



# Diversity and Culture 2022 Annual Report: Equity, Diversity & Inclusion in Motion

**Date:** June 12, 2023  
**To:** TTC Board  
**From:** Chief Diversity and Culture Officer

## Summary

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The Diversity and Culture Annual Report provides an update on the progress made on the TTC’s commitments and priorities related to diversity, equity, inclusion and culture as per the 10-Point Action Plan of 2020. There has been significant progress in most areas of the Plan, and foundations have been laid for progress in the remaining areas.

## Recommendations

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It is recommended that the TTC Board:

1. Receive the report for information.
2. Forward this report to the City of Toronto’s Confronting Anti-Black Racism Unit, the Indigenous Affairs Office of the City of Toronto, and Ombudsman Toronto.

## Financial Summary

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There are no financial impacts associated with the Board’s receipt of this report. With diversity and inclusion being a top priority for the TTC, in addition to prior base funding, investments of new operating funding have been approved annually through the budget process since 2020, totaling \$4.6 million, to implement the initiatives noted in this report.

<b>Investments in Diversity and Inclusion: New Operating Funding since 2020</b>		
2020	\$2.8M	Implemented Ombudsman recommendations on Anti-Racism strategy, established independent office to handle Transit Enforcement complaints
2021	\$1.1M	Supported implementation of Embrace Diversity Action Plan and Anti-Racism strategy
2022	\$0.7M	Progressed on implementing Anti-Racism strategy by delivering enhanced diversity, anti-black racism and mental health training
<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 2022, the TTC continued to build upon the work started in 2021, and progressed on the commitments made to employees, customers and the community at large.

The design and layout of the Diversity and Culture Annual Report has 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. In April 2022, the TTC Board was presented with the first Diversity and Culture Annual Report entitled [Diversity and Culture: A Year of Firsts](#). This report was in response to the TTC's commitment to updating the public on progress on TTC's 10-Point Action Plan and Five-Year Diversity and Human Rights Plan.

## **Issue Background**

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Inclusion, Diversity, Equity and Accessibility (IDEA) remains a critical area of focus within the TTC, as we work towards creating a workplace that values and honours its employees and the communities we serve.

## **Comments**

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The TTC continues to advance its objectives around diversity and inclusion using the framework of the 10-Point Action Plan developed in 2020. 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.

After two years of operation, the TTC's Diversity and Culture Group presents its second annual report. The report, titled EDI in Motion, outlines progress on each of the 10 actions in the Plan and identifies the next steps for 2023. Specifically, this report:

- Provides insight on the people and the work of the Diversity and Culture Group;
- Highlights the activities at the TTC and in supported by the TTC in communities over the last year in fulfilling the Plan; and
- Identifies opportunities and next steps for continued work to build greater diversity, inclusion, equity and belonging at the TTC.

## **Contact**

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## **Signature**

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Keisha Campbell  
Chief Diversity and Culture Officer

## **Attachments**

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Attachment – Diversity and Culture 2022 Annual Report: EDI in Motion



# 2022 TTC Diversity & Culture Report

*Equity, Diversity and Inclusion in motion*



Improving **equity**.  
Celebrating **diversity**.  
Ensuring **inclusion**.  
Moving towards belonging.  
  
This is **EDI** in motion.



# Land Acknowledgement

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

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

*The Original Family* – Philip Cote, MFA,  
Moose Deer Point First Nation

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# Acknowledgement

We wish to acknowledge and thank the many members of staff and departments who contributed to the progress made in 2022 towards improving equity, diversity and inclusion across the TTC. We are thankful for your input and contributions to our collective movement towards belonging.

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

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

## #workingtogether

*United Spirits* – by Dayle Hawkins

# Message: Chair of the TTC



As Chair of the Toronto Transit Commission (TTC), I am proud to share the 2022 Annual Report in the area of Diversity and Inclusion. This is the second year that the TTC has produced this Annual Report and it is an opportunity for the organization to share its work over the past year and reaffirm its commitment to being a diverse and inclusive workplace and transit system.

The TTC is dedicated to ensuring that the uniqueness of each of our employees and customers is valued and supported. The TTC is also committed to providing its employees and customers with work and service environments that are free from harassment and discrimination.

This Annual Report is one way the TTC has chosen to hold itself accountable – both to its employees as well as the city it serves. By publicly laying out its objectives with respect to diversity and inclusion, this document allows readers to reflect on the culture change currently underway at the organization. Most importantly, the TTC recognizes the necessity of taking action to be responsive and reflective of the communities it serves.

The TTC has made some great achievements over the past year. These accomplishments include::

- New outreach programs aimed at reaching the trades, students and youth;
- New mentorship programs for women bus operators as well as a mentorship program for assistants on the operations side; and
- Completing the organization's first identification survey.

While we celebrate these accomplishments we are acutely aware that there is still more work to do, and we remain committed to the journey.

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

**Jon Burnside**  
*Chair, TTC*

# Message: Chief Executive Officer



As CEO of the Toronto Transit Commission (TTC), diversity and inclusion are top priorities for myself and for the organization. Last year, the TTC introduced its first Annual Report on Diversity and Culture. It was an important step in accountability and transparency, with both our employees and our customers. This year, we are pleased to share the second Diversity and Culture Annual Report: EDI in Motion, highlighting achievements from the past year and the progress made. For me, it is critical that the TTC be both a desirable place to work for everyone and an organization that is representative of all the customers we serve.

Our team of highly skilled and talented specialists move millions of people per year within and across the city and the wider metropolitan area. Our work connects communities, bridges distance and brings people together. We are a critical force in keeping the city alive and in motion.

We specialize in moving people. And we do move PEOPLE. But we can be so much more effective when we MOVE people, making tangible change in the lives of our employees and riders. For the second year in a row, 4 out of every 10 new operators hired identifies as a woman. This is an important accomplishment as we continue to strive to be more inclusive across the organization. In the coming year, we are working to ensure that 40 per cent of all our new hires identify as women.

As our ridership continues to return, we are proud of being able to touch the lives of so many. With half of all Torontonians being born outside of Canada, we need to ensure that the TTC is reflective of the communities we serve so that everyone feels safe and comfortable on the system. Each and every one of our customers must be treated with respect on the TTC – whether it is riding one of our vehicles, waiting at our stations or asking one of our employees a question.

The TTC is the lifeblood of Toronto and we take great pride in serving this great city. I know we have made great strides this past year, but I recognize there is much more to be done. The TTC is ready to continue on that journey.

**Richard J Leary**  
*Chief Executive Officer*

# Message: Chief Diversity and Culture Officer



At the Toronto Transit Commission (TTC), we are proud of the fact that we specialize in moving people. For me, this work has always been about the people: the 16,000+ TTC employees, the youth who ride the TTC to get to school, the shift worker who takes the 900 Airport Express bus to get to work on time, and the million plus customers, employees and communities who depend on us each day.

The year 2022 was marked by continued movement and change across the TTC, and therefore this year's Annual Report on Diversity and Culture's theme is **EDI in Motion**. It may be natural to think of Physics when we think of movement and motion, and it is easy to see the laws of motion at play when one thinks of moving people on a subway, train, bus or wheel-trans mode across our beautiful city. We can also see, however, that the laws of motion also apply to the work the TTC strives to do every day with respect to Diversity, Equity, Inclusion, Accessibility and Belonging.

The Laws of Motion state that an object needs an external force to move it, but the amount of force needed depends on its mass and this force must overcome other forces which naturally oppose it. The Diversity and Culture Group and the TTC's leadership, with the support of the Board, has been a force for change within the organization. Since the TTC is a mass(ive) and mature organization it has taken great effort to start this movement along our EDI journey, and these efforts inevitably face resistance and opposition in many forms. The interactions between these forces and the systemic history of the TTC must lead to progress, disruption, and change as we overcome friction and resistance and move forward towards our goal of creating a culture of belonging.

We can report with pride that the TTC was able to make progress on all points of the 10-Point Action Plan on Diversity and Culture. Some key highlights include:

**Equity:** We continue to share our experience with and leverage learnings from peers in the transit industry to ensure equity for all and in 2022, for the first time ever, the TTC was invited to speak at the COMTO national conference on the subject of Diversity and Inclusion.

**Diversity:** The representation of our employees continues to expand in all measures of identity, as our organization continued to more closely reflect the diversity of the city. Women make up 17.5% of our workforce, the highest ever recorded proportion; the number of employees with disabilities has increased over 2021. Nearly 60% of employees self-identified as ethnicities other than White, a 3% increase over the previous year. The TTC was recognized by Forbes as one of Canada's Best Diversity Employers.

**Inclusion:** To ensure all our employees are included as we work to build programming that is inclusive of all – we launched our first ever **Count Me In** self-identification survey in 2022.

I hope you enjoy finding out more about what we accomplished last year. I continue to remain energized and optimistic about our future, and look forward to having employees, stakeholders, communities and customers join us on this important journey.

I want to end by saying thank you to our employees, Union leaders, the customers that trust us to take them to and fro every day, the Board, our partners and advisors in this work, the entire TTC leadership team, and last but definitely not least, my team – the Diversity and Culture Group.

Thank you again for trusting us to get you to work, home and play.

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

# Executive summary:

## The journey so far

In this second year of our journey towards belonging, our focus is on equity, diversity and inclusion (EDI) in motion, as we move forward from the platforms of the achievements and commitments of the first year. In our many stops along this ongoing journey, we have been honoured to welcome colleagues across the organization, external partners, and the wider community to ride with us as we progress towards our destination of belonging for all.

The EDI journey is never a straight line or a smooth track. At its core, building a culture of belonging means taking a hard and honest look at the current culture, assessing where there is need for structural improvement, and taking steps to address these in ways that are meaningful and sustainable. There have been several wins in our journey so far, but these are first steps in an ongoing process. These first steps, however, have been critical pieces to ensure a foundation for continued acceleration and growth.

What have these early steps looked like? Targeted hiring has seen the expansion of our Diversity Department staff, providing greater leadership for diversity activities and programs across the organization. As a direct result of targeted efforts aimed at recruiting women, persons from racialized communities, and newcomers, the 40% target of women as Transit Operator hires was met and over 80% of new hires belonged to 1 or more diversity categories.

Much work has been done to incorporate diversity and inclusion factors into our procurement practices. Our external consultants continue to support the development and rollout of the Culture Change Program for Special Constables, Fare Inspectors and Protective Service Guards. They also host extensive consultations with our riders and neighbourhoods to get their inputs into our planning and progress.

Improved and expanded relationships with Black and Indigenous groups within the TTC and in the wider community resulted in the first employee-led PowWow, another annual Underground Freedom Train Ride, and the commemoration of several days and months of significance including Orange Shirt Day, Black History Month, Lunar New Year and Asian Heritage Month, Latin American Heritage Month and Pride Month. These celebrations were enhanced by bus wraps, community tours and partnerships to create art displays across the city and across the TTC's network.

Training was expanded in 2022 with near 1000 Bus Operators participating in Confronting Anti-Black Racism (CABR) training, and over 700 employees completing CABR training online. Fare Inspectors, Special Constables and Protective Service Guards have also received specialized training in EDI, and collaboration between training activities was improved with the formation of an Interdepartmental Training Workgroup.

The flipside of these achievements clearly shows that while we celebrate that we are on the right track and moving forward we cannot, and should not, stop moving. While there has been year-over-year progress in diversity hiring, retention is still an area in need of attention. Facility audits have revealed that infrastructural improvements are needed to increase and improve accessibility in our built environment. Complaints data reveal that we still need to make progress in the ways we interact and communicate.

There is, still, a long way to go, but we are committed to continuing this journey. The plans for the coming year will continue to provide the push needed to overcome the inertia of sameness and tradition, sparking the acceleration required to keep us moving forward with sustained velocity. We owe it to our employees, partners and the community to keep in motion toward the goal of belonging for all.

**“While we celebrate that we are on the right track and moving forward we cannot, and should not, stop moving.”**

# Understanding Equity, Diversity and Inclusion (EDI)

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“...we are creating real, lasting and meaningful change to make the TTC a welcoming place for employees and customers alike... I look forward to this work with you as we make the diverse and inclusive vision of the TTC a reality.”

Rick Leary, CEO, TTC

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For many, the terms “diversity and “culture” speak to Black History Month, “diversity training”, land acknowledgements, and LGBTQ2SIA+ rights. For others, they are about the make-up of our staff, who are in positions of leadership, anti-racism policies and human rights. These terms, however, mean a lot more.

While diversity speaks to the many ways in which persons are all different, diversity is only the first step towards the ultimate goal of belonging and justice. Having persons of different experiences, talents, skills and perspectives working together is an important start but this mix of persons must be supported by a conscious and deliberate effort to ensure everyone feels accepted, and is treated with dignity and with respect (inclusion). Equity is ensuring that there are no barriers that prevent an individual from maximizing their potential, while providing the unique supports that each individual needs. A sense of belonging for all stakeholders is the ultimate destination, supported by systems and structures that are just and fair for all.

**Diversity:** Recognizing many characteristics that make people unique.

**Inclusion:** Valuing and supporting individual differences.

**Equity:** Treating each other fairly so that one’s identity cannot predict one’s outcome.

*TTC Diversity & Culture Report, 2022*

What does all this mean in the day-to day world of the TTC?

- It means employees who are free to observe their religious and cultural practices without fear.
- It means having buildings and facilities which are accessible to persons with differing modes of mobility, allowing them to navigate freely.

- It means the absence of racism and other forms of discrimination in internal processes including hiring, promotion and procurement.
- It means ensuring transparency and fairness in determining policy and applying regulations.
- It means ensuring timely, effective communication across the system.
- It also means building, maintaining and supporting positive relationships with Indigenous Nations and the other communities we serve.

With these systems and structures in place, we build trust, and trust results in better outcomes for all; employees are then able to serve their internal and external clients without fear, and with the knowledge that they are supported by an organization that cares about and for them. This culture of belonging creates a people-centered model of operation, and this in turn creates an environment for the TTC to deliver safe, reliable service at the highest levels to the people of Toronto.





Under the leadership of the Chief Diversity and Culture Officer, the three units of the Diversity and Culture Group; **Diversity, Talent Management, and Human Rights and Investigation Departments**, work seamlessly with internal and external partners to drive the movement towards belonging.

**Destination: Belonging**  
*The People and Structure of the Diversity and Culture Group*

# Protecting Rights and Dignity

## Human Rights and Investigations Department (HRID)

**The Human Rights and Investigations Department (HRID)** is an independent office consisting of a diverse team of workplace investigators and human rights experts. The HRID specializes in ensuring fair and equitable treatment in dispute resolution processes for all employees within the organization, and comprises two units: the Human Rights Office (HRO) and the Fare Inspector and Special Constable Complaints Office (FISCC).

The Human Rights Office (HRO) oversees the TTC's anti-harassment and anti-discrimination policy, the Respect and Dignity Policy, as well as the TTC's Accommodation in the Workplace Policy. The HRO also assesses and investigates potential breaches of the TTC's Workplace Violence Policy and Corporate Program. Complaints of personal harassment, Ontario Human Rights Code-based harassment, discrimination, poisoned work environment, and reprisal are handled by the eight Human Rights Consultants (HRCs) of the HRO. The HRCs also assess and assist on all non-medical human rights accommodation requests and oversee all Ontario Human Rights Tribunal (HRTO) applications where the TTC is a named party. Investigations can take considerable time, and are emotionally draining for all involved. In addition, Human Rights investigations can be very complex, so a good investigation does not necessarily mean a fast one.

The Fare Inspector and Special Constable Complaints (FISCC) Office reviews and investigates all complaints related to the TTC's Revenue Protection Department and Special Constables Service Department (including Fare Inspectors, Special Constables, Protective Services Guards and department staff) including complaints of alleged misconduct, policy breaches, discreditable conduct, and unnecessary force.

### **The Independence of the HRID: The foundation of our work**

The physical and structural independence of the HRID is critical to ensure that our employees and customers experience a complaints process that is as painless as possible. Due to the sensitive nature of the work of the HRO and the FISCC Office, the HRID is an independent department and maintains objectivity and neutrality while receiving complaints, conducting investigations and going through resolution processes. The HRID Investigators remain neutral and impartial, as they may be called to investigate managers, staff and unionized employees alike.

Complaints follow a separate reporting structure from other TTC processes, and the offices are located in an area accessible only to Department employee and persons lodging complaints. This physical separation allows employees to meet with HRID without fear of being seen or overheard. It is important that employees feel comfortable and confident enough in the complaints process to speak out about issues they are facing. Ensuring complaints are addressed in a timely manner is also crucial to building confidence in the process.

### **Additional Services**

Both offices provide mediation and alternative dispute resolution services, as well as personalized subject matter training on request, and human rights and workplace consultations. In 2022, HRID also piloted a business partner role, designed to undertake larger workplace assessments and reviews of a systemic nature.

### **The HRID Complaints Process**

1. Human Rights complaints are:
  - Assessed by the HRO (and an appropriate resolution method is determined), or
  - Investigated by a trained Manager from the work location, with the HRO's assistance and oversight, or
  - Investigated by external investigator, when required.

2. If a complaint involves a Special Constable:

- The FISCC Office is required to forward the complaint to the Toronto Police Services (TPS) Special Constable Liaison Office for review by the TPS Professional Standards Unit.
- Upon receipt of the complaint, the TPS independently reviews and assesses each complaint to determine whether they would retain the matter for TPS investigation, or whether they would return it to the TTC for investigation and resolution.
- If the complaint is returned to the TTC by the TPS, the FISCC Office proceeds to investigate and/or resolve the matter.

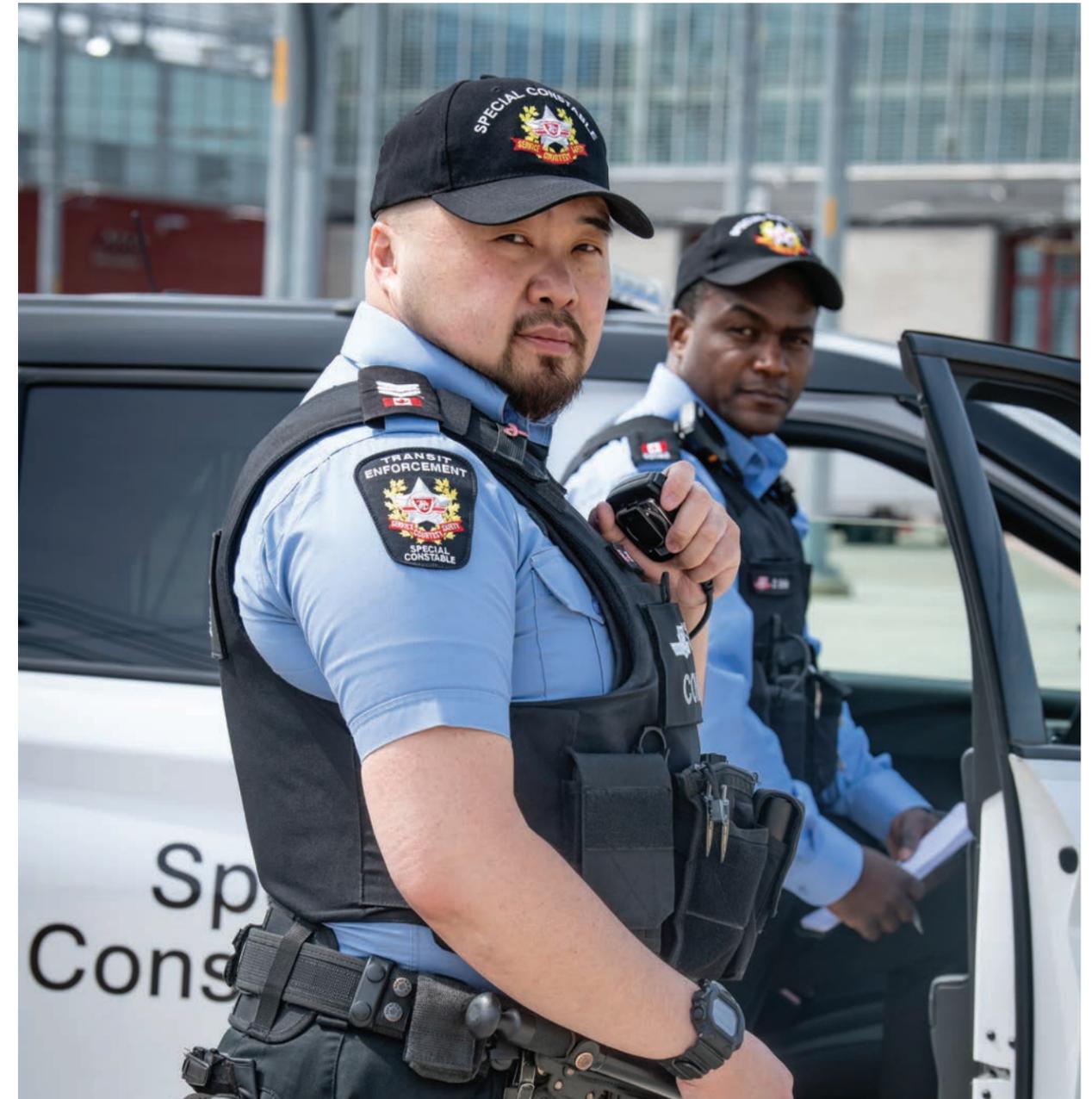


**Resolution pathways for complaints involving Special Constables**

**HRID Achievements and Milestones**

- Launch of a revised e-learning course on sexual harassment, discrimination, the Respect and Dignity Policy, and workplace investigations. This training module ensures that the most current skills, knowledge, and best practices in these areas are disseminated throughout the TTC. Revisions were made to ensure training is current and includes content on procedural fairness in the investigation process, power imbalances, and consent.
- Forty-six complaints from customers and employees resolved through mediation
- The FISCC Office celebrated its first anniversary in 2022. This Office is now fully staffed, and has completed the public launch of the Special Constable and Fare Inspector complaint processes, available on the TTC’s website.
- The FISCC Office has contributed to the development of the new Use of Force Policy, Use of Discretion Policy, Data Collection Procedure and Body Worn Camera Policy for Special Constables and Fare Inspectors.

- The FISCC Office has also brought an independent and human rights-focused perspective to all the accompanying training, procedures, and other initiatives as part of the Revenue Protection and Special Constable Service’ Culture Change Program.



# Promoting equity in employment

## Talent Management Department

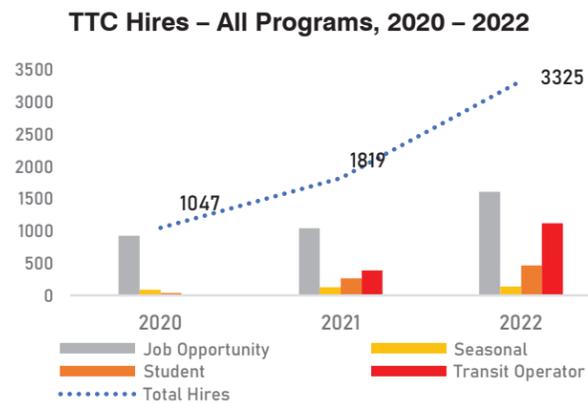
The Talent Management Department ensures that all new employees who board the TTC talent train are treated in ways that reduce or eliminate bias and inequity. This Department's operational areas are Outreach, Recruitment, and Compensation. Their work contributed to the TTC's rating by Forbes as one of the top employers for Diversity in 2022.

As a first step in the movement towards ensuring that the best talent chooses the TTC as their employer, the Talent Acquisition Specialists collaborate with hiring managers to confirm and refine hiring requirements. The Outreach team then leverages their relationships with over 100 external partners to source diverse candidates across a wide cross-section of platforms, locations and facilities. These recruitment initiatives include the virtual TTC Connects: Women as Transit Operators events, social media outreach to attract women applicants to the Transit Operator position, promoting TTC events that are collaborations with community partners on TTC Social media platforms, and partnerships for targeted hiring from Neighbourhood Improvement Areas (NIAs) for Indigenous communities and persons with disabilities. These creative and highly successful programs result in larger applicant pools, more targeted hiring, expansion of partnership and recruitment networks, and advancing women into non-traditional roles. Candidates from these events are employed into the Transit Operator and Job Opportunity Programs, Summer Student Program and Co-op Placements. In all cases, the Talent Management Team consults with the candidates to ensure that their accommodation needs are met at every stage of the application process.

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The Compensation team supports recruitment and retention by ensuring that salaries and benefits are fair and competitive. Constantly monitoring to ensure that job descriptions and employment evaluations meet industry standards, this team updated or finalized over 200 job descriptions in 2022 and completed more than 70 job evaluations.

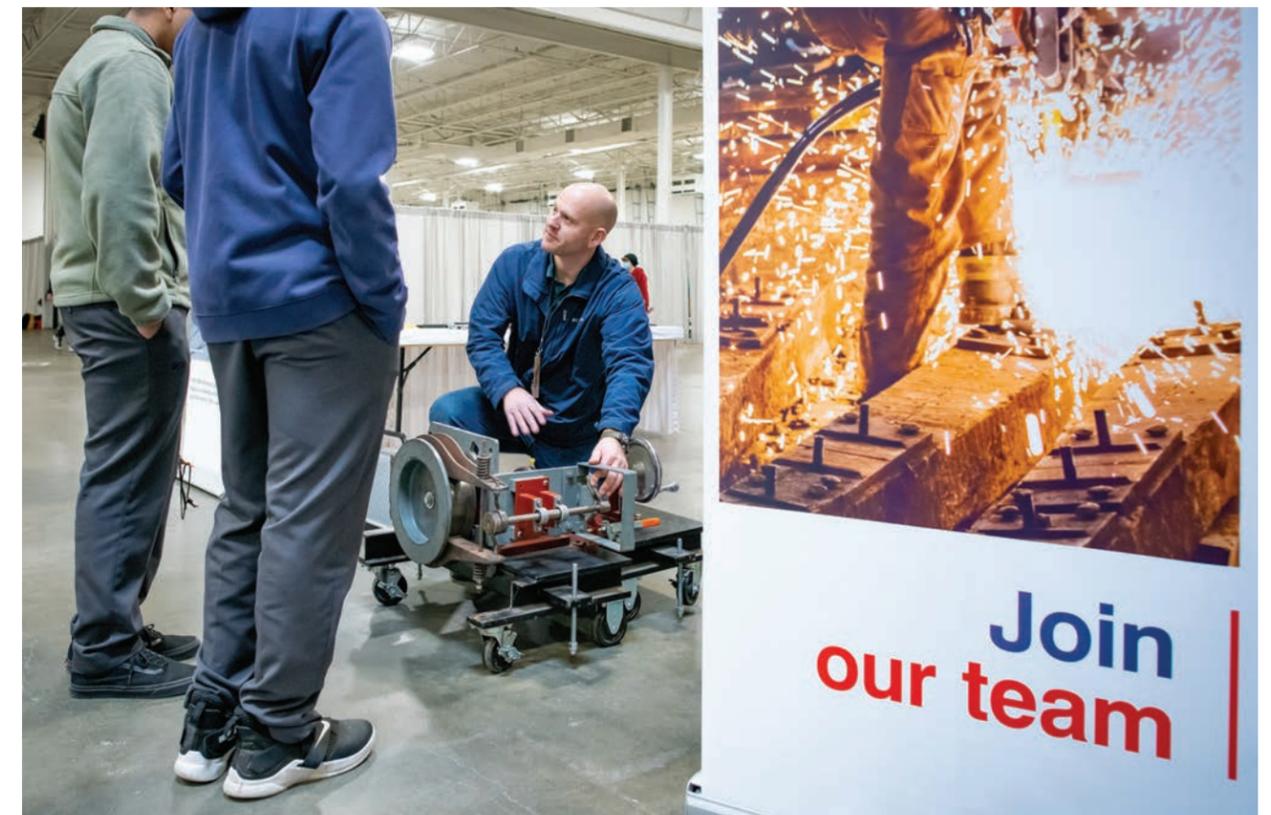
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Program Management specialists take a data-centred approach in coordinating programs, projects and initiatives across the Department to ensure continued progress in the movement towards belonging. As part of the TTC's Workplace Modernization Program initiative, the Program Management team made large strides in records management, with significant progress made in digitizing employee records and worked with Records and Information Management to conduct records inventories to support the move to 100% paperless access. Working closely with the IT Services Department, this team has been integrally involved in making improvements to the MyTTC platform, and in creating recruitment and vacancy dashboards to support improved data reporting and metrics.

### Belonging from the Start

The Talent Management Department sources, attracts and recruits the best prospective employees through its outreach activities, and supports their transition and movement into and throughout the organization. The process includes targeted outreach to prospective hires, leveraging partnerships with the City and community workforce agencies to locate talent. Intentional efforts are made to attract graduates, persons in trades, and professional prospects, and care is taken to ensure gender-neutral language in job postings (via using a gender decoder tool), ensuring diverse hiring panels are in place, and providing timely and responsive support for candidates and new hires.



## Achievements and Milestones

- Re-engineered hiring in 2022 to meeting increasing needs, with two TTC Connects events in spring and fall
- First janitor student hiring blitz, 95 Student Janitors (95% of target) hired
- Launched hiring events in September 2022 to source Transit Operators and Student Janitors for Operations Training Centre (OTC). Exceeded target of 800 Operators (1147 hired.)
- Launched Talent Management Outreach Plan and EDI Strategic Framework to streamline the work of the Department..
- Hosted two TTC Connects: Women as Transit Operators, contributing to exceeding the 40% target of Women as Transit Operators.
- Launch of “**Be Essential**” advertising campaign, to source applicants for 8 job-critical roles.
- Continued improvement on recruitment dashboards and reports to track and manage team productivity, progress, priorities and results
- Five high school students placed at the TTC to receive hands-on training in several skills areas as part of the Specialized Trades Experiential Program (STEP), an initiative of the Toronto District School Board.



# Staff Spotlight

## Maryana Prystayko

### Talent Acquisitions



My name is Maryana Prystayko, and I am a Manager, Talent Acquisition within the Talent Management Department. My team supports the Operations team in Recruitment, Onboarding and Compensation matters. I am a Ukrainian-Canadian who moved to this beautiful country over 20 years ago, and I am a very proud spouse and mother of an 11-year old boy. As a family, we continue our Ukrainian culture and traditions and we are very involved in our community. We love to spend time outdoors in all seasons hiking, biking, skiing or skating.

As a lifelong learner, I fully believe in ongoing growth and development. I am a Certified Human Resources Leader, with a Post-Graduate HR Management Certificate, HR Management Diploma, HR Law Diploma and a Workplace Mental Health Law Certificate. In addition, I hold a Bachelor's Degree in Civil Engineering and a Master's Degree in Urban Development and Management.

I have over 20 years of strategic and operational experience in various areas of Human Resources in public and private sectors. I am very passionate about Talent Management, Talent Acquisition and Compensation, and I truly feel that I found my niche and I am very proud to be a leader working at the TTC. I joined the TTC in 2020 to continue my passion as a public servant in the Transportation industry, and a culture of inclusion and belonging as well as growth and development opportunities are some of the key areas that are keeping me engaged and motivated in my role.

At the TTC, diversity and inclusion are a top priority for the organization. Our vision is focused on working together to transform, modernize, take action, embrace diversity, and display values that will make TTC employees, customers, communities and stakeholders proud. My team's focus is to recruit qualified candidates who represent the communities we serve in order to shape the future demographic of our workforce, as well as advance the TTC's Talent Acquisition Equity, Diversity and Inclusion Strategic Framework.

“Under the leadership of our Chief who is committed to a culture of belonging, my team is passionate and excited about what's ahead!”

**Maryana**



# Staff Spotlight

## Marika Fraser Outreach and Diversity



I currently work in the Talent Management Department as the Manager of Outreach and Diversity. I began my career as a Summer Student Wheel Trans Reservationist where I booked door-to-door trips for customers. After completing my university degree, I was hired as a temporary employee to cover a paternity leave and eventually successfully applied to a permanent job as a Schedule Writer in the Wheel-Trans Department. From there, I moved to jobs in our Vehicle Engineering and Safety Departments, before landing in Human Resources as a Recruiter.

My current role affords me the opportunity to positively impact the lives of active and passive job seekers and students by promoting TTC job opportunities and providing information that can help them potentially get hired at the TTC. In our efforts to attract and source skilled talent for hard-to-fill positions, we make deliberate efforts to reach out to groups that are under-represented in the TTC's workforce. My interactions with next-generation talent through student recruitment programs is a personal source of pride and joy, as I have always been passionate about helping students and empowering people to reach their fullest potential.

While studying at the University of Toronto, I was a member of the Afro Caribbean Student Association (ACSA). As an ACSA member, I enjoyed mentoring high school students from marginalized communities, providing information about scholarships, student resources and supports and encouraging students to consider a university education. Before these mentorship sessions, these high school students did not think a university education was achievable because of barriers such as the cost. These efforts were validated when two former mentees who became university students told me that I made an impact on their decision to pursue post-secondary education. Today, running into employees that I hired or who met me at a career fair or information session with one of our educational or community partners results in encounters filled with smiles or tears of joy, as many employees tell me stories of how working at the TTC changed their and their families' lives.

During my career at the TTC, I have seen many changes in the organization. The TTC has been intentional in trying to ensure that the workforce demographics are representative of the city that we serve.

# Towards a Changing Culture

## Diversity Department

The **Diversity Department provides** education, training and consultancy support to ensure that the principles and practice of diversity, inclusion, accessibility and equity are recognized, infused and upheld across the organization. The work of the Department is carried out by teams organized into two functional units: the Diversity Unit and the Racial Equity Office (REO).

The Diversity Unit is composed of a team of educators and equity specialists. These knowledge and training specialists conduct research to identify areas where training support in EDI is required, and then work with our internal and external partners to develop content and learning episodes to address these gaps and to respond to emerging EDI needs. Education support is provided virtually (through self-paced training via the employee portal) or in person (face-to-face training sessions). This Department also supports the work of the Corporate Communications team to ensure that corporate messaging reflects the important EDI priorities of the organization.

The principle of racial equity addresses the rebalancing of power, opportunity and outcomes that uplifts systematically and historically marginalized populations by tackling the root causes of inequities, not just their manifestation. The REO works towards achieving greater equity through combating discrimination and racism in all its forms, with a mandate to maintain a targeted focus on anti-Black and anti-Indigenous racism.

The REO also leads the application of a racial equity lens in the development of equitable policies, systems and relationships across the organization and the wider community. Policy consultants contribute to the development of policies that ensure better outcomes for employees, passengers and communities (e.g. Use of Force Policy, Anti-Racism Strategy and Anti-Racism Policy) and the Indigenous Consultant, Accessibility Consultant and Education Consultant engage with departments across the organization to build capacity in regards to racial equity. The Community Engagement Consultant leads collaborative initiatives to ensure that employees, customers and communities feel more valued as important parts of the TTC community; this contributes to individual and collective wellbeing.

### The Challenges of Change in Motion

While we work to educate, foster systemic change and move the organizational culture towards inclusion, equity and belonging, we acknowledge that adapting to change is never easy, particularly in the earliest phases of new programs.

Individual feelings of entitlement, a feeling that the status quo is under threat, or the denial that inequity, racism or discrimination are real issues within the workplace may manifest as feelings and behaviors rooted in anger or resentment. A distrust of new initiatives engenders suspicion, resulting in low participation in EDI-related training and activities. Unfair treatment may occur because of difference, and complexities arise when there is a power imbalance or when intersectionalities of gender, race, and various abilities are at play.

These are real, deep-rooted challenges that can be devastating and debilitating to the individuals impacted, and can have significant impacts on service delivery.

We continue to address these issues daily, as we move towards creating a workplace where all can feel valued and accepted.

### Leading and Defining the Change

The Diversity Department leads the initiative to ensure that all employees, partners and other stakeholders contribute to building an environment where each person's identity is respected, rights are upheld, and all are adequately supported to contribute to the highest standards of internal and external service delivery. This mission is achieved through:

- Reviews of existing policies to ensure equity.
- Review of corporate messaging with an EDI lens.
- Customized EDI training.
- Engagement and partnerships with Indigenous nations, equity-seeking groups and other communities.
- Promotion and celebration of activities through the TTC Diversity Calendar
- Supporting employee resource groups.

## Movements and Milestones

- Led the Confronting Anti-Black Racism training program for more than 1000 employees.
- Conducted training sessions for Special Constables and Fare Inspectors on anti-Indigenous and anti-Black racism.
- Strengthened relationships with Indigenous Nations and community groups, resulting in the first PowWow hosted by Indigenous employees and the Local 113 ATU Indigenous Council.
- Collaborated with external partners to showcase the stories of Indigenous and Black communities through community art displays on buses, in subway stations, and murals across the city.
- Participated in Sunrise Ceremonies with Indigenous staff and external partners
- Organized and supported activities to mark significant days of celebration and commemoration (e.g. Lunar New Year, Orange Shirt Day, Black History Month).



# Staff Spotlight

## Denise McLeod

### Racial Equity Office



**Aanii/Boozhoo!**  
Hello!

**Migizi nindoodem**  
I am Eagle Clan

**Anishinaabe kwe nindaaw**  
I am an Anishnaabe woman

**Sagamok Anishnawbek nindonjibaa**  
I am from Sagamok Anishnawbek

**Niizh Manidoog nindaaw**  
I am a 2-Spirit person

**Tkaronto nindaa**  
I live in Toronto

**Gwiwedionng anook kwe nindizhinikaaz**  
I am called Spirit of the North Woman

Hello! My name is Denise B. McLeod! I am Ojibway from Sagamok Anishnawbek First Nations on my father's side, my mother's side is of mixed heritage (First Nations and Settler).

Both of my parents were "scooped" in the 60's Scoop; I too was apprehended by Child Protection as a small child and raised in the north west of Toronto by a non-Indigenous family. I define myself as an urban 2-Spirit Anishinaabe woman, a proud mother of two young adults.

My job title is Education Consultant, Racial Equity. In this role, I support the creation of a training curriculum for the TTC on anti-racism and racial equity that focuses on anti-Black and anti-Indigenous racism. My career in frontline social service work began in the United Kingdom, working with people with intellectual

disabilities. I have worked for many years as a professor at George Brown College teaching Anti Oppression/ Anti-Racism, gender based violence and Indigenous studies. I have also worked in health care, supporting midwives with a focus on creating cultural safety and humility.

Since I returned to Toronto from the UK, I have been an active member of Toronto's urban Indigenous community. I am strongly committed to preserving the cultures and traditions of First Nations, Inuit and Metis peoples, creating safer positive spaces that break down stereotypes and barriers. I support others within the Indigenous community in Toronto to reclaim, restore and revitalize their own language, culture and ceremony, and to feel pride in being able to reclaim and identify as First Nations, Inuit or Metis, as these have been a large part of my personal healing and learning journey.

One of the important cultural teachings I have learned is that it is our responsibility to ensure that we take care of the land and water for the next seven generations, as we are their future ancestors. This means it is my responsibility to create culturally safe and humble spaces for all communities who have been marginalized, lost and too often forgotten.

**Miigwetch!**  
Thank You!



StreetART Toronto  
"Birth of Light" by Jacquie Comrie

In culture change/behavior change work, data and numbers must be interpreted in context to provide a more complete picture of achievement. Our outcomes are closely tied to the areas indicated in the **10-Point Action Plan**, an achievement framework agreed to in 2020 which has served as a guide to the work of the Group.

## Signposts

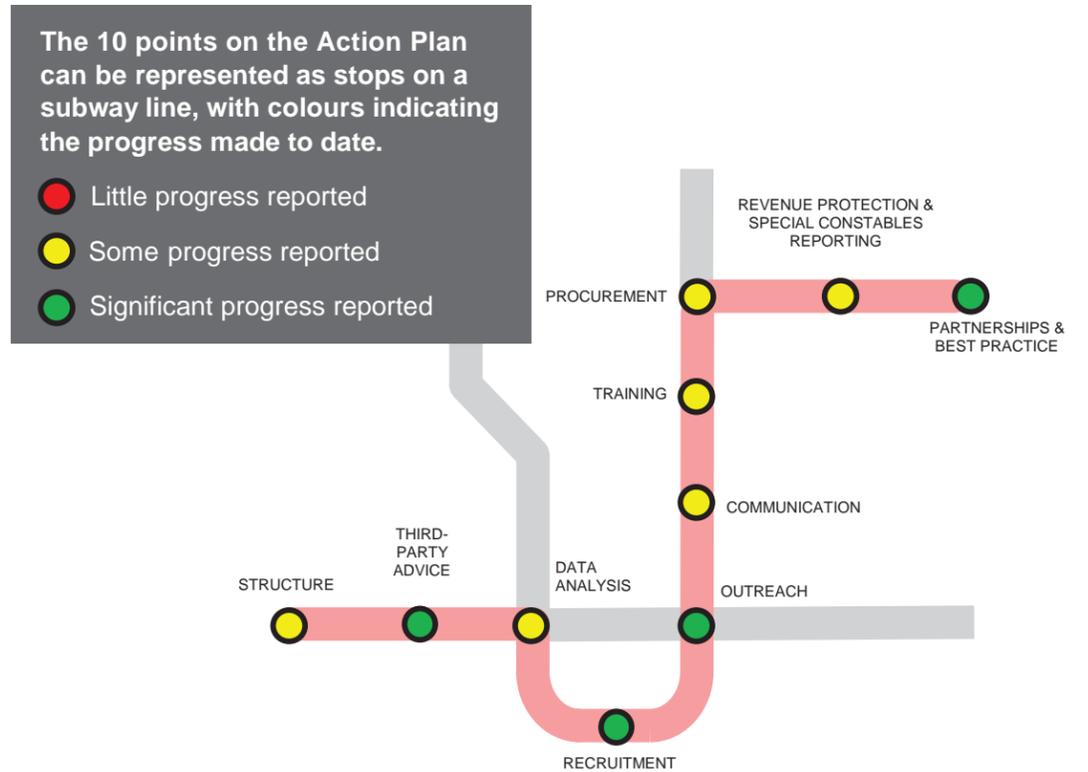
*Indicators of Achievement  
and Success*

# 2022 Achievements

## Strategic areas under the 10-Point Action Plan

The work towards building a culture of belonging in the TTC is rooted in the framework outlined in the 10-Point Action Plan and the objectives of the 5-Year Diversity and Inclusion Plan. The 10 points of the Action Plan 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. Providing support for service delivery with an EDI lens by Revenue Protection Department and Special Constable Service
10. Learn from international best practice and develop strategic partnerships



### Structure and Third Party Advice

Our movement towards equity and belonging requires structural adjustments that support policies, practices and processes which reinforce EDI as a top priority across the organization. This work is strengthened by engaging external support to audit existing practices and identify areas in need of improvement, and to provide advice and direction on ways to maximize our efforts on our journey.

**Staffing.** A new Director of Diversity was appointed; an Education Consultant and an Engagement Consultant were also added to the Racial Equity Office (REO). This continues the expansion of the team of persons with the expertise and capacity to lead Diversity initiatives. The Revenue Protection and Special Constables Department secured the services of a Compliance Specialist to support their monitoring and evaluation of the work of Special Constables and Fare Inspectors.

**Policy reviews and implementation.** The TTC collaborated with Arleen Huggins, External Advisor on Diversity and Inclusion, Dr. Akwasi Owusu-Bempah and Dr. Scot Wortley from the University of Toronto, the Confronting Anti-Black Racism (CABR) Unit, the Office of the Ombudsman and the Indigenous Affairs Office of the City of Toronto, the TTC's Advisory Committee on Accessible Transit (ACAT) and members of the Black and Indigenous communities to contribute to the development of policies and frameworks to move EDI forward in our daily operations.

## 10-Point Action Plan

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

# 10-Point Action Plan

## 2. Appoint a Third Party Advisor to review and assess existing practices

- The revised Respect and Dignity Policy was launched in 2022. This policy is fully compliant with current case law and best practices, and includes definitions of systemic discrimination and hate activity. The Policy also addresses workplace-related postings on the internet or social media that may result in harassment and/or discrimination in the workplace. The revised Policy has been disseminated to all TTC work locations.
- Preparatory work has begun on the Anti-Racism Policy and Strategy, with the expectation to complete both in 2023.

- Extensive work was done in 2022 to develop the Use of Force and Use of Discretion Policies, which will support the work of Special Constables and Fare Inspectors. Policies around Body-Worn and In-Car Cameras have also been finalized.
- The TTC continues to modernize its procurement practices to improve equity in the relationships between the TTC and suppliers. Select procurements include EDI criteria for suppliers, evaluating their own commitment to equity and diversity.

**Inclusive Design Project.** This project started in 2021, with Phase One seeing a review of more than 1,200 of the TTC's Design Standards. As part of Phase Two of the Inclusive Design Project, a comprehensive audit of 107 TTC facilities was conducted in 2022 to identify barriers to an inclusive and accessible workplace and propose solutions to enhance inclusivity, diversity, equity and accessibility at the TTC.

This audit uncovered significant areas for improvement in safety, accessibility and inclusion including the need for universal installation of mobility aids (handrails, grab bars, ramps, etc.), appropriate signage and lighting upgrades, and adjustments to the heights at which signage and coat racks are placed. Environmental wellness supports (adequate and appropriate rest areas, wellness rooms etc.) are not available at all locations, and in others there is a need to install automatic door openers for washrooms.

**Racial Equity Impact Assessment.** In 2021 the TTC engaged Dr. Akwasi Owusu-Bempah and Dr. Scot Wortley from the University of Toronto to complete a review of historical enforcement data as Phase One of our

two-phase Racial Equity Impact Assessment. Phase One was completed in 2021, and was the basis for changes in the policy development and training directions for Special Constables and Fare Inspectors.

Phase Two of the project began in 2022 and is ongoing. This phase is client-focused, and includes focus group discussions and public meetings with community experts and Black, Indigenous and racialized customers. These sessions provide feedback on commuters' experiences with Special Constables and Fare Inspectors including perceptions of racial bias, their opinions with respect to race-based data collection, and ideas on eliminating racial bias and improving community relations.

**Organizational Structure.** As the demand for EDI support changes and grows across the organization, the Diversity Department has engaged The Ontario College of Arts and Design (OCAD) as consultants to refine the organizational structure of its growing team, as the one-year old Department seeks to streamline its operations.

## Data<sup>1</sup>

Data forms the basis for informed decisions and accurate reporting. With this in mind, the TTC leans on its decade-long relationship with Urban Dimensions Group (UDG) for analysis of diversity demographic data, including data gathered from our first self-identification survey (**Count Me In!**).

The data shown places specific emphasis on the four employment equity groups (women, Indigenous peoples, persons with disabilities and members of visible minorities) as designated in the Employment Equity Act (1995). Data for Racialized<sup>2</sup> employee data, diversity data<sup>3</sup> and employees identifying as LGBTQ2SIA+ is also included.

*Please see the Appendix for further data and analysis.*

<sup>1</sup> Detailed employment equity information for groups with fewer than 30 employees, and departments with fewer than 15 employees is not shown, for privacy reasons. If shown, it could potentially be possible to identify the responses of specific employees.

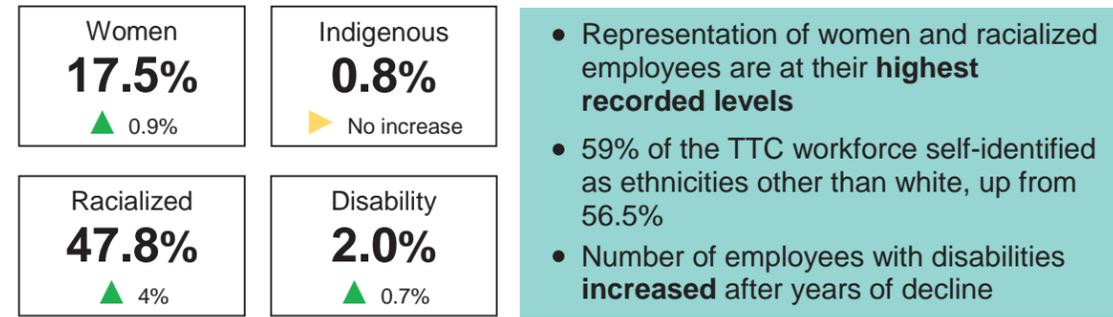
<sup>2</sup> Racialized employees are employees who are non-Caucasian in race or non-white in colour.

<sup>3</sup> Diverse indicates employees who indicated they belong to one or more of the following groups: women, racialized, Indigenous, persons with disabilities, Black, and LGBTQ2SIA+.

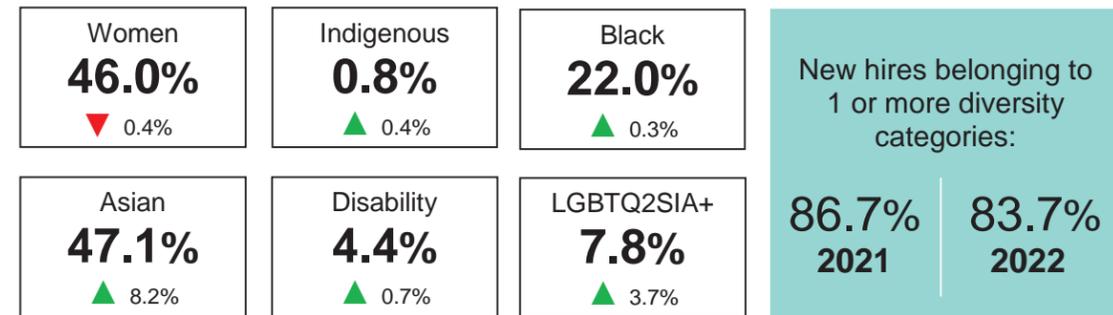
# 10-Point Action Plan

## 3. Third Party Review of data in several key areas

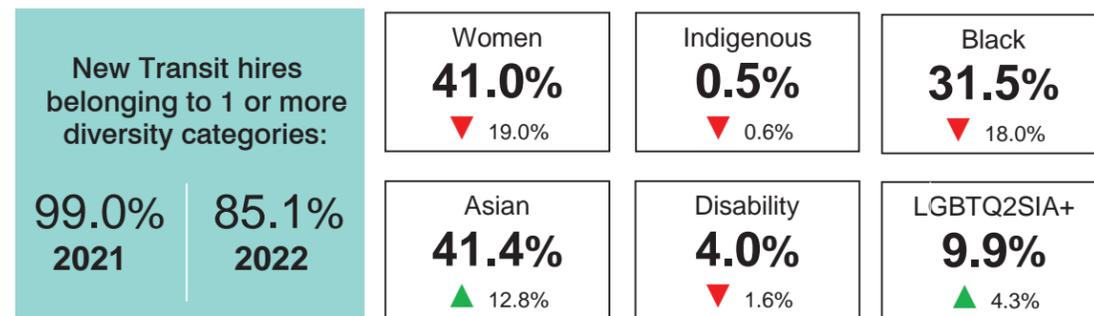
### Overall Representation, 2021 vs 2022



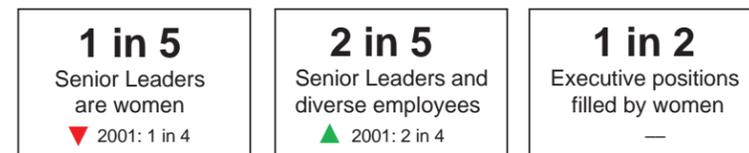
### New Hire Representation, 2021 vs 2022



### New Transit Hire Representation, 2021 vs 2022



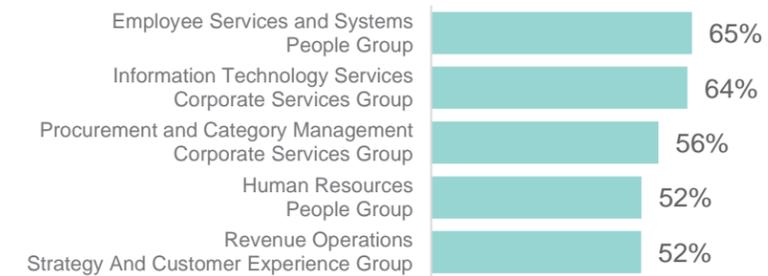
### Current Leadership Representation, 2021 vs 2022



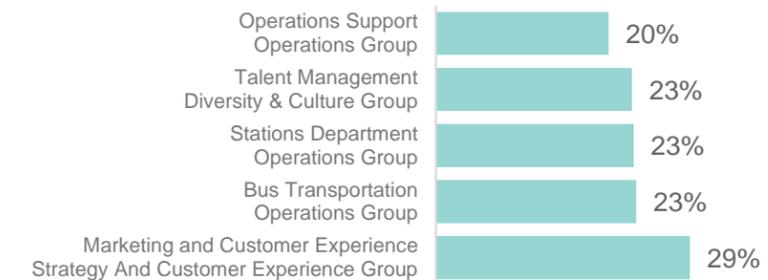
### Top 5 Departments for Diverse Employees



### Top 5 Departments for Asian Employees



### Top 5 Departments for Black Employees



### Top 5 Departments for Women Employees



### Top 5 Departments for Racialized Employees



## Recruitment



The TTC continues its efforts to build a diverse, talented and skilled workforce through recruitment and hiring, with a stated mission to make the TTC an

employer of choice in Toronto. **In 2022, these efforts were recognized when the TTC was named by Forbes as one of Canada's Best Employers for Diversity!**

The total hiring for the TTC continued the upward trend from 2021, surpassing 3000 new hires in 2022. With support from 147 partners (up from 68 in 2021, a 110% increase), The TTC hosted a total of 150 outreach events (121 virtual and 29 in-person), in the form of career fairs and TTC Connects recruitment events aimed at women, racialized communities and newcomers.

## 10-Point Action Plan

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

A major new recruitment project, the “**Be Essential**” campaign, was launched. This initiative encourages prospective applicants to join the TTC in critical non-operator roles, highlighting possibilities within the TTC as Engineers, Information Technology Specialists, Tradespersons, Auditors, HR practitioners and more.

Targeted recruitment drives resulted in two Fare Inspector recruit classes of a total of 30 new Fare Inspectors, of whom 13 were women. Strategic recruitment in Neighbourhood Improvement Areas (NIAs), resulted in employment offers extended to 41 Indigenous candidates and persons with disabilities for NIAs Customer Service Agent positions.

The TTC remained committed to meeting the 2021 commitment of ensuring that at least four of every

10 new Operator hires are women. Recruitment was supported by communication and employee branding focusing on women, and support for female applicants was prioritized throughout the pre-employment process. Two Virtual TTC Connects: Women as Transit Operators sessions were hosted in April and October, and a newsletter recruitment tool reached approximately 3200 women registrants at our TTC events.

As a result of these concentrated efforts, **the target was exceeded**, with 41% of 2022 Operator hires being women. To support these new employees, the Mentoring Frontline Women program continued in 2022, providing support and guidance to female frontline workers in their career journeys.

**BE TRAINED.  
BE SUPPORTED.  
BE FULFILLED.  
BE ESSENTIAL.**



The TTC is hiring apprentices and tradespeople who love to learn. Join us and start your career with Canada's largest transit system.

Apply now at [TTC.ca/jobs](https://www.ttc.ca/jobs)

# 10-Point Action Plan

## 5. Refocus outreach and recruitment strategies

Following on 2021 commitments to improve hiring practices, a roster of employees willing to participate on diverse hiring panels was established, with support tools developed to work with panel members from different functional areas. Interview questions were reviewed and re-aligned to ensure the removal of systemic barriers, and the Behavioral Interviewing e-learning training content was revised to include updated EDI mandated content including the importance of removing interviewer bias. As part of a commitment to a gender-diverse recruitment strategy with the purpose of removing systemic barriers, the TTC has adopted a linguistic gender-decoding tool to ensure language in job postings is inclusive, with more than 200 job descriptions reviewed and updated.

### Outreach

One priority area for the TTC is to improve relations with Indigenous communities and to take concrete steps towards reconciliation and inclusion. In alignment with the Truth and Reconciliation Commission (TRC) Call to Action 92, we hosted engagement meetings with Mississaugas of the Credit First Nations, the Six Nations of the Grand River, the United Indigenous Council, the Indigenous Friendship Association and the Indigenous Affairs Office of the City of Toronto. These meetings provided invaluable opportunities for learning and sharing in meaningful ways, resulting in the establishment of Indigenous mentorship opportunities, and equitable honorariums provided for more than 20 Indigenous artists whose works were used in TTC projects in 2021. Sunrise Ceremonies and other events

were organized to recognize Indigenous Solidarity Day, Orange Shirt Day/National Day of Truth and Reconciliation.

The TTC participated in the first Indigenous Cultural Ceremony (Pow-Wow) led by the ATU Local 113 Indigenous Council. The TTC also made a donation to the Council to support ongoing work.

The TTC continued to support Black communities in Toronto by hosting the 10th annual Underground Freedom Train Ride on Emancipation Day (August 1), commemorating the abolition of slavery, full emancipation and the subsequent successes of the Underground Railroad. Led by the Blackhurst Cultural Centre, this event returned to in-person participation in 2022, and featured the usual festival of music, drumming and meditation from Union Station to Sheppard West Station.

### Orange Shirt Day

The TTC joined Indigenous employee and community groups in the commemoration of Orange Shirt Day on September 30. At ceremonies led by Indigenous employees, members of the executive and Union representatives, Every Child Matters Flags were raised at Hillcrest Complex and McBrien Building (TTC Head Office above Davisville Station) to commemorate the children killed in Residential Schools. Operators and other employees wore orange shirts over their TTC uniforms, as a show of solidarity and support for the National Day of Truth and Reconciliation. A donation of \$10,000 was made to Orange Shirt Society for the use of their logo on TTC buttons.

### Sunrise Ceremony

This ceremony is about starting the day in a good way (Mino Baamodziwin), giving thanks for all of creation and offering prayers. Sunrise ceremonies often start days of importance or significance such as winter or summer solstices or the National Day of Truth and Reconciliation.

A city-wide exhibition of works by Black street artists was also supported by the TTC in celebration of Black History month (see Spotlight: *Black History Month Campaign 2022*). The TTC also partnered with community artists to create bus wraps and TTC-wide poster and video campaigns to broadcast the messages of Toronto's Black, Indigenous and Asian communities through art and information as a part of Indigenous History Month, Black History Month and Lunar New Year and Pride celebrations. These activities saw significant engagement, resulting in increased awareness of the issues and stories around the groups identified. In addition, an employment outreach booth was hosted at the Toronto Pride Parade, distributing more than 1000 free Presto cards and fielding questions regarding employment possibilities.

Internal partnerships are also important in the movement towards belonging. Work has begun towards establishing Employee Resource Groups to provide an avenue for employees from equity-seeking groups to network and share, learn from each other and access supports as needed.

## Communications

It is important to ensure that corporate messaging reflects the values and commitment of the TTC with regards to EDI. One notable way of ensuring this outcome is the consistent review of corporate communication to ensure alignment with the TTC's Diversity and Inclusion Lens. In addition, a review of the organization's career site is underway, to ensure alignment with the branding goal of promoting the TTC as an inclusive employer.

# 10-Point Action Plan

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

A large part of the TTC's internal diversity-focused communication work is supporting celebrations and commemorations of several groups across the organization. These projects include the Diversity Calendar to provide information days of significance

to cultural and ethnic groups within the TTC as well as bus wraps, posters and signage for a wide range of events including Pride Month, Indigenous History Month, Orange Shirt Day/Day of Truth and Reconciliation and Lunar New Year. (See Spotlight: Black History Month for more details on that project.)

## Asian Heritage Month

In 2022, for the first time, the TTC recognized Asian Heritage Month across all its properties. Throughout the month of May, employees who identified as Asian, Southeast Asian and South Asian were featured on all TTC internal communications channels. A poster campaign featuring employees was launched, and these posters included symbols of Asian cultural heritage including cranes and koi (mascots for Chinese and Japanese culture) and peach blossoms and peonies (representing vitality and wealth respectively) in addition to the countries that employees identified as part of their heritage on a map of the continent. The TTC also partnered with COMTO Toronto & Region to host a virtual panel to discuss harmful stereotypes in the workplace, specifically as it relates to Asian Women. Panelists included Ruby Dhillon, Founder Pink Attitude Evolution, Rosel Kim, Lawyer with Women's Legal Education and Action Fund, and Shirley Samujh-Dayal, Director of Operations, Coast Mountain Bus Company. In February, the TTC celebrated Lunar New Year with a bus wrap, using Asian symbols and messaging to wish a Happy Lunar New Year to all Torontonians.

**GURPREET BHULLAR**  
Operator,  
Mt. Dennis Division

"I am proud to be part of a culture that believes in providing "Seva", a selfless service performed without the thought of return benefit or award. The core value of my heritage is to recognize the human race as one."

We proudly support our employees of Asian descent and celebrate Asian Heritage Month on our path to build a more inclusive TTC.

#AHMxTTC



## Women’s History Month

The TTC hosted an internal campaign to recognize Women’s History Month in October. Throughout the month, women who were a part of the TTC’s history were featured across internal channels as well as on social media.

## Pride Month

In June of 2022, the TTC kicked off Pride Month with a flag raising ceremony at the Hillcrest Complex. For the first time, the Progress Pride Flag was flown at both Hillcrest and at 1900 Yonge Street. As in previous years, the TTC had a wrapped buses on the 94 Wellesley route with Pride-themed artwork to celebrate the history, courage and diversity of Toronto’s LGBTQ2SIA+ communities and in 2022, a second bus and a Wheel-Trans Vehicle were also wrapped. A TTC employee who is a member of the LGBTQ2SIA+ community acted as an ambassador during the bus tour across 14 TTC worksites to ensure employees could share in the celebrations, and at each stop there was a barbecue.

## National Indigenous Heritage Month

The TTC’s Indigenous Heritage Month was celebrated in June at all worksites throughout the organization. While the TTC has celebrated

Indigenous History Month in the past, this celebration was done at the request of Indigenous employees in order to acknowledge the strength of present day Indigenous communities.

The campaign was multi-faceted including videos on decolonizing language, a poster campaign featuring Indigenous employees with their work location and the Indigenous Nations to which they belong. The also TTC supported a Pow Wow for employees and their families, and a virtual event for employees featuring Darin Wybenga who spoke on the history and resilience of the Mississaugas of the Credit



First Nation. As a result of this campaign, the TTC was awarded the inaugural Equity, Inclusion and Diversity award from Canadian Urban Transit Association (CUTA).

## Latin American Heritage Month

Another first for the TTC in 2022 was the celebration of Latin American Heritage Month in October. The internal campaign highlighted employees of Latin American heritage through a poster campaign at all our properties. The posters were vibrant and drew on many references from Latin American culture. The posters also highlighted the countries that employees identified as part of their heritage and shared flags from the continent.



## Procurement

The nature of the work of the TTC requires sourcing skills, talent and materials from external suppliers, and as a result Procurement is an important part of the organization’s operations. In response to an imperative to embed learnings from the Phase One survey of public entities on Sustainability, Inclusion, Diversity and Green Procurement, the TTC has made significant progress in identifying and embedding corporate goals for diversity, inclusion and green procurement into an updated procurement policy grounded in equity and diversity.

Updated procurement practices have been applied to third party training services as well as several large-scale procurements, including the supply of TTC hybrid and electric buses. The evaluation of the vehicle bids included environmental “green” components along with procurement equity factors to gauge and score bidders’ commitment to EDI and sustainability. Other large-scale procurements in development will include strategies to increase equity and diversity in the contractor’s workforce on specific TTC projects and require a commitment by the contractor to collect demographic data while maintaining diverse workforce targets.

## 10-Point Action Plan

- 8. Establish a procurement policy grounded in equity and diversity**

# 10-Point Action Plan

## 9. Providing support for service delivery with an EDI lens by Revenue Protection Department and Special Constable Service

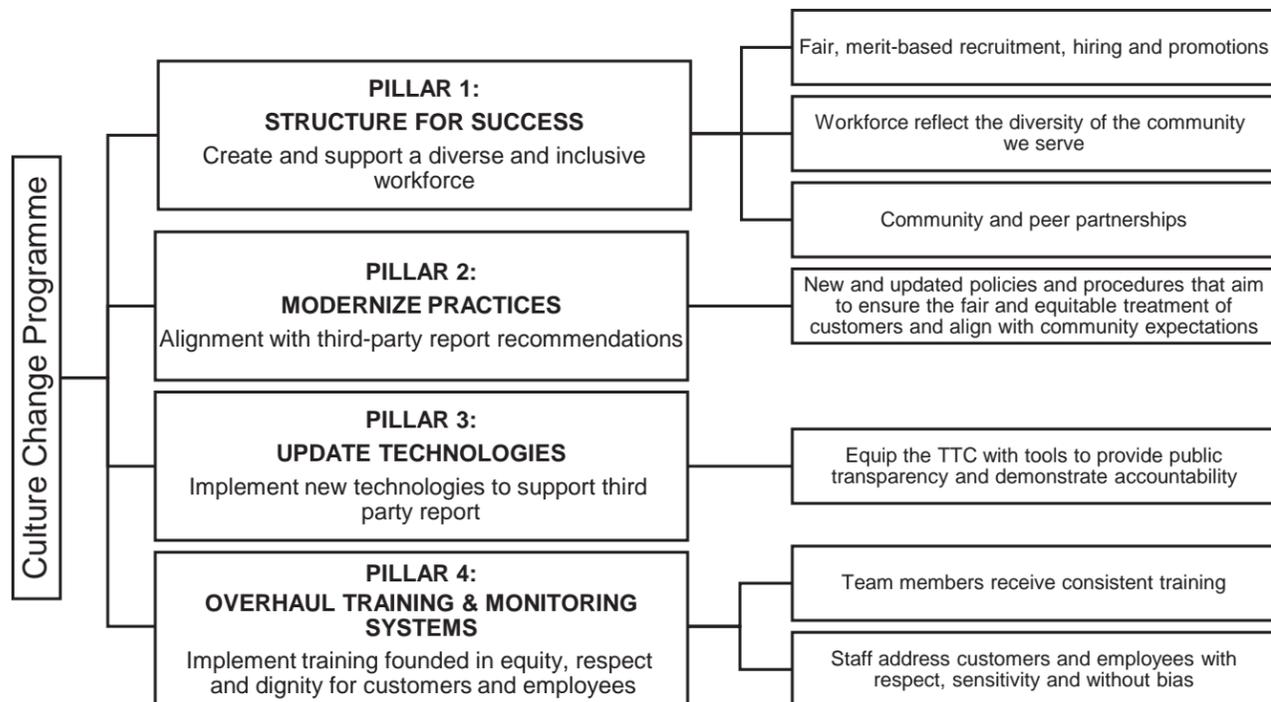
### Revenue Protection and Special Constables

Fare Inspectors and Special Constables are tasked with maintaining order and ensuring fare compliance on the TTC. These employees are members of the Revenue Protection Department and the Special Constable Service.

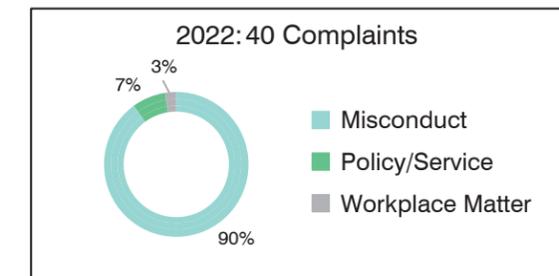
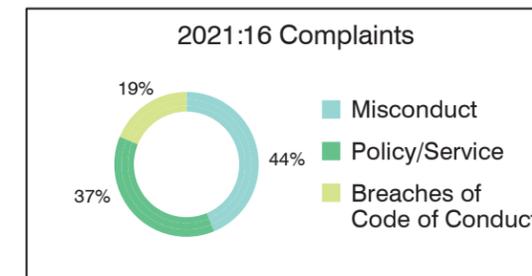
As a direct result of a 2018 incident where a young Black man was forcibly detained on a streetcar platform by three Fare Inspectors, the Ombudsman of the City of Toronto recommended sweeping changes to ensure higher standards of service delivery and accountability. These recommendations included an audit of operations, termed the Racial Equity Impact Assessment (REIA).

One major outcome of the Assessment was a scope of actions collectively called the Revenue Protection and Special Constable Service Culture Change Program (CCP). One outcome of the CCP was the establishment of the Fare Inspectors and Special Constables Complaint Office (FISCC), housed in the Human Rights and Investigation Department of the Diversity and Culture Group. The FISCC contributes to policy development, advises on training and provides customer complaint management to ensure alignment with the TTC's Anti-Racism Framework, Diversity and Inclusion Policy and Respect and Dignity Policy. The CCP has four operational areas, with specified outcomes for each.

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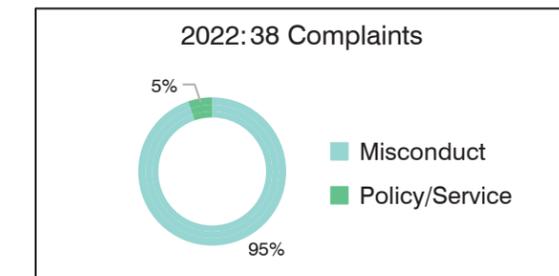
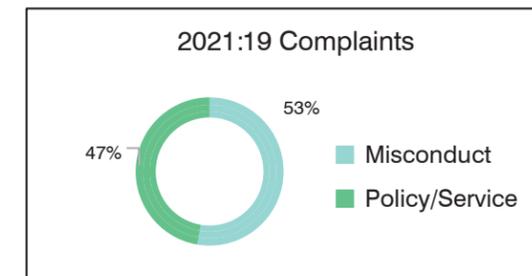


As part of the modernization of practices under the Program, the Use of Force and Use of Discretion policies were completed in 2022. The Use of Force Policy is intended to establish guidelines for when force is used by Special Constables during the course of their duties, and details reporting responsibilities for when force or excessive force is used. The Use of Discretion Policy provides guidance on exercising discretion when performing enforcement, fare inspection and compliance duties, outlines the framework of guiding principles when using discretion, and details reporting responsibilities for when discretion is used. Both policies include provisions regarding the collection and use of demographic data, to be used as a tool in further analysis and training. These policies are part of a multifaceted approach to reduce incidents and complaints, which increased between 2021 and 2022.



Complaints regarding Special Constables<sup>4</sup> or related policies/services, 2021 vs 2022.

For Fare Inspectors, total complaints increased to 38 in 2022 from 19 in 2021.



Complaints regarding Fare Inspectors, 2021 vs 2022.

<sup>4</sup> This includes all complaints against individuals granted Special Constable Status by Toronto Police Services, even if not currently working in Special Constable Service.

In order to support the drive towards increased public transparency and accountability, the Revenue Protection Department developed an Early Intervention System (EIS) framework to monitor complaint trends and use of force incidents amongst Fare Inspectors, Special Constables and Protective Service Guards. The framework uses performance indicators (complaints, use of force reports, camera non-compliance, cautions, charges and summons, disciplinary records etc.) to identify employees whose conduct warrants review and intervention. Once an alert is triggered, the employee will undergo a formal evaluation and coaching, training/retraining or discipline as needed.

Significant strides have been made in improving training for Special Constables and Fare Inspectors. Following the recommendations of the Ombudsman, the current training program includes EDI sessions on defining discretion and bias (conscious and unconscious), the importance of race and gender identity in Canadian society, uses and potential misuses of race-based and gender identity data, and collection of race-based and gender identity data within the TTC.

### Auditor General’s Recommendations: Keeping us in motion

In 2018, the Auditor General of the City of Toronto proposed 61 recommendations to the TTC in response to findings of \$64M in revenue loss in 2018 due to fare evasion and malfunctioning equipment. The range of recommendations includes improving the scheduling practices of the fare inspection program, automating the manual ticketing process, and improving the efficiency of fare inspections.

#### To date, all recommendations have been actioned.

- 6 accepted and closed by Auditor General
- 37 pending Auditor General’s review
- 18 in progress.

Some actions to date:

- Update to PRESTO display screen (when a child PRESTO card is presented, a different light and sound is activated) reduced child PRESTO card fraud by approximately 90%.
- Developed data systems to reconcile fare payment amounts between PRESTO system and TTC.
- Redistributed resources to stations with high risk for illegal entry stations
- Installed line barriers at 37 stations to eliminate gap between collector booth and first fare gate
- Upgraded fare gate sensor software
- Implemented fare inspection mobile application, enabling more efficient compliance data collection (*note: customer-specific data not collected*).
- Replaced outdated PRESTO fare payment devices on all TTC vehicles, with Open Payments accepting debit, credit cards and NFC contactless payments via smart mobile devices.
- Ongoing collaboration with Metrolinx to maintain and upgrade PRESTO equipment and devices
- “Taps over tickets” focus – a revised objective to emphasize fare compliance while continuing to inspect and issue tickets as appropriate.

### Next Steps

- Increased Fare Inspector presence on high-ridership routes in the downtown core.
- Improved assignment of Fare Inspectors based on new zoning protocols.
- Mobile ticketing and body-worn cameras to be piloted in 2023.
- Replace existing Hand Held Point of Sale (HHPOS) devices with new portable devices for fare payments, validation of paid fares, sale and reloads of PRESTO media, and accessing information about TTC customers’ account status.

### Partnership and Best Practice

Building trust and rapport with key stakeholders is a critical step in the move towards belonging. A healthy relationship between the TTC, customers, stakeholders and the wider community is important to maintain as it supports general safety, efficiency in operations and fiscal sustainability. When customers and other stakeholders feel more “seen and heard”, and employees feel that they are a valuable part of the TTC community, individual and collective wellbeing will improve.

#### Partnerships with the City

As an agency of the City of Toronto, the TTC leverages the specific skillsets found in several City departments and offices, including the Social Development, Finance and Administration Department, the Confronting Anti-Black Racism Unit, the Indigenous Affairs Office and the Office of the Ombudsman. These partnerships include consultancies, training opportunities, planning and collaboration sessions, and resource sharing. One landmark example is that in 2022 the Diversity Department and the HRID moved to Union Station, finding a permanent home there as part of the TTC’s Workplace Modernization Program, in consultation with the City’s ModernTO program team.

## 10-Point Action Plan

- 10. Learn from international best practice and develop strategic partnerships**

## In Motion with the City of Toronto: Plans and Activities 2023

### Education and Training

- Develop strategy to educate Transit riders on how to report incidents of Anti-Asian hate while on TTC vehicles or properties
- Report to city on training around Anti-Asian hate and all forms of targeted hate (by gender, ethnicity, culture, religion, race, gender identity, sexual orientation etc.).

### Community Support

- Develop 5-year System Safety and Wellbeing Plan and Strategy
- Establish committee to advise on all phases of System Safety and Wellbeing Strategy
- Increase capacity to service customers who may be experiencing homelessness, in distress or in need of mental health support
- Develop guidelines for collecting identity-based data around incidents of wellbeing or compromised passenger safety on the TTC

### Advocacy

- Support City Calls to:
  - Strengthen bail system to protect the public and first responders
  - Amend Criminal Code to include transit workers in the provisions
  - Ensure proper reintegration plans for individuals released from custody
  - Seek increased investments in mental health and addiction treatment, community safety and enforcement, etc.
  - Demand funding support for covering COVID-19 costs to support transit system and homelessness response
- Call on cellphone providers to ensure service is available on subway system
- Work with City to convene multi-government Transit and Community Task Force to address safety and security concerns on the TTC

### Community and External Partnerships

Our community engagement has seen us partnering with several community groups and external entities. Our focused interactions with Indigenous groups and external entities. Our focused interactions with Indigenous communities saw us working closely with the Indigenous Friendship Association and the Indigenous Affairs Office of the City of Toronto to improve education and awareness across the organization and the city. Collaborations with AstroSankofa Arts, Blackhurst Cultural Centre, StreetART Toronto, Rise Edutainment and Vibe Arts have given us

# Spotlight

## Dolphin Disabilities Mentorship Program



On October 26, 2022, the Racial Equity Office (REO) led a team from several departments within the TTC (Diversity, Outreach and Employee Development Departments) to partner with the Canadian Council on Rehabilitation and Work for the Dolphin Disabilities Mentorship Day Program. Thirty-five TTC employees volunteered as mentors, providing insights into their career journeys and opportunities for networking to a talented pool of career-seeking mentees. The initiative aimed to encourage employees to assist in removing barriers to employment for people with disabilities, and it was a first-time experience for more than half of these 35 volunteers. It was an impactful event for mentors and mentees alike, with 90% of employee volunteers expressing high levels of satisfaction with the event. One mentor responded, “What I enjoyed the most

was to see a group of amazing TTC employees who are willing to help others. If this event helped one person to make life better, it is worth it.” Swarayja, one of the participating mentees said: “I was dumbfounded with everybody’s overwhelming response, your experiences (all kinds) touched my heart.”

“This event led me to understand the importance of diversity, inclusion and also the importance of mentorship. It was a great way to reach out and help those that are wanting to come onboard, yet what surprised me was the added bonus of mentorship and networking for me as well!”

**Hezekiah Aderinto**

Metal Fabricator, Hillcrest Harvey shop (Mentor)

the opportunity to leverage their unmatched expertise and skills to give voice and visibility to promoting Black art and culture in Toronto.

The TTC works closely with community and industry partners in creating employment opportunities for Torontonians. Working with Neighbourhood Improvement Areas, Forty-one Indigenous persons and persons with disabilities were matched to Customer Service Agent opportunities within the TTC. Under the Specialized Trades Experiential Program (STEP), five students received placement within the TTC. This is an initiative of the Toronto District School Board to give high school students in Grades 11 and 12 the opportunity to rotate across several skilled trade roles in an organization for one semester, as an introduction into the world of work.

The TTC has also lent EDI leadership and expertise to industry tables, standing committees and employee groups, including:

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

### The COMTO Experience: A first for the TTC

In June of 2022, the TTC was invited to participate in COMTO's annual conference in Miami, USA. In her inaugural presentation at COMTO Keisha Campbell, Chief Diversity and Culture Officer (CDCO) shared the 10-Point Action Plan model of the TTC's EDI journey as a template for progress.

In a presentation titled "Creating a Culture of Inclusivity", the CDCO argued that transit companies must keep evolving to reflect the communities they serve, and a robust EDI plan and structure is critical to this evolution. While outlining its development, the CDCO presented the Plan as a template for other organizations wishing to develop their own EDI strategies. During the workshop session, participants used the 10-Point Action Plan as a guide to evaluate their own transit agencies. From this evaluation, they developed draft EDI implementation plans for their individual contexts.

Post-conference requests for support and collaboration demonstrated the impact of the 10-Point Action Plan, and validated the approach the TTC is taking towards creating a climate of equity and belonging.

# Spotlight

## Black History Month Campaign

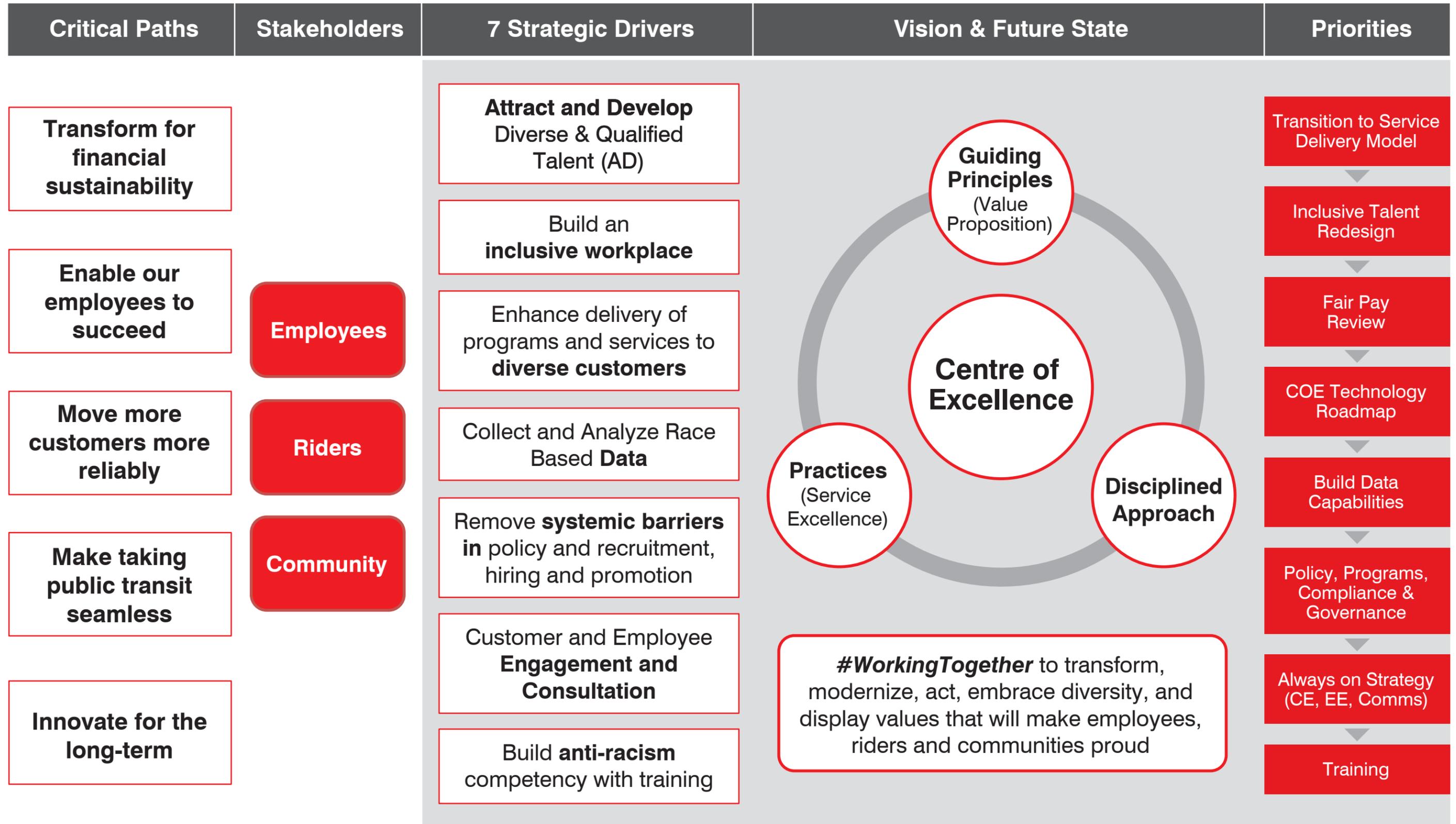


In February 2021, TTC employees envisioned a Black History Month campaign that would share information about the contributions of the Black community to Canada throughout the TTC and the city. In 2022, a creative campaign displayed 16 pieces of art across the system for Black History Month produced by StreetARToronto (StART) artists. The campaign featured the works of eight Toronto artists of African descent: Adrian Hayles, Curtia Wright, Evond 'MEDIAH' Blake, Elicser Elliott, Jacquie Comrie, Jessey 'Phade' Pacho, Leone McComas and Leyland Adams. From Queen Station to Finch

Station to the Beaches, the works of these celebrated artists were on show across the city. A digital 'Ride and Find Guide' was also made available so people could visit locations across the city to see the works of art learn more about the artists.

The feedback was overwhelming. We received responses to indicate the joy and belonging felt in the communities who saw faces like theirs and members of the community being provided opportunities to be showcased.

# DCG Framework





*“Maanjiowin: The Gathering”* at Billy Bishop Airport,  
by David General

Education and Training are critical components in preparing the Organization to **embrace and accept change**. Our expert educators employ a wide range of methods to engage, inform and educate as we empower staff to participate in building the **culture of belonging**.

# Navigation

*Training and Development:  
Preparing for the road ahead*

# Keeping on track

## Training and development initiatives



### Organizational training, including front-line training

#### Confronting Anti-Black Racism (CABR) Training

The largest training venture undertaken in 2022 was the facilitation of Confronting Anti-Black Racism (CABR) sessions with unionized staff, fulfilling the 2020 mandate of the City Ombudsman.

Starting in February 2022, this course was offered as part of the recertification cycle for Bus Operators. For each session, Instructors from the Operations Training Centre were present, making for a smoother introduction to the sensitive conversations to follow.

This mammoth undertaking saw 995 Bus Operators braving COVID-19 protocols to participate in frank, open and spirited discussions around identifying and combating Anti-Black racism in their work environment and daily operations. The sessions were sometimes highly emotional, sometimes combative, but consistently respectful, with participants indicating significant and meaningful learnings from the courses.

For participants who indicated at the start that they did not believe Anti-Black racism existed within the TTC, 95% of them left with a realization that this is in fact a reality, and 99% of all participants committed to work towards reducing or eliminating Anti-Black racism within the organization.

“The impact of the training has been positive, well received and most participants seem to have been affected by the information they received during the program. Generally, the program contains a vast amount of material that Canadians have not been exposed to and evokes many different emotions. For some there are deep emotional feelings aroused depending on how the course has affected them. Some struggle with denial and the awareness that others don’t validate their views. Others seem relieved that the subject is being explored and finally being explored in a group environment where they can share opinions without fear of reprisal.

The overall effect is positive, and has been needed for a long time to help accommodate the changes in Toronto’s makeup over the years.

I had the rare opportunity to observe the program delivered in different ways with different outcomes. I learned invaluable insights for curriculum design and delivery techniques, and I have personally changed some of my instructional techniques to accommodate what I have learned.”

**Arthur “Jack” Martin**  
Senior Instructor, OTC

#### Participants’ Responses

“A lot of insight was given that caused me to be aware of how blinded I was through education and upbringing. The message was delivered in a way that inspired thought, conversation and change. A difference has been made today.”

“I didn’t think I would like to hear about this, but I did. Very informative.”

“Stunned at all the information provided, on how what I was taught as a child was different than the reality.”

“I found myself getting offended, emotional, but in the end conversation prevailed and I learned something.”

“I definitely will walk away with (assessing) how I look at others and my bias just because they don’t meet my normalcies.”

“The in-depth knowledge I have gained has definitely humbled me. I will definitely try to be more mindful of my own bias from now on.”

“Great insight and advice of how to deal and approach racism in society and workplace. Glad this wasn’t a one-sided discussion, but open-minded.”

“I considered myself informed and open, but I learned a great deal, am more aware, will check my beliefs and make sure I am always respectful, will listen and not judge.”

“Not at all what I expected. Expected BLM propaganda. Pleasantly surprised at effectiveness of this training.”

While the responses and reactions were overwhelmingly positive, there were also some responses that reflect deep-rooted perspectives and attitudes, reinforcing the urgency of the work that needs to be done.

#### Online training initiatives

The Confronting Anti-Black Racism (CABR) Training course was also offered online to non-unionized and Supervisory staff, facilitated by the CABR Unit of the City of Toronto. This course was completed through our online training platform (MyTTC); 782 persons completed this course.





**Stargazer – Steven Haven**

## The interdepartmental training working group

The learnings from the CABR training project led to the creation of the Interdepartmental Training Working Group, as it was seen that there are ways in which the different Units within the TTC that offer training to large staff cohorts (Diversity Department, Employee Development Department, OTC) can work collaboratively to learn from each other, support each other and grow together as learning professionals.

### Upskill: Equipping for progress

An important step in improving the training capacity of the TTC is a partnership with The UpSkill Corporation (A Black-led, woman-run organization secured through our equitable and competitive RFP process) which started in September 2022. The roadmap for this program includes curriculum development for Anti Black and Anti Indigenous racism training for Executives and People leaders, Divisional Trainers and Frontline employees, with three main areas of focus:

- Indigenous Peoples, histories, perspectives and realities
- Addressing Anti-Black Racism
- Disability awareness and accessibility; LGBTQ2SIA+ awareness; Workplace sexual harassment; Gender discrimination; Diversity and Inclusion; Bias and unconscious bias; Intersectionality

The program will be delivered via online and in-person sessions, using several strategies including podcasts, forums, pilot groups and Communities of Practice. The courses will be tailored to the needs of different functional groups: The Art and Science of Inclusive Leadership will be offered to senior and middle leaders and their team members, while frontline staff will participate in Diversity and Equity Essentials. A Train the Trainer module (Training for Equity Practice) will also be included, and refresher courses will be offered (Leadership Principles and Practices in Equity, Principles and Practices in Equity on the Frontline, and Training Principles and Practices in Equity).

To support the courses mentioned, Upskill will also offer development programs in the form of Roundtables and Community Engagement Experience, Roundtables on Team Experiences: Accomplishments and Challenges, and Independent Learning opportunities in Change Management, Essential Business Skills, and Personal and Professional Skills Development.

“The major learning for OTC Instructors was the exposure to an awareness that the level of racism in our midst was perhaps greater than anticipated and that a large percentage of our Operating employees were prepared to discuss it openly. Instructors who participated in the program also learned strategies and ways to deal with situations that may arise in other OTC training sessions.”

**Sal Maltese**

Head, Operations Training Centre



StreetART Toronto  
Interoh Gale – Mediah

After two years of the creation of the Diversity and Culture Group, what's next **on our road to belonging?** What are the plans to move the agenda of belonging in 2023 and beyond?

## The road ahead

### Next Steps

# The way forward

## What are our next steps on the road to belonging?

The way forward is based on the continuation of progress in the areas identified in the 10-Point Action Plan, as well as the addition of new targets in light of changes in the EDI landscape. The 10 points of action can be further grouped into four operational areas: Education and Training, Data and Communications, Partnerships and Outreach, and Policy and Service Delivery.

### 1. Education and Training

- 1.1. Continue the work of the Interdepartmental Working Group formed to combine the skills, talents and experiences of the educators in the Diversity Department, Employee Development Department, and Operations Training Centre to improve and expand specialized co-designed training offerings across the organization.
- 1.2. Secure one (1) additional Diversity Instructor, who will participate in the ongoing work of designing and delivering a comprehensive DEI training curriculum.
- 1.3. Continue to offer CABR training to unionized staff, in response to emerging training needs across the TTC.
- 1.4. Maximize opportunities for training and development for employees across the organization, to increase their skills and competencies.
- 1.5. Implement Upskill workplan with a priority on senior leadership and management with a focus on Anti-Black Racism and Anti-Indigenous training.

### 2. Data and Communications

- 2.1. Conclusion of Phase Two of the Racial Equity Impact Assessment (REIA) will include a customer and employee surveys and collection and analysis of this data. This is scheduled to end by Q3 2023.
- 2.2. Continue Urban Dimensions Group (UDG) to monitor progress with the four designated groups as listed in the Employment Equity Act (1995) - women, Indigenous peoples, persons with disabilities and racialized persons. Two data analysts contracted to the DCG will support actions to increase and improve data collection, planning and analysis.
- 2.3. The Racial Equity Office (REO) will continue work on delivering a scorecard on the TTC's Anti-Racism Strategy (ARS) and implementation plan.
- 2.4. Talent Management Department will continue the collection of identity demographic data from job applicants to better understand hiring targets.
- 2.5. Collaborations between Marketing and Customer Experience, Corporate Communications and Diversity will continue to promote the TTC as an inclusive employer brand, and to review communication through an EDI lens.
- 2.6. Develop policy and decision making framework for the Diversity Calendar priority events with Corporate Communications.

### 3. Partnership and Outreach

- 3.1. The REO will establish Racial Equity Advisory Committees (REACs) for Staff and for customers to provide guidance and advice to the TTC on issues related to racial equity, diversity, and inclusion. These Committees will provide input on policies, programs, and services, addressing systemic barriers to inclusion and equity and serving as a forum for employees to raise concerns related to race and ethnicity in the workplace.

On the customer side, the REACs ensure that the TTC's services are equitable and inclusive for all, and provide guidance on how to address concerns related to customer service, and accessibility.

- 3.2. Employee Resource Network Groups (ERGs) will be established as platforms for employees to connect and build community around shared identities and experiences, provide support and guidance, and create opportunities for learning and growing.

- 3.3. The Talent Management Department will maintain and seek to expand the Specialized Trades Experiential Program (STEP) to Construction program in partnership with the TDSB to provide job exposure to high school students
- 3.4. Expanded engagement with, and support for, Black and Indigenous communities and nations as part of our commitment to community development and reconciliation.
- 3.5. Continued collaborations with COMTO, CUTA, ATB, WTS, APTA and other external Transit partners, the ATU (Amalgamated Transit Union) Black Caucus, the Black Transit Worker's Association.
- 3.6. Women and Diversity Committee review and restructuring to better serve as a working group to provide support, problem solving, consultation and idea generation with the TTC's mandate on EDI and the TTC's 10-Point Action Plan.
- 3.7. Consultations with Social Development, Finance and Administration (SDFA) Advisory Groups:
  - Toronto Strong Neighbourhoods Strategy Advisory Group
  - Poverty Reduction Strategy's Lived Experience Advisory Group (LEAG)
  - Committee re Anti Asian Hate
  - Confronting Anti-Black Racism Advisory Committee (Council Advisory Body)
- 3.8. Consultations with United Way Action for Neighborhood Change (ANC) community workgroups on issues of transit safety and equity.
- 3.9. Conduct Safety Audit for Women
- 3.10. Community Safety focus groups and survey in partnership with the Safety and Environment Department
- 3.11. School Safety Partnerships with the TDSB:
  - Working with TDSB Indigenous and Black Excellence programs
  - Hiring of summer students to support development of social media and school based TTC safety messages

## 4. Policy and Service Delivery

- 4.1. A core focus for the year ahead is to ensure teams are fully staffed, and work is underway to fill core DCG positions before the end of Q2 2023. The Diversity Department is finalizing its organizational structure, refining operational plans and defining diversity KPIs. These should be in place by end Q2 2023.
- 4.2. Reviewing and updating policies will continue into 2023.
  - Update and development of the Anti-Racism policy and framework.
  - TTC Diversity Lens and Toolkit review. This toolkit provides managers and supervisor with a practical tool to support leadership competencies.
  - Continue the review of the Parental Leave Top-Up Benefit Policy as part of overall benefits review. Continued focus on policy development to guide the work of Special Constables and Fare Inspectors. This include policies governing Use of Force, Use of Discretion, Body Worn and In-Car Cameras, and Data Collection Procedures.
- 4.3. Review and revise Talent Management diverse hiring panel's model.
- 4.4. Continued partnership with Procurement and Category Management to build in equity, diversity and inclusion and human rights priorities, objectives and outcomes into the TTC's Procurement Policy.
- 4.5. Developing and expanding the public education campaigns on Anti-Black and Anti-Indigenous Racism, including collaborating with TTC's Marketing and Customer Experience teams for Black History Month and Indigenous History Month.



*"The Spirits of the Ancestral Trees" at St Clair West Station,  
by Paula Gonzalez-Ossa*

# Routes and Roots

*A Word on Transit Equity*

# Transit equity

## Towards a TTC for all

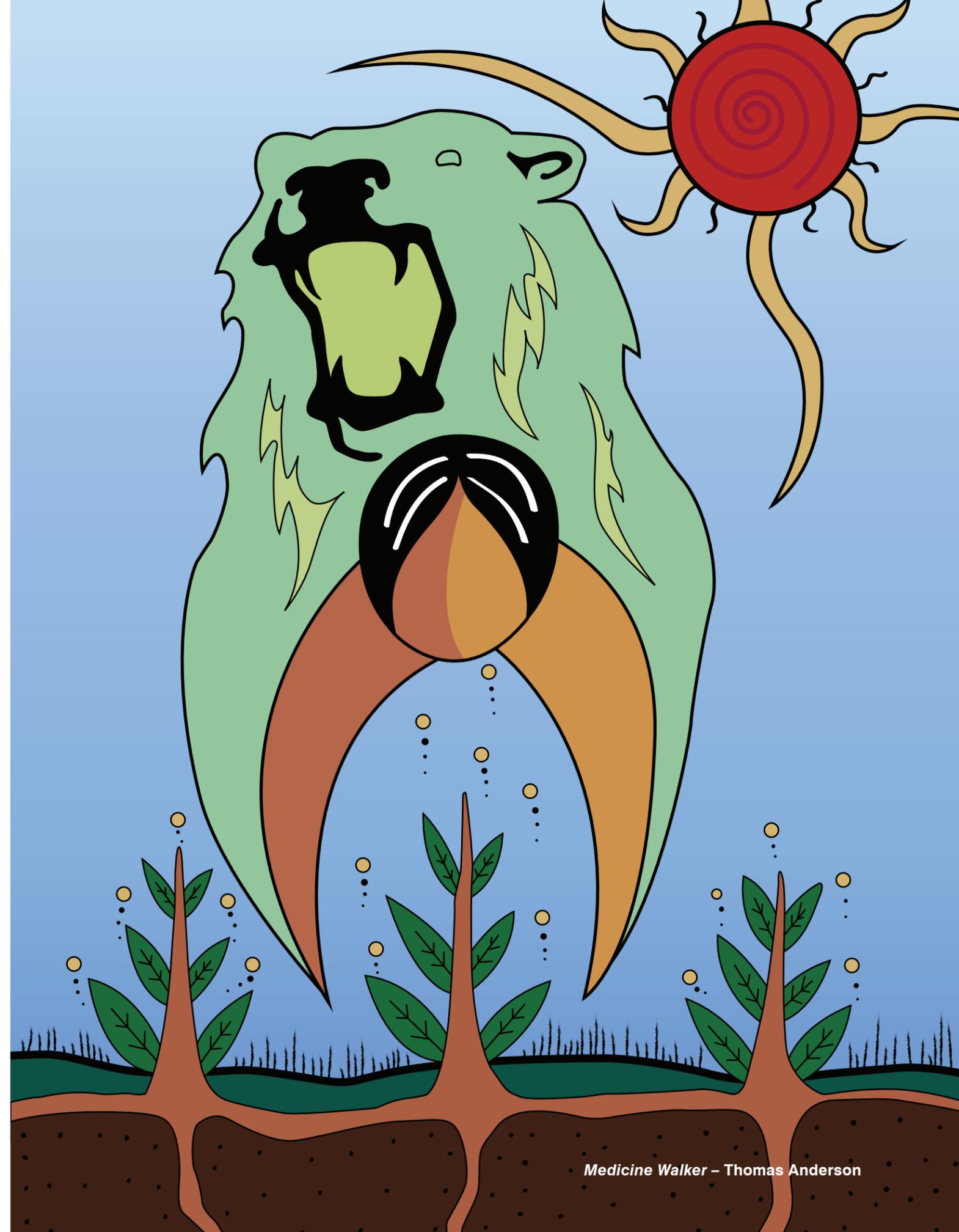
Over the last 20 years, the City of Toronto has been working towards a comprehensive Toronto Strong Neighbourhoods Strategy (TSNS), an “action plan for building partnerships in Toronto’s neighbourhoods so they can succeed and thrive” (City of Toronto, 2022). This plan is based on successful partnerships between residents, community agencies and businesses to improve the social, economic and physical conditions for residents, creating a foundation for wholistic improvement and change.

Transit plays a central role in this plan, as accessible, affordable, and adequate transit serves as a springboard for economic activity through facilitating seamless and timely movement across the city. In recognition of this, the TSNS Action Plan<sup>5</sup> outlines a strategy to improve transit access in Toronto neighbourhoods via the following actions:

- Increase transit frequency in the neighbourhood by reducing wait times and eliminating bus bunching and short turn routes.
- Extend TTC routes throughout Neighbourhood Improvement Areas (NIAs).
- Ensure that subways and transit routes help the local economy.
- Apply Neighbourhood Equity Scores when planning transit routes and transit services levels.
- Add more community buses in seniors’ areas.
- Provide real time informational signage in bus shelters.
- Build transit communities with affordable housing, services, businesses, social enterprises and child care near transit hubs.
- Integrate the TTC and GO Transit for a GTA-wide system.
- Create local jobs as part of transit expansion (“Community Benefits” program).

The TTC is committed to explore opportunities to engage these actions into concrete policies, procedures, protocols and investment to increase transit equity for the diverse needs of the City.

<sup>5</sup> Toronto Strong Neighbourhoods Strategy – City of Toronto





This is Leone McComas's contribution to the "Community Built" project

# Appendix

## Data and Statistics

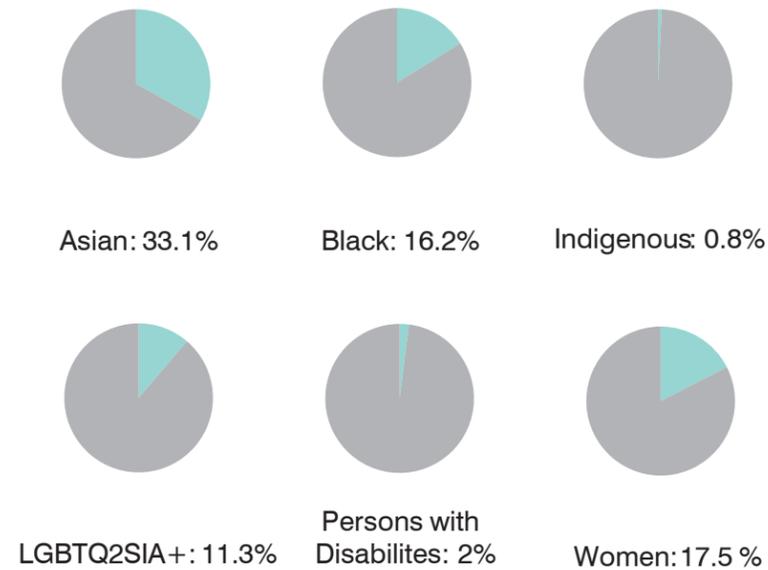
# Diversity overview

## Data supplied by UDG

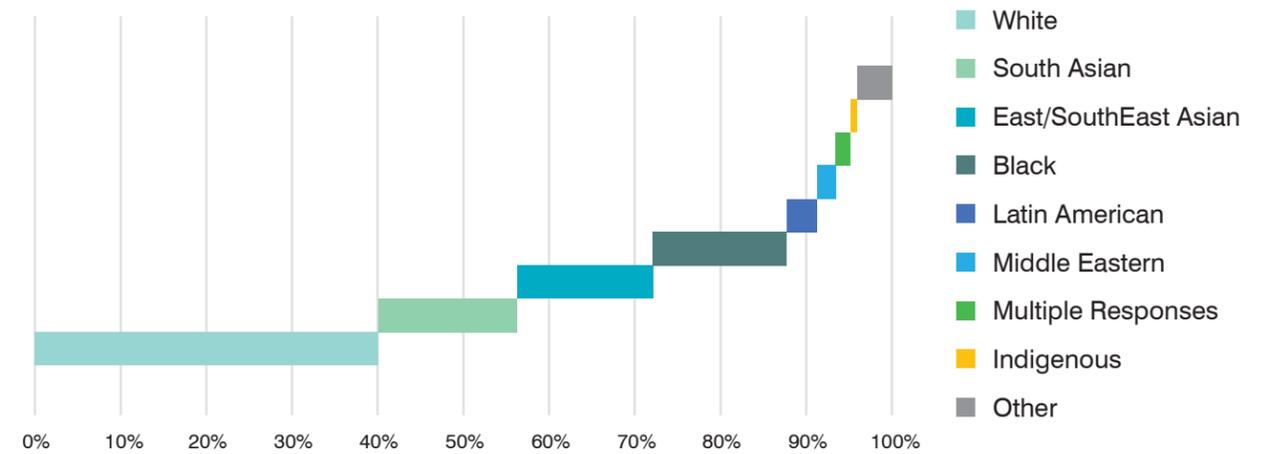
*In accordance with the Employment Equity Act (1995), the TTC seeks to attain employment levels, based for the four employment equity designated groups: women, Indigenous peoples, persons with disabilities and members of visible minorities. The data presented here uses this Act as a guide.*

In 2022, over half (52.3%) of the active TTC workforce continues to be composed of persons who indicated they belong to one or more of the following groups: women, racialized, Indigenous, persons with disabilities, Black, and LGBTQ2SIA+. This value is similar to 2021 (54.9%). For 2022, representation of women is the highest ever (17.5%), while representation of racialized employees is also the highest ever (59%). Representation of employees with disabilities increased substantially after many years of decline, while racialized and Indigenous employees are represented at levels on par with the Toronto benchmarks.

### Diversity within the TTC – Selected indicators (2022)

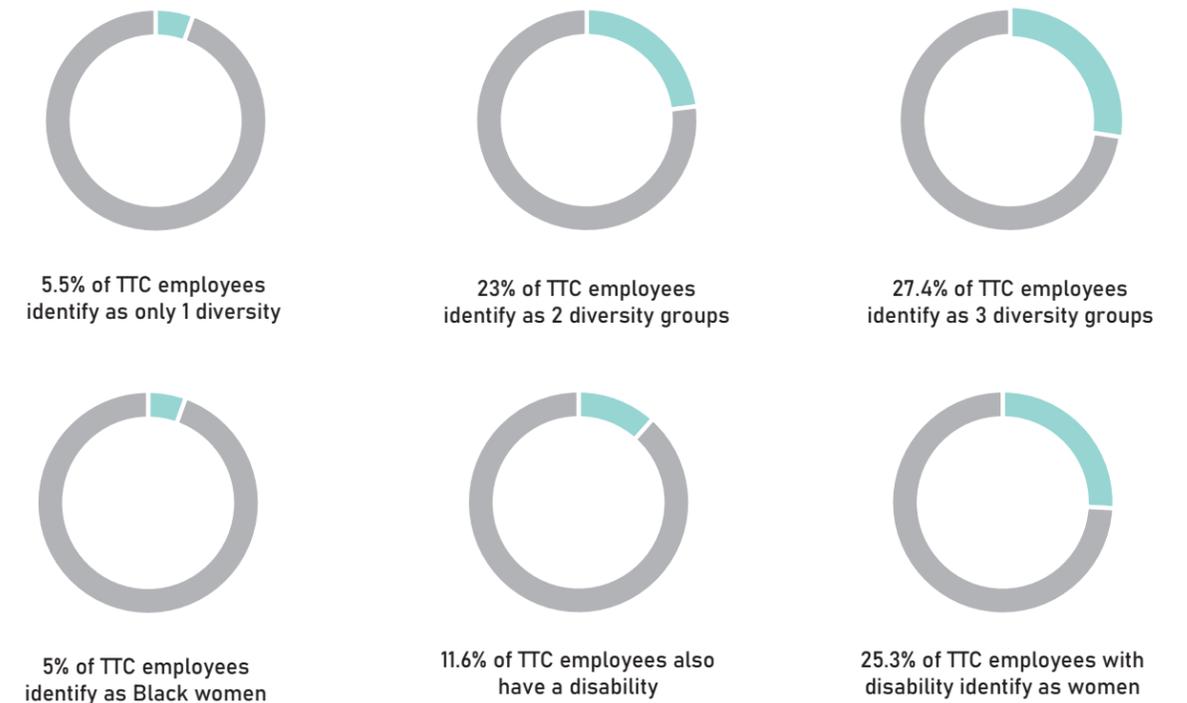


### TTC staff by ethnicity/geographical region (2022)



Nearly 60% of TTC employees self-identified as ethnicities other than white in 2022, up from 56.5% in 2021.

### Intersectionally – Selected indicators, TTC (2022)



# Complaints data

## Human Rights Office

The types of employee complaints received by HRO remained largely consistent with previous years. The largest segment of complaint by type was personal harassment. For complaints related to Human Rights Code grounds, race was the most common ground cited, followed by sex, and then disability. Disability and failure to accommodate complaints spiked in 2020, coinciding with COVID precautions.

### TTC Employee Complaints by Type and by Human Rights Code Ground, 2020 – 2022

Human Rights Code Ground	2020	2021	2022
Age	3	1	2
Ancestry	1	0	2
Colour	1	5	6
Creed/Religion	1	1	1
Disability (accommodation)	29	11	8
Ethnic Origin	2	3	4
Family Status	2	3	2
Gender Expression	1	0	0
Gender Identity	1	2	2
Marital Status	0	1	0
No Ground Identified	0	3	0
Personal Harassment	75	100	82
Place of Origin	1	2	1
Race	32	37	28
Reprisal	4	2	2
Sex	23	27	16
Sexual Orientation	3	5	2
Unprofessional Conduct (i.e. profanity)	66	27	59
Violence	4	41	55
<b>Total</b>	<b>249</b>	<b>271</b>	<b>272</b>

Of the 272 complaints received in 2022<sup>6</sup>:

- 14 substantiated
- 2 mediated and resolved
- 96 pending resolution
- 76 unsubstantiated
- 8 withdrawn
- 76 not Human Rights related (referred)
- 61 complaints and 88 consultations received before 2022 were closed in 2022

<sup>6</sup> Note that the current HRO database only allows for one outcome to be selected. Partially substantiated complaints cannot be captured; non-R&D matters that are mediated cannot be captured as both referred and mediated. Similarly, only one Human Rights Code ground or allegation type can be selected. An RFP for a new database will be launched in 2023.

The past year saw a significant drop in employee consultations from 2021 numbers, the majority of which are accommodation requests. This can be attributed in part to the implementation of TTC's Hybrid Work Policy in 2022.

### Discrimination, harassment, and violence complaints and consultations, TTC Employees, 2020 – 2022

	2020	2021	2022
Complaints <sup>7</sup>	249	271	272
Consultations <sup>8</sup>	284	783	384
HRTO	14	6	12
<b>Total</b>	<b>547</b>	<b>1060</b>	<b>668</b>

In 2022 there was also an increase in HRTO applications by employees. This increase appears to be tied to a significant backlog in the administrative tribunal system in Ontario due to COVID, where we are now seeing more applications being processed.

<sup>7</sup> Complaint refers to allegation(s) of workplace harassment, discrimination, poisoned work environment, reprisal, or workplace violence.

<sup>8</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 accommodation requests.

**Ontario Human Rights Tribunal (HRTO) Applications that Name the TTC, as filed by TTC Employees, 2020 - 2022**

Human Rights Code Ground	2020	2021	2022
Colour	0	1	1
Disability (Accommodation)	8	4	3
Family Status	1	0	0
Place of Origin	0	0	2
Race	3	0	1
Reprisals	1	0	2
Sex	1	1	0
Other	0	0	3
<b>Total</b>	<b>14</b>	<b>6</b>	<b>12</b>

Of the 12 HRTO applications filed by TTC employees that were received in 2022:

- 5 dismissed
- 6 HRTO applications received before 2022 were closed in 2022
- 7 pending resolution

TTC Customer Service received over 1000 Human rights-related complaints in 2019 and 2020, but that number dropped by almost half in 2021 and 2022. So, while ridership has continued to recover and customer complaint numbers overall have risen with increased numbers of passengers, we are seeing a marked decrease in human rights-related customer complaints.

**Total workplace discrimination, harassment, and violence complaints and consultations received from TTC Customers<sup>9</sup>, 2020 - 2022**

	2020	2021	2022
Complaints	1076	591	536
Consultations	55	4	31
HRTO	9	10	12
<b>Total</b>	<b>1140</b>	<b>605</b>	<b>579</b>

Of the 536 customer complaints received in 2022:

- 13 substantiated
- 281 pending resolution
- 230 unsubstantiated/insufficient information to make a finding
- 223 complaints received before 2022 were closed in 2022
- 22 mediated and/or resolved

<sup>9</sup> In 2020, there were a total of 39,852 CSCs; in 2021 there were 36,408; and in 2022, there were 46,097. For reference, TTC's total ridership was 318.8 million in 2022, up from 197.8 in 2021, and up from 225 million in 2020.

**Complaints from TTC Customers by type and by Human Rights Code Ground, 2020-2022**

Human Rights Code Ground	2020	2021	2022
No Ground Identified	0	0	5
Age	30	8	11
Citizenship	0	0	1
Colour	126	106	26
Creed/Religion	12	6	3
Disability, accessibility, accommodation	676	364	274
Ethnic Origin	15	6	8
Family Status	9	2	4
Gender Expression	1	1	1
Gender Identity	2	1	2
Marital Status	0	0	1
Personal Harassment	1	12	3
Place of Origin	1	6	7
Race	117	32	139
Sex	18	18	10
Sexual Orientation	9	3	10
Unprofessional Conduct/Discourtesy	59	26	21
Violence	9	3	10
<b>Total</b>	<b>1076</b>	<b>591</b>	<b>536</b>

For customer complaints, disability-related complaints remain overwhelmingly the largest category (274 received). This includes complaints related to the malfunction of any accessible features on TTC vehicles, like stop announcements or ramp deployments. The number of disability-related complaints has also significantly dropped year over year, after a spike at the beginning of COVID. The second largest segment of customer complaints relates to race/colour/origin (180 total), followed by age and sex/sexual orientation (10, 11, and 11 each). This data strongly supports the continuation for the TTC's 10 Point Action Plan, and Anti-Racism Strategy, both of which aim to identify and address systemic barriers and promote greater inclusion in the delivery of its transit services, free from harassment and discrimination.

**Ontario Human Rights Tribunal (HRTO) Applications that Name the TTC, as filed by TTC Customers, 2020 - 2022**

Human Rights Code Ground	2020	2021	2022
Age	0	2	1
Colour	1	2	0
Creed/Religion	0	0	1
Disability	2	5	2
Gender Identity	0	0	1
Race	4	1	6
Sex	1	0	0
No Ground Identified	0	0	1
<b>Total</b>	<b>8</b>	<b>10</b>	<b>12</b>

Of the 12 HRTO applications filed by customers that were received in 2022:

- 5 dismissed
- 7 pending resolution
- 5 HRTO applications received before 2022 were closed in 2022

# Complaints data

## Fare Inspectors & Special Constables Complaints (FISCC) Office

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

### Special Constable Misconduct Complaints by Allegation Type<sup>10</sup>

Allegation Type	2020	2021	2022
Breach of Confidence	0	0	1
Corrupt Practice	1	0	0
Deceit	0	0	2
Discreditable Conduct	11	7	25
• Discourtesy/Rudeness	9	4	10
• Harassment/Discrimination	3	3	17
• Poor Use of Discretion	0	2	4
Neglect of Duty	1	1	4
Other Less Serious	1	1	0
Unlawful or Unnecessary Exercise of Authority	5	5	0
• Related to Use of Force	5	0	0

Of the 40 complaints received in 2022:

- 5 unsubstantiated
- 1 partially substantiated
- 2 policy/service complaints<sup>11</sup> were resolved through informal resolution
- 32 matters remain under investigation and/or pending resolution
- 8 complaints received before 2022 were also closed in 2022

<sup>10</sup> A single complaint may have multiple allegations, and therefore the total number of allegations is greater than the total number of complaints.

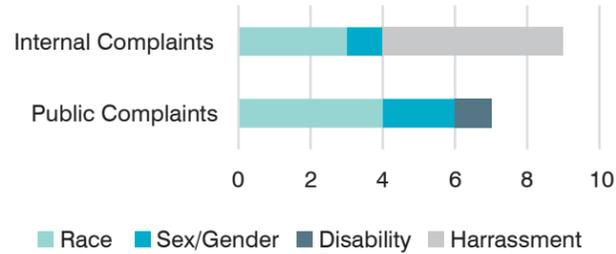
<sup>11</sup> Complaints regarding vehicle speed and response time.

**Complaints regarding Special Constables<sup>12</sup> or related policies/services, 2021 vs 2022.**

**Complaints by source 2021 vs 2022**

Number of Complaints		
Source	2021	2022
Public	11	21
Internal	5	19

**Complaints by source 2021 vs 2022**

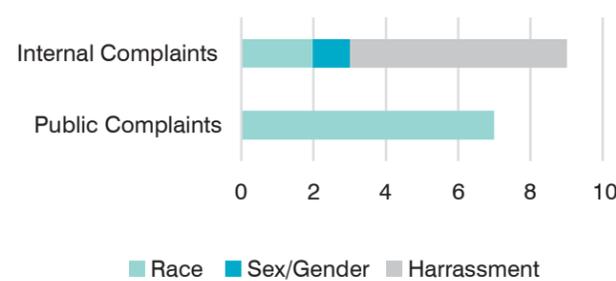


**Complaints regarding Fare Inspectors, 2021 vs 2022.**

**Complaints by source 2021 vs 2022**

Number of Complaints		
Source	2021	2022
Public	17	27
Internal	2	11

**2022: Complaints related to harrassment/discrimination**



1 misconduct complaint investigation is being led by external investigators.

In 2021 there were 5 internal (intra-department) complaints received against Special Constables. In 2022, 19 internal complaints were received. Of those, 13 were submitted anonymously, and 12 were made against members of Special Constable Management.

<sup>12</sup> This includes all complaints against individuals granted Special Constable Status by Toronto Police Services, even if not currently working in Special Constable Service.

**Fare Inspectors Misconduct Complaints by Allegation Type<sup>13</sup>**

Allegation Type	2020	2021	2022
Breach of Confidence	0	0	1
Consuming Drugs/Alcohol in a Manner Prejudicial to Duty	0	0	1
Corrupt Practice	0	0	0
Damage to clothing or equipment	0	0	0
Deceit	1	0	0
Discreditable Conduct	32	10	28
• Discourtesy/Rudeness	23	7	20
• Harassment/Discrimination	10	5	15
• Poor Use of Discretion	1	0	4
Insubordination	0	0	0
Misrepresentation	0	0	0
Neglect of Duty	1	0	8
Other Less Serious	1	0	0
Unlawful or Unnecessary Exercise of Authority	2	0	0
• Related to Use of Force	2	2	0

The FISCC Office saw a considerable increase in the number of complaints in 2022, from previous years. Given that Fare Inspectors were not engaging in ticketing during that time, which would presumably result in less negative feedback from the public, and lower ridership overall, these numbers may at first appear surprising.

For Fare Inspectors, total complaints increased from 19 in 2021 to 38 in 2022. While there were fewer complaints related to service, the number of misconduct complaints increased from 10 to 28. The biggest increases were in allegations of discourtesy/rudeness, harassment/discrimination, and neglect of duty. However, when looking at types of allegations from 2020, the 2022 numbers do not represent as much of a jump. This suggests, based on the limited data available, that 2021 was a year with a particularly low number of complaints. As the FISCC Office is still less than two years old, and throughout that time, ticketing has been suspended, more data year over year is necessary for a more meaningful analysis.

<sup>13</sup> A single complaint may have multiple allegations, and therefore the total number of allegations is greater than the total number of complaints.

# Women as Transit Operators

## Towards 40% and Beyond

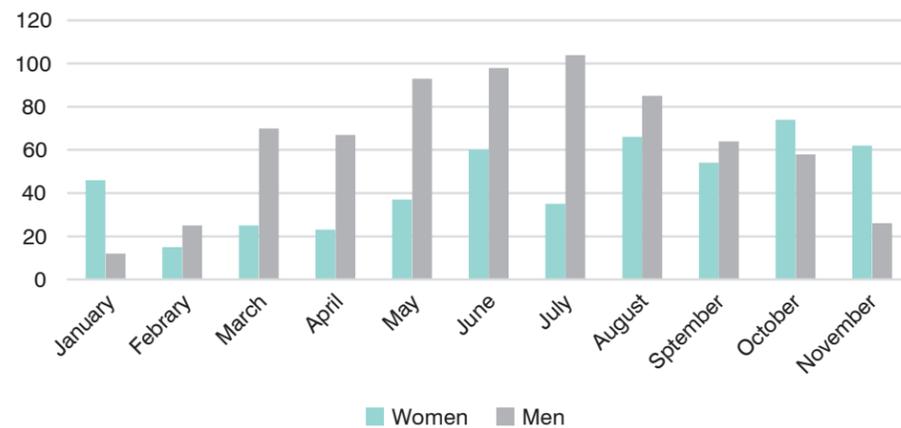
In our 10-Point Action Plan on Diversity and Inclusion, TTC had made the commitment to recruit more women into the transit operator position. Our goal since 2021 has been to hire more women, representing at least 4 in every 10 new operator hires.

To achieve this objective, we leveraged our practices in innovative ways; we prioritized support of female applicants throughout the pre-employment process, and partnered with Outreach & Diversity to ensure our communication and employee branding reached a larger audience of women. In developing a gender-diverse recruitment strategy, we sought to remove systemic barriers through practices that included:

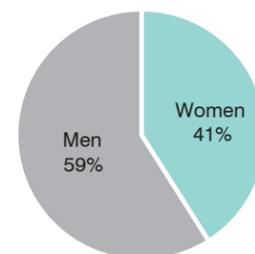
- Reviewing and re-aligning interview questions to ensure the removal of systemic barriers
- Putting guidelines in place to ensure focus on diversity & inclusion objectives
- Proactively utilizing the TTC newsletter as an engagement tool that reached approximately 3200 women registrants at company events

As a result of these initiatives, we successfully hired 41% women Transit Operators in 2022, surpassing our target of 40%.

**Transit Operator Hiring Women/Men by month, 2022\***  
(No recruitment in December)



**Transit Operator Hiring, Women/Men by month, 2022\***



# Thank you!

- ✓ Count Me In **Self Identification** Survey across **all** areas, for both union and non union employees.
- ✓
- ✓
- ✓
- ✓



**Bus Transportation and Assistant Manager Mentorship Program** Pilots

## Key Partnerships



People Group, Special Constables & Fare Inspectors, Marketing, Communication, Data & Analytics, Finance, ECE, Vehicles, I&S, I&E, Legal...



TTC is recognized as one of **Canada's Best Employer for Diversity 2022**



New programs for new talent – **Specialized Trades Exploration Program (STEP)** to **Construction & Ontario Youth Employment Program (OYAP)**



Women as Transit Operators **Diversity target exceeded**



First Employer *Be Essential* Brand Campaign launches – Students, Priority roles and Special Constables

## Hires & Offers up YoY

TM made **3325 hires** in 2022, **up 83%** in 2022.

First HRID in-field Pilot launches with Infrastructure and Engineering (I&E)



Indigenous employees hosted the **first Pow Wow** to showcase and celebrate **Indigenous Culture**

## Increased Employee Engagement in **Pride celebrations**





