being Plan on an ongoing basis. We will also conduct a review of the Plan on an annual basis, with a progress update provided to the TTC Board. This will ensure we maintain a continuous cycle of evaluation and improvement, while being transparent in our efforts and their effectiveness in driving key metrics in a positive direction.

Overall, the plan supports the TTC's goal of strengthening and improving community safety, security and well-being using a compassionate and people-first approach. This will create a safe, reliable and efficient system for all of our employees, customers, the public and the communities in which we operate.







# Appendix A: Community Safety Resources

| Resource                                 | Services Provided                                                                                                                                                                                                                   |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Special Constables                       | Providing enforcement, de-escalation, overdose prevention, mental health support, community engagement                                                                                                                              |
| Provincial Offences Officers             | Supporting the proof of payment system and acting as a resource, while also encouraging customers to pay their fares                                                                                                                |
| Contract Security Guards                 | Monitoring and patrolling assigned areas, responding to emergency calls                                                                                                                                                             |
| Protective Service Guards                | Ensuring the safety and security of TTC property and employees                                                                                                                                                                      |
| Station Supervisors                      | Station monitoring, incident management and coordination with emergency responders                                                                                                                                                  |
| Customer Service Agents                  | Customer service and journey guidance, fare payment support                                                                                                                                                                         |
| Toronto Police Service                   | Uniformed frontline officers responsible for law enforcement and maintaining safety                                                                                                                                                 |
| Transportation Supervisors               | Providing route management, employee engagement, customer service, incident management and oversight of their area of responsibility to deter non-transit behaviours, conduct wellness checks and connect individuals with supports |
| Streets to Homes                         | Providing housing-related supports, food, water, wellness checks, clothing, harm reduction supplies, blankets, etc.                                                                                                                 |
| Multi-Disciplinary Outreach Team (M-DOT) | Offering mental health services and support in accessing housing, basic needs, and medical care                                                                                                                                     |
| Community Safety Ambassadors             | Monitoring and patrolling designated areas and responding to emergency calls                                                                                                                                                        |
| Toronto Community Crisis Service         | In-person mental health supports provided by mobile crisis worker teams                                                                                                                                                             |
| Toronto Public Health                    | Providing services to reduce drug-related harm through outreach, counselling and support and referrals to other services                                                                                                            |

# Appendix B: 2023 Timeline of Events

