



Honouring Frederick Langdon Hubbard

Date: June 3, 2026

To: TTC Board

From: Chief Strategy and Customer Experience Officer

Recommendations

It is recommended that the TTC Board:

1. Approve the renaming of the Subway Operations Building at Hillcrest Complex to the Frederick Langdon Hubbard Building in recognition of his historic appointment as the first Black Canadian Chair of the TTC Board.

Summary

At its July 17, 2025 meeting, the TTC Board requested that staff identify and recommend internal TTC properties that could be named or renamed to honour Frederick Langdon Hubbard, the first Black Canadian appointed Chair of the TTC Board, in recognition of the 100-year anniversary of his historic appointment in 1930.

Following an internal review, TTC staff recommend renaming the Subway Operations Building at Hillcrest Complex to the Frederick Hubbard Building. This site was selected based on its visibility, connection to Hubbard's life and work, and feasibility for renaming. The recommendation was informed by targeted consultation with TTC employees, including the ATU 113 Black Caucus and Black employees across frontline, supervisory, and leadership roles, and was subsequently reviewed and endorsed by the TTC's Employee Inclusion and Belonging Committee (IBC). Renaming this space provides a meaningful way to recognize Hubbard's contributions and legacy and to inspire future generations of TTC employees.

Implementation will include internal and external communications, on-site recognition through signage and/or plaque(s), and a formal unveiling event. The renaming is anticipated to be completed in time for Black History Month 2027, ensuring alignment with the 100th anniversary milestone and reinforcing the TTC's commitment to diversity, equity, and inclusion.

Background and Analysis

About Frederick Langdon Hubbard

Frederick Langdon Hubbard was an influential figure in Toronto's transit history and a trailblazer for Black Canadian leadership. Hubbard began his career with the Toronto Railway Company (TRC) in 1906 and continued through the formation of the TTC in 1921. He made history as the TTC's first Black Chair, from 1930 to 1931, later serving as Vice-Chair in 1931 and Commissioner until 1939. During his tenure, Hubbard oversaw key projects, including several streetcar loops as well as the expansion of one of the TTC's first bus garages, Davenport Garage, to accommodate the growing number of buses in the TTC's fleet. At the time of his appointment, he was the only Board member at the TTC who had significant experience with the management of a transportation system, earning him respect and the esteem of the community for his influence in steering the early course of the Toronto Transportation Commission (renamed Toronto Transit Commission in 1954). For several decades, he managed the Scarborough Beach Amusement Park, later redeveloped into housing and parkland in the Beaches neighbourhood, including Hubbard Boulevard, which is named after him.

Married to Grace Isabel Abbott, he was a devoted father to three children, Wilson, Julia and Anderson Hubbard, and lived on Broadview Avenue until his passing at the age of 75. His enduring legacy reflects his significant contributions to Toronto's transit system and the advancement of Black leadership in Canada.

Selection Process and Rationale

1. **Initial Scan:** TTC staff conducted an initial review of internal properties to identify buildings suitable for renaming.
2. **Evaluation Against Selection Criteria:** Each candidate site was assessed against the following criteria:
 - **Visibility and impact:** The site should be a space frequently used by TTC employees or visible to the public to maximize recognition.
 - **Symbolic connection to Hubbard's legacy:** The location should align with Hubbard's contribution to public transit in Toronto and ideally be located near areas where he lived or worked.
 - **Feasibility:** The site must allow for renaming without operational disruption and comply with TTC policies.
 - **Targeted internal consultation:** Input was gathered from TTC leadership, and relevant departments, and through targeted engagement with a cross section of Black employees across frontline, supervisory, and leadership roles.
3. **Final Recommendation:** Based on the application of the selection criteria and the consultation findings, the most appropriate site was selected for renaming.

Recommended Site to Rename

The recommended TTC facility to rename is the Subway Operations Building. Located inside the TTC's Hillcrest Complex, the Subway Operations Building is used by the TTC's Plant Maintenance Department as a vital centralized maintenance and office facility.

Operations carried out within the building include the overhead traction power shop, electrical storage, mobile radio repair shop, computer maintenance shop, CIS main repair shop, Plant Maintenance control centre, safety training centre, general office, and machine shop, as well as paint, HVAC, plumbing, and carpentry. The building was formerly called the Plant Operations Building.

It is a large operations building that is not currently named after an individual, and its function aligns with Frederick Langdon Hubbard's legacy as a practical, operations-minded TTC leader. The location of the building would place Hubbard next to the J.G. Inglis Building, across from the D.W. Harvey Shop and on the same site as the W.E.P. Duncan Building and H.C. Patten Building. Hubbard was a contemporary of all these individuals, and the renaming of the building would place it among his cohort, who all are remembered for their significant contributions toward laying the foundation for what the TTC is today.

The building is located inside the Hillcrest campus and is a high-activity operational environment with strong day-to-day visibility for TTC employees, reflecting one of the key considerations identified through consultation and the IBC review. This combination of operational significance, internal visibility, and historical alignment supports the suitability of the Subway Operations Building as the recommended location.

Policy Alignment

This renaming aligns with the TTC's Naming of Buildings Policy for work locations. The policy permits buildings to be named after a Board member or an employee who has contributed significantly to the TTC and public transit in Toronto, as well as those that reflect the TTC's diversity and character. Frederick Langdon Hubbard was a trailblazer for Black Canadian leadership at the TTC and has made a significant contribution toward public transit in Toronto. The policy also highlights that consideration for renaming should match the individual's career work, with the functions to be carried out within the building to be named.

Consultation Summary

Consultation was undertaken during March and April 2026 to inform a process to name an internal TTC facility in honour of Frederick Langdon Hubbard. The approach was aligned with TTC priorities related to inclusion, belonging, and employee engagement, and was designed to support an informed and representative recommendation.

Consultation focused on a shortlist of three proposed building renaming options and included targeted engagement sessions and a short survey. A total of 46 participants took part, including members of the TTC Employee Inclusion and Belonging Committee (IBC). Representation included targeted frontline employees from the TTC Employee Resource Groups (ERGs) ATU 113 Black Caucus, along with supervisors, forepersons, managers, and directors, reflecting a cross section of Black employees across frontline, supervisory, and leadership roles to support input aligned with the purpose of this recognition.

Participants were asked to assess the proposed facilities, identify a preferred option, and provide supporting rationale. Participants were also provided the opportunity to recommend other locations for consideration.

The consultation findings demonstrated a strong consensus on both the preferred facility and the rationale supporting the recommendation. The Subway Operations Building at the Hillcrest Complex emerged as the preferred option, with secondary support for the Support Services Building at Hillcrest. The primary decision drivers identified through the consultation were:

- Alignment with Frederick Langdon Hubbard’s legacy;
- Symbolic importance within the TTC; and
- Visibility and organizational impact.

The TTC’s IBC is a cross-functional, employee-informed advisory body. It reviewed the consultation findings and formally endorsed the recommendation to name the Subway Operations Building in honour of Frederick Langdon Hubbard. The IBC noted strong alignment with employee feedback, the operational significance and visibility of the location, and identified minimal resistance through the consultation process.

Implementation Plan

The TTC will implement a phased communications approach to support the renaming of the Subway Operations Building in honour of former TTC Board Chair Frederick Langdon Hubbard. Ahead of the official unveiling, a leadership-led corporate message will be shared with employees to provide context and explain the rationale for the renaming, including its alignment with the TTC’s commitment to equity, inclusion, and public service. This pre-event communication will be reinforced through internal channels, such as digital screens and the employee newsletter to build awareness. The renaming will be formally recognized through an on-site event, with remarks highlighting Hubbard’s contributions and legacy. Following the event, the TTC will continue to cascade communications across the organization, when possible, to ensure consistent use of the new building name over time.

Hubbard Award for Leadership

In July 2025, the TTC Board requested that the TTC Chair and staff work together to establish an annual “Hubbard Award for Leadership” in recognition of Frederick Langdon Hubbard’s legacy, and in alignment with the TTC’s commitment to equity, inclusion, and public service. The award is intended to formally recognize TTC employees who demonstrate exceptional leadership, make meaningful and measurable contributions to organizational success, and embody the principles of integrity, accountability, service excellence, and community engagement. The inaugural Hubbard Award for leadership will be presented by the TTC Board to the award recipient at the July 22, 2026 Board meeting.

Diversity, Equity, and Inclusion Matters

The proposed renaming acknowledges the historical significance of Frederick Langdon Hubbard’s contributions to the TTC and to public transit leadership in Canada.

As the first Black Canadian to serve as Chair of the TTC Board, Hubbard broke racial barriers at a time when representation in public institutions was profoundly limited. Naming a TTC property in his honour ensures that his leadership and service are appropriately recognized, and that historically underrepresented figures in the TTC's history receive lasting, visible acknowledgment of their contributions to building and shaping the transit system.

This initiative also advances the TTC's commitments under its Anti-Racism Strategy and aligns with broader organizational values and citywide equity objectives. Increasing the visibility of Black leadership within the TTC's history reinforces the importance of representation for employees, customers, and communities across Toronto. Honouring Hubbard in this way supports a workplace culture where diverse leadership is celebrated and understood as integral to the TTC's identity and legacy, with the potential to inspire current and future employees.

The TTC's IBC reviewed the consultation findings and formally endorsed the recommendation to name the Subway Operations Building at the Hillcrest Complex in honour of Frederick Langdon Hubbard. The Committee noted strong alignment with employee feedback, the operational significance and visibility of the location, and minimal resistance identified through the consultation process. The IBC also highlighted the importance of thoughtful implementation and communication, as well as the opportunity to align the naming with broader storytelling and education efforts related to TTC history and employee contributions. Together, these considerations reinforce the initiative's role in strengthening inclusion, belonging, and organizational identity.

Corporate Plan Alignment

This initiative aligns with the TTC Corporate Plan by supporting priorities related to employee engagement, organizational culture, and inclusion, and puts the Plan's Equity, Diversity, Inclusion and Accessibility (EDIA) principle into action through recognition of leadership that reflects the diversity of the communities the TTC serves. Recognizing historically underrepresented contributions strengthens organizational identity and reinforces the importance of representation within the TTC. Naming a TTC facility in honour of Frederick Langdon Hubbard provides visible and meaningful recognition for employees, fosters a stronger connection to TTC history, and supports the ongoing commitment to inclusion, recognition, and workplace pride.

Financial Impact

The estimated cost to rename the Subway Operations Building is \$6,000, including materials for signage and labour for production and installation. Funding to complete the renaming will be requested as part of the 2027 operating budget submission and is 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.

Contact

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Attachments

Attachment 1 – Decision History

Attachment 1 – Decision History

[TTC7.11 – Honouring Frederick Langdon Hubbard – by Chair Jamaal Myers, seconded by Commissioner Josh Matlow](#)

At their July 17, 2025 meeting, the TTC Board directed staff to recommend by June 2026 which internal properties could be named or renamed to honour Frederick Langdon Hubbard for the 100th anniversary of his appointment as TTC Chair.

[TTC11.7 – Establishment of the Frederick Langdon Hubbard Award for Leadership](#)

At its meeting on December 10, 2025, the TTC Board received a memo from the TTC Chair setting out the award objectives, criteria, eligibility, and selection criteria.