



Procurement Authorization – Supply of Uniforms and Work Clothing

Date: September 10, 2025

To: TTC Board

From: Chief People and Culture Officer and Deputy Chief Executive Officer

Recommendations

It is recommended that the TTC Board:

1. Approve an increase to the upset limit amounts on 24 existing contracts that expire December 31, 2025, and are held by nine companies, by a total combined amount of \$1,736,000, inclusive of HST, on a single source basis as follows:
 - a. The Uniform Experts for the supply of transit Operators, Supervisors, station Customer Service Agents uniforms by \$1,345,000;
 - b. Mark's Work Warehouse for the supply of maintenance work clothing by \$228,000; and
 - c. Seven remaining companies for the supply of garment accessories for transit Operators, uniforms for Special Constables and Provincial Offences Officers by \$163,000.
2. Authorize extensions of the 24 contracts effective January 1, 2026, and expiring December 31, 2027, with an increase to the upset limit amounts by a total combined amount of \$17,386,000, inclusive of HST, on a single source basis as follows:
 - a. The Uniform Experts for the supply of transit Operators, Supervisors, station Customer Service Agents uniforms by \$9,978,000;
 - b. Mark's Work Warehouse for the supply of maintenance work clothing by \$4,854,000; and
 - c. Seven remaining companies for the supply of garment accessories for transit Operators, uniforms for Special Constables and Provincial Offences Officers, by \$2,554,000.

Summary

The TTC procures and distributes uniforms and work clothing annually to approximately 10,000 frontline employees through a network of contracts, systems, and policies. This report is seeking the TTC Board's approval to:

- Amend 24 TTC employee uniform and work clothing contracts to ensure sufficient funds are available for 2025 requirements.
- Extend contracts for the 2026-2027 TTC employee uniform and work clothing requirements to nine current suppliers on a single source basis.

The TTC has been engaging stakeholders to improve garment material specifications and redefine uniform requirements to improve uniform quality, inclusivity and operational efficiency. These measures are in alignment with the 2024-2028 TTC Corporate Plan and modernization journey.

Updating of TTC uniform and work clothing programs requires stakeholder feedback and support from work groups, bargaining units, safety representatives and current suppliers. Continuing contracts with the existing suppliers will support ongoing testing and prototyping efforts, while ensuring a continued and uninterrupted supply of current uniform and clothing requirements.

This report requires Board approval as the proposed procurements are single-sourced.

Background and Analysis

The TTC provides its employees with uniforms and work clothing, with specific entitlements varying based on the work group, collective agreement (if applicable), and function within the organization.

As shown in Table 1 below, approximately 10,000 employees receive uniforms, work clothing, and related garments on an annual basis.

Table 1 – Contract Uniform/Clothing Details

Garment Type	Primary Work Groups	Clothing examples	Number of Contracts*	Number of Employees
				(Annual basis)
1. Uniforms – Tailored Garments	Operators, CSAs, Supervisors and OTC staff	Fitted, Blazers, Pants	7 Contracts	5,400
2. Uniforms – Bulk Accessories		Ties, Winter caps	4 Contracts	
3. Uniforms – Specialized Uniforms	Revenue Collectors, Provincial Offences Officers, Transit Special Constables	Shirts, Dress Pants, Rain Jackets	11 Contracts	400
4. Work Clothing	Maintenance employees, Roofers, Traffic Checkers	Work pants, Shop coats	2 Contracts	4,200

*Since the July 2023 Board meeting, staff consolidated contracts of similar clothing types, where feasible, which resulted in reducing the total number of contracts to 24 from 29.

The TTC currently has 24 contracts with nine companies to provide uniforms and work clothing garments for employees. The continued supply of uniforms and work clothing from the current companies beyond December 31, 2025 is required for a new, two-year term up to December 31, 2027 to:

- Ensure that there is no interruption to the supply of uniforms for transit Operators, Supervisors, and Stations employees;
- Allow for a fulsome review of all work clothing and uniforms allowances and programs; and
- Procure and transition to the new uniform program.

Diversity, Equity, and Inclusion Matters

One of the Key Principles of the TTC's Corporate Plan is Equity, Diversity, Inclusion, and Accessibility (EDIA). As a proud leader in providing accessible public transit in Toronto, the TTC is committed to ensuring reliable, safe, and inclusive transit services for all our employees and customers.

The need to apply an EDIA and anti-racism perspective to the TTC's work clothing policies and programs, along with stakeholder engagement, remains a priority. Staff are currently reviewing work clothing policies and programs to address employee feedback. For instance, employees have requested TTC-branded religious head wraps be added to the uniform program and have identified the need for updated specifications and options for women's pants.

Staff will continue to work collaboratively to:

- Integrate EDIA and anti-racism considerations into all policy amendments, procurement clothing requirements, and product specifications.
- Ensure uniform and work clothing options are inclusive of religious and cultural needs, gender diversity, and accessibility requirements.
- Engage employees and Union representatives in meaningful consultations throughout the procurement and policy review process to validate requirements and address barriers.
- Monitor and evaluate the impact of changes to ensure equitable access and satisfaction among all employee groups.

This co-ordinated approach will ensure that the TTC's work clothing program reflects its commitment to fostering an equitable, inclusive, and accessible workplace for all employees.

Corporate Plan Alignment

The modernization of the uniforms program aligns with the Corporate Plan 4.3 to embrace technology to drive efficiency and improve employee and customer experience.

Financial Impact

The TTC's approved purchase order (PO) authority for uniform and work clothing over the 2024-2025 period was established at \$9.100 million in 2023. In 2024, actual spend against the POs totalled \$4.745 million. In 2025, the forecasted spend against the POs is \$6.091 million, resulting in a total PO requirement of \$10.836 million for the 2024-2025 period. As a result, a PO increase of \$1.736 million is required for the remainder of

the 2024-2025 period to facilitate uniform and work clothing orders. Refer to Table 2 for a summary of 2024-2025 PO limit increase proposal (in 000s).

Table 2 – Summary of 2024-2025 Uniform and Work Clothing PO Request (\$000s)*

Companies	2024 Actuals	2025 Projected Spend	Required 2024-2025 PO Limit	Current 2024-2025 PO Limit	PO Limit Increase Request
Mark's Work Warehouse	\$1,567	\$2,059	\$3,626	\$3,398	\$228
The Uniform Experts	\$2,774	\$2,878	\$5,652	\$4,307	\$1,345
Other	\$404	\$1,154	\$1,558	\$1,395	\$163
Total	\$4,745	\$6,091	\$10,836	\$9,100	\$1,736

* Includes 13% HST

The PO increase request for the 2024-2025 period does not require any additional funding, as the projected 2025 spending requirements forecasted in determining the PO increase are contained within the 2025 budget for uniforms and work clothing spend. Please refer to Table 3 for budget breakdown (in 000s).

Table 3 – Summary of 2025 Forecast versus 2025 Budget (\$000s)

Budgeted Item	2025 Updated Projected Spend (Not including tax)	2025 Budget	Projected Over Budget (Under)
Uniforms	\$3,639	\$4,688	(\$1,049)
Work Clothing	\$1,857	\$1,756	\$101
Total	\$5,496	\$6,444	(\$948)

Looking ahead, projected company-specific uniform requirements for the 2026 and 2027 fiscal years are as follows:

- Mark's Work Warehouse: \$2.368 million (2026) and \$2.486 million (2027).
- The Uniform Experts: \$4.867 million (2026) and \$5.111 million (2027).
- Remaining Companies: \$1.246 million (2026) and \$1.308 million (2027).

Uniform contract expenditures for 2026-2027 are forecasted to total \$17.386 million. The 2026 figures are based on the projected 2026 uniform and work clothing budget, which accounted for estimated cost increases and increased uniform demand due to workforce growth and service expansion. The 2027 estimate includes a 5% increase from the 2026 budget to account for estimated inflationary impacts. Refer to Table 4 for a summary of the 2026-2027 PO Request (in 000s).

Table 4 – Summary of 2026-2027 Uniform and Work Clothing PO Request (\$000s)*

Companies	FY 2026 Projected Spend	FY 2027 Projected Spend	2026-2027 PO Request
Mark's Work Warehouse	\$2,368	\$2,486	\$4,854
The Uniform Experts	\$4,867	\$5,111	\$9,978
Other	\$1,246	\$1,308	\$2,554

Total	\$8,481	\$8,905	\$17,386
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* Includes 13% HST.

* Based on the 2026 estimated budget. 2027 includes 5% estimated inflationary impact.

The proposed approach is designed to maintain operational readiness and ensure an uninterrupted supply of uniform garments for employees across all TTC work locations. The incorporation of contingency planning enables the organization to proactively manage price volatility and evolving service requirements, while maintaining fiscal accountability.

The Executive Director – Finance has reviewed this report and agrees with the financial impact information.

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Attachments

Attachment 1 – Decision History and Comments

Attachment 2 – Uniforms and Working Project – Onboard and Transition Plan

Attachment 1 – Decision History and Comments

At its meeting on July 12, 2023, the Board authorized the TTC Chief Executive Officer to negotiate and approve the issuance of 29 contracts for the period ending December 31, 2025 on a single-source basis, for a total combined value of \$9,100,000.

[Procurement Authorization – TTC Uniforms and Work Clothing](#)

Since the development of the initial strategy in 2022 to consolidate the work clothing and uniforms contracts, update specifications, and modernize the ordering and distribution processes, TTC staff continue to incorporate new requirements and improve efficiencies to the overall process, such as:

- Standardized entitlement process for staff; and
- Upgraded specifications related to clothing quality, construction, and materials.

A competitive procurement process was completed in March 2025 to establish a shortlist of pre-qualified companies for the future consolidated supply of work clothing and uniform contract(s). The pre-qualified companies have been approved based on meeting the capability of providing a range of services, including design, fitting, manufacturing, inventory management, tracking, warehousing, online portal ordering, order distribution, ongoing client support, quality assurance, and program data management for uniform and work clothing requirements.

To finalize the Request for Proposal documents to issue to the pre-qualified companies and award the new comprehensive work clothing and uniform contract, additional time is required to complete the following:

1. Update the uniform and work clothing specifications to incorporate requirements based on potential amendments to the TTC's work clothing policies and collective agreement requirements;
2. Ensure internal processes and procedures are developed to support changes to the uniform and work clothing programs; and
3. Allow for a transition period of up to 12 months to support ramp-ups with potential new companies and ramp-downs with the current companies.

Attachment 2 - Uniforms and Working project – Onboard and Transition Plan

