



Interim Report from the TTC's External Advisor on Diversity and Inclusion, Arleen Huggins

Date: December 15, 2020
To: TTC Board
From: Chief Executive Officer

Summary

In March 2020, the TTC retained Arleen Huggins, Partner, Koskie Minsky LLP to act as an external consultant in respect to the TTC's Anti-Racism Strategy and to provide advice and guidance as the TTC embarks on its journey of transformation to become a more diverse and inclusive organization.

Arleen Huggins is a lawyer specializing in employment law, human rights law, workplace harassment and discrimination investigations, among other impressive credentials. A large, complex organization like the TTC cannot possibly make systemic improvements without a critical assessment.

The mandate of the review includes the following:

- Provide advice and consultation on matters related to diversity, inclusion and anti-racism.
- Provide advice and consultation on the strategy and implementation plan for the TTC's Anti-Racism Strategy to ensure that it can be undertaken and completed within the timelines identified and to determine if it will achieve the objectives identified within the Strategy as well as those identified by the CEO.
- Review of the TTC's employment policies and practices to identify barriers for racialized and Black individuals in the outreach and recruitment process. This work includes providing advice on strategies to address unconscious bias and barriers in the recruitment, hiring and promotion of diverse candidates.
- Consulting on the development and implementation of broad anti-racism and unconscious bias training.
- Liaise with Dr. Scot Wortley and Dr. Akwasi Owusu-Bempah in respect of their examination of historical TTC enforcement data, conduct information sessions and focus groups with TTC employees and undertake public consultation sessions in order to inform the TTC's Anti-Racism strategy.
- Develop and implement a new public complaints process in order to ensure it can address the deficiencies of the previous process and meet the expectations for the future.
- Review of the TTC's Annual Report on Diversity and Inclusion.
- Review of the TTC's Diversity and Inclusion unit.

In order to conduct her review, Arleen Huggins has met with a number of TTC staff and been provided with documents in support of her mandate. In her interim report, which is attached, she gives us an honest and frank assessment of where we are on the diversity and inclusion file while providing advice and guidance on how we build on the work we've done to bring about the systemic changes we want to see. The report includes 16 cultural change recommendations which the TTC has accepted and is committed to implementing.

It is our obligation and commitment as an organization to promote and support diversity and inclusion, and the identification and removal of barriers in our corporate policies, procedures, processes, programs, services and practices in order to better reflect the needs of our employees and the City we serve.

If we want to see change for the better, we cannot be afraid to invite and accept the analysis and the guidance that follows. The work Ms. Huggins is doing is an essential part of restoring and maintaining public trust in the TTC. With that, we thank Ms. Huggins for this report and look forward to our continued work with her to advance the TTC's objective of becoming more inclusive.

Recommendations

It is recommended that the TTC Board:

1. Receive the Interim Report: TTC Anti-Racism Strategy for information.

Signature

Richard J. Leary
Chief Executive Officer

Attachments

Attachment 1 – Interim Report: TTC Anti-Racism Strategy Review

**INTERIM REPORT:
TTC ANTI-RACISM STRATEGY REVIEW**

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December 11, 2020

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PART I - INTRODUCTION

I was retained in early March 2020 by the CEO of the TTC to act as an external consultant/reviewer in respect of the TTC's Anti-Racism Strategy (the "Review"). The CEO's motivation for my retainer, as stated to me, was that he had "looked in the mirror and did not like what I see".

I am an employment and human rights lawyer. My expertise lies in the investigation and review of organizations from an anti-Black racism perspective in order to address issues of anti-racism and anti-Black racism and create organizational and cultural change.

The mandate and scope of my Review was as follows:

- **Review and Advice on Status Updates to TTC Board:** The review will include advice and consultation on draft board reports, including the upcoming progress report, prepared by TTC staff for TTC board meetings
- **Anti-racism Strategy and implementation Plan:** The review will include advice and consultation on the strategy and implementation plan to ensure it can be realistically undertaken and completed within the timelines identified and to determine if it will achieve the objectives identified within the strategy as well as those identified by the CEO. This work will also determine if the implementation plan and work plan sets out sufficient resources and realistic timelines to achieve success;
- **Diversity, recruitment, job posting, and outreach strategy and plan:** The work will include a review of TTC's employment policies and practices to identify barriers for racialized and Black individuals in the outreach and recruitment process. It will include consultation and advice on strategies to address unconscious bias and barriers in the recruitment, hiring and promotion of diverse candidates;
- **New anti-racism and enhanced unconscious bias training program:** In addition to the roll out of Addressing Anti-Black Racism training being provided by the CABR unit, broader anti-racism and unconscious bias training will need to be designed to address unconscious bias and racism across all aspects of the organization. The objectives will

need to be clearly identified, and timelines for achieving this training realistic. It will need to have KPIs and an evaluation of the training program to ensure the objectives have been realized. Questions to be addressed include: What should this training look like? What criteria should the TTC be looking for to ensure the development and delivery of comprehensive anti-racism and unconscious bias training by a third party? How do we build capacity within the organization for the delivery of this training in the long term?

- **Enhanced Data collection to remove systemic racism barriers:** The review will include liaising with Dr. Scot Wortley and Dr. Akwasi Owusu-Bempah in respect of their examination of historical TTC enforcement data, conducting information sessions and focus groups with TTC employees and undertaking public consultation sessions in order to ensure such information informs the TTC Anti-Racism strategy;
- **Development and implementation of a new public complaints process:** The review will include consultation and advice on the mandate, function and organizational structure of the proposed Investigative unit and draft Transit Enforcement (TFI, TEO) public complaints process to ensure it can address the criticisms of the previous process and meet the expectations for the future. This consultation will be more immediate. In addition, the transit enforcement complaints process must be looked at against the general complaints process within the TTC to ensure other areas such as the Customer Service Centre, are following best practices and reflect the commitment to unbiased complaint handling;
- **TTC's annual report on diversity and inclusion:** with all the changes planned for the diversity and inclusion strategy and program at TTC, a review of key performance indicators used will be necessary;
- **Capacity, mandate, structure and reporting relationship of the diversity and inclusion unit:** A review of the unit to ensure it has the ability to successfully achieve the TTC's corporate objectives.

After a number of discussions with Richard Leary, Chief Executive Officer ("CEO"), and a review of the July 9, 2019 Ombudsman Toronto Enquiry Report and Recommendations (the "Ombudsman's Report/Ombudsman's Recommendations"), in early March 2020 I prepared a list

of cultural change initiatives which I recommended that the TTC work on implementing (the "Cultural Change Recommendations"), which are attached hereto as "Schedule A". The Cultural Change Recommendations were prepared to act as a baseline for ongoing work to be engaged in by the TTC with a view to the transformation of the culture of the organization to one which embedded diversity into all aspects of its internal operations and which used diversity as a framework for engagement with its customers and the public.

While the Cultural Change Recommendations which I made were informed, in part, by the Ombudsman's Recommendations, they went beyond the Ombudsman's Recommendations to address more broadly strategies to create a cultural shift within the TTC, and in particular, changes to its policies and practices and the development of new protocols in respect to job postings, recruitment, hiring, training, advancement, leadership, acting positions and secondments, mentoring, championship, disaggregated demographic data collection and reporting, communications and accountability, TTC wide.

Shortly after the commencement of my retainer, the effects of Covid-19 pandemic became widespread. The TTC, like every other public and private organization, was focused on adapting its operations to respond to the Covid outbreak, which was a priority given the health and safety of all of its 16,000 employees, as well as the public. Staff have been pulled in a number of directions and have been working tirelessly to adapt to this unprecedented world event. I am very mindful that this has impacted the progress of many of the Cultural Change Recommendations.

I am also mindful that my Cultural Change Recommendations contain both short term and long term initiatives and that many are on a continuum. They all require ongoing and sustained work to effect the ultimate goal, being a transformation of the TTC to an inclusive, diverse organization at all levels which maintains best practices from an anti-racism and anti-Black racism perspective.

It is also important to acknowledge that cultural change and transformation, both in terms of the organization internally and in respect to the TTC's engagement with the public, requires in depth systemic review and analysis, transparency, oversight, and above all, accountability, all of which

take time to implement. In addition, cultural transformation requires short and long term strategies and a dedicated, action oriented implementation of those strategies.

I find that the TTC has a CEO in place who strongly believes in diversity and inclusion and is intent on transforming the TTC to a modern, diverse and inclusive workplace and an organization which is responsive to the diverse customers it serves. The TTC has, for the most part, created strategies around combating anti-racism and anti-Black racism to drive cultural change internally and externally in respect of its organization. While there have been elements of missed opportunity in operational implementation and action, the TTC has shown forward momentum and, especially within the last month, put in place necessary building blocks to further action.

PART II - CONSULTATIONS AND PROGRESS ON ANTI-RACISM STRATEGY AS AT SPRING 2020

In order to obtain more information about the TTC's cultural climate and what racial diversity initiatives had already been commenced following the Ombudsman's Recommendations, I spoke with a number of individuals in key leadership roles within the TTC including the CEO; the Deputy CEO-Operations; the former and new Director, Talent Management; the then Head-Diversity and Human Rights; the Chief Capital Officer; the Chief People Officer; the Head, Revenue Protection; the Acting Fare Inspection Team Lead, Revenue Protection; the Acting Training Sargeant, Special Constable Service; the Chief Strategy and Customer Officer; the Chief of Corporate Affairs; the President/Chair of TTC Chapter COMTO/Director-Shared Services, Business Transformation, CEO Offices; the Head of Special Constables; the Manager-Diversity; the Diversity Business Partner and the Diversity Consultant-Special Project.

The internal TTC interviews generally illustrated that notwithstanding the will and direction of the CEO and the preparation of an (incomplete) draft framework, the "Components of TTC's Anti-Racism Strategy", prepared for discussion purposes "pending stakeholder consultations", limited progress had been made in actually implementing an anti-racism or anti-Black racism strategy.

As well, while there was overall agreement that the Senior and Executive leadership of the TTC is largely devoid of racial diversity, there was little information which could be provided to me as to what, if any, steps had been taken to address the situation.

Discussions with the Diversity and Human Rights Group made clear that the TTC's resources and attention since the July 9, 2019 Ombudsman's Recommendations and up to the spring of 2020, had been focused almost exclusively on restructuring the public complaints and investigations procedures, protocols and training in respect of Fare Inspectors and Special Constables. Some of the necessary work with a view to the TTC taking accountability of its Transit Enforcement activities from an anti-racism and anti-Black racism perspective had been commenced, including an analysis of how complaint data has been and should be collected and recommendations for changes in transit enforcement complaint and investigation training, practices and policies, as further detailed below.

However, as at the spring of 2020, appreciably less progress had been made in respect of the system wide anti-Racism Strategy, whether internally or externally. Much of the items identified in the draft anti-Racism Strategy framework had not been commenced or were engaged in on an isolated, one time basis; in particular those strategies addressing the underrepresentation of Indigenous, Black and other racialized groups in the senior leadership ranks of the TTC, development of a mentorship program where executive and senior management mentor and champion diverse leadership candidates, a successor planning program to include representation of diverse groups and the education of employees on anti-racism and anti-Black racism. Also, while anti-Black racism training through the City of Toronto's Confronting Anti-Black racism unit had begun, limited progress had been made towards completing the anti-Black racism training and no training plan had been established to do so, or to rollout the anti-racism training to employees.

There had been progress in late 2019 in terms of outreach and recruitment; the establishment of a Toronto TTC Conference of Minority Transportation Officials (COMTO) TTC Chapter for professional networking and development; the start of a Diversity Speaker Series in December 2019 with a presentation from the soon to be Manager of the City of Toronto's Confronting Anti-Black Racism Unit, Anthony Morgan, on Anti-Black racism, open to all employees; and a Leadership Presentation Forum in December 2019, January and February 2020 by Anthony

Morgan on the TTC's commitment to confronting anti-Black racism given to 748 TTC supervisors and managers. However, it appears the Speaker Series was not continued and no other presentations were reported.

The TTC also created five internal Working Groups based on the intervention grounds in the Toronto Action Plan to Confront Anti-Black Racism to bring together TTC staff with staff from the City's Confronting Anti-Black Racism Unit on public education and stakeholder engagement; staff learning, policy review and development, staff recruitment and advancement and youth mentorship and employment; research (including race-based data collection and analysis); and collaborative service planning and community investment. These internal Working Groups first met in November 2019 and since then have been meeting with the City from time to time. The TTC's CEO and the Diversity staff have however maintained a continued working relationship with the City's Confronting Anti-Black Racism unit in respect to anti-Black Racism training and certain initiatives.

Well prior to my retainer, the TTC had engaged Dr. Akwasi Owusu-Bempah and Dr. Scot Wortley from the University of Toronto to prepare a Racial Equity Impact Assessment of the TTC Transit Enforcement Unit, including recommendations for the collection, analysis and reporting of race-based Transit Enforcement Unit data and to undertake public consultations of racial bias and racial profiling in the Special Constable and Revenue Protection Services. As well, Drs. Owusu-Bempah and Wortley have been retained to review and advise the TTC on disaggregated demographic collection and analysis best practices for its employees.

The TTC had also completed an initial review of the TTC Transit Enforcement Policies and Practices from an anti-Black racism perspective undertaken by on behalf of the City's Confronting Anti-Black Racism Unit based on work carried out between January and March 2020 in order to inform the staff in their revisions to the Complaints and Investigations policies and practices, with a number of recommendations made, including, most importantly, the incorporating of an anti-Black racism analysis into the overall strategy for transit enforcement.

In addition to my discussions and information gathering from internal TTC executive leadership and diversity staff, I interviewed external stakeholders/interested parties, including Ombudsman Susan Opler; Deputy Mayor Michael Thompson; several members of City Council; the Director,

Community Resources, Social Development, Finance and Administration, City of Toronto, Aina-Nia Ayo'dele Grant; and Manager, Confronting Anti-Black Racism Unit, City of Toronto, Anthony Morgan.

During my consultations, and in particular my external consultations with the Councillors, and bearing in mind the Ombudsman's general observations concerning the TTC's Enforcement Unit's structure and culture made in the Ombudsman's Report on July 9, 2019, I recommended to the CEO that the TTC transform its enforcement mandate to a model of safety and customer service, and raised the implications of such transformation to the Special Constables' recruitment, training, uniforms, equipment, relationship with the OPS, and the overall culture of the transit enforcement unit and its relationship to the public.

In June 2020, prior to me completing the external consultations, the City of Toronto passed a motion to "review the mandate of the Special Constables Unit, in consultation with Streets to Homes and Confronting Anti-Black Racism, with a view to including uniforms, training and customer services practices, and specifically in regards to uniforms, to seek to eliminate as much as possible of the equipment carried by Special Constables".

In September 2020 my mandate was formally expanded to proceed with a Special Constables review as hereinbefore described.

As my report below indicates, while progress in respect to the TTC's anti-Racism Strategy was somewhat slow prior to the spring of 2020, since that time some important progress has been made.

PART III - ANTI-RACISM STRATEGY STATUS SINCE SPRING 2020

A. DIVERSITY AND CULTURE GROUP

Since May 2020, the Diversity Group has made some important progress in respect to its anti-racism and anti-Black racism mandate. However certain key areas of the Anti-Racism Strategy have not yet been commenced.

(i) Diversity Restructuring

During the course of the internal interviews and in discussions with the CEO, I recommended that in order to promote action and accountability in respect of the anti-racism and anti-Black racism mandate, a core group of staff with diversity and anti-Black racism expertise and strong and effective leadership skills was required. This Group's sole mandate would be to focus on diversity, and in particular anti-racism and anti-Black racism initiatives, and ensure that the initiatives are incorporated into all divisions and departments within the TTC. I indicated that to do so required dismantling Diversity from Human Rights. The result was the establishment of an expert Diversity and Culture Group within the new Diversity and Racial Equity Department. This was effected through a restructuring completed in September 2020.

The Diversity and Culture Group is to be headed by the inaugural senior executive position of Chief, Diversity and Culture, whose mandate is to enrich diversity, equity and throughout the organization on a systemic level by promoting, developing and co-ordinating the diversity and anti-racism initiatives throughout the TTC. The Human Rights, Fare Inspection and Special Constable complaints and investigations and Talent Management departments will all report to the Chief, Diversity and Culture so that she/he will have overall accountability for developing, leading, reviewing, implementing and managing all policy, programs and practices to address racism and anti-Black racism, diversity and inclusion throughout the organization. As executive management, the Chief, Diversity and Culture will be at the decision making table as a direct report to the CEO. This position will have direct responsibility over, *inter alia*, the new Director, Diversity role.

The Director, Diversity role is integral to the design of the TTC's diversity strategy and will have responsibility for its implementation. The Director, Diversity will be a key player in the review, refinement and creation of policies and procedures, training and education Programs to promote both systemic and cultural change within the organization. The Director, Diversity will also have engagement with external stakeholders, including but not limited to, the public.

The Chief, Culture and Diversity recruitment is nearing completion, with final interviews anticipated in January 2021. Thereafter the successful candidate, together with, *inter alia*, a representative from the City's Confronting Anti-Black Racism unit, will be directly involved in

the interviewing and hiring of the Director, Diversity candidate. The Diversity Director applications have been received and interviews for the Diversity Director are also expected to be completed in January 2021 or early February 2021.

In order to expand the resource and capacity of the then Human Rights and Diversity Department, which had been under resourced for some period of time, the TTC was to add two Diversity consultants and two Racial Equity Consultants. Funding for these new roles were approved in February 2020 and due to be posted in March 2020. The postings were delayed due to Covid-19 and a temporary firing freeze and were to be posted in June/July 2020. I reviewed the draft Consultants' postings in June 2020 and provided my initial comments at that time inquiring about the differentiation of the roles. After further discussions and the input of Talent Management, the position job descriptions were subsequently altered. The postings for the four Consultants were finalized by Talent Management in September 2020 and October 2020 respectively. The initial interviews for the Racial Equity candidates have almost been completed. The Diversity Consultant interviews are expected to commence in December 2020 or January 2021. A draft of the Manager, Racial Equity Job Description has now been prepared and recently sent to me for review and comment.

The two Racial Equity Consultants will be working directly with the City of Toronto's Confronting Anti-Black racism unit to develop the TTC's Anti-Racism and Anti-Black Racism policies and the anti-racism Lens and Toolkit. They will establish a regular schedule with the Working Groups to advance the Toronto Action Plan to Confront Anti-Black Racism.

All of these Consultants will report directly to the Manager, Diversity (who since November 2020 has been Acting Director, Diversity), and the to be hired Manager, Racial Equity, respectively. They both in turn will report to the Director, Diversity role.

The restructuring and the filling of these five positions was to result in the expediting of the finalization of the TTC's Anti-Racism Strategy and further the TTC's overall diversity, anti-racism and anti-Black racism mandate.

(ii) Anti-Black Racism and Anti-Racism Policies

The Drafting of these two policies have not yet commenced. It would have been advantageous, both in terms of efficiency and resources, to have had these policies drafted and presented to the employees as the Anti-Black Racism training was being rolled out so that real time live discussion on the policies could have been engaged in with the employees. These policies should be addressed and discussed with employees in smaller groups to promote dialogue.

I have recently been advised that the Acting Director, Diversity, is in the process of retaining an external lawyer to assist in the development of these policies to bridge the gap until the Manager, Racial Equity and the Racial Equity Consultants are hired and able to commence this work. The individual selected has valuable expertise in the area of anti-Black racism and policy development and will be able to meaningfully advance the timeline on this work.

The Diversity and Culture Group will however need to prioritize the strategy as to how these policies will be rolled out to all employees.

(iii) Diversity and Inclusion and Anti-Racism and Anti-Black Racism Lens and Toolkits

The initiative for the Diversity and Inclusion Lens and Toolkit, which helps employees consider diversity and inclusion when developing policies, programs and services, and to identify and remove unintended impacts on diverse groups, was launched in 2016.

I have been advised that over 1000 employees have received training on this particular toolkit to date: in 2018 to those who provide reports to the TTC Board; in 2019 to new supervisors through the Management Essentials program; in 2020 to the Talent Management Department. However, there are a significant number of employees who are in supervisory and other positions who develop policies and programs who have yet to be trained on the Diversity and Inclusion Lens and Toolkit, and in particular, Revenue Protection and Special Constables supervisors and other senior and executive management. I have been advised that this further training will be held in 2021.

To date, there does not appear to be a training schedule for the balance of the Diversity and Inclusion Lens and Toolkits or for the anti-racism and anti-Black racism Lens and Toolkits, the last of which are to be developed once the Diversity and Culture Group is fully functional.

(iv) Anti-Black Racism Training

As discussed above, this training has lagged behind, in part due to Covid. While training was completed in 2019 for the Talent Management group and some senior executives and in early 2020 for the Special Constables Revenue Protection, the Diversity and Human Rights Executive Steering Committee, the Strategy and Service Planning Department, Operations Training and Employee Development Departments, the Black Employee Resource Group and some additional senior management to date (with the rest of the senior management team to complete their training by the end of this year), there was no training by the City of Toronto's Confronting Anti-Black Racism Unit between March and August 2020.

I have recently received a draft Training Plan outlining the planning and delivery of training strategies and activities required to implement diversity and cross-cultural competency training. The draft Training Plan is still in its infancy and has to be reviewed and approved by all appropriate stakeholders.

The draft Training Plan provides for interactive classroom based training led by trained internal facilitators; virtual training by Webex led by external facilitators as an alternative during Covid; and a blend of facilitator/instructor led training, handouts, webinars and e-learning courses. Members of the Diversity and Inclusion Group will be trained by the Confronting Anti-Black Racism Unit to deliver the City's anti-Black racism training to unionized employees on behalf of the Operations Training Department and the Employee Development Department will use the Confronting Anti-Black Racism external facilitators to deliver this training to staff/supervisors and all remaining managers. Once the anti-racism training and the anti-Indigenous racism training are in the development phase, they will be combined with the anti-Black racism training module for one consolidated program. Given its importance, I have strongly recommended that such training be in person or at least by live video platform and not through E-Learning.

There is no specific training schedule in place to train middle management and the rest of the TTC's 16,000 employees (and no timing in respect to the hiring of the required external facilitators recommended by the City's Confronting Anti-Black Racism Unit or the timing for implementation of the planned train the trainer program).

Recently, the CEO has obtained the commitment of the City's Confronting Anti-Black Racism unit to provide additional training sessions for TTC employees in 2021. However, it is clear that these will not be sufficient to ensure the timing training of all employees and a specific and detailed strategy is required to develop and implement the train the trainer program and to retain external expert facilitators to buttress the City's trainers.

The Diversity and Culture Group is to maintain accountability over both the content of the training to ensure it is aligned with the organization's strategy and objectives and act as a decision maker for progress and also is to oversee the delivery, including the selection of facilitators. It must also maintain accountability for the timely completion of all the training.

While it was suggested to me near the end of November 2020 by a member of the Diversity and Culture Group that the training of all 16,000 employees might take "many many years", I have very recently been advised that the intention is to have all employees trained by December 2022. However, given the inherent logistical challenges identified in the draft Training Plan, including access to technology and the external facilitators which must be enlisted, I expect that a December 2022 timeline is quite optimistic especially as I am mindful that the draft Training Plan does not yet deal with the projected timing for the remainder of the diversity and cross-cultural competency training to occur. Clearly the inability to complete this training for all employees in a timely and effective manner will create a significant obstacle to the cultural transformation the TTC is seeking.

(v) Anti-Racism Training

I understand that this training, also an undertaking made by the TTC for all of its employees, has not yet commenced. My comments in respect to the anti-Black racism training are therefore repeated. The lack of any logistical timing for this training is certainly of concern.

(vi) Diversity and Human Rights Executive Steering Committee and other Internal Consultation Groups

This Committee was established in or about November 2018. It is the first committee of the TTC whereby TTC Executive and Management sit as members with non-supervisory and unionized employees from various equity groups. The Committee has to date been responsible

for overseeing the strategic direction, development and implementation of TTC's diversity, including and human rights plans, programs and initiatives, including the finalization and implementation of the TTC's 5 Year Diversity and Human Rights Strategic Plan.

The difficulty however is that this Committee has been in flux over the years, both in terms of the management members and the employee members. There appears to currently be 4 employee members and 23 management members, which is a large group to be determining the development and implementation of the TTC's diversity and inclusion strategy, programs and initiatives. I would expect that with the newly formed Diversity and Culture Group's mandate, and the new roles of the Chief, Diversity and Culture and Director, Diversity, that this Committee would become more of a consultative mechanism to both provide input to the Chief, Diversity and Culture and to be a communication liaison to the various TTC division/departments and to TTC employees.

The other consultative mechanism which the TTC has utilized since September 2019, are the Confronting Anti-Black Racism Working Groups, as hereinbefore mentioned.

Further, representatives from Revenue Protection, Special Constables, Diversity and Human Rights also attend the City Leads Table meetings with the Confronting Anti-Black Racism Unit and the Diversity Group shall continue to do so via the Racial Equity Consultants.

The TTC has finalized a policy framework for voluntary, self-governing ERGs in the workplace, such as the Black Employee ERG, and is in the process of designing a comprehensive launch in 2021.

(vii) 5 Year Diversity and Human Rights Strategic Plan and 10-Point Action Plan

The TTC has readily acknowledged a history of systemic racism and that progress in some areas of diversity and inclusion has been slow. However, it has made strides to become more representative in areas where the demographic data shows its representation is below the Toronto census benchmarks either overall, or in terms of supervisory, management and executive positions. The TTC has created two plans to track its diversity and inclusion work, the 5 Year Diversity and Human Rights Strategic Plan (created and finalized by the TTC's Diversity and Human Rights Executive Steering Committee in or about July 2020 for the period 2019-2023)

and the CEO driven 10-Point Action Plan (developed in or about October 2020 in consultation with Talent Management), both as a business imperative and to reflect the fundamental values of a diverse Canadian society. The 10-Point Action Plan calls for ten immediate steps to address the TTC's cultural transformation.

Based upon the timeline for the initiatives identified in the 5 Year Diversity and Human Rights Strategic Plan, most, but not all, initiatives have commenced. One major area outstanding is a review of TTC's employment system, policies and practices, and a review of job descriptions and postings, in a systematic (rather than one off) manner, using an anti-racism and anti-Black racism lens, which cannot be started until the anti-Black racism and anti-racism lens and Toolkits have been prepared by the Diversity and Culture Group's Racial Equity Consultants. This work will not likely start until the spring of 2021 at the earliest when those staff should be in place.

As well, the new employee demographic survey, with the updated categories which meet the Anti-Racism Data Standards is completed and went into use in January 2020 with new hires by way of an after hire form. The TTC has yet to roll out the updated demographic survey for existing employees and that initiative is expected to start in June 2021.

As well, an important diversity initiative which has not yet been commenced, and which for some unknown reason is not scheduled to commence until 2022, is for the TTC to leverage employee networks and partnership with COMTO to develop diversity and human rights champions, whose performance matrix is tied to the promotion and advancement of Black and other racialized employees into leadership roles and positions.

One of the initiatives on the 10-Point Action Plan was the creation of the Chief, Diversity and Culture position in September 2020, referenced above. The diverse interview panel for the hiring of this key role (another important progress implemented by the Talent Management department) has reached its final rounds of interviews and shall be in a position to complete the hiring process in January 2021.

The other 10-Point Actions include my appointment, the data review by Drs. Owusu-Bempah and Wortley discussed above, recruiting women and diversity into Transit Operations and the refocusing of outreach and recruitment strategies (further discussed below under Talent Management); review communications with a Diversity and Inclusion lens; training (discussed

above); establishing a diverse procurement policy (discussed below); the restructuring of Revenue Protection and Special Constable Services (discussed below) and best practice learning.

B. REVENUE PROTECTION AND SPECIAL CONSTABLES

(i) Restructuring and Reorientation

In an effort to be responsive to the Ombudsman's Report, and the concerns expressed by external stakeholders and the City concerning the Transit Enforcement Unit being less enforcement and more customer service oriented, in early 2020 the TTC restructured Revenue Protection and Special Constable Services into two distinct departments, as outlined in the TTC's Revenue Protection Strategy, moving these departments from the Operations Group to the Strategy and Customer Experience Group, reporting to the Chief Strategy and Customer Officer.

The purpose of the reorganization was to enhance the focus on each department's key priorities; one being to maximize revenue and the other being to deliver professional security and safety for customers, employees, revenue and property by way of a governance agreement with the Toronto Police Services Board. Another important goal was to emphasize the importance of the customer experience moving forward and to introduce transparency, public confidence and trust and accountability into the Transit Unit's dealings with the public, as mandated by the Ombudsman's Recommendations; most of which focused on the complaints and investigation procedures and processes of the Special Constables and the Fare Inspectors.

A review of the policies, procedures, systems, training organization structure, job roles and customer service practices, with a view to embedding a customer service orientation, is ongoing among staff in both units. The TTC has put a hold on decisions concerning new uniforms and equipment until such time as a third party review is undertaken by me, in conjunction with the CEO's office, both the Heads of Revenue Protection and Special Constables and relevant personnel, and community consultations are held.

(ii) Transit Enforcement Unit Complaints and Investigations

In response to the Ombudsman's Report, the TTC has introduced numerous policies and procedures aimed at effecting a change within the culture of the Transit Enforcement Unit.

The changes driven by the Ombudsman's Report were designed to make it simpler and more accessible for customers to navigate the complaints process and for the TTC to investigate and respond to the complaints in a fair, independent, thorough and timely manner.

To date, while the complaints process has been subjected to interim changes to address the concerns of the Ombudsman and to align the complaint practices more with human rights and workplace investigations best practices, these interim changes have not yet resulted in a finalized complaints process. Drafts of the finalized Complaint Procedures for each of the Fare Inspectors and Special Constables to accompany the flow charts which I reviewed and commented upon in April 2020 have recently been sent to me for review and comment as well as to all internal stakeholders. The draft Complaints Procedures has already been reviewed by the external lawyer. Pending the finalization of the Complaints Procedures, the TTC intends to upload the Interim Complaints Procedures online. Outstanding is the internal protocol, procedures and rules for investigations arising from such complaints, as was also required by the Ombudsman's Recommendations. In July 2020, City Council also directed, *inter alia*, that the TTC ensure the independence of the Special Constable and Transit Enforcement Officer Complaints Investigator by requiring that the investigator report directly to the TTC Board of Directors.

The TTC has also recently prepared initial drafts of Use of Discretion policies for Fare Inspectors and Special Constables and an initial draft of a Race Based Data Collection policy; all of which were drafted with the assistance of the external lawyer previously mentioned. These policies were called for in the Ombudsman's April 20, 2017 Report and Recommendations. All of these policies have now been provided to me for review. The draft Use of Force Policy is still outstanding. I have been advised that as the Racial Equity and Diversity Consultants are not yet in place, the plan is to retain this same external lawyer to assist in drafting the Use of Force Policy.

Once finalized and after proper training on their usage, these policies will be instrumental tools in the effort to bring transparency to the activities of the Transit Enforcement Unit as well as to track and monitor the effectiveness of the changes in terms of customer and Transit Enforcement Unit interactions.

Public complaints involving Fare Inspectors and Special Constables, which were being investigated by the Unit Complaint Co-ordinator prior to the Ombudsman's Report and Recommendations, are now to be investigated by a new Fare Inspector and Special Constables Complaints office. A number of new positions for the creation of this new investigations unit are currently being filled. I reviewed and provided my recommendations in respect to job descriptions and postings for the hiring of investigators, senior investigators and a Manager, Complaints, in April 2020. These were all posted in August 2020. In October 2020 I was provided with draft questions for the interview process for the Manager, Complaints position and interviews have been completed. The Senior Investigator interviews are now scheduled for the week of December 14, 2020 and the proposed interview questions have recently been sent to me for review and comment. The investigator interview process has not yet been completed.

Until such time as all of this outstanding policy and process work is completed, final Complaints and Investigation procedures arrived at, and investigators are hired, these complaints are being triaged through the Human Rights Department and the serious misconduct complaints are being investigated by external investigators. This is a costly manner of proceeding and therefore putting the resources and proper processes in place to finalize these policies, training and hirings to handle customer complaints and the investigations relating thereto, is essential.

Part of the reorganization of the Revenue Protection Department is to create a new section which will be responsible for Stakeholder engagement and partnership by going out to the community to break down stereotypes on both sides. This will be an important part of the culture change which the TTC is trying to instill in its operations and instrumental to building a relationship with the communities the TTC serves.

Similar stakeholder changes are being planned for the Special Constables Department, whereby in accordance with the City Council motion, a mandate will be to strengthen the relationship with the Streets to Home Program.

In respect to training, these two Departments have already completed the anti-Black racism training from the Confronting Anti-Black Racism Unit. We presume these two groups will also receive the anti-racism and enhanced training previously indicated (with an intended law enforcement lens), and will be part of the earliest groups to receive such training, as was the case

with the anti-Black racism training. The intention is to have the training programs for these groups updated annually.

Again, the training for these two groups will be transitioned to the Operations Training Centre, which would be responsible for all training activities, including the administration of scheduling, development, training execution and management of specialized training providers. However, such training should be done in consultation with the two Heads of these Departments so as to ensure the training content and the training facilitators chosen are in alignment with the broad and comprehensive TTC anti-Racism Strategy and Customer Service realignment, and in particular, with a view to issues of racial profiling and the diverse community the TTC serves.

C. TALENT MANAGEMENT

The September 2020 Organizational Change resulted in the Talent Management Department being moved under the Diversity and Cultural Portfolio. This has been another important organizational change as outreach, recruitment and hiring all play a key strategic role in addressing the underrepresentation of racialized, and in particular Black, employees within the TTC, especially at leadership levels. A wider and more diverse pool of qualified hires, who are provided with opportunities for leadership training, mentorship and championship, will create the environment for a pluralistic, diverse and quality workforce.

Talent Management retains accountability for 2 of the 10 action points on the 10-Point Action Plan and has established its own 5-Point Action Plan that segments the area of work required to address accountabilities relating to Recruitment, Outreach and Compensation. Some of these initiatives are still in progress however a number have been completed, as follows:

1. Women and Diversity Committee: A creation of the CEO and led by the Diversity and Culture Group, this Committee meets every two weeks to provide feedback, ideas and suggestions to the CEO and other Executive Team about equity, diversity and inclusion and anti-racism initiatives and how processes across the TTC can be ameliorated. The Committee is made up of employees from across different areas and levels of the TTC and has had input on the priorities of the 10-Point Action Plan and the 5 Year Diversity and Human Rights Strategic Plan. A draft Mentorship Guidebook for women, entitled "Mentoring Women for Success" has been designed to empower women within the TTC

and provide opportunities for continuous development. In recognition of the material underrepresentation of women within the TTC, the draft Guidebook promotes the voluntary mentoring of women by senior management and networking opportunities for women, and in particular diverse women, by creating a culture in which individuals can participate, maximize their contribution and achieve their full potential. The Women's Committee will be reviewing and commenting on the draft Guidebook prior to its finalization.

2. In 2019 the TTC launched its first Trades expo with a view to attracting qualified diverse applicants.
3. Working with the racialized recruiter, since the fall of 2020 Talent Management has ensured that diverse hiring panels are being utilized for executive positions.
4. Women in Transit Operations: An inaugural non-traditional career events/recruitment drive for women and diverse candidates was held on November 24, 2020 and will continue to be held throughout 2021. This two hour event had 3900 registrants and 1500 attendees through a live virtual platform. It invited women in the GTA to learn about a potential career with the TTC. Women in the Transit Operator role spoke and shared their experiences and contributed to a video sharing the attritor of the job. A large number of participating community partners attended (after promoting the event) and live polling and Q&A interaction ensued. The event allowed for the real time advertising of seasonal and maintenance roles which are currently posted pending the postings for Operator positions.
5. Networking outreach to all registrants and attendees of the November 24, 2020 Women in Transit Operations event has continued to grow the women's network and offers a means to continued advertising of not only Operations roles but Seasonal, Maintenance and other traditional male dominated job classes.
6. A Partnership expansion plan is in progress with first out of the gate a developing agreement with George Brown College to build and fund TTC specific curriculum in project controls and a partnership plan to market and attracting women into transit project controls. The scope of agreement for a co-op work/study program is underway.

7. Stakeholder Engagement: The TTC's current stakeholder engagement mandate with community groups is to be expanded to grow its partnerships with community groups which serve priority neighbourhoods and underrepresented communities. To date over 60 community organizations have been engaged.
8. The TTC's planned Welcome Back Event – Women's Empowerment Edition to promote job opportunities for women of colour was cancelled due to Covid-19. However, the TTC has participated with a speaker in City of Toronto's HR Professionals – Women's Virtual Event on October 26, 2020; the City's Employment Connections Justice – week virtual event, targeted at female youth and diverse job seekers as Transit operators; participated in a YMCA Virtual Event on November 17, 2020 to promote women as operators; and further sessions promoting the TTC as a potential employer are scheduled for the Redwood Women's Shelter (HVAC Program), the Korean Canadian Women's Shelter and the Toronto Women's National Day Show for early 2021, as well as a yet to be scheduled Build a Dream Conference for female students to explore careers where women are underrepresented (i.e. skilled trades and STEM). All such sessions have the prospect of attracting racialized women.

The Talent Management department also created and launched a voluntary applicant demographic data survey form in November 2020 to measure the effectiveness of the TTC's outreach efforts and to identify barriers in the recruitment process. Pre-employment applicant survey and post-employment demographics have been reviewed to ensure they adhere to the Anti-racism Data Standards for the identification and monitoring of systemic racism. So far Talent Management has produced a 80% success rate on applicant completion of the survey.

Talent Management has also utilized recruitment software applications to bring efficiencies and automation including functionality, within SAP Success Factors and resume screening automation to systematically neutralize biases in resume review as well as to increase the speed and quantity being screened. It also implemented a language neutralizer tool used by recruiters prior to posting all positions in the external market. This software checks for language usage and words that reflect gender bias. As well, Talent Management is using the Diversity Lens tool as a framework to guide and consider before undertaking a posting.

Key Performance Indicators (KPIs) were defined and approved at the People Group Executive Committee Meeting during the week of November 23, 2020. The KPIs will include data and analysis of applicant profiling to support continued outreach strategies and activities as well as time to hire and other data points; providing opportunities for TTC to increase its representation of Black and other underrepresented employee groups.

The Talent Management group, in concert with the CEO, has taken a strategic planning, tactical and action oriented approach since June 2020 in respect of the Diversity and Culture Group restructuring; moving forward on recruitment and hiring processes in relation to two new key roles, the Chief, Culture and Diversity and Director, Diversity. In doing so, Talent Management has utilized an external recruiter who himself is a racialized individual from the LGBTQ2S community with significant experience in the recruitment of racialized talent. I am pleased to have introduced the TTC to the racialized recruiter and have been very much involved in these recruitment and hiring processes from the review and revision of the postings/job descriptions to reviewing the candidates' resumes and bios, to reviewing the interview questions.

As well, Talent Management led the development of the Fare Inspector and Special Constables complaints and investigations job descriptions with Korn Ferry Consultants and their National Partner of Equity, Diversity and Inclusion, including the Manager, Senior Investigators and Investigator roles, which I also reviewed and made suggestions to.

D. DATA COLLECTION

A significant part of the 5 Year Diversity Strategic Plan and the 10-Point Action Plan is the proper collection and analysis of disaggregated data collection in respect to the TTC's workforce in order to identify underrepresentation within the organization. It is important to note that while the TTC reports that 40.8% of employees identify as racialized, as compared to 48.8% in the 2019 Toronto/Ontario census benchmark, the racialized data is not disaggregated. Disaggregated data should be collected to identify underrepresentation among marginalized groups. In its present form, it is not possible to determine the percentage of employees who identify as Black, or to determine any breakdown of "racialized" as a collective group. Given historical, systemic anti-Black racism, the underrepresentation of Black employees in the workforce and the TTC's

commitment to introduce strategies to address anti-Black racism, a disaggregation of demographic data in respect to the whole of the TTC's workforce is crucial.

The TTC has been working with Urban Dimensions Group ("UDG") for the past 13 years to track employment equity and report on demographic changes. However in January 2020, the TTC updated and began to collect disaggregated demographic data for newly hired employees in accordance with the Anti-Racism Data Standards in order to better identify and monitor systemic racism. The updated data also includes categories to capture religion and LGBTIQ2S+ identity. This updated demographic data results will be available from UDG in March 2021. As well, this existing data is now used by the Talent Management Group to develop and lead tailored and targeted recruitment initiatives with executives and department heads. This involves engaging with community organizations and participating in outreach activities including organizing information sessions and career fairs targeting diverse job applicants.

While these strategies are in their infancy, they seem to have been extremely successful in the recent recruitment of a very diverse pool of Special Constables and as stated above, is being utilized in the current recruitment process for the Chief, Diversity and in the Culture, Diversity Director, and other Diversity and Culture Group recruitments.

As called for in the 10-Point Action Plan, and as mentioned above, demographic data collection is also being used more broadly by the Talent Management department to both measure the effectiveness of its outreach to diverse communities so as to better strategize around all TTC recruitment policies and practices, and also to compare applicant data to employee after hire data to allow the TTC to identify systemic barriers in its recruitment processes and to bring a more direct diversity and inclusion lens to TTC hiring. This will include a review of job postings for barrier free and inclusive language, and ensuring all educational and experiential requirements listed in job postings are reflective of true requirements for performance of the job, a review of existing selection and ranking processes, including secondments and acting positions, ongoing training on updated Talent Management practices and sharing best practices throughout the organization.

Data collection is also being used to review the TTC's customer complaints and investigations processes in the Human Rights Department, which oversees workplace investigations of

employee complaints of workplace harassment, discrimination and/or violence. This Department is also assisting with investigations of customer complaints against TTC employees which involve allegations of human rights.

In 2019, the TTC saw an increase in customer complaints raising allegations of systemic discrimination and differential treatment in the delivery of TTC services on the basis of race. There were 270 race based harassment and discrimination complaints filed in 2019 by customers against TTC employees, far more than any other category other than disability. While I have been advised that few of those complaints turned into Human Rights Applications, the TTC's brand has suffered within the Black and other communities and the number of complaints is a further illustration of the need to address systemic racism and anti-Black racism through a system wide Anti-Racism strategy. As called for in the 10-Point Action Plan, Dr. Wortley and Dr. Owusu-Bempah will be providing recommendations for the future collection of data for the monitoring of systemic racism and the various changes to the Enforcement Unit's practices and training.

E. TTC'S COMMUNICATION STRATEGY

The Corporate Communications Department has recently developed a Communications Plan whereby the overarching strategy is for the TTC to be proactive in acknowledging, internally and externally, the areas where improvement is needed while at the same time highlighting the various initiatives which the TTC has adopted and is moving forward to address.

The goal of the Communications Plan is to support positioning the TTC as a leader in the field of diversity and inclusion in the transportation industry and in the public sector more broadly. To do so effectively, the Communications Plan calls for a robust and meaningful outreach strategy to build relationships with anti-racism leaders, educators, community groups, cultural associations, newcomer services, as well as customers.

The Communications Plan has positioned the CEO as the lead spokesperson in communications to TTC employees, the TTC Board, TTC customers and the public, other transit agencies, government and the broader public sector and the media. This is crucial to show the level of commitment by the organization. Once hired, the intent is to have the Chief, Diversity and Culture also act as a spokesperson. Shabnum Durrani, the Head, Corporate Communications

("Durrani"), shall be responsible for day to day issues management. The key messages of the Communications Plan are as follows:

- Diversity and inclusion are top priorities for the TTC and have become key areas of transformation for the organization.
- We know the TTC has our work cut out for us – the makeup of the TTC work force needs to match the population we serve.
- Earlier this year, a cross-section of employees, including front-line employees, were brought together to advise on this very subject.
- The group was tasked with identifying things that the TTC could start doing NOW in response to its diversity and inclusion challenges. Specifically, the group was responsible for coming up with a 10-Point Action Plan – 10 things that the TTC could do to really make change both internally and externally and be held accountable for publicly.
- Over the next year, the TTC's key deliverables will be focused on: 1) Collaborating with external partners; 2) Accelerating key initiatives; and 3) Holding ourselves accountable.
- We want the TTC to be a diverse and inclusive organization in a way that Torontonians can both be proud and feel welcomed by.

The strategic areas under the Communications Plan are:

(i) External Communications:

The Communications Plan recognizes that it is critical for the TTC to capitalize upon the diversity initiatives while at the same time being as transparent as possible; acknowledging areas of weakness while highlighting growth. The Communications Plan includes a series of articles in trade publications and a variety of articles to complement the TTC's diversity work. It also includes speeches, podcasts and news releases, including to ethnic media and diverse publications, with prepared FAQs for media inquiries.

I would only add that changes to the TTC's Transit Enforcement Unit's policies and practices, the public complaints process, the independent investigations process and related changes in particular must be capitalized upon so that the public perception of Transit Enforcement is improved. Further, I have been told that the public perception of the Revenue Protection Unit is similarly poor so the external communications strategy should also promote the public's interest in a fair system based on 'fairness dictates everyone pays' to support the need for Fare Inspectors.

The Communications Plan also calls for public consultations as a means of obtaining input from TTC customers, and in particular from Black, Indigenous and other underrepresented communities to best inform the TTC's anti-racism strategy. Specific goals include:

- Introduce TTC's anti-racism strategy to a diverse audience
- Demonstrate how the TTC will address anti-racism concerns in a meaningful way
- Address the Ombudsman's recommendations
- Ensure interested stakeholders have an opportunity to participate easily
- Ensure clear and transparent information is provided
- Following consultations, provide a third-party report with clear findings
- Ensure input is addressed to inform and improve policies on each topic listed in the chart above at minimum. When input cannot be implemented, explain why this is the case.

The final public consultation plan is to be prepared by an external race relations expert(s) to be procured by the Diversity and Culture Group. The expert(s) will also facilitate the public consultations. The TTC has contacted the City's Confronting Anti-Black Racism Unit and the Office for Indigenous Affairs for suitable candidates for procurement.

(ii) Internal Communications:

The TTC will develop a robust internal communications plan to support keeping all employees aware of the TTC's diversity and inclusion work. It will continually update internal channels (My TTC/Weekly, My TTC/SAP Jam, and My TTC/Now) with new information as the diversity initiatives are rolled out.

The TTC will continue to take advantage of upcoming opportunities to showcase the CEO in this area, including at SMT meetings and the 2021 Leadership Forums.

Once the Chief, Diversity and Culture is hired, this individual will also be used for internal communications. An executive communications program for this individual will be developed to establish outreach with TTC employees, both in person and by short video spots.

In addition to the Corporate communications strategy, the TTC has already engaged in and should continue its employee focused activities.

The TTC has participated as an employer partner of the Canadian Centre for Diversity and Inclusion to provide diversity and inclusion education and resources to employees. As well, as mentioned earlier, a Diversity Speaker Series was launched in December 2019, however no

second Speaker session has followed since that time. This speaker series should be reinstated and continued by Webex or some other interactive forum. The TTC has also created an annual desktop calendar of cultural and religious days of significance.

A series of employee communications were launched by the Diversity Group in collaboration with Corporate Communications during Emancipation Month to promote the meaning of Emancipation Month and the struggle for human rights and the contributions made by people of African descent to the City of Toronto, with a highlight on Lucie and Thornton Blackburn, the founders of Toronto's first taxi company, and to promote the TTC's adoption of the City's Action Plan to Confront Anti-Black Racism and other initiatives.

F. PROCUREMENT POLICIES

As outlined in the 10-Point Action Plan, the TTC has indicated an intention to revise its procurement policies to embed supply chain diversity initiatives to drive inclusive economic growth. The TTC should reach out to organizations such as the Canadian Aboriginal Minority Supplier ("CAMSC") to obtain best practices in diversity supply chain procurement in order to create relationships with diversity suppliers in its industry segments.

The TTC, together with COMTO, plans to develop training on its procurement policies and practices to ensure there is a good understanding, organization wide, of the equity and diversity criteria which the TTC plans to utilize to promote equity and diversity among its supply chain, however to date training plans have not yet been developed.

G. INTERNATIONAL BEST PRACTICES

The TTC continues to learn from diversity and inclusion best practices from the City of Toronto's Confronting Anti-Black Racism Unit, COMTO and from other organizations across Canada and internationally. The Toronto Region Chapters of COMTO are in turn forging partnerships with various organizations within the Transportation Industry, including the American Public Transportation Association, Women in Transit, the Ontario Public Transit Association and the Canadian Urban Transit Research and Innovation Consortium.

The CEO has also stated his intention to have the TTC become a signatory to work with the Black North Initiative (and should also consider the Black Opportunity Fund Initiative) to

combat the impact of systemic racism in Canada by investing in, *inter alia*, women, youth, social justice, technology and embracing greater diversity representation and contribution at all levels of the organization.

PART IV - CONCLUSION

The TTC has, at the highest level, being the CEO, illustrated the will to transform itself into a modern, progressive and diverse organization which has restructured itself to service the increasingly diverse communities which it serves.

Overall, while the TTC has certainly made progress in respect to its anti-racism and Anti-Black racism initiatives, there have been elements of lost opportunity.

What is required going forward is for the TTC to integrate action items/implementation with specific and realistic timelines and oversight. Further, the TTC must be prepared to hold individual departments/individuals accountable for those timelines so that implementation is not unduly and unnecessarily delayed.

Also, more attention must be paid to strategic planning for each action item, **on a micro level**, with specific resources detailed and logistical challenges and the solutions thereto identified.



Arleen Huggins, External Reviewer

SCHEDULE “A” - TTC CULTURAL CHANGE INITIATIVES: RECOMMENDATIONS

1. Establish an Anti-Racism Leadership Working Group:
 - Membership to include Leary, Albanese, Aggarwal, Jeffries, Watson, Piemontese and Huggins
 - To discuss and co-ordinate priorities and timelines in respect of the TTC Anti-Racism Agenda, including initiatives to respond to the City of Toronto Ombudsman's July 2019 Report;
 - To implement initiatives both on a strategic and operational level;
 - To implement anti-racism initiatives on a TTC wide level;
 - To establish "buy in" at senior management level;
 - To establish accountability for all initiatives;
 - To maintain cohesion and avoid overlap;
 - To maintain clear communication from highest level down to staff as to TTC diversity commitment;
 - To ensure regular reporting to CEO.
2. Development of an Overall TTC Anti-Racism Strategy and Analysis Tool Preparation.
3. Adoption of City of Toronto Action Plan to Confront Anti-Black Racism.
4. Development of TTC wide specialized anti-racism, racial profiling, unconscious confirmation bias and cultural competency training plan and timeline.
5. TTC wide Review of existing recruitment, hiring and promotion policies/procedures, job descriptions/postings through an anti-Black racism lens.
6. Development of outreach plan for recruitment and hiring of diverse staff at all levels.
7. Establishment of Diversity Leadership Mentoring Program.
8. Development of annual forum to educate and actively engage key management and operations personnel in equity and diversity initiatives TTC wide.
9. Preparation of TTC wide employee disaggregated demographic survey model.
10. Collection of disaggregated demographic data for staff at all levels, organization wide.
11. Design and implementation of reporting structure as to staff disaggregated demographic data.
12. Design plan for public reporting of staff disaggregated demographic data.
13. Development of strategic engagement plan for regular engagement with the City of Toronto's Confronting Anti-Black Racism Unit.

14. Development of an Equity and Inclusion/Diversity roster of consultants/experts to be accessed, on a need to basis, to review/assist/inform the TTC on its ongoing equity and inclusion/diversity work.
15. Development of Equity and Diversity Report Card for periodic review and assessment of all initiatives with accountability framework.
16. Fostering of "inclusive community" among staff: design and implementation of:
 - education/celebrations of cultural holidays;
 - group team building events involving diversity and inclusion projects;
 - staff diversity and inclusion anonymous online concern portal.