

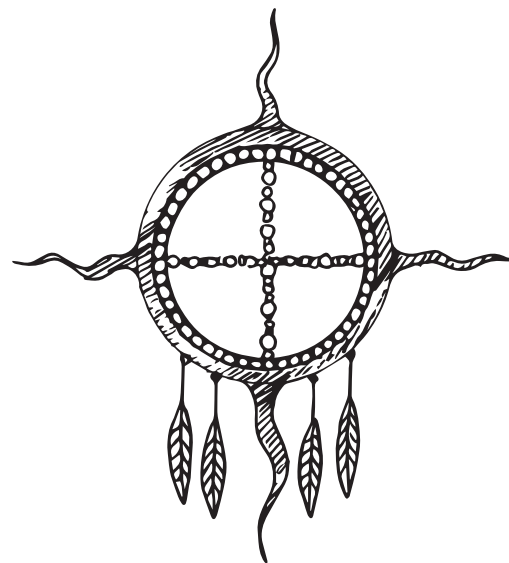


2021 ANNUAL REPORT

DIVERSITY AND CULTURE

A YEAR OF FIRSTS





As part of the June 2021 campaign honouring National Indigenous History Month, the TTC engaged Indigenous artist, Phillip Cote to develop a series of images that were displayed on a streetcar.

The TTC acknowledges that we are on the traditional territory of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa bands.



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Many staff, consultants, and partners contributed to the TTC’s diversity and inclusion work over the last year. They shared their insights, data and suggestions and, collectively, created both the content of this report and the activities that drove our diversity and inclusion impact. We sincerely thank all who contributed and hope we have not missed anyone on this list.

Building greater diversity and inclusion across the TTC can only be achieved by #workingtogether, and we are grateful to everyone who is helping to drive us forward with purpose.

Partners, Advisors and Consultants:

- Denise Andrea Campbell (Social Development Finance and Administration, City of Toronto)
- Arleen Huggins (Koskie Minsky LLP)
- Jo-Anne Liburd (Report Consultant)
- Anthony Morgan (Confronting Anti-Black Racism, City of Toronto)
- Dr. Akwasi Owusu-Bempah (University of Toronto)
- Dr. Scot Wortley (University of Toronto)
- Selina Young (Indigenous Affairs, City of Toronto)
- Recreation Councils
- TTC Design and Communications Teams
- Urban Dimensions Group

#workingtogether

TTC’s Women and Diversity Committee

- **Rupa Aggarwal**, Director, Diversity
- **Valerie Albanese**, Head, Human Rights and Investigations
- **Chezlie Alexander**, Manager, Racial Equity
- Yolanda Cole, Bus Operator
- **Lily Duong**, Diversity Consultant
- **Shabnum Durrani**, Head, Corporate Communications
- **Marika Fraser**, Manager, Outreach and Diversity
- **Linda Grey**, Vehicle Despatcher
- **Michelle Jones**, Head, Revenue Protection
- **Eunice Kay Yeboah**, Policy Consultant, AntiRacism
- **Pierre Lagace**, Head, Procurement & Category Management
- **Mary Madigan-Lee**, Chief People Officer
- **Brittany Manu**, Policy Consultant, Anti-Racism
- **Predrag Petrovic**, Head of Engineering
- **Allan Pritchard**, Head, Vehicle Maintenance
- **Anne Prybyla**, Director, Talent Management
- **Annette Salfarlie**, Senior Advisor, Diversity & Culture
- **Lucy Siraco**, Solicitor
- **Bahar Tajrobehkar**, Diversity Consultant
- **Joan Taylor**, Chief of Staff

Members

- **Rupa Aggarwal**, Director, Diversity
- **Yolanda Cole**, Bus Operator
- **Shabnum Durrani**, Head, Corporate Communications
- **Marika Fraser**, Manager, Outreach and Diversity
- **Linda Grey**, Vehicle Despatcher
- **Allan Pritchard**, Head, Vehicle Maintenance
- **Anne Prybyla**, Director, Talent Management
- **Annette Salfarlie**, Senior Advisor, Diversity & Culture

Message from
Jaye Robinson
TTC Chair

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Message from
Rick Leary
Chief Executive Officer

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The TTC is on a **journey** to strengthen diversity and equity across our organization. This report is an update on how far we've come and where we are going.

My first year has been a year focused on listening.



Message from
Keisha Campbell
Chief Diversity and
Culture Officer

It is my first year in the inaugural role of Chief of Diversity and Culture and we opted to change the look and feel of our annual report to our annual report to better reflect the actions we've taken over the last year and the commitments for the year ahead. The 2021 Annual report showcases a year of firsts for us at the TTC.

We kick off the report by introducing the new Diversity and Culture Group and the seven strategic drivers. You will learn about our Mission, Vision, Value Proposition and the Guiding Principles that will lead the work we do.

Given my first year has been a year focused on listening. I've had the opportunity to personally speak to over 150 employees, Board members and agency partners to solicit feedback and better understand what's most important, what matters, and what's necessary as we think about the future. During those discussions I believe it's important to recognize our three key stakeholders and keep them at the forefront of our work: TTC employees, TTC customers and the broader community. And the report is compiled in a way to keep these stakeholders in mind, for example:

1. For our employees, we are a proud TTC family. 100 years of tradition. And as a commission we are in the midst of a modernization and transformation journey. Many of our employees have reached out and shared their excitement regarding what is on the horizon for us. Others have also shared their views on feeling excluded or being treated unfairly. Our commitment to diverse representation at the TTC has been an important start and a BOLD one. To support further success we have a newly formed Racial Equity Office and within its mandate includes the review of existing policies and practices so we can create a culture where all employees feel included, are able to thrive and ultimately proud to work here.
2. From a customer perspective, our focus is to ensure we can regain the trust of all of our customers. We have a diverse customer base – people from all races, sexualities, genders, all socioeconomic backgrounds and all physical abilities take the TTC. We've made a commitment to do better by all our customers and I want our riders to hold us accountable as we evolve and modernize. In an effort to listen more – we are piloting an inclusion index in our customer surveys. We know that customers score us XX when we mere helpfulness and XX. This inclusion index pilot is a way to hear directly from customers. A

way to better understand the customer experience so we can elevate the experience and measure inclusion.

3. And in the broader community – I see the TTC as a key part of Toronto – we reach everyone and, as such, are integral to every community we serve. We launched our first ever 2022 Outreach plan. More to come on the progress we made, against commitments, in next year's report but the goal is to be the transit system that makes all of Toronto proud.

In addition to the perspective of the customer, employee and communities – the report captures our 2021 accomplishments and what's on the horizon for 2022. We introduce disaggregated data to show an internal snapshot of our employee base and include findings based on third party and internal analysis.

While we did our best to tell the story of our accomplishments and opportunities in this report – we know that there is a ton of work underway in our recreational clubs, divisions, yards, departments, etc. that may not be captured in this report. And, we sincerely apologize to anyone or group who has been missed. Our goal is to continue to build on this inaugural report and highlight all efforts happening within the Commission going forward so reach out to the Diversity Department if your group was missed.

I'd like to end by saying THANK YOU to TTC employees, riders, communities and stakeholders. In the second year of the pandemic it's been our pleasure to service the city and be present for Torontonians. And what I know for sure is Toronto continues to be a city of vibrancy, resilience, diversity and humanity. I see it displayed everyday on our streetcars, buses and trains, in our work locations, divisions and yards, in our offices and on our MS Teams meetings. It has been remarkable to be at the door steps of 2.95 million Torontonians in 2021 and welcome the opportunity to be at your doorstep in 2022 as we all maneuver this pandemic and take the TTC to work, school and play.



Keisha Campbell
Chief Diversity and Culture Officer



DIVERSITY

Recognizing many characteristics make people unique



EQUITY

Treating each other fairly so that one's identity cannot predict one's outcome.



INCLUSION

Valuing and supporting individual differences.



ANTI-RACISM

Dismantling biases and systems that privilege one race over another.



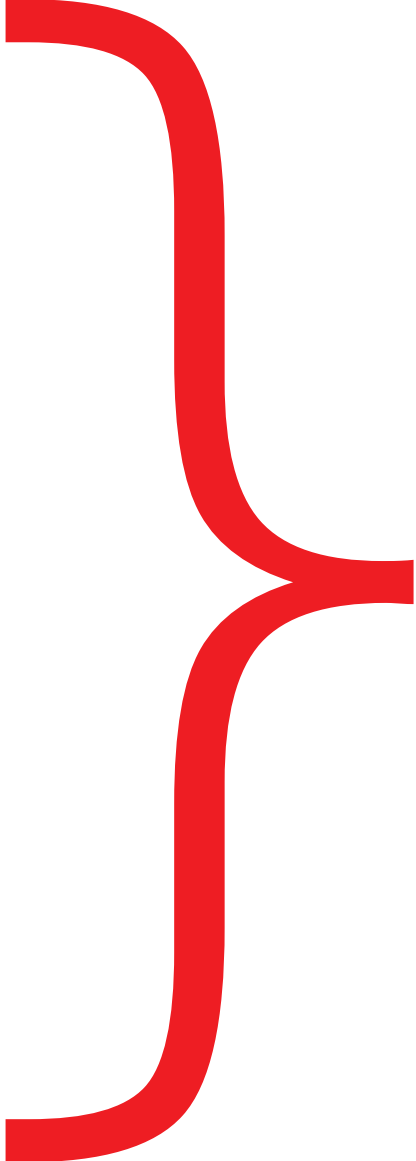
ACCESSIBILITY

Building systems, technology, premises and programs with everyone's use in mind.



CULTURE

The ways in which groups celebrate, communicate and work together. Norms, values, behaviours and attitudes that we reward or hold in high esteem.



Belonging
**Knowing that you are
seen, understood
and valued.**



Executive summary

Top 50 accomplishments

Through a collaborative process involving employees, partners and consultants, the TTC assessed our organization and envisioned how to strengthen diversity and equity. These informed a 10-Point Action Plan for Diversity and Inclusion approved by the TTC Board in December 2020 and endorsed across our organization. Since then, various departments at the TTC, including Corporate Communications, Diversity, Engineering, Human Rights and Investigations, Marketing and Customer Experience, Revenue Protection, Special Constable Service and Talent Management in collaboration with employees and community partners have been hard at work bringing the Action Plan to life through the range of activities and accomplishments outlined in this report. We recognize this is the starting point of a transformational journey dedicated to building a foundation for that change and growth at the TTC.

Report Highlights

1. Structure Structure for Success by aligning workplace relationships to reflect diversity and inclusion as top priorities	<ol style="list-style-type: none">1. Inaugural Chief Diversity and Culture Officer hired in April 20212. Inaugural Manager of new Racial Equity Office hired in June 20213. New Fare Inspector and Special Constable Complaints (FISCC) Office launches in June 2021
2. Third-Party Advice Appoint a third-party advisor to review and assess existing practices	<ol style="list-style-type: none">4. Arleen Huggins, partner at Koskie Minsky LLP, engaged and advises the TTC on:<ul style="list-style-type: none">• Diversity and Culture Group's inaugural Mission, Vision, Value Proposition and Strategy• The mandate of the new Fare Inspector and Special Constable Complaints (FISCC) Office and the proposed public complaints procedures

3. Data Third-party review of data in several key areas	<ol style="list-style-type: none">5. First Racial Equity Impact Assessment (REIA) of TTC enforcement activities completed by Dr. Akwasi Owusu-Bempah and Dr. Scot Wortley representing Phase One6. Phase Two of the REIA launches7. The new FISCC Office sets Transparency and Public Accountability as a top priority8. The TTC captures baseline data for 2021 on Human Rights complaints alleging harassment and/or discrimination9. TTC receives and reports on first after hire survey of data for new employees which contains updated demographic questions10. For the first time since 2006, the TTC is surveying existing employees to better understand TTC's employee representation
4. Recruit Women Recruit women and diversity into Transit Operations with women representing at least four in every 10 new hires commencing in 2021	<ol style="list-style-type: none">11. Our first special program to recruit women transit operators launches12. First gender scorecard for operator hires13. First all-women Transit Operator classes graduate14. All job postings reviewed with a linguistic gender-decoding tool to ensure the language is inclusive and neutral15. Piloted first Mentoring Frontline Women program16. For the first time, summer student applicants complete a demographic survey17. First inclusive and accessible design audit of TTC facilities18. TTC's new Diversity Department and the City's Indigenous Affairs Office (IAO) performed the first smudge test in 2021 to prepare TTC facilities19. First Diversity Award launched through the Rewards and Recognition program

5. Refocus Outreach Refocus outreach and recruitment strategies	20. Participated in 86 partner information sessions with community groups and educational partners 21. Launched our first formal outreach plan that aligns with the City of Toronto Newcomer Strategy 22. Continue to expand current stakeholder engagement to grow partnerships with community groups that service priority neighborhoods and diverse communities 23. Ongoing outreach, recruitment activities, mentoring programs, and information sessions with new groups and partners 24. Stakeholder engagement and partnerships with community groups that service priority neighborhoods and diverse communities from 60 in 2020 to 68 in 2021
6. Communications Review communications with a Diversity and Inclusion Lens	25. Launched TTC Connects newsletter to potential employees 26. Created Diversity and Culture Group's first intranet page for employees 27. Corporate Communications and the Diversity and Inclusion teams reviewed and revised all the new hire materials and set up a process for this to be completed on a yearly basis 28. Delivered major internal and external communications campaigns and initiatives recognizing Black History Month and National Indigenous History Month 29. Collaborated with the Conference of Minority Transportation Officials (COMTO) on 12 employee awareness sessions throughout the year

7. Train Organizational training, including frontline training	30. 75 per cent of the TTC's direct and indirect supervisors received Confronting Anti-Black Racism training 31. Provided 10 training sessions on the TTC's Diversity and Inclusion Lens to supervisors and board report writers. 32. Completed 85 new diversity and inclusion educational initiatives to staff via communication in the weekly newsletter and through partnerships with Pride at Work and the Canadian Centre for Diversity and Inclusion. 33. Launched two new Diversity and Inclusion certificate programs: <ul style="list-style-type: none"> o Diversity and Inclusion Certificate Program o Women and Leadership Certificate Program 34. Hosted several recognition activities marking occasions of cultural significance throughout the year for staff and guests 35. For the first time ever measuring – 40% of new trainers were women 36. First ever 90 minute roundtable workshop series for leadership (Management and Forepersons) led by Human Rights and Investigations
8. Update Procurement Establish a procurement policy grounded in equity and diversity	37. For the first time, the TTC, as part of phase one of its work to establish this policy, completed a survey of public entities in Canada and the US related to their practices pertaining to Sustainability, Inclusion, Diversity and Green procurement. 38. For the first time, developed and added diversity, equity and inclusion criteria to RFP requirements, for e-bus and training procurements

“A journey of a thousand miles **begins** with a single step”

Source: Lao Tzu

<p>9. Revenue Protection and Special Constable Services</p> <p>Revenue Protection and Special Constable Services to report to the Chief Strategy and Customer Officer</p>	<p>39. Revised job descriptions with support of Talent Management and Racial Equity Office</p> <p>40. In 2021, Revenue Protection and Special Constables spoke 40 languages</p> <p>41. Conducted 15 Community Engagement Events</p> <p>42. Four new interim policies are in development including Use of Discretion and Use of Force</p> <p>43. Launched Culture Change Program</p> <p>44. Initiated 360 review for feedback needed to inform change</p>
<p>10. Partnerships and Best Practice</p> <p>Learn from international best practices and develop strategic partnerships</p>	<p>45. Toronto and Region Chapter of COMTO was awarded Best Emerging Chapter by COMTO National</p> <p>46. Through COMTO, the TTC has connected with other transit agencies to learn and share best practices with respect to diversity and inclusion</p> <p>47. The TTC was a Corporate Leadership Award from the Canadian Urban Transit Association (CUTA) for our Black History Month Campaign. The award recognizes exceptional development and implementation of marketing and communications initiatives</p> <p>48. Presented and participated in various industry panels and roundtables</p> <p>49. Ongoing partnerships with the City of Toronto's Social Development, Finance & Administration Department, Ombudsman Toronto, the Confronting Anti-Black Racism Unit and the Indigenous Affairs Office</p> <p>50. We delivered on the TTC's Year 3 actions under the Toronto Action Plan to Confront Anti-Black Racism</p>



1. Structure

Our purpose: Transform and modernize TTC culture

The **vision** and **mission** guide everything we do to support the 7 strategic commitments;

Our **commitments** guide how we operate individually and collectively;

The **value proposition** articulates the service we will provide to employees, customers, communities & stakeholders

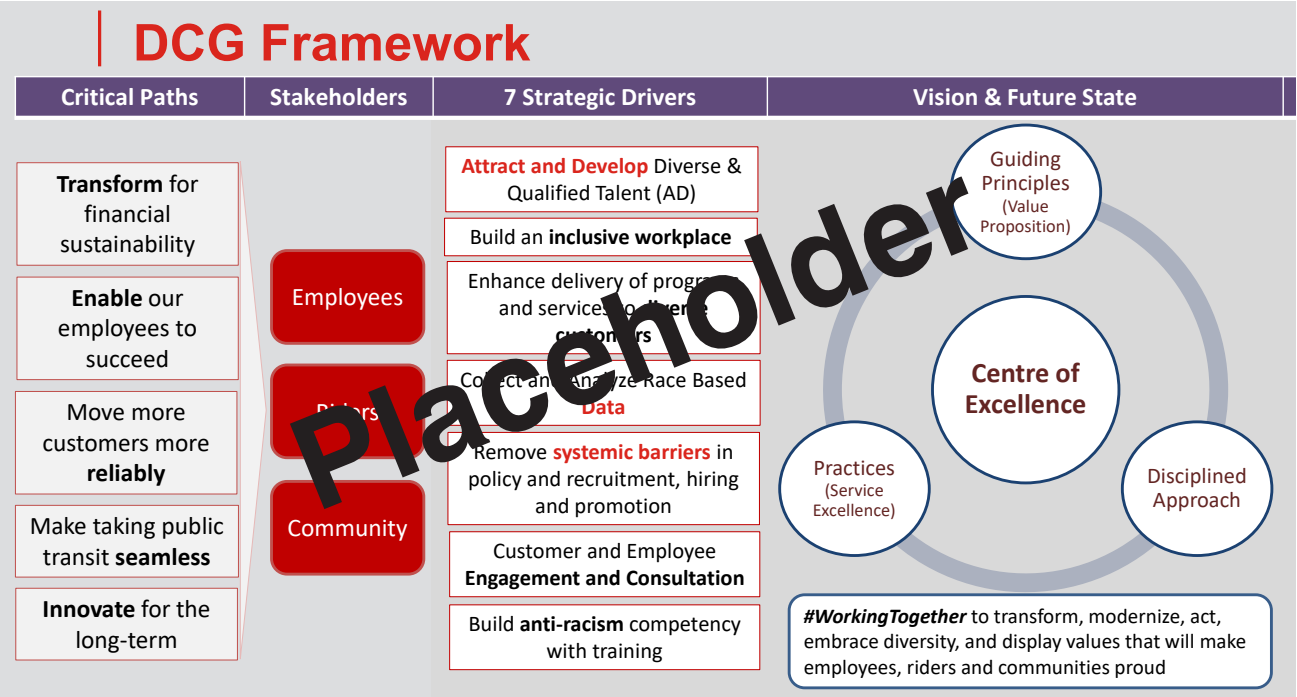
	TTC	Diversity & Culture
Vision	Be a trusted transit system that makes Toronto proud.	#WorkingTogether (Based on listening) to transform and modernize, take action, embrace diversity, and display values that will make TTC employees, riders, communities and stakeholders proud
Mission	Provide reliable, efficient, accessible and integrated bus, streetcar and subway network that draws its high standards of customer care from our rich traditions of safety, service and courtesy.	<ol style="list-style-type: none">1. Provide trusted, reliable and proactive advice and service to employees and leaders, so they can better support employees, riders, partners and the communities we serve.2. Be an example of embracing diversity
TTC Commitments	<ol style="list-style-type: none">1. Respect one another.2. Value each other's time.3. Tell people what's happening.4. Stay safe.5. Mind your space.6. Help others out.	<ol style="list-style-type: none">1. Attract and Develop Diverse & Qualified Talent2. Build an inclusive workplace3. Enhance delivery of programs and services to diverse customers4. Collect and Analyze Race Based Data5. Remove systemic barriers in policy and recruitment, hiring and promotion6. Customer and Employee Engagement and Consultation7. Build anti-racism competency with training



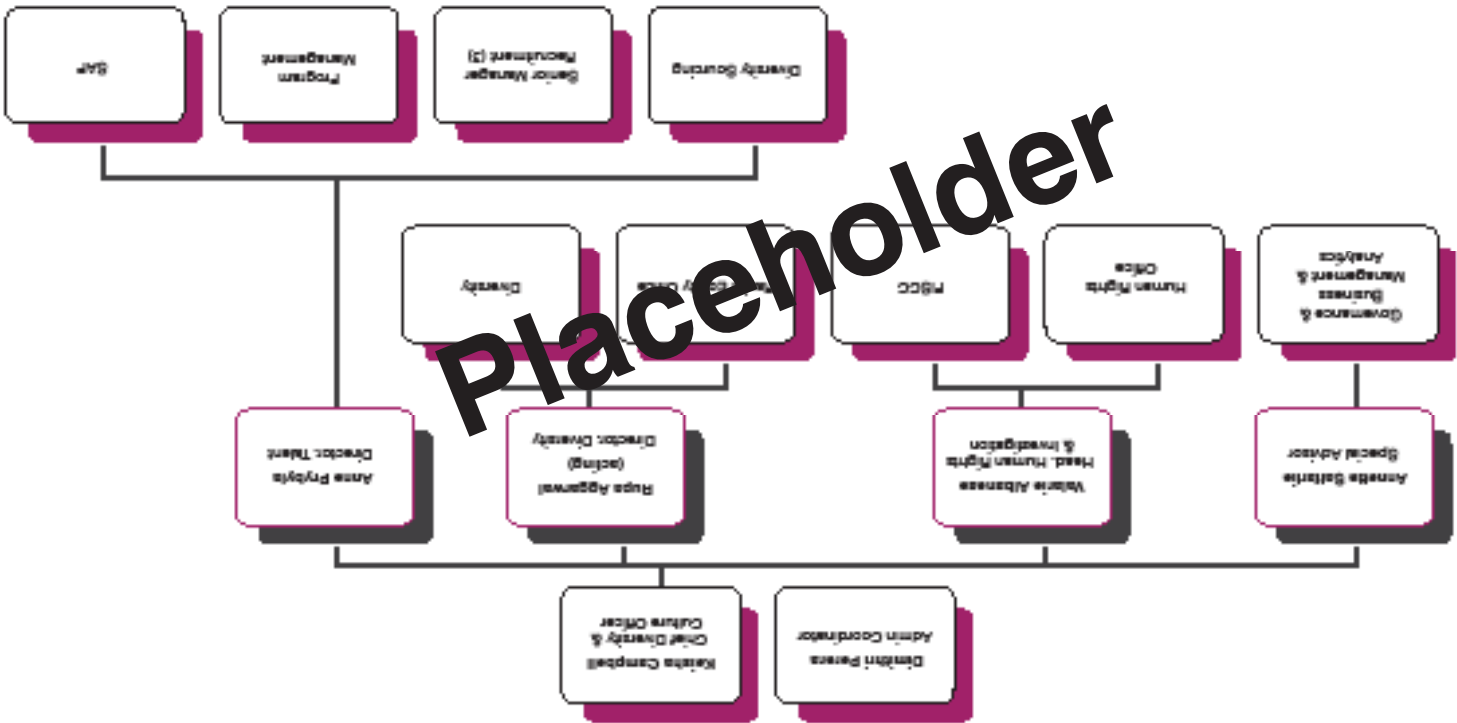
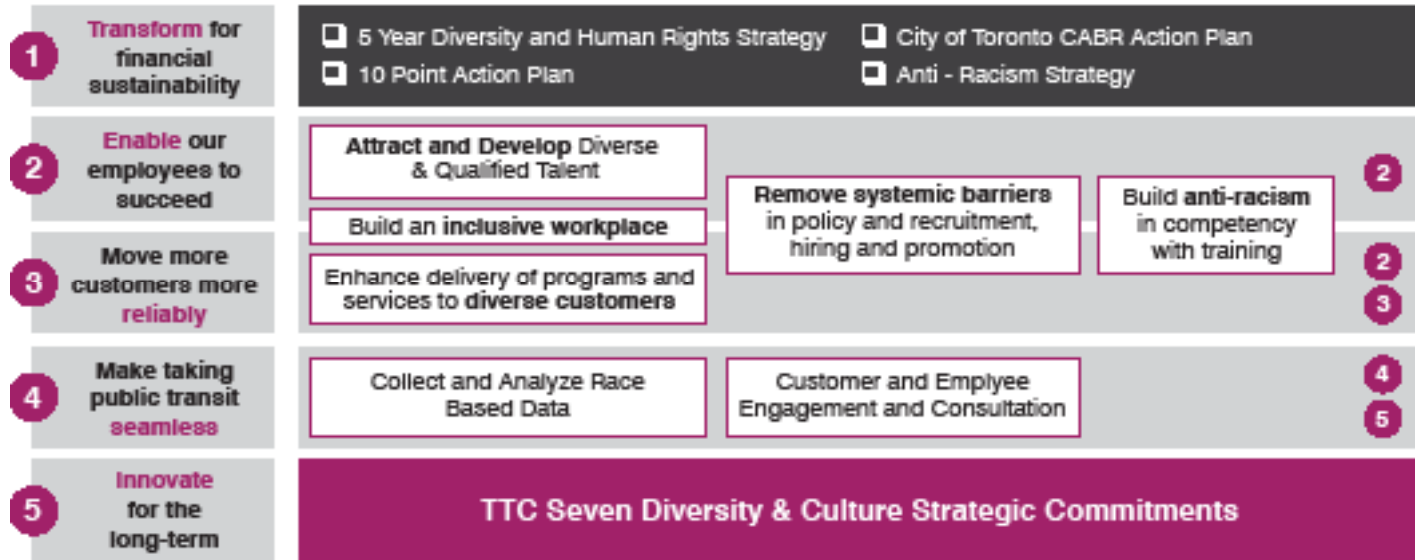
Introducing the Diversity & Culture Group

The Diversity & Culture Group was formed in late 2020, and in 2021 the TTC hired its first Chief Diversity & Culture Officer, Keisha Campbell. The purpose of this group is to ultimately transform and modernize the culture at the TTC, and further, to hold the organization accountable on the commitments that it had made around Diversity and Inclusion.

Ultimately, the Diversity & Culture Group will become a Centre of Excellence for the TTC with the goal of providing strategy and tailored solutions across its core practice areas. This Centre of Excellence will be at the core of the TTC's transformation efforts.



TTC Critical Paths



At the heart
of all of our
diversity and
culture goals
are **people.**

In order for the TTC to realize its diversity and inclusion objectives, it is critical that the organization is structured for success. This included the creation of a new Chief of Diversity & Culture as well as the formation of a Diversity & Culture Group with three departments:

- 1. **Human Rights and Investigations** (including newly launched FISSC office)
- 2. **Diversity** - NEW
- 3. **Talent Management** (reorganised to include compensation, recruitment and outreach)

This unique organisational structure will be integral to creating the cultural shift necessary for an inclusive workplace; enhancing our services to diverse customers and as we build trust with racialized and diverse communities.

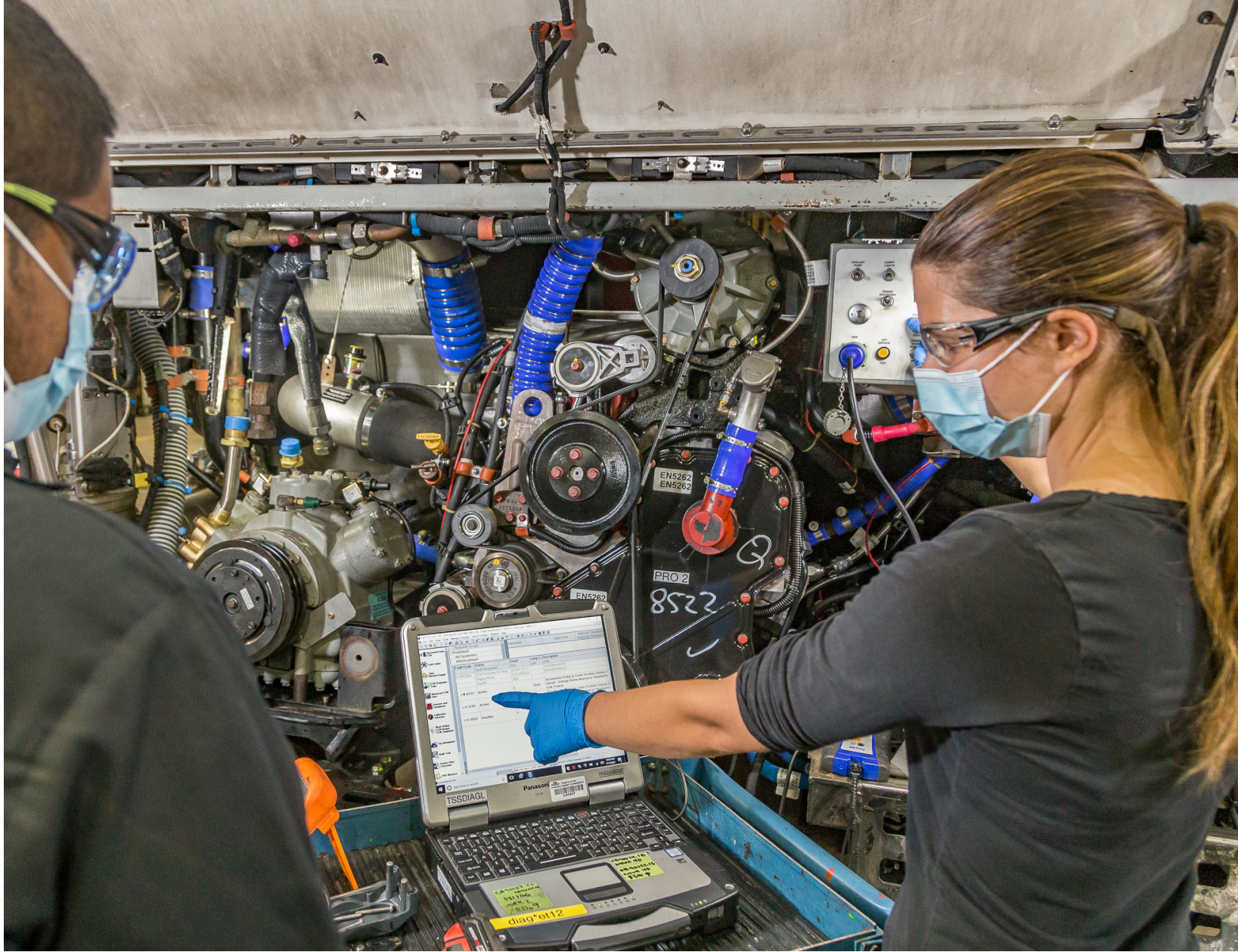
Diversity Department

To show support for our Diversity work and ensure success, the newly formed Diversity Department at the TTC received Board and Council approval for at total 15 complement.

It is essential that the TTC’s reflect the communities we serve and provide an equitable, welcoming transit system for our riders, the public and our employees. We must listen and respond to concerns from employees and the public. We must also equip and enable departments across the TTC with proper knowledge, language, training and tools to carry out equity, diversity and inclusion in their day-to-day work. Ultimately, the Diversity Department works with teams, stakeholders and partners across the organization and in the community to create a culture of inclusiveness, respect, equity and dignity.

The department has two teams. The first team, Diversity and Inclusion (D&I), is led by a Diversity Manager (currently being recruited). It currently includes two Diversity Consultants and one Instructor. The Diversity Consultants create and implement D&I programming, review and apply a diversity and inclusion lens to policies, programs, services and communications, and assist the TTC as it builds organizational D&I capacity through training on the TTC’s Diversity and Inclusion lens and toolkit. The team’s diversity instructors provide training to TTC’s unionized employees to ensure diversity, equity and inclusion are effectively and sustainably embedded in all TTC areas of operation. Together, the Diversity and Inclusion team supports efforts and initiatives that foster an environment where individual values and differences are respected and embraced – one in which everyone can contribute and achieve their full potential.

The second team, the NEW Racial Equity Office (REO), is led by the Manager – Racial Equity and was formed as a dedicated office tasked with examining racial inequities and providing solutions to address any inequities within our organization. The REO works with various departments to address biases in our hiring processes and to embed racial equity



It is **essential** that
the TTC reflects the
communities we serve.

principles into the TTC’s policies, programs and procedures. The team has developed a five-year work plan to deliver on the TTC’s Anti-Racism Strategic framework. And, is committed to working with external consultants on the Racial Equity Impact Assessment. This team is growing, with multiple roles at different states of recruitment, learn more about the new Racial Equity Office below.

Human Rights and Investigation Department

Our Human Rights and Investigations Department provides education, dispute resolution, investigation and consultation services to foster an environment that is free from harassment and discrimination and supports respect and dignity for TTC employees and riders. The HRID is independent and impartial and offers a safe environment for employees and customers to voice concerns about harassment and/or discrimination. The team of 15 have specialized training and experience in conducting workplace investigations through a diversity and human rights lens and are guided by principles of equity, inclusion, integrity, transparency and accountability. The team members have diverse lived experiences and professional backgrounds, which include human rights, law, regulatory investigations and human resources.

There are two teams with HRID: The Human Rights Office and the Fare Inspector and Special Constable Complaints (FISCC) Office. The Human Rights Office receives, investigates and resolves complaints of workplace harassment, discrimination and violence against TTC employees or customers. It provides expert consultation on all human rights matters, including requests for workplace accommodation, and monitors compliance to the Respect and Dignity, Workplace Violence, and Accommodation in the Workplace policies.

The NEW FISCC Office launched June 30, 2021 and investigates complaints (including public complaints) related to the conduct, policies and services of employees in the Revenue Protection and Special Constable Service Department (including TTC Fare Inspectors and Special Constables). With the launch of the FISCC Office, new streamlined, accessible, public complaint procedures were also implemented on the TTC website.

To ensure transparency and public accountability, the FISCC office:

- Publicly reports its complaint data and outcomes to the Board, annually⁴.
- Notifies the Board of matters of public interest involving Fare Inspectors and Special Constables designated for external investigation
- Shares the results of public interest external investigations with the Board, by way of a summary report.

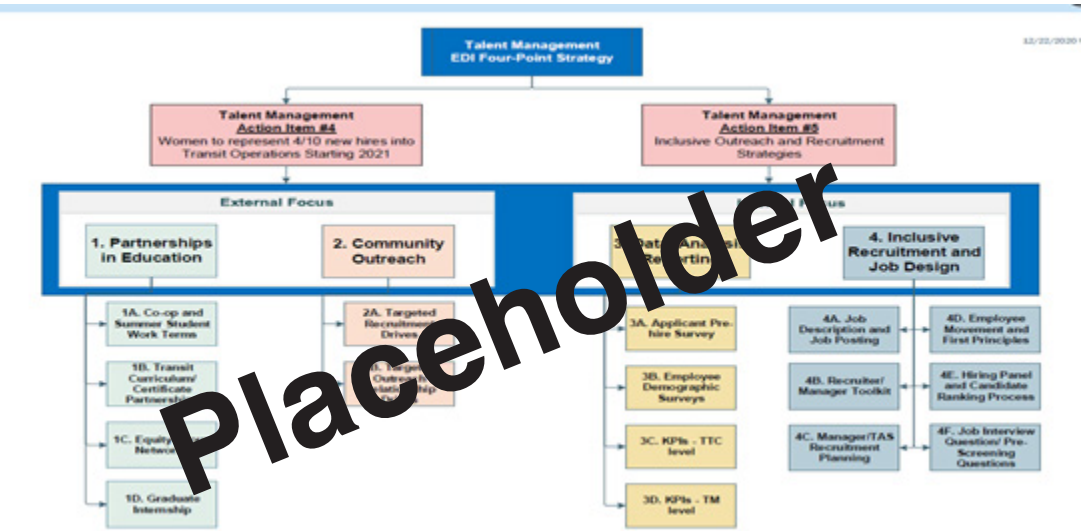
⁴ FISCC 2020 annual complaint data was reported to the Board in July 2021.

Talent Management Department

At the heart of all of our diversity and culture goals are people. The TTC’s Talent Management Department is responsible for our recruiting, outreach, program management and compensation, and is a central part of our commitment to attract, retain and develop diverse people.

Members of the Talent Management team are usually the first point of contact for a potential candidate. The team takes this responsibility very seriously and are committed to building a more diverse, inclusive and equitable workplace by modernizing our key milestones during the employee’s lifecycle: outreach, recruitment, onboarding, competitions and even retirements. Their mission is to aid in the TTC remaining an employer of choice for Torontonians. In addition, continues to be a key partner and support for hiring managers, employees and candidates – ensuring that any and all accommodation needs are met; building relationships with external partners to source diverse candidates; hosting events and resume workshops with community partners; and managing key programs, for example, the Transit Operator, Summer Student, Co-op, Seasonal, and Job Opportunity programs.

In addition to delivering on the above, this team leads and ensure the delivery of action #3, #4 and #5 of the 10-Point Action Plan. To ensure accountability and alignment across the Talent Management Department – the TTC launched of our first ever Talent Management Equity, Diversity and Inclusion (EDI) Strategic Framework in 2021, with the support of our special advisor Arlene Huggins, shown below.





Spotlight: Racial Equity

“This team is about defining, understanding and promoting belonging for employees, riders, community members and partners.”

High-profile incidents shone a spotlight on racial inequities at the TTC in 2018. And in an effort to examine these inequities and determine the required actions needed to resolve them – the Racial Equity Office exists to assist the Commission as it works to understand current state, equity weak points, and determine the way forward.

“This team is about defining, understanding and promoting belonging for employees, riders, community members and partners,” says Chezlie Alexander, Manager of the Racial Equity Office. “Our job is to identify the work the TTC needs to do to build and adapt the policies, programs and practices that promote equity and belonging.”

In just under a year, the Racial Equity Office has led or been involved in critical change and innovations that are building a strong foundation for increasing equity and fostering inclusiveness at the TTC.

The team has been integral to the TTC’s work to address biases in our hiring process, from supporting the development of diverse hiring panels and reviewing job descriptions to helping frame interview questions. The REO has also made a lot of progress on the policy front, reviewing and developing policies that embed racial equity into all aspects of the organization. The team also worked with internal stakeholders to deliver on the

TTC’s Year 3 actions under the Toronto Action Plan to Confront Anti-Black Racism.

Just a snippet of some of the work currently underway and our partners:

1. Anti-Racism Strategy and work plan
2. Phase 2 of Dr. Akwasi Owusu-Bempah and Dr. Scot Wortley Racial Equity Impact Assessment
3. Revenue Protection and Special Constables Service Department cultural change staff survey
4. City of Toronto’s Confronting Anti-Black Racism (CABR) Unit
5. Social Development, Finance and Administration Department
6. Indigenous Affairs Office at the City of Toronto

The REO is working diligently and expediently to ensure that our riders’ and employees’ voices are acknowledged and heard and that the TTC is a safe space for everyone.



WHAT’S NEXT FOR 2022

In its first year, the DCG has been building the right transformation team: staffing key roles on the team, including Anti-Racism Policy Consultants; a Manager, Racial Equity; Diversity Consultants, Diversity Trainers, and a soon-to-be-hired Data Analyst. Additional members have also been recruited to the Diversity Department’s Racial Equity Office, including an Education and Training Consultant, Customer and Employee Engagement Consultant, and an Indigenous Consultant. An Accessibility Consultant is also being recruited for the Diversity and Inclusion Section.

2. Third-Party Advice

The TTC committed to developing and implementing a comprehensive Anti-Racism Strategy following the review by the Ombudsman Toronto of the TTC's investigation of a 2018 incident where a young Black man, Reece Maxwell-Crawford, was forcibly detained on a streetcar platform by three Transit Fare Inspectors.

Wanting to leave no stone unturned, in March 2020, the TTC retained Arleen Huggins, partner at Koskie Minsky LLP and head of the firm's Employment Law Group, to work directly with the CEO and deliver a scorecard for the TTC. Arleen Huggins was also engaged to review and advise on the TTC's Anti-Racism Strategy and work plan and to assess whether the TTC has allocated sufficient resources to move forward with our diversity and inclusion work.

To develop this Anti-Racism Strategy and ensure that all aspects of the TTC that allowed this incident to occur were examined, the TTC retained Arleen Huggins, partner at Koskie Minsky LLP and head of the firm's Employment Law Group. Arleen Huggins began working directly with the CEO on the Anti-Racism Strategy, delivering a scorecard for the TTC and ensuring that the agency had allocated sufficient resources to move forward with our diversity and inclusion work.

Ensuring an Impartial Complaints Process

As part of our 10 Point Action Plan, we committed to working with Arlene Huggins to review the mandate of the new Fare Inspector and Special Constable Complaints (FISCC) Office and the proposed public complaints procedures.

The goals were two-fold:

1. Implement long-term changes to our public complaints process regarding Fare Inspectors and Special Constables
2. Ensure fair, equitable, thorough and impartial investigations

To deliver on this commitment we sought Arlene Huggins advice, input and support as we built policies, procedures, communications and protocols for the new FISCC Office.

We launched the FISCC Office in June 2021.

A 10-point action plan serves as guideposts for our journey.

The FISCC Office identified three key objectives to meet its mandate:

1. Fair and Impartial Investigations.
2. Transparency and Public Accountability.
3. Education and Outreach.

To ensure alignment to our objectives, here are a few of the features of the FISCC Office:

1. Provides accessible and inclusive Public Complaint Procedures
2. Operates structurally independent of any other TTC departments and it reaches its findings and conclusions independent of any TTC staff from other departments, Executives, TTC Board Commissioners and the public.
3. Investigation procedures are founded on fairness, thoroughness, transparency and timeliness. The FISCC Office's goal is to provide an effective and accessible complaints resolution process that is fair to both customers and employees of the Revenue Protection and Special Constable Services Departments.
4. New dedicated public webpage on the TTC website
5. New streamlined Public Complaints Procedures, along with information on how to file a complaint, including through the online complaints portal, by phone, email or TTY that is easy for both the public and employees to use.
6. Complaints procedures received review and input from additional stakeholders, pre-launch:
 - Ombudsman Toronto;
 - The City of Toronto's Confronting Anti-Black Racism Unit and its Indigenous Affairs Office;
 - Ontario Human Rights Commission;
 - Toronto Police Service; and other stakeholders
7. Is staffed with investigators with training and experience conducting investigations through a diversity and human rights lens.



- 8. Team has received human rights and specialized investigation training, and will continue to receive annually to ensure the necessary tools and methods are used to conduct investigations in a fair and impartial manner.
- 9. Diverse FISCC Investigators, trained on Confronting Anti-Black Racism; Trauma-informed Interviews; Gender-Identity and Gender-Inclusive Best Practices for Investigators; Addressing Micro-Aggressions; Addressing Anti-Asian racism in the workplace; and Assessing Credibility.
- 10. Provides annual complaint reporting

Diversity and Culture Group’s inaugural Mission, Vision, Value Proposition, Strategic Drivers and Priorities – A Glimpse at Our Future...

In the formation of a new Group – it is imperative that the leadership team takes the time required to collaborate, listen and create a mission, vision and value proposition for the new group. It is an essential foundation for any strategy and guides the goals and priorities of the group.

For the inaugural Diversity and Culture Group’s Mission, Vision, Values, Strategic Drivers and Priorities – the TTC consulted with Arlene Huggins to review and provide guidance. Her initial recommendations, scorecard and the TTC’s Five Critical Paths were the foundation from which the final priorities were built.



WHAT’S NEXT FOR 2022

- The TTC is in the process of procuring a new case management system for the FISCC Office and the Human Rights and Investigations Department to enable better complaint data collection, including the collection of demographic data. We will work with Arlene Huggins as we work to procure this system.
- The TTC will work with Arlene Huggins as we execute on our first formal Outreach Plan and identify barriers for racialized and Black individuals in the TTC’s outreach and recruitment process as well as the hiring and promotion of diverse candidates
- We will continue to work with Arleen Huggins to review and advise on the TTC’s Anti-Racism Strategy
- Arleen Huggins continues to assist the TTC to ensure that all of the actions that have been identified are achievable and appropriate outcome measures are in place for future reporting to the TTC Board.

3. Data

Racial Equity Impact Assessment (REIA) of TTC Enforcement Activities

Getting access to disaggregate race-based data and insights that can inform the work we do continues to be a priority for us at the TTC. We know it is important to understand current state if we want to remove systemic barriers within our system. And, in 2021, in the midst of a pandemic and on the heels of social and racial inequity gaining great awareness, we released the findings of our first ever REIA report.

As part of our 10 Point Action Plan we committed to completing a full review of historical race based data collected by Special Constables and Fare Inspectors. The TTC engaged Dr. Akwasi Owusu-Bempah and Dr. Scot Wortley from the University of Toronto to complete this review of historical enforcement data as Phase One of our two-phase Racial Equity Impact Assessment. The Phase One report was presented to the TTC Board in April 2021. Some of the Key Findings:

- Black and Indigenous people are grossly over-represented in TTC enforcement incidents that took place between 2008 and 2018, both charges and cautions
- Racial disparities exist across all major offence categories;
- Racial disparities appear to have declined somewhat over the eleven-year study period. However, this decline has been accompanied by an increase in missing racial data;

Recommendations for Improvement:

- Technology and Training
- Identify and reaffirm the mandate, goals and values of the Transit Enforcement Unit (TEU) and align these with the mandate, goals and values of the TTC
- Develop a brief policy statement that allows for the exercise of discretion (except where explicitly prohibited by superseding law or policy). Key aspects of the proposed discretion policy should be incorporated into other relevant policy documents and training materials.

Based on the above, it will be critical that we act on the recommendations and understand where we are now, if we want to create deliberate action plans and track our progress moving forward. As was shared with the

Board last April, we know that ‘race-based data collection is necessary in order to foster equitable treatment of customers’⁵ and we continue to build our data capabilities to create equitable and inclusive TTC.

To achieve this, Phase Two of the REIA is underway. Dr. Akwasi Owusu-Bempah and Dr. Scot Wortley from the University of Toronto are currently community consultations with adult and youth from Indigenous, Black and racialized communities.

FISCC Complaint Data

As shared previously, one of the key objectives of the FISCC office is related to Transparency and Public Accountability. In addition to our internal objectives, the FISCC Office is required to forward all complaints involving a Special Constable to the TPS Special Constable Liaison Office for review by the TPS Professional Standards Unit.

For it’s first year in operations, the FISCC Office received a total of 39 complaints regarding the conduct of members of the Special Constable Service and Revenue Protection Department and the related policies and services. Some highlights:

- **Overall:**
 - 20% (8) of 2021 complaints were related to harassment and/or discrimination. And six of these complaints are still under investigation
 - 28% (11) of the complaints received were employee complaints
 - 28 Public Complaints were received
- **Special Constables: 16 complaints**
 - 12.5% (2) of Special Constables Complaints were related to harassment and/or discrimination, that is, 5% of the overall complaints received
 - 12.5% (2) of Special Constables Complaints were related to poor use of discretion, that is, 5% of the overall complaints received
- **Fare Inspectors: 19 complaints**
 - 26% (5) of Fare Inspector Complaints were related to harassment and/or discrimination, that is, 13% of the overall complaints received

Refer to Appendix A for a complete FISCC Office complaints data.

⁵ Source for quote: https://ttc-cdn.azureedge.net/-/media/Project/TTC/DevProto/Documents/Home/Public-Meetings/Board/2021/April_14/5_External_Presentation_Owusu_Bempah_Wortley_TTC_Racial_Equity_Impact_Assessment_Interim_Report.pdf?rev=f167b7189cd74b029ac75faa8abb79bf&hash=0B96874AB5377400103BFF8F78FF7B08



Human Rights Data

The TTC captured baseline data for 2021 on complaints alleging harassment and/or discrimination received by the TTC Human Rights Office involving employees⁴ and customers. The 5 Human Rights Insights from 2021 include:

- 1. Total of 1,671 cases in 2021, down approximately 4.6% from [2020 (1681)]
- 2. 230 complaints alleging workplace discrimination and/or harassment from employees in 2021, down 15 (6%) complaints from the previous year.
- 3. Six employees filed applications with the Human Rights Tribunal of Ontario (HRTO) against the TTC in 2021, down 57% (from 14 in 2020).
- 4. 591 complaints from TTC customers, down 55% from 1,085 in 2020⁵.
- 5. 10 customer complaints to the HRTO, 5 related to disability and 3 related to race and colour, and 2 related to other

Complete Human Rights Office complaints data is provided in Appendix B.

Our Employee Demographic Data – Third Party After-Hire Survey Launch and Results

At the TTC we believe that representation matters. We also know that 65% of our riders are female (2016 census data) and to be the transit agency that reflects one of the most diverse cities in the world, it is important we understand the demographics of our people. In 2021, we took initial steps build our data capabilities, specifically:

- In partnership with Urban Dimensions Group (UDG) we launched our first Women Operator Hiring program scorecard in the September Board meeting
- We have also worked with UDG to launch our first ever annual demographic report to highlight the overall representation of TTC employees

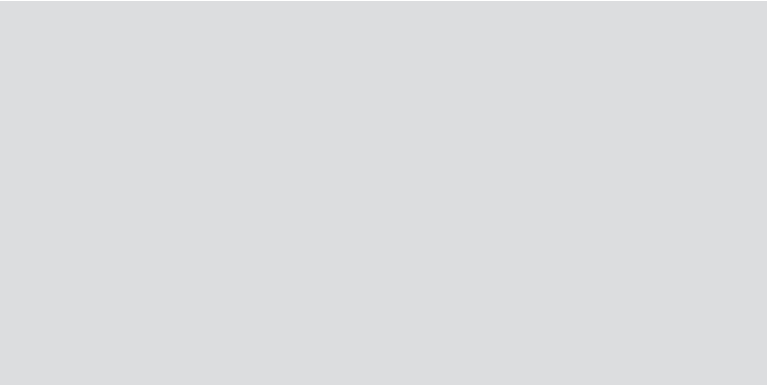
⁴ Excludes complaint data relating to employees of Revenue Protection and Special Constables Services department, which is captured under the FISCC Office complaint data (See FISCC Schedule __)

⁵ The TTC has seen a decline in the overall number of customer service complaints (CSCs) it has received – a 55% reduction since 2019. Specifically, in 2019, there were a total of 66,582 CSCs, in 2020 there were 39,852 and in 2021 there were 36,408 CSCs. Also, in 2021, TTC’s total ridership was 197.8 million, down from 225 million in 2020 and 525.47 million in 2019. This declining trend is reflected in the 55% reduction in human rights related customer service complaints received in 2021. Human rights complaints continue to make up a small portion of the total CSCs received by the TTC in 2021 - approximately 1.6%.

Overall:

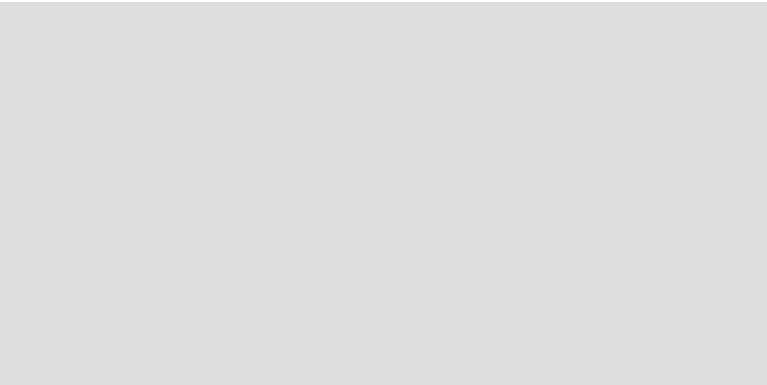
The TTC has reached the highest level of women ever, at 16.6%. This is over 1 percentage point higher than 2020, and the biggest one-year increase since data collection began. It will take time to approach the census benchmark for women (48.7% benchmark from the 2016 census), but the TTC is heading in the right direction.

Over 50% of the active TTC workforce is composed of diverse employees—people who indicated they belong to one or more of the following groups: women, racialized, Indigenous, persons with disabilities, Black, and LGBTQ2+.



New Hires:

The TTC’s efforts to increase hiring of diverse employees has paid off. **Nearly half of new hires were women** (46%, the highest this has ever been) and **88% were members of one or more diversity groups**. Black employees, who make up about 15% of the TTC workforce, were represented in 22% of new hires, indicating that efforts to hire in this demographic are succeeding. Only 1 Indigenous person was hired in 2021—outreach efforts to attract this demographic could help increase the representation for this equity group.



Operators make up a very large part of the TTC workforce (around 41% of all jobs are Operators), and the TTC does a lot of hiring for this job. In 2021, efforts to attract diverse employees to this job were very successful. **Women made up 60% of newly hired Operators**, and a full **98% of new hires in this job identified as belonging to one or more diverse categories**. This was largely driven by racialized new hires, who made up 83% of new hires for this role. This role has the most visibility to the Toronto public, and increasing representation of diverse colleagues here is a great success for the TTC.

Top 5 Departments for Women

Top 5 Departments for Racialized employees

Top 5 Departments for Indigenous employees

Environment – Safety and Environment (3.2%), Strategy and Customer Experience – Customer Service Centre (2.6%), Operations – Wheel-Trans Operations (1.6%) *small numbers involved; interpret with caution

Strategy and Customer Experience – Customer Service Centre (5.3%), Strategy and Customer Experience – Service Planning and Scheduling (5.3%), People Group –Operations Training Centre (5%), People Group –Human Resources (4%), Diversity and Culture – Talent Management (3.7%) *small numbers involved; interpret with caution

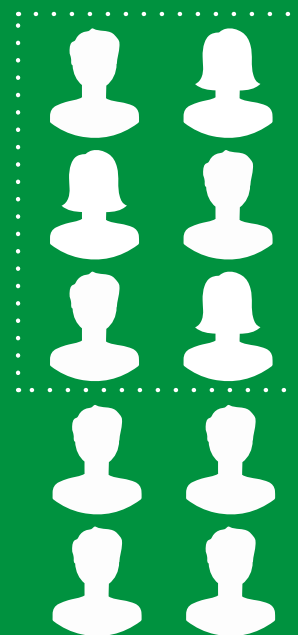
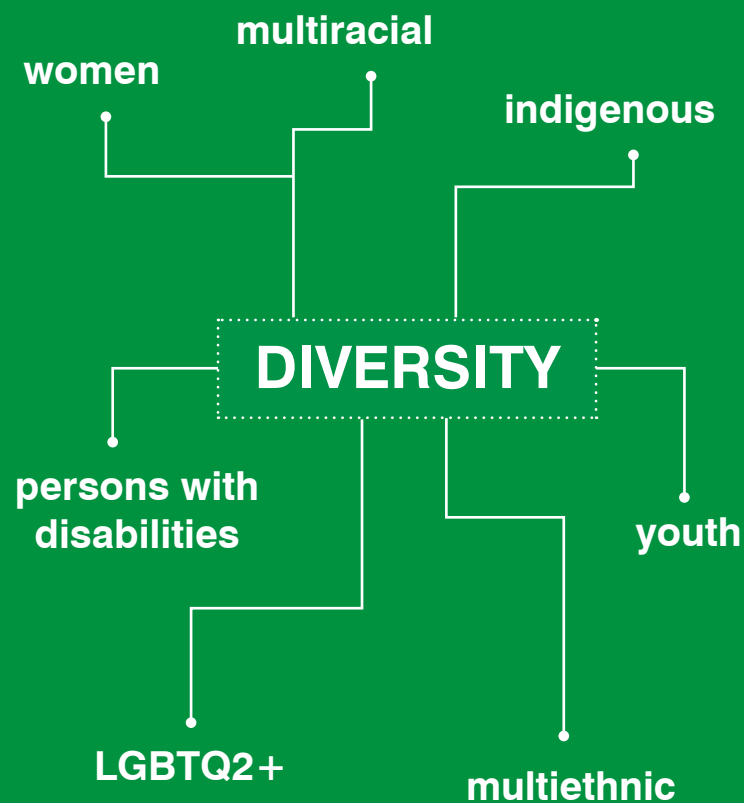
Strategy and Customer Experience – Customer Service Centre (32%),
Strategy and Customer Experience – Revenue Protection (23%),
Operations –Stations Department (22%), Operations –Bus Transportation
(21%), General Counsel – Legal (19%)

Corporate Services – Information Technology Services (62%), People Group –Employee Services and Systems (60%), Corporate Services – Procurement and Category Management (53%), Engineering, Construction and Expansion –Engineering (44%), Corporate Services – Finance (44%)

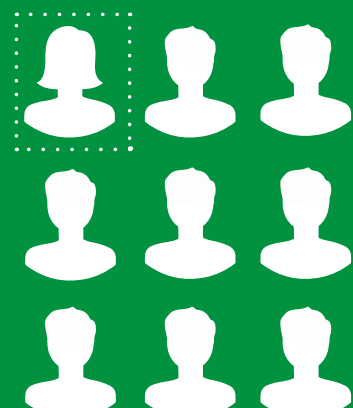
Diversity and Culture – Talent Management (89%), Strategy and Customer Experience – Customer Service Centre (84%), People Group –Human Resources (82%), People Group –Employee Services and Systems (82%), Engineering, Construction and Expansion –Project Management Office (77%)

- Added postal code as mandatory fields in the recruitment survey – to understand the source of our applicants
- Added applicant demographic data to the recruitment process leading to a 77% response rate

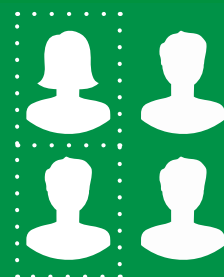
- We have engaged Urban Dimensions Group to support us to conduct the workforce demographic survey in 2022, using questions from the current After-Hire survey.



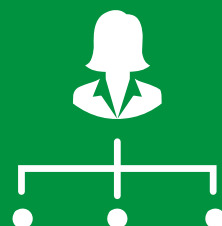
6 in 10
Of employees are diverse* people



16.6%
Of all employees are women



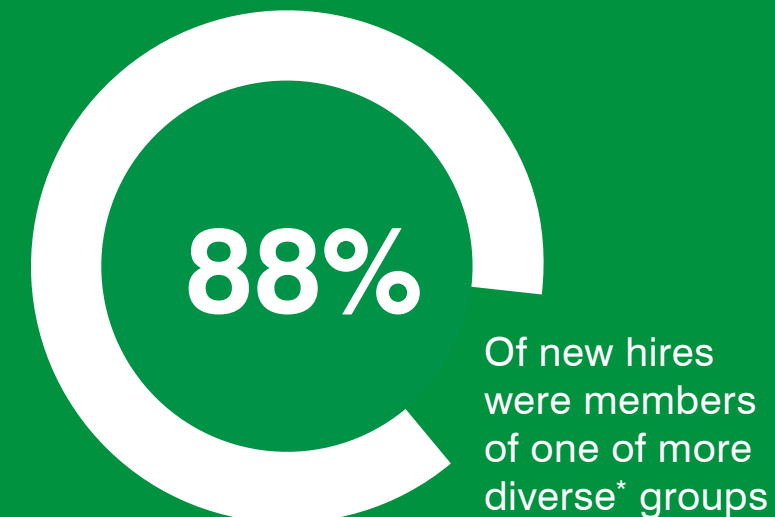
1 in 4
Senior management are women; and
2 in 4
Senior management are diverse* employees



1 in 2
Executive positions are filled by women



New hires representation

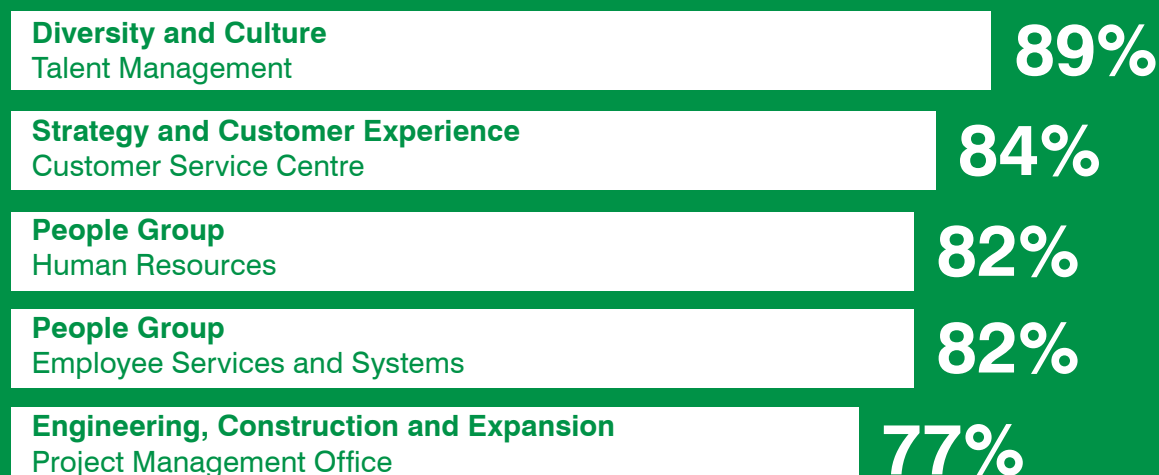


60%
Of new Transit Operators were women

98%
Of new Transit Operators belong to one or more diverse* groups



Top 5 Departments for Diverse* employees



* Diverse indicates employees who indicated they belong to one or more of the following groups: women, racialized, Indigenous, persons with disabilities, Black, and LGBTQ2+.

Knowing our Riders – Our Customer Data
[TTC rider data to come – Annette is working with Analytics and Research]

WHAT’S NEXT FOR 2022

- Third party analysis of applicant demographic survey data
- Complete demographic survey of TTC employees and ensure that the data we collect aligns with the provincial Data Standards for the Identification and Monitoring of Systemic Racism. Standards and guidelines for the collection of disaggregated race-based data across the TTC

Spotlight: Community art projects

This year, the TTC continued to demonstrate our commitment to modernization through community art projects that revitalize and engage our diverse neighbourhoods.

Community Art by Indigenous Artist Joseph Sagaj at Paul Martel Park, in partnership with the Bloor Annex BIA



In partnership with the Bloor Annex BIA, the Paul Martel Park mural was created by 2021 Toronto Arts Foundation Indigenous Artist Award finalist Joseph Sagaj with contributions from artists Denise Aquash, Sonja Clarke, Larry M. Holder, and Mike Rowade aka Ron Wild.

Located off of Madison Avenue (near Spadina Station), the mural is painted in mixed media and water from Upper Lake in the Mountains above Lake Louise, Alberta, and from a lake in Algonquin Park, Ontario – smudged, prayed to, thanked and offered tobacco. The BIA chose the theme “Indigenous Storytelling” to honour the work that the Earth Helpers, a First Nations group, have been doing in Paul Martel to revitalize the park and ecology with the support of the BIA.

This mural was made possible thanks to the City of Toronto’s Outdoor Mural and Street Art Grant program.

Community Art mural at Wilson Station, in partnership with STEPS and StreetARToronto

In partnership with STEPS Public Art and Canadian-Chilean visual artist, Shalak Attack, this three-part art installation explores themes of migration through shared stories of arrival, departure, home and longing. Shalak worked alongside community participants who identify as newcomers to build the Daily Migration mural story. The project was completed September 2021 and is located at Wilson Station’s Tippet Road entrance (south of Wilson Avenue). Shalak Attack was assisted in the creation of this mural by her husband and artistic collaborator, Bruno Smoky.



4. Recruit Women

The TTC committed to hire a minimum of four women for every 10 transit operator roles. This commitment was rooted in three key observations:

- 1. Our representation of women in transit operator roles lagged the industry
- 2. More than 65 percent of our customers are women
- 3. Women were disproportionately impacted by the pandemic

With this in mind, in the midst of the pandemic in April 2021, the TTC launched the Women in Transit Operator Program geared at showcasing the rewarding and viable careers that exist at the TTC. The program was a success, the TTC ended the year with roughly 60 per cent of all new hires being women in transit operator roles.

Along with the Women in Transit Operator Program, there were several other new initiatives that were started in 2021 with the aim of delivering inclusive spaces for all new and existing TTC employees as well as customers. Some of these initiatives include:

✓ **Used data to measure progress:**

- In September 2021, launched our first gender scorecard for operator hires
- For the first time, summer student applicants were given the opportunity to complete a demographic survey. Of those who applied: 36% identified as female, 86% identified their race or ethnicity as not white (European descent) and 9% identified as gender non-binary.

✓ **Developed New Programming:**

- The first two all-women Transit Operator classes graduated this year as a result of the protected class hiring campaign.
- Piloted our first Mentoring Frontline Women program to provide support and guidance to diverse female frontline workers in their early career journey at the TTC.



“The mentorship program gives these women access to senior female leaders at the TTC, as well as other leaders across the organization whom they might not typically meet,” says Keisha Campbell, Chief Diversity and Culture Officer. “As women in a male-dominated field, we can sometimes feel alone. This is a way to get inspired and learn from other women who have travelled the same road and can lay out a path of how to get where they are.”

Mentoring Frontline Women

At the TTC, it is important that all staff to see boundless potential for growth in their careers. For women in male-dominated fields, it may be difficult to imagine all that can be achieved if relatable examples are not highlighted.

In October 2021, during Women’s History Month, a pilot program was created – Mentoring Frontline Women. In partnership with the Toronto & Region Chapter of COMTO, this program was the first of its kind at the TTC. The pilot provides support and guidance to female frontline workers as they begin their careers at the TTC.

Eight women from our second all-female graduating class of Transit Operators are participating in the pilot program. The women – who are all part of our streetcar service – received training and support from one male and four female mentors who are in leadership roles at the TTC. The topics covered during the mentorship sessions include career journeys at the TTC, unconscious biases in career advancement and networking.



2021

We ended the year by hiring women for six in 10 of new transit operator roles.

WHAT’S NEXT FOR 2022

We will continue outreach to attract and recruit women to career opportunities at the TTC and support and advance programs such as mentorship programs to build greater inclusion.

Revisions to our Universal Design Standards are now underway, and are anticipated to be completed in 2022.

Phase two of the Inclusive Design Project is underway and Inclusive Design Consultants will conduct audits of 120 TTC employee work locations, including the subway environment, various office and industrial buildings and facilities. The draft report of this work is expected to be finished by the end of 2023.

✓ **Removed systemic barriers:**

- The TTC continued to use a linguistic gender-decoding tool to ensure the language in job postings is inclusive and neutral
- Mandated panel interviews
- Focused on bona fide requirements for transit operators

✓ **Progress towards delivering inclusive spaces:**

- The Engineering Department completed the first phase of the audit of the employee built environment for inclusive and accessible design (which involved reviewing more than 1,200 of the TTC's Design Standards)
- Modified the Office Space Standards, which are now used to design the TTC's office spaces
- To continue our commitment to build inclusive spaces, the TTC's new Diversity Department and the City's Indigenous Affairs Office (IAO) completed our first smudge test in 2021.
- To foster an inclusive work environment – we launched our first Diversity Award to reward TTC employees who show demonstrate an exceptional commitment to diversity, inclusion, equity and belonging. Happy to share that our inaugural winners are women: a Customer Service Agent (CSA) on the front lines and one of corporate employees – the Head of Corporate Communications. Congrats to our inaugural winners!

In the midst of the pandemic, we resumed transit operator hiring and launched the **Women Transit Operator Program.**



5. Refocus Outreach

Toronto is known for being one of the most multicultural cities in the world and as an organization, the TTC needs to reflect the diverse customers it serves. In order to do this effectively, these means reaching communities that have traditionally been underrepresented in the TTC’s workforce.

This year, the TTC expanded our outreach efforts to reach a greater diversity of candidates, including hosting virtual events, targeted candidate searches through platforms like LinkedIn Recruiter, and leveraging strong partnerships with schools and community agencies that provide vocational training to women, equity-deserving communities and newcomers interested in trades apprentices. See below for some of our highlights from 2021:

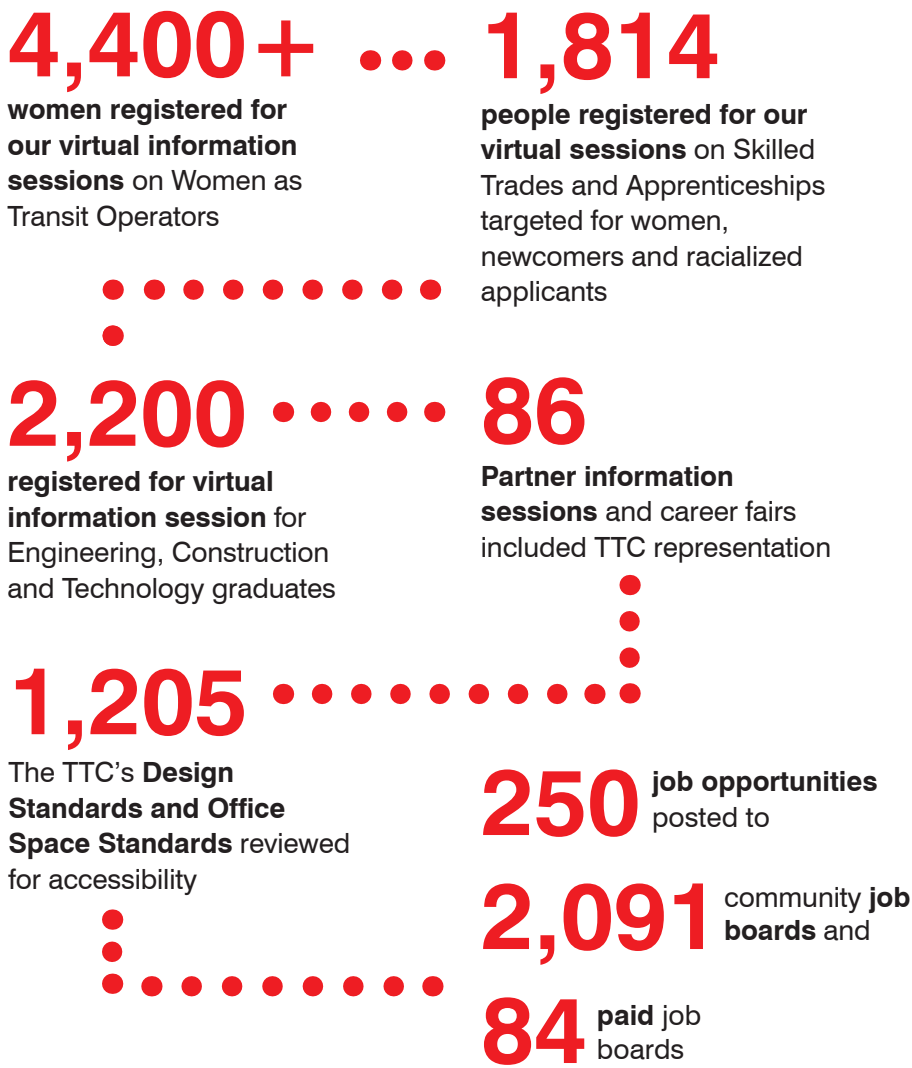
Info sessions: Community groups, Educational Partners	86
Events: Job fairs, TTC Connects	18
Resume Workshops	3
Partnerships/Partnership Development	65
Bi-monthly Newsletter: February, April, June, August, October, December	3,000+ recipients
New educational partnerships	<ul style="list-style-type: none">• 85 community partners• 250 Educational Partners• 100 TDSB Guidance Counsellors• 60 Indigenous Skills Employment and Training Partners
April 2021 Engineering event	Need to get confirmation of this number
September 2021 Trades event	4000 Registered; 1000 on waitlist
Social media outreach	300K+ programmatic and Postmedia Network impressions (3K+ clicks). 9K+ impressions (500+ clicks, 150+ conversions) from Google Ads
Community newspaper	700K+ recipients

TTC proudly partnered with these organizations to strengthen our female recruitment efforts:

- Black Business Professionals Association
- Building Up
- Canadian Hearing Society
- Colleges and Universities
- Contact North
- Korean Canadian Women’s Association
- Labour Education Centre
- March of Dimes
- Miziwe Biik
- Redwood Women’s Shelter
- Rexdale Women’s Centre
- Skills for Change
- Times Change
- The 519
- Tradelinks
- Toronto Community Benefits
- Toronto Community Housing
- Toronto District School Board – Ontario Youth Apprenticeship Program
- Tropicana
- We Build A Dream
- YWCA

In addition to the above, all of the TTC’s Talent Acquisition Specialists have received Diversity and Inclusion Lens training and the Talent Management Department is in the process of mapping the recruitment process through our Diversity and Inclusion Lens to further support inclusive hiring. Talent Management, Corporate Communications and the Diversity teams are also collaborating to refresh and promote the TTC as an inclusive employer brand.

Outreach Plan for 2022



WHAT’S NEXT FOR 2022

Talent Management Department will continue the process of mapping the recruitment process through our Diversity and Inclusion Lens to further support inclusive hiring. Talent Management, Corporate Communications and the Diversity teams will continue to collaborate to refresh and promote the TTC as an inclusive employer brand.

The Talent Management team kicked off first formal review of all current outreach and recruitment strategies to measure effectiveness of the various strategies. The plan launched at the February 2022 Board meeting – stay tuned for progress updates in next year’s annual report.



Representation Matters

Creating Diverse Hiring Panels

“Simply putting more diverse faces at the interview table is not enough.”

Embracing diversity means our differences work together to make the TTC more effective, innovative, equitable and simply better. Studies show that organizations that have more diverse teams outperform those with less diversity⁴. We are on our way to making diverse hiring panels the standard in our recruitment process. When a diverse group of people conducts hiring interviews, it not only signals to candidates that we are serious about inclusion, it increases likelihood of greater diversity in who is hired.

“This year, the Talent Management team mandated hiring panels and put a call out for diverse staff to participate on hiring panels,” says Marika Fraser, Manager, Outreach and Diversity. “38 staff expressed immediate interest and more continue to join, which demonstrates there is an appetite to see and be part of changes in our workforce makeup.”

However, simply putting more diverse faces at the interview table is not enough. Panel interviewers must be supported to be effective. The Racial Equity Office and Diversity

and Inclusion Section have therefore provided updated language for the training module on Behavioural Interviewing and developed a new quick-reference document for Managers, which explains diverse hiring panels, their benefits, and ways to support panel members from different functional areas.

The teams continue to work together to develop guidelines for how Talent Acquisition Specialists and Managers can use the diverse hiring panel roster to further advance our diversity goals.

⁴ <https://www.bcg.com/en-us/publications/2018/how-diverse-leadership-teams-boost-innovation>

The TTC Recognizes First Diversity Award Winners

Twice a year, the TTC recognizes select employees and teams with awards for exceptional performance in areas such as teamwork, innovation, creativity and customer service. In 2021, we added a Diversity Award to the roster of recognition categories.

“Keisha Campbell, our Diversity and Culture Chief, had been invited to judge the employee awards and she noted that diversity should be a category for recognition and wasn’t. It was a great idea, so we immediately took the steps to make it an ongoing award,” says Lily Duong, Diversity Consultant.

The inaugural Diversity Award was introduced in the third quarter of 2021 to recognize an individual or program that helps support or further the TTC’s customer-facing diversity initiatives. [A note re: the winner – Shabnum to be included here] “This is a great way to give profile to the efforts being made by field staff to create a more equitable, accessible and inclusive TTC, which benefits us all,” says Lily.



6. Communications

As the TTC works to become a leader in diversity and inclusion as well as an example for transit systems around the world, it is critical that all employees feel that they are welcome at the agency and that their voices are heard. Over the past year, the TTC's Communications Department has had the privilege of being a part of the diversity and inclusion journey underway at the TTC. At the core of this work has been the opportunity to tell the stories of the 16,000 employees at the TTC.

The TTC had many "firsts" in communications such as the development of new diversity and inclusion resources for staff, including tip sheets and the launch of the Diversity and Culture Group's first Intranet page for employees. This past year, all material for new hires at the organization was reviewed to ensure it was more inclusive. In 2021, the TTC had feature issues of its internal employee newsletter focused on diversity and inclusion along with the creation of a regular feature in each issue. The TTC has also supported employees throughout the year who have created displays for cultural milestones or who have spearheaded cultural events for colleagues.

See below for some examples :

- NEW **Diversity and Inclusion resources** for staff, including tip sheets
- Launched NEW **TTC Connects** bi-weekly newsletters to over 4,000 subscribers and 400 community and education partners

This year, the TTC's Communications Department were key partners in the delivery of a lot of firsts for TTC employees, customers and communities in 2021.



Community Art Partnerships at Stations:

- Completion of Community Art mural created by Indigenous Artist Joseph Sagaj at Paul Martel Park, in partnership with the Bloor Annex BIA. Spadina Station. (November)
- Completion of Community Art mural at Wilson Station, in partnership with STEPS and StreetARToronto. Led by "Shalak Attack", a Canadian-Chilean visual artist, along with artists Edan Maxam and Kseniya Tsoy. (September)
- Completion of temporary photography exhibit at Kennedy and Scarborough Centre Stations. This City of Toronto Cultural Hotspot Signature Project and ShowLoveTO partnership initiative features works from 6 diverse emerging Scarborough photographers with mentorship and curation provided by Anthony Gebrehiwo. (November – January).
- Completion of Community Art vinyl installation at Downsview Park, Finch West and York University stations, in partnership with STEPS. The artist Fatspatrol (Fathima) is an Indian-Canadian artist.

- Diversity and Culture Group's first **Intranet page** for employees.
- **Collaborated with the Conference of Minority Transportation Officials (COMTO) to host events** centered on building awareness; content related to challenging issues, such as anti-Asian hate, Indigenous Awareness, etc.
- **Black History Month (BHM)**
 - First TTC take-over edition dedicated to BHM in the MyTTC staff newsletter
 - Multifaceted Black History Month campaign in February. Internally, we profiled several Black TTC employees and their perspectives on Black History Month in the MyTTC staff newsletter
 - Launched speaker series, developed and delivered in collaboration with the Conference of Minority Transportation Officials (COMTO).
 - Our first-ever external Black History Month campaign received the 2021 CUTA Corporate Leadership Award - Marketing and Communications. The campaign prominently featured the images of 17 prominent Black Canadians who played important roles in politics, social justice and advocacy. From wrapped buses and streetcars to subway trains with murals to print and online images, the images were shared across the TTC system and website.

• **Pride Month 2021:**

- Continuing our commitment to foster a culture of belonging, in June we recognized Pride at the TTC with customer and employee campaigns. We wrapped one of our buses on the 94 Wellesley route with Pride-themed artwork
- The Pride flag flew at our McBrien office for the first time from June 1 to 14.
- Then, for the first time, the TTC raised the Transgender Pride Flag, which flew from June 15 to June 30, marking the TTC's commitment to combat homophobia, transphobia and biphobia in our workplace and on the transit system.

• **National Indigenous History Month 2021:**

- Acknowledged the painful past and the pain still present in the community, the TTC recognized June as Indigenous History Month for the first time organization-wide. Employees participated in the month by sharing stories of their culture to raise awareness among their colleagues.
- First land acknowledgment leadership video
- Wrapped five streetcars with a land acknowledgement for the first time, in the spirit of equity, inclusion and reconciliation, designed in collaboration with the Mississaugas of the Credit First Nation and an Indigenous Young Elder, Phil Cote.
- In addition, the TTC Ride Guide over the summer of 2021 featured artwork from Nipissing-born, Toronto-based Anishinaabe artist, Manitou Nemeen (Que Rock), and depicts the teachings of the Anishinaabe Medicine Wheel.
- To honour the memory of Indigenous children and families who were a part of the cultural genocide of residential schools, all TTC vehicles came to a standstill on June 1 at 2:15 p.m., and paused for two minutes of silence. All subway trains were held at station platforms. Bus and streetcar operators stopped their vehicles at a regular service stop prior to 2:15 p.m. and remained there for the duration of the pause.
- In recognition of the first National Day for Truth and Reconciliation on September 30, the TTC provided its frontline employees with an orange armband to honour the lost children and Survivors of residential schools, their families and communities in the GTHA and across Canada. Flags on TTC properties were also lowered to half-mast.



Spotlight: Pride Month

For the month of June, the TTC proudly honoured the region's Two-Spirit, Lesbian, Gay, Bisexual, Trans, Intersex, Queer and Questioning communities (2SLGBTQ+) with customer and employee campaigns, vehicle wraps, printed posters, employee videos and stories, digital/web messages and social media posts.

Customers and local residents near Davisville Station would have seen the Pride Flag, flying proud from June 1 to 14, followed by the Transgender Pride Flag from June 15 to June 30, marking the TTC's commitment to combatting homophobia, transphobia and biphobia in its workplace and on the transit system.

The 94 Wellesley bus was also wrapped with Pride-themed artwork to celebrate the history, courage and diversity of Toronto's 2SLGBTQ2+ communities.



The TTC Recognizes First Diversity Award Winners

Twice a year, the TTC recognizes select employees and teams with awards for exceptional performance in areas such as teamwork, innovation, creativity and customer service. In 2021, we added a Diversity Award to the roster of recognition categories.

"Keisha Campbell, our Diversity and Culture Chief, had been invited to judge the employee awards and she noted that diversity should be a category for recognition. The category didn't exist. It was a great idea, so we immediately took the steps to launch the award, determine the right criteria and behaviours to recognize and launch this inaugural award as part of winter reward and recognition campaign," says Lily Duong, Diversity Consultant.

The inaugural Diversity Award was introduced in the third quarter of 2021 to recognize an individual or program that helps support or further the TTC's customer-facing diversity initiatives. "This is a great way to give profile to the efforts being made by field staff to create a more equitable, accessible and inclusive TTC, which benefits us all," says Lily.

- **Women’s History Month and International Women’s Day**

- The TTC held an expansive internal campaign to recognize Women’s History Month in October 2021, on the theme of “women making history now.” Throughout the month, women from TTC’s history and present were featured across internal and external channels, including social medial, employee TV screens and in the employee newsletter.

- **Latin Heritage Month and Women’s Heritage Month**

- We also hosted a speaker event for Latin American Heritage Month to acknowledge and celebrate the contributions and traditions of Latin American communities. We hosted Carmen Garcia, Board Member of COMTO International and former Assistant Vice-President, Office of Diversity at Dallas Area Rapid Transit (DART), who spoke candidly about her challenges growing up as a Latin American, as well as her career journey as a woman in a male-dominated industry.

- **Sikh Heritage Day**

- For the first time ever Fare Inspectors and Special Constables recognized the contributions of the Sikh community in Canada

- **Autism Awareness Day**

- Under new leadership, for the first time, Fare Inspectors and Special Constables observed the day by participating in Community events

These events help to raise awareness of the occasions and cultures that are celebrated throughout the year and promote opportunities for ongoing dialogue around diversity.



WHAT’S NEXT FOR 2022

Multifaceted communications campaigns for Black History Month, Lunar New Year and Indigenous History Month.

Comprehensive internal communications campaign to celebrate Asian Heritage Month, International Women’s Day and Women’s History Month.

Continuing to encourage employees to share through their own voice, to ensure their stories are authentic to them and that they feel seen, heard and welcomed at the TTC.

A formal 2022 Communication plan has been approved – the first of many initiatives included Lunar New Year, Sikh Heritage Month and Diversity Awareness month initiatives to name a few.

7. Training

∞
1,330
supervisors
completed
**Confronting
Anti-Black
Racism** training

Every employee has an important role to play in making the TTC's transformation real and sustainable, and the TTC is committed to providing the tools and supports necessary for success.

At the time of writing this report, 1,146 supervisors had completed the full-day Confronting Anti-Black Racism training through the City of Toronto, with another 382 enrolled in upcoming sessions. This represents 75 per cent of the TTC's direct and indirect supervisors..

We also launched various employee development programs, e-modules and training sessions centred around diversity and inclusion themes. And through partnerships with the Canadian Centre for Diversity and Inclusion (CCDI) and Pride at Work, we offered 84 courses on various topics related to diversity and inclusion. We have seen our year-over-year enrolment in CCDI courses continues to grow, almost doubling in 2021 from 2020.

In collaboration with TTC's Employee Development team and LinkedIn Learning, we also launched two new Diversity and Inclusion certificate programs:

1. Diversity and Inclusion Certificate Program
2. Women and Leadership Certificate Program.

Both programs have received an average rating of five out of five stars from TTC employees. Further, the Diversity and Inclusion programming remains in the top 10 list of TTC LinkedIn Courses when measuring completion rates and learning hours.

CDI Training Registrants chart

Our Human Rights and Investigation team was also able to deliver and lead some new, innovative content and contributed to the first ever 90 minute roundtable workshop series for leadership (Management and Forepersons).

To further all the progress we have made on the training front we are also taking a closer look at those members of our team tasked with technical training. In 2021, we made progress in this area as well, 40 percent of our new trainers were women – showing that the change is occurring in our classrooms as well.

All of the above initiatives and training partnerships are complemented by the delivery of several recognition activities marking occasions of cultural significance throughout the year for staff. Our goal continues to be training to the behaviours we expect and supporting our people along the way. There has been tremendous improvement on the training portfolio and we will continue the momentum in 2022.

384 staff have participated in training offered through the Canadian Centre for Diversity and Inclusion

75% of the TTC's direct and indirect supervisors have completed Confronting Anti-Black Racism training

4 New employee training programs developed in Diversity and Inclusion, Women in Leadership, and the TTC's Respect and Dignity Policy

10 D&I Lens Toolkit training sessions held for new supervisors

The TTC and COMTO organized 12 recognition activities to mark the following occasions this year:

- **Black History Month** (2 events)
- **Women's History Month** (2 events)
- **International Women's Day** (2 events)
- **Indigenous History Month**
- **Pride Month**
- **National Day for Truth and Reconciliation**
- **Asian History Month**
- **Latin American Heritage Month**
- **OPTA** (Ontario Public Transit Association) event on the TTC's 10-Point Action Plan

WHAT'S NEXT FOR 2022

- Developing a plan to rollout Confronting anti-Black racism training to 12000+ unionized staff
- Cascade and deepen organization-wide diversity and equity knowledge, the TTC issued a request for proposals to develop three equity, diversity and inclusion training modules on the subjects of Indigenous peoples, histories, perspectives and realities; anti-racism and addressing anti-Black racism; and disability awareness and accessibility, as well as broader human rights and diversity topics.
- In 2022, we updated and launched our workplace sexual harassment training to TTC supervisory and non-supervisory, non-unionized employees and are working on a plan for the delivery of this training to unionized employees.

8. Update Procurement

In addition to our work internally, we want to ensure that minority-owned businesses have real opportunities to work with the TTC. This starts with embedding diversity and inclusion frameworks into our procurement processes and establishing a procurement policy grounded in equity and diversity.

In 2021, the Department of Procurement and Category Management as part of phase one of its work to establish this policy, completed a survey of public entities in Canada and the US. The survey related to their practices pertaining to Sustainability, Inclusion, Diversity and Green procurement.

The Diversity team has been working together with the Department of Procurement and Category Management. and in 2021, diversity criteria were added to our E-bus and Training request for proposals.

This starts with knowing the make-up of our suppliers now and embedding diversity and inclusion frameworks into our procurement processes.

We want to ensure that minority-owned businesses have real opportunities to work with the TTC.



WHAT'S NEXT FOR 2022

Phase two will embed learnings from the phase one survey of public entities in Canada and the US and their practices pertaining to Sustainability, Inclusion, Diversity and Green procurement. It will also include identifying and embedding TTC goals for Diversity, inclusion and green procurement into an updated procurement policy grounded in equity and diversity.

The Diversity Department will continue to work with Procurement and Category Management to embed diversity criteria into request for proposals.

9. Change Revenue Protection and Special Constable Services

The TTC is committed to supporting and promoting equity, diversity and inclusion in all policies, procedures, processes, programs and services, and reflecting and responding to the needs of customers, employees and communities. This includes communities that historically and currently experience systemic barriers.

Special Constables and Fare Inspectors have significant community interactions and as part of their mandate perform customer service, safety, and security duties. The TTC expects that all its employees perform their duties in an equitable, inclusive, respectful, and safe manner. However, in the TTC’s first Racial Equity Impact Assessment (REIA) report, – Black and Indigenous peoples were statistically overrepresented in TTC enforcement incidents, in both TTC charges and cautions.

To address these, and past finding, the Revenue Protection and Special Constable Service departments are undergoing transformative internal and external change to demonstrate a commitment to accountability, transparency, building public trust, addressing regulatory concerns, and ensuring bias-free service delivery. The departments have considered critical recommendations from various third-party reports, expert stakeholders, and industry benchmarking while focusing on the essential priorities of transit safety, security, and maximizing revenue protection.

To instill an effective cultural change, the Revenue Protection and Special Constable Service Departments have taken a holistic approach by examining and addressing people, processes, training and technology. The Revenue Protection and Special Constable Service Culture Change Program pillars provide a framework to guide all work within the departments.

Progress in 2021:

- 1. Launched our first Culture Change Program
- 2. Revised job descriptions with support of Talent Management and Racial Equity Office – to ensure a commitment to anti-racism, human rights, accessibility, diversity and inclusion

- 3. Revenue Protection staff and Special Constables spoke 40 languages
- 4. Conducted 15 Community Engagement Events
- 5. Four new interim policies are in development - Use of discretion and Use of force
- 6. Initiated 360 review for feedback needed to inform change

Culture Change Program

The Revenue Protection and Special Constable Service Culture Change Program (RP/SCS CCP) has been the foundation for all work carried out in 2021 by the staff of the two departments. The objective of the RP/SCS CCP is to have safety, security and revenue protection services that are customer-focused and founded in respect and dignity for customers and employees.

In order to achieve this goal, improvements are required to the manner in which work is done in these Departments taking into account recommendations from various third-party reports, expert and community consultations, the TTC’s External Advisor on Diversity and Inclusion (Arleen Huggins) and industry benchmarking with our peers.

Key third-party reports used as inputs into the Culture Change Program include:

- **2017: Ombudsman Toronto Report:** An Investigation into the Toronto Transit Commission’s Oversight of its Transit Enforcement Unit; (TTC Board)
- **2019: Ombudsman Toronto Enquiry Report:** Review of the Toronto Transit Commission’s Investigation of a February 18, 2018, Incident Involving Transit Fare Inspectors; (TTC Board)
- **2019: Auditor General’s (AG’s) Report – Review of Toronto Transit Commission’s Revenue Operations:** Phase One – Fare Evasion and Fare Inspection; (TTC Board)
- **2020: Dr. Wortley – Ontario Human Rights Commission (OHRC)** – reports on racial profiling and racial discrimination of Black person by the Toronto Police Service, Use of Force by the Toronto Police Service report (Peer report), and
- **2021: Dr. Owusu-Bempah and Dr. Wortley – Toronto Transit Commission Racial Equity Impact Assessment:** Interim Report; (TTC Board)



	Structure for Success	Modernize Policies	Update Technologies	Overhaul Training and Monitoring Systems
Culture Change Pillars	Create and support a diverse and inclusive workforce	Alignment with third-party report recommendations	Implement new technologies to support third-party report	Implement training founded in equity, respect and dignity for customers and employees
Outcomes	<p>Fair, merit-based recruitment, hiring and promotions</p> <p>Workforce reflect the diversity of the community we serve</p> <p>Community and peer partnerships</p>	New and updated policies and procedures that aim to ensure the fair and equitable treatment of customers and align with community expectations	Equip the TTC with tools to provide public transparency and demonstrate accountability	<p>Team members receive consistent training</p> <p>Staff address customers and employees with respect, sensitivity and without bias</p>
2021 Accomplishments	<ol style="list-style-type: none"> 1. Revised job descriptions with support of Talent Management and Racial Equity Office 2. Hired XX Fare Inspectors focused on customer service 3. Fare Inspectors and Special Constables now deliver services in XX languages 4. Collaborated & supported XX COMTO and other community engagement initiatives 	<ol style="list-style-type: none"> 1. Four new interim policies, aligned with Stakeholder and regulatory expectations, have been developed <ol style="list-style-type: none"> a. Use of discretion b. Use of force 	<ol style="list-style-type: none"> 1. REIA Phase 1 report research on Body Worn Cameras benefits and limitations 2. Proof of Concepts developed in the Fall of 2021 <ol style="list-style-type: none"> a. Body-worn camera b. Mobile by-law ticketing c. In-car camera d. RP/SCS system 	<ol style="list-style-type: none"> 1. Launched Culture Change Program with Fare Inspectors and Special Constables 2. Initiated Training review with external consultant 3. Delivered the following training: <ol style="list-style-type: none"> a. Use of force and effecting arrests b. 2SLGBTQ+ Awareness c. Suicide prevention d. Enhanced Peer Support 4. Initiated 360 review

Table 1: Revenue Protection and Special Constable Service 2021 Accomplishments

Revenue Protection and Special Constable Service will continue to integrate the pillars of the Culture Change Program into all facets of their work to ensure safety, respect, and dignity are at the cornerstone of all programs and initiatives. The departments will consult with expert stakeholders, community stakeholders, and the general public on ongoing improvements (e.g., new policies, new technologies, etc.). All changes will the culture change pillars a foundation framework.

For further details on the Culture Change Program, please see appendix C.

Fare Inspectors and Special Constables – Diversity & Inclusion

The Revenue Protection and Special Constable Service Departments are committed to highlighting and celebrating diversity by bringing awareness to different stories and cultural events, educating each other and promoting inclusion among the workforce. The Revenue Protection and Special Constable Service departments established a 20-member diversity, equity and inclusion committee to enhance respect for co-workers and communities served. This team collaborated to develop an internal website and introduced the Diversity and Inclusion Corner; an internal newsletter.

Examples of events the team proudly promoted and supported in 2021 are:

- Asian Heritage Month
- Autism Awareness Day
- Black History Month
- Emancipation Month
- Filipino Heritage Month
- International Day Against Homophobia & Biphobia
- International Transgender Day of Visibility
- Jamaica Independence Day

Team members also collaborated with the Conference of Minority Transportation Officials (COMTO) to host speaker's series to honour some of

Diversity, Equity and Inclusion matters. With a multicultural and multigenerational workforce, we continue to learn from one another. Each individual brings a unique story, perspective, knowledge and experience so it is important to understand different perspectives. A focus on understanding, enhances our respect for our co-workers, and the communities that we serve. It also leads to informed decision making.”
– Michelle Jones



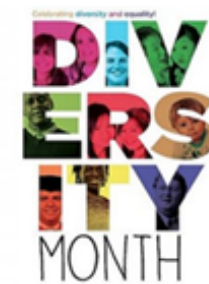
Diversity & Inclusion Corner

Brought to you by Revenue Protection and Special Constable Service departments

April 2021

Autism Awareness Day – Sikh Heritage Month – Celebrate Diversity Month

For the month of April, we are proudly supporting World Autism Awareness Day, Sikh Heritage Month and Celebrate Diversity Month.



these cultural events.

Community Engagement

The Revenue Protection and Special Constable Service departments are committed to working with internal and external partners to promote community engagement and foster collaborative initiatives to promote safety. In addition to their day to day, Fare Inspectors and Special Constables provide people who are vulnerable or at risk with information about downtown Toronto drop-in resources, assist in extreme weather situations, and are extra vigilant to help those people in our City requiring assistance.

The main objective of the Community Engagement Team is to build and strengthen relationships in the community by:

- Transforming public perception regarding Fare Inspectors and Special Constables
- Promoting diversity and inclusion in the workforce by facilitating career fairs to attract candidates from underrepresented communities
- Strengthening community spirit and levels of social inclusion and belonging on the TTC

Streets to Homes Outreach

With traditional sheltering spaces closed or operating with reduced hours due to the pandemic, the TTC has observed an increase in people experiencing homelessness seeking shelter on vehicles. To provide a coordinated and compassionate response, the TTC has been working closely with the City of Toronto to help find safe and appropriate shelter people experiencing homelessness.

In April, two teams of Special Constables from our Community Engagement Unit began patrolling the TTC system with outreach workers from the City's Streets to Homes program. The partners offer harm reduction supplies, food vouchers and help to the individuals to find the proper support and shelter they need.

Special Constables partner with Streets to Homes every Tuesday and Thursday to people experiencing homelessness. Many people experiencing homelessness are connected with outreach workers from Streets to Homes who assist individuals with temporary and permanent housing.

WHAT'S NEXT FOR 2022

- Continue to build a diverse workforce through intentional recruiting with the Talent Management Outreach team from Neighbourhood Improvement Areas (NIAs), Black and Indigenous organizations
- Complete community and public consultations and finalize policies (Use of Force, Use of Discretion, Body-worn camera, In-car camera, Data equity)
- Launch customer-facing pilots (Body-worn camera, Mobile by-law ticketing, In-car camera system)
- Continue 360 survey process initiated in 2021

For further information on Action Item #9, please refer to Appendix C.





The Women and Diversity Committee at the TTC is a key example of an internal partnership at the TTC. Comprised of individuals from across the organization, the group meets monthly to provide feedback, ideas and suggestions to the CEO and other executive team members about ways to improve equity, diversity, inclusion at the TTC. The 10-member committee has advised on functional areas including talent outreach, recruitment, representation, retention and advancement efforts. It has also become a forum for applying an anti-racism lens and soliciting feedback from front-line employees.

External Partnerships

Thanks to purposeful partnerships with groups like COMTO, CUTA and OPTA – in addition to the many partnerships referenced throughout the report – we are broadening our reach and also learning and sharing best practices from other transit agencies, such as LA Metro, Calgary Transit, MBTA, and the Chicago Transit Agency.

The Diversity Department is also working with staff from the City of Toronto’s Social Development, Finance & Administration Department on community consultations and focus groups as part of our Racial Equity Impact Assessment Phase 2. Staff from the Community Development Unit, Confronting Anti-Black Racism Unit, Youth Development Unit, and the Black Resilience Cluster will all be involved to deepen these engagements.

In 2021, the TTC partnered with Hockey Diversity Alliance (HDA), an organization founded by current and former NHL players of colour. The organization’s aim is to eradicate systemic racism and intolerance in hockey and to create social change by meeting the needs of those from under-sourced areas. The TTC provided support to the Hockey Diversity Alliance so that 200 students could take transit (the equivalent of \$1,300.00) to attend a hockey game at the Scotiabank Arena.



An Award-Winning Collaboration

The Toronto & Region Chapter of the Conference of Minority Transportation Officials (COMTO) was formed in 2020. Eleven of the 12 founding members were from the TTC. The TTC is proud to support COMTO.

COMTO Toronto & Region has hit several milestones this year including reaching 50 members. The group also created an Anti-Black Racism video as part of its launch strategy and to show support for Black employees and the Black Lives Matter movement. Soon after, it held its first community event, raising funds and donations to provide backpacks of school supplies to children living in Toronto’s high-priority neighbourhoods. The Chapter far exceeded its goal of 150 backpacks, providing 861 to the kids.

Chapter Board members have spoken at several regional and national transportation events and the Chapter launched its own speaker’s series to educate COMTO members and transit system employees about the challenges faced by underrepresented groups in the workplace. The group is also developing a series of guides to help employees advance in the workplace, including a mentorship guide, a job shadowing guide and an informational interview guide.

Within one year, the Chapter won COMTO’s Emerging Chapter of the Year award, which recognizes how the chapter has implemented successful transportation-related programs and projects within the community and helped enhance COMTO’s image across the transportation industry.



WHAT’S NEXT FOR 2022

We will continue to build relationships, partnerships and collaborations with COMTO, other transit organizations and community organizations to strengthen diversity activities and learn best practices.

Members of the Diversity and Culture Group are also being sought out to contribute to industry tables and in 2022 we have been fortunate to contribute to the Huron University Alumni network, Board of Trade .

The TTC is increasing its participation at the TTC’s divisional recreation associations in order to better support and listen to frontline and unionized employees. More than 75 per cent of the TTC’s workforce is unionized.

Hands-on education for Indigenous workers while restoring the natural habitat of the Annex park.

Partnering to Transform Spaces Together

Over the last year, a retired City of Toronto gardener and a dedicated group of Indigenous gardeners have been working together on an ecological revitalization of Paul Martel Park, located near Spadina and Bloor. The goal of this project was to bring together the local Indigenous community and provide hands-on education for Indigenous workers while restoring the natural habitat of this Annex park.

The park beautification process revealed a large, long TTC wall at the back of the park. The TTC and the Bloor Annex Business Improvement Association (BIA) reviewed the potential canvas space and determined it would be a great addition to the TTC’s Community Art Program.

With funding from the City of Toronto’s Outside Mural and Street Art Program, the Bloor Annex BIA selected Indigenous artist Joseph Sagaj to paint a large mural running the length of the wall with imagery that would suit the space and respect the group of individuals who revitalized it.

An Anishnaabe (Ojibwe) artist, Joseph hails from the Sturgeon Clan in the remote community of Neskantaga, approximately 500 km northeast of Thunder Bay, Ontario. He takes pride in representing his Anishnaabe ancestry and his art has reflected his Indigenous heritage throughout his career. The themes for this mural, with vibrant blues and reds, were guided by the concept of Indigenous Storytelling.

Narrowing the Gap for People with Disabilities

For several years, the TTC’s Diversity team has participated in Dolphin Disabilities’ Mentoring Day program. Mentoring Day helps to bridge the knowledge and employment gap between organizations and people with disabilities. People with disabilities experience significantly higher unemployment rates compared to the general population. Dolphin Disabilities works to connect persons with disabilities who are looking for employment opportunities with mentors who can support them by answering questions regarding careers in the industry of their choice. For this year’s Mentoring Day, two Dolphin Disabilities mentees connected with TTC mentors Brittany Manu, an Anti-Racism Policy Consultant, and Bahar Tajrobehkar, a Diversity Consultant.

“This event has taught me how transferable skills can be put to action and how to focus without any distraction,” said Adeleke Ogunbayo, one of the Dolphin Disabilities mentees. Through our Mentoring Day activities, Adeleke and fellow mentee Sabrina Howe learned about opportunities at the TTC and had the chance to meet with and ask questions of various members of the Diversity Department.

“I loved learning about everyone’s stories and journeys, a lot of inspiration!” said Sabrina. “I also appreciated all the advice, tips and tricks...There was a lot of information, which I’m excited to put into motion going forward!”

Marking the International Day of Disabled Persons on December 3, the TTC’s Racial Equity Office also participated in a conference which shed light on the barriers to employment faced by people with disabilities who are Indigenous, Black, racialized and/or LGBTQ+. In partnership with the City of Toronto, CNIB, the 2-Spirited People of the First Nations and Circle Insights. The Racial Equity Office spoke to TTC’s efforts to champion inclusion and racial equity, and highlighted the intersectionality of racism and disability, their effects on employment, and the ways in which racialized people with disabilities navigate these barriers.



What's Next...

To our **employees** – 16000 strong and a true representation of a family that takes pride in serving the needs of Torontonians....

The entire TTC leadership team and the new Diversity and Culture Group has spent the last year staffing the team, reviewing the data, building data capabilities so we can better understand your needs, developing programming, training, seeking opportunities to listen, building relationships and delivering on the many commitments we made in our 10-Point Action plan. We hope you are inspired and proud of the work we have all accomplished over the last year. There is so much more to do, and it's our vision to #worktogether to be an equitable, inclusive and diverse transit system that allows for all of its employees to thrive.

THANK YOU for your commitment and dedication to this transformation and modernization work – we could not have made the huge strides we made this year without you.

To our **customers** we serve as they live, work and play...

We continue to be committed to providing an excellent customer experience everyday. Our score have hovered around 80% all year and if we wish to improve, we know it's important to have disaggregate data that highlights the experience of diverse customer segments. In 2021 – we piloted and enhanced our customer experience survey to include demographic data. And, earlier this year, we launched our first ever customer service inclusion index. These are major initiatives aimed at improving our customer experience, data capabilities and increasing our ability to listen to the needs of all customers.

Stay tuned for our findings in our 2022 annual report – and the actions that followed!

To the communities we move through every day – XX buses, XX streetcars, XX subways and XX routes...

Community input is central to the work we will do in 2022 and we are looking forward to working with you as we continue to deliver on our 10-Point Action Plan and make additional commitments to you in the future. If you'd like to provide feedback – we will be consulting with communities to build our Anti-Racism Strategy, re-imagine elements of our Revenue Protection and Special Constable Service Departments, and



complete Phase two of our Racial Equity Impact Assessment – just to name a few.

Modernizing the TTC, embracing diversity, and reflecting the communities we serve will be a continuous journey. We are committed to making progress every day, and bringing together the expertise, spaces and resources that will foster inclusion for everyone, our employees, riders, communities and stakeholders. We are working hard to make you proud.

#worktogether to be an equitable, inclusive and diverse transit system.

Appendix A

Appendix A: Human Rights Office Complaint Data for 2020 and 2021

2021 COMPLAINT DATA FROM TTC HUMAN RIGHTS OFFICE

The data below is from the complaints received by the TTC Human Rights Office in 2021 in comparison to 2020 and 2019.

2021 Complaint Data Involving TTC Employees¹

Here is an overview of the total workplace discrimination and harassment complaints and consultations the TTC Human Rights Office (HRO) received from TTC employees in 2019-2021:

	2019	2020	2021
Complaints ²	206	245	230 ³
Consultations ⁴	360	283	770
HRO	20	14	6
Total	586	542	1006

Breakdown of the 230 workplace discrimination and harassment complaints filed by TTC employees with HRO, categorized by protected ground under the Ontario *Human Rights Code*, from 2019 – 2021

Ground	2019	2020	2021
Personal Harassment	51	75	100
Unprofessional Conduct (i.e. profanity)	53	66	27
Disability (accommodation)	23	29	11

¹ Excludes complaint data relating to employees of Revenue Protection and Special Constables Services department which is captured under the FISCC Office complaint data (See FISCC Schedule)

² Complaint refers to allegation(s) of workplace harassment, discrimination, and/or concerns raised regarding workplace accommodation, where the Human Rights Consultant assists management to investigate; exclusively conducts an investigation; or engages in alternative dispute resolution (i.e. mediation) if appropriate.

³ Of the 230 complaints received in 2021, 21 were substantiated, 50 were unsubstantiated, 79 were found not to be human rights related and referred (i.e. related to TTC's Code of Conduct and allegations of unprofessional conduct), 6 were mediated and resolved, 7 were withdrawn, and 67 are pending resolution.

⁴ Consultation refers to matters for which a Human Rights Consultant was contacted and provided confidential advice and/or information on matters relating to human rights, including workplace accommodations, or referral.

Sex	42	23	27
Race	16	32	37
Colour	3	1	5
Ancestry		1	
Ethnic Origin	2	2	3
Place of Origin	1	1	2
Creed/Religion	5	1	1
Family Status	1	2	3
Gender Expression	1	1	
Gender Identity	3	1	2
Sexual Orientation	2	3	5
Age	2	3	1
Citizenship	1	0	
Marital Status	0	0	1
Record of Offences	0	0	
Reprisal	0	4	2
No Ground Identified	0	0	3
Total	206	245	230

In 2021, the HRO saw an slight decrease in employee complaints, and an increase in employee consultations. The most common employee complaint in 2021 raised allegations of non-Code personal harassment and unprofessional conduct against other employees.

The second most common complaint received alleged harassment and/or discrimination on the basis of race. In 2020 and 2021, the TTC brought awareness to the issue of racism and anti-Black racism at the TTC, and encouraged employees to report such incidents to the TTC. We see this reflected in the increased number of complaints reported to the HRO. The data reinforces and supports the work of the TTC’s new Racial Equity Office and the new Diversity and Culture Group, including greater employee engagement and education on diversity, inclusion and anti-racism, which are significant components of TTC’s 10-Point Action Plan and Anti-Racism Strategy, to promote a workplace culture of equity, inclusion and respect.

Breakdown of the Applications filed with the Ontario Human Rights Tribunal of Ontario (HRTO) by **employees** against TTC, categorized by protected ground under the Ontario *Human Rights Code*, from 2019 - 2021.

Ground	2019	2020	2021
Disability (Accommodation)	15	8	4

Sex	1	1	1
Race	0	3	0
Colour	0	0	1
Ancestry			
Ethnic Origin			
Place of Origin			
Creed Religion			
Family Status	1	1	0
Sexual Orientation			
Gender Expression			
Gender Identity			
Reprisals	2	1	0
Age	1	0	0
Citizenship			
Record of offences			
Total	20	14	6

In 2021, the TTC received 6 HRTO applications filed by employees against the TTC. Of the 6 HRTO applications,

- 1 was dismissed, and
- 5 are pending a hearing.

Human Rights Complaint Data Involving Customers⁵

Here is an overview of the total workplace discrimination and harassment complaints and consultations that the TTC’s Human Rights Office received involving customers from 2019-2021:

	2019	2020	2021
Complaints	1302	1076	591 ⁶
Consultations	35	55	4
HRTO	9	9	10
Total	1346	1140	605 ⁷

⁵ Excludes data from complaints submitted by customers involving employees of Revenue Protection and Special Constables Services department. This data is captured under the FISCC Office 2021 complaint data (See Attachment [_](#))

⁶ Of the 591 customer complaints received in 2021, 47 were substantiated, 30 were mediated and/or informally resolved, 231 were found unsubstantiated and/or had insufficient information to make a finding, 15 were not human rights related and referred, and 268 are pending resolution.

⁷ The TTC has seen a decline in the overall number of customer service complaints (CSCs) it has received – a 55% reduction since 2019. Specifically, in 2019, there were a total of 66,582 CSCs,

Breakdown of the 591 workplace harassment and discrimination **complaints received involving customers** against TTC employees, categorized by protected ground under the Ontario *Human Rights Code*, from 2019 – 2021.

Ground	2019	2020	2021
No Ground Identified	1		
Personal Harassment	1	1	12
Unprofessional Conduct/Discourtesy	50	59	26
Disability (including accessibility and accommodation)	842	676	364
Sex	35	18	18
Race	270	117	32
Colour	6	126	106
Ancestry			
Ethnic Origin	4	15	6
Place of Origin	8	1	6
Creed/Religion	19	12	6
Family Status	9	9	2
Sexual Orientation	28	9	3
Gender Expression	2	1	1
Gender Identity	6	2	1
Age	19	30	8
Citizenship			
Record of Offense	2		
Total	1302	1076	591

In 2021, the TTC heard from customers about their concerns with the accessibility of TTC’s transit services. Some of these concerns included, but were not limited to: automated stop announcements not working; incorrect visual stop signs; and ramps not being lowered. Such complaints were promptly investigated and addressed, including repair of the mechanical defect on the TTC vehicle, and the Complainant being notified of the resolution. Moreover, with the COVID 19 pandemic, the HRO also saw some new types of complaints relating to wearing of masks.

In 2021, the TTC received customer complaints raising allegations of discrimination in the delivery of TTC services on the basis of colour and race. This data supports the need for the TTC’s 10 Point Action Plan, and Anti-Racism Strategy, both of which aim to identify

in 2020 there were 39,852 and in 2021 there were 36,408 CSCs. Also, in 2021, TTC’s total ridership was 197.8 million, down from 225 million in 2020 and 525.47 million in 2019. This declining trend is reflected in the 53% reduction in human rights related customer service complaints received in 2021. Human rights complaints continue to make up a small portion of the total CSCs received by the TTC in 2021 - approximately 1.6%.

and address systemic barriers and promote greater inclusion in the delivery of its transit services, free from harassment and discrimination.

Breakdown of the HRTO Applications filed **by customers** against TTC, categorized by protected ground under the Ontario *Human Rights Code*, from 2019 - 2021.

Ground ⁸	2019	2020	2021
Disability	5	2	5
Sex	0	1	0
Race	3	4	1
Colour	1	1	2
Ethnic Origin			
Place of Origin			
Creed/Religion			
Family Status			
Sexual Orientation			
Gender Expression			
Gender Identity			
Age	0	0	2
Citizenship			
Record of Offense			
Total	9	8	10

The TTC received 10 HRTO applications from customers in 2021. Of the 10 HRTO applications,

- 1 was dismissed,
- 1 was resolved through mediation, and
- 8 are pending a hearing.

⁸ Excludes data from complaints submitted by customers involving employees of Revenue Protection and Special Constables Services department. This data is captured under the FISCC Office 2021 complaint data (See Attachment __)

Appendix B

APPENDIX B: 2021 ANNUAL COMPLAINT DATA INVOLVING TTC SPECIAL CONSTABLES AND FARE INSPECTORS

In accordance with the FISCC Office mandate, and its commitment to transparency and public accountability, the FISCC Office is reporting its 2021 data regarding complaints involving the TTC’s Revenue Protection and Special Constable Services including those involving Fare Inspectors and Special Constables.

The TTC received a total of 39 complaints recorded in 2021 regarding the conduct of members of the Special Constable Services and Revenue Protection Department; and the related policies and services. This attachment provides a breakdown of the 39 complaints, including the nature of the complaints; and the outcomes. It also provides data regarding conduct complaints received from other employees within the Revenue Protection Department and/or Special Constable Services who are not Special Constables or Fare Inspectors.

SPECIAL CONSTABLES

Pursuant to an agreement between the TTC and the Toronto Police Services Board, the FISCC Office is required to forward all complaints involving a Special Constable to the TPS Special Constable Liaison Office for review by the TPS Professional Standards Unit. Upon receipt of the complaint, the TPS independently reviews and assesses each complaint to determine whether they would retain the matter for TPS investigation, or whether they would return it to TTC for investigation and resolution.

If the complaint is returned to TTC by TPS, the FISCC Office proceeds to investigate and/or resolve the matter.

In 2021, the TTC received a total of 16 complaints involving Special Constables¹, of which 11 were Public Complaints and 5 were Internal Employee Complaints.

With respect to the 16 complaints, 6 were related to policy or services of the Special Constables Service Department, 3 raised allegations of not complying with the TTC Code of Conduct and 7 raised allegations of misconduct², including:

- 4 alleging discourtesy or rudeness;
- 2 alleging poor use of discretion;
- 2 alleging harassment and/or discrimination

¹ Complaints involving Special Constables may include members of Special Constable Services or Revenue Protection Department who hold a position other than a Special Constable; however, have Special Constable status, as granted by the Toronto Police Services.

² A single allegation of misconduct may have multiple sub-allegation types and therefore the total number of sub-allegation types (e.g., discourteous/rudeness), is greater than the total number of misconduct allegations.

Attachment A: 2021 Annual Complaint Data Involving Special Constables and Fare Inspectors

Table 1: Categorization of Special Constable Misconduct Complaint Allegations: Comparison Chart of 2019 to 2021³

SCS Code of Conduct	Sub-Category	2019 Total	2020 Total	2021 Total
Breach of Confidence		0	0	0
Consuming Drugs or Alcohol in a Manner Prejudicial to Duty		0	0	0
Corrupt Practice		1	0	0
Damage to clothing or equipment		0	0	0
Deceit		0	0	0
Discreditable Conduct		20	11	7
	Discourtesy/Rudeness	12	9	4
	Harassment/Discrimination	6	3	2
	Poor Use of Discretion	3	0	2
Insubordination		0	0	0
Misrepresentation		0	0	0
Neglect of Duty		1	1	1
Other Less Serious		1	1	0
Unlawful or Unnecessary Exercise of Authority		6	5	0
	Related to Use of Force	6	5	0

Of the 16 complaints received in 2021:

- 5 were closed⁴;
 - 1 was a third party misconduct complaint alleging poor use of discretion, that was investigated and found unsubstantiated;
 - 4 policy and/or service complaints regarding improper parking of Special Constable vehicles, SC Uniform Policy and SC Training and were resolved through an informal resolution.
- 11 remain open and pending resolution⁵. Of the 11 open files;
 - 4 public misconduct complaints are currently being investigated by FISCC Office (3 alleging Discourtesy/Rudeness and 1 alleging Poor Use of Discretion);

³A single complaint may have multiple allegations, and therefore the total number of allegations is greater than the total number of complaints.

⁴ In addition, there were two matters from 2020 that were reviewed and addressed in 2021.

⁵ In addition, there are 3 external investigations that commenced prior to 2021 that are ongoing (2 of which are internal complaints, and 1 is a third party public complaint), due to complexity and extenuating circumstances (i.e. unavailability of parties, and/or an expansion of the scope of investigation during the course of the investigation.

- 2 Public Policy/Service Complaints regarding SC Response Time and SC Failure to Follow-up, are being addressed; and
- 5 Internal complaints alleging workplace harassment and/or discrimination and/or not complying with the TTC Code of Conduct are currently under investigation; 1 of which is being investigated by an External Investigator

FARE INSPECTORS

In 2021, the TTC received a total of 19 complaints involving Fare Inspectors, of which 17 were Public Complaints and 2 were Internal Complaints.

Of the 19 complaints, 10 were misconduct complaints; the remaining were 4 policy or service, and 5 general complaints, including allegations of masks not being worn properly and/or Fare Inspectors not physically distancing. The general complaints were referred to management of the Revenue Protection Department and addressed.

Of the 10 complaints⁶ raising allegations of misconduct, they include;

- 8 allegations of discourtesy and/or rudeness; and,
- 5 allegations of discrimination and/or harassment.

Table 3: Categorization of Fare Inspector Misconduct Complaint Allegations: Comparison Chart of 2019 to 2021⁷

RP Code of Conduct	Sub-Category	2019 Total	2020 Total	2021 Total
Breach of Confidence		0	0	0
Consuming Drugs or Alcohol in a Manner Prejudicial to Duty		0	0	0
Corrupt Practice		1	0	0
Damage to clothing or equipment		0	0	0
Deceit		0	1	0
Discreditable Conduct		123	32	10
	Discourtesy/Rudeness	82	23	7
	Harassment/Discrimination	35	10	5
	Poor Use of Discretion	23	1	0
Insubordination		0	0	0
Misrepresentation		0	0	0
Neglect of Duty		1	1	0
Other Less Serious		3	1	0

⁶ Please Note: A single complaint may have multiple allegations, and therefore the total number of allegations is greater than the total number of complaints.

⁷ A single complaint may have multiple allegations, and therefore the total number of allegations is greater than the total number of complaints.

Unlawful or Unnecessary Exercise of Authority	3	2	0
Related to Use of Force	3	2	0

Of the 19 complaints received in 2021:

- 12 were closed⁸;
 - 3 complaints related to misconduct;
 - 2 of which alleged harassment and/or discrimination – 1 was investigated and found unsubstantiated; 1 was a third party complaint that had insufficient information to fully investigate; and
 - 1 discourtesy and/or rudeness complaint was informally resolved
 - 4 policy/service complaints regarding an alleged lack of fare inspections were resolved informally; and
 - 5 general complaints regarding masks and/or social distancing were resolved informally.
- 7 misconduct complaints remain open and are currently under investigation. Of the 7 open files⁹;
 - 5 are Public Complaints of which;
 - 3 allege discourtesy and/or rudeness
 - 2 allege harassment and/or discrimination as well as discourtesy and/or rudeness
 - 2 are Internal Complaints of which;
 - 1 alleges discourtesy and/or rudeness
 - 1 alleges workplace harassment

OTHER REVENUE PROTECTION/SPECIAL CONSTABLE SERVICES COMPLAINTS

The FISCC Office provides investigation and complaint resolution services to all employees from the RP Department and SCS, including employees who are not a Fare Inspector or a Special Constable. In 2021, the FISCC Office received 4 internal complaints from other employees within these departments.

Of these 4 internal complaints:

- 3 complaints involve allegations of workplace harassment and/or discrimination, and/or not complying with TTC Code of Conduct; 1 of which is currently being investigated by an External Investigator

⁸ In addition, there were 7 complaints from 2020 that were concluded in 2021. This includes: 4 complaints alleging harassment and/or discrimination, and 3 alleging discourtesy, where 1 was unsubstantiated; 1 was partially substantiated; 2 were resolved informally; 2 were pending further information; and 1 was not within the FISCC mandate. There remain 2 pending resolution.

⁹ Please Note: A single complaint may have multiple allegations, and therefore the total number of allegations is greater than the total number of complaints.

- 1 complaint alleges workplace harassment.

Looking Forward

As the FISCC Office embarks upon 2022 it will continue to operationalize its Complaint Procedures; and to update its public and internal webpage with information to further educate the public and employees regarding its complaint processes and services.

The FISCC Office will also continue to educate Revenue Protection and Special Constable Services departments, with respect to FISCC Office's Services and the Public Complaints procedures through attendance at the new Recruit classes and refresher training programs.

With a focus on customer service, the FISCC Office recognizes the importance of continuous process improvement to be more responsive to the needs of both customers and employees, through key stakeholder engagement and feedback. This includes liaising with our partners from the Toronto Police Services Special Constable Liaison Office (SCLO), with regular meetings to discuss the status of ongoing investigations related to Special Constables; and will also engage the SCLO and our Union partners with respect to any process efficiencies.



Appendix C



Appendix C: Revenue Protection & Special Constable

Culture Change

The Revenue Protection and Special Constable Service Culture Change Program (RP/SCS CCP) has been the foundation for all work carried out in 2021 by the staff of the two departments. The objective of the RP/SCS CCP is to have safety, security and revenue protection services that are customer-focused and founded in respect and dignity for customers and employees. In order to achieve this goal, improvements are required to the manner in which work is done in these departments taking into account recommendations from various third-party reports, expert and community consultations, the TTC's External Advisor on Diversity and Inclusion (Arleen Huggins) and industry benchmarking with our peers.

2021 Highlights

Pillar	Desired Outcome	2021 Key Accomplishments
 Structure for Success	Fair, merit-based recruitment, hiring and promotions	<ul style="list-style-type: none">• Re-organized and built new capacity by evaluating departmental functions and capacity• Conducted 150+ interviews collectively to recruit and hire for every support role in both departments. Key functions include expanded frontline supervisory and compliance specialist to support an early intervention system.• Received 700+ resumes and conducted 50 interviews to recruit and hire Fare Inspectors for 2022• Developed and implemented career progression plans for multiple roles, including Fare Inspectors• Expanded frontline Supervisory team and on boarded the Compliance Specialist
	Workforce reflect the diversity of the community we serve	<ul style="list-style-type: none">• Worked with Talent Management and the Diversity department's Racial Equity Office to develop and review job descriptions, job postings and interview questions to build a strong foundation for increasing belonging at the TTC• Ensured that all hiring panels were diverse to follow through on our commitment to diversity and inclusion
	Community and peer partnerships	<ul style="list-style-type: none">• Established a Revenue Protection (RP) and Special Constable Service (SCS) Diversity and Inclusion committee to enhance respect for our co-workers and the communities we serve• Established the RP Community Engagement Team• Collaborated with and supported peers (e.g., COMTO, TPS, TCHC) on various initiatives – bike drive, backpack drive, holiday helpers• Conducted community events at schools, community centres, and shelters
 Modernize Policies	New and updated policies and procedures that aim to ensure the fair and equal treatment of customers and align	<ul style="list-style-type: none">• Issued interim expectations on independent note-taking, use of force, and secondary duties for Fare Inspectors and Special Constables.

Pillar	Desired Outcome	2021 Key Accomplishments
	with community expectations	<ul style="list-style-type: none"> Drafted four new interim policies (2 Use of Force policies and two Use of Discretion) in preparation for 2022 expert, community and public consultations
 Update Technologies	Equip the TTC with tools to provide public transparency and demonstrate accountability	<ul style="list-style-type: none"> Collaborated with IT Services to procure and plan 2022 pilots for body-worn cameras, mobile by-law ticketing and in-car cameras Developed a new system for internal work planning and reporting Enhanced performance management reports aligning with revised performance expectations
 Overhaul Training	Team members receive consistent training	<ul style="list-style-type: none"> Conducted training on independent note-taking, use of force, effecting arrests and secondary duties Initiated Training Section alignment with Operational Training Centre (OTC) standards New training and revisions to existing training utilized OTC standards Developed and implemented training programs to support various roles – Supervisor, Acting Supervisor, Coach, By-law administration Completing a training assessment to ensure new training strategies and curriculums align with the Culture Change Program
	Staff address customers and employees with respect, sensitivity and without bias	<ul style="list-style-type: none"> Conducted department-wide (all roles) training sessions to reset expectations based on pillars of the Culture Change Program Enhanced peer support training to include racism scenarios to better equip the team when providing emotional and psychological support to employees Added 2SLGBTQ+ Awareness training through Serving with Pride Investigated new training courses related to Indigenous awareness, mental health awareness and resiliency with the University of Alberta and CAMH Initiated a 360-degree review to obtain actionable feedback from RP and SCS employees at all levels On boarded the Compliance Specialist role with the main responsibility of developing, maintaining and monitoring the department's Early Intervention System (EIS)

Modernize Policies, Procedures, Standards and Programs

Alignment with third-party report recommendations

This pillar of the program focuses on the alignment with third-party report recommendations. The desired outcomes include:

New and updated policies and procedures aim to ensure the fair and equitable treatment of customers and align with community expectations

In 2021, the significant accomplishments for this pillar included drafting four new interim policies in preparation for 2022 consultations with expert stakeholders, community stakeholders and the public. Two policies were created for each, one for each area (Revenue Protection and Special Constable Service):

- Use of discretion
- Use of force

Policy Development

The TTC is committed to providing equitable service to the diverse communities of Toronto, including Indigenous, Black and other racialized customers experiencing inequity in compliance with the Ontario Human Rights Code as well as the TTC Anti-Racism Strategy, TTC Respect and Dignity Policy, the TTC's 10 Point Action Plan on Diversity and Inclusion and section 15 of the Canadian Charter of Rights and Freedom.

Members of the Revenue Protection and Special Constable Service departments will contribute to a transit system that ensures its customers can expect to feel welcomed, respected, supported, valued, safe, and free from harassment or threats of violence.

The new interim policies are in alignment with third-party recommendations and industry benchmarks. They compliment current policies, procedures, guidelines, and work instructions. As a result of these interim policies supporting guidelines have been revised and/or developed. Once finalized after comprehensive consultations they will be included in the revised policy and instruction manuals.

Use of Discretion Policies

The Use of Discretion policies guide Revenue Protection and Special Constable Services employees on exercising their discretion in performing enforcement, fare inspection and compliance duties. Separate policies are proposed due to the differences in governing legislation for their respective roles.

1. Revenue Protection

This policy relates to interactions between Revenue Protection Department employees and TTC customers during the following activities (collectively referred to as the “Revenue Protection Duties”):

- Fare inspections and compliance checks;
- The enforcement of TTC By-law No.1 on TTC property;

This policy applies to all Revenue Protection Department employees with specific emphasis on Fare Inspectors.

The purpose of this policy is to:

- Operationalize the Revenue Protection Department’s commitment to exercise discretion in performing fare inspection and compliance duties in an equitable, fair and non-discriminatory manner.
- The policy is designed to reduce incidences of anti-Indigenous and anti-Black racism as well as all other forms of bias;
- Clarify decision-making points during which the exercise of discretion is likely to be required;
- Provide guidance with respect to how Revenue Protection Department employees should exercise their discretion in performing fare inspection and compliance duties in relation to their obligations under the Canadian Charter of Rights and Freedoms, the Canadian Human Rights Act, and the Ontario Human Rights Code;
- Provide an explanation of the principles which should guide a Revenue Protection Department employee’s exercise of discretion; and
- Clarify the consequences that may arise from a Revenue Protection Department employee’s unreasonable or biased exercise of discretion.

2. Special Constable Service

This policy relates to interactions between Special Constable Service Employees and TTC customers during the following activities (“Special Constable Enforcement Duties”):

- The compliance of laws and TTC By-law No.1 on TTC property;
- Proof of Payment (POP) inspections and compliance.

The scope of this policy encompasses the use of force when Special Constable Service employees utilize department-issued weapons of opportunity, OC Foam and/or a baton, as well as, the guiding principles for implementing use of force while conducting fare inspections and compliance.

The policy applies to Special Constables (Sworn Peace Officers) employed with the Revenue Protection department and any other TTC department.

The purpose of this policy is to:

- Articulate the Special Constable Service Department’s standards and guidelines associated with the use of force and use of force options by Sworn Peace Officers (Special Constables) including Special Constable supervisory staff, when engaging in their duties;
- Provide guiding principles to Special Constable Service employees surrounding the use of force, particularly in relation to obligations under the Canadian Charter of Rights and Freedoms, the Canadian Human Rights Act, and the Ontario Human Rights Code;
- Provide awareness to Special Constable Service Department employees of their right to use force under as permitted under the Criminal Code and in accordance with Ontario’s Use of Force Model;
- To ensure a process of review of all use of force incidents and articulate an obligation to intervene and report instances of excessive force;
- Affirm the duty of all Special Constable Service employees to report any improper uses of force;

- Development of a zero tolerance for use of force as punishment, retaliation and/or disproportionately against individuals from marginalized communities;
- Clarify the consequences that may arise for a Special Constable Service Department Employee’s failure to comply with this policy and/other guidance provided on the use of force within their duties.

Use of Force Policies

The Use of Force policies serve to operationalize the TTC’s Revenue Protection and Special Constable Service department’s commitment to customer service, safety, and fare compliance through communication, education, and de-escalation techniques designed to minimize physical harm and the reliance on use of force.

1. Revenue Protection

This policy serves to operationalize the TTC’s Revenue Protection department’s commitment to customer service, safety, and fare compliance through communication, education, and de-escalation techniques designed to minimize physical harm and the reliance on use of force. It is the utmost priority of the Revenue Protection Department to ensure Revenue Protection employees conduct their duties without prejudice and in a manner that will eliminate incidences of anti-Indigenous and anti-Black racism and all other forms of bias.

This policy applies to all Revenue Protection employees with specific emphasis on:

- Fare Inspectors;
- Revenue Protection supervisory staff; staff.

The purpose of this policy is to:

- Articulate the Revenue Protection Department’s standards and guidelines associated with the use of force by Revenue Protection employees including Fare Inspectors and Fare Inspection supervisory staff;
- Provide guiding principles to Revenue Protection employees surrounding the use of force as a self-defence response, particularly in relation to their obligations under the Canadian Charter of Rights and Freedoms, the Canadian Human Rights Act, and the Ontario Human Rights Code.
- Provide awareness to Revenue Protection employees of their right to respond in self-defence as permitted under the Criminal Code Section 34(1) Self Defence;
- Affirm the duty of all Revenue Protection employees to report any improper use of force by themselves or fellow TTC colleagues; Communicate the TTC’s zero tolerance orientation towards use of force for purposes of punishment or retaliation. Reinforce the TTC’s commitment to identifying, explaining and reducing the over-representation of racialized customers in use of force incidents and eliminating bias with respect to use of force decisions;
- Communicate the consequences that may arise from a Revenue Protection Employee’s failure to comply with this policy.

2. Special Constable Service

This policy provides directives for the applications of the use of force and use of force options by Special Constables when engaging in their duties. Emphasis is placed on using effective communications skills, customer education, and de-escalation techniques without the need for force during their duties.

This policy applies to all Special Constable Service Department employees with specific emphasis

- on:
- Special Constables (Sworn Peace Officers)
 - Special Constable Service supervisory staff including; Special Constable Service Manager, Special Constable Service Assistant Manager, Special Constable Service Supervisor.
 - The scope of this policy encompasses the use of force when the Special Constable Service employees utilize different use of force options and authorized restraining devices as well as, the guiding principles for implementing use of force while conducting their duties and ensuring the safety of the general public riding the transit.

The purpose of this policy is to:

- Establish the directives for the application of use of force and use of force options by Special Constables (Sworn Peace Officers) when engaging in their duties;
- Ensure the collection and maintenance of reliable and accurate data to track use of force incidents;
- Ensure a process of review of all use of force incidents and an obligation to intervene and report instances of excessive force;
- Develop a zero tolerance for use of force as punishment and/or retaliation disproportionately against individuals from marginalized communities;
- Advise the consequences that may arise from a Special Constable Service Employee’s failure to comply with this policy and other guidance provided on the use of force within their duties.
- This policy complements the Special Constable Service Department’s current policies, procedures, guidelines, and work instructions.

Policy Consultations

In 2019, the TTC retained Dr. Akwasi Owusu-Bempah and Dr. Scot Wortley, researchers with the University of Toronto, to conduct an independent review of the historical customer data derived from the TTC’s Fare Inspector and Special Constable Service activities (the Racial Equity Impact Assessment). Having completed their Phase One review, the researchers found that between 2008 and 2018, both Black and Indigenous people were over-represented in TTC enforcement incidents, and in both TTC charges and cautions. The findings further support the critical need for the TTC’s ongoing work to identify, prevent and address racism, anti-Black racism and anti-Indigenous racism, in the workplace and in the delivery of services, and to build trust with Black, Indigenous and racialized communities.

TTC has initiated comprehensive consultations on interim policies and supporting guidelines with expert stakeholders, Black and Indigenous community stakeholders, and TTC's External Advisor on Diversity and Inclusion (Arleen Huggins). Initial consultations have been held with the following:

- City of Toronto – Confronting Anti-Black Racism Unit
- City of Toronto – Indigenous Affairs Office
- Dr. Owusu-Bempah and Dr. Wortley
- East Scarborough Boys and Girls Club
- Native Child and Family Services of Toronto
- Ombudsman Toronto
- TTC’s Advisory Committee on Accessible Transit
- Urban Alliance on Race Relation

We will continue to consult with community stakeholders, City Councillors and members of the public. In Q2, we will develop additional interim policies (body-worn camera, in-car camera, data

equity)

Additional expert stakeholders for these policies include:

- Information and Privacy Commissioner of Ontario (IPC)
- Ontario Human Rights Commission

All of these policies, guidelines and procedures will ensure greater transparency and accountability in order to provide transit services free from racial discrimination and intersecting forms of discrimination which are prohibited under the Ontario Human Rights Code.

2022 Policy Milestones

- Group 1: Ready for Consultation
- Use of Discretion (One policy per department, 2 in total)
 - Use of Force (One policy per department, 2 in total)
- Group 2: Development in Progress
- Body-Worn Camera
 - Data Equity (Race-based data collection and reporting)
 - In-Car Camera

2022 Policy Milestones	
Q1	<ul style="list-style-type: none">• Internal review of Group 1 policies• External consultations with Expert Stakeholders:<ul style="list-style-type: none">○ City of Toronto – Confronting Anti-Black Racism Unit○ City of Toronto – Indigenous Affairs Office○ Dr. Dr. Akwasi Owusu-Bempah○ Dr. Scot Wortley○ Information and Privacy Commissioner of Ontario○ Ombudsman Toronto○ Ontario Human Rights Commission• External consultations with Community Stakeholders:<ul style="list-style-type: none">○ Native Child and Family Services of Toronto○ East Scarborough Boys and Girls Club○ Urban Alliance on Race Relations• General Public Consultations
Q2	<ul style="list-style-type: none">• Continue Group 2 policy development• Expanded community stakeholder consultations• Public consultation planning

Table 7: 2022 Policy Milestones

equity)

Additional expert stakeholders for these policies include:

- Information and Privacy Commissioner of Ontario (IPC)
- Ontario Human Rights Commission

All of these policies, guidelines and procedures will ensure greater transparency and accountability in order to provide transit services free from racial discrimination and intersecting forms of discrimination which are prohibited under the Ontario Human Rights Code.

2022 Policy Milestones

- Group 1: Ready for Consultation
- Use of Discretion (One policy per department, 2 in total)
 - Use of Force (One policy per department, 2 in total)
- Group 2: Development in Progress
- Body-Worn Camera
 - Data Equity (Race-based data collection and reporting)
 - In-Car Camera

2022 Policy Milestones	
Q1	<ul style="list-style-type: none">• Internal review of Group 1 policies• External consultations with Expert Stakeholders:<ul style="list-style-type: none">○ City of Toronto – Confronting Anti-Black Racism Unit○ City of Toronto – Indigenous Affairs Office○ Dr. Dr. Akwasi Owusu-Bempah○ Dr. Scot Wortley○ Information and Privacy Commissioner of Ontario○ Ombudsman Toronto○ Ontario Human Rights Commission• External consultations with Community Stakeholders:<ul style="list-style-type: none">○ Native Child and Family Services of Toronto○ East Scarborough Boys and Girls Club○ Urban Alliance on Race Relations• General Public Consultations
Q2	<ul style="list-style-type: none">• Continue Group 2 policy development• Expanded community stakeholder consultations• Public consultation planning





Table 7: 2022 Policy Milestones





Conclusion

The Revenue Protection and Special Constable Service departments have developed a culture change framework to provide a revenue protection and safety and security service that is customer-focused and founded in respect and dignity for customers and fellow employees.

The team has worked diligently to make advancements on each program pillar and their respective desired outcomes.

High-level Plan for 2022+

2022+ Work Plan	 Structure for Success	 Modernize Policies	 Update Technologies	 Overhaul Training and Monitoring Systems
	Create and support a diverse and inclusive workforce	Alignment with third-party report recommendations	Implement new technologies to support third-party report recommendations	Implement training founded in equity, respect and dignity for customers and employees
	<div>Diverse workforce through intentional recruiting with the Talent Management Outreach team – e.g., NIAs, Black and Indigenous organizations</div> <div>Dedicated culture change program team</div> <div>Continue to build community relationships</div> <div>Community engagement discussions on experiences</div>	<div>Launch interim customer-facing policies and supporting guidelines<ul style="list-style-type: none">a. Use of discretion(x2)b. Use of force(x2)</div> <div>Launch additional interim customer-facing policies and supporting guidelines<ul style="list-style-type: none">a. Body-worn camerab. In-car camerac. Data equity</div> <div>Complete community and public consultations on policies</div>	<div>Launch customer-facing pilots</div> <div>Body-worn camera</div> <div>Mobile by-law ticketing</div> <div>In-car camera system</div>	<div>Refresher on expectations on notetaking, use or force and effecting arrests</div> <div>Training strategy development and execution</div> <div>Complete 360 survey</div> <div>Part 1: RP & SCS teams (feedback sessions based on all three parts)</div> <div>Part 2: Select TTC employees (launched)</div> <div>Part 3: Public (launched)</div>

	 Structure for Success	 Modernize Policies	 Update Technologies	 Overhaul Training and Monitoring Systems
	and barriers Launch Communications strategy - a. Who are we and what do we do. b. Shifting the mindset about the teams internally and externally c. Incorporate 360 degree feedback from employees and customers	Finalize policies Develop and revamp interim policy and procedures manual including integrating new customer facing policies		

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