



Body-Worn Camera Policy Updates to Support Pilot for Station Staff

Date: April 16, 2026
To: TTC Board
From: Interim Chief Operating Officer
Chief Safety Officer

Recommendations

It is recommended that the TTC Board:

1. Approve the updates to the Body-Worn Camera and In-Car Camera Policy, included as Attachment 1.
2. Approve an eight-month Body-Worn Camera pilot for Group Station Managers, Duty Station Managers, and Stations Supervisors, beginning May 2026.
3. Approve a Body-Worn Camera pilot for Customer Service Agents during the FIFA World Cup 2026™ period, beginning June 2026, conditional upon ATU Local 113's agreement to participate.

Summary

The TTC is planning to expand the use of Body-Worn Cameras to Station Staff in May 2026 as part of FIFA World Cup 2026™ readiness and to support employee safety and improve the customer experience. The implementation requires approval of updates to the TTC's Body-Worn Camera and In-Car Camera Policy that incorporate Station Staff and their responsibilities and use of the cameras.

Phase I of the pilot will run from May 1, 2026 to December 31, 2026, with further implementation planned as part of Phase II in 2027. The TTC will report back to the Board in Q1 2027 on the results of the pilot, including Key Performance Indicators (KPIs) and feedback from additional consultation with employees, customers, and the public.

TTC staff continues to engage in active, constructive discussions with ATU Local 113 regarding the potential rollout to of body-worn cameras during FIFA World Cup 2026™ to Customer Service Agents as part of the pilot program. These consultations are being approached in a collaborative and transparent manner, with a clear focus on understanding impacts, addressing concerns, and identifying mutually beneficial solutions. While discussions remain ongoing, there is a shared commitment to ensuring

that any future implementation is thoughtfully planned, well-supported, and aligned with both operational objectives and workforce considerations. The TTC's rollout of body-worn cameras to Customer Service Agents during the FIFA World Cup 2026™ is conditional on ATU Local 113's agreement to participate in the pilot program.

Background and Analysis

At the [December 7, 2023, TTC Board meeting](#), the TTC presented its Body-Worn Camera and In-Car Camera Policy (Policy) for approval. The development of the Policy addressed key recommendations from the Ombudsman Toronto's investigation into TTC incidents that occurred in 2015 and 2018.

The Policy was intended to enhance transparency, accountability, and build public trust. The Policy incorporated feedback from the TTC Board, Special Constables, Provincial Offences Officers (formerly Fare Inspectors), and members of the public. Following deferral of the item, the TTC Board formally approved the Policy at its [April 11, 2024 meeting](#) and endorsed the full roll-out of Body-Worn Cameras and Special Constable In-Car Camera Systems in December 2024.

Updated Policy and Benefits – Station Staff

The TTC has amended the Policy, primarily Sections 1.0 and 8.0, to incorporate the use of Body-Worn Cameras by Station Staff, which includes Group Station Managers, Duty Station Managers, Stations Supervisors, and Customer Service Agents. Approval of the changes to the Policy would enable implementation of a pilot beginning in May 2026 to support FIFA World Cup 2026™ readiness. The sections of the Policy that apply to Special Constables and Provincial Offences Officers remain unchanged, except for the incorporation of Protective Services Guards (PSGs). The additions provide the PSGs with the authority to activate Body-Worn Cameras during interactions and investigations related to the Private Security and Investigative Services Act. The updated Policy is included in Attachment 1.

The purpose of Body-Worn Cameras for Station Staff is to:

- Enhance customer and employee safety;
- Promote consistent, high-quality customer service by reinforcing accountability;
- Provide additional evidence for investigations, oversight, and legal purposes; and
- Provide data to improve transit system safety, security, and training.

The feedback received from Stations employees through the 2025 Employee Engagement Survey included concerns about high rates of offences and feeling unsafe, along with requests for enhanced protective measures. The TTC has several measures already in place to protect employees: workplace violence policy and program, de-escalation training, access to a place of safe refuge, and high-visibility and social services resources that respond to incidents. The Body-Worn Cameras for Station Staff are an additional tool to support employee safety as well as improve the TTC's ability to provide a safe and reliable service to its customers.

Furthermore, research conducted by the University of Cambridge found a 47% decrease in the likelihood of an offence against frontline rail staff using Body-Worn Cameras compared to the control group. The study involved a six-month trial at 33 national rail stations in England and Wales with high levels of crime and passenger volumes. Approximately half of the stations had gate line staff members equipped with Body-Worn Cameras (the study group), while the remainder did not (the control group). The presence of Body-Worn Cameras was also associated with a 26% reduction in offences across all employees working within the same station complexes, including those not wearing the cameras themselves.¹

Additional research examining the use of Body-Worn Cameras by Train Operating Companies (TOCs) in the United Kingdom also found reductions in assaults and injuries among customer-facing employees who used the cameras. The study analyzed data from 13 out of 28 TOCs and applied a statistical model to assess changes before and after implementation. The findings showed a 27.7% decrease in the assault rate per 100 employees, a 30.5% decrease in less severe injuries (3+ days lost), and a 30.7% decrease in more severe injuries (7+ days lost).² There is limited research in the Canadian context, as organizations are in the initial stages of implementing Body-Worn Cameras for their customer-facing employees, including Loblaw's Companies Limited and Sobeys Inc.

Monitoring of Key Performance Indicators

The impact of the pilot for Station Staff will be measured by monitoring the following KPIs:

- Number and rate of incidents involving offences against Station Staff, including associated Lost Time Injuries (LTIs);
- Customer service performance indicators for Station Staff, such as service quality scores, response times, and accountability measures;
- Customer satisfaction levels related to personal safety, as measured through surveys and feedback tools;
- Volume and nature of customer service complaints related to Station Staff, incident management, and station operations; and
- Adherence to incident reporting requirements.

The rate of total offences against employees has been on a downward trend since peaking in January 2023, averaging 5.89 incidents per 100 employees over the past year. Among Group Station Managers and Stations Supervisors, the average offence rate during this period was 25.6, compared with 42.2 for Customer Service Agents. When measured against the overall offence rate against employees, both station-based employee groups continue to experience higher-than-expected levels of incidents. The most frequently reported offences for these groups remain common offences, typically involving little or no physical injury, including incidents such as spitting, as well as threatening behaviour.

¹Ariel, B., Newton, M., McEwan, L., Ashbridge, G. A., Weinborn, C., & Brants, H. S. (2019). Reducing Assaults Against Staff Using Body-Worn Cameras (BWCs) in Railway Stations. *Criminal Justice Review*, 44(1), 76-93.

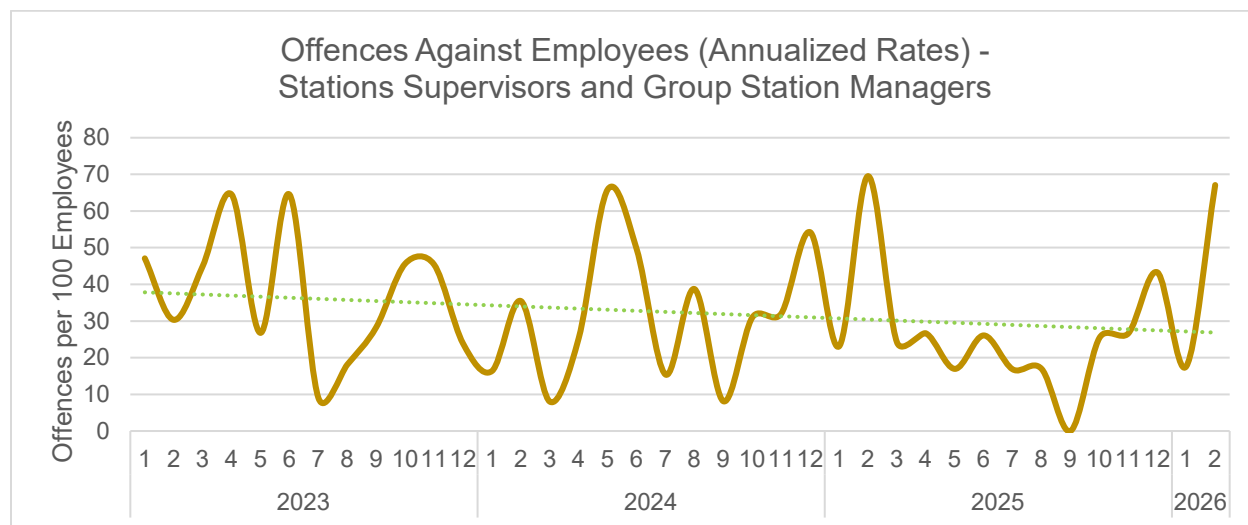
²Ariel, B., Harinam, V., Zeynel, S., Brogden, J., Webster, K. (2024). Introduction. In: Reducing the Risk of Workplace Violence Against Public-Facing Employees. SpringerBriefs in Criminology. Springer, Cham.

https://doi.org/10.1007/978-3-031-46356-3_1

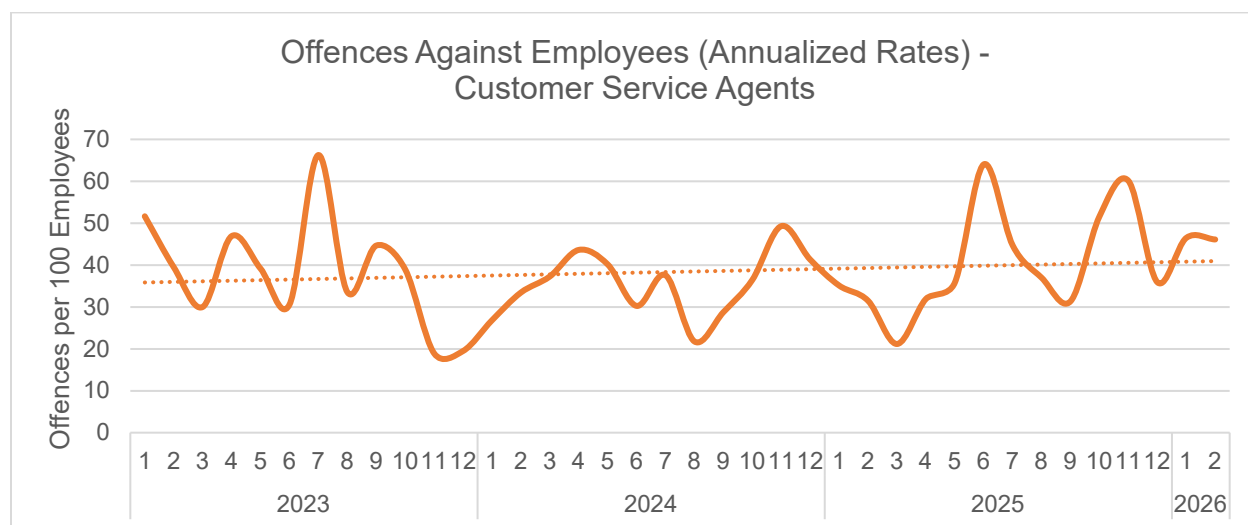
While there has been no statistically significant long-term trend in offences against employees for Group Station Managers and Stations Supervisors over the past two years, an upward movement was observed between September 2025 and February 2026 (see Chart 1). For Customer Service Agents, the rate of offences against employees has been increasing since January 2023 (see Chart 2). Based on the findings of the University of Cambridge study, a reduction in offences against Station Staff is expected following the implementation of the Body-Worn Cameras.

Customer satisfaction related to personal safety remains approximately 60%, on average, highlighting an ongoing area for improvement for the TTC. In interactions with Customer Service Agents, the majority of respondents report satisfaction with their experience and indicate that their questions were resolved. While the number of Customer Service Complaints related to Stations Staff remains low, there has been a gradual increase since January 2023 and any temporary fluctuations in the numbers have not been sustained. The Body-Worn Cameras for Stations Staff pilot is another initiative the TTC is implementing that may contribute to improvements in customer satisfaction and complaints.

Chart 1: Rate of Offences against Employees – Group Station Managers and Stations Supervisors (January 2023-February 2026)



**Chart 2: Rate of Offences against Employees – Customer Service Agents
(January 2023-February 2026)**



Internal and External Communications

The expansion of Body-Worn Cameras will be supported by a comprehensive communications plan to inform employees, customers, and the public. As part of the pilot, employee surveys will be conducted to gather feedback on the use of Body-Worn Cameras. Insights from this feedback will inform any necessary adjustments and be incorporated into future roll-out plans.

In preparation for the pilot, the TTC conducted consultation sessions with 320 community members in March 2026 to discuss proposed updates to the Policy. An overview of key findings and responsive actions is provided in Attachment 2. Overall, the feedback informed refinements to the Policy and implementation approach, strengthening clarity, accountability, and public trust. Follow-up consultation sessions are planned for Q3 2026 to validate actions taken, gather feedback on implementation, and identify any emerging issues.

In addition, the Ombudsman’s Office has been informed of the TTC’s policy change and the intent to expand the scope to Station Staff. The Ombudsman’s Office did not raise any concerns regarding the Policy. CUPE Local 5585 is supportive of expanding the policy to Stations Supervisors and the TTC is in active discussion with ATU Local 113 regarding the inclusion of Customer Service Agents. CUPE Local 5089 is also supportive of the policy being expanded to Protective Service Guards.

Pilot Implementation Overview

As part of the pilot, Body-Worn Cameras will be deployed to Station Staff, who will activate the cameras during interactions beyond routine customer service assistance, when requested by an individual, or when the recording would support them in their duties or an individual’s safety.

Implementation of the pilot will occur in phases, with Phase I starting in May 2026 to support FIFA World Cup 2026™ readiness, followed by Phase II. Further details are outlined below:

- Phase I – May 2026 to December 2026
 - Beginning May 2026, Station management staff, including Group Station Managers, Duty Station Managers and Station Supervisors, will wear Body-Worn Cameras in stations that are expected to receive a high volume of customers during FIFA World Cup 2026™ events.
 - Customer Service Agents will also wear Body-Worn Cameras during the FIFA World Cup 2026™ period, beginning June 2026, conditional upon ATU Local 113's agreement to participate in the pilot.
 - In total, there will be 147 Body-Worn Cameras included in Phase I.
- Phase II – 2027
 - Pilot findings and recommendations will be included and compiled into a report to inform a potential broader roll-out to Customer Service Agents in 2027, which is subject to ATU Local 113's agreement.

Any recommendation to proceed with Phase II, a full deployment for Customer Service Agents, is subject to final pilot results and will be funded in the TTC's 10-Year Capital Plan, should it proceed.

Sustainment costs for both initiatives will be identified as part of the final pilot results.

Additional Considerations

The implementation of the Body-Worn Camera for Station Staff requires the following resources:

- Stations Set-up
 - In preparation for the pilot, the TTC will procure 147 additional Body-Worn Cameras and the software solution will be configured for the purposes outlined in the Policy.
 - Additional infrastructure (networking configurations, electrical, network, and cabling cabinets) updates will be completed at station hubs to accommodate the cameras.
 - Installation of a shielding/obscuring film, decals, and posters onto station booths will be completed to limit the viewability of Body-Worn Cameras housed within the booths.
- Training and Communications
 - Stations employees will receive a one-day training session provided by the TTC's Operations Training Centre dedicated to understanding the requirements outlined in the updated Policy. The session will also include hands-on training on the activation and maintenance of the Body-Worn Cameras as documented in the associated work instructions.

- Pilot Support
 - The TTC will have employees who play key roles in providing support for Stations employees, including responding to inquiries and providing IT support. Additional resources include one Technical Administrator role to respond to inquiries, address Body-Worn Camera usage and process requests, and one Auditor role to provide video auditing for proper Policy application and usage.

Diversity, Equity, and Inclusion Matters

Equity, Diversity, Inclusion, and Accessibility (EDIA) and anti-racism are key principles that inform and underpin the TTC's services and activities, as detailed in the TTC's Anti-Racism Strategy, Anti-Racism Policy, and the Workplace Harassment and Discrimination Policy. 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. In support of this expectation, Station Staff will carry out their use of Body-Worn Cameras with understanding of their responsibilities under the TTC's Anti-Racism Policy.

The Policy acknowledges the role of Body-Worn Cameras in reinforcing accountability, supporting investigations, resolving complaints, enhancing training, and providing bias-free service delivery. It is also based on enhanced equity by fostering an anti-racist, bias-free environment, while increasing accountability in service interactions. These cameras act as a deterrent to misconduct, support investigations, resolve complaints, enhance training and support the TTC's Anti-Racism Strategy.

The Policy also balances an individual's right to privacy and the need to ensure safety and security for individuals and staff. It has been developed to minimize privacy intrusions and includes circumstances where recording is not permitted. As such, video recordings from Station Staff's use of Body-Worn Cameras will align with applicable legislation and TTC's best practices for ethical data storage and management, which prioritize equity, inclusion, anti-racism, and reconciliation with Indigenous communities.

The TTC is also ensuring that community input and feedback is informing the development and roll-out of the pilot. Inclusive consultation held with local community organizations and community members has created space for sharing diverse perspectives around Station Staff's use of Body-Worn Cameras. This process aligns with and advances the TTC's EDIA and anti-racism objectives around creating opportunities for inclusive engagement and consultation.

Corporate Plan Alignment

Safety and Security is the cornerstone and a key principle under the TTC's Corporate Plan. The TTC is guided by the Safety, Health, and Environment (SH&E) Management System that manages and mitigates risks and continually improves performance.

The expansion of Body-Worn Camera for Station Staff supports the TTC's commitment to employee and customer safety, and the following objectives under the Corporate Plan:

- 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

The total value of the Body-Worn Cameras for Station Staff pilot for an initial 3.6-year term commencing on May 1, 2026 to December 31, 2029 is \$1.282 million, inclusive of HST. Table 1 below summarizes the annual expenditure forecast over the total contract term:

Table 1: Contract Expenditure Forecast by Year and Total Term \$(000s)

Body Worn Camera	2026	2027	2028	2029	Total Phase I
Capital Costs	\$229	10	10	11	\$260
Operating Costs	\$172	\$266	\$279	\$305	\$1,022
Total	\$401	\$276	\$289	\$316	\$1,282

Funding

Capital Funding

The total approved project cost for the Corporate Camera Strategy and Delivery is \$12.993 million as approved by the TTC Board at its meeting on January 7, 2026, and by City Council on February 10, 2026. As of December 31, 2025 a total of \$7.670 million was spent with the remaining \$5.323 million in approved funding cash flowed between 2026 and 2028.

The Corporate Camera Strategy and Delivery is not fully funded. To accommodate the Phase I pilot and full deployment of the Body-Worn Cameras for 147 Station Staff, an in-year budget adjustment will be submitted through the Quarter 1 Variance Report for City Council consideration and approval. The budget adjustment will increase the total project cost by \$800,000 as presented in Table 2 below. The additional funds will align with the planned scope and deliverables associated with Phase I of the Stations Staff Body-Worn Camera pilot. These expenditures include purchasing the Body-Worn Cameras, docking stations, and updates to station network infrastructure, where required.

Table 2: Revised 2026-2035 Capital Budget and Plan – 7.1 Corporate Camera and Delivery Program \$(000s)

Corporate Camera Strategy and Delivery	LTD Actuals to 2025	2026 Budget	2027	2028	2029	2030	2031 - 2035	10-Year Total	Total Project Cost
Council Approved 2026-2035 Capital Budget & Plan	7,670	2,786	1,718	819	-	-	-	5,323	12,993
Quarter 1 2026 In Year Budget Adjustment		800						800	800
Revised 2026-2035 Capital Budget & Plan	7,670	3,586	1,718	819	-	-	-	6,123	13,793

Operating Expenditures

The operating expenditures projected over the term of the contract represent the system licensing fees for the implemented solution. The forecasted operating expenditures are outlined in Table 3:

Table 3: Operating Expenses for Body-Worn Camera (2026-2029) \$(000s)

Contract Value	2026	2027	2028	2029	Total
Body-Worn Camera	\$152	\$236	\$247	\$270	\$905
HST Non-Rebatable (1.76%)	\$3	\$4	\$4	\$5	\$16
Total Contract Expense	\$155	\$240	\$251	\$275	\$921
Rebatable HST	\$17	\$26	\$28	\$30	\$101
Total Authority (including HST)	\$172	\$266	\$279	\$305	\$1,022

Operating Funding

No incremental funding for this pilot was received through the 2026 Operating Budget approved by the TTC Board on January 7, 2026, and by City Council on February 10, 2026. As noted in Table 1 above, additional funds for the incremental system licensing fees will be included in future operating budget submissions, along with additional resources for a Technical Administrator, Business Auditor and Video Services Unit Evidence Specialist to support ongoing operations at a projected cost of \$0.6M starting in 2027.

These future operating budgets are subject to annual budget approvals by the TTC Board and City Council.

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

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Attachments

Attachment 1 – Body-Worn Camera and In-Car Camera Policy – Updated
Attachment 2 – Consultation Findings – Body-Worn Cameras for TTC Station Staff