



STAFF REPORT ACTION REQUIRED

Transit Fare Inspection Pilot Program Progress Report

Date:	September 28, 2015
To:	TTC Board
From:	Chief Executive Officer

Summary

At the February 25, 2015 TTC Board Meeting, the Board passed a number of motions related to the operation of the Transit Enforcement Unit, as follows:.

- i. Approve a modified uniform for Fare Inspectors that is more customer-friendly.
- ii. Support Mental Health Training for all Fare Inspectors.
- iii. Continue to search for a third party that can undertake the oversight function for Fare Inspectors.
- iv. Approve in principle a Pilot Project where one or two LRT or Streetcar lines are chosen where Fare Inspectors have no baton and no handcuffs; request staff to report back on implementation strategy and third party evaluation process.
- v. When recruiting Transit Fare Inspectors, TTC Staff reach out to diverse communities in Toronto through all available avenues such as advertising in community newspapers, websites, job fairs, and community organizations in order to recruit a breadth of women and men who are qualified and reflect the TTC customers they will interact with on a daily basis.
- vi. That staff report back to the Commission on powers for Enforcement Officers and Special Constables to issue tickets for parking by-law enforcement infractions and other traffic by-law charges (i.e. blocking intersections on transit routes and stops).

The staff presentation will provide an update on these motions.

Recommendations

It is recommended that the Board:

1. Receive the update on the Transit Fare Inspection Pilot Program progress report.

Implementation Points

The progress made on the above motions has been the result of a collaborative process by many stakeholders. An implementation update for each motion is listed below:

- i. Modified Uniform-approved and implemented - September 2015
- ii. Mental Health Training-approved and implemented - September 2015
- iii. Third Party Oversight-Consultant - searching for options
- iv. TFI Pilot Project-approved and implemented - September 2015
- v. Recruiting-approved and implemented - February 2015
- vi. Expanded powers-Business Case created - anticipated to be presented to TTC Board for November 23, 2015

Financial Summary

This report has no financial impact beyond what has been approved in the current year's budget.

Accessibility/Equity Matters

As the Transit Fare Inspection program involves significant public contact and some enforcement, equity becomes an important factor to consider. Mental Health issues will certainly arise with some customers who may come into contact with Transit Fare Inspectors and the importance of having all the skills necessary to ensure those customers are treated with equality are crucial. We identified a gap in the Mental Health training and the TTC Board concurred, which has led to our efforts in the area and are reflected in the presentation. The new Mental Health Training now includes five (5) days of training. As the program evolves, equity issues that are identified will be resolved through the same process; appropriate stakeholders consulted, best practices identified, policy and procedural changes as necessary, and finally a resolution of the issue.

Issues Background

An overview of the Transit Enforcement Unit was provided to the Board in January of 2015. ([Link to Presentation](#))

The Board requested the presentation be deferred to the February 25, 2015 meeting so there could be time for discussion. At that meeting, the discussion led to the six motions noted above. Transit Enforcement Unit has been working to develop an action plan for each of the motions.

Most of the issues surrounding the motions were borne from the discussion of the new Transit Fare Inspection program. As Proof of Payment and Presto continues to expand across the TTC, the Transit Fare Inspection program will continue to expand with it. The presentation provides an update on each of the motions and provides the Board with a summary of the Transit Enforcement Unit's efforts, decision making process, and a way forward as the program continues to evolve.

Comments

Once the TTC Board approved the above motions, staff immediately began gathering information regarding best practices, possible deployment models, successful Mental Health training programs, uniform options, and Streetcar Proof of Payment line rollout schedules.

The process is ongoing, and continues to evolve as stakeholders both internal and external are consulted. Those stakeholders include, Internal TTC Departments such as Streetcar, Human Resources, Customer Development, Stations, Bus Transportation and Wheel Trans. External stakeholders include the Toronto Police Service, City Ombudsman, other Transit Properties, Mental Health professionals, Toronto EMS, and Consultants.

Contact

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Attachments

Presentation will be distributed at the meeting.

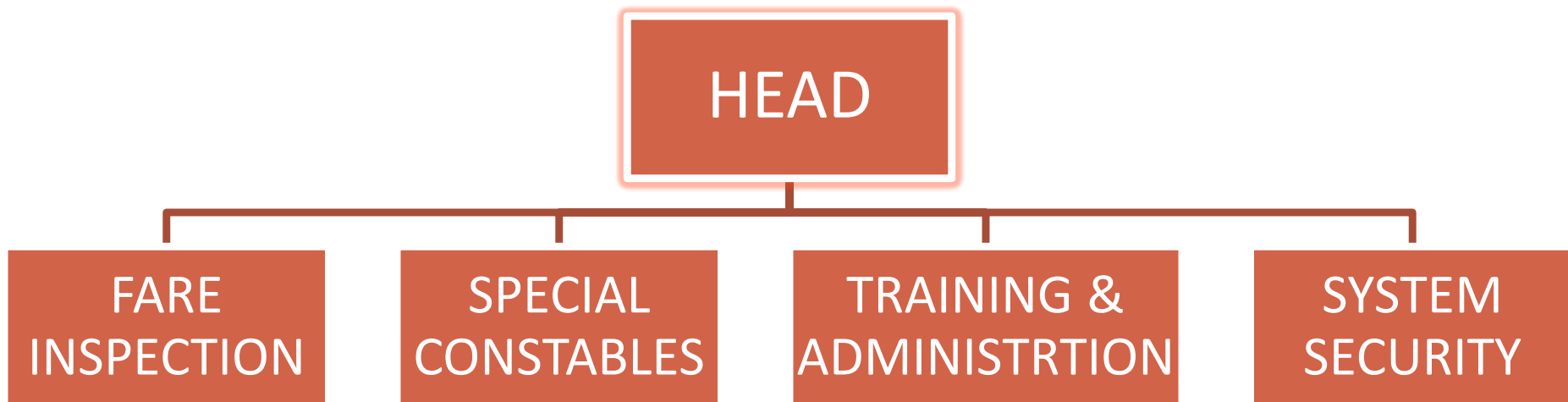


TRANSIT FARE INSPECTORS

TTC Board September 2015



CURRENT ORGANIZATIONAL CHART





Peak Period Staff Locations

TORONTO TRANSIT COMMISSION

Stations Management Model

- Subway/Bus/Streetcar/Stations Supervisors with Special Constables
- Diversions/Platforms
- Load Buses
- Radar
- Crash Gates
- Secondary Entrances
- Turnstiles
- HiVE/SERF/SurfSup
- By-Law Enforcement



Operational - 'peak period' assignments:

- AM = Bus Rail Station
- PM = Bus Rail Station

TED - daily 'peak period' assignments:

- AM = [Icons for Bus, Rail, Station, Streetcar, Special Constable]
- PM = [Icons for Bus, Rail, Station, Streetcar, Special Constable]

Turnback stations: Brimley

- Line Supervisor: 122 142
- Terminal Supervisor: 142





The Board at its meeting of February 25, 2015 received the information provided in the Overview of the Transit Enforcement Unit and adopted the following member motions:

The Toronto Transit Commission:

- i. Approve a modified uniform for fare inspectors that is more customer-friendly.**
- ii. Support mental health training for all fare inspectors.**
- iii. Continue to search for a third party that can undertake the oversight function for fare inspectors.**





- iv. Approve in principle a pilot project where one or two LRT or streetcar lines are chosen where fare inspectors have no baton and no handcuffs; request staff to report back on an implementation strategy and third party evaluation process.**

- v. When recruiting Transit Fare Inspectors, TTC staff reach out to diverse communities in Toronto through all available avenues such as advertising in community newspapers, websites, job fairs, and community organizations in order to recruit a breadth of women and men who are qualified and reflect the TTC customers they will interact with on a daily basis.**





- vi. That staff report back to the Commission on powers for Enforcement Officers and Special Constables to issue tickets for parking by-law enforcement infractions and other traffic by-law charges (i.e. blocking intersections on transit routes and stops).**





- **Transit Fare Inspector Uniforms**
- **Pilot Transit Fare Inspector model**
- **Current and Future Proof of Payment Lines**
- **Mental Health Training**
- **Recruitment Efforts**
- **HTA/Parking**





Edmonton



Montreal



Vancouver





San Francisco



San Diego



Phoenix





Brussels



London





Sydney





China





- **There are 17 Transit Fare Inspectors deployed**
- **Uniform**
 - Grey shirts, dark cargo pants with a reflective stripe and reversible reflective jackets
- **Defensive tools**
 - Handcuffs and batons
- **Personal Protective Equipment**
 - Internal/External vests
- **Training**
 - 6 weeks in class training
 - 2 weeks field training
 - 32 Hours Mental Health training





Mission

Transit Fare Inspectors provide exceptional customer service while focusing on education, fare policy compliance, and enforcement.





- **Use of Force Theory and Legislation**
- **De-Escalation, Defensive Tactics (Positioning etc)**
- **Practical Skills (Defensive Tools)**
- **Holistic, Judgment Based Simulations**
- **Provincial Offences Act and Enforcement Options**
- **Evidence, Property and Case Preparation**
- **Introduction to Court Procedures**
- **Suicide Intervention (Trillium Health Network)**
- **Mental Health Training**
- **Introduction to Criminal Offences**
- **Introduction to law**





- **Customer Service Excellence**
- **Roles and responsibilities of a Transit Fare Inspector**
- **Standard First Aid and CPR**
- **Accessibility For Ontarians With Disabilities Act**
- **Working in a Diverse City**
- **Fares and Fare Evasion**
- **Subway Rulebook**
- **Defensive Driving**
- **TTC Policy and Procedures**
- **TTC Bylaw #1**
- **Effective Report writing and Memobook Keeping**
- **Effective Communication**





Excluded From Original Deployment Training Curriculum

- **Use of Force Theory and Legislation**
 - Defensive Tools
 - Handcuffing
- **Practical Skills**
 - Defense Tools





- **36 Transit Fare Inspectors**
- **Uniform**
 - Customer friendly
- **Defensive Tools**
 - No defensive tools
- **Personal Protective Equipment**
 - External Vest
- **Training**
 - 3 weeks in class training
 - 2 weeks field training
 - 32 Hours Mental Health training



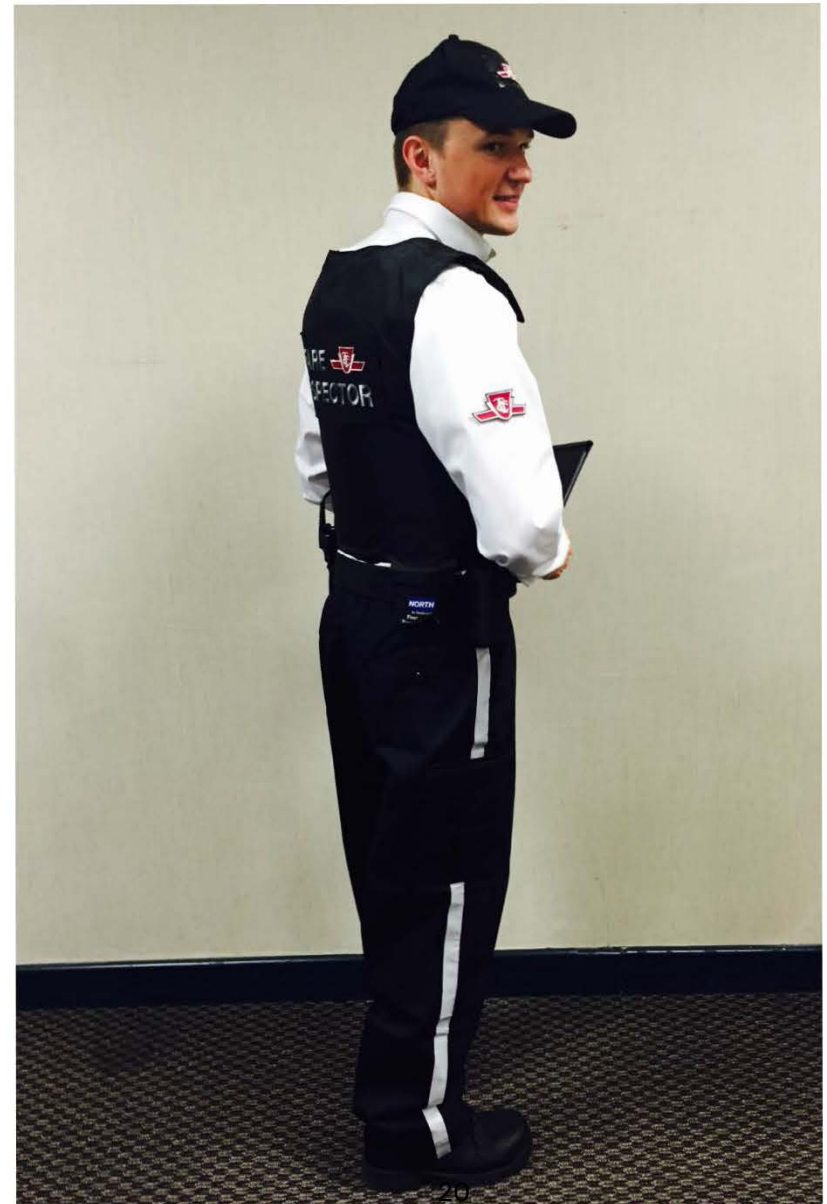
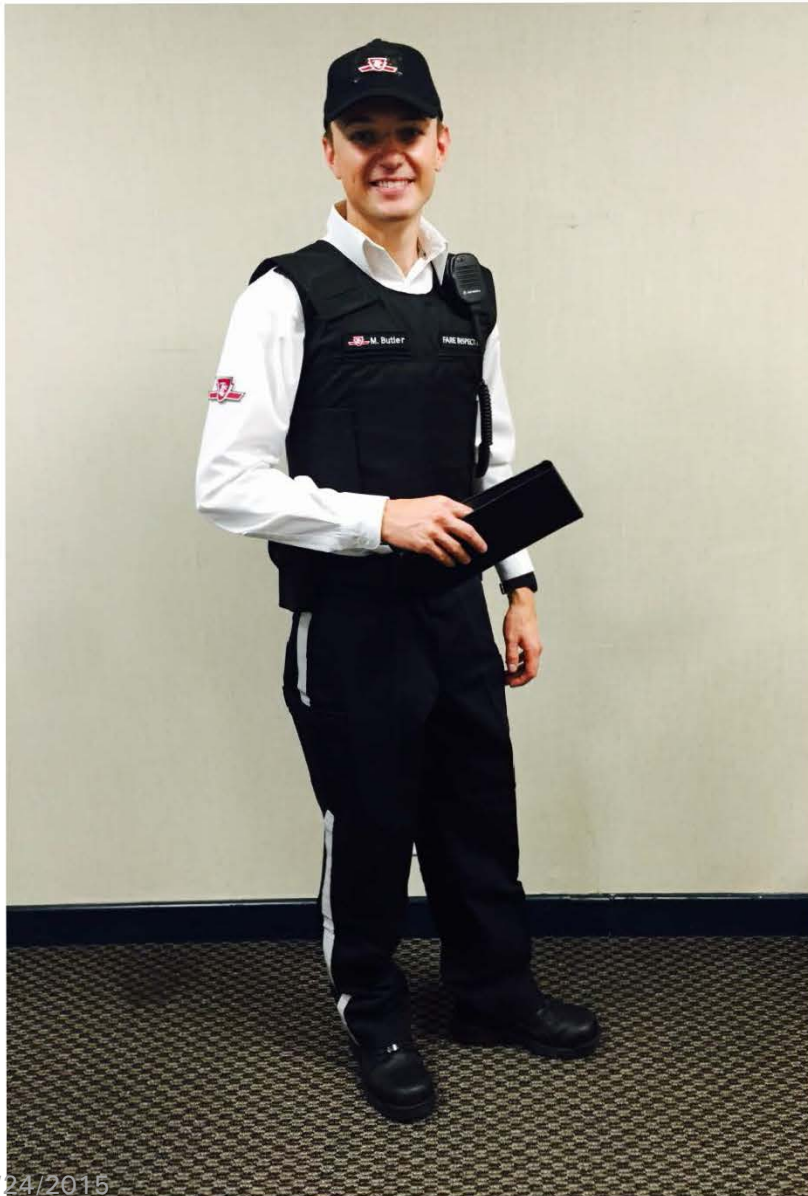


Mission

Transit Fare Inspectors will provide exceptional customer service while focusing on education, fare policy compliance, and enforcement.



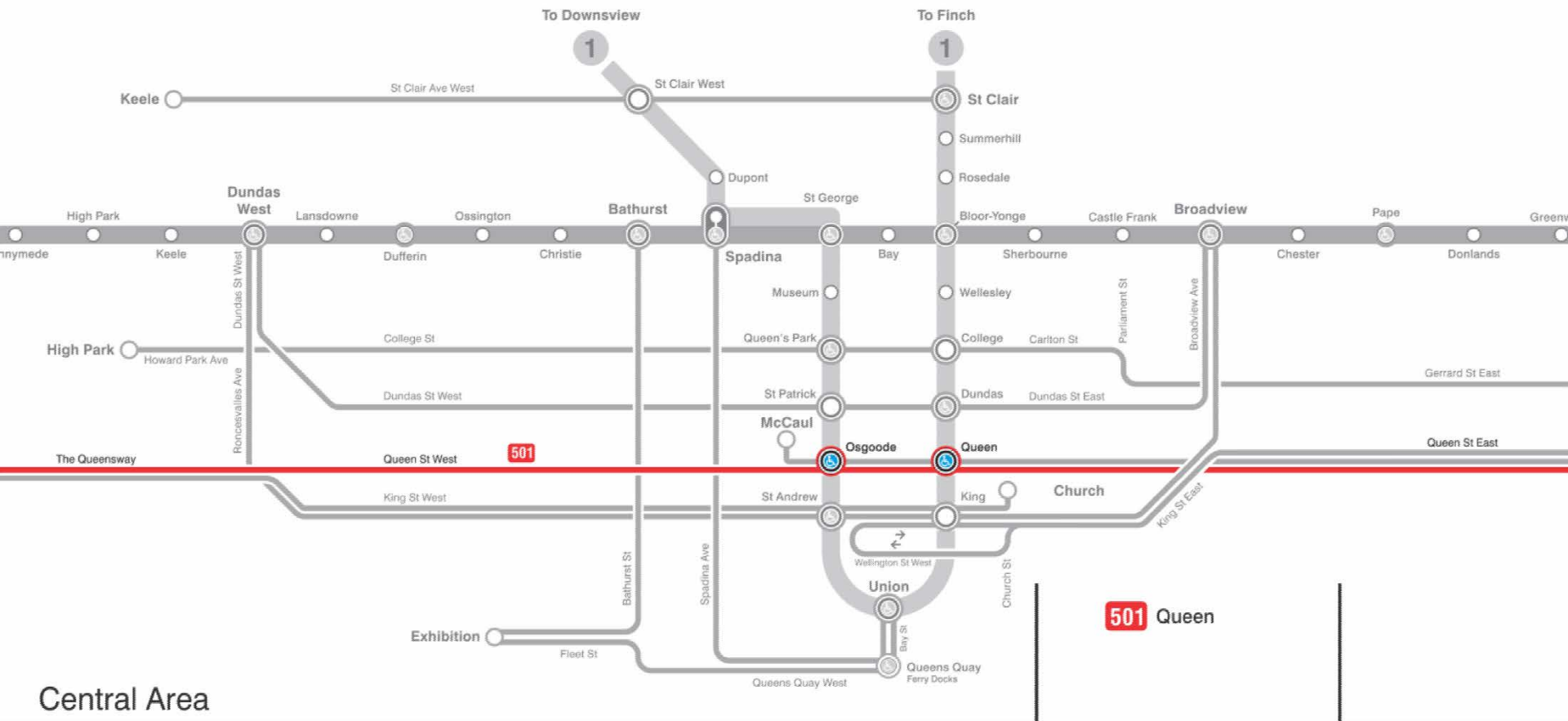
PILOT DEPLOYMENT UNIFORM





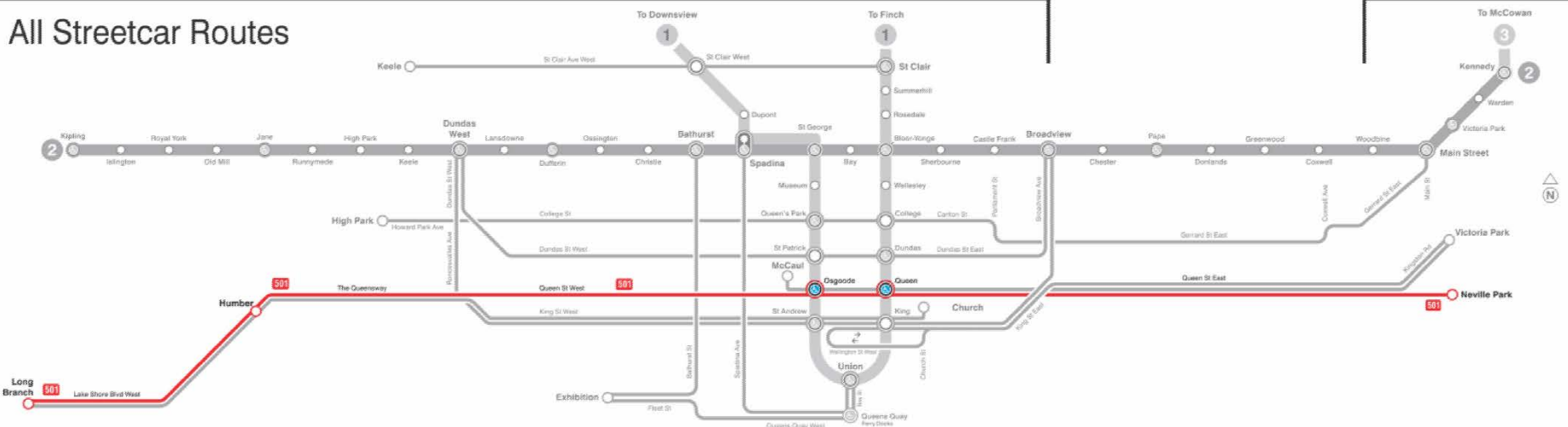
- **Current Proof of Payment Lines**
 - July 1990- Queen Line
 - March 1995- Lakeshore Line
 - September 2014- Spadina Line
 - January 2015- King Line
 - March 2015- Harbourfront Line

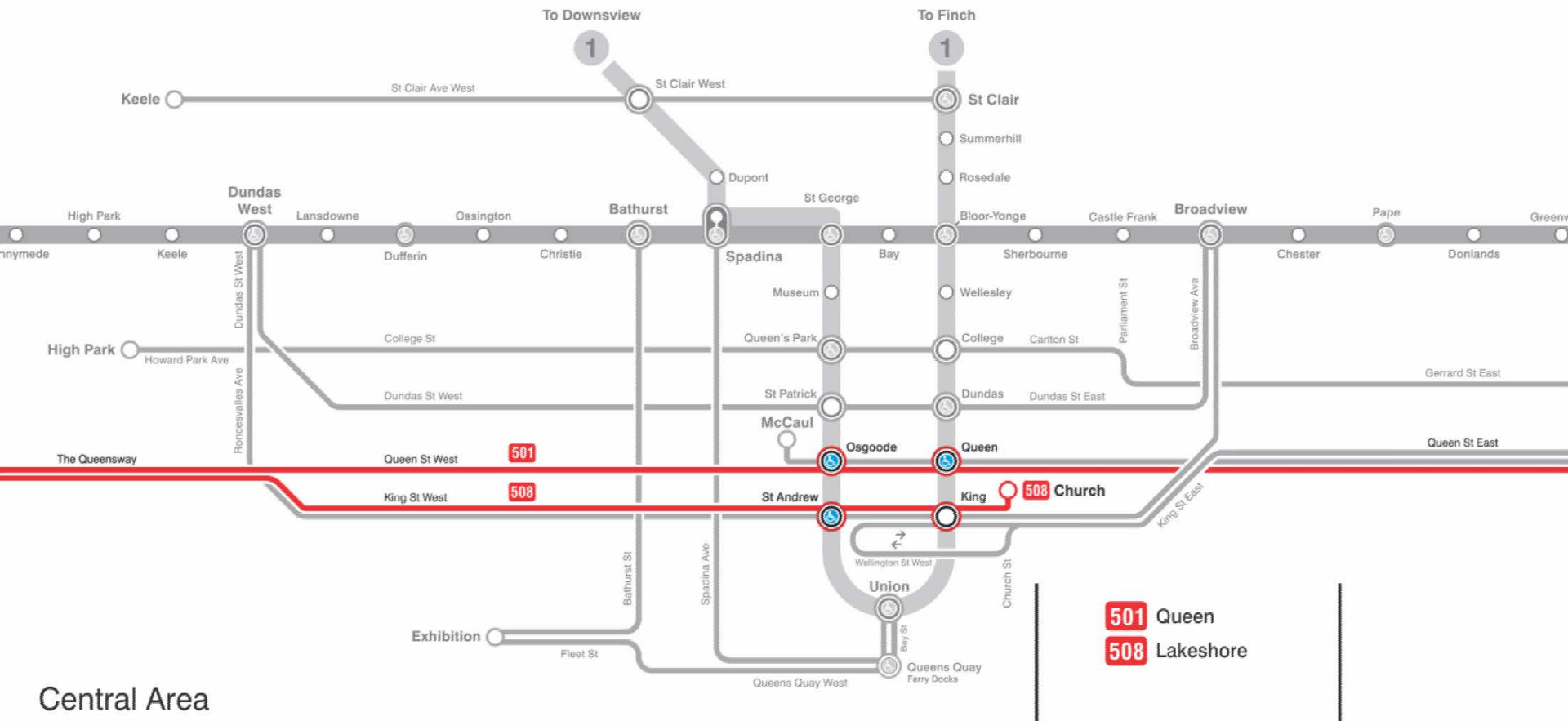




Central Area

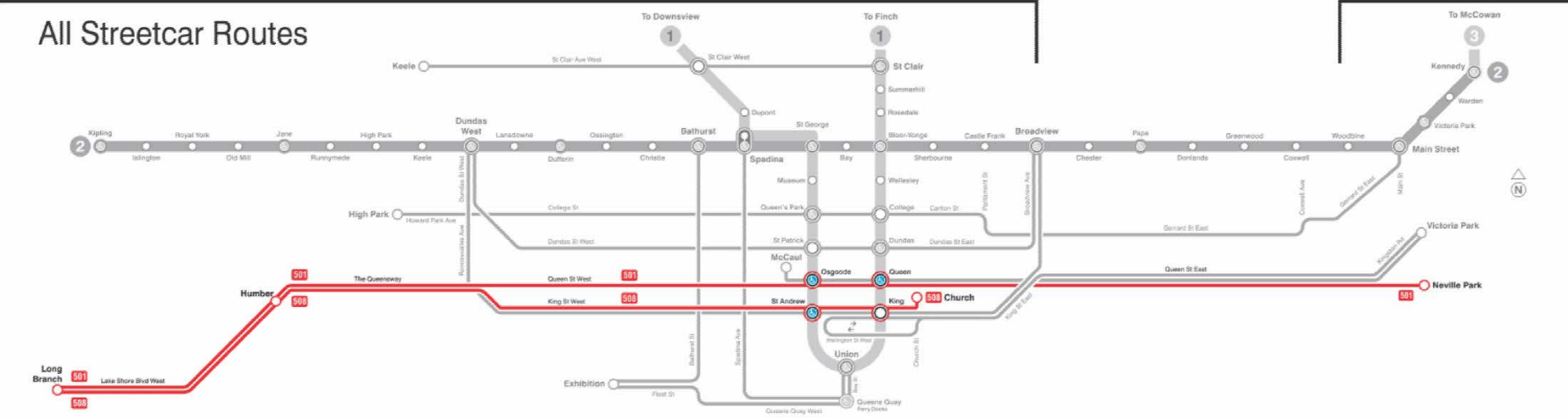
All Streetcar Routes

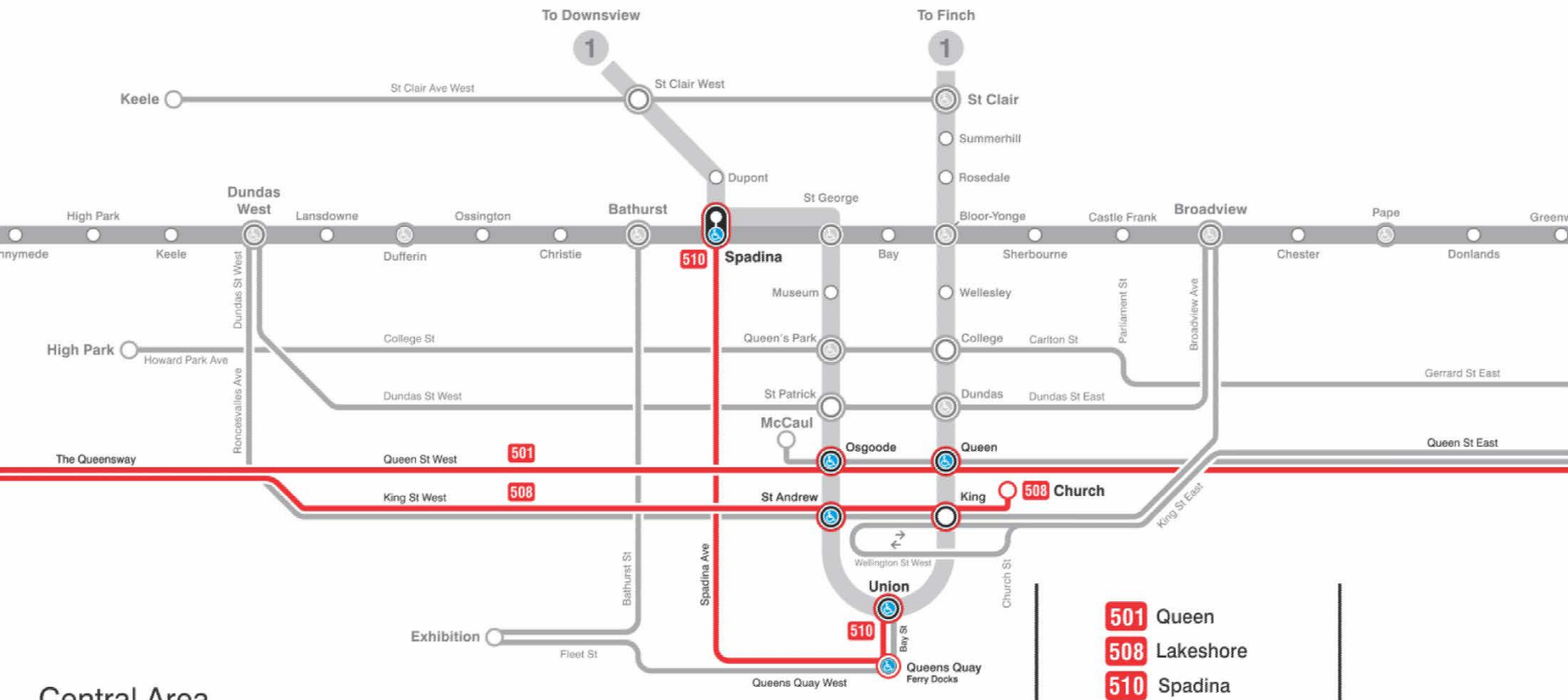




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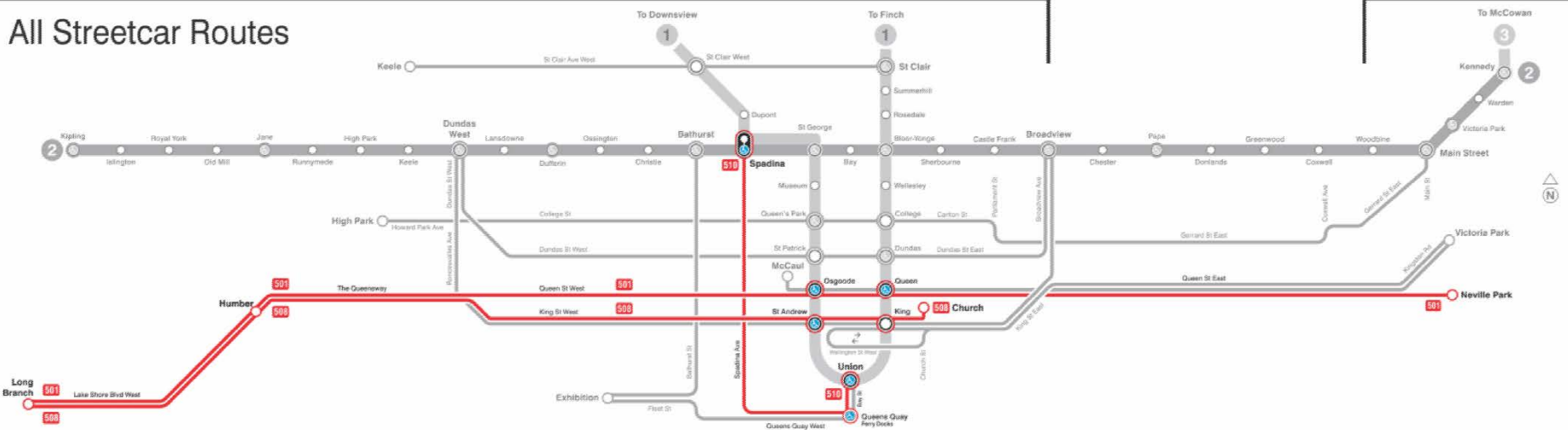
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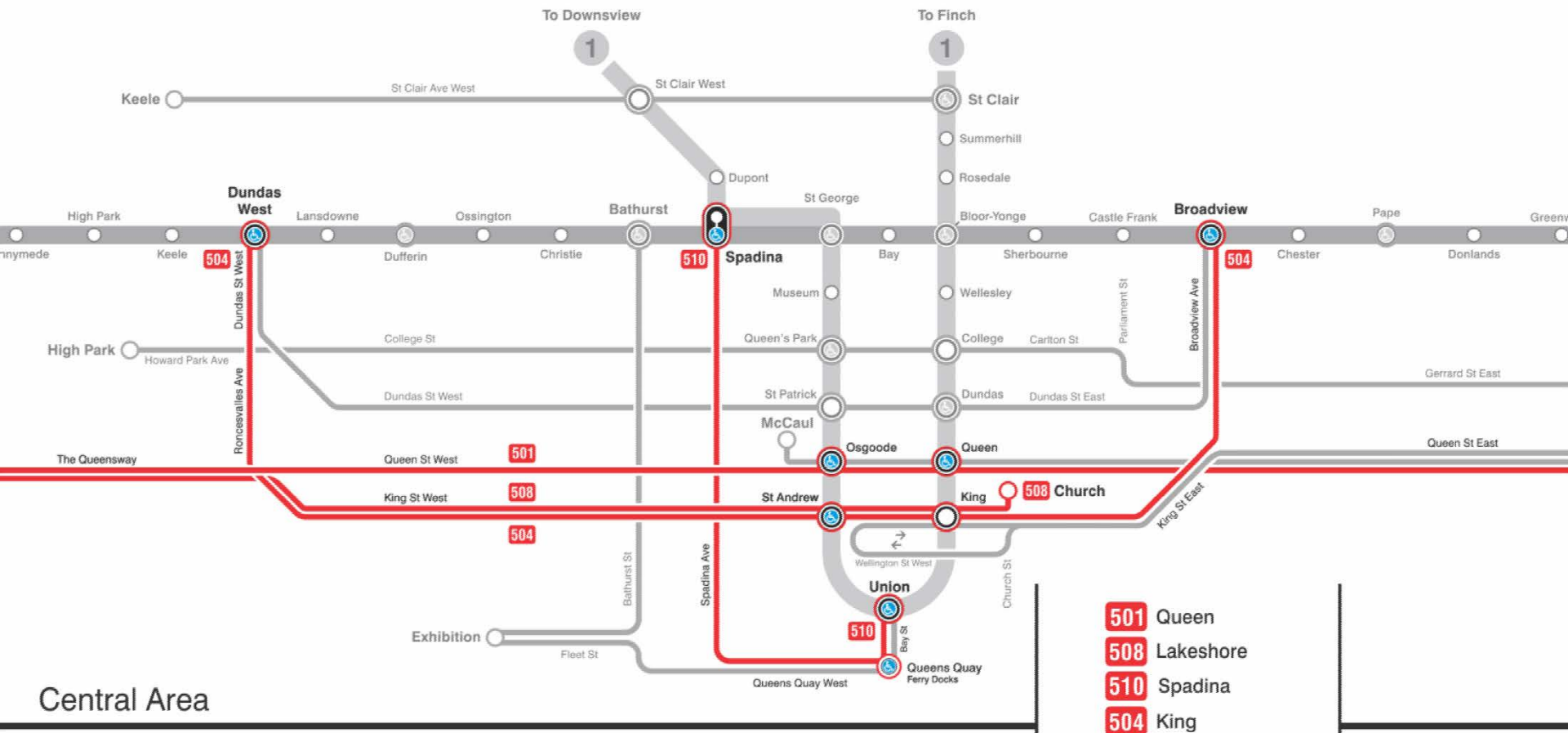




Central Area

All Streetcar Routes

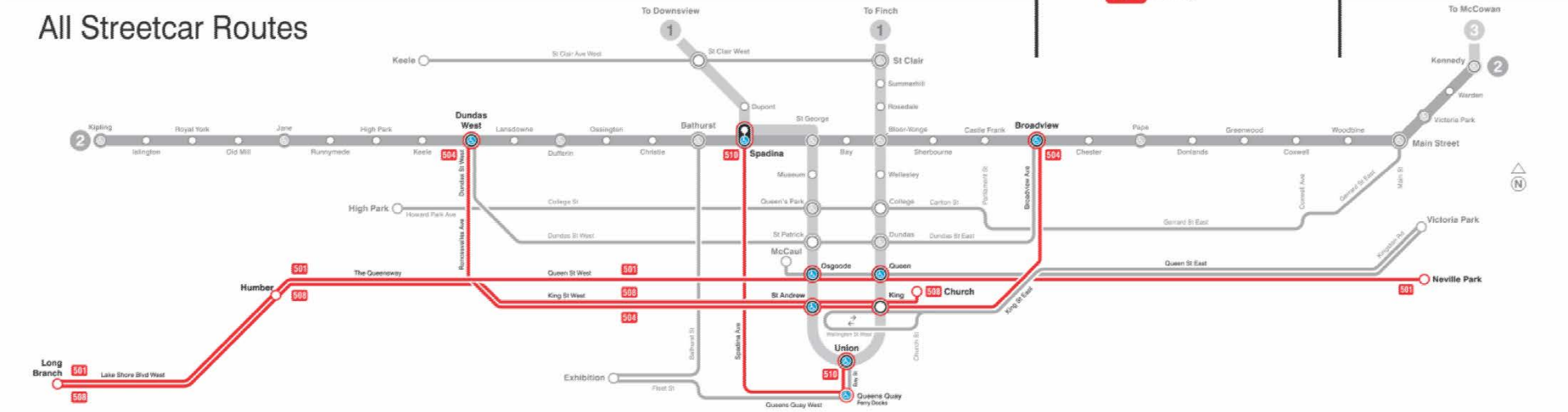


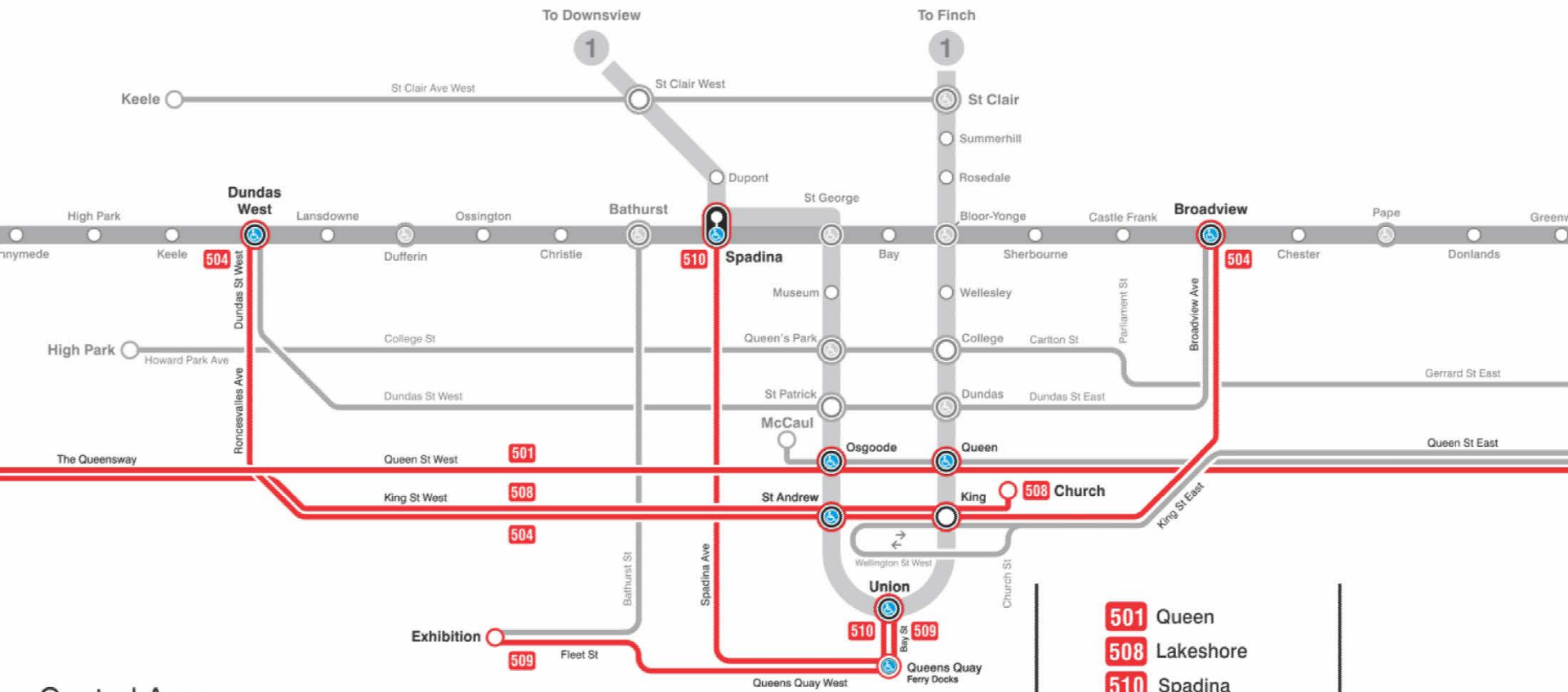


Central Area

All Streetcar Routes

- 501** Queen
- 508** Lakeshore
- 510** Spadina
- 504** King

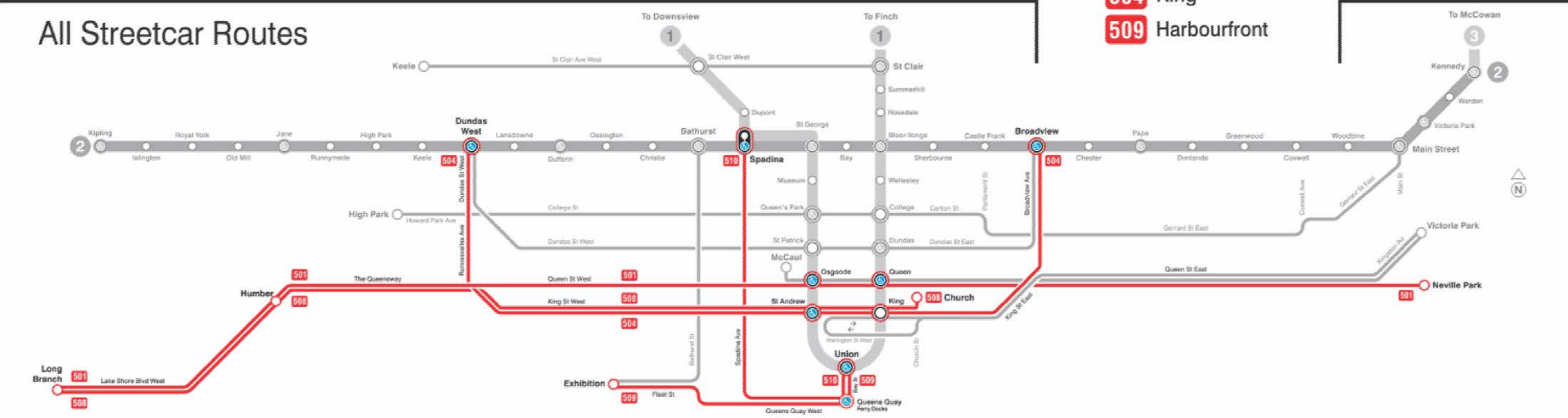




Central Area

All Streetcar Routes

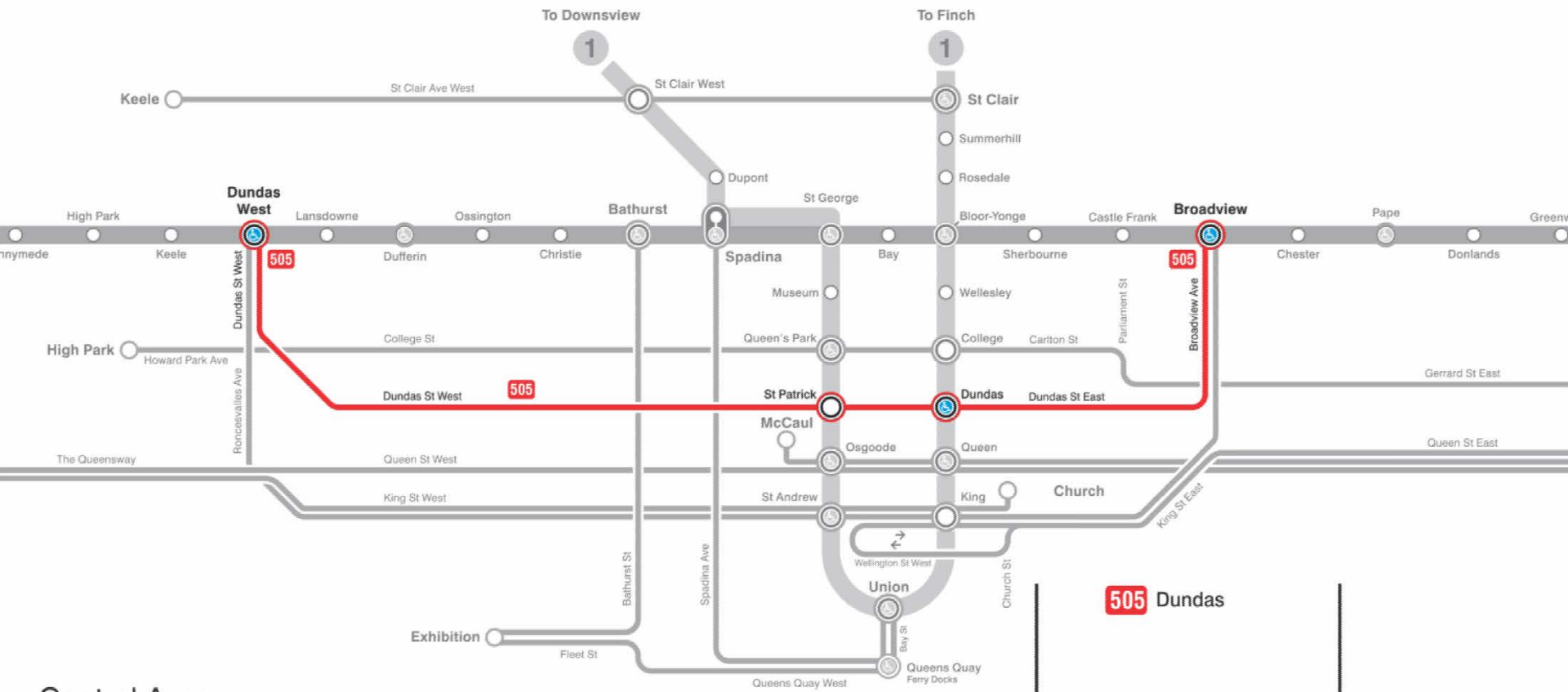
- 501** Queen
- 508** Lakeshore
- 510** Spadina
- 504** King
- 509** Harbourfront





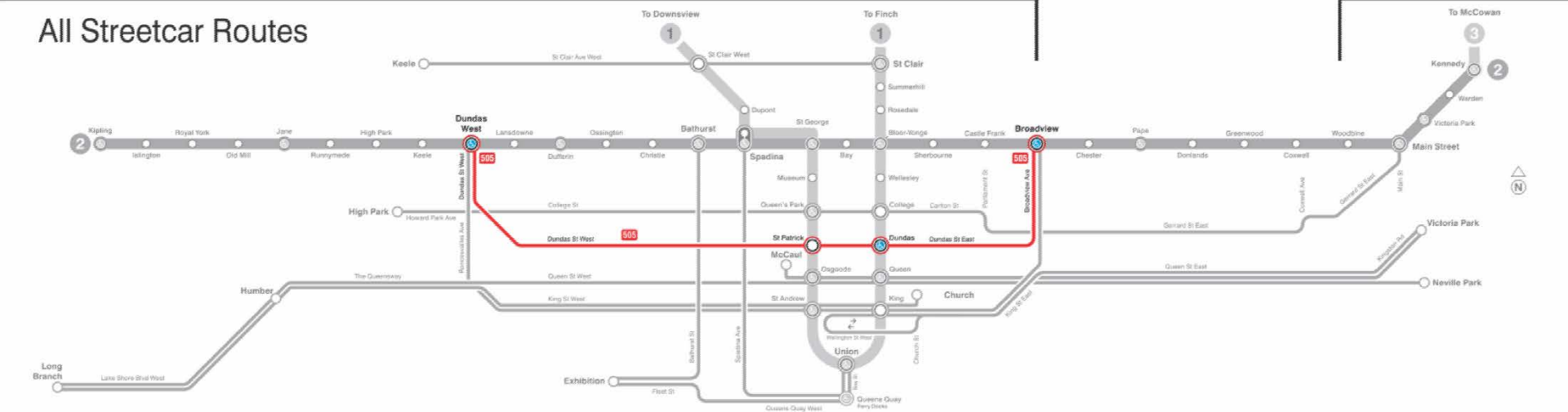
- **Projected Proof of Payment Lines December 14, 2015**
 - Dundas
 - Carlton
 - St. Clair
 - Bathurst
 - Kingston Road
 - Downtowner

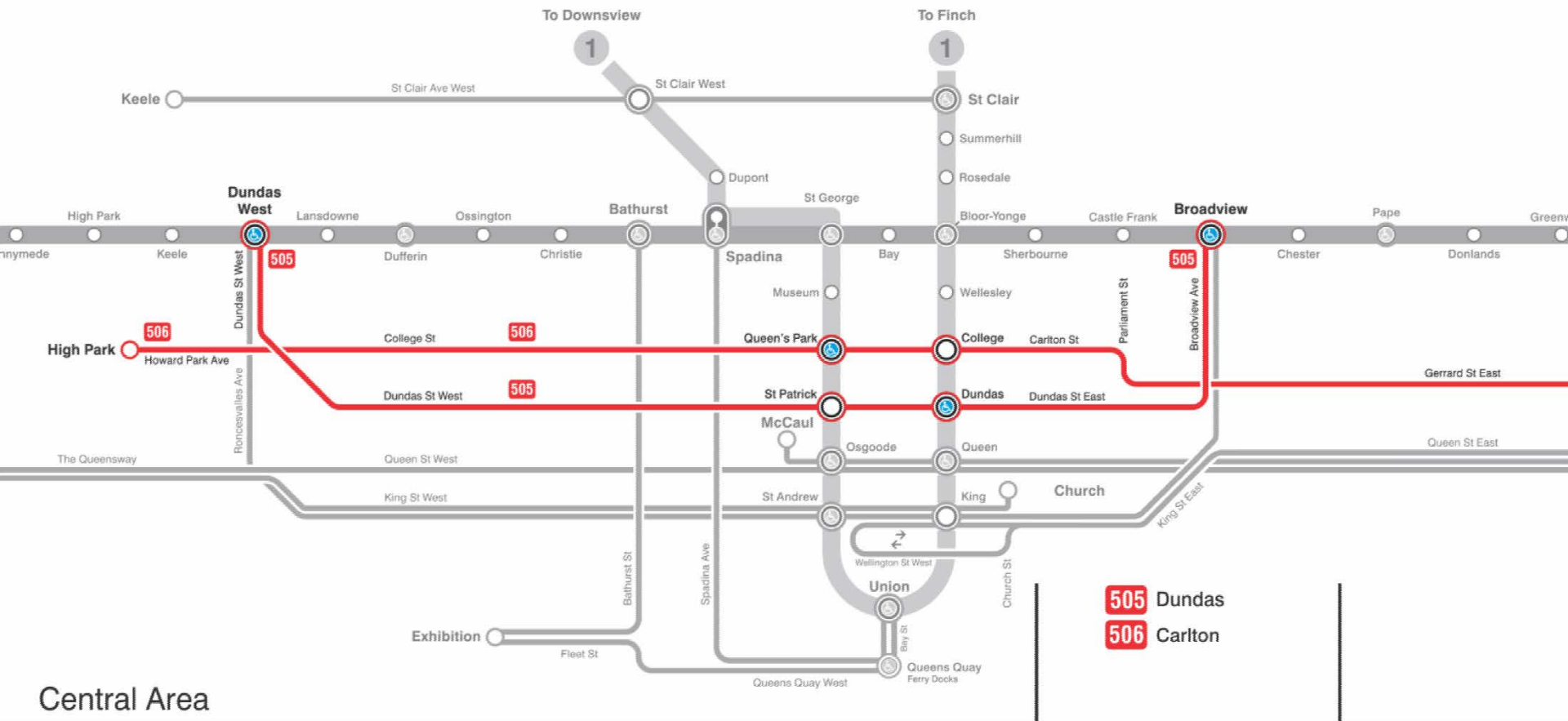




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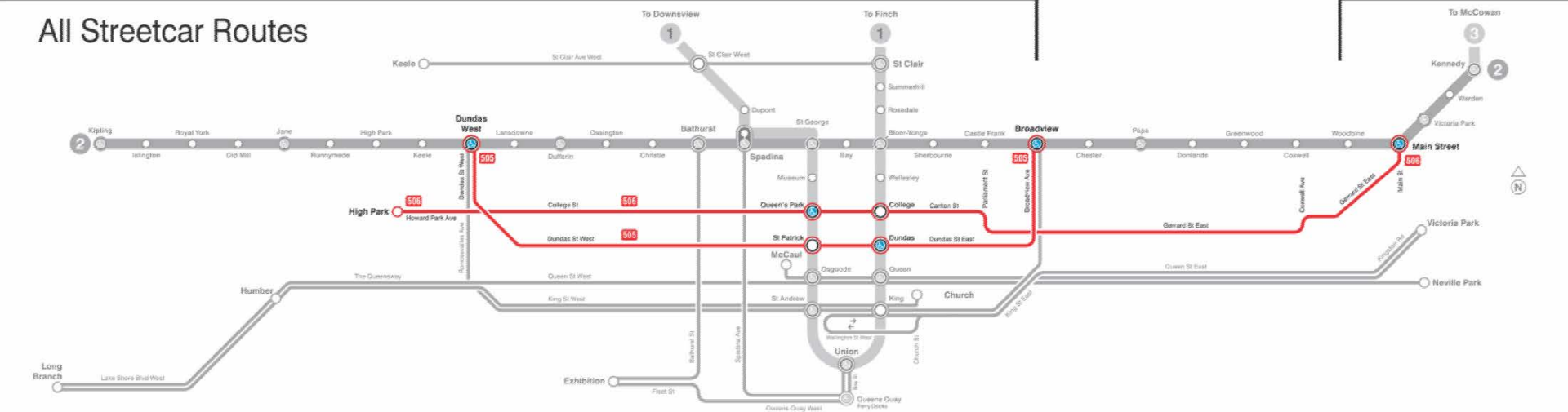
All Streetcar Routes

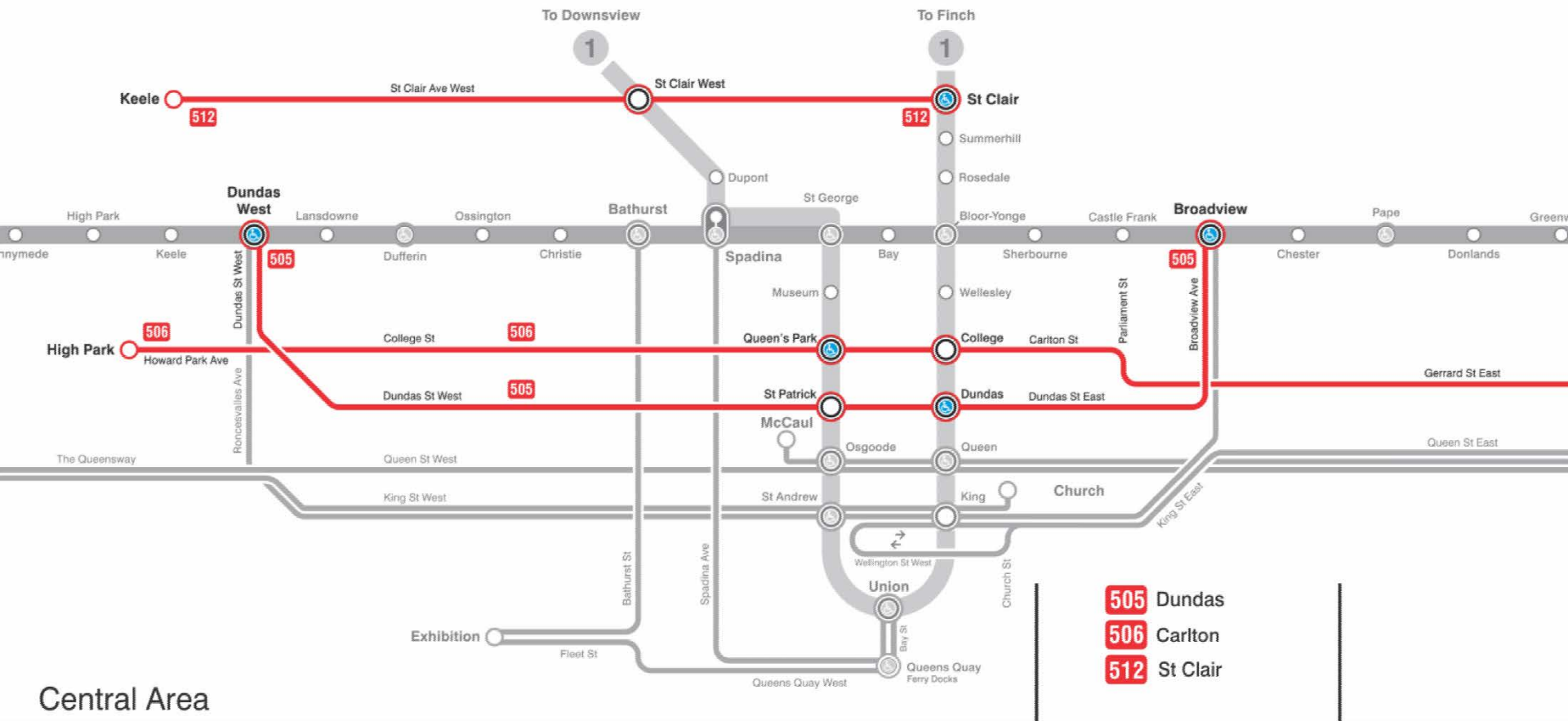




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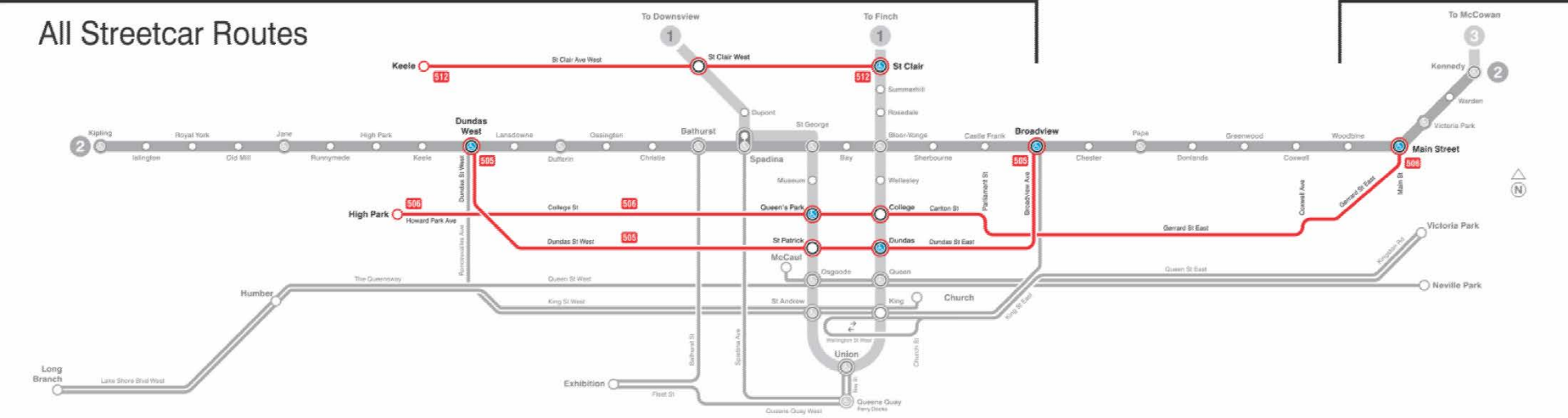
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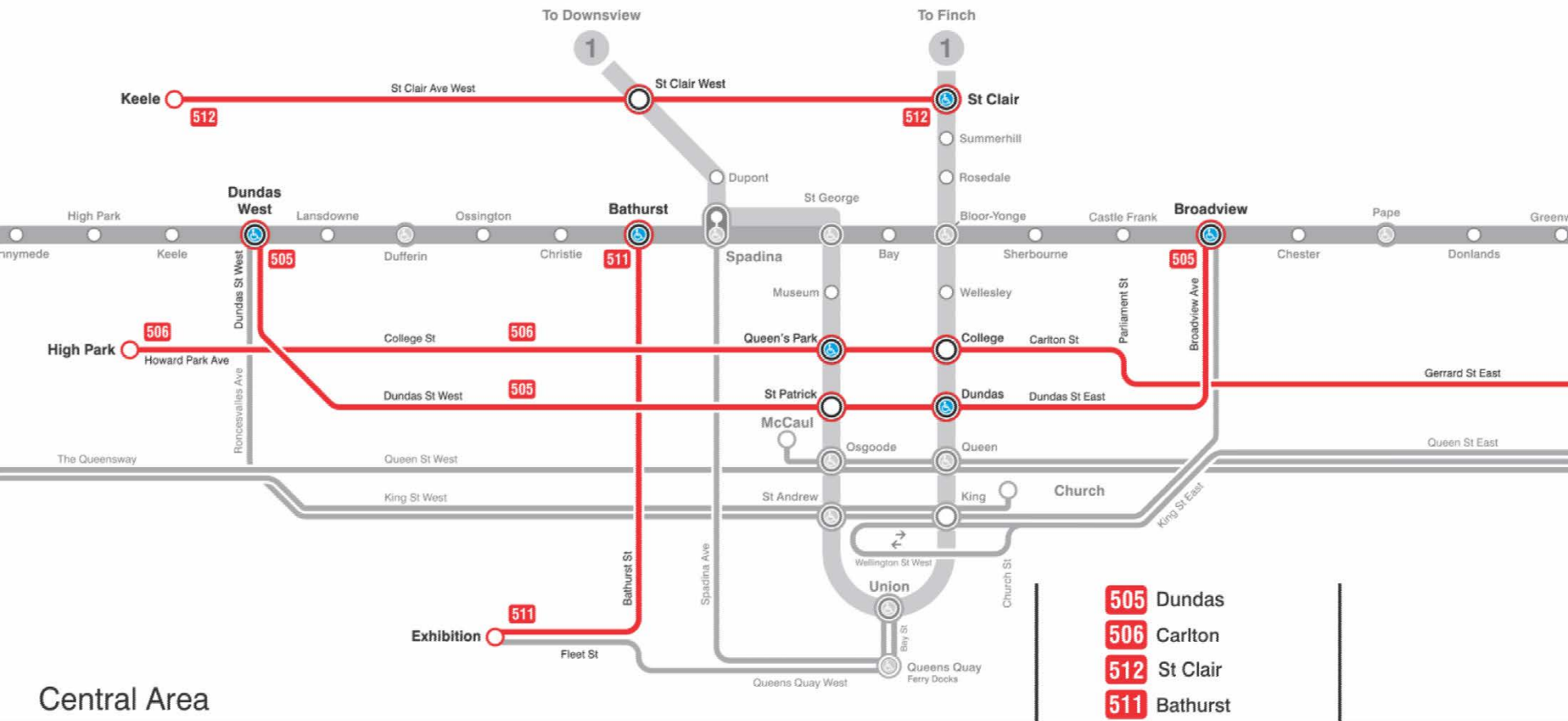




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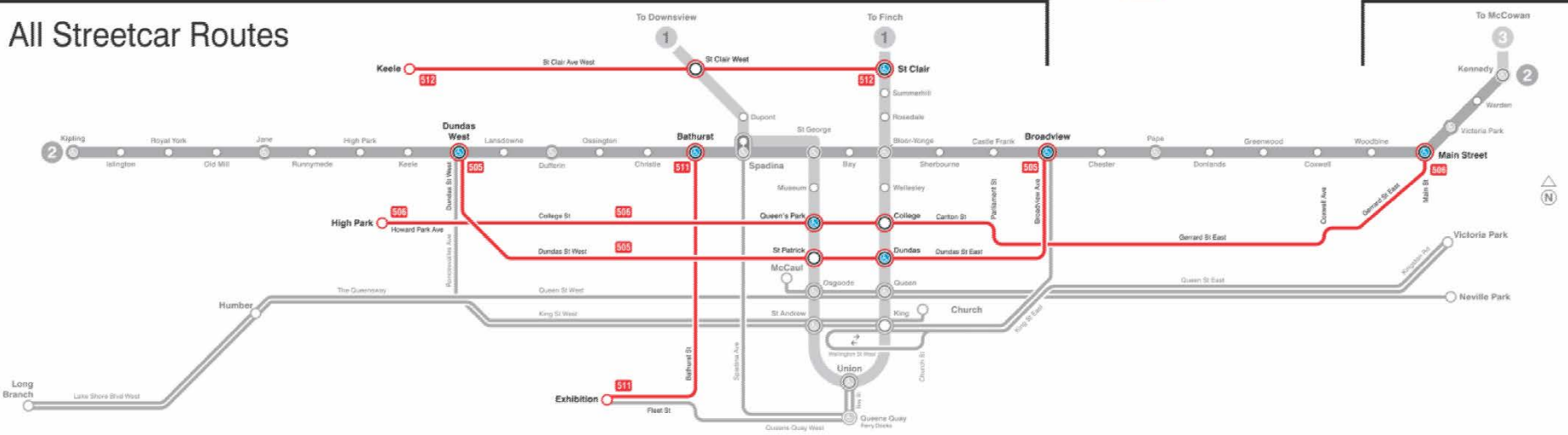
All Streetcar Routes



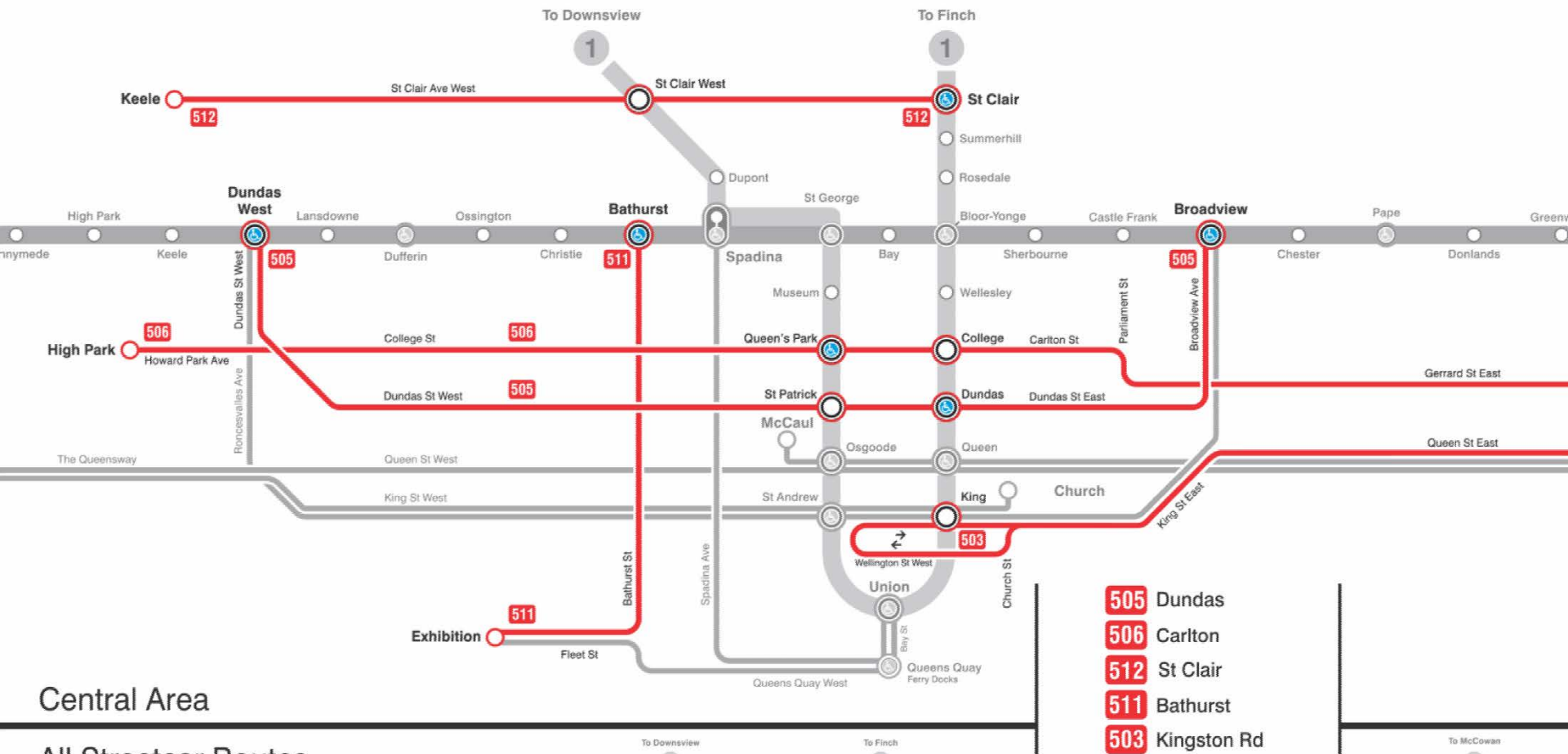


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All Streetcar Routes

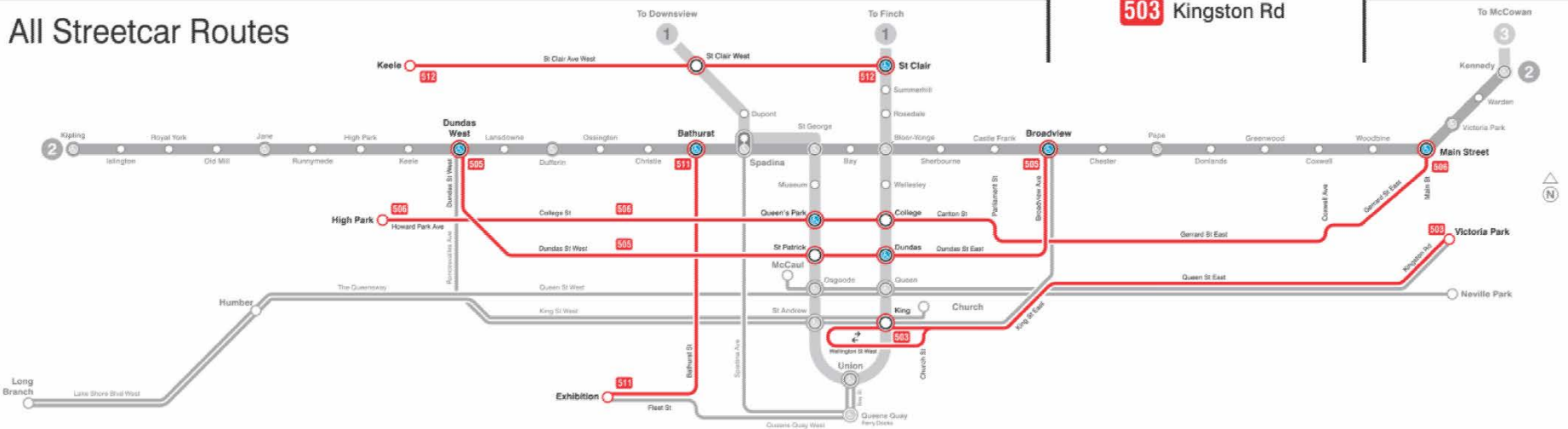


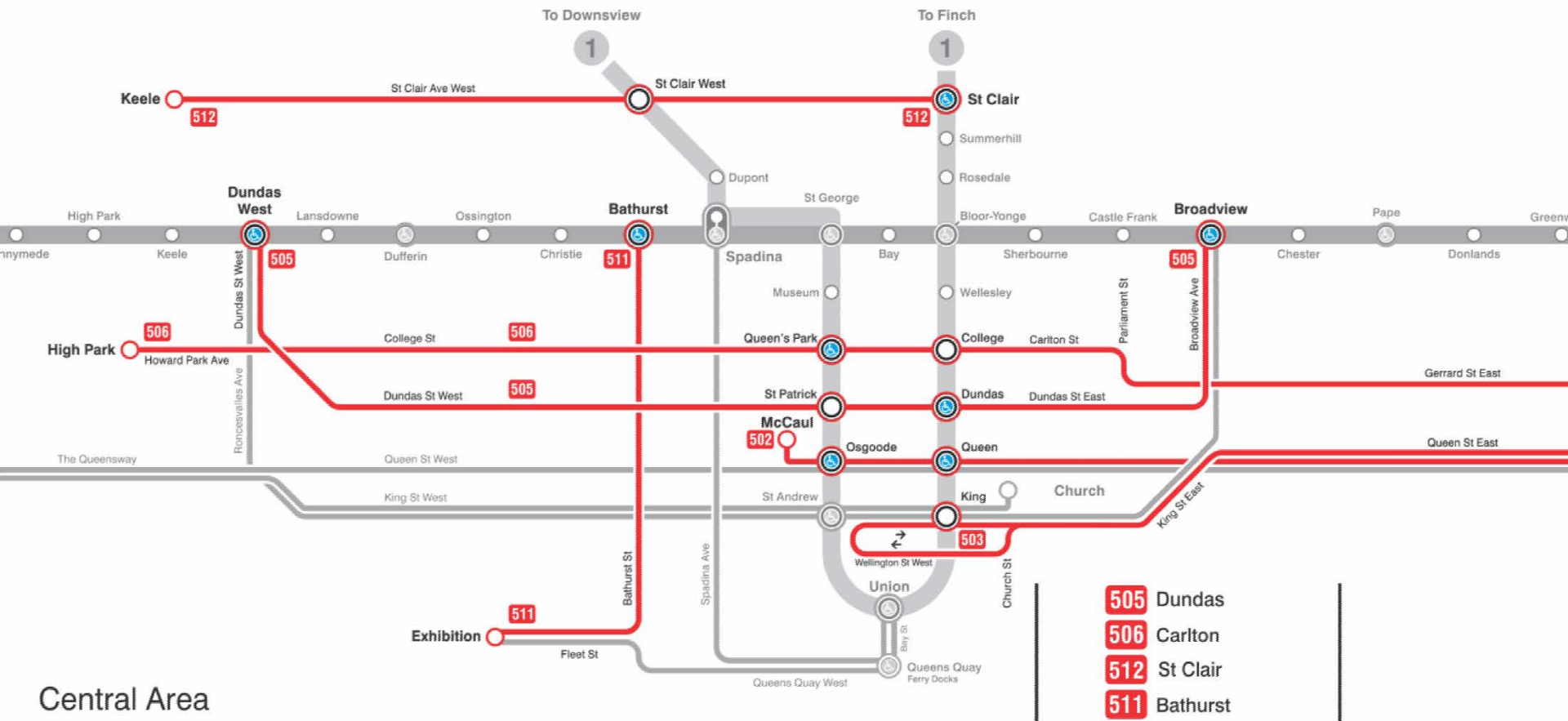
- 505** Dundas
- 506** Carlton
- 512** St Clair
- 511** Bathurst



Central Area

All Streetcar Routes

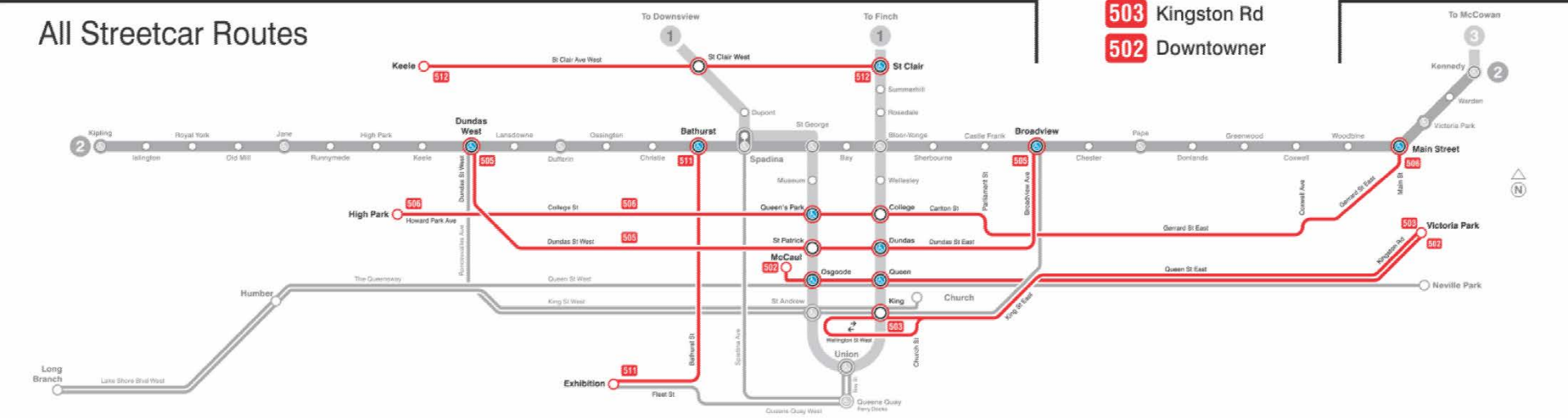




Central Area

All Streetcar Routes

- 505** Dundas
- 506** Carlton
- 512** St Clair
- 511** Bathurst
- 503** Kingston Rd
- 502** Downtowner





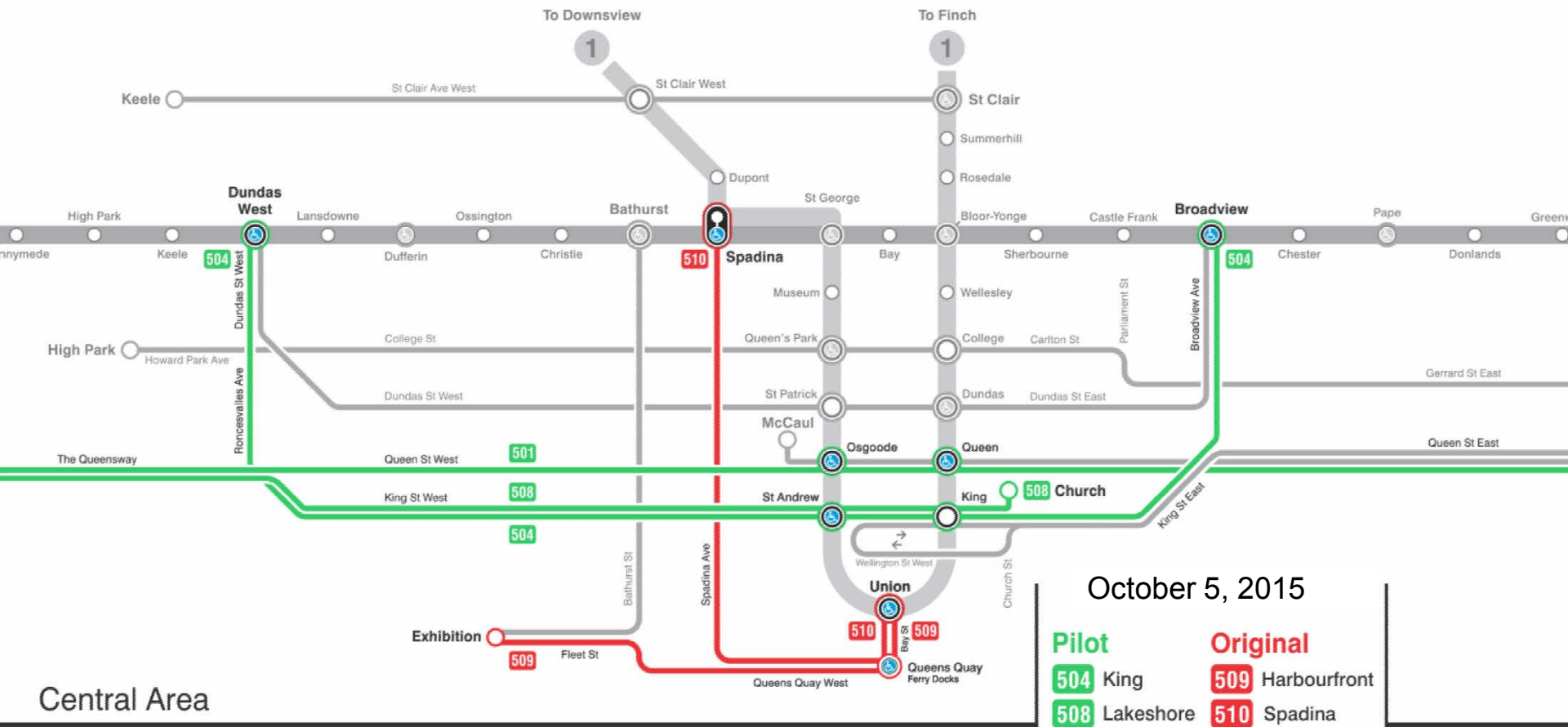
- **A line will not have both existing model and pilot model**
- **Key Performance Indicators**
 - Fare Evasion Rate
 - Complaints
 - Customer Service
 - Service Disruptions
 - Number of Tickets Issued
 - Compliments
 - Employee Assaults
 - Engagements
- Refine Key Performance Indicators as needed
- Continue to look for Third Party Oversight Options





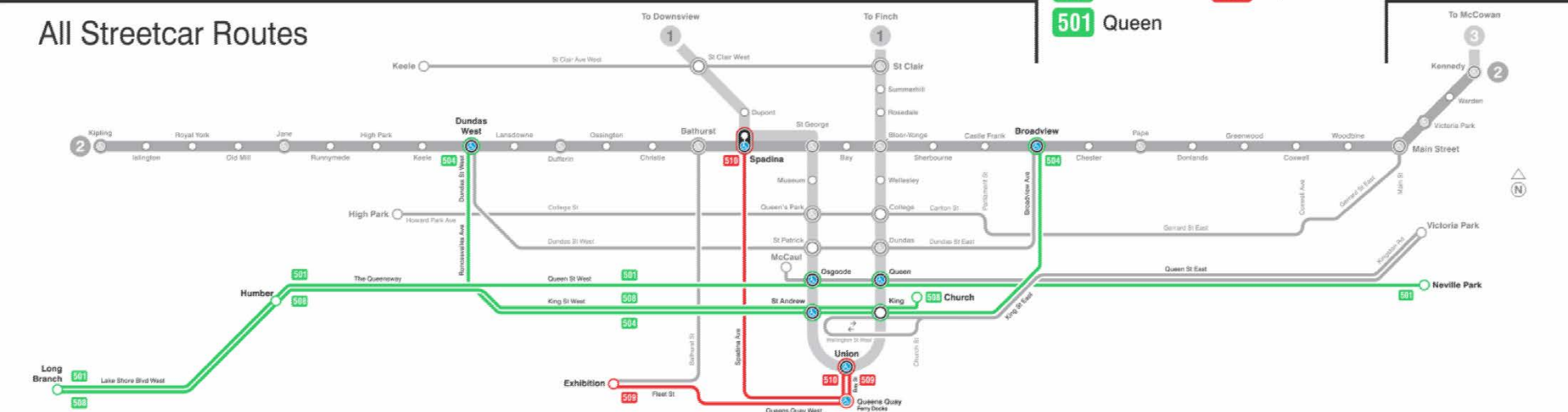
- **October 5, 2015**
 - Current Fare Inspectors
 - Harbourfront and Spadina
 - Pilot Fare Inspectors
 - Queen, King, and Lakeshore





Central Area

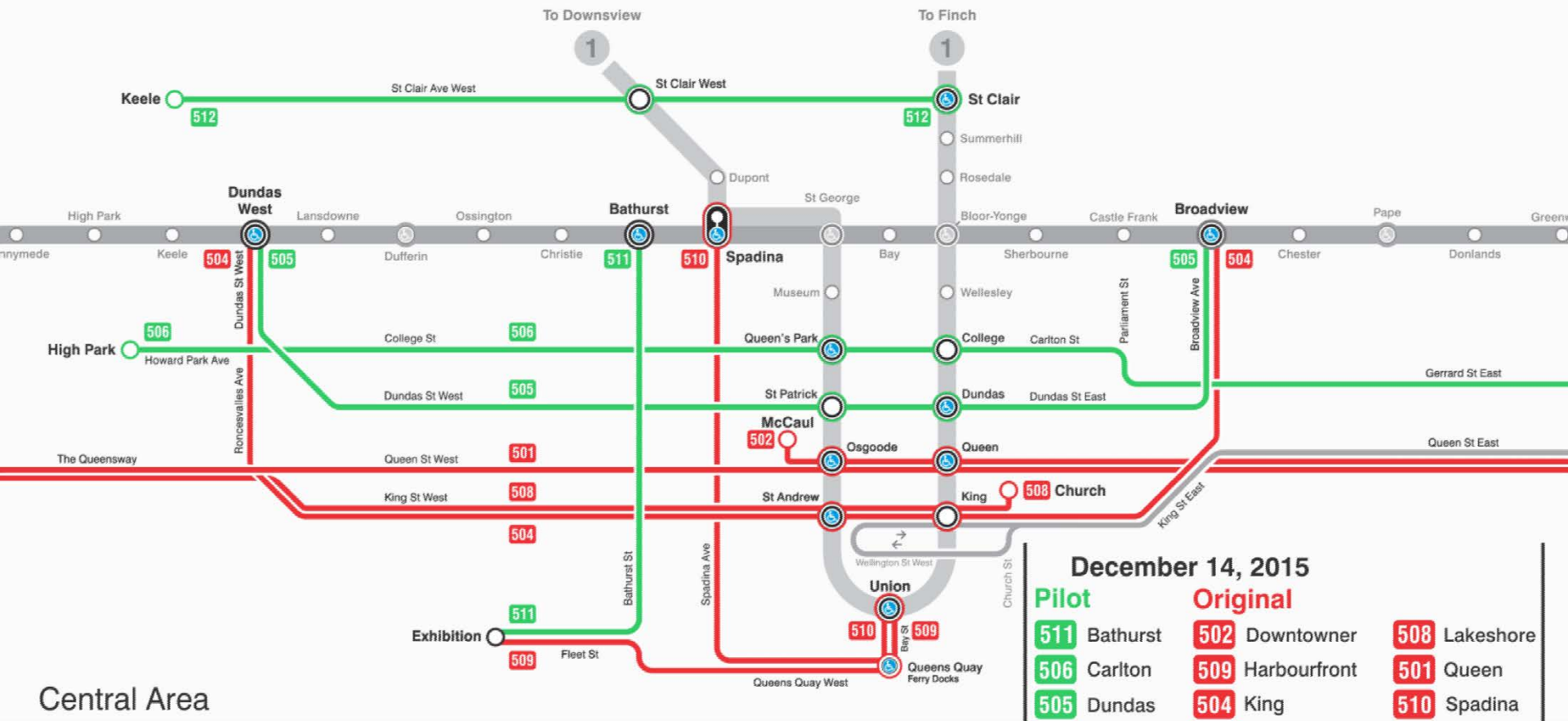
All Streetcar Routes





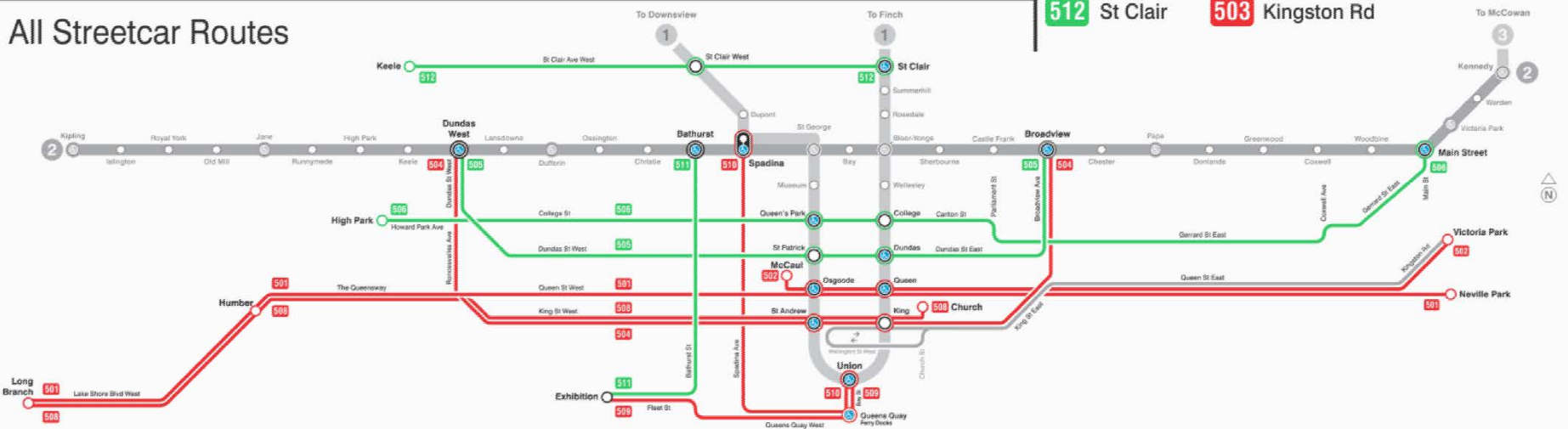
- **December 14, 2015**
 - Current Fare Inspectors
 - Queen, King, Lakeshore, Harbourfront, Kingston Road, Downtowner, and Spadina
 - Pilot Fare Inspectors
 - Dundas, Carlton, St. Clair, and Bathurst





Central Area

All Streetcar Routes





- **Ensure both the Medical Model and the Mental Health Survivor perspective are provided**
- **Collaborate with Subject Matter Experts and Stakeholders for a holistic approach**





- i. **Dr. Merry Lin and Associates**
- ii. **Centre For Addiction and Mental Health (CAMH)**
- iii. **St. Michael's Hospital Mental Health Programs**
- iv. **St. Joseph's Hospital Mental Health and Addiction Programs**
- v. **Trillium Health Network**





- **City Ombudsman Fiona Crean**
- **Facilitated meetings with**
 - Chief Paul Raftis, Toronto Paramedic Services
 - Olivia Nuamah, Inner-City Family Health Team
 - Becky McFarlane, 519 Church St.





- **5 days**
 - Day 1-Understanding Mental Illness
 - Day 2-Crisis Intervention
 - Day 3-Self Care: Keeping a Healthy Mind
 - Day 4-Guest Speakers
 - Alzheimer's Society of Toronto
 - Working for Change
 - Inner City Family Health Team
 - Day 5-Holistic Simulations





- **Changed interview panel makeup to increase diversity of panel**
- **Worked with TTC Human Resources to ensure timely and accurate diversity information**
- **Current 36 recruits include 30 males, 6 females (16%), 23 visible minorities (64%)**





- **Met with TPS and they are supportive of discussing opportunities**
- **Created a Business Case for TTC Board Approval to forward to the Toronto Police Services Board**





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