



## Diversity and Culture 2021 Annual Report

**Date:** April 14, 2022  
**To:** TTC Board  
**From:** Chief Diversity and Culture Officer

### Summary

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The TTC's Diversity and Culture Annual Report will be submitted every year to the TTC Board for information. Copies of the report are also forwarded to the Confronting Anti-Black Racism Unit, Indigenous Affairs Office and Ombudsman Toronto. The report will also be made available to the public via the TTC's website.

### Recommendations

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It is recommended that the TTC Board:

1. Receive this report for information.

### Financial Summary

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There are no financial impacts associated with the Board's receipt of this report. This report includes progress updates on past commitments made and ongoing initiatives. With diversity and inclusion being a top priority for the TTC, in addition to prior base funding, significant investments of new operating funding have been made through recent Operating budgets, totaling \$4.6 million, to implement the initiatives noted in this report.

Diversity and Inclusion New Operating Funding 2020-2022 TTC Operating Budgets	
2020	\$2.8M
2021	\$1.1M
2022	\$0.7M
<b>Total</b>	<b>\$4.6M</b>

The Chief Financial Officer has reviewed this report and agrees with the financial summary information.

## Equity/Accessibility Matters

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The TTC's Diversity and Culture Annual Report includes reporting and updates on initiatives aimed at creating an organizational culture of equity, inclusion, belonging, respect, and dignity that is free from harassment and/or discrimination.

In 2021, we launched the Racial Equity Office, as part of the newly created Diversity Department and the Fare Inspector and Special Constable Complaint Office as part of the Human Rights and Investigation Department. These two departments, along with the Talent Management Department form the Diversity and Culture Group, were created to advance the commitments made to our employees, riders and the community at large.

The new design and layout of the Diversity and Culture Report have been optimized to meet web accessibility standards.

## Decision History

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The TTC's Corporate Plan underscores the TTC's commitment to promoting greater diversity and inclusion in the workplace and the delivery of services to customers.

To advance the TTC's objectives around diversity and inclusion, in December 2020, the TTC presented a report titled, [Embrace Diversity: The TTC's 10-Point Action Plan and Five-Year Diversity and Human Rights Plan](#) to the TTC Board.

## Comments

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The TTC continues to recognize the importance of taking action, being responsive, reflecting the communities it serves as well as providing positive workplaces that value and support the full participation of all employees. In December 2020, the TTC acknowledged that while some achievements had been made in diversity and inclusion, overall progress had been slow.

In response, and to advance its objectives around diversity and inclusion, the TTC developed 10 items for immediate action through a 10-Point Action Plan. The 10 actions are:

1. Structure for Success by aligning workplace relationships to reflect diversity and inclusion as top priorities.
2. Appoint a Third-Party Advisor to review and assess existing practices.
3. Third-Party Review of Data in several key areas.
4. Recruit women and diversity into Transit Operations with women representing at least four in every 10 new hires commencing in 2021.
5. Refocus outreach and recruitment strategies.
6. Review Communications with a Diversity and Inclusion Lens.

7. Organizational Training, including front-line training.
8. Establish a procurement policy grounded in equity and diversity.
9. Revenue Protection and Special Constable Service to report to the Chief Strategy and Customer Officer.
10. Learn from International Best Practice and develop strategic partnerships.

A year has passed and the TTC's Diversity and Culture Group has launched its first annual report (attached). The report titled, "A Year of Firsts" outlines progress on each of the 10 actions in the Plan and identifies the next steps for 2022. Specifically, this report:

- Introduces the Diversity and Culture Group;
- Highlights the activities underway at the TTC (many of which occurred for the first time) over the last year in fulfilling the Plan; and
- Identifies opportunities and next steps for continued work to build greater diversity and inclusion at the TTC.

## Contact

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Rupa Aggarwal, Director - Diversity  
416-981-1624  
rupa.aggarwal@ttc.ca

## Signature

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Keisha Campbell  
Chief Diversity and Culture Officer

## Attachments

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Attachment 1 – Diversity and Culture 2021 Annual Report: A Year of Firsts

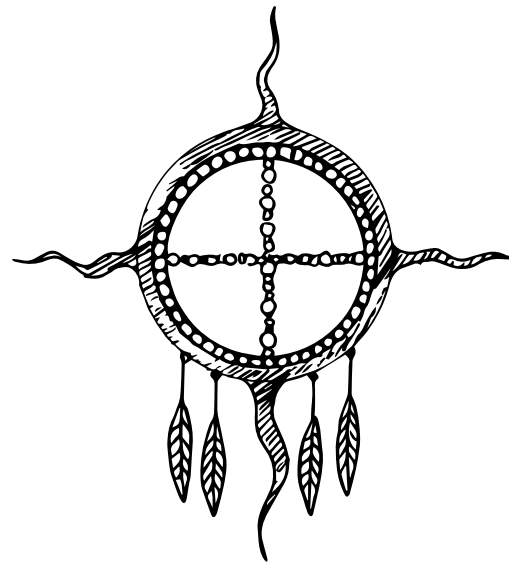


2021 ANNUAL REPORT

# DIVERSITY AND CULTURE

A YEAR OF FIRSTS





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



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

# Table of Contents

<b>Acknowledgements</b> .....	<b>6</b>	<b>Spotlight: Community art projects</b> .....	<b>49</b>
Partners, Advisors and Consultants: .....	6	<b>4. Recruit Women</b> .....	<b>50</b>
TTC's Women and Diversity Committee .....	7	Mentoring Frontline Women .....	51
Members .....	7	<b>5. Refocus Outreach</b> .....	<b>54</b>
<b>Chair's message</b> .....	<b>8</b>	<b>6. Communications</b> .....	<b>58</b>
<b>CEO's message</b> .....	<b>9</b>	Community Art Partnerships at Stations .....	59
<b>Chief Diversity and Culture Officer's message</b> .....	<b>12</b>	<b>Spotlight: Pride Month</b> .....	<b>61</b>
<b>Executive summary</b> .....	<b>16</b>	<b>7. Training</b> .....	<b>64</b>
Top 50 accomplishments .....	16	<b>8. Update Procurement</b> .....	<b>66</b>
Report Highlights .....	16	<b>9. Change in Revenue Protection and Special Constable Service</b> ...	<b>68</b>
<b>1. Structure</b> .....	<b>22</b>	Progress in 2021 .....	68
Our purpose: Transform and modernize TTC culture .....	22	Culture Change Program .....	69
Introducing the Diversity and Culture Group .....	24	Special Constable Service .....	70
Diversity and Culture Group Strategic Commitments .....	26	Revenue Protection .....	71
Diversity Department .....	28	Fare Inspectors and Special Constables – Diversity and Inclusion ...	73
Human Rights and Investigations Department .....	30	Streets to Homes Outreach .....	76
Talent Management Department .....	31	<b>10. Partnerships and best practice</b> .....	<b>78</b>
<b>Spotlight: Racial Equity</b> .....	<b>32</b>	An Award-Winning Collaboration .....	79
<b>2. Third-Party Advice</b> .....	<b>34</b>	Narrowing the Gap for People with Disabilities .....	80
Ensuring an Impartial Complaints Process .....	34	<b>What's Next</b> .....	<b>82</b>
Diversity and Culture Group's inaugural Mission, Vision, Value Proposition, Strategic Drivers and Priorities. ....	36		
<b>3. Data</b> .....	<b>38</b>		
Racial Equity Impact Assessment (REIA) of TTC Enforcement Activities .....	38		
FISCC Complaint Data .....	39		
Human Rights Data .....	40		
Our Employee Demographic Data – Third Party After-Hire Survey Launch and Results .....	41		
Departments .....	44		

# Acknowledgements

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

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

## Partners, Advisors and Consultants:

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

# #workingtogether

## TTC's Women and Diversity Committee

- **Valerie Albanese**, Head, Human Rights and Investigations
- **Chezlie Alexander**, Manager, Racial Equity
- **Keisha Campbell**, Chair
- **Michelle Jones**, Head, Revenue Protection
- **Eunice Kays Yeboah**, Policy Consultant, Anti-Racism
- **Pierre Lagace**, Head, Procurement and Category Management
- **Richard Leary**, Chair
- **Brittany Manu**, Policy Consultant, Anti-Racism
- **Predrag Petrovic**, Head of Engineering
- **Lucy Siraco**, Solicitor
- **Bahar Tajrobehkar**, Diversity Consultant
- **Joan Taylor**, Chief of Staff

## Members

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



# Chair's message

As Chair of the Toronto Transit Commission (TTC), I am proud to share the agency's first Diversity and Culture Annual Report. This report, the first of its kind for the TTC, presents an opportunity to share our work over the past year and reaffirm our commitment to creating a diverse and inclusive workplace and transit system.

In December 2020, the TTC Board endorsed a report focused on the organization's diversity and inclusion objectives: Embrace Diversity: The TTC's 10-Point Action Plan and Five-Year Diversity and Human Rights Plan. This board report showcased the 10-Point Action Plan which highlights 10 short term priority actions for the TTC, as well as a broader Five-Year Diversity and Human Rights Plan which identifies the TTC's long-term objectives to build a more diverse and inclusive organization.

This Annual Report is one way we are holding ourselves accountable – to TTC employees, customers, and the City we service. By publicly laying out our objectives with respect to diversity and inclusion, this document allows readers to reflect on the culture change currently underway at the organization. Though there is still a lot of work ahead, the TTC has made significant achievements over the past year including:

- Hiring more women, with 60 per cent of new operator hires in 2021 being women – far exceeding our target of 40 per cent;
- Increasing training on diversity and human rights;
- Additional outreach on employment opportunities to promote greater diversity;
- Increasing data-informed decision making to drive diversity and inclusion initiatives across the organization.

The TTC is dedicated to ensuring all employees and customers are valued and supported, and to providing our employees and transit riders with work and service environments that are free from harassment and discrimination. Most importantly, the TTC recognizes the importance of taking action to be responsive and reflective of the communities we serve.

There are very few organizations that touch the lives of as many people in Toronto as the TTC does – which is why it is so important that we continue this important work. As a Board, we remain committed to having the TTC demonstrate leadership on matters of diversity and inclusion.

**Jaye Robinson**  
Chair, TTC

Message from  
Jaye Robinson  
TTC Chair



# CEO's message

As CEO of the Toronto Transit Commission (TTC), I have made diversity and inclusion a top priority for the organization. It is imperative that the TTC be a welcoming place for everyone and that the organization be representative of the customers we serve.

With these objectives in mind, last year, the TTC launched its Board-approved 10-Point Action Plan for Diversity and Inclusion as well as its Five-Year Diversity and Human Rights Plan. The 10 Point Action plan includes actionable items for the TTC to accomplish in the short-term while also keeping us on a path forward with our longer-term vision to create a more welcoming and inclusive TTC.

Toronto has one of the largest populations in the world of people born outside of Canada and more than 50 per cent of the Greater Toronto Area's population is female. The TTC needs to reflect the diversity of the City and the Greater Toronto Area. I want to make sure that we are attracting talent from all corners of the GTA. This means doing everything we can to make the TTC a welcoming place to work for everyone. We have completely updated our outreach and recruitment practices – everything from the community groups we partner with, to how we advertise job openings, to increasing diversity on interview panels. Everybody should feel encouraged to apply, and if they become employees, we must make sure they feel safe, valued and included.

Pre-pandemic, the TTC carried an average of 1.7 million people a day. We are very proud of our ability to touch the lives of so many people. This past year, we have reoriented many of our departments, such as our Special Constables Service, to have more of a customer focus. Each and every one of our customers must be treated with respect and feel comfortable on the TTC – whether it is riding one of our vehicles, waiting in our stations or asking one of our employees a question.

This document is not a stand-alone piece of work; it was developed to support our longer term objectives including the TTC's Corporate Plan 2018-2022. Our broader corporate vision includes ensuring the diversity and inclusion lens is put to everything we do.

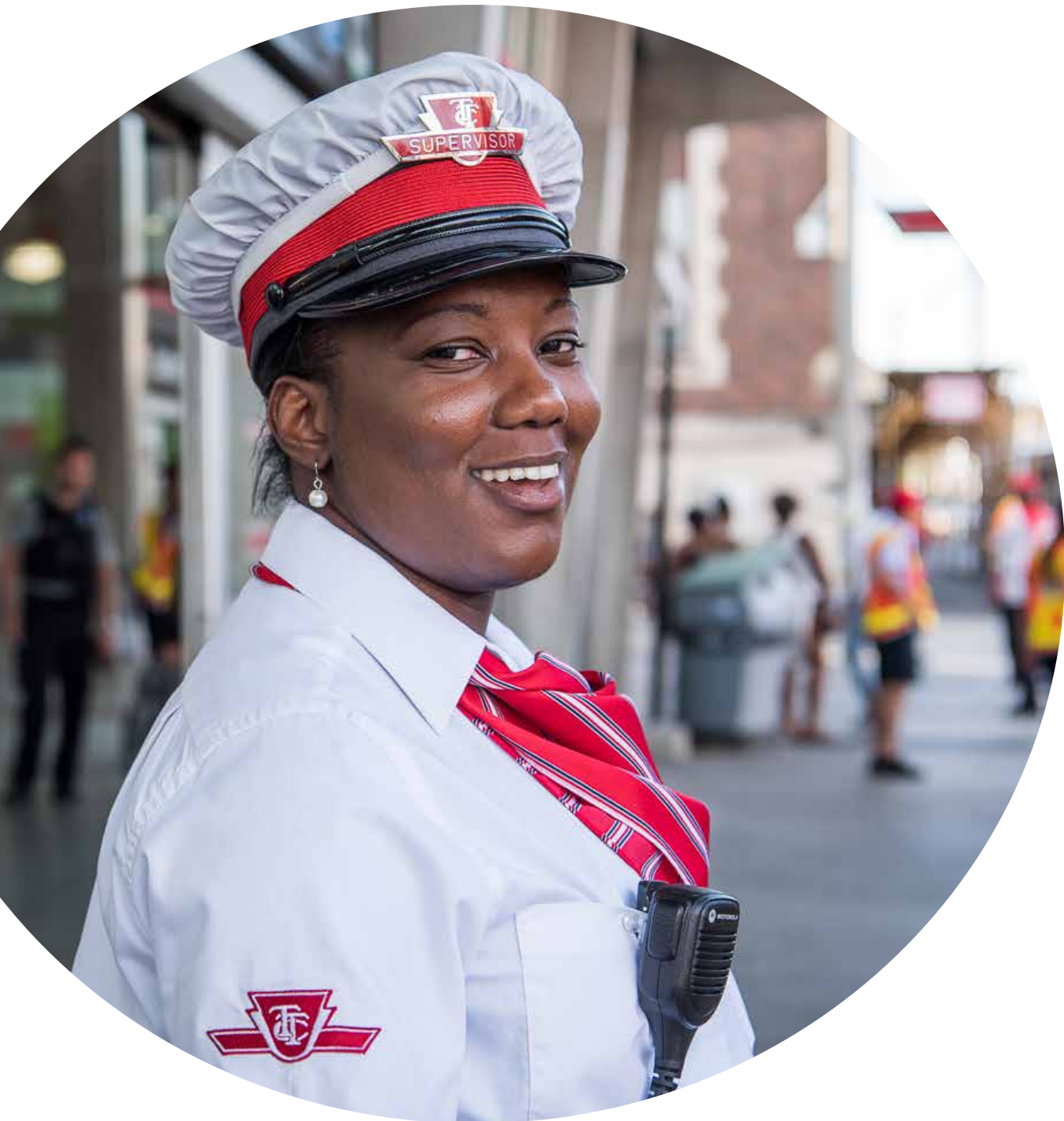
The TTC is the lifeblood of Toronto and we must be accountable to the great city we serve. I am very proud of what we have done this past year, but I recognize there is much more work to do. The TTC is ready to continue on that journey – not only is this the right thing to do but ultimately this is the TTC way.

**Richard J Leary**  
Chief Executive Officer

Message from  
Rick Leary  
Chief Executive Officer







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

# My first year has been a year focused on **listening and actions.**



*Message from  
Keisha Campbell,  
Chief Diversity and  
Culture Officer*

This is my first year at the TTC in the inaugural role of Chief Diversity and Culture Officer. This past year, I have spent a lot of time listening. Listening to better understand the TTC's history as well as its current state. I have spoken with over 150 employees and partners to inform the next steps in the TTC's diversity and inclusion journey.

I am excited to share with you the 2021 Annual Report on Diversity and Culture – showcasing a year of firsts for the TTC. This new Annual Report represents contributions from across our organization and will be the way the TTC demonstrates progress in this area from year to year.

Connection is a fundamental principle that informs diversity and inclusion, you would be hard pressed to find a better example of connection between employees, customers and community than the TTC. To me, the map of the TTC represents these connections – from Rexdale, to Little Portugal, to Little India, and everywhere in between – the TTC is ultimately a link between people.

As you review this report, it is important to recognize the progress that has been accomplished to date. However, it has become clear to me that for us to continue to grow and evolve the TTC needs to work together with all the people and groups that we connect and that are connected to us. As such, you will notice the #workingtogether throughout the report. This is critical for us, you will see us being more deliberate in #workingtogether with our employees, customers and the broader community going forward.

There are numerous opportunities that lie ahead for the TTC. Many of our employees have reached out to share their excitement regarding what is on the horizon for us. At the same time others have also expressed their feeling of being excluded or treated unfairly. Steps we are taking to rectify this are highlighted in this Annual Report. We are in the midst of a culture change that we hope will lead to all our employees feeling proud to work here.

From a customer perspective – the focus has been on working to regain the trust of all our customers. Our customers are as diverse as the City we serve – people from all races, all socio economic backgrounds and all physical abilities take the TTC. We've made a commitment to do better by all our customers and this Annual Report is one way I would like them to hold us accountable.

The TTC is an integral part of Toronto – we are a part of every community in this City. This is a role we do not take lightly and this Annual Report highlights what we are doing to support and be a part of the communities we serve. From our first Outreach Plan to more engagement – there is much we are doing to become the partner organization that Toronto can depend upon.

In this Annual Report, we did our best to tell the full story of all that has been done this past year at the TTC. The accomplishments in this report reflect the work of our recreation associations, divisions, garages and departments – in short, the amazing employees that are central to shaping the TTC of the future.







I'd like to close by saying thank you – thank you to all those the TTC is connected to: our 16,000 employees, all our customers and the communities we serve.

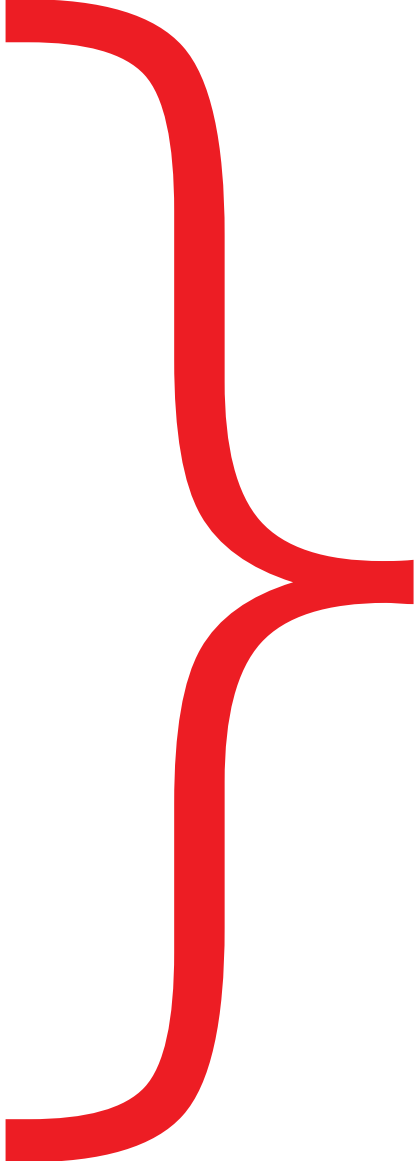
Thank you for connecting with the TTC and trusting us to get you to where you need to go.

**Keisha Campbell**  
*Chief Diversity and Culture Officer*





-  **DIVERSITY**  
Recognizing many characteristics that make people unique
-  **EQUITY**  
Treating each other fairly so that one's identity cannot predict one's outcome.
-  **INCLUSION**  
Valuing and supporting individual differences.
-  **ANTI-RACISM**  
Dismantling biases and systems that privilege one race over another.
-  **ACCESSIBILITY**  
Building systems, technology, premises and programs with everyone's use in mind.
-  **CULTURE**  
The ways in which groups celebrate, communicate and work together. Norms, values, behaviours and attitudes that we reward or hold in high esteem.



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



# Executive summary

## Top 50 accomplishments

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

## Report Highlights

### 1. Structure

Structure for Success by aligning workplace relationships to reflect diversity and inclusion as top priorities

1. Inaugural Chief Diversity and Culture Officer hired
2. Inaugural Manager of new Racial Equity Office
3. New Fare Inspector and Special Constable Complaints (FISCC) Office

### 2. Third-Party Advice

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

4. Arleen Huggins, partner at Koskie Minsky LLP, engaged and advised the TTC on:
  - The Diversity and Culture Group's inaugural Mission, Vision, Value Proposition and Strategy
  - The mandate of the new Fare Inspector and Special Constable Complaints (FISCC) Office and the proposed public complaints procedures

### 3. Data

Third-party review of data in several key areas

5. First Racial Equity Impact Assessment (REIA) of TTC enforcement activities completed by Dr. Akwasi Owusu-Bempah and Dr. Scot Wortley representing Phase One
6. Phase Two of the REIA launches
7. The new FISCC Office sets transparency and public accountability as a top priority
8. The TTC captures baseline data for 2021 on Human Rights complaints alleging harassment and/or discrimination
9. The TTC receives and reports on first after-hire survey of data for new employees, which contains updated demographic questions
10. For the first time since 2006, the TTC is beginning work to survey existing employees to better understand the TTC's employee representation

### 4. Recruit Women

Recruit women and diversity into Transit Operations with women representing at least four in every 10 new hires commencing in 2021

11. Our first special program to recruit women transit operators launched
12. First gender scorecard for operator hires
13. First all-women Transit Operator classes graduate
14. All job postings reviewed with a linguistic gender-decoding tool to ensure the language is inclusive and neutral
15. Piloted first Mentoring Frontline Women program
16. For the first time, summer student applicants complete a demographic survey
17. First inclusive and accessible design audit of TTC facilities
18. The TTC's new Diversity Department and the City's Indigenous Affairs Office (IAO) performed the first smudge test in 2021 to prepare TTC facilities
19. First Diversity Award launched through the Rewards and Recognition program



## 5. Refocus Outreach

### Refocus outreach and recruitment strategies

20. Participated in 86 partner information sessions with community groups and educational partners
21. Launched our first formal outreach plan that aligns with the City of Toronto Newcomer Strategy
22. Continued to expand current stakeholder engagement to grow partnerships with community groups that service priority and diverse communities
23. Ongoing outreach, recruitment activities, mentoring programs with new groups and partners
24. Stakeholder engagement and partnerships with community groups that service priority and diverse communities increased to 68 in 2021 from 60 in 2020

## 6. Communications

### Review communications with a Diversity and Inclusion Lens

25. Launched TTC Connects newsletter to potential employees
26. Created Diversity and Culture Group's first intranet page for employees
27. Corporate Communications and the Diversity and Inclusion teams reviewed and revised all the new hire materials and set up a process for this to be completed on a yearly basis
28. Delivered major internal and external communications campaigns and initiatives recognizing Black History Month and National Indigenous History Month
29. Collaborated with the Conference of Minority Transportation Officials (COMTO) on 12 employee awareness sessions throughout the year

## 7. Training

### Organizational training, including frontline training

30. 75 per cent of the TTC's direct and indirect Supervisors received Confronting Anti-Black Racism training
31. Provided 10 training sessions on the TTC's Diversity and Inclusion Lens to Supervisors and Board report writers.
32. Completed 85 new diversity and inclusion educational initiatives to staff via communication in the weekly newsletter and through partnerships with Pride at Work and the Canadian Centre for Diversity and Inclusion.
33. Launched two new Diversity and Inclusion certificate programs:
  - Diversity and Inclusion Certificate Program
  - Women and Leadership Certificate Program
34. Hosted several recognition activities marking occasions of cultural significance throughout the year for staff and guests
35. For the first time ever measuring, 40% of new trainers were women
36. First ever 90-minute roundtable workshop series for leadership (Management and Forepersons) led by Human Rights and Investigations

## 8. Update Procurement

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

37. For the first time, the TTC, as part of phase one of its work to establish this policy, completed a survey of public entities in Canada and the U.S. related to their practices pertaining to sustainability, inclusion, diversity and green procurement.
38. For the first time, developed and added diversity, equity and inclusion criteria to Request For Proposals requirements, for eBus and training procurements

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

Source: Lao Tzu

**9. Revenue Protection and Special Constable Service**

Revenue Protection and Special Constable Service to report to the Chief Strategy and Customer Officer

- 39. Revised job descriptions with support of Talent Management and Racial Equity Office
- 40. In 2021, Revenue Protection and Special Constables spoke 40 languages
- 41. Conducted 15 Community Engagement events
- 42. Four new interim policies are in development including Use of Discretion and Use of Force
- 43. Launched Culture Change program
- 44. Initiated 360 review for feedback needed to inform change

**10. Partnerships and Best Practice**

Learn from international best practices and develop strategic partnerships

- 45. Toronto and Region Chapter of COMTO was awarded Best Emerging Chapter by COMTO National
- 46. Through COMTO, the TTC has connected with other transit agencies to learn and share best practices with respect to diversity and inclusion
- 47. The TTC received a Corporate Leadership Award from the Canadian Urban Transit Association (CUTA) for our Black History Month campaign. The award recognizes exceptional development and implementation of marketing and communications initiatives
- 48. Presented and participated in various industry panels and roundtables
- 49. Ongoing partnerships with the City of Toronto's Social Development, Finance & Administration Department, Ombudsman Toronto, the Confronting Anti-Black Racism Unit and the Indigenous Affairs Office
- 50. We delivered on the TTC's Year three actions under the Toronto Action Plan to Confront Anti-Black Racism





# 1. Structure

## Diversity and Culture Group

### Our **purpose**: Transform and modernize TTC culture

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

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

The **value proposition** articulates the service we'll provide to employees, customers, communities and stakeholders



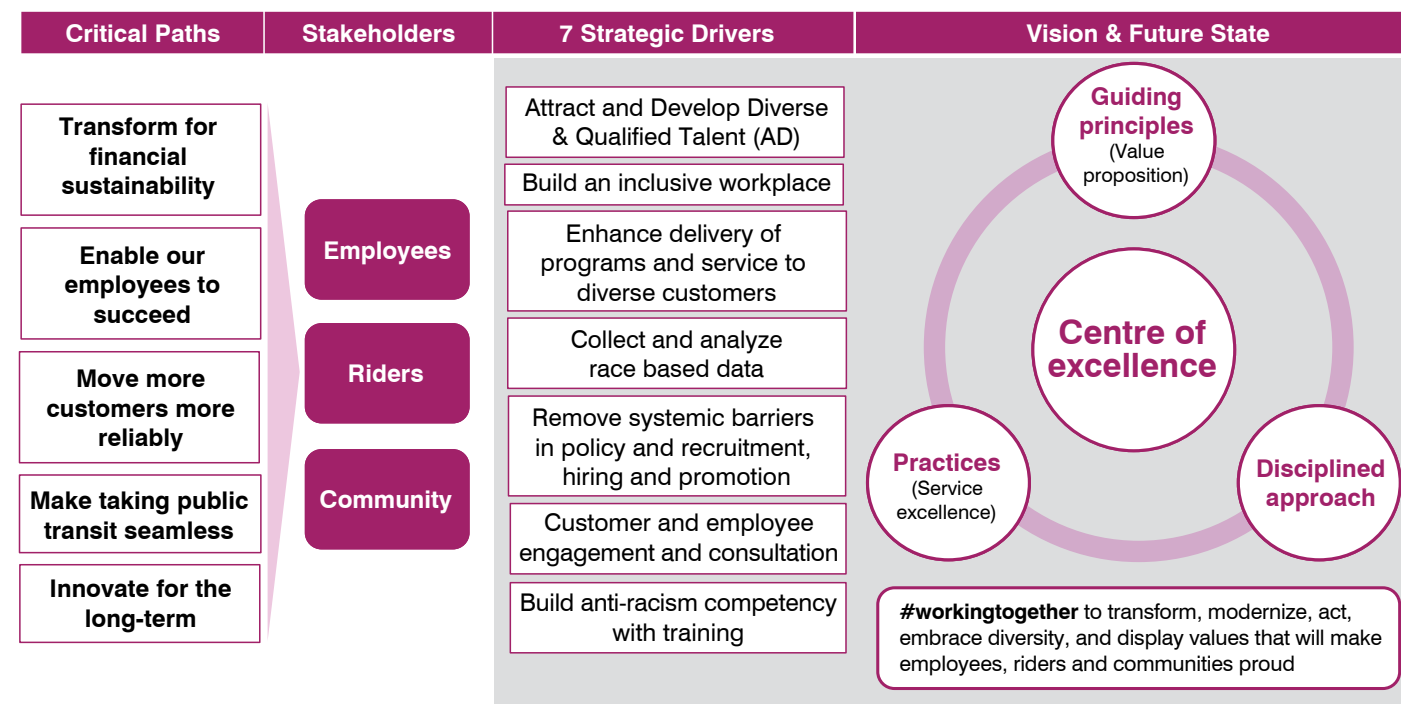
	TTC	Diversity & Culture
<b>Vision</b>	Be a trusted transit system that makes Toronto proud.	#WorkingTogether to transform and modernize, take action, embrace diversity, and display values that will make TTC employees, riders, communities and stakeholders proud
<b>Mission</b>	Provide reliable, efficient, accessible and integrated bus, streetcar and subway network that draws its high standards of customer care from our rich traditions of safety, service and courtesy.	<ol style="list-style-type: none"> <li>1. Provide trusted, reliable and proactive advice and service to employees and leaders, so they can better support employees, riders, partners and the communities we serve.</li> <li>2. Be an example of embracing diversity</li> </ol>
<b>TTC Commitments</b>	<ol style="list-style-type: none"> <li>1. Respect one another.</li> <li>2. Value each other's time.</li> <li>3. Tell people what's happening.</li> <li>4. Stay safe.</li> <li>5. Mind your space.</li> <li>6. Help others out.</li> </ol>	<ol style="list-style-type: none"> <li>1. Attract and Develop Diverse &amp; Qualified Talent</li> <li>2. Build an inclusive workplace</li> <li>3. Enhance delivery of programs and services to diverse customers</li> <li>4. Collect and Analyze Race Based Data</li> <li>5. Remove systemic barriers in policy and recruitment, hiring and promotion</li> <li>6. Customer and Employee Engagement and Consultation</li> <li>7. Build anti-racism competency with training</li> </ol>

### Introducing the Diversity and Culture Group

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

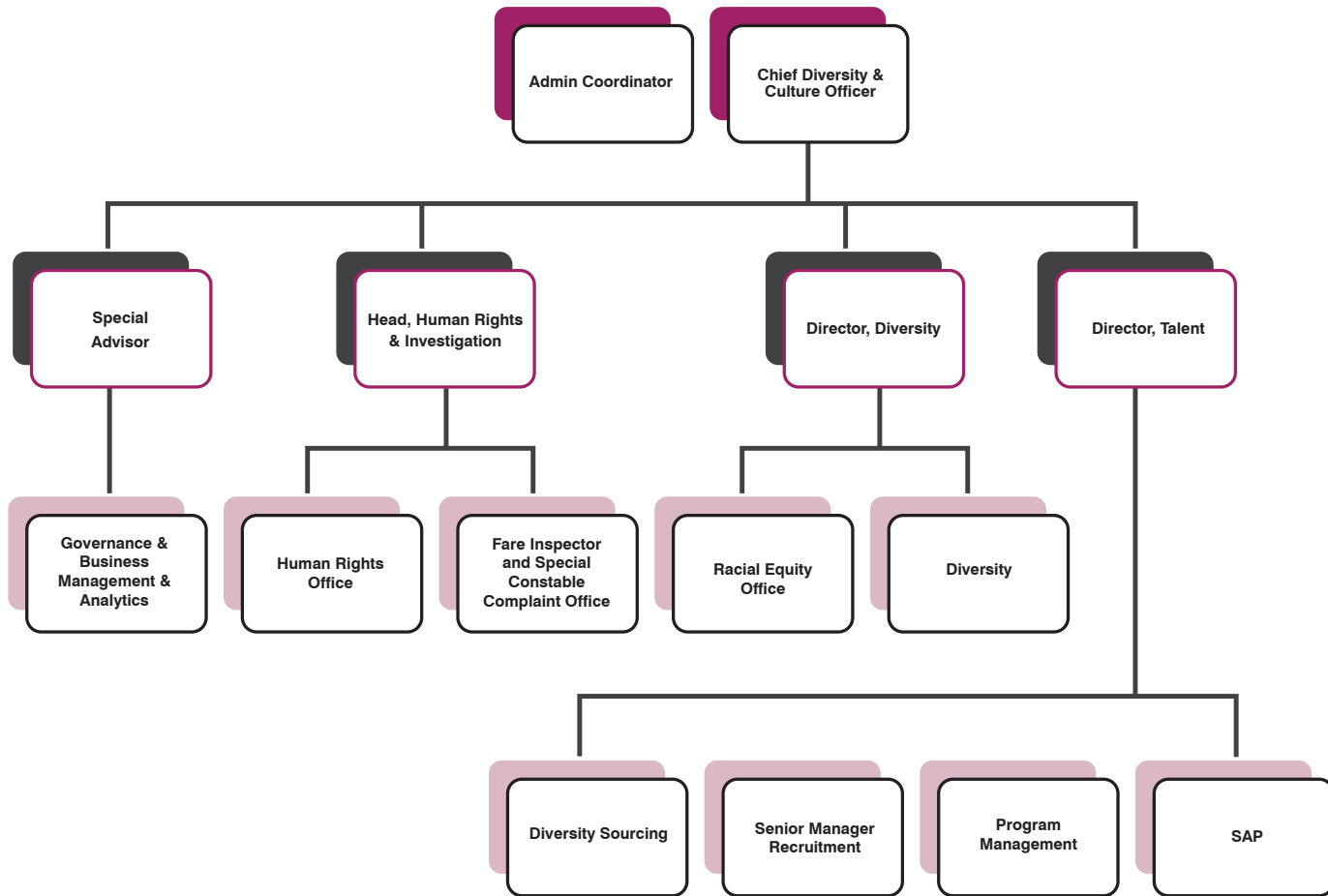
Ultimately, the Diversity and Culture Group will become a Centre of Excellence for the TTC with the goal of providing strategy and tailored solutions across its core practice areas. This Centre of Excellence will be at the core of the TTC's transformation efforts.

### DCG Framework





Diversity and Culture Group Strategic Commitments



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





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

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

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

#### Diversity Department

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

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

The department has two teams. The first team, Diversity and Inclusion (D&I), is led by a Diversity Manager (recruitment Q2 2022). It includes two Diversity Consultants and one Instructor. The Diversity Consultants create and implement D&I programming, review and apply a diversity and inclusion lens to policies, programs, services and communications, and assist the TTC as it builds organizational D&I capacity through training on the TTC's Diversity and Inclusion Lens and Toolkit. The team's Diversity Instructors provide training to the TTC's unionized employees to ensure diversity, equity and inclusion are effectively and sustainably embedded in all TTC areas of operation. Together, the Diversity and Inclusion team supports efforts and initiatives that foster an environment where individual values and differences are respected and embraced – one in which everyone can contribute and achieve their full potential.

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



# It's **essential** that the TTC reflects the communities we serve.

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

### Human Rights and Investigations Department

Our Human Rights and Investigations Department (HRID) provides education, dispute resolution, investigation and consultation services to foster an environment that is free from harassment and discrimination and supports respect and dignity for TTC employees and riders. The HRID is independent and impartial and offers a safe environment for employees and customers to voice concerns about harassment and/or discrimination. The team of 18 have specialized training and experience in conducting workplace investigations through a diversity and human rights lens and are guided by principles of equity, inclusion, integrity, transparency and accountability. The team members have diverse lived experiences and professional backgrounds, which include human rights, law, regulatory investigations and human resources.

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

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

#### To ensure transparency and public accountability, the FISCC office:

- Publicly reports its complaint data and outcomes to the TTC Board, annually<sup>4</sup>.
- Notifies the TTC Board of matters of public interest involving Fare Inspectors and Special Constables designated for external investigation.
- Shares the results of public interest external investigations with the TTC Board, by way of a summary report.

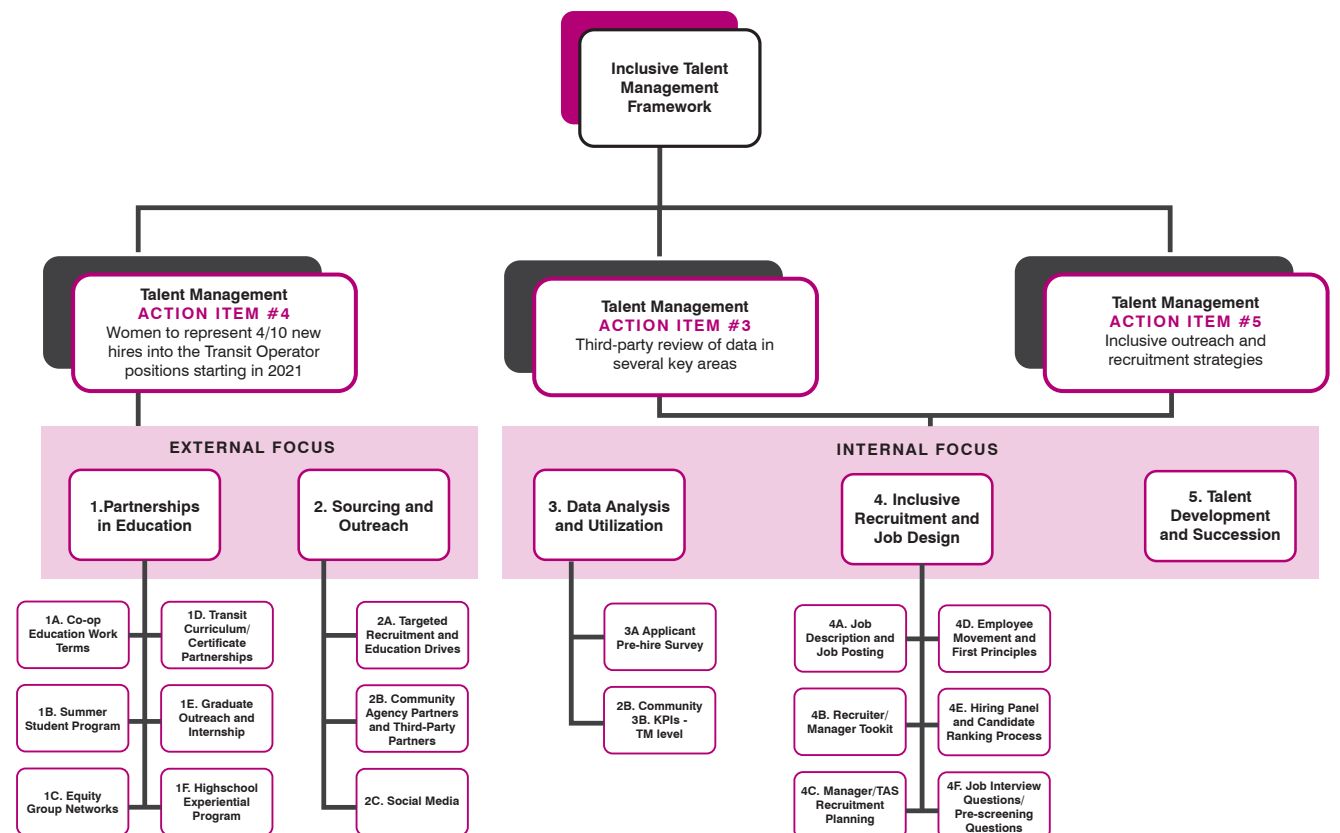
<sup>4</sup> FISCC 2020 annual complaint data was reported to the Board in July 2021.

### Talent Management Department

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

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

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





# Spotlight: Racial Equity

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

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

The team has been integral to the TTC's work to address biases in our hiring process, from supporting the development of diverse hiring panels and reviewing job descriptions to helping frame interview questions. The REO has also made a lot of progress on the policy front, reviewing and developing policies that embed racial equity into all aspects of the organization. The team also worked with internal stakeholders to deliver on the TTC's Year 3 actions under the Toronto Action Plan to Confront Anti-Black Racism.

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

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

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



## WHAT'S NEXT FOR 2022

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



## 2. Third-Party Advice

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

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

### Ensuring an Impartial Complaints Process

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

#### The goals were two-fold:

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

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

We launched the FISCC Office in June 2021.

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

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

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

## A 10-Point Action Plan serves as guideposts for our journey.

#### the FISCC Office:

1. Provides accessible and inclusive Public Complaint Procedures.
2. Operates structurally independent of any other TTC departments and it reaches its findings and conclusions independent of any TTC staff from other departments, Executives, TTC Commissioners and the public.
3. Investigation procedures are founded on fairness, thoroughness, transparency and timeliness. The FISCC Office's goal is to provide an effective and accessible complaints resolution process that is fair to both customers and employees of the Revenue Protection and Special Constable Service departments.
4. New dedicated public webpage on the TTC website
5. New streamlined Public Complaints Procedures, along with information on how to file a complaint, including through the online complaints portal, by phone, e-mail or Telecommunications Relay Service that is easy for both the public and employees to use.
6. Complaints procedures received review and input from additional stakeholders, pre-launch:
  - Ombudsman Toronto;
  - The City of Toronto's Confronting Anti-Black Racism Unit and its Indigenous Affairs Office;
  - Ontario Human Rights Commission;
  - Toronto Police Service, and other stakeholders.
7. Is staffed with Investigators with training and experience conducting investigations through a diversity and human rights lens.
8. Team has received human rights and specialized investigation training, and will continue to receive annually to ensure the necessary tools and methods are used to conduct investigations in a fair and impartial manner.
9. Diverse FISCC Investigators, trained on Confronting Anti-Black Racism;



Trauma-informed Interviews; Gender-Identity and Gender-Inclusive Best Practices for Investigators; Addressing Micro-Aggressions; Addressing Anti-Asian racism in the workplace; and Assessing Credibility.

10. Provides annual complaint reporting.

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

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

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



#### WHAT'S NEXT FOR 2022

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



# 3. Data

## Racial Equity Impact Assessment (REIA) of TTC Enforcement Activities

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

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

- Black and Indigenous people are grossly over-represented in TTC enforcement incidents that took place between 2008 and 2018, both in charges and cautions.
- Racial disparities exist across all major offence categories.
- Racial disparities appear to have declined somewhat over the 11-year study period. However, this decline has been accompanied by an increase in missing racial data.

### Recommendations for Improvement:

- Technology and Training.
- Identify and reaffirm the mandate, goals and values of the Transit Enforcement Unit (TEU)<sup>4</sup> and align these with the mandate, goals and values of the TTC.
- Develop a brief policy statement that allows for the exercise of discretion (except where explicitly prohibited by superseding law or policy). Key aspects of the proposed discretion policy should be incorporated into other relevant policy documents and training materials.

Based on the above, it will be critical that we act on the recommendations and understand where we are now if we want to create deliberate action plans and track our progress moving forward. As was shared with the TTC Board last April, we know that 'race-based data collection is necessary in

<sup>4</sup> Now Revenue Protection and Special Constable Service Departments

order to foster equitable treatment of customers<sup>5</sup> and we continue to build our data capabilities to create on equitable and inclusive TTC.

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

## FISCC Complaint Data

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

For its first year in operations, the FISCC Office received a total of 39<sup>5</sup> complaints regarding the conduct of members of the Special Constable Service and Revenue Protection Department and the related policies and services. Some highlights:

### Overall:

**20%**

(Eight) of 2021 complaints were related to harassment and/or discrimination. And six of these complaints are still under investigation.

**28%**

(11) of the complaints received were employee complaints.

**28**

Public complaints were received.

### Special Constables:

**16** complaints

**12.5%**

(Two) of Special Constables Complaints were related to harassment and/or discrimination, that is, 5% of the overall complaints received.

**12.5%**

(Two) of Special Constables Complaints were related to poor use of discretion, that is, 5% of the overall complaints received.

<sup>5</sup>This total includes 4 internal complaints from the RP and SCS departments involving employees who are not Fare Inspectors or who do not have Special Constable Status, as granted by the Toronto Police Service

**Fare Inspectors:**

**19** ..... **26%**

**complaints**

(Five) of Fare Inspector Complaints were related to **harassment and/or discrimination**, that is, **13% of the overall complaints received**

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

**Human Rights Data**

The TTC captured baseline data for 2021 on complaints alleging harassment and/or discrimination received by the TTC Human Rights Office involving employees<sup>6</sup> and customers. The five Human Rights Insights from 2021 include:

**Total cases**

**↓4.6%** ..... **↓6%**

1,671 cases in 2021,  
1,681 cases in 2020

Complaints alleging **workplace discrimination and/or harassment from employees** in 2021. 230 complaints, down 15 from the previous year.

**↓57%** .....  
.....

(Six) employees filed applications with the **Human Rights Tribunal of Ontario (HRTO) against the TTC** in 2021, down from 14 in 2020.

**Total cases**

**↓55%** .....  
.....

Decrease of **complaints from TTC customers**, down from 1,085 in 2020<sup>5</sup> to 591



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

<sup>5</sup>Excludes complaint data relating to employees of Revenue Protection and Special Constables Services department, which is captured under the FISCC Office complaint data (See Appendix B)

<sup>6</sup> Source for quote: [https://ttc-cdn.azureedge.net/-/media/Project/TTC/DevProto/Documents/Home/Public-Meetings/Board/2021/April\\_14/5\\_External\\_Presentation\\_Owusu\\_Bempah\\_Wortley\\_TTC\\_Racial\\_Equity\\_Impact\\_Assessment\\_Interim\\_Report.pdf?rev=f167b7189cd74b029ac75faa8abb79bf&hash=0B96874AB5377400103BFF8F78FF7B08](https://ttc-cdn.azureedge.net/-/media/Project/TTC/DevProto/Documents/Home/Public-Meetings/Board/2021/April_14/5_External_Presentation_Owusu_Bempah_Wortley_TTC_Racial_Equity_Impact_Assessment_Interim_Report.pdf?rev=f167b7189cd74b029ac75faa8abb79bf&hash=0B96874AB5377400103BFF8F78FF7B08)

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

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

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



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

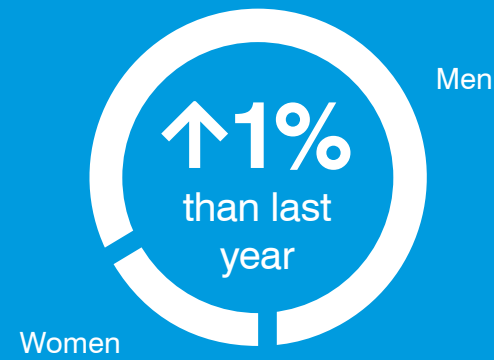
# Overall representation

**16.6%**  
Women

**0.8%**  
Indigenous

**43.8%**  
Racialized

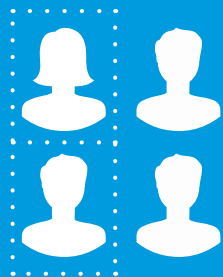
**1.3%**  
Disability



**highest level** of representation for women **ever**

## 6 in 10

Of the TTC workforce is composed of diverse\* employees—people from the following groups: women, racialized, Indigenous, persons with disabilities



**1 in 4**  
Senior management are women; and



**2 in 4**  
Senior management are diverse\* employees

**1 in 2**  
Executive positions are filled by women

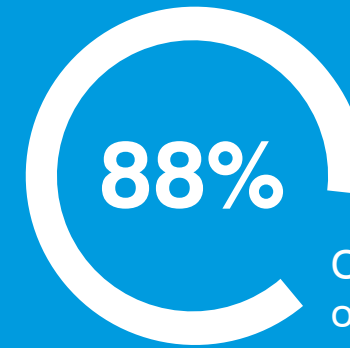


\* Diverse indicates employees who indicated they belong to one or more of the following groups: women, racialized, Indigenous, persons with disabilities, Black, and LGBTQ2+.

**Disclaimer:** Urban Dimensions Group (UDG) collects workforce diversity demographic data on the TTC's behalf. The TTC has been working with UDG for the past 14 years to track employment equity and report on the changes over time. Starting with a survey of the entire workforce, UDG now collects employment equity data from new employees who join the TTC each quarter with a voluntary after-hire form — growing their employment equity database to 9,472 employees (over 62 per cent of the whole TTC workforce). Approximately 50% of new TTC hires complete the after-hire form.



# New Hires Representation



Of new hires were members of one of more diverse\* groups

**46.4%**  
Women

**21.7%**  
Black

**7.7%**  
Southeast Asian

**3.7%**  
Disability

**23.6%**  
South Asian

**7.7%**  
East Asian

**4.1%**  
LGBTQ2S+

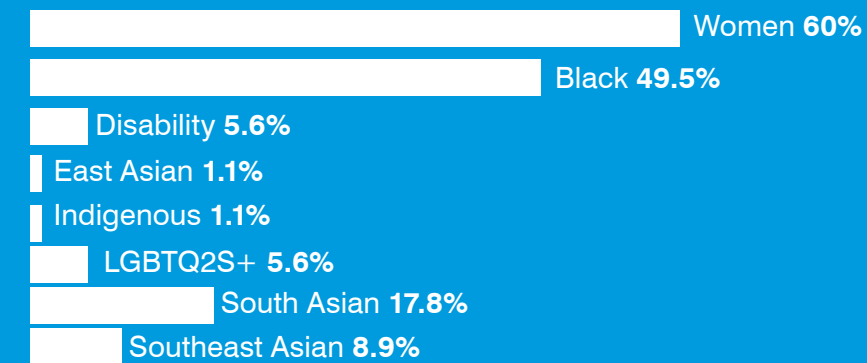
**0.4%**  
Indigenous

## New operator representation



**98%**

Of new hires in this job identified as belonging to one or more diverse\* categories



Nearly **half** of new hires were **women**



**60%**

Of newly hired Transit Operators were women



## Student Applicants

2021 was the first time we asked our summer student applicants to complete a demographic survey.

**1,539 applicants** completed the survey.

**36%**  
Women

**8.8%**  
Southeast Asian

**2.6%**  
Latin American

**25%**  
South Asian

**7.2%**  
East Asian

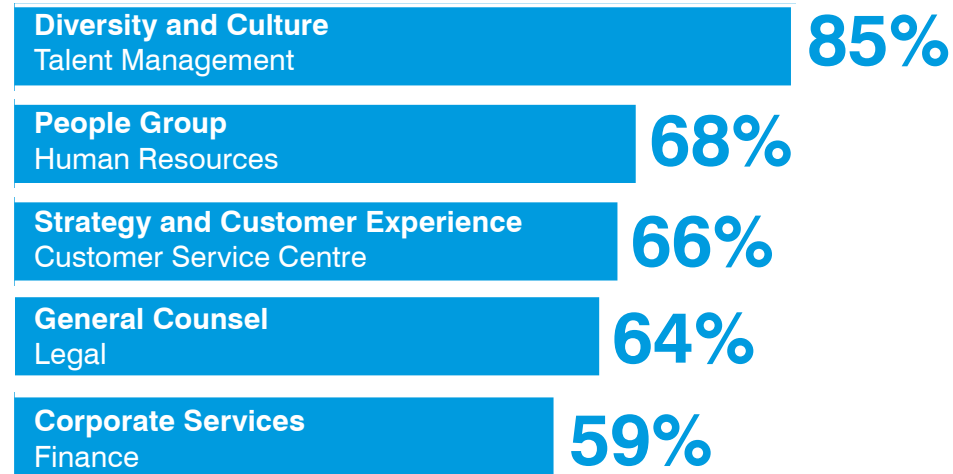
**0.2%**  
Indigenous

**19.9%**  
Black

**3.6%**  
Middle Eastern

Departments

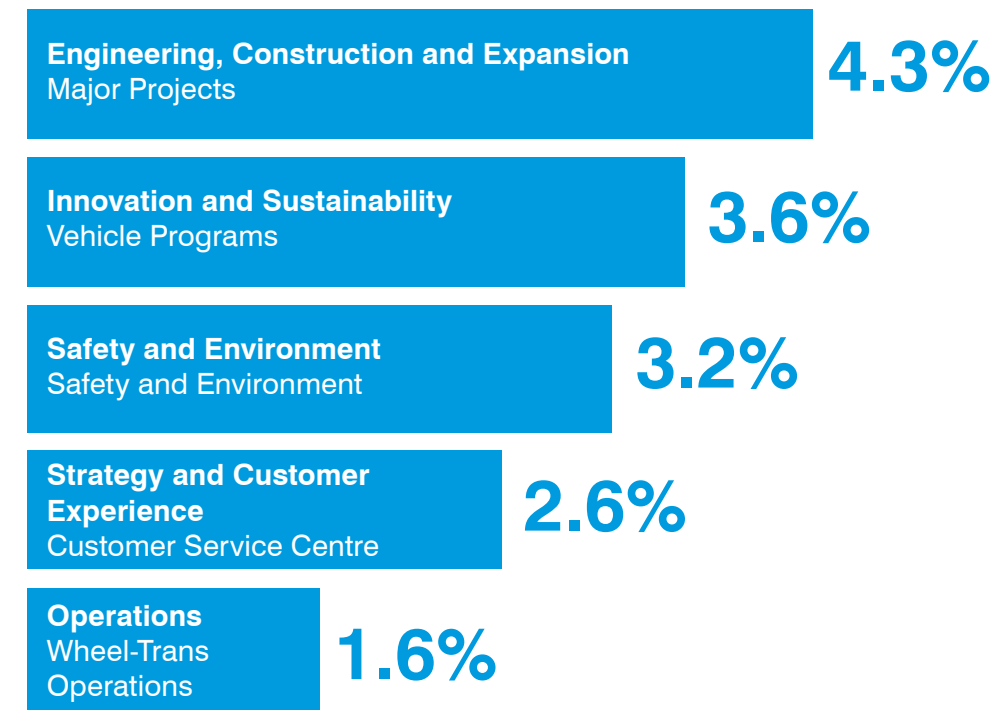
Top 5 Departments for Women



Top 5 Departments for Racialized employees

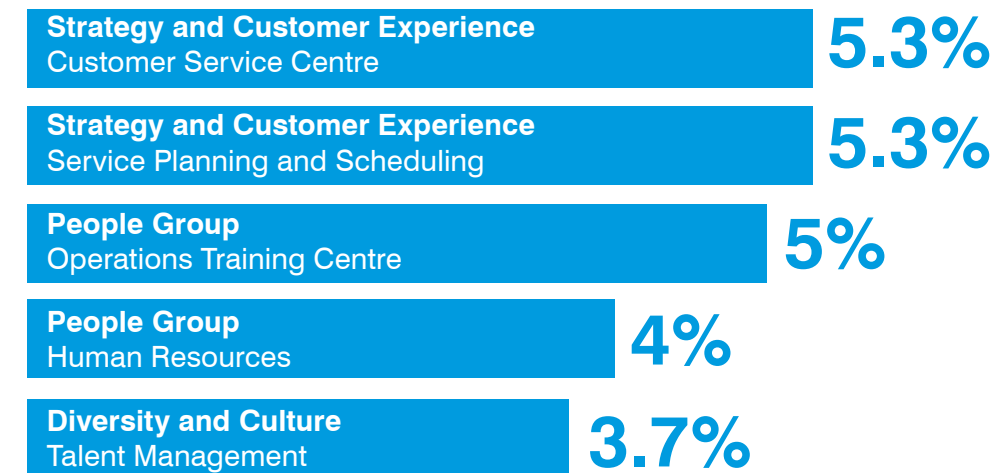


Top 5 Departments for Indigenous employees



\*small numbers involved; interpret with caution

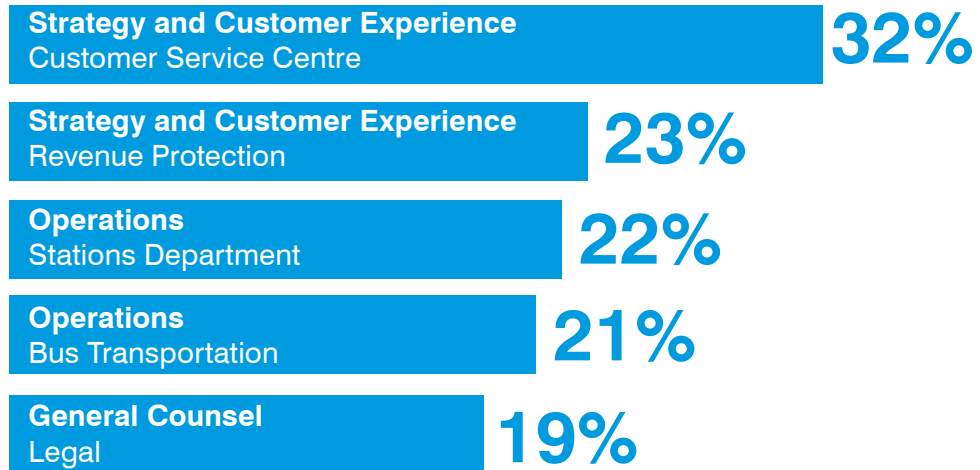
Top 5 Departments for employees with Disabilities



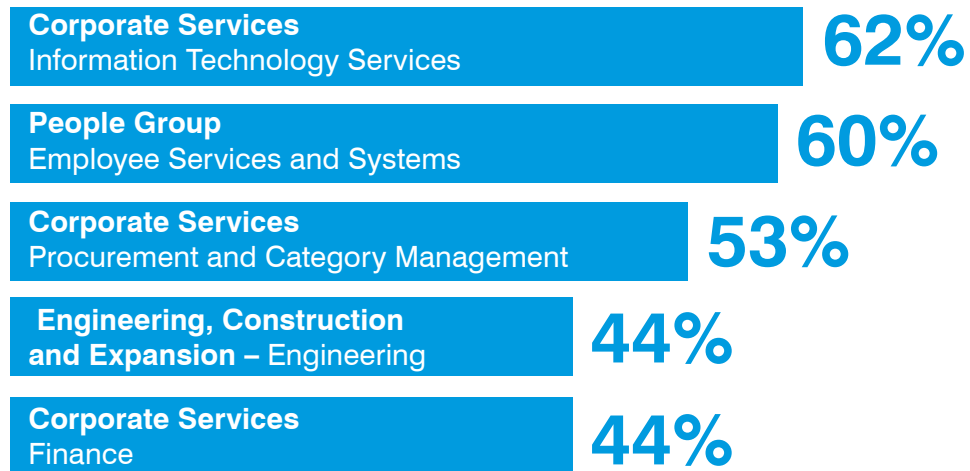
\*small numbers involved; interpret with caution



**Top 5 Departments for Black employees**



**Top 5 Departments for Asian employees**



**Top 5 Departments for Diverse employees**



**First-ever interim internal analysis of applicant demographic survey data**

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

In December 2021, we kicked off a self identification ID survey project with UDG to better understand TTC’s employee representation

- We have engaged Urban Dimensions Group to support us to conduct the workforce demographic survey in 2022.



**WHAT’S NEXT FOR 2022**

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





# Spotlight: Community art projects



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

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

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



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

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

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

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





# 4. Recruit Women

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

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

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

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

✓ **Used data to measure progress:**

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

✓ **Developed New Programming:**

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



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

### Mentoring Frontline Women

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

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

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



**2021**

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

### WHAT’S NEXT FOR 2022

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

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

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

✓ **Removed systemic barriers:**

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

✓ **Progress towards delivering inclusive spaces:**

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

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





# 5. Refocus Outreach

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

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



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

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

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

**4,400+ ... 1,814**

women registered for our virtual information sessions on Women as Transit Operators

people registered for our virtual sessions on Skilled Trades and Apprenticeships targeted for women, newcomers and racialized applicants

**2,200 ... 86**

registered for virtual information session for Engineering, Construction and Technology graduates

Partner information sessions and career fairs included TTC representation

**1,205 ...**

The TTC's Design Standards and Office Space Standards reviewed for accessibility

**250** job opportunities posted to

**2,091** community job boards and

**84** paid job boards

## WHAT'S NEXT FOR 2022

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

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



# Representation Matters

## Creating Diverse Hiring Panels

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

Embracing diversity means our differences work together to make the TTC more effective, innovative, equitable and simply better. Studies show that organizations that have more diverse teams outperform those with less diversity<sup>4</sup>. We're on our way to making diverse hiring panels the standard in our recruitment process. When a diverse group of people conducts hiring interviews, it not only signals to candidates that we are serious about inclusion, it increases the likelihood of greater diversity in who is hired.

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

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

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

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



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



# 6. Communications

As the TTC works to become a leader in diversity and inclusion as well as an example for transit systems around the world, it's critical that all employees feel that they are welcome and that their voices are heard. Over the past year, the TTC's Communications Department has had the privilege of being a part of the diversity and inclusion journey underway at the TTC. At the core of this work has been the opportunity to tell the stories of the more than 15,000 employees at the TTC.

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

See below for some examples:

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

**The TTC's Corporate Communications and Marketing and Customer Experience Departments were key partners in the delivery of a lot of firsts for TTC employees, customers and communities in 2021.**



## Community Art Partnerships at Stations:

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

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



- **The TTC Recognizes First Diversity Award Winners**

- Twice a year, the TTC recognizes select employees and teams with awards for exceptional performance in areas, such as safety, leadership, teamwork, innovation and creativity and customer service. In 2021, we added a Diversity Award to the roster of recognition categories.
- The inaugural Diversity Award was introduced in the third quarter of 2021 to recognize an individual or program that helps support or further the TTC's customer-facing diversity initiatives.

- **Pride Month 2021:**

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

- **National Indigenous History Month 2021:**

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

# Spotlight: Pride Month

For the month of June, the TTC proudly honoured the region's Two-Spirit, Lesbian, Gay, Bisexual, Trans, Intersex, Queer and Questioning communities (2S2SLGBTQ+) with customer and employee campaigns, vehicle wraps, printed posters, employee videos and stories, digital/web messages and social media posts.

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

The 94 Wellesley bus was also wrapped with Pride-themed artwork to celebrate the history, courage and diversity of Toronto's 2S2SLGBTQ+ communities.



The TTC's Community and Stakeholder Relations Unit engages communities and stakeholders who may be impacted by service changes or construction related to TTC improvements.

**Construction of McNicoll Bus Garage** – This project was recently completed in Scarborough. Community Relations identified a large Mandarin and Cantonese speaking community that would be impacted. To ensure their voices were heard, we arranged for translators at public meetings as well as ensured that all public notices were provided in Mandarin, Cantonese and English. The TTC's marketing team has expanded their translation services to 25 languages when required.

**Vaccine Clinics in Priority Neighbourhoods** – The TTC is working closely with multiple health care partners, including Toronto Public Health to host pop-up vaccine clinics in subway stations in priority neighbourhoods. We've heard from customers that the clinics in our stations were convenient, particularly for those juggling multiple jobs and who had limited to time. To date we've helped vaccinate close to 10,000 customers and employees.

**Women as Transit Operators Event** – Community Relations is also working with Corporate Communications and Talent Management to promote the next Women as Transit Operators event to residents in Neighbourhood Improvement Areas.

**The TTC's Line 3, Scarborough Rapid Transit system (SRT)** – The SRT will be decommissioned in 2023 and alternate bus service will be introduced until 2030 when the Ontario Line is planned to be completed. Community Relations worked with Service Planning to ensure Councilors, particularly in Scarborough, were briefed and aware of the options being considered. TTC also hosted a number of virtual town hall meetings for Scarborough residents to receive input on the various road options that were being considered.



- In recognition of the first National Day for Truth and Reconciliation on September 30, the TTC provided its frontline employees with an orange armband to honour the lost children and Survivors of residential schools, their families and communities in the GTHA and across Canada. Flags on TTC properties were also lowered to half-mast.
- **Women’s History Month and International Women’s Day**
  - The TTC held an expansive internal campaign to recognize Women’s History Month in October 2021, on the theme of “women making history now.” Throughout the month, women from the TTC’s past and present were featured across internal and external channels, including social medial, employee TV screens and in the employee newsletter.
- **Latin Heritage Month and Women’s Heritage Month**
  - We also hosted a speaker event for Latin American Heritage Month to acknowledge and celebrate the contributions and traditions of Latin American communities. We hosted Carmen Garcia, Board Member of COMTO International and former Assistant Vice-President, Office of Diversity at Dallas Area Rapid Transit (DART), who spoke candidly about her challenges growing up as a Latin American, as well as her career journey as a woman in a male-dominated industry.
- **Sikh Heritage Day**
  - For the first time ever Fare Inspectors and Special Constables recognized the contributions of the Sikh community in Canada.
- **Autism Awareness Day**
  - Under new leadership, for the first time, Fare Inspectors and Special Constables recognized Autism Awareness Day.

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

**Sheldon Morriseau, a Bus Operator at McNicoll Division, is from Thunder Mountain on Fort William First Nation and is Bear Clan.**

Before his family’s name was changed to a Francophone one, his last name was Netemegeesic, which means “the light before the day.” During Indigenous History Month, we joined Sheldon at sunrise to showcase two things he is passionate about—powwow dancing and teaching others about his Indigenous culture.



#### WHAT’S NEXT FOR 2022

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

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

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

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



# 7. Training

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

At the time of writing this report, 1,146 Supervisors had completed the full-day Confronting Anti-Black Racism training through the City of Toronto, with another 382 enrolled in upcoming sessions. This represents 75 per cent of the TTC's direct and indirect supervisors. A diversity instructor was also hired dedicated to the roll out of Confronting Anti-Black Racism Training to TTC's unionized employees. In addition, in 2021, new training metrics were introduced for monthly reporting and greater accountability.

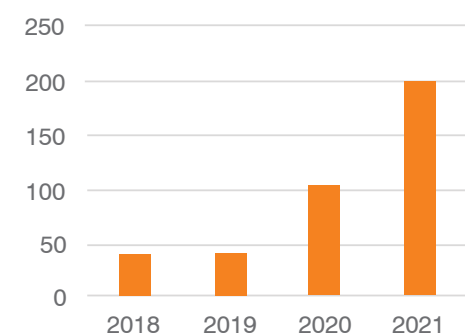
We also launched various employee development programs, e-modules and training sessions centred around diversity and inclusion themes. And through partnerships with the Canadian Centre for Diversity and Inclusion (CCDI) and Pride at Work, we offered 84 courses on various topics related to diversity and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

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

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

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

CCDI Training Registrants

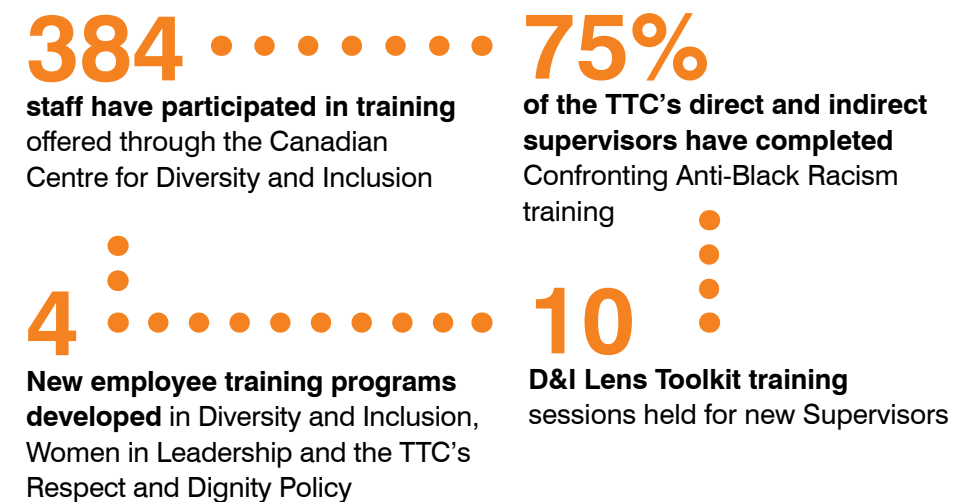


∞  
**1,146**  
Supervisors completed Confronting Anti-Black Racism training

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

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

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



The TTC and COMTO Toronto and Region worked in partnership to organize 12 recognition activities to mark the following occasions this year:

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

## WHAT'S NEXT FOR 2022

- Developing a plan to rollout Confronting anti-Black Racism training to 12,000+ unionized staff
- Cascade and deepen organization-wide diversity and equity knowledge, the TTC issued a request for proposals to develop three equity, diversity and inclusion training modules on the subjects of Indigenous peoples, histories, perspectives and realities; anti-racism and addressing anti-Black racism; and disability awareness and accessibility, as well as broader human rights and diversity topics.
- In 2022, we updated and launched our workplace sexual harassment training to TTC supervisory, non-supervisory and non-unionized employees, and are working on a plan for the delivery of this training to unionized employees.

# 8. Update Procurement

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

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

The Diversity team has been working together with Procurement and Category Management, and in 2021, diversity and equity criteria were added to our eBus and Training Request for Proposals.

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



## WHAT'S NEXT FOR 2022

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

The Diversity Department will continue to work with Procurement and Category Management to embed diversity criteria into Request For Proposals.



# 9. Change in Revenue Protection and Special Constable Service

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

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

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

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

## Progress in 2021:

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

3. Fare Inspectors and Special Constables continue to speak 40 languages.
4. Established new community engagement team and conducted 15 community engagement events.
5. Four new interim policies are in development.
6. Initiated 360 review for feedback needed to inform change.

## Culture Change Program

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

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

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

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





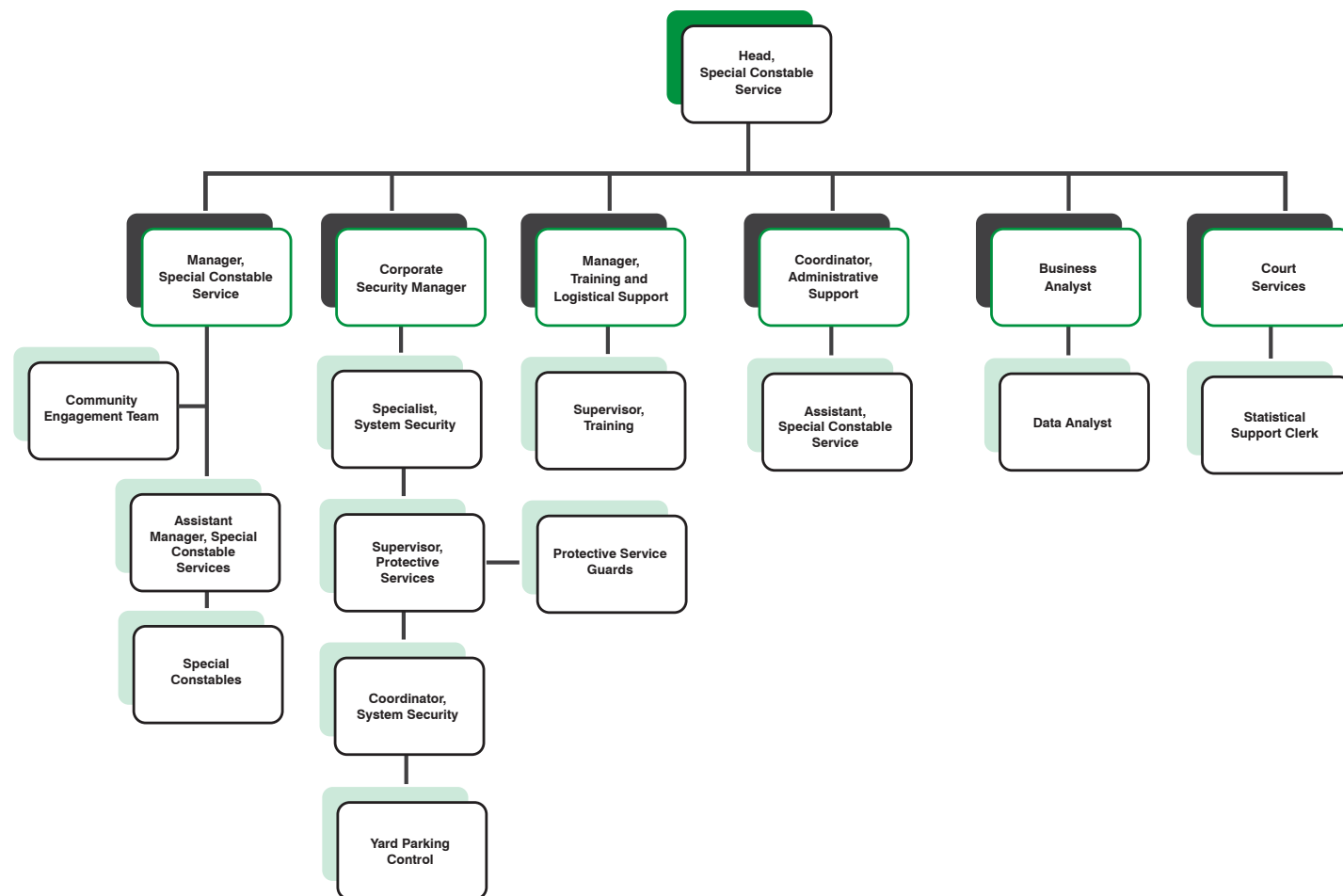
## Compliance Specialist

The Revenue Protection and Special Constable Service Compliance Specialist was hired in mid-2021 to develop, maintain, and monitor the Department's Early Intervention System (EIS). In 2021, the key focus for this role was to create an internal process for communicating with the Fare Inspector Special Constable Complaint (FISCC) office and tracking complaints on behalf of both departments. The implementation of the EIS comes as a key recommendation from the Ombudsman Toronto embedded within the Revenue Protection and Special Constable Service Culture Change Program work plan.

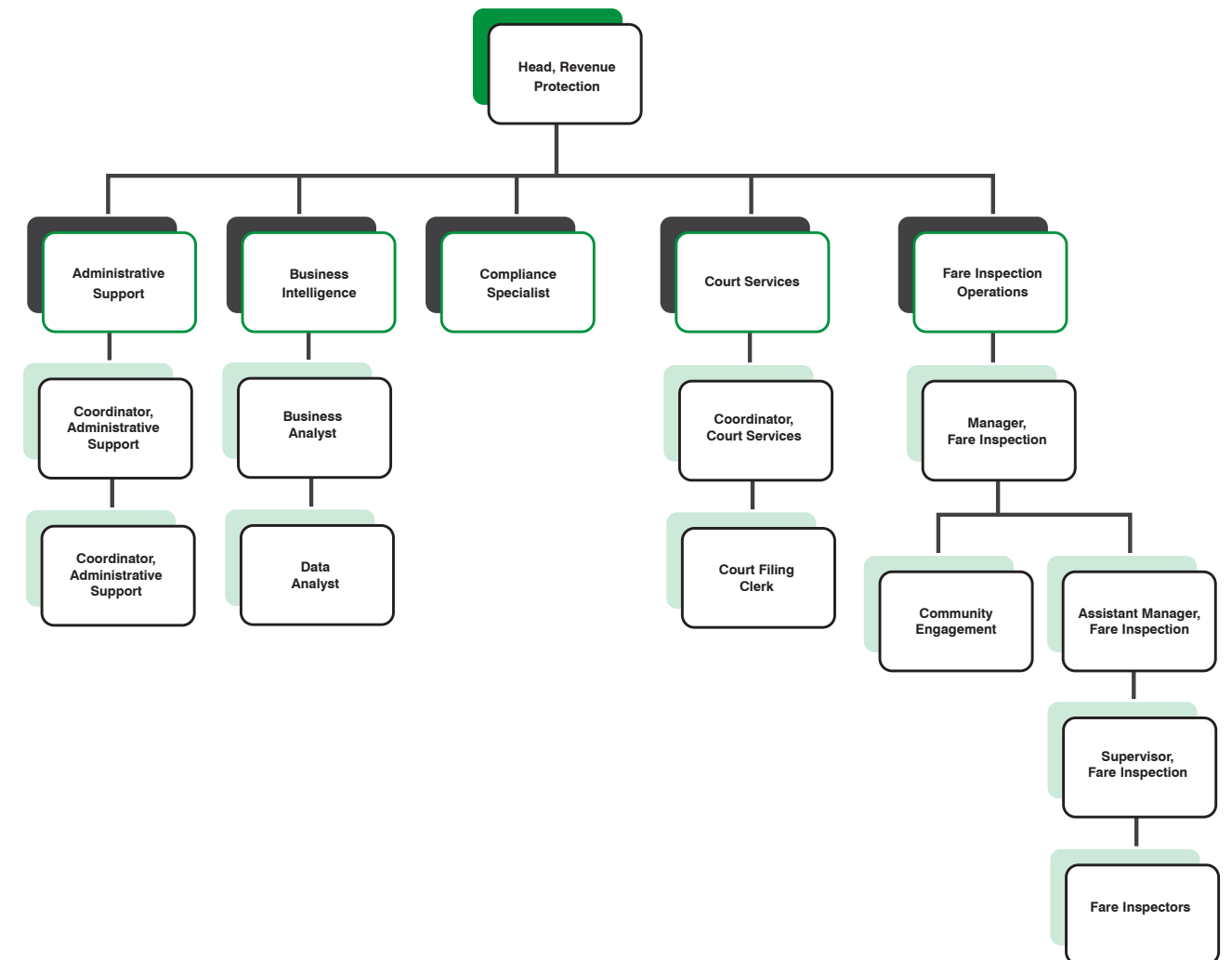
The goal of the EIS is to capture and flag any patterns and trends when it comes to complaint investigations, ticketing, use of force, use of discretion and body-worn/in-car camera non-compliance involving Fare Inspectors and Special Constables. With the EIS, Fare Inspectors or Special Constables with patterns of problematic conduct are identified using a number of performance indicators. In addition, the EIS is designed to track, establish and reward positive behaviour amongst Fare Inspectors and Special Constables.



## Special Constable Service



## Revenue Protection



	Structure for Success	Modernize Policies	Update Technologies	Overhaul Training and Monitoring Systems
<b>Culture Change Pillars</b>	Create and support a diverse and inclusive workforce	Alignment with third-party report recommendations	Implement new technologies to support third-party report	Implement training founded in equity, respect and dignity for customers and employees
<b>Outcomes</b>	Fair, merit-based recruitment, hiring and promotions  Workforce reflect the diversity of the community we serve  Community and peer partnerships	New and updated policies and procedures that aim to ensure the fair and equitable treatment of customers and align with community expectations	Equip the TTC with tools to provide public transparency and demonstrate accountability	Team members receive consistent training  Staff address customers and employees with respect, sensitivity and without bias
<b>2021 Accomplishments</b>	<ol style="list-style-type: none"> <li>Revised job descriptions with support of Talent Management and Racial Equity Office</li> <li>Fare Inspectors and Special Constables continue to deliver services in 40 languages</li> <li>Collaborated and supported COMTO Toronto and Region and other community engagement initiatives</li> </ol>	<ol style="list-style-type: none"> <li>Four new interim policies, aligned with Stakeholder and regulatory expectations, have been developed <ol style="list-style-type: none"> <li>Use of Discretion</li> <li>Use of Force</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>REIA Phase 1 report research on Body Worn Cameras benefits and limitations</li> <li>Pilot planning <ol style="list-style-type: none"> <li>Body-worn camera</li> <li>Mobile by-law ticketing</li> <li>In-car camera</li> <li>RP/SCS system</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Launched Culture Change Program with Fare Inspectors and Special Constables</li> <li>Initiated Training review with external consultant</li> <li>Delivered the following training: <ol style="list-style-type: none"> <li>Use of Force and effecting arrests</li> <li>LGBTQ2+ Awareness</li> <li>Suicide prevention</li> <li>Enhanced Peer Support</li> </ol> </li> <li>Initiated 360 review</li> </ol>

**Table 1:** Revenue Protection and Special Constable Service 2021 Accomplishments

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

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

#### Fare Inspectors and Special Constables – Diversity and Inclusion

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

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

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

Team members also collaborated with the Conference of Minority Transportation Officials (COMTO Toronto and Region) to host speaker's series to honour some of these cultural events.





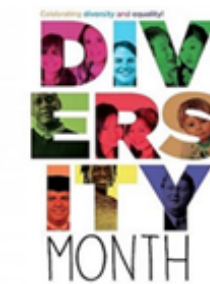
## Diversity & Inclusion Corner

Brought to you by Revenue Protection and Special Constable Service departments

April 2021

### Autism Awareness Day – Sikh Heritage Month – Celebrate Diversity Month

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



#### Community Engagement

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

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

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



### Streets to Homes Outreach

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

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

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



### WHAT'S NEXT FOR 2022

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

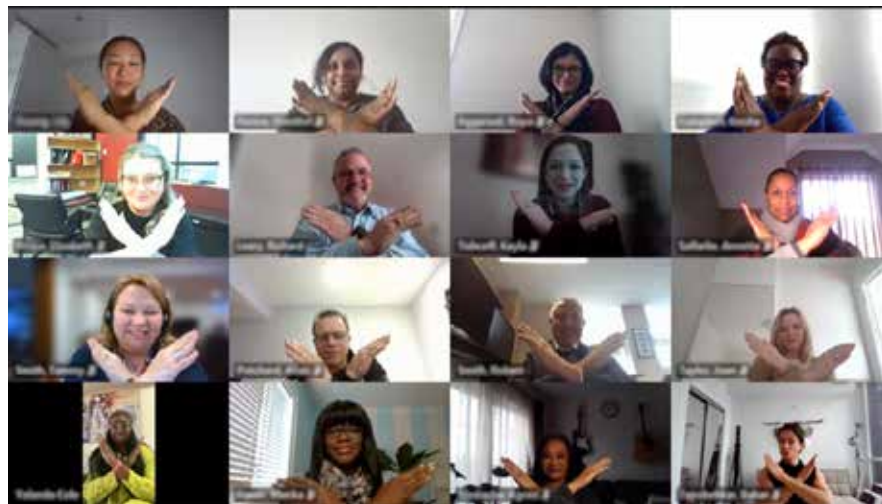
For further information on Action Item #9, please refer to Appendix C.

Recruiting additional complement (policy consultant, training specialist, and program manager) to incorporate stakeholder feedback into policies, finalize guidelines and continue progress on training strategy to oversee the ongoing RP and SCS work.



# 10. Partnerships and best practice

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



## External Partnerships

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

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

In 2021, the TTC partnered with Hockey Diversity Alliance (HDA), an organization founded by current and former NHL players of colour. The organization’s aim is to eradicate systemic racism and intolerance in hockey and to create social change by meeting the needs of those from under-sourced areas. The TTC provided support to the Hockey Diversity Alliance so that 200 students could take transit (the equivalent of \$1,300) to attend a hockey game at the Scotiabank Arena.

## An Award-Winning Collaboration

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

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

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

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

## WHAT’S NEXT FOR 2022

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

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

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

# Connecting communities, building confidence and independence together.

## Narrowing the Gap for People with Disabilities

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

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

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

Marking the International Day of Disabled Persons on December 3, the TTC's Racial Equity Office also participated in a conference that shed light on the barriers to employment faced by people with disabilities who are Indigenous, Black, racialized and/or LGBTQ2+. In partnership with the City of Toronto, CNIB, the Two-Spirited People of the First Nations and Circle Insights. The Racial Equity Office spoke to TTC's efforts to champion inclusion and racial equity, and highlighted the intersectionality of racism and disability, their effects on employment, and the ways in which racialized people with disabilities navigate these barriers.





# What's Next...

To our **employees** – more than 15,000 strong and a true representation of a family that takes pride in serving the needs of Torontonians...

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

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

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

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

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

To the customers and communities we serve every day via four rapid transit lines, nine streetcar routes and 156 bus routes using 2100 buses, 204 streetcars and 150 rapid transit trains...

Community input is central to the work we will do in 2022 and we're looking forward to working with you as we continue to deliver on our 10-Point Action Plan and make additional commitments to you in the future. If you'd like to provide feedback – we will be consulting with communities to build our Anti-Racism Strategy, re-imagine elements of our Revenue Protection and Special Constable Service departments, and complete Phase Two of our Racial Equity Impact Assessment – just to name a few actions.



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

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

# Appendix A

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

### 2021 COMPLAINT DATA FROM TTC HUMAN RIGHTS OFFICE

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

#### 2021 Complaint Data Involving TTC Employees<sup>1</sup>

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

	2019	2020	2021
<b>Complaints<sup>2</sup></b>	206	245	230 <sup>3</sup>
<b>Consultations<sup>4</sup></b>	360	283	770
<b>HRT0</b>	20	14	6
<b>Total</b>	586	542	1006

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

<sup>1</sup> Excludes complaint data relating to employees of Revenue Protection and Special Constables Services department which is captured under the FISCC Office complaint data (See Appendix B)

<sup>2</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>3</sup> Of the 230 complaints received in 2021, 21 were substantiated, 50 were unsubstantiated, 79 were found not to be human rights related and referred (i.e. related to TTC's Code of Conduct and allegations of unprofessional conduct), six were mediated and resolved, seven were withdrawn, and 67 are pending resolution.

<sup>4</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.



Ground <sup>5</sup>	2019	2020	2021
Personal Harassment	51	75	100
Unprofessional Conduct (i.e. profanity)	53	66	27
Disability (accommodation)	23	29	11
Sex	42	23	27
Race	16	32	37
Colour	3	1	5
Ancestry		1	
Ethnic Origin	2	2	3
Place of Origin	1	1	2
Creed/Religion	5	1	1
Family Status	1	2	3
Gender Expression	1	1	
Gender Identity	3	1	2
Sexual Orientation	2	3	5
Age	2	3	1
Citizenship	1	0	
Marital Status	0	0	1
Record of Offences	0	0	
Reprisal	0	4	2
No Ground Identified	0	0	3
<b>Total</b>	<b>206</b>	<b>245</b>	<b>230</b>

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

<sup>5</sup> The most common employee complaint in 2021 raised allegations of non-Code personal harassment and unprofessional conduct against other employees.

The second most common complaint received alleged harassment and/or discrimination on the basis of race. In 2020 and 2021, the TTC brought awareness to the issue of racism and anti-Black racism at the TTC, and encouraged employees to report such incidents to the TTC. We see this reflected in the increased number of complaints reported to the HRO. The data reinforces and supports the work of the TTC's new Racial Equity Office and the new Diversity and Culture Group, including greater employee engagement and education on diversity, inclusion and anti-racism.

Ground <sup>6</sup>	2019	2020	2021
Disability (Accommodation)	15	8	4
Sex	1	1	1
Race	0	3	0
Colour	0	0	1
Ancestry			
Ethnic Origin			
Place of Origin			
Creed Religion			
Family Status	1	1	0
Sexual Orientation			
Gender Expression			
Gender Identity			
Reprisals	2	1	0
Age	1	0	0
Citizenship			
Record of offences			
<b>Total</b>	<b>20</b>	<b>14</b>	<b>6</b>

<sup>6</sup> In 2021, the TTC received six HRTO applications filed by employees against the TTC.

- One was dismissed, and
- Five are pending a hearing.

## Human Rights Complaint Data Involving Customers<sup>7</sup>

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

	2019	2020	2021
<b>Complaints</b>	1302	1076	591 <sup>8</sup>
<b>Consultations</b>	35	55	4
<b>HRTO</b>	9	9	10
<b>Total</b>	1346	1140	605 <sup>9</sup>

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

Ground <sup>10</sup>	2019	2020	2021
<b>No Ground Identified</b>	1		
<b>Personal Harassment</b>	1	1	12
<b>Unprofessional Conduct/Discourtesy</b>	50	59	26
<b>Disability (including accessibility and accommodation)</b>	842	676	364
<b>Sex</b>	35	18	18
<b>Race</b>	270	117	32
<b>Colour</b>	6	126	106
<b>Ancestry</b>			
<b>Ethnic Origin</b>	4	15	6
<b>Place of Origin</b>	8	1	6
<b>Creed/Religion</b>	19	12	6
<b>Family Status</b>	9	9	2
<b>Sexual Orientation</b>	28	9	3
<b>Gender Expression</b>	2	1	1
<b>Gender Identity</b>	6	2	1
<b>Age</b>	19	30	8
<b>Citizenship</b>			
<b>Record of Offense</b>	2		
<b>Total</b>	1302	1076	591

<sup>7</sup> Excludes data from complaints submitted by customers involving employees of Revenue Protection and Special Constables Services department. This data is captured under the FISCC Office 2021 complaint data (See Appendix B)

<sup>8</sup> Of the 591 customer complaints received in 2021, 47 were substantiated, 30 were mediated and/or informally resolved, 231 were found unsubstantiated and/or had insufficient information to make a finding, 15 were not human rights related and referred, and 268 are pending resolution.

<sup>9</sup> The TTC has seen a decline in the overall number of customer service complaints (CSCs) it has received – a 55% reduction since 2019. Specifically, in 2019, there were a total of 66,582 CSCs, in 2020 there were 39,852 and in 2021 there were 36,408 CSCs. Also, in 2021, TTC's total ridership was 197.8 million, down from 225 million in 2020 and 525.47 million in 2019. This declining trend is reflected in the 53% reduction in human rights related customer service complaints received in 2021. Human rights complaints continue to make up a small portion of the total CSCs received by the TTC in 2021 - approximately 1.6%.

<sup>10</sup> In 2021, the TTC heard from customers about their concerns with the accessibility of TTC's transit services. Some of these concerns included, but were not limited to: automated stop announcements not working; incorrect visual stop signs; and ramps not being lowered. Such complaints were promptly investigated and addressed, including repair of the mechanical defect on the TTC vehicle, and the Complainant being notified of the resolution. Moreover, with the COVID 19 pandemic, the HRO also saw some new types of complaints relating to wearing of masks.

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



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

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

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

The TTC received 10 HRTO applications from customers in 2021.

- One was dismissed,
- One was resolved through mediation, and
- Eight are pending a hearing.

# Appendix B

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

### SPECIAL CONSTABLES

In 2021, the TTC received a total of 16 complaints involving Special Constables<sup>1</sup>, of which 11 were Public Complaints and Five were Internal Employee Complaints.

With respect to the 16 complaints, six were related to policy or services of the Special Constables Service Department, three raised allegations of not complying with the TTC Code of Conduct and seven raised allegations of misconduct<sup>2</sup>, including:

- Four alleging discourtesy or rudeness;
- Two alleging poor use of discretion;
- Two alleging harassment and/or discrimination

**Table 1:** Categorization of Special Constable Misconduct Complaint Allegations: Comparison Chart of 2019 to 2021<sup>3</sup>

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

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

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

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



Of the 16 complaints received in 2021:

- Five were closed<sup>4</sup>;
  - One was a third party misconduct complaint alleging poor use of discretion, that was investigated and found unsubstantiated;
  - Four policy and/or service complaints regarding improper parking of Special Constable vehicles, SC Uniform Policy and SC Training and were resolved through an informal resolution.
- 11 remain open and pending resolution<sup>5</sup>. Of the 11 open files;
  - Four public misconduct complaints are currently being investigated by FISCC Office (three alleging Discourtesy/Rudeness and one alleging Poor Use of Discretion);
  - Two Public Policy/Service Complaints regarding SC Response Time and SC Failure to Follow-up, are being addressed; and
  - Five Internal complaints alleging workplace harassment and/or discrimination and/or not complying with the TTC Code of Conduct are currently under investigation; One of which is being investigated by an External Investigator

## FARE INSPECTORS

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

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

Of the 10 complaints<sup>6</sup> raising allegations of misconduct, they include;

- Eight allegations of discourtesy and/or rudeness; and,
- Five allegations of discrimination and/or harassment.

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

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

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

**Table 3:** Categorization of Fare Inspector Misconduct Complaint Allegations: Comparison Chart of 2019 to 2021<sup>7</sup>

RP Code of Conduct	Sub-Category	2019 Total	2020 Total	2021 Total
Breach of Confidence		0	0	0
Consuming Drugs or Alcohol in a Manner Prejudicial to Duty		0	0	0
Corrupt Practice		1	0	0
Damage to clothing or equipment		0	0	0
Deceit		0	1	0
Discreditable Conduct		123	32	10
	Discourtesy/Rudeness	82	23	7
	Harassment/Discrimination	35	10	5
	Poor Use of Discretion	23	1	0
Insubordination		0	0	0
Misrepresentation		0	0	0
Neglect of Duty		1	1	0
Other Less Serious		3	1	0
Unlawful or Unnecessary Exercise of Authority		3	2	0
	Related to Use of Force	3	2	0

Of the 19 complaints received in 2021:

- 12 were closed<sup>8</sup>;
  - Three complaints related to misconduct;
    - Two of which alleged harassment and/or discrimination – one was investigated and found unsubstantiated; one was a third party complaint that had insufficient information to fully investigate; and
    - One discourtesy and/or rudeness complaint was informally resolved
  - Four policy/service complaints regarding an alleged lack of fare inspections were resolved informally; and
  - Five general complaints regarding masks and/or social distancing were resolved informally.
- Seven misconduct complaints remain open and are currently under investigation. Of the seven open files<sup>9</sup>;

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

<sup>8</sup> In addition, there were seven complaints from 2020 that were concluded in 2021. This includes: four complaints alleging harassment and/or discrimination, and three alleging discourtesy, where one was unsubstantiated; one was partially substantiated; two were resolved informally; two were pending further information; and one was not within the FISCC mandate. There remain two pending resolution.

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

- Five are Public Complaints of which;
  - Three allege discourtesy and/or rudeness
  - Two allege harassment and/or discrimination as well as discourtesy and/or rudeness
- Two are Internal Complaints of which;
  - One alleges discourtesy and/or rudeness
  - One alleges workplace harassment

#### **OTHER REVENUE PROTECTION/SPECIAL CONSTABLE SERVICES COMPLAINTS**

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

Of these four internal complaints:

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







# Appendix C

## Appendix C: Revenue Protection & Special Constable Culture Change

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

### 2021 Highlights

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

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

# Modernize Policies, Procedures, Standards and Programs

## Alignment with third-party report recommendations

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

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

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

- Use of discretion
- Use of force

## Policy Development

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

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

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

## Use of Discretion Policies

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

### 1. Revenue Protection

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

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



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

The purpose of this policy is to:

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

## 2. Special Constable Service

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

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

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

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

The purpose of this policy is to:

- Articulate the Special Constable Service Department's standards and guidelines associated with the use of force and use of force options by Sworn Peace Officers (Special Constables) including Special Constable supervisory staff, when engaging in their duties;
- Provide guiding principles to Special Constable Service employees surrounding the use of force, particularly in relation to obligations under the Canadian Charter of Rights and Freedoms, the Canadian Human Rights Act, and the Ontario Human Rights Code;
- Provide awareness to Special Constable Service Department employees of their right to use force under as permitted under the Criminal Code and in accordance with Ontario's Use of Force Model;
- To ensure a process of review of all use of force incidents and articulate an obligation to intervene and report instances of excessive force;
- Affirm the duty of all Special Constable Service employees to report any improper uses of force;
- Development of a zero tolerance for use of force as punishment, retaliation and/or disproportionately against individuals from marginalized communities;
- Clarify the consequences that may arise for a Special Constable Service Department

Employee's failure to comply with this policy and/other guidance provided on the use of force within their duties.

## Use of Force Policies

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

### 1. Revenue Protection

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

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

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

The purpose of this policy is to:

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

### 2. Special Constable Service

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

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

- Special Constables (Sworn Peace Officers)
- Special Constable Service supervisory staff including; Special Constable Service Manager,

Special Constable Service Assistant Manager, Special Constable Service Supervisor.

- The scope of this policy encompasses the use of force when the Special Constable Service employees utilize different use of force options and authorized restraining devices as well as, the guiding principles for implementing use of force while conducting their duties and ensuring the safety of the general public riding the transit.

The purpose of this policy is to:

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

### Policy Consultations

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

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

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

We will continue to consult with community stakeholders, City Councillors and members of the public. In 2022, we will develop additional interim policies (body-worn camera, in-car camera, data equity)

Additional expert stakeholders for these policies include:

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

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

### 2022 Policy Milestones

Group 1: Ready for Consultation

- Use of Discretion (One policy per department, 2 in total)
- Use of Force (One policy per department, 2 in total)

Group 2: Development in Progress

- Body-Worn Camera
- Data Equity (Race-based data collection and reporting)
- In-Car Camera

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

Table 7: 2022 Policy Milestones











# Conclusion

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

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

## High-level Plan for 2022+

	 <b>Structure for Success</b>	 <b>Modernize Policies</b>	 <b>Update Technologies</b>	 <b>Overhaul Training and Monitoring Systems</b>
<b>2022+ Work Plan</b>	Create and support a diverse and inclusive workforce	Alignment with third-party report recommendations	Implement new technologies to support third-party report recommendations	Implement training founded in equity, respect and dignity for customers and employees
	<p>Diverse workforce through intentional recruiting with the Talent Management Outreach team – e.g., NIAs, Black and Indigenous organizations</p> <p>Dedicated culture change program team</p> <p>Continue to build community relationships</p> <p>Community engagement discussions on experiences</p>	<p>Launch interim customer-facing policies and supporting guidelines</p> <p>a. Use of discretion(x2)</p> <p>b. Use of force(x2)</p> <p>Launch additional interim customer-facing policies and supporting guidelines</p> <p>a. Body-worn camera</p> <p>b. In-car camera</p> <p>c. Data equity</p> <p>Complete community and public consultations on policies</p>	<p>Launch customer-facing pilots</p> <p>Body-worn camera</p> <p>Mobile by-law ticketing</p> <p>In-car camera system</p>	<p>Refresher on expectations on notetaking, use of force and effecting arrests</p> <p>Training strategy development and execution</p> <p>Complete 360 survey</p> <p>Part 1: RP &amp; SCS teams (feedback sessions based on all three parts)</p> <p>Part 2: Select TTC employees (launched)</p> <p>Part 3: Public (launched)</p>

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

