



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

Date: November 3, 2025
To: TTC Board
From: Chief Safety Officer

Recommendations

It is recommended that the TTC Board:

1. Approve Attachment 1, the TTC's Community Safety, Security, and Well-being Plan 2024-2028.
2. Direct staff to forward the TTC's Community Safety, Security, and Well-being Plan 2024-2028 to City Councillors for information.

Summary

This report presents the TTC's Community Safety, Security, and Well-being Plan (Plan) for approval. The Plan, as set out in Attachment 1, outlines how the TTC will implement actions to achieve its goal of improving and strengthening community safety, security, and well-being using a compassionate and people-first approach. It includes accomplishments to date and look ahead to actions under the following six elements:

1. Collaboration and Partnerships
2. Communication
3. Engagement
4. Procedures and Training
5. Vehicle, Station, and Facility Improvements
6. Data Analysis and Monitoring

The Plan aligns with the Safety and Security Cornerstone under the TTC's Corporate Plan and supports objectives to reinforce employee safety and well-being and improve the customer experience. The TTC will continue to review, update, and report on the progress of the Plan to the TTC Board on an annual basis as actions are implemented.

Background and Analysis

Plan Overview

Since the initiation of the emergency response in January 2023 and the formation of its multidisciplinary approach, the TTC has implemented actions that support its goal of improving and strengthening community safety, security, and well-being using a compassionate and people-first approach. These actions have been formalized under six different elements within the Plan, as shown in Table 1 below:

Table 1: Community Safety, Security, and Well-being Plan Elements

Plan 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.

The Plan elements are each supported by an objective, which describes what the actions aim to achieve. The detailed actions are classified by area of focus and separated by previous accomplishments and 2025-2028 look-ahead actions. Each action item is monitored and tracked as part of the management of the Plan. Every item is assigned to a responsible individual or team, along with timelines. Some actions are part of larger projects involving multiple stakeholders. Additional information on the development of the Plan, the TTC’s multidisciplinary approach, and the detailed actions are outlined in the Plan document included in Attachment 1.

The Plan is supported by community safety resources that provide high-visibility presence, social support for individuals in need, and incident management and

response. The TTC has expanded these resources since 2023, recognizing their importance in improving safety by preventing, de-escalating, and managing incidents. The TTC also works collaboratively with the City of Toronto and its partners through the Interdivisional Table and Working Groups on actions that support the TTC's Plan and the City's SafeTO Plan. Cross-sectional representatives participate in these groups and provide co-ordinated planning and support for higher-level decision-making at the executive level. The executive level is represented by the TTC's Safety, Security and Environment Executive Committee and City's Executive Tables. The TTC Board and City Council provide corporate-level oversight of all TTC and City activities.

Updated Protocol

Over the past two years, the TTC's multidisciplinary approach and the actions that support community safety, security, and well-being have evolved. The TTC reviewed its current position on individuals using the system for non-transit purposes and implemented an updated protocol in October 2025. The updated protocol introduced targeted actions and focused on proactive measures to strengthen safety and security on the system. This included addressing issues, such as fare evasion, sheltering, loitering, and panhandling, all of which impact the customer experience.

The purpose remains to improve the sense of safety and connect individuals to the right support in the right place, which is outside of the transit system. The TTC continues to provide access to social supports and resources through its partnerships with Streets to Homes, Loft's Multi-Disciplinary Outreach Team, Community Safety Ambassadors and Toronto Community Crisis Service. Upcoming changes include increasing Streets to Homes resources by 10 outreach workers to provide additional support to the surface network and initiating a pilot program with Toronto Community Crisis Service that will provide dedicated teams at stations within the downtown core.

Findings from Customer Research and Consultation

The Plan incorporates key findings from customer research conducted throughout 2025 and feedback from consultation with Lived Experience Advisory Groups, TTCRiders, the Advisory Committee on Accessible Transit (ACAT), the SafeTO Leadership Table, and TTC Union partners held in May and June 2025. Follow-up meetings will be held with these groups to provide an update on the Plan following approval by the TTC Board. A summary of the outcomes and related action items can be found in Attachments 2 and 3, respectively.

Action Updates by Plan Element

Key actions are highlighted in the Plan and represent items that are expected to reach an important milestone in 2025 or 2026. Updates on these actions are further detailed in the following sections:

Collaboration and Partnerships

Expansion of Social Services

The City, with the support of its community partners and the TTC, will begin a pilot program to deploy Toronto Community Crisis Service (TCCS) workers directly within the transit network for a six-month period starting November 15, 2025. The teams will be located at Spadina, Union and Bloor-Yonge stations and will respond to crisis calls at all stations within the downtown “U”. The deployment is based on stations that experience a high number of mental health and crisis-related calls, specifically Person in Crisis calls. The workers will be available 24/7 and provide mental health crisis intervention and connect individuals to appropriate supports. The implementation is supported by a joint working group and involved conducting consultations, developing a service model, revising standard operating procedures, delivering joint training, enhancing public awareness of community safety resources, and monitoring the pilot to inform further expansion.

Streets to Homes will be increasing the number of outreach workers, deploying 10 additional workers to provide coverage to portions of the surface network, which will enhance existing coverage within the subway network. This expansion will provide much-needed support to other areas and will use a data-informed approach to deployment and evaluation.

The TTC’s partnership with Streets to Homes will also continue through the transport bus initiative, scheduled to commence on November 15, 2025. This initiative is part of TTC’s overall winter readiness planning, providing transport to warming centres upon request at -15 Celsius (or below). The TTC reviews operational details, concerns and opportunities for improvement at weekly meetings with representatives from City divisions throughout the winter season.

Criminal Code Amendments

In accordance with Board direction, the TTC has been advocating to the Government of Canada to amend subsection 269.01 of the Criminal Code to ensure that the provision includes assaults against all transit workers, not just Operators. In partnership with the Canadian Urban Transit Association (CUTA), Amalgamated Transit Union (ATU), and transit industry peers, this request has been a focus of lobby day activities, correspondence and information sharing sessions. A Private Members Bill ([Bill C-395](#)) was introduced in 2024 by Member of Parliament Bardish Chagger to address this gap. However, the Bill did not progress due to the federal election in 2025.

The transit industry and the TTC continue to advocate for this amendment to the Criminal Code as outlined in Bill C-395. As part of these ongoing advocacy efforts, as recently as September 24, 2025, TTC Chair Myers sent a letter to Minister Fraser (Minister of Justice and Attorney General Canada), requesting the reintroduction of this legislative amendment (see Attachment 4).

Communication

Customer and Employee Campaigns

To improve the sense of community safety, the TTC launched a campaign in July 2025 focused on driving adoption of the SafeTTC app. The app allows riders to discreetly report safety concerns on the TTC. Marketing media support included in-system/in-station signage, paid and organic social media, and ttc.ca updates. Starting in October, the campaign will be supported by Out of Home and Campus digital screens promoting the app. The TTC will also be releasing a customer campaign in November 2025 to improve awareness of upcoming initiatives, security features in the system, available community safety resources, and the methods to report incidents and access support.

On December 17, 2025, the TTC will recognize the fifth annual Transit Worker Assault Awareness Day. This day brings attention to the abuse and assault that transit workers face every day. The campaign will share new information on the steps the TTC is taking to prevent assaults, remind TTC employees how they can use their training to de-escalate situations, and the supports available to employees in the event an assault occurs.

Engagement

Community PEERS Pilot Program

The TTC Community PEERS Pilot Program was a joint effort between the TTC, City of Toronto, Toronto District School Board, and Toronto Police Service. The program targeted youth unrest and violence on the transit system by providing support and education through peer-led engagement sessions. It aimed to improve awareness of transit safety and the impact of fare evasion, as well as build relationships between students and Special Constables and Neighbourhood Community Officers.

The program took place at three Toronto high schools throughout the 2024-2025 school year. The engagement sessions were held once per week for a total of 13 weeks, with 49 students participating in the program. Overall, the pilot was well-received and achieved its intended outcomes as demonstrated through participant surveys. The pilot will be extended during the 2025-2026 school year, shifting to focus on other schools. Following completion of the pilot, the partners will review the findings and incorporate lessons learned with the goal of sustaining the program as an ongoing initiative to improve community engagement.

Procedures and Training

Mental Health Training for Leaders

In September 2025, the TTC implemented a new workplace mental health leadership certificate program for leaders. The program aims to provide leaders with the knowledge and skills to effectively support their employees' mental health. It focuses on promoting mental health in the workplace and the leaders' role in early intervention, recovery, and

return to work. This program complements other initiatives and demonstrates the TTC's commitment to maintaining a psychologically healthy and safe workplace.

Workplace Violence and Training for Employees

The TTC has a Workplace Violence Policy that is updated annually and posted at all work locations, and a corporate program that sets out measures and procedures to protect our employees. The program includes requirements, including assessing and controlling risks, establishing ways to obtain immediate assistance, providing reporting processes, and ensuring incidents are investigated. Workplace violence and harassment training are provided to employees, and de-escalation training has been delivered to frontline employees. The TTC is in the process of updating existing Joint Health and Safety Committee training specific to workplace violence to enhance familiarity with the program requirements.

Vehicle, Stations, and Facility Improvements

Bus Operator Barriers

In the first quarter of 2020, the TTC started the implementation of an extended bus operator barrier, eventually expanding fleet wide. As part of the Bus Design Innovation Program, the TTC, in partnership with ATU International, is continuing to explore options to modify the barriers by looking at new prototypes to improve the overall safety of Operators. Throughout 2025, roadshows were conducted to obtain Operator feedback on the barrier design on NOVA buses, and in 2026, similar roadshows will be held for New Flyer buses. Moving forward, the TTC will explore the integration of these new designs in future bus procurements.

Stations Improvements

The TTC is in the process of implementing improvements to the physical environment of its stations, as well as improving communication and monitoring systems. This includes its ongoing pilot program to enhance cleanliness and state-of-good repair at Finch, Kennedy, Scarborough Town Centre, Spadina, Dundas, and Lansdowne stations, expanding 5G wireless service in subway tunnels, and improving CCTV coverage through camera upgrades. The TTC also continues to explore new technologies, such as intrusion detection systems and audio-video systems to monitor and deter unauthorized incidents at track level and other violations.

Data Analysis and Monitoring

Trends in Key Metrics

The TTC and its City partners have been continuing to monitor incidents, interventions and perceptions of safety on public transit through the public dashboard (www.toronto.ca/transitdata). In addition, the TTC keeps track of other relevant data to inform deployment of resources and changes to action items.

Offences against customers and employees have been on a downward trend over the past two years since peaking in December 2022 and January 2023, respectively. The community safety measures that have been implemented have enhanced the transit experience for both customers and employees, as demonstrated in the improvements to key metrics since these peaks:

- Decrease in offences against customers per 1 M boardings to 1.99 in August 2025 from 2.68 in December 2022, a 26% decrease.
- Decrease in offences against employees per 100 employees to 5.42 in August 2025 from 8.69 in January 2023, a 38% decrease.
- Overall customer satisfaction has increased from 72% in July 2025 to 75% in August 2025 (target of 85%).
- Satisfaction with Personal Safety has increased since July 2025 from 64% to 65% in August 2025. Between 2023 and 2025, Satisfaction with Personal Safety has increased from 57% to 64%. Personal safety has shown measurable improvement in the past year, moving out of a key challenge area, reflecting a positive shift in customer perceptions around safety and security.
- Customer Service Communications (CSCs) related to safety and security increased in August 2025 since July 2025 by 11%, but has decreased by 56% since January 2023. Current CSCs related to safety are similar to pre-COVID levels.
- SafeTTC App usage by customers has increased by 9% since July 2025. Since January 2023, there has been an upward trend in SafeTTC app usage, indicating customers' awareness and familiarity with the SafeTTC app.
- The proportion of Calls to Special Constables related to safety initiatives has increased in August 2025 by 5% since July 2025. Overall, calls to service have decreased since January 2023.

Forecasts and Targets for Key Metrics

The TTC has set forecasts and targets for Offences against Customers, Offences against Employees, Satisfaction with Personal Safety, Customer Service Communications – Safety and Security, and Subway Delays due to Non-transit Behaviour. Ongoing monitoring will also occur for Special Constables Calls for Service, Wellness Checks, SafeTTC App Usage, and Observations of Individuals Experiencing Homelessness. A breakdown of the year-over-year changes, forecasts and targets for 2028 is detailed below:

- Offences against Customers per 1 M Boardings
 - The 2028 forecast is 1.0, with a reduction of 10% annually.
- Offences against Employees
 - The 2028 forecast is 3.9, with a reduction of 10% annually.
- Customer Service Communications – Safety and Security
 - The target is to maintain the current level of improvement and monitor for no increases each year to 2028.
- Satisfaction with Personal Safety
 - The target for Satisfaction with Personal Safety is 80%, with the overall customer satisfaction target at 84%. An annual increase of 5% will be required to achieve this target in 2028.

- Subway Delays – Non-transit Behaviour
 - The target is continual improvement, with a reduction of 8% annually. This will result in delay minutes of 1,444 minutes due to Unsanitary Vehicle, 4,020 minutes due to Unauthorized at Track, and 6,144 minutes due to Disorderly Patron in 2028.

Assessments of Social Services and Security Operating Model

In 2025, the TTC engaged a third-party evaluator to review its social supports response. The evaluation is being conducted in two phases, with Phase 1 focusing on the goals of the response and Phase 2 focusing on whether the response has been successful in achieving these goals. Key findings from Phase 1 were provided in September 2025. The findings acknowledged the complexity of the societal challenges impacting the TTC and the importance of improving co-ordination and interaction among the providers, enhancing data management, and increasing awareness of social services. Phase 2 will involve additional data collection and analysis to measure the effectiveness of the response, with an expected completion in early 2026. For additional details on key findings from the Phase 1 draft report, refer to Attachment 5.

The TTC is also working with an external consultant to assess its security operating models and roles, physical security features, and access protocols at sensitive buildings and departments to recommend a new model to improve safety and security. The assessment will be broken down into two phases, with Phase 1 involving a discovery review and breakdown of options and Phase 2 involving the physical security assessment. Both phases of the assessment will be completed in 2026.

Next Steps

The TTC will continue to work with its partners to advance the actions under the Plan. The Plan will be reviewed, and a progress report will be provided to the TTC Board on an annual basis.

Diversity, Equity, and Inclusion Matters

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 customers. The TTC also expects that all employees perform their duties in an equitable, inclusive, respectful, and safe manner.

Solving community safety, security, and well-being challenges is compounded by Toronto's complex societal challenges. Like other major public-facing services, innovative solutions to support individuals in need are required in both the short-term and long-term. The solutions to these issues need to be multifaceted and require a compassionate and people-first approach.

The TTC has proactively partnered with the City of Toronto's Toronto Shelter and Support Services (TSSS) and Social Development divisions, Toronto Police Service (TPS), Toronto Public Health, and community agencies to address the needs of persons experiencing homelessness and individuals with complex needs. This partnership

ensures that equity and compassion are central to meeting the needs of the community and TTC operations.

Corporate Plan Alignment

Safety and Security is the Cornerstone and a key principle under the TTC's 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 through a continuous cycle of Plan, Do, Check, and Act.

Under the safety management system, the TTC has a dedicated goal for community safety: Improve and strengthen community safety, security, and well-being using a compassionate and people-first approach. The Community Safety, Security, and Well-being Plan supports this goal and the objectives under the Corporate Plan, specifically:

- Objective 1.3 Reinforce employee safety and well-being under Strategic Direction 1; and
- Objective 2.2. Improve the Customer Experience by Providing a Safe, Accessible and Comfortable Journey under Strategic Direction 2.

Financial Impact

Operating Budget

The 2025 Operating Budget, approved by the TTC Board on January 10, 2025 and by City Council on February 11, 2025, includes \$31.0 million to sustain the TTC's Community Safety, Security, and Well-being Program in 2025. Funding will provide high-visibility presence and incident management, social supports for persons experiencing homelessness and individuals with complex needs, and community safety program supports. Actual spending in 2025 is tracking to be on budget. There is no estimated financial impact in 2025 associated with this report, beyond the \$31.0 million in approved funding for the program.

The Plan will guide priorities and investments and will be used to ensure that new incremental funding requests support the achievement of the actions identified. Any future implementation costs will be considered through the annual budget process.

Provincial Funding – Ontario-Toronto New Deal

One-time Provincial funding of \$300 million across three years (\$100 million in 2024, 2025, and 2026) was made available through the Ontario-Toronto New Deal Agreement, executed in November 2023, between the City and the Province. The funds were directed to support subway and transit safety, recovery, and operational sustainability. This funding, available until March 31, 2027, also supports the approaches outlined in this report to manage community safety, security, and well-being issues on the transit system, in addition to service recovery to bring back ridership.

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

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Attachments

Attachment 1 – TTC’s Community Safety, Security, and Well-Being Plan 2024-2028
Attachment 2 – Key Findings from Customer and Non-Customer Research
Attachment 3 – Key Findings from Consultation Sessions and Actions Taken
Attachment 4 – Letter to the Minister of Justice and Attorney General Canada
Attachment 5 – Key Findings from Phase 1 of the Evaluation of the Socials Supports Response
Attachment 6 – Decision History