



# 2023 TTC Diversity and Culture Report

*Equity, Diversity, Inclusion and Accessibility (EDIA):  
Progress Through Systemic Change*

# **Equity, Diversity, Inclusion and Accessibility (EDIA): Progress Through Systemic Change**

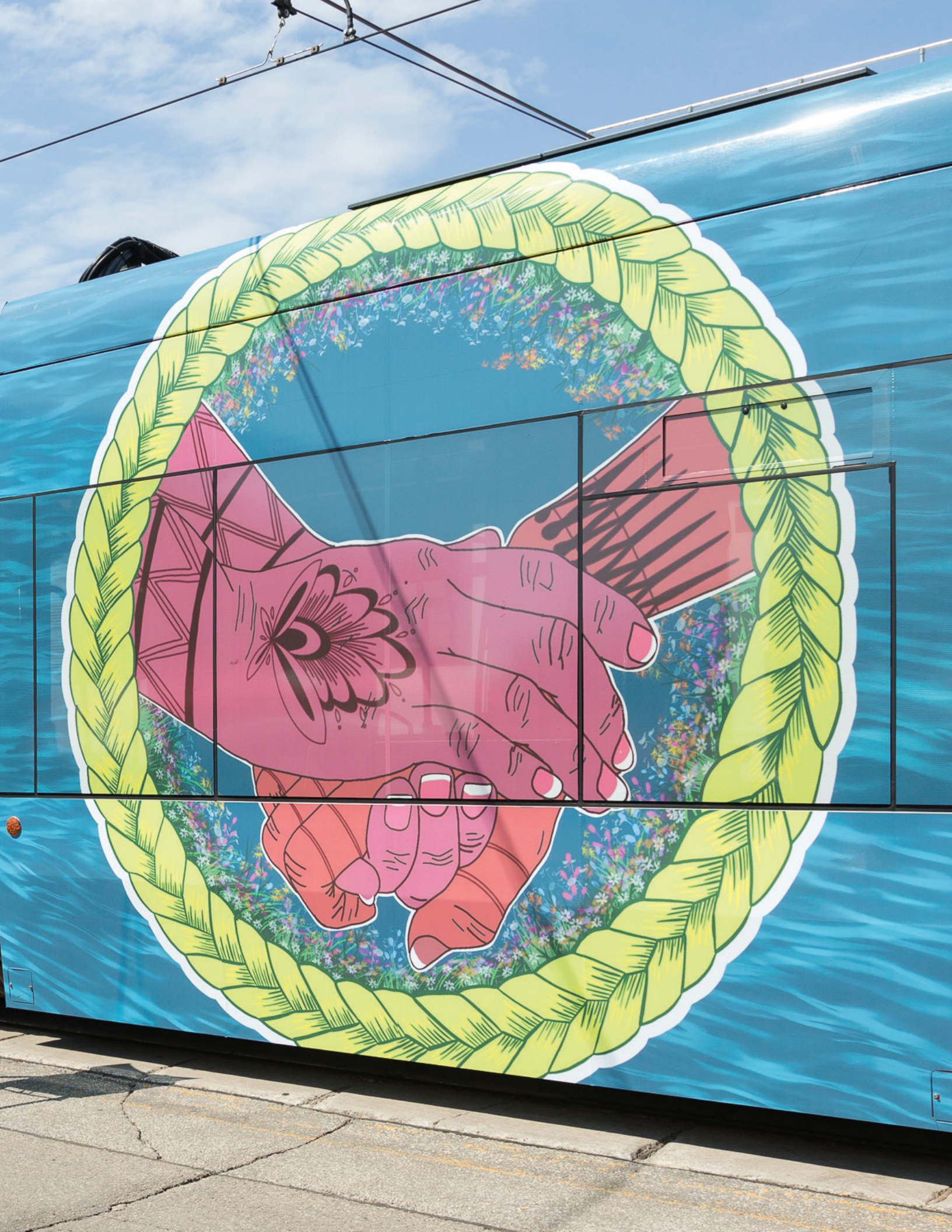


# Land Acknowledgement

The Toronto Transit Commission (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.

The TTC commits to continued learning, work and partnership with Indigenous peoples and communities. The TTC will increase our own knowledge, improve internal and external relations and implement collaborative solutions as we seek to play our part in reconciliation and building a better community for all Torontonians.

**Image:** Jingle Dress Dancer (left) and Fancy Shawl Dancer (right) at TTC Indigenous Peoples' Month celebrations, 2023



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Image: *Mino Pimédiziwin* by Emily Clairoux:  
Streetcar wrap for TTC Indigenous Peoples' Month 2023



# Acknowledgement

We wish to acknowledge and thank the many members of staff and departments who contributed to the progress made in 2023 towards improving equity, diversity and inclusion across the TTC. We are thankful for your input and contributions to our collective movement towards belonging.

Sincere gratitude and appreciation to the following contributors who have a profound impact on the work we do:

- Office of the Auditor General, City of Toronto
- Ombudsman Toronto
- Confronting Anti-Black Racism Unit, City of Toronto
- Social Development Finance and Administration, City of Toronto
- Arleen Huggins, Koskie Minsky LLP
- Dr. Akwasi Owusu-Bempah, University of Toronto
- Dr. Scot Wortley, University of Toronto
- Selina Young, Indigenous Affairs, City of Toronto
- Data team, City of Toronto
- TTC Design and Communications Teams
- TTC Engineering, Construction and Expansion Group
- TTC Women and Diversity Committee
- Urban Dimensions Group



The TTC's commitment to building **equity, diversity, inclusion** and **accessibility** into a **culture of anti-racism** begins with leadership.

## The Motion Continues

*Staying on track to create a culture of belonging*

# Message: Chair of the TTC



I am proud to share the Toronto Transit Commission's (TTC) third Annual Report in the area of Diversity and Inclusion, and my first as Chair of the TTC. As the second Black Chair of the TTC, this report, Equity, Diversity, Inclusion and Accessibility (EDIA): Progress Through Systemic Change, holds special significance. It provides the TTC with the chance to reaffirm its commitment to being a diverse and inclusive workplace and transit system.

This year, the TTC adopted a scorecard approach for the Annual Report to measure how it is doing with respect to implementing its 10-Point Action Plan on Diversity and Inclusion. The 10-Point Action Plan was endorsed by the TTC Board in December 2020 and represented 10 areas that would lay the foundation for longer-term systemic change.

As we work toward creating a true sense of belonging at the TTC – the organization remains dedicated to ensuring that the uniqueness of each of our employees and customers is valued and supported. The TTC is also committed to providing its employees and customers with work and service environments that are free from harassment and discrimination.

This scorecard approach ensures the TTC will remain accountable to all its stakeholders including its employees, customers and the city it serves. There are very few organizations that touch the lives of as many people in Toronto as the TTC – this is why it is so important for the TTC to continue this critical work.

As a Board, we remain committed to having the TTC be a leader in the diversity and inclusion space.

**Jamaal Myers**

*Chair, TTC*

# Message: Chief Executive Officer



This is the TTC's third Diversity and Culture Annual Report. Equity, Diversity, Inclusion and Accessibility (EDIA): Progress Through Systemic Change is an important piece of the TTC's accountability on its diversity and inclusion objectives.

As CEO of the Toronto Transit Commission (TTC), diversity and inclusion remain as top priorities for myself and for the organization. For me, it is critical that the TTC be both a desirable place to work for everyone and an organization that is representative of all the customers we serve. This Annual Report highlights the progress the TTC has made over the past year while at the same time giving us an idea of the areas that need more work.

For the third year in a row, four of every 10 new Operators hired identify as a woman. This is an important accomplishment as we continue to strive to be more inclusive across the organization. We are now working towards ensuring that 40 per cent of all our new hires across the organization identify as women.

As an organization, we are proud to touch the lives of so many people. With Toronto being one of the most diverse cities in the world, we need to ensure that the TTC is reflective of the communities we serve so that everyone feels welcomed on the system. Each and every one of our customers must be treated with respect on the TTC – whether it is riding one of our vehicles, waiting at our stations or asking one of our employees a question.

The TTC is the lifeblood of Toronto and we take great pride in serving this great city. I know we have made critical strides this past year and we are ready to continue on our inclusion journey.

As an organization, we are committed to improving and creating a more welcoming and inclusive TTC.

**Richard J Leary**

*Chief Executive Officer*

# Message: Chief Diversity and Culture Officer



I want to start by saying thank you to the entire Diversity and Culture Group – we had a big year and we accomplished a lot. I am very proud of the work the team has done together. I also want to thank employees across the TTC and our community partners – this work doesn't happen in isolation and working in collaboration is what has led to many of our successes.

I am excited to share with you the 2023 Annual Report on Diversity and Culture – Equity, Diversity, Inclusion and Accessibility (EDIA): Progress Through Systemic Change. This is an important piece of work and I am particularly proud of the shift to a scorecard approach to better track the TTC's progress.

In December 2020, the TTC launched its 10-Point Action Plan on Diversity and Inclusion. This Plan provided a framework against which we could measure our achievements. It has also served as a guide for the work of the Diversity and Culture Group and the TTC as a whole. I am pleased to say we have been able to move the needle on every point in the action plan.

- 1. The Diversity Department is 90% staffed and continue to focus on making a meaningful impact to employees, customers and the community.**
- 2. The team has done a tremendous job working with internal and external stakeholders to develop our first Anti Racism Strategy and Policy and I am pleased to share that our Third Party Advisor fully endorses the Anti Racism Strategy Policy and Implementation of Plan.**
- 3. Our data continue to show incredible advancements in the diversification of our workforce. Women representation at the TTC is the highest its ever been, at 18.9%.**
- 4. For the third year in a row, we have exceeded our commitment of at least four in 10 of women new hires for the transit operator role.**
- 5. Our Outreach efforts are being recognized in the transit industry. With over 200 employment partners, we were invited to speak at the 2023 CUTA conference to share our strategies for reshaping and diversifying the TTC.**

- 6. In 2023, our commitment to diversifying our communications also got us recognized with the CUTA Marketing and Communications Award.**
- 7. Training is huge part of our strategy to promote equity. In 2023, we saw over 5400 employees complete CABB training to date and the highest participation from bus operators.**
- 8. Incremental change was made to our procurement equity policies in 2023, and we have a renewed commitment for advancement in 2024. Stay tuned!**
- 9. The TTC has been working with internal and external stakeholders, and consulting with community groups to make progress on Special Constables and Revenue Protection Culture Change Program initiatives. The Board has asked for more consultation and this work is well underway.**
- 10. In 2023, for the second year in a row – the TTC was recognized by Forbes as one of Canada's Best Employers for Diversity. We continue to be a key contributor and partner to advance equity in transit and have meaningful relationships with APTA, CUTA and COMTO.**

As we modernize and transform how we deliver transit services, we are also looking at how we modernize and transform our culture. For me, this starts with our employees and making sure all of them feel safe in the workplace. I want people to feel comfortable to share who they are and what matters to them most.

If we get this piece right, we are on our way to serving and supporting all our diverse customers – and ensuring they feel like they belong on the TTC.

I hope you will enjoy finding out more about what we accomplished last year. I am excited about where we are going and I look forward to having our employees and customers join us on this exciting journey.

**Keisha Campbell**  
Chief Diversity and Culture Officer





In 2023, the TTC continued work on **the five-year plan** to achieve the objectives and targets set out in **the 10-point Action Plan of 2019**. While there has been progress and improvements on the achievements of 2022, there is still more work to be done. **The journey continues.**

## Leading Change

*The Diversity and Culture Group (DCG) continues to influence change in the TTC*

# Executive summary:

## The journey continues

This third edition of the Diversity and Culture Annual Report is a scorecard of the extent to which we have made progress against our commitments since 2020. Over the last three years, the TTC has continued to make progress in efforts to move equity, diversity, inclusion and accessibility (EDIA) initiatives forward in our journey towards a change in culture. The hallmarks of this journey have been active collaboration, employee engagement and a focus on education and learning.

In 2023, the TTC laid the groundwork for the Anti-Racism Strategy and Policy, to be launched in 2024. This groundbreaking document will set the foundation for sustainable change in all practices, policies and programs. Focus groups, research and the reform of the Women and Diversity Committee have facilitated work towards improving working conditions for women and gender-diverse staff, who make up 34% of our new hires and over 40% of our new transit hires. Significant work to improve the physical environment to make work environments more accessible is underway.

Improved and increased collaboration with community partners and employee groups have resulted in the streamlining of our Diversity Calendar and more authentic offerings in our celebrations of diversity. The inclusion of EDIA principles and personnel into deliberations around transit equity, service planning and customer service have resulted in important initiatives and interventions which will take service delivery to even higher heights. With the acceleration in the rate of training around EDIA, a wider cross-section of the organization is receiving the necessary skills and tools to move the culture forward. Over 30% of employees have participated in Confronting Anti-Black Racism (CABR) training between 2021 and 2023, an increase of more than 700% over 2019 to 2020. This rate is set to increase in 2024 with the addition of two diversity instructors.

While there have been several wins in our journey so far, there are still some challenges to be overcome. As key pieces of work move forward, the next challenge will be a need for additional resources, and we are still slowly moving towards aligning all policies with EDIA best practice. The success of the journey depends on embedding these EDIA concepts in all areas of operation within the TTC, and the sustainability of the change depends on steadily moving towards honouring the commitments made in all areas including the work towards accessible environments, improved customer service, equity in pay and benefits, inclusive recruitment, and better service delivery. This work is critical to ensuring a foundation for continued acceleration and growth towards a transit system in respect of which all residents of Toronto can all be proud.

**Over 30% of employees have participated in Confronting Anti-Black Racism (CABR) training between 2021 and 2023, an increase of more than 700% over 2019 to 2020.**



Every journey has its twists and turns, red lights and flat tires interspersed with **smooth roads, and forward progress**. Our movement towards **a culture of belonging** is **no different**.

## Progress Report

*Progress against indicators as listed in the 10-Point Action Plan of 2019*

# Introduction: The Journey, Progress and Change

In 2019, the TTC began a journey towards creating a sustainable culture of belonging, moving towards becoming an organization where every action, project, process, policy and commitment is guided and informed by the principles of equity, diversity, inclusion, accessibility and anti-racism (EDIA). This change in culture will result in better outcomes for staff, customers, other stakeholders and the wider community.

Culture change is, by definition, a slow process, and the journey towards a culture of belonging will require careful and creative solutions to combine organizational imperatives with employee participation and support for more sustainable outcomes. Transforming for financial sustainability, for example, must be underpinned by equitable policies and processes to support employees and ridership alike. Employees are best enabled to succeed if their identities are accepted, respected and celebrated. In order to move customers reliably, care must be taken to ensure that frontline staff are adequately and properly trained and supported to provide the quality of service the public deserves. Making public transit seamless and innovating for the long-term requires inputs from staff, ridership and the wider community, and considerations for the varying needs and contexts of the communities which rely on the services offered by the TTC.

This report goes beyond the figures and data to tell the story of the journey, with a focus on effectiveness and impact. The targeted hiring of women as Transit Operators, for example, is one demonstration of an ongoing commitment towards employment equity, but we continue to listen and know that as we hire women, matters of safety and equitable treatment and incredibly important. The celebrations of organizational and community diversity during Black History Month, Indigenous History Month and Pride Month, for example, also serve to strengthen and deepen the TTC's relationships with the community, and are linked to the broader commitments of recruitment and service delivery. Employee resource groups (ERGs), accessibility audits and focus groups are tools to ensure employee engagement and feedback will continue to inform decision-making, as well as increasing a sense of belonging across the organization.

The 10 areas highlighted in the 2019 10-Point Action Plan will be used as the reporting chapters in this report. Progress against the commitments of that plan will be indicated by coloured dots: green (significant progress), yellow (some progress) and red (little progress).



**Image:** Michel Dumont (left), Indigenous disabled queer artist and Monica Zheng (right), Manager, Racial Equity Office, TTC stand in front of a Wheel-Trans vehicle which was wrapped as part of the TTCxTangled Arts Transit as a Canvas project.

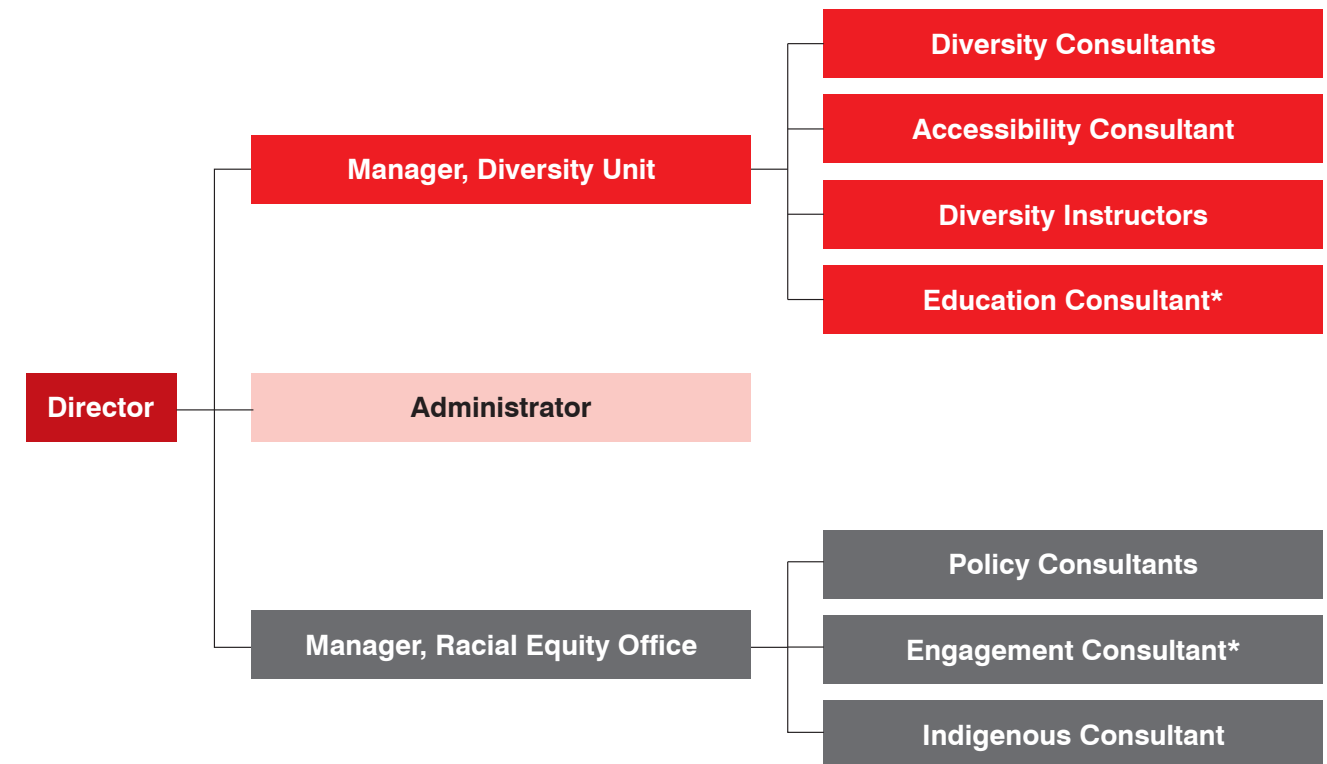
# 1. Structure for success by aligning workplace relationships to reflect diversity and inclusion as top priorities

- Commitments:
- Create Diversity and Culture Group
- Recruit Chief Diversity and Culture Officer
- Recruit Director, Diversity

The TTC acknowledges that the movement towards creating a culture of belonging must be built on a structure of investment in people, impactful procedures, policies and programs, and effective systems of governance. Since the formation of the Diversity and Culture Group, there has been a steady and specific focus on these building blocks to set a foundation for sustainability.

Following the formation of the Diversity and Culture Group and the installation of the first Chief Diversity and Culture Officer, the TTC is now very close to fielding a fully staffed Diversity Department. In 2022, the current Director of Diversity was hired as the Department's first permanent head, and the Indigenous Consultant and the Accessibility consultant were added to the team in 2023 to lead the TTC's commitments to the actions on Truth and Reconciliation and to embed the principles of accessibility into all actions and activities. The Department is now positioned to accelerate plans towards influencing policies, processes and practice across the organization through the Racial Equity Office, while the Diversity Unit will see its capacity to provide training, education and engagement strengthened with the addition of two Diversity Instructors in early 2024.

## Structure of the Diversity Department



The Diversity Department provides leadership and direction towards the creation of a culture of respect, equity and belonging in internal and external service delivery across the organization and the wider community. This is achieved through education and training in EDIA across the organization, collaboration with internal and external stakeholders, internal and community engagement, alignment of systems and processes to EDIA best practice, and the development of strategic partnerships.

*\* positions with an asterisk are to be filled in 2024*

The TTC's Human Rights and Investigations Department (HRID) is committed to supporting and fostering a work environment at the TTC that is built on respect and dignity for everyone. The HRID achieves this by promoting equity, diversity and human rights throughout TTC's workplaces by responding collaboratively to the needs of employees and customers through education, dispute resolution, investigation and consultation services. The HRID is comprised of a team of qualified and diverse human rights professionals with specialized training in human rights and workplace investigations.

**The HRID has two branches:**

1. The Human Rights Office (HRO) – The Human Rights Office provides impartial complaints resolution services to employees and TTC customers. The Human Rights Office provides support and advice to all employees and Management who require information on TTC’s anti-harassment and anti-discrimination policy – the Respect and Dignity Policy, as well as consultation and support for TTC’s Workplace Violence Policy and TTC’s Accommodation in the Workplace Policy.
2. The Fare Inspector and Special Constable Complaints (FISCC) Office – The FISCC Office was launched on June 30, 2021. The FISCC Office helps to make the TTC a more inclusive transit system by investigating complaints regarding the conduct of members of the Revenue Protection and Special Constable Service Departments (including Fare Inspectors and Special Constables); as well as complaints regarding the related policies and services.

Please see **Appendix 3: Complaints Data** for more details regarding a summary of complaints handled by the FISCC Office in 2023.



## 2. Appoint a third-party advisor to review and assess existing practices

### Commitment: Appoint Third-Party Advisor

Since late 2019, the TTC has engaged the services of Arleen Huggins as the External Consultant on Diversity and Inclusion, to work directly with the CEO and the Chief Diversity and Culture Officer and deliver an annual scorecard to the Board. The mandate of the External Consultant includes independently and impartially reviewing the capacity, mandate and structure of Diversity and Culture Group, reviewing the TTC's investigations process and procedures including the Fare Inspector and Special Constable Complaints (FISCC) Office and its public complaints procedures, reviewing the Fare Inspectors' ticketing program and the Special Constables' and Fare Inspectors' policies and guidelines with an anti-racism lens, to review barriers for racialized individuals in outreach, recruitment, hiring and promotion, and to review and advise on the TTC's Anti-Racism Strategy generally. This Strategy and the accompanying Policy is a new and revolutionary initiative drafted in the final year of the UN Decade for the Recognition of People of African Descent, and aligns with the spirit of the Truth and Reconciliation Commission. Together, the Anti-Racism Strategy and Anti-Racism Policy will guide and support the TTC on a path to becoming an organization that is free from systemic racism in the workplace and one which delivers fair, inclusive, equitable and accessible services to the TTC's diverse customers.

### ANTI-RACISM STRATEGY AND POLICY: Towards eradicating systemic racism

The TTC is implementing a system-wide Anti-Racism Strategy to remove barriers to equity, making the workplace and transit services more inclusive and reflective of Toronto's diverse population. The Strategy builds on ongoing EDIA work to state the TTC's commitment to identifying, preventing, and eliminating systemic racism, with objectives including:


1. Reviewing and developing TTC policies through anti-racism analysis
2. Expanding opportunities for anti-racism engagement and consultation
3. Create pathways for anti-racism accountability and transparency
4. Use disaggregated race-based data to inform decision-making
5. Embed anti-racism into people management
6. Build anti-racism awareness, understanding, and competencies through knowledge-sharing and training

The Anti-Racism Policy will provide system-wide guidance about the responsibilities, requirements and expectations involved in the TTC's anti-racism approach, address community concerns on racial profiling and the over-representation of Black and Indigenous people in the TTC's enforcement activities, and enhance fairness for employees and customers who file complaints of racial discrimination.



**Image:** Prime Minister Justin Trudeau (left) interacts with riders on the Underground Freedom Train Ride, 2023.

### 3. Third party review of data in several key areas

- 
- **Commitments:**
  - **Review of historical race based data collected by Fare Inspectors and Special Constables, and make recommendations for the future collection of data.**
  - **Make policy recommendations for the identification and monitoring of systemic racism.**

The collection and use of relevant, accurate and timely data is a driver of effective decision-making, and the TTC has seen continuous and consistent improvement in this area. The collection of voluntary demographic data is critical to informing the TTC's anti-racist approach, as detailed analyses of hiring, promotions and disciplinary action by identity groups can reveal areas for improvement and areas of success. The TTC's approach to the collection, analysis and use of demographic data is in conformity with the Provincial Data Standards for Identification and Monitoring of Systemic Racism.

### Racial Equity Impact Assessment

Led by Dr. Akwasi Owusu-Bempah and Dr. Scot Wortley from the University of Toronto, this multi-year assessment began with a review of historical enforcement data, which informed the Culture Change Program (CCP), a program towards changes in the practice, policy development and training directions for Special Constables and Fare Inspectors. Phase Two began in 2022 and continued into 2023, and included focus group discussions and public meetings with over 500 community members to provide feedback on commuters' experiences with Special Constables and Fare Inspectors including perceptions of racial bias, their opinions with respect to race-based data collection, and ideas on eliminating racial bias and improving community relations.

With a focus on feedback from Black, Indigenous and racialized Torontonians, these REIA sessions revealed the following perspectives:

- Special Constables should be able to use force to protect themselves or other TTC staff from violence or harm, but not when an individual refuses to accept a ticket for non-payment of fare
- Constables should be required to explain actions whenever force is used, and be disciplined if found in violation
- Agreement with Special Constables carrying non-lethal weapons (e.g. tasers) and deterrents (e.g. pepper spray)
- Agreement with recording of race and gender in use of force incidents, and support for TTC monitoring data to determine patterns and address biases where observed
- Agreement that Special Constables and Fare Inspectors should receive Anti-Bias training, and hopeful that Anti-Bias training will reduce discrimination
- Acceptance of the use of body cameras and in-car cameras for Fare Inspectors and Special Constables, with penalties for violation.
- Members of the public should be able to access TTC camera footage that captures their own image or voice

These findings have informed the Use of Force, Use of Discretion and Body-Worn Camera policies for Special Constables and Fare Inspectors, where applicable, and the overall review has contributed to the Special Constables and Fare Inspectors Culture Change Program, a suite of reforms which has seen the recruitment and onboarding of Special Constables and Fare Inspectors changed to reflect community and inclusive behaviours, with a decidedly anti-racist approach to customer service. Please see **Appendix 1: REIA Community Consultations** for the full document.





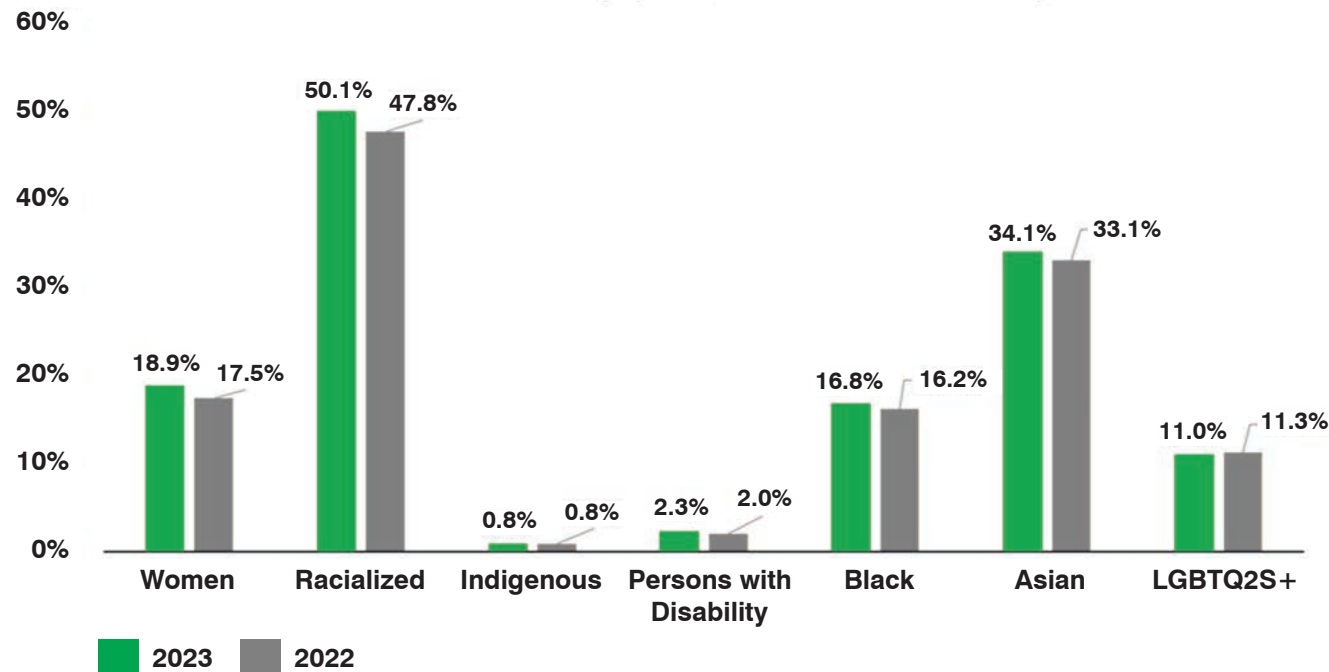
## Commitment:

Analyze employee data to support employment equity.

### Demographic Data

Since 2019, the TTC contracted Urban Dimensions Group (UDG) to analyze and provide reports on employee demographic data, with a specific focus on four employment equity groups: women, racialized, people with disabilities, and people who identify as Indigenous<sup>1</sup>. The TTC also collects demographic data from job applicants and compares applicant data with employee after hire data as a means of identifying barriers in recruitment processes, and to measure the effectiveness of its outreach initiatives to diverse communities.

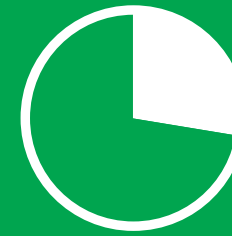
TTC Overall Demographics (Based on After-Hire Survey)



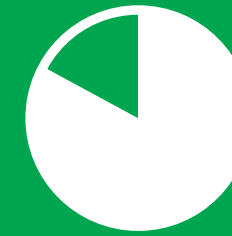
<sup>1</sup> In January 2020, these categories were updated in accordance with the Data Standards for the Identification and Monitoring of Systemic Racism.

For 2023, the New Hire data from the UDG reveals the following data on women:

#### RACIALIZED WOMEN



27.6% of all new hires



83.5% of women new hires

#### BLACK WOMEN



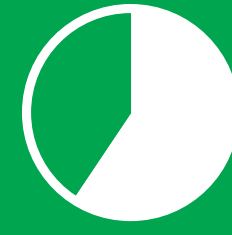
9.9% of all new hires



30.0% of women new hires

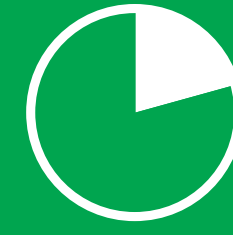
The TTC's commitment to employment diversity is also evident in the hiring trends of racialized employees<sup>2</sup>, with Asian<sup>3</sup> and Black employees making up the largest proportion of new hires at the TTC.

#### ASIAN



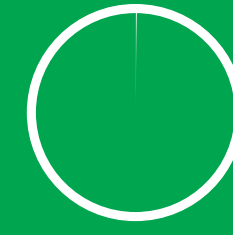
59.4% of all new hires

#### BLACK



20.7% of all new hires

#### INDIGENOUS



0.2% of all new hires

#### DISABILITY



3.8% of all new hires

#### LGBTQ2SIA+



6.8% of all new hires

The numbers of new hires at the TTC self-identified as LGBTQ2SIA+, or as being Indigenous are smaller than in 2022 while still trending higher than national averages, but the number and percent of employees identifying as having a disability is higher in 2023 than it has been historically. This is a positive trend that has been maintained since 2021.

The TTC continues to mature its collection of equity-based employee data to measure progress against commitments and to inform the development of programs that support our diverse workforce. The Diversity and Culture Group, in partnership with General Counsel and the People Group will develop data collection statements which will better allow the TTC to use demographic data for this stated purpose.

<sup>2</sup> These are employees who identify as an ethnicity other than exclusively White (employees who select multiple ethnicities are also considered racialized).

<sup>3</sup> Asian includes a combined number of persons identifying as East, South and South-East Asian.

## 4. Recruit women and diversity into Transit Operations with women representing at least four in every 10 new hires

### Employment and Retention of Women



#### Commitment:

**Four of every 10 new Operators hired be those who identify as women.**

The TTC has maintained its commitment to moving the demographics of its workforce to more closely match the demographics of the city and to reflect the majority of its ridership. With more than half of the ridership and 52 percent of the city population being women (Statistics Canada, 2023), a commitment was made in 2021 to increase the number of women as Transit Operators, setting a target of 40% of new hires per year. For the third consecutive year, the TTC surpassed its target, with the 2023 figure of 41% matching the 2022 rate.

With the realization that retention of women is dependent on creating a physical and cultural environment where our women and gender-diverse workforce can thrive, the TTC has expanded the commitment to women beyond hiring, launching programs and projects to improve outcomes for women and gender-diverse staff. Some of the initiatives include:

**The New Hire Women Operator Mentoring Program:** In its second year, this program include participation from all transportation modes (bus, streetcar, subway, and Wheel-Trans), seeing 115 mentees paired with more than 80 experienced female Operators within their Divisions to access resources, training and guidance in a structured, developmental framework. Mentees benefitted from having a female peer they were comfortable approaching with questions and concerns, and mentors benefited from the opportunity to share their experiences, best practices, and knowledge while developing their leadership skills.



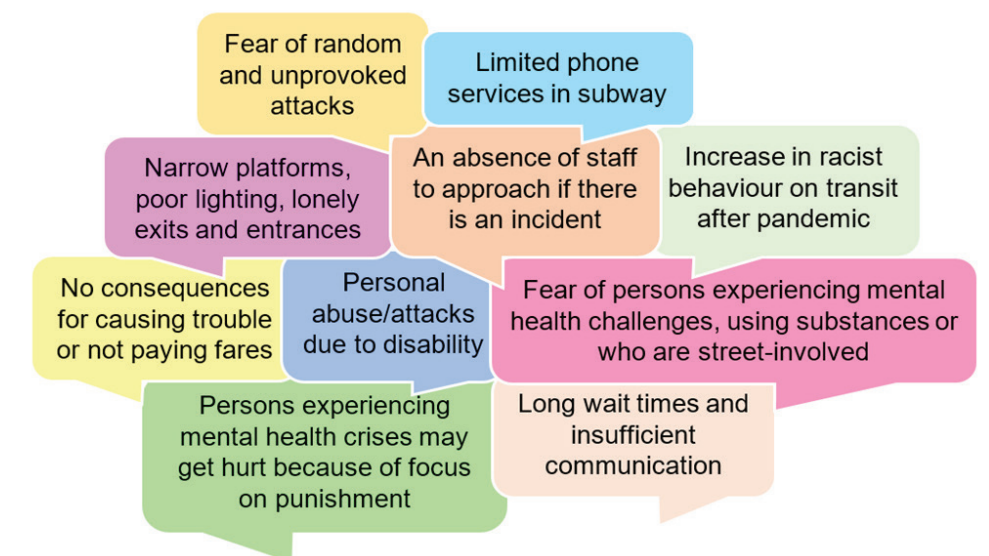
“...thank you so much for working as fast as you did. All of us Operators in Streetcar thank you very much! We were so happy to see the new washroom at the distillery on Sumac.”

~ Female Streetcar Operator

**Washroom Audit:** In response to concerns received from women Bus Operators about the availability and quality of washroom facilities, the CEO mandated that focus groups be convened to discover the actual state of affairs, and to propose steps to address issues uncovered. Over 100 women Operators contributed to these focus groups, and revealed that access to washrooms while en route, insufficient hygiene products and

tight scheduling demands were the three main concerns, and that these issues resulted in health challenges and service interruptions in some cases. One way in which the TTC moved to address these concerns was by increasing the number of facilities available along routes.

### PUBLIC WOMEN'S FOCUS GROUPS 2023: TOP AREAS OF CONCERN



**Women and Safety Initiatives:** On the heels of an increase in safety incidents against women (56% of the major offences reported on the TTC in 2023 were against women), the Board Chair took a progressive step in engaging with the community to look at how we could address and better understand the safety concerns of our biggest ridership group. Three focus groups were hosted across the city, and in addition to the testimonials on their own experiences, the participants revealed their concerns around a lack of accessible TTC support staff for

support in the event of an incident, fear of persons experiencing mental health crises, overcrowding, absence of adequate lighting, and poor communication around schedules and safety. In response, the TTC has moved to improve the visibility of staff in transit locations by hiring 130 Customer Service Agents and Supervisors, and work has begun on the infrastructure concerns raised.

**Women and Diversity Committee review:** In an effort to ensure the voices of women are heard and responded to in meaningful ways, the TTC has moved to review and revise the Women and Diversity Committee. The new-look group will now become a forum dedicated to respond to concerns, needs and issues of women and gender-diverse employees across the entire organization in a timely manner, and to be proactive in providing facilities and services to support women and gender-diverse employees.

The Employee Resource Groups (ERGs) will be the avenue through which concerns are brought to the Committee for action, and the new Committee will be launched in 2024.

**Women and Diversity Committee Structure**



**Enhancing Recruitment Practice and Processes**

- Commitment:**
- Review recruitment processes and employment policies to identify and to remove any barriers**

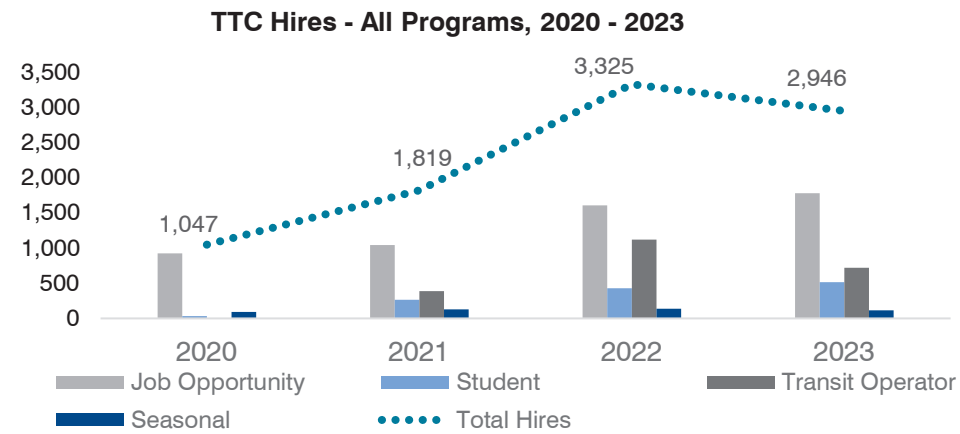
The TTC’s Talent Management department leads recruitment and hiring across the organization. This Department manages recruitment of Transit Operators through the Transit Operator Program, and is responsible for providing consultation and support to the Transportation and Vehicles Group on their hiring objectives. Recruitment, hiring, and onboarding of new Transit Operators involves various groups and departments, and occurs over multiple steps. Once Talent Management determines that an applicant is a good candidate for the operator position, the individual is offered conditional employment and may begin training (provided by the Operations Training Centre (OTC)) to become a Transit Operator. Only individuals that pass the OTC’s Transit Operator training are offered full time employment and placed in one of the Divisions in the Transportation and Vehicles Group.

As part of our commitment to continuously review our recruitment processes, the Internal Audit Department, with support from the new in chair Director of Talent Acquisition and Outreach and the Chief Diversity and Culture Officer conducted an assessment of recruitment practices and processes. The assessment included a review of the hiring structures, governance and procedures, as well as key processes in recruiting, hiring, onboarding and retention of Transit Operators for 2021 and 2022.

**Recruitment and Outreach**

- Commitments:**
- Review all job postings to ensure language is barrier free and inclusive**
- Modernizing the brand as an employer through education events, digital communications, various publications**

With the support of software to ensure language in job postings is barrier-free and inclusive, the TTC hired 712 Transit Operators in 2023 and these hiring decisions were supported by diverse hiring panels, an ongoing initiative which started in 2022.



In 2023 the total hiring for the TTC registered a slight dip to 2946, down 8% from the 2022 figure, driven mostly by a reduction in Transit Operator needs. Job Opportunity (all hires excluding student, Transit Operator or seasonal roles) also returned a year-over-year increase of 10.7%, the highest levels since 2020.



Outreach efforts were supported by digital and print campaigns, including the Innovative and inaugural award-winning Be Essential employment campaign. Started in 2022, this campaign won a Marketing and Communications Award from the Canadian Union of Transit Association (CUTA) and another from the American Public Transportation Association (APTA). For the third consecutive year, these collective efforts to build a diverse, talented and skilled workforce at the TTC were recognized by being named by Forbes as one of Canada's Best Employers for Diversity in 2023.

Student recruitment remains a strong pillar of the TTC's recruitment process. The process begins with student outreach programs, both online (through collaboration with the Corporate Communications Department to promote on social media channels) and on-site, including:

- TTC Connect event at Northeastern University
- Visits to the Urban Indigenous Education Centre to connect with Indigenous community
- Toronto Community Benefits Network winter job fairs

As part of the refinements in recruiting, returning students now have the opportunity to either return to same role as the previous summer, or explore new roles. In addition, students can now work several summer terms with the TTC as long as they remain a student, and there is no longer a requirement that summer students be returning to school in the fall. This adjustment allows for students who have just graduated to have the opportunity to network and seek full-time opportunities in the fall at the TTC. In promoting job postings to school partners, there is an express focus on prioritizing post-secondary students due to their availability, and job postings were redesigned to provide greater clarity



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### Improving Inclusion: Uniforms for Women

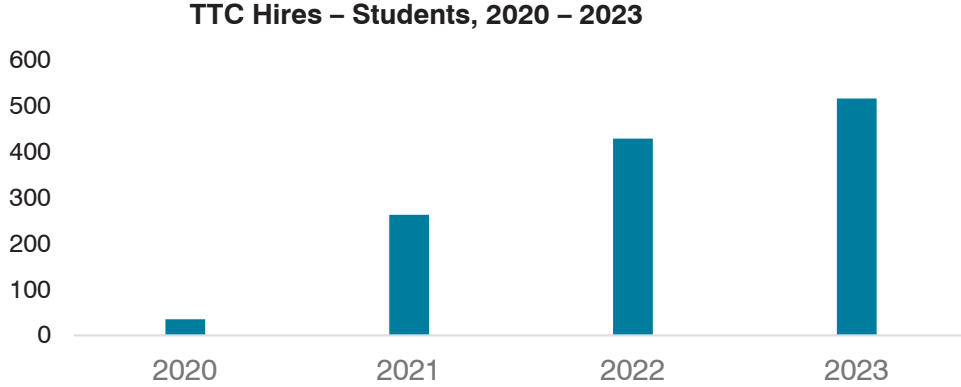
To address feedback and concerns from female Operators regarding the quality and design of current TTC uniforms, the Operations Support Department has launched a uniform pilot project as part of a broader commitment to diversity and inclusion. The current TTC uniform design does not provide style options for women, which has resulted in an uncomfortable work experience for our female employees. With the current uniform contract expiring at the end of 2025 and the transition to a paperless system for uniform orders through the Online Uniform Project, there is an opportunity to revise the uniform design, offerings, and specifications before seeking a new supplier.

Since 2023, the Operations Support Department has collaborated closely with Procurement and Category Management (PCM) to address the concerns raised. Initial efforts involved receiving samples of new pant styles and materials, which Uniform Committee members reviewed. The Committee consists of members of the TTC Executive Team, key stakeholders, and ATU Local 113 Executives and members, with visibility from the TTC CEO. The Uniform Committee has collaborated to pilot new uniform pants for female Operators, Collectors, and Customer Service Agents. The pilot launched in January 2024, and currently, 25 female employees are wearing new TTC pants specifically designed for women, testing for fit, quality, and comfort.

At the end of the trial period in May 2024, all participating employees will take a survey to share their experiences. Their feedback will provide insights into comfort, quality issues, and style preferences and guide future purchases of uniform items for female employees. We are engaging an external contractor to develop new specifications for future Request for Proposals (RFPs) and incorporating garment requirements in our uniform project design. By addressing the specific needs of female Operators through the revision of uniform specifications, we commit to enhancing diversity and inclusion efforts and contributing to overall employee satisfaction and engagement.

on expectations in the recruitment process.

These adjustments contributed to a total of 2,812 applications for summer 2023, with 517 hires. This reflects a year-over-year growth in hiring of 20.5%, with more summer students and co-op students engaged than in 2022.



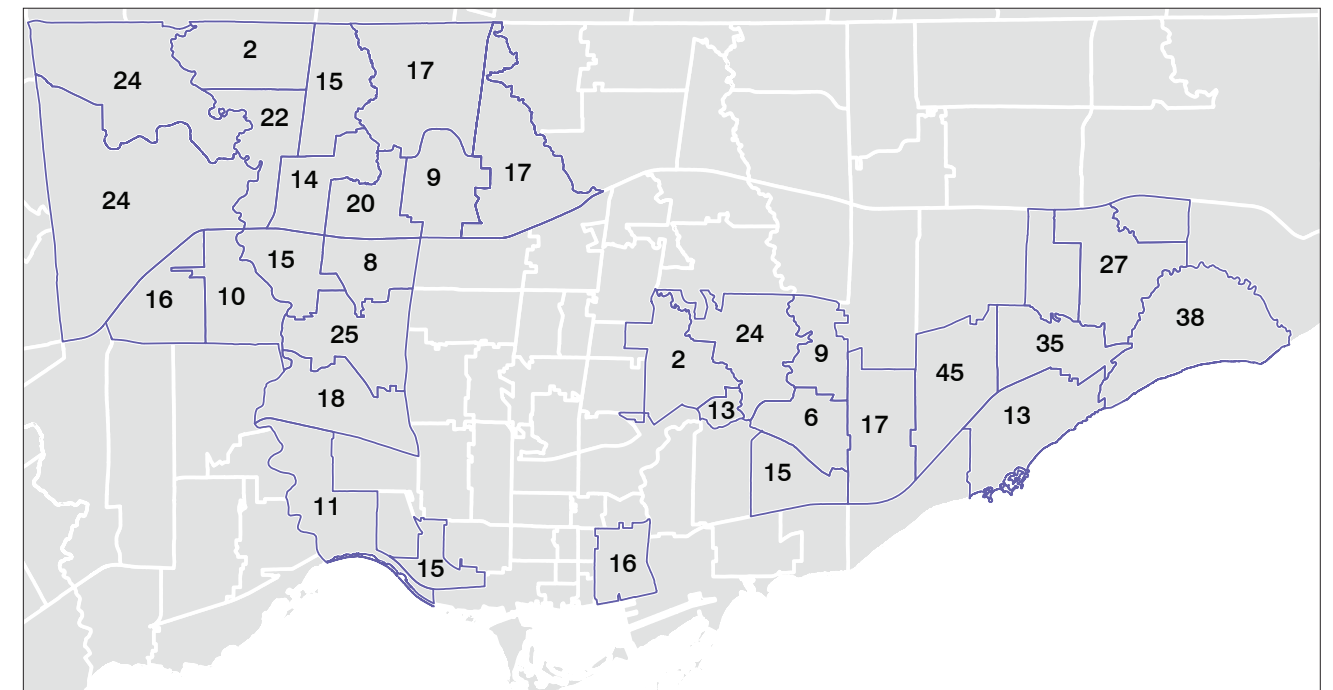
# 5. Refocus outreach and recruitment strategies

## Recruitment Strategies

- Commitments:
- Review outreach and recruitment strategies to begin assigning key performance indicators (KPIs) for measuring effectiveness of the strategies.
- Develop and introduce new tactics and tools to attract diverse and skilled candidates.
- Expand stakeholder engagement to grow its partnerships with community groups that service priority neighborhoods and under-represented communities.

The TTC launched its Talent Management Outreach Plan in 2022 and continued its focus on inclusive hiring for its four key priorities: targeted Hiring, Students, Trades and Professionals. A new Student Recruiter Lead was added to the Talent Management team in 2023, and in the first 90 days there has been a 38% year-over-year increase in applicants (3,879 new applicants received for Summer 2024, with only one posting window).

Recruitment is done in partnership with various groups, and the number of partnerships has seen consistent year-over-year growth with over 200 groups and organizations engaged in 2023 (an increase of over 600% in the period). One example of partnerships in action saw the TTC working closely with community and industry partners to create employment opportunities for Torontonians within the Neighbourhood Improvement Areas (NIAs), as part of the City of Toronto’s Strong Neighbourhoods Strategy (TSNS). These NIAs have larger numbers of people with various intersectional identities (women, low socio-economic status, newcomers/refugees, racialized, etc.) who experience suboptimal social outcomes; it is important to note, however, that assessing NIA data is not a precise science. While the boundaries of NIAs are clearly defined, there is still significant disparities in terms of income and needs within these boundaries, and in some cases the areas served by the TTC’s Employment Ontario partners may overlap NIAs. In 2023, strategic recruitment in the NIAs resulted in over 40,000 applications and the hiring of 466 candidates from NIAs across the city.



TTC NIA hires by Postal Codes, 2023

One accessibility-focused outreach initiative has resulted in a new pilot project aimed at supporting the TTC in its mission to create meaningful employment opportunities for persons of diverse abilities. Titled **The Neurodiversity in TTC Initiative**, this project is aimed at identifying job opportunities for neurodiverse individuals towards increased

representation in Engineering and Construction roles. To support this initiative, a new position (Project Management Office Assistant) was created to be filled by a neurodiverse staff member, starting in early 2024. This pilot program will run until December 2024.

The TTC outreach activities also included the annual Disability Mentoring Experience Day, an event organized by the TTC and INNOVA (an accessibility and inclusion consulting firm) connecting disabled youth with TTC staff for mentorship and support. The program gives mentees an opportunity to network, gain confidence, and receive professional support for the future, and allows the mentors to learn more about ways to assist people with disabilities in the workplace. This mentorship program has proven to be a meaningful learning experience for the mentees and mentors alike. While no concrete employment has come out of this partnership to date, work continues towards exploring possibilities for employment for mentees.

### INNOVA Disability Mentoring Experience Day:

#### Perspectives

**Meghan Scott, Operations Training Centre (Mentor)**

Meghan was paired with a participant with whom she worked one-on-one; this experience included attending OTC's Hillcrest location for a full workday to learn how OTC operates and what Meghan does day-to-day, as well as a half-day virtual session to assist with resume writing and interview preparations for an upcoming job fair.

"The program is a great experience because it not only gives the participants an opportunity to network, gain confidence, and receive professional support for the future, but also allows the mentors to learn more about ways to assist people with disabilities in the workplace."

**Kevin (Mentee)**

"I had a great experience through INNOVA's Disabilities Mentoring Experience with the TTC. The mentor I was matched with had similar work experience, and worked in the same field, and we were able to build a strong connection from the start. My mentor helped me update my resume, and learn more about positions and job postings at the TTC, including the application process. As an outcome of the experience and connection with my mentor, I felt improved confidence in my job search."

### Built Environment Audit



#### Commitment:

**Conduct an audit of the employee built environment for inclusive and accessible design to remove barriers for diverse groups, including women.**



The TTC has undertaken a multifaceted approach to identifying and addressing barriers to an inclusive and accessible workplace. A Review of TTC design standards and office spaces was accompanied by field audits of 107 TTC facilities (e.g., stations, various buildings, yards) conducted in Phase 1 of the project. Some recommendations from the audit included the need for updates to the relevant Acts, Regulations and Standards governing the built environment, introducing rest-area seating design standards (e.g., locations, spacing, height of seat, options for backrest and arm rests), and updating elevator size requirements.

The resulting implementation plan begins with the addressing of safety issues, starting with the most urgent concerns which can be addressed internally.

**Assessment of the Built Environment for Accessibility and Inclusion**

*Top 5 findings*

1. No Emergency Alarm system provided in parking lots, lunchrooms, washrooms, and other staff areas. This issue was noted in 53 facilities (in garages, stations, carhouses, shops and offices).
2. The absence of Visual Alarms or Assistive Listening devices was noted in 34 facilities (in garages, stations, carhouses, shops and offices).
3. No video monitoring systems provided in parking lots and staff areas. This issue was noted in 37 facilities (stations and offices).
4. No textural warning strips at the top and bottom of stairs, in stations and shops. This was noted 21 times, in 19 subway stations.
5. Below standard exterior lighting levels was noted in 19 facilities. Below standard interior lighting levels was noted in 33 facilities.

These issues include the installation and/or adjustment of grab bars, handrails and guards, wayfinding signage and textural warning strips. Fire safety equipment and processes, including Fire Safety and Evacuation plans and fire extinguishers will also be addressed, and these are all slated to be completed by Q4 2024. Phase 3 will see further consultation with different operational units (HR, Talent Management, and Diversity and Culture) and Union leadership to assess their perspectives, visions and commitments towards EDIA.

This project also saw the rollout of an Employee Accessibility Survey, to build a more accurate understanding of the accessibility needs of employees and to establish a baseline for measuring progress on accessibility for employees across the TTC. Over 700 employees participated in the survey, and the results will inform decision across the organization when the data analysis is completed in 2024. Preliminary results indicate that 20% of respondents self-identify as having or previously had a disability, and 10% indicated they experienced barriers during onboarding as a result of a disability. Fifteen percent of respondents indicated that they encountered accessibility barriers that have negatively affected promotional opportunities and/or career progression. These figures point to the urgent need to provide physical, technical and technological supports for nearly one-fifth of the TTC workforce.

**Accessibility in Motion**

***Moving towards greater accessibility across the TTC***

- Bus Stop Improvements for Accessibility: upgrades to over 800 bus stops, 54 of 70 stations have been made accessible (10 since 2020)
- All stops and station platforms are being designed to be accessible
- Bloor-Yonge Capacity Improvements: wayfinding signage, additional escalators, elevators, and barrier-free entrances
- St. Andrew station: removal of collector booths and addition of fare gates allow for easier access and flow
- St George Station: Floor decals with a gender-neutral design added at the platform
- Elevator construction underway at 15 subway stations; design for King Station Capacity Enhancement project includes addition of two new escalators
- Metrolinx and TTC continue to consult with TTC’s Advisory Committee on Accessible Transit (ACAT) for the projects in the Provincial Subway Program
- Evaluation of accessibility assistive technologies etc. for staff
- Initial work towards TTC Employee Accessibility Plan, to be developed in 2024



## 6. Review Communications with a Diversity and Inclusion lens



### Commitments:



All communications material related to outreach and recruitment will be reviewed through the TTC's Diversity and Inclusion Lens and updated accordingly.



Develop internal communications campaigns to ensure that the work reflected in these plans is communicated across the organization.



Build awareness with employees through internal communications channels, by promoting events of cultural significance

The Corporate Communications and Design and Wayfinding Departments serve as the central points for dissemination of information across the TTC, tasked with ensuring that employees and the public are armed with adequate, timely and relevant information around matters concerning EDIA activities and initiatives. It is therefore important that these Departments are in alignment with current and effective EDIA language and messaging, and the Diversity Department is frequently called upon to review messaging and material to ensure alignment.

Through the newly formed Interdepartmental Diversity Calendar Table, these Departments work with Diversity to ensure that EDIA information is distributed through relevant avenues (MyTTC Weekly, social media, direct email, signage in subways and along bus and streetcar routes, on vehicle wraps, and on video screens at TTC locations), and work closely with relevant departments to create and execute communications plans for various EDIA events. Examples of these collaborations include campaigns to commemorate Black History Month (February), Asian Heritage Month (May) and Latin American Heritage Month (October).

In 2023, two new internal campaigns were introduced to highlight employees across the TTC. Building off the work in 2022, the TTC introduced campaigns for Caribbean Heritage Month and Pride Month in 2023. For Caribbean Heritage Month the posters highlighted the countries that are part of the Caribbean, and shared flags from the region. The artwork for the Pride posters was similar to the artwork for the Pride Bus so there was a cohesive look and feel for the campaign both internally and externally. In both cases, employees were featured and were able to share their thoughts on the importance of creating an inclusive TTC. These campaigns included posters profiling staff from each cultural group, and multimedia communication support for these and other campaigns was also provided through MyTTC | Weekly and MyTTC | TV.

The Department also ensures that digital material includes closed captions, and opportunities have been identified to incorporate ASL interpreters into public broadcasts, e.g. Board Meetings.



# 7. Organizational Training, including frontline training

- **Commitments:**
- **Confronting Anti-Black racism (CABR) training, 13 sessions delivered per week.**
- **Workplace sexual harassment, LGBTQ+ awareness, disability awareness and accessibility training, anti-racism training, Indigenous cultural competency and anti-Indigenous racism training.**
- **Internal working group comprised of staff from the TTC’s Diversity, Human Rights and Investigations, Operations, and Training Departments**

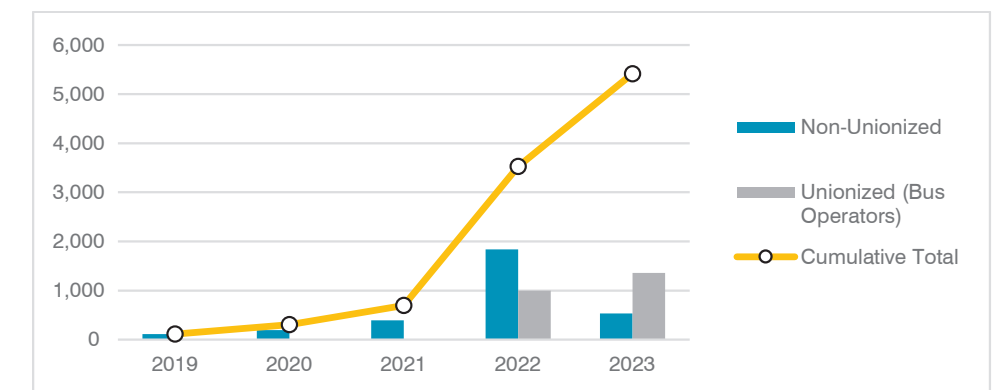
An important part of ensuring the success of EDIA initiatives is the building of capacity and awareness of all members of staff, as a means of embedding the principles into everyday activities and to ensure sustainable practice. As the organization continues to evaluate its training needs, adjustments have been made to the original targets, and the offerings have been expanded to address current realities.

## CABR Training

In 2019, the TTC accepted the City’s mandate to host Confronting Anti-Black Racism training for all staff, setting a target of 13 sessions per week. Thanks to the support of instructors from the City of Toronto, the TTC launched an online delivery of the CABR program, and in 2021 the first Diversity Instructor joined the TTC to allow for the offering of in-person training to frontline staff. An Education Consultant joined the team in 2022. However the ever-growing need for training in several areas and the limited number of Instructors made it impossible to offer the target of 13 sessions of CABR training per week.

Since the start of CABR training at the TTC, 1820 unionized employees (Bus Operators) have been engaged in in-person sessions as a part of their recertification, and 3874 non-unionized staff have successfully completed the training program online. In 2023, 821 Bus Operators participated in in-person Confronting Anti-Black Racism training, while 534 non-unionized staff participated in online sessions.

**CABR Training 2019 – 2023: All Staff, TTC**



The training program for frontline Operators has been amended to support greater effectiveness. An additional day dedicated to CABR/EDIA training is being added to the training schedule of new transit Operators for 2024, an improvement on the half-day formerly offered in the recertification schedule. The recent hiring of two Diversity Instructors and the continued support of a team of instructors from the CABR Unit of the City will strengthen CABR training outputs.

## Executive EDIA Training

UpSkill Corporation (a Black-led organization) completed curriculum development of training for Executives and People leaders, with a focus on Anti-Black and Anti-Indigenous racism. The curriculum was piloted with Operators and staff from Diversity, Talent Management and Revenue Protection, and the participants provided critical insight to improve the offerings of the program.

The training program is scheduled to be launched in early 2024 and aims to provide TTC leadership with strategies and skills to align anti-racist and inclusive leadership approaches to organizational values, vision and strategy, and to build skills and competencies to advance Equity, Diversity, Anti-Racism and Inclusion across the organization. The program uses a blend of facilitated sessions, self-paced online courses and activities over three months. Upon completion, participants will receive a Schulich Executive Education Certificate.

## Workplace sexual harassment, LGBTQ+ awareness, disability awareness and accessibility training, anti-racism training, Indigenous cultural competency and anti-Indigenous racism training.

EDIA training sessions continues to be part of onboarding and introductory training for new Special Constables and Fare Inspectors, fulfilling another aspect of the Ombudsman's recommendations. Courses in Anti-Indigenous racism, Anti-Black racism, anti-racism, anti-oppression, unconscious bias and intersectionality all form a part of this training curriculum.

The Management Essentials course (for new managers and supervisors within the TTC) continues to include management-specific modules on EDIA within the curriculum. Training in Accessibility awareness is in development, to be deployed in 2024. Modules on Indigenous cultural competency and anti-Indigenous racism are also in development.

## Training Development and Collaboration

The Interdepartmental Training Workgroup continues to bring training units together from the Operations Training Centre, Employee Development Department and Diversity Department to enhance and streamline training competencies and processes across the organization. This workgroup focuses on ensuring that training programs are relevant and responsive to evolving training needs, and facilitates the sharing of resources such as the Learning Management System (LMS) to increase training reach across the organization.

UPSKILL



# INCLUSIVE LEADERSHIP PROGRAM SCHEDULE

## April 8: Registration Opens (asynchronous)

- To be completed before session 1**
- Inclusive Leadership Self Assessment™
  - Bias Consciousness part 1

## April 26: Session 1

- Topics covered:
- Foundations of Inclusive Leadership and Practice
  - Fundamental Building Blocks of DEI
  - Self-Awareness and Values in a Diverse Workplace
  - Self Assessment Overview

- To be completed before session 2**
- Perspective taking and Fostering an Open Mindset
  - Change Management
  - Inclusive Leadership Team Assessment™

## May 31: Session 2

- Topics covered:
- Gender Discrimination
  - LGBTQ2S+ Awareness and Inclusion
  - TTC CABR Training

- To be completed before session 3**
- Disability Awareness and Accessibility Essentials
  - Indigenous Peoples, Histories, and Cultures

## July 5: Session 3

- Topics covered:
- Human Rights and Anti-Discrimination at work
  - Anti-Racism Fundamentals

- To be completed before session 4**
- Anti-Black Racism
  - Anti-Asian Racism
  - Anti-Semitism
  - Anti-Islamophobia

## July 30: Session 4

- Topics covered:
- Anti Racism, Anti-Discrimination and Human Rights Applications for Leadership

- To be completed before session 5**
- Developing Intercultural Competence
  - Navigating Challenging Conversations
  - Inclusive Leadership Organizational Assessment™

## August 23: Session 5

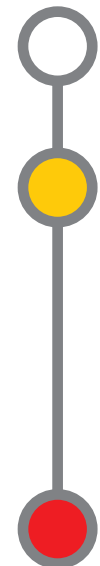
- Topics covered:
- Mastering Inclusive Leadership in the Modern Workplace
  - Build Bridges to Belonging and a Culture that is Sustainable
  - Organizational Assessment Review

## August 26-30: Program Feedback

## Fall 2024: Action Plan coaching

- = Asynchronous online module
- = Inclusive Leadership Audit™

## 8. Establish a procurement policy grounded in equity and diversity



### Commitments:

Revise procurement policies to embed supply chain diversity initiatives to remove barriers to equal opportunity.

TTC to collaborate with the Conference of Minority Transportation Officials (COMTO) Toronto and Region Chapter, to work with the TTC Procurement and Category Management Department to promote social procurement by leveraging best practice in the Transit Industry.



The TTC continues to work towards a procurement equity strategy, to support the changes to the existing Procurement policy. To ensure stability and continuity towards advancements in procurement, a Permanent full-time head of the Department is expected to be appointed in 2024.

Work has also been undertaken on other procurement initiatives, including:

- The Bloor-Yonge Capacity Improvements Project – This project includes a commitment to ensure that apprentices (10%), recent immigrants (10%) and women (10%) are employed for each calendar year, and to include this in the contractor’s monthly Community Employment Benefits Report.

Work is also underway to engage the Conference of Minority Transit Operators (COMTO) to deliver on commitments listed.

# 9. Revenue Protection and Special Constable Culture Change



## Commitments:

Changing the culture of the departments while enhancing their focus on the key priorities of transit security and maximizing revenue protection.

Reviewing the uniforms, training, customer service practices, mandates, job roles and supporting organizational structures for the Revenue Protection and Special Constables Service departments.

As part of the modernization of practices under the Revenue Protection and Special Constable Service Culture Change Program (CCP), the Use of Force, Use of Discretion, Body-Worn Camera and Special Constable In-Car Camera System policies were finalized in 2023. The CCP is linked to the Racial Equity Impact Assessment, a three-year assessment conducted by a team from the University of Toronto. Please see **Appendix 1: REIA Stakeholder Consultations** for the full report.

With courses covering bias (conscious and unconscious), mental health, de-escalation, the importance of race and gender identity in Canadian society, uses and potential misuses of race-based and gender identity data, and collection of race-based and gender identity data within the TTC, EDIA training sessions now form part of onboarding and introductory training for new Special Constables and Fare Inspectors.

The TTC received a total of 168 complaints in 2023 regarding the conduct of members of the Special Constable Services and Revenue Protection Department and the related policies and services. A total of 48 complaints involved Special Constables, 25 of which were Public Complaints and 23 were Internal Employee Complaints. Of the 48 complaints, 5 were general complaints related to the parking practices, subway station presence, or the policy or services of the Special Constable Service. (**Appendix 3: Complaints Data**).

As a means of moving towards reducing complaints and improving the quality of service, the Revenue Protection Division has invested in an Early Intervention System (EIS) which is currently in development, and will enable the monitoring of complaint trends and use of force incidents amongst Fare Inspectors, Special Constables and Protective Service Guards. The system is slated for implementation in 2024.

The Community Engagement Unit partnered with several agencies throughout the year to support underserved communities and agencies working to advance EDIA objectives. These collaborations included:

- Community Connect, organized by the Toronto Police Crime Prevention Unit in Lawrence Heights, Parkdale Community, and Jane Street communities.
- Project Breezy, organized by Toronto Police 53 Division and Bike Hub to collect used bikes from TTC employees and their families. These bikes are retrofitted and provided to children from underserved communities in and around the Thorncliffe and Overlea Community.
- Partnership with Streets to Homes, BIA and MDOT on a weekly basis to patrol the transit system and meet and provide much needed items like; socks, toques, water, snack and in some instances shelter to unhoused persons and those experiencing mental health challenges and/or as drug use.
- 416 LOFT women’s shelter which provides mental health, social services and meals for unhoused women. Officers partnered with LOFT to speak to the women about safety on the transit system and answer and clarify questions posed to Officers.

## 10. Learning from International Best Practice



### Commitments:



**Signing a pledge to support the BlackNorth Initiative against systemic racism.**



**Promote and learn from diversity and inclusion best practices from Canada and around the world.**

The TTC continues to work with, share with, and learn from an ever-expanding group of organizations in its effort to improve its own EDIA practice. Staff and Executive members of the TTC have the opportunity to share their expertise at several tables, conferences and events during each calendar year. The organization is also a signatory to several agreements, and in 2019 the commitment was made to sign in support of the BlackNorth initiative, a Canada-wide program to empower and support Black professionals in business. As part of an overall assessment of all external commitments and engagements, the engagement with BlackNorth is under review, and a recommendation will be put forward in 2024.

### Community Partnerships

The TTC continues to prioritize improving relations with Indigenous communities and undertaking concrete steps towards reconciliation and inclusion. In 2023, engagement meetings continued with the Mississaugas of the Credit First Nations, Six Nations of the Grand River, the Indigenous Friendship Association and the City of Toronto's



Indigenous Affairs Office. These relationships provided invaluable opportunities for learning and action towards reconciliation<sup>1</sup>, as shown in consultations with the Aki Wiidookaagewin community group around the plans for the expansion of Spadina station.

In 2023, the TTC engaged in consultations with Earth Helpers, an Indigenous community group, to decide on the best way forward in moving trees from the Paul Martel Park to facilitate plans for the expansion of Spadina station. Earth Helpers proposed that over the next two years, ceremonies would be held for the trees that are removed, with the wood being repurposed rather than being destroyed. Indigenous ways of knowing and being promote that everything that is removed from the earth gets used. This proposal is the creation of a reciprocal relationship with the Earth Helpers, a first for the TTC.

Internally, the United Indigenous Council hosted several events during the year, including the Indigenous Cultural Ceremony (Pow-Wow), two Sunrise ceremonies and other events during Indigenous History Month in June. Sunrise ceremonies were held on June 21 (Summer solstice) and December 21 (winter solstice) and on the National Day of Truth and Reconciliation.

The TTC was again honoured to participate in the Orange Shirt Day observances, hosted by members of the ATU Local 113 United Indigenous Council on September 30. The 2023 event was hosted at Arrow Road Division, and was a solemn event to commemorate the Indigenous children killed in Residential Schools and the legacy of the Residential School system. Attendees wore orange shirts as a show of solidarity and dancers, drummers and speakers from Indigenous communities led the proceedings.

On Emancipation Day (August 1), the TTC again partnered with Blackhurst Cultural Centre to host the Underground Freedom Train Ride, an annual event commemorating the abolition of slavery, full emancipation and the successes of the Underground Railroad. The non-stop midnight subway trip between Union and Downsview Park stations featured singing, drumming and moments of reflection.

Black, Indigenous, Asian, and LGBTQ2S+ communities were all celebrated through TTC partnerships by displaying art and information via bus wraps and TTC-wide poster and video campaigns to support several events and campaigns including Indigenous History Month, Black History Month, Lunar New Year and Toronto Carnival and Pride celebrations. Local celebrations also took place across a wide array of locations and divisions. These activities saw significant engagement, resulting in increased awareness of the issues and stories around the groups identified.

<sup>1</sup> Truth and Reconciliation Call to Action #92: commit to meaningful consultation, building respectful relationships and obtaining the free, prior and informed consent of Indigenous Peoples before proceeding with economic development projects.





During the year, initial connections were made with existing employee groups including the Black Transit Workers Association, the ATU Local 113 LGBTQ+ Committee and Muslim Voices in a move towards formalizing these groups as Employee Resource Groups (ERGs) to support the restructured Women and Diversity Committee.

An employee-led partnership with Special Olympics Ontario resulted in a program which included a familiarity tour of TTC buses, to help lessen any anxiety around riding the TTC, and information sessions on station and vehicle access, as well as guidance on fares and passes, trip planning, navigating the TTC website and connecting with TTC Customer Service. This initiative received a Diversity and Inclusion Award from CUTA.



## Bacchanal Bus 2023 – Scenes and Testimonials

“Thank you! I had an amazing time and I was impressed with how well the event was organized. It was exciting to be a part of it and I look forward to doing it again next year.”

“This was an amazing opportunity to engage with the public in an informal space and show them just how human the folks that move them through the city really are.”

“The employee and community engagement the Bacchanal bus offered this year was absolutely amazing. We felt so proud to walk for our company! I hope this is something that continues every year. Thank you TTC family!”

“I have no words to express the joy and sheer excitement I felt being out there with my coworkers. It was amazing to see everyone outside of uniform enjoying themselves and just being free and feeling comfortable enough to be free. I can't wait until next year.”



Another project with an accessibility focus was the Transit as a Canvas event, a first-time collaboration with Tangled Arts + Disability to host a showcase of the artistic works of eight Indigenous, disabled and racialized artists. The works were also displayed on two Wheel-Trans vehicles and across the subway system during December, and will continue until the end of January 2024.

During the inaugural celebration of Caribbean Heritage Month in 2023, the TTC confirmed a first-ever partnership with Toronto Caribbean Carnival. Under this agreement, the TTC provided two stationary air-conditioned cooling buses during the Junior Carnival, and joined the Grand Parade with two customized vehicles (dubbed the Bacchanal Bus), and a Wheel-Trans vehicle as a cooling bus. This parade entry was accompanied by 120 employees. Participants indicated they felt the TTC's participation was successful and meaningful in several ways.

### Partnerships with the City

As an agency of the City of Toronto, the TTC leverages the specific skillsets found in several City departments and offices, including the Social Development, Finance and Administration Department, the Confronting Anti-Black Racism Unit, the Indigenous Affairs Office and the Office of the Ombudsman. These partnerships include consultancies, training opportunities, planning and collaboration sessions, and resource sharing. Representatives from the TTC sit on several EDIA-focused committees within the Social Development and Finance and Administration (SDFA) Department addressing support for unhoused or underhoused persons, transit equity planning, fare modernization, and gender equity among others.



### Industry Tables

The TTC continues to lend EDI leadership and expertise to industry tables, standing committees and employee groups, including:

- Advisory Committee on Accessible Transit (ACAT)
- Amalgamated Transit Union (ATU) Black Caucus
- Black Transit Worker's Association (BTWA)
- Confronting Anti-Black Racism (CABR) Unit City Leads Circle
- Conference of Minority Transit Officials (COMTO) Toronto and Region
- American Public Transit Association (APTA)
- Canadian Union of Transit Association (CUTA)

## Conferences and Events 2023

**COMTO (Conference of Minority Transportation Officials) Board Member at Large**

**Panelist at 2023 CUTA session** – *Reshaping and Diversifying the TTC: Recruiting in a Post-COVID World*

**Panelist at 2023 APTA Transform Conference and Expo** – *Workforce Success Stories: Learn from Today; Prepare for Tomorrow*

**Canadian Union of Transit Association (CUTA)**  
Equity, Diversity and Inclusion Award

**American Public Transportation Association (APTA)**  
Marketing and Communications Award

**TRACCS Transit and Rail**  
CEO Rick Leary shared industry insights during his Fireside Chat.



## The Road Ahead: New Tracks

Our new commitments for 2024 represent a step forward as an expansion on the current 10-Point Action Plan, in response to emerging needs and changing practice. As the TTC continues to work towards achieving outstanding targets, the new landscape beckons, and the new tracks will help to drive the EDIA agenda forward.

### Governance and Structure

1. Establish Racial Equity Advisory Committees (REACs) for Staff and for customers to provide guidance and advice to the TTC on issues related to racial equity, diversity, and inclusion.
2. Establish and streamline Employee Resource Network Groups (ERGs) as platforms for employees to connect and build community around shared identities and experiences, provide mentorship, support and guidance, and create opportunities for learning and growth.
3. Revise and expand Women and Diversity Committee to focus on issues specific to Women and Gender, and include a wider cross-section of the TTC.
4. Implement women and gender-diverse safety audit.
5. Launch Anti-Racism Strategy and Policy.
6. Finalize TTC Truth and Reconciliation Action Plan.
7. Launch employee Accessibility Strategy and Plan.
8. Launch Neurodiversity in TTC Initiative pilot program.
9. Formulate an Inclusion Charter.
10. Launch RFP for advisor and procurement equity to develop TTC's fulsome procurement equity program.

### Recruitment and Outreach

11. Employment target of 40% women in non-unionized roles.
12. Develop mentorship program for Black and racialized staff.

### Training

13. Review and revise the EDIA offerings in the Management Essentials Program, including revision of the Diversity Lens and Toolkit.
14. Launch and complete Executive EDIA training program (UpSkill).



In an era where data and information drive effective decision-making processes, the TTC remains committed to **robust and secure data collection, meaningful data analysis, and timely implementation of findings** in order to move closer to the **goal of a culture of belonging**.

## **Appendix**

*Data, Analysis and Policies  
which drive us forward*

# Appendix 1: REIA Stakeholder Consultations

## REIA Stakeholder Consultations: Executive Summary

**Dr. Scot Wortley**

**Dr. Akwasi Owusu-Bempah**

**Roksolyana Shlapak**

- As part of the Racial Equity Impact Assessment (REIA) of the TTC Special Constable and Fare Inspection Units, Dr. Wortley and Dr. Owusu-Bempah organized a series of expert stakeholder consultations to the review results of the Interim Report and discuss policy options. Six stakeholder consultations, involving 17 community stakeholders were conducted between July 2021 and September 2021.
- A breakdown of these six expert stakeholder consultations is provided in Table One.

**Table One: Description of REIA Expert Stakeholder Consultations**

Expert Stakeholder Group	Date	Number of Participants
Canadian Civil Liberties Association (CCLA)	July 8, 2021	3
Toronto Police Service Equity and Data teams	September 10, 2021	5
Conference of Minority Transportation Officials (COMTO)	September 15, 2021	1
Toronto Police Service Officer involved in Equity Initiatives	September 16, 2021	1
Black Legal Action Centre (BLAC)	September 30, 2021	3
The Centre for Addiction and Mental Health (CAMH)	September 30, 2021	4

- Each expert stakeholder consultation began with Dr. Wortley and Dr. Owusu-Bempah providing a high-level overview of the Interim Report. It should also be noted that all participants were sent a copy of the Interim Report prior to each consultation.
- Participants were then asked to provide their opinions and recommendations with respect to several key policy issues, including, but not limited to, anti-bias training, use of force, race-based data collection, the exercise of discretion by Special Constables and Fare Inspectors, and the deployment of body worn cameras.

## Findings

### Anti-Bias Training

- Most participants identified the need for anti-bias training and felt that such training could reduce individual and systemic bias within the TTC.
- However, some felt that anti-bias training is often performative – designed to demonstrate that organizations are “doing something” about racism or bias without enacting meaningful change.
- Several participants felt that anti-bias training is often reduced to a “box ticking” exercise. Participants must “take” training, but do not have to “pass” these courses or demonstrate what they have learned.
- Participants stressed that anti-bias training must be implemented at the institutional level and should not be isolated to a small group of individuals within specific departments.
- The “trickle-down” effect was noted several times during consultations. Participants felt that it was important to secure support for anti-bias training by those in supervisory or leadership positions first, then have those individuals promote and encourage training initiatives within their respective departments.
- Accountability and transparency were keywords that emerged when discussing anti-bias training. Expert stakeholders supported consistent, interactive, and community-informed training that was subject to high quality evaluation.
- Many expressed that although anti-bias training sounds good, no study has examined whether it increases participant knowledge, reduces racial bias, or eliminates racial disparities in organizational outcomes. Thus, anti-bias training should be subject to periodic evaluations to ensure that it is having the desired effect (i.e., improving how TTC enforcement personnel interact with TTC customers).
- Most participants felt that anti-bias training should consist of multiple sessions, involve scenario-based learning modules, and be grounded in the histories and/or lived realities of racialized community groups.
- Participants stressed that trainees should also be evaluated or tested to successfully complete certification or receive accreditation. Certification in anti-bias training should be an employment requirement. Failure to meet standards of competence should lead to dismissal or removal from the job pool.

## Diversity Recruitment and Hiring

- The increased hiring of racialized Special Constables and Fare Inspectors was supported by almost all participants. Many felt that such hiring would reduce racial bias within the TTC's enforcement unit.
- Others, however, felt that diversity hiring is not a silver bullet. These participants felt that a change in organizational culture and practice is also required to reduce racial discrimination.
- Some worried that racialized enforcement officers can become integrated into dominant colonial structures and ultimately treat racialized populations worse than their White colleagues.
- Diversity was also discussed beyond the concept of racial background. Some participants felt that candidates should be screened for cultural competence and anti-racist beliefs. Regardless of race, all candidates should demonstrate a commitment to diversity and anti-racism. Others felt that Special Constables and Fare Inspectors should demonstrate a customer service rather than enforcement orientation during hiring and training processes.

## Body-Worn Cameras

- Most expert stakeholders support the deployment of body-worn cameras for both Special Constables and Fare Inspectors.
- In general, participants felt that cameras could reduce racial bias and ensure that all TTC customers are treated fairly and with respect.
- Consistent with the research literature, some participants noted that body-worn cameras could also have a “civilizing” effect on TTC customers and reduce the level of abuse experienced by Special Constables and Fare Inspectors.
- Almost all participants felt that body-worn cameras could increase both transparency and accountability within the TTC. However, several participants warned that increased accountability was dependent on who has access to camera footage. If customers are denied access to TTC camera footage, body-worn camera initiatives could further erode trust in the TTC's enforcement units.
- Most participants, therefore, believe that customers (or their legal representatives) should be granted access to camera footage that captures their own image or voice.
- Several respondents noted that camera footage could potentially be used as evidence when customers file complaints against Special Constables or Fare Inspectors. Camera footage could also protect Special Constables and Fare Inspectors from false accusations.
- Participants emphasized the need for the TTC to develop a strong body-worn camera policy that would dictate when cameras must be turned on or off, whether customers should be informed about the presence of body-worn cameras, who should be granted access to body-worn camera footage, and how long body-worn camera footage must be retained.
- Participants stressed that, within reason, the privacy of customers captured by TTC camera footage must be protected.

- Some participants stressed that, to develop an effective body-worn camera policy, the TTC must consult with those communities most directly impacted by TTC enforcement activities (i.e., representatives from Toronto's Black and Indigenous populations).
- All participants felt that the use of body-worn cameras by TTC enforcement personnel must be thoroughly evaluated by outside experts. Such evaluations should help determine whether body-worn cameras improve interactions between Special Constables/ Fare Inspectors and racialized customers, reduce racial disparities in TTC enforcement statistics, reduce civilian complaints, and improve relations between the TTC and Toronto's BIPOC communities.

## Complaints

- All stakeholders agreed that the TTC should have a separate system to field complaints about Special Constables and Fare Inspectors.
- Stakeholders felt that complaint investigations should be handled by this independent body and not by staff employed by the Special Constables or Fare Inspectors Units.
- Stakeholders felt that the complaints office should collect information on the racial background of complainants as well as their gender identity, age, religion and sexual orientation.
- Participants felt that the TTC should develop distinct categories to capture complaints that involve allegations of racism or other forms of bias.
- Participants felt that, during the investigation, complainants should receive periodic updates regarding the status of their complaint.
- Stakeholders felt that complaints should receive a report at the end of the investigation describing the case outcome including any disciplinary actions taken against Special Constables or Fare Inspectors.
- Stakeholders felt that the complaints department should produce annual reports describing the number and type of complaints received and case outcomes.

## Use of Force

- Stakeholders unanimously endorsed the development of a Use Of Force policy for TTC Special Constables and Fare Inspectors.
- Stakeholders felt that such a policy should thoroughly describe use of force and the use of force options available to Special Constables and Fare Inspectors.
- Stakeholders felt that the TTC's Use Of Force policy should thoroughly explain when use of force should be used when dealing with members of the public and when it should not be used.
- Stakeholders felt that Special Constables and Fare Inspectors who violate the Use Of Force policy should be subject to discipline and that disciplinary options should be thoroughly described in the Use Of Force policy.

- Stakeholders felt that the TTC should develop a use of force form that must be filled out each time a Special Constable or Fare Inspector decides to use force against a member of the public.
- Use of force forms should include details about the type of force used, the reason for using force, injuries incurred by both customers and TTC staff, and the demographic characteristics of civilians involved in TTC use of force incidents including racial background, gender identity, age, religion, and sexual orientation.
- Use of force forms should be reviewed by supervisors and used to identify individual Special Constables or Fare Inspectors in need of further training or discipline.
- The TTC should develop a use of force dataset to track trends and patterns in TTC use of force. Use of force data should be reported to the public in annual report.
- Stakeholders agreed that TTC Special Constables and Fare Inspectors should receive advanced training in de-escalation techniques in order to reduce the frequency of use of force incidents.

### Data collection

- All expert stakeholders expressed support for race-based data collection. The potential benefits of race-based data collection identified by participants include the identification of racial disparities in TTC enforcement practices, the identification of bias amongst individual Special Constables and Fare Inspectors, and the identification of systemic bias in TTC enforcement actions.
- Some participants felt that race-based data collection could help Special Constables and Fare Inspectors understand how racial bias may impact their decision-making.
- Several stakeholders felt that the ongoing analysis of race-based data could be used to reduce racial disparities and evaluate the effectiveness of TTC anti-racism initiatives.
- Overall, participants felt that race-based data collection, if properly implemented, could improve transparency and accountability within the TTC.
- Participants were split on how the TTC should collect information on the racial background of customers. Several participants felt that customers should be allowed to self-report their racial identity during enforcement-related incidents. These participants expressed concern about the accuracy of racial data if dependent on the subjective perceptions of enforcement staff.
- A few participants worried that to avoid allegations of racial bias, some Special Constables and Fare Inspectors could willfully misrepresent the racial background of customers subject to enforcement actions.
- Other participants, however, were concerned that if the TTC relies exclusively on the self-report method, many customers will refuse to report their racial identity, thus compromising the quality of race-based data. These participants felt that it might be better to collect perception data.

- All participants agreed that, whether the TTC collects self-report or perception data (or both), periodic audits must be conducted to ensure both the quality and completeness of the racial data collected by Special Constables and Fare Inspectors.
- Several participants felt that, to ensure the TTC collects reliable racial data, individual Special Constables and Fare Inspectors should be evaluated on the quality and completeness of the racial data they produce.
- Stakeholders also discussed the importance of race-based data collection training for TTC Special Constables and Fare Inspectors. Participants expressed that TTC enforcement staff need to be educated not only on how to collect data, but the benefits of this practice and the positive impacts it could have on their own job.
- Many felt that there needs to be a TTC public awareness campaign to ensure members of the public understand the purpose and benefits of race-based data collection.
- Participants emphasized that any racial data collected by the TTC, whether from body-worn cameras, enforcement interactions, use of force forms, or formal complaints, must be reviewed, analyzed, and disseminated to the public on a regular basis (i.e., in annual reports).
- Most participants highlighted that data reviews must be built into the TTC as an on-going performance measure and accountability mechanism. Reviews should not only present and interpret race-based findings, but also examine how organizational policies are implemented, track related policy/procedure changes, evaluate the quality of the racial data being collected, and hold managers and frontline staff accountable.

### Special Constable and Fare Inspector Discretion

- All respondents agreed that the TTC should develop a discretion policy for TTC Special Constables and Fare Inspectors. This policy should define discretion and govern how discretion is used with respect to various enforcement decisions including decisions to issue formal cautions, issue tickets, formally charge customers, or arrest members of the public.
- Participants were divided with respect to whether Fare Inspectors and Special Constables should record information – including race-based data – when they issue informal (verbal) cautions or decide to educate rather than ticket customers for fare violations.
- On the one hand, such an exercise would entail increased data gathering responsibilities for enforcement staff and greater surveillance and documentation of TTC customers.
- However, some participants felt that recording verbal warning would shed insight on who is being treated leniently by Fare Inspectors and Special Constables and help ensure that people from all backgrounds are treated equally.
- Some stakeholders stated that there might be a compromise position. For example, rather than making a detailed record of each verbal warning, Special Constables and Fare Inspectors could just be required to record the number of verbal warnings issued each shift and the race of the persons given such cautions.

### **TTC Affordability**

- Expert stakeholders also discussed the rising cost of using public transit in Toronto and how this impacts marginalized communities.
- Many discussed how people from poor communities can no longer afford to use the TTC and that this contributes to a rise in fare violations.
- Some participants advocated for reduced TTC fares or free services as a practical way of reducing racial disparities in enforcement practices.

# **Appendix 2: REIA Community Consultations**

## **REIA Community Consultations: Executive Summary**

**Dr. Scot Wortley**

**Dr. Akwasi Owusu-Bempah**

**Roksolyana Shlapak**

- As part of the TTC's Racial Equity Impact Assessment (REIA) of the TTC Special Constable and Fare Inspection Units, Dr. Wortley and Dr. Owusu-Bempah organized a series of community consultations to learn about community members' experiences with Fare Inspectors and Special Constables and their opinions about how TTC enforcement activities might be improved to prevent bias and meet the needs of Toronto's diverse population.
- Sixteen community consultations, involving 119 TTC customers, took place between November 2021 and April 2022. These consultations purposively targeted members of Toronto's Black and Indigenous communities. A breakdown of specific consultations, including the target group reached, is provided in Table Two.
- Due to the COVID-19 pandemic, all consultations were conducted online.
- All community consultations followed the same general format. After a brief introduction of the REIA project, and a discussion about work completed to date, Dr. Wortley and Dr. Owusu-Bempah, first inquired about the participants' TTC use.
- Dr. Wortley and Dr. Owusu-Bempah then asked participants to share their overall impressions about TTC services, before proceeding into a more specific discussion about Special Constables and Fare Inspectors.
- Participants were invited to share their own experiences – both positive and negative – with TTC Fare Inspectors and Special Constables. They were also asked about any interactions they may have witnessed that involved members of the public and TTC enforcement personnel.
- Dr. Wortley and Dr. Owusu-Bempah also posed questions about documented racial disparities in TTC enforcement activities, the presence of racial bias within the TTC, and how participants thought that Toronto's transit system could be improved. On the last point, participants engaged with and provided their thoughts on a range of activities including, but not limited to, anti-bias training, the TTC complaints procedures, body-worn and in-car cameras, and race-based data collection.

## Findings

### General Impressions of the TTC

- A general perception, documented across all community consultations, was that the TTC could be significantly improved.
- Specific problems or issues identified by participants included: 1) Overcrowding on TTC vehicles; 2) Unreliable transit schedules (i.e., late departure or arrival times); 3) Inconsistency of transit service across neighbourhoods (i.e., participants felt that affluent areas of the city receive higher quality service than economically disadvantaged communities); 4) Poor customer service (i.e., from bus drivers, streetcar Operators and station staff); 5) Service reductions (including cancelled transit routes); 6) The high cost of transit fares (i.e., fare increases); and 6) Challenges navigating the system (especially for newcomers to Toronto).
- Several participants felt that the TTC should be a free service – that public transit should be a right enjoyed by all citizens.
- Participants often compared the TTC to transit systems in other jurisdictions which they felt did a better job at providing reliable, consistent service and ensuring customer safety.

### Experiences with Fare Inspectors

- Participants shared both positive and negative experiences with Fare Inspectors.
- Positive interactions included interactions in which Fare Inspectors were described as kind, respectful, or polite. A few participants described a positive experience as being given a verbal warning by a Fare Inspector, rather than a ticket, when caught for nonpayment of fare.
- Many participants indicated that they had never felt singled out for a fare inspection and that Fare Inspectors were just doing their job.
- Other participants, however, described their experiences with Fare Inspectors as negative. Some felt that they had been racially profiled for fare inspections (i.e., that they had been targeted for a fare inspection because of their race). Other participants indicated that they had witnessed other racialized customers targeted for inspection while White customers avoided scrutiny.
- Some participants stated that a Fare Inspector had been overly aggressive and/or rude towards them. Some participants described feeling embarrassed or humiliated by a Fare Inspector in front of other customers. Others felt that the Fare Inspector was intimidating or had otherwise abused their authority.
- Across most community consultations, the majority of participants felt that Black and Indigenous customers, in general, are treated worse than White people by TTC Fare Inspectors.

- Most participants felt that Black and Indigenous customers are more likely to be subjected to fare inspections than White customers, more likely to be given a ticket if found guilty of a fare violation and are more likely to be subjected to false allegations of fare nonpayment. Most participants also felt that, in general, BIPOC people were treated less respectfully by Fare Inspectors than their White counterparts.

### Experiences with Special Constables

- Participants were less likely to report recent interactions with Special Constables than Fare Inspectors. Several respondents indicated that, despite using the TTC on a frequent basis, they had never had a personal encounter with a Special Constable.
- However, when participants reported a direct or indirect interaction with a Special Constable, they were much more likely to describe the incident in negative terms.
- Most participants felt that Special Constables treated racialized customers more harshly than White customers. Several Black community members felt that Black youth were specifically targeted by TTC Special Constables and experienced higher levels of Special Constable surveillance than other customers.
- Participants also felt that, compared to racialized customers, White people were less likely to be arrested or ticketed by Special Constables – even if guilty of serious infractions.
- Several Indigenous community members remarked that they felt Special Constables try to act too much like the police and thus often abuse their limited authority.

### Experiences with Operators

- Participants were more likely to report direct and indirect experiences with TTC Operators than either Special Constables or Fare Inspectors.
- Some participants highlighted positive experiences with Operators. For example, some made note of the kindness and consideration shown by Operators who let them ride TTC vehicles when they did not have the funds to pay. Others noted the kindness of individual Operators who would wait for them or other customers to board vehicles or would take the time to provide directions when asked.
- However, other participants shared experiences with TTC Operators that were marked by hostility, harassment, and racism.
- Important with respect to the current inquiry, several participants stated that they had witnessed Operators stop vehicles and unnecessarily call for Special Constable assistance to deal with minor incidents – including fare disputes. They felt that operator escalation of minor incidents inconvenienced all customers and produced situations where racialized people felt targeted and publicly humiliated. In these cases, the participants noted that it was not the Special Constables that were the problem – they were just responding to calls. The problem was with overzealous Operators who used Special Constables to deal with minor disputes. Interestingly, this concern was also raised in our focus group discussions with Special Constables.



- Consultations with Black community members, and Black students in particular, revealed a sentiment that Black youth are treated differently by the TTC Operators and station staff than youth from other racial backgrounds. The impression was that bus drivers, streetcar drivers, and/or station staff were more likely to call Special Constables for help if they were dealing with a group of Black youth than a group of White youth.

### **Explaining Racial Disparities in TTC Enforcement Statistics**

- Participants were asked what they thought accounted for the significant over-representation of Black and Indigenous peoples in TTC enforcement activities (cautions, tickets, arrests, etc.).
- Resoundingly, conscious, implicit, and systemic racism were identified as the primary reasons for observed racial disparities in historical TTC data.
- Most participants believed that negative stereotyping and pre-conceived notions about Black, Indigenous and racialized communities resulted in the biased and unfair treatment of these groups by Fare Inspectors and Special Constables.
- Others noted systemic issues – including the strategic placement of enforcement staff on transit routes most often used by racialized populations. By contrast, several participants expressed the belief that routes with a higher percentage of White customers receive little or no enforcement attention.
- Many participants stressed that issues of racial bias and discrimination are not isolated within the TTC. It was expressed that TTC problems reflect broader social issues and racism within other social institutions including health care, education, and policing.
- A few respondents maintained that racial disparities in TTC enforcement activities could reflect racial differences in offending and fare violations. These participants argued that, due to historical and contemporary systems of oppression, Black and Indigenous peoples are more likely to come from economically disadvantaged communities and thus be unable to pay TTC fares.

## **Recommendations for reducing racial bias within the TTC**

### **Anti-bias Training**

- Almost all community consultations raised anti-racism and cultural sensitivity training as an avenue to improve the relationship between the TTC and Toronto’s Black and Indigenous communities.
- However, some participants, notably Black queer youth, questioned whether training would be enough to confront and challenge bias and deep-seated structures of racial inequality.
- Others worried that anti-racism training is often performative. Some respondents stated that training will not be effective if it is just something enforcement staff must “take” rather than something they must “pass.” Training that is just “a box to tick” is less effective than training that demands that participants demonstrate competence or knowledge acquisition.

- Effective training was described by participants to be continuous, mandatory, intensive, scenario-based, and grounded in the lived realities and histories of racialized people.
- Many felt that training should be delivered by subject matter experts in collaboration with members of Black and Indigenous communities. Indigenous participants emphasized the importance of having Indigenous informed training because of the heterogeneity of Indigenous people living in urban regions.
- Many participants also stressed the importance of having an evaluation system for all TTC staff who complete anti-racism and cultural sensitivity training to ensure that standards of competency are met.
- Some participants also proposed that individuals who do not pass this form of training need to be subject to some sort of reprimand by the TTC.

### **Recruitment and Hiring**

- Overall, there was community support for increased recruitment and hiring of Black, Indigenous, and other racialized people. Many identified the need to hire more racialized Special Constables and Fare Inspectors. However, participants also felt that the TTC needed to hire more racialized persons to serve as Operators, station staff, and to fill upper-management positions.
- Screening recruits for possible racial bias and to ensure cultural competency was also proposed by several community members.

### **Body-Worn Cameras**

- Most participants believe that body cameras should be worn by both Special Constables and Fare Inspectors. In general, participants are hopeful that body cameras will increase accountability, improve transparency, reduce racial bias, and ensure the fair treatment of all customers.
- However, participants also articulated several concerns including whether customers would have access to TTC camera footage that captured their own image or words.
- Additional concerns raised by community members included the possible deletion of unwanted camera footage by TTC staff, the editing or manipulation of camera footage by the TTC officials, the improper use of body-worn cameras by enforcement staff (i.e., not turning cameras on or off when appropriate), and the public release of camera footage by the TTC in a manner that would violate the privacy of customers. A few participants were worried that camera footage would only capture members of the public and not the images of the enforcement staff deploying the technology.
- Black and Indigenous youth expressed the greatest concern about body-worn cameras, stating that cameras would not actually change the behaviour of Special Constables and Fare Inspectors, but render TTC enforcement personnel more like the police and thus less approachable.
- Most participants strongly believed that customers should have immediate access to TTC body-worn camera footage that includes their own image. They felt that access to footage was the only way to

ensure accountability and could provide valuable evidence when filing a complaint against the TTC.

- A few participants felt that TTC camera footage should only be released to members of the public when they are involved in an incident that results in a charge or court hearing.

### Complaints

- Across all community consultations, participants felt that the TTC complaints process needed to be reformed to be more transparent and accessible to the public.
- Most community members were not currently aware how to file a complaint against a TTC Special Constable or Fare Inspector. As a result, participants felt that the TTC needs to do a better job informing customers about how to file a complaint against members of the TTC enforcement unit.
- The few participants that did know how to file a complaint – because they had filed a complaint in the past -- expressed frustration with the complaints process. Most were frustrated with how long it took to resolve their complaint. Others argued that they were not given timely updates with respect to the investigation or that they were not given a proper explanation regarding their case outcome and associated disciplinary processes. A few participants claimed that they had filed a complaint in the past but were never informed about how their complaint was resolved.
- Young Black participants were particularly cynical about the TTC complaints process. Several claimed that it would be a “waste of time” to file a complaint because the investigation would be biased in favour of Special Constables and Fare Inspectors.
- With respect to reforms, many participants believe that complaints should be investigated by either an independent third party or by the TTC in combination with an independent investigator.
- Participants also felt that, to improve transparency, complainants should be given regular updates with respect to investigations and a full explanation with respect to complaint outcomes.
- Most participants thought that collecting data on the race of complainants could expose patterns of racial bias within the TTC as well as racial bias among individual Fare Inspectors and Special Constables.
- Several participants felt that TTC’s classification of complaints must be revamped. Most thought that a special category documenting racial profiling should be established. Others felt that complainants should be asked whether they thought the incident that generated their complaint was racially motivated or not.
- Most participants thought that the TTC should release annual reports on complaints filed against Special Constables and Fare Inspectors as a means of improving transparency and accountability to the public.

### Race-based Data Collection

- Most community members consulted were in support of the TTC collecting race-based data. In general participants felt that race-based data collection could be used to identify racial disparities in TTC enforcement practices and identify racially biased enforcement staff in need of retraining or discipline. Others felt that race-based data could be used to evaluate racial equity initiatives and eliminate individual and systemic racism within Toronto’s transit system.
- Several participants were concerned about the possible misuse of race-based data. Several participants expressed that data documenting racial disparities in cautions, tickets and charges could further stigmatize racialized communities and justify racially biased enforcement practices.
- Some participants felt that the TTC should carefully monitor the quality of the race-based data collected by Special Constables and Fare Inspectors. Several felt that some TTC enforcement staff may be tempted to misreport race in order to avoid allegations of racial bias.
- Indigenous elders raised concerns about the reliability of racial data collected by TTC staff. They worry that some Indigenous people will be misclassified as White. As a result, official statistics may significantly under-estimate the involvement of Indigenous peoples in TTC enforcement incidents. As a result, some participants felt that the TTC should ask customers to self-report their racial background rather than rely on how Fare Inspectors and Special Constables perceive the race of the people they are interacting with.
- Several participants felt that the TTC needs to consult with outside experts to properly analyze and interpret race-based data.
- Most respondents felt that if collected, the TTC must release annual reports documenting racial disparities with respect to TTC enforcement activities. Many felt that such data should be publicly available so individuals and community groups can conduct their own analysis.
- All respondents felt that the TTC should only collect and disseminate race-based data in a manner that protects the identity and/or privacy of individuals.

### Use of Force

- All participants felt that the TTC needs to develop a strong policy to govern the use of force by TTC Special Constables and Fare Inspectors.
- All participants felt that Fare Inspectors and Special Constables should have to fill out a report every time they decide to use force against another person. These reports should document the type of force used, the reason for using force, and injuries to both civilians and TTC staff.
- Participants also felt that TTC use of force reports should also collect demographic information on all civilians involved in use of force incidents. Important demographic variables highlighted by participants include racial background, age, gender-identity, religion, and sexual orientation.

- Participants felt that the TTC should release annual reports documenting use of force by Special Constables and Fare Inspectors.

#### Documenting Discretion

- Most participants felt that the TTC should collect racial data on all enforcement-related discretionary decisions including fare inspections, formal cautions, tickets, by-law violations, charges, arrests and use of force.
- However, community members were mixed in their opinion of whether verbal warnings should be documented. On the one hand, some community members remarked that it would be important to know who gets breaks from Special Constables and Fare Inspectors and who does not. Recording verbal warnings would mean that enforcement staff are held accountable for their leniency as well as their formal enforcement actions.
- On the other hand, some expressed concerns that the TTC could use this data to develop profiles of individuals within the TTC system and that this data could be used in a manner that would harm these individuals (i.e., much like carding or street check data was used by the Toronto Police Service).
- Generally, community members expressed that the development of effective policy and training on how Fare Inspectors and Special Constables use discretion is crucial.

#### Free Access to the TTC

- A significant number of participants expressed that, to reduce racial bias, the TTC should be provided to members of the public free of charge. These individuals felt that free TTC service would eliminate the need for Fare Inspectors and eliminate racial disparities in fare violation cautions and charges. These participants often noted that public transit was free in several other jurisdictions around the world.
- Others felt that the vision of a free TTC was unrealistic and that customers should have to pay a fee to use public transit. However, instead of making it free, participants proposed making it more affordable to students and those with low incomes.
- Others felt that the TTC should be free – but only for those who can prove they can't afford it. Several respondents felt that TTC fares could be raised for those in higher income brackets as a way to subsidize TTC use for economically disadvantaged groups.

#### Other Recommendations

- Other important suggestions to come out of our community consultations include the need for increased TTC messaging and communication – both externally and internally -- about racial diversity and inclusion.
- Indigenous youth proposed a need for increased information and knowledge-sharing on Indigenous issues and the need for a formal TTC land acknowledgement.

**Table Two: REIA Community Consultations**

Community Group	Date	Number of Participants
BSSN/GBC student focus group (Black Student Success Network at George Brown College)	November 5, 2021	12
CNIB focus group (Canadian National Institute for the Blind)	November 21, 2021	5
BQYC focus group (Black Queer Youth Collective)	December 15, 2021	10
Black migrant focus group	February 7, 2022	9
Racialized migrant focus group	February 8, 2022	3
PAC members focus group (Partnership and Accountability Circle)	February 10, 2022	6
NCFST Indigenous seniors focus group (Native Child and Family Services of Toronto)	February 28, 2022	8
NCFST Indigenous youth focus group	March 7, 2022	9
NCFST General Indigenous focus group	March 2, 2022	8
NCFST General Indigenous focus group	March 8, 2022	3
UARR Black youth focus group (Urban Alliance on Race Relations)	March 14, 2022	11
UARR Racialized youth focus group	March 15, 2022	7
UARR Black adults focus group	March 17, 2022	4
UARR Racialized adults focus group	March 18, 2022	10
ESBGC Black youth focus group (East Scarborough Boys and Girls Club)	April 30, 2022	7
ESBGC Black adult focus group	April 30, 2022	7

# Appendix 3: Complaints Data

In accordance with the FISCC Office mandate, and its commitment to transparency and public accountability, the FISCC Office is reporting its 2023 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 168 complaints recorded in 2023 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 168 complaints, including the nature of the complaints; and the outcomes. It also provides data regarding conduct complaints received regarding other employees within the Revenue Protection Department and/or Special Constable Services who are not Special Constables or Fare Inspectors.



## Complaints Data: TTC Special Constables and Fare Inspectors

### FISCC Office complaint files, year over year 2020 – 2023

#### Special Constable Service

Complaints Received				
Source	2020	2021	2022	2023
Public	18	11	21	25
Internal	2	5	19	23
<b>TOTAL</b>	<b>20</b>	<b>16</b>	<b>40</b>	<b>48</b>

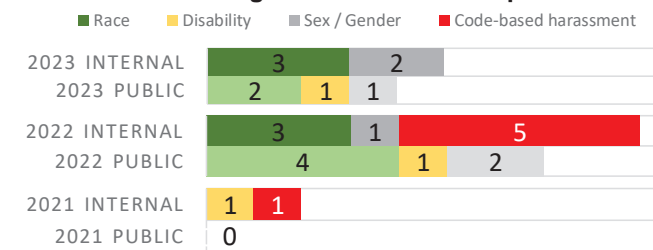
\* Pre-pandemic average for 2017-2019: 26 public complaints and 1 internal complaint

#### Revenue Protection

Complaints Received				
Source	2020	2021	2022	2023
Public	42	17	27	109
Internal	0	2	11	11
<b>TOTAL</b>	<b>42</b>	<b>19</b>	<b>38</b>	<b>120</b>

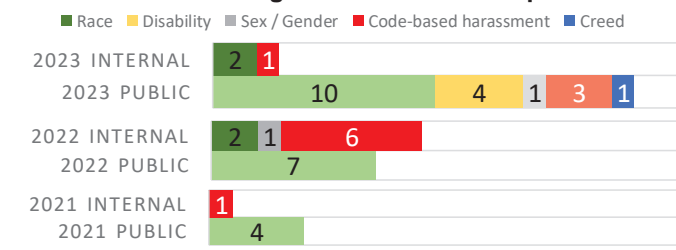
\* Pre-pandemic average for 2017-2019: 143 public complaints and 1 internal complaint

#### SC Human Rights Code-based complaints



^ As well, FISCC received 3 non-Code based SCS workplace harassment complaints in 2023

#### RP Human Rights Code-based complaints



^ As well, FISCC received 1 non-Code based RP workplace harassment complaint in 2023

### Human Rights Office files year over year 2020 – 2023\*

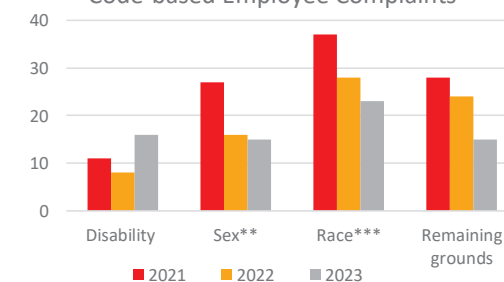
From Employees				
	2020	2021	2022	2023
Complaints	245	230	217	230
Consultations	283	770	374	421
HRTO	14	6	12	23
<b>TOTAL</b>	<b>542</b>	<b>1006</b>	<b>603</b>	<b>674</b>

Pre-pandemic average (2017-2019) total files received from employees: 535

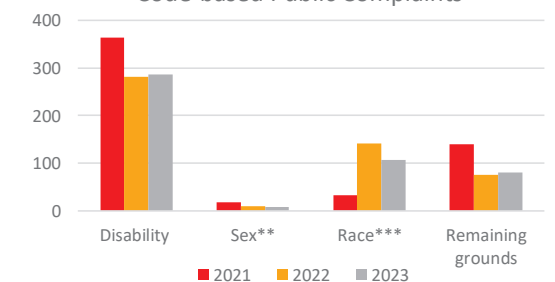
From the Public				
	2020	2021	2022	2023
Complaints	1076	591	539	525
Consultations	55	4	16	15
HRTO	9	10	12	4
<b>TOTAL</b>	<b>1140</b>	<b>605</b>	<b>567</b>	<b>541</b>

\*Pre-pandemic average (2017-2019) total files received from customers: 1174

#### Code-based Employee Complaints



#### Code-based Public Complaints



\*Does not include WPV

\*\*Sex does not include sexual orientation, gender expression or gender identity

\*\*\* Race does not include colour, ancestry, ethnic origin, place of origin

**Table One:** Categorization of Special Constable Misconduct Complaint Allegations: Comparison Chart of 2020 to 2023<sup>1</sup>

Category	2020 Total	2021 Total	2022 Total	2023 Total
Breach of Confidence	0	0	1	3
Consuming Drugs or Alcohol in a Manner Prejudicial to Duty	0	0	0	0
Corrupt Practice	1	0	0	4
Damage to clothing or equipment	0	0	0	1
Deceit	0	0	2	2
Discreditable Conduct	11	7	36	31
Discourtesy/Rudeness	9	4	10	14
Harassment/Discrimination	3	3	13	9
Poor Use of Discretion	0	2	4	9
Insubordination	0	0	0	0
Misrepresentation	0	0	0	0
Neglect of Duty	1	1	4	8
Other Less Serious	1	1	0	4
Unlawful or Unnecessary Exercise of Authority	5	5	0	5
Related to Use of Force	5		0	5

In 2023, the TTC recorded a total of 48 complaints involving Special Constables, 25 of which were Public Complaints and 23 were Internal Employee Complaints. Of the 48 complaints, five were general complaints related to the parking practices, subway station presence, or the policy or services of the Special Constable Service.

The remaining 43 complaints were about employee misconduct. The most frequent allegation types were:

- 14 complaints alleging discourtesy or rudeness
- 9 complaints alleging poor use of discretion
- 9 complaints alleging harassment and/or discrimination
- 8 complaints alleging neglect of duty

Of the 48 complaints received in 2023:

- 19 complaints were closed in 2023 (11 Public and 8 Internal)<sup>2,3</sup>
- 27 matters remain open and pending resolution

The FISCC Office also closed 10 other complaints that were received prior to 2023.

<sup>1</sup> A single complaint may have multiple allegations, and therefore the total number of allegations is greater than the total number of complaints.

<sup>2</sup> The FISCC Office also closed 10 other complaints that were received prior to 2023. Of these 10 complaints, six were investigated and the allegations found to be unsubstantiated and/or did not result in a violation of TTC policy. One complaint was found to be partially substantiated. Two complaints were resolved via informal resolution. The remaining complaint was determined to contain insufficient specific details for the FISCC Office to investigate.

<sup>3</sup> Toronto Police Service investigated one of the complaints as it alleged potential criminal behaviour. Two complaints were resolved via informal resolution. One complaint was assessed to contain insufficient specific details for the FISCC Office to investigate.

**Table Two:** Categorization of Fare Inspector Misconduct Complaint Allegations: Comparison Chart of 2020 to 2023

Category	2020 Total	2021 Total	2022 Total	2023 Total
Breach of Confidence	0	0	1	0
Consuming Drugs or Alcohol in a Manner Prejudicial to Duty	0	0	1	0
Corrupt Practice	0	0	0	0
Damage to clothing or equipment	0	0	0	0
Deceit	1	0	0	9
Discreditable Conduct	32	10	36	82
Discourtesy/Rudeness	23	7	20	61
Harassment/Discrimination	10	5	15	21
Poor Use of Discretion	1	0	4	22
Insubordination	0	0	0	1
Misrepresentation	0	0	0	0
Neglect of Duty	1	0	8	9
Other Less Serious	1	0	0	2
Unlawful or Unnecessary Exercise of Authority	2	0	0	1
Related to Use of Force	2	2	0	0

The TTC recorded a total of 120 complaints involving the conduct of Fare Inspectors or Protective Services Guards, or general complaints about fare inspection in 2023. 109 complaints were Public Complaints and 11 were Internal Complaints. Of the 120 complaints, 26 are general complaints from members of the public regarding customer fare evasion and TTC fare inspection.

The remaining 94 complaints involve allegations about misconduct, with 83 Public complaints and 11 Internal complaints.

Of the 83 Public complaints of misconduct, 17 were closed in 2023 and two are marked as pending management action<sup>4</sup>. Of the 11 misconduct complaints from internal complainants, two are closed.

In 2023, the FISCC Office also closed six Public and two Internal complaints that were received in 2022.

<sup>4</sup> Of these 19 complaints, seven were referred to management. Where appropriate, the FISCC Office will refer complaints to Revenue Protection management to address by way of informal resolution. For eight other complaints, the FISCC Office did fact gathering and determined the complaint lacked a factual basis, was not within the FISCC Office's mandate, and/or did not constitute a violation of TTC policy. Two complaints were assessed to contain insufficient specific details for the FISCC Office to investigate. For the remaining two complaints, the FISCC Office provided information or made appropriate referrals to educate the complainant on their questions.

## Complaint Data: TTC Human Rights Office

### Complaints from Employees

Workplace discrimination and harassment complaints and consultations	2020	2021	2022	2023
Complaints <sup>5</sup>	245	230	217	230
Consultations <sup>6</sup>	283	770	374	421
HRTO	14	6	12	23
<b>Total</b>	<b>542</b>	<b>1006</b>	<b>603</b>	<b>670</b>

Breakdown of Employee Complaints to HRTO	2020	2021	2022	2023
Disability (accommodation)	8	4	3	13
Sex	1	1	3	1
Race	3	0		3
Colour	0	1	1	1
Ancestry			1	
Creed/Religion				2
Family Status	1	0	2	1
Sexual Orientation				1
Reprisals	1	0	2	1
Age	0	0		
Record of Offences			3	
<b>Total</b>	<b>14</b>	<b>6</b>	<b>12</b>	<b>23</b>

In 2023, the TTC received 23 HRTO applications filed by employees against the TTC.

Of the 23 HRTO applications:

- 1 was dismissed
- 1 are pending a resolution

<sup>5</sup> “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.

<sup>6</sup> 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.

Breakdown of Employee Complaints by Human Rights Protected Grounds	2020	2021	2022	2023
Personal Harassment	75	100	82	120
Unprofessional Conduct (i.e. profanity)	66	27	59	41
Disability (accommodation)	29	11	8	16
Sex	23	27	16	15
Race	32	37	28	23
Colour	1	5	6	2
Ancestry	1		2	
Ethnic Origin	2	3	4	4
Place of Origin	1	2	1	1
Creed/Religion	1	1	1	3
Family Status	2	3	2	
Gender Expression	1			
Gender Identity	1	2	2	1
Sexual Orientation	3	5	2	2
Age	3	1	2	
Citizenship	0			
Marital Status	0	1		
Record of Offences	0			
Reprisal	4	2	2	2
No Ground Identified	0	3		
<b>Total</b>	<b>245</b>	<b>230</b>	<b>217</b>	<b>230</b>

Of the 230 complaints received in 2023:

- 106 remain open
- 3 were substantiated
- 19 were unsubstantiated
- 99 were found not to be human rights related and referred (i.e. related to TTC’s Code of Conduct and allegations of unprofessional conduct)
- 2 was mediated and resolved, and 2 were withdrawn<sup>7</sup>

<sup>7</sup> Note that the HRID database only allows for one outcome to be selected. Partially substantiated complaints cannot be captured; non-R&D matters that are mediated cannot be captured as both referred and mediated.

## Complaints from Customers

Workplace discrimination and harassment complaints and consultations	2020	2021	2022	2023
Complaints	1076	591	539	525
Consultations	55	4	16	15
HRTO	9	10	12	4
<b>Total</b>	<b>1140</b>	<b>605</b>	<b>567</b>	<b>544</b>

Breakdown of Customer Complaints to HRTO	2020	2021	2022	2023
Disability (accommodation)	2	5	2	3
Sex	1	0		
Race	4	1	6	
Colour	1	2		
Creed/Religion			1	1
Reprisals			1	
Age	0	2	1	
No Ground Identified			1	
<b>Total</b>	<b>8</b>	<b>10</b>	<b>12</b>	<b>4</b>

The TTC received 4 HRTO applications from customers in 2023.

Of the 4 HRTO applications:

- 4 are pending a hearing

The HRTO complaints from customers decreased significantly (67%), in 2023. We attribute this, in part, to the significant work the TTC has been doing to make the service more accessible and compliant with the AODA by the required Ministry timeline of January 2025.

This includes Bus Stop Improvements for Accessibility: upgrades to over 800 bus stops, 54 of 70 stations have been made accessible (10 since 2021). As well as Elevator construction is underway at 15 subway stations.

TTC has also made strides in ensuring appropriate communication is provided to customers when there is a disruption in service (including when elevators are not in service). This significant decrease in public HRTO complaints definitely signals that we are on the right track, as we continue on the journey to making TTC a more accessible transit system that is safe, inclusive, harassment and discrimination free for all.

Breakdown of Customer Complaints by Human Rights Protected Grounds	2020	2021	2022	2023
No Ground Identified				
Personal Harassment	1	12	1	
Unprofessional Conduct (i.e. profanity)	59	26	26	40
Disability (accommodation)	676	364	281	286
Sex	18	18	10	8
Race	117	32	141	108
Colour	126	106	27	49
Ancestry				
Ethnic Origin	15	6	8	1
Place of Origin	1	6	7	2
Creed/Religion	12	6	3	11
Family Status	9	2	4	3
Marital Status			1	
Sexual Orientation	9	3	10	6
Gender Expression	1	1	1	2
Gender Identity	2	1	2	3
Age	30	8	11	6
Citizenship			1	
Record of Offences				
<b>Total</b>	<b>1076</b>	<b>591</b>	<b>538</b>	<b>525</b>

Of the 525 customer complaints received in 2023:

- 13 were substantiated,
- 187 were found unsubstantiated and/or had insufficient information to make a finding
- 323 are pending resolution

Similarly, only one Human Rights Code ground or allegation type can be selected. An RFP for a new database will be launched in 2023.

# Thank you!



**41%** of Transit Operators new hires are women  
Third year of achieving 40% target



Student hiring up **20.5% YoY**

**53%** YoY increase in completion of CABR training by TTC employees

First involvement by TTC in **Toronto Carnival 2023**



## Enhanced focus on **Women's issues**

- ✓ Women & Diversity Committee review
- ✓ Washroom access improvements
- ✓ Appropriate Uniforms
- ✓ Women and Safety initiatives



**Anti-Racism Strategy and Policy** developed for launch in 2024



**Assessment of the Built Environment for Accessibility & Inclusion** completed, implementation of solutions in progress



Use of Force, Use of Discretion, Body-Worn Camera and Special Constable In-Car Camera System policies under development, in consultation with the public and external advisors.

**Diversity and Marketing & Communication Awards** from the Canadian Urban Transit Association (CUTA) Marketing and Communications and the American Public Transportation Association (APTA)

