



## TTC's Anti-Racism Strategy and Anti-Racism Policy

**Date:** June 2024  
**To:** TTC Board  
**From:** Chief Diversity and Culture Officer

### Summary

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The development of the TTC's first Anti-Racism Strategy and Anti-Racism Policy represents a significant step toward ensuring racial equity and eradicating systemic racism as elevated priorities that will be recognized system-wide. This step forward also represents the continuation of opportunities to take meaningful action in response to calls for the TTC to ensure that its employees and customers can enjoy an environment that is more inclusive, accessible, and supportive of individual and collective well-being.

In its report to the Board on September 24, 2019, [TTC Status Update – Ombudsman Recommendations](#), the TTC acknowledged the public's concerns regarding racial profiling and anti-Black racism in transit enforcement activities. The TTC recognized that the organization must be proactive in addressing these concerns to restore public trust and confidence across all areas of operations. The report summarized initial steps toward enhancing the TTC's efforts to combat all forms of racism through a comprehensive, system-wide Anti-Racism Strategy that would include a focus on attitudes, prejudices, stereotypes, and discrimination that perpetuate racism in the TTC's policies and practices.

In the [TTC Status Update – Anti-Racism Strategy and Ombudsman Recommendation](#), a report to the TTC Board on February 25, 2020, the TTC provided an update on its work to develop the Anti-Racism Strategy and implement the recommendations of the Ombudsman Toronto under the July 9, 2019 Enquiry Report. This report provided a framework for the Anti-Racism Strategy, which consisted of the following four components:

- Customer and Employee Engagement and Consultation
- Race-Based Data Collection
- Policy Review, Recruitment and Advancement
- Continued Learning and Anti-Racism Competency Building

The TTC has developed a comprehensive Anti-Racism Strategy and Anti-Racism Policy guided by the framework outlined above, and informed by recent engagement and consultation with key stakeholder groups. Both the Strategy and Policy will help to advance the TTC's goal of being on a pathway to eradicating systemic racism in its workplaces and in its delivery of services.

The Strategy provides a robust, multi-faceted approach to building anti-racism and racial equity into all aspects of the TTC's operations. The Policy provides clear guidelines and expectations for TTC employees to support the organization's transformation into one that will eventually be free from systemic racism.

Both documents prioritize transparency and accountability through plans for public reporting on progress. As inaugural, formal anti-racism governance documents, the Strategy and Policy are meant to guide the TTC on a journey, while detailing specific actions and requirements that will support sustained and wholistic organizational change.

## **Recommendations**

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It is recommended that the TTC Board:

1. Approve the Anti-Racism Strategy (Attachment 1) for adoption across the TTC.
2. Approve the Anti-Racism Policy (Attachment 2) for adoption across the TTC.
3. Request staff to report annually on the progress of the Anti-Racism Strategy, and on a biennial basis on the impact of the Policy.
4. Request staff to forward the Strategy and Policy to the City of Toronto's Confronting Anti-Black Racism Unit, Indigenous Affairs Office and the Ombudsman Toronto.
5. Request staff to forward all progress reports to members of City Council.

## **Financial Summary**

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The Anti-Racism Strategy is one of the priority actions intended to achieve the service objective, "*Build an Inclusive and Diverse Organization Reflective of the Diverse Communities we Serve*," that forms part of the TTC's 2024-2028 Corporate Plan's Strategic Direction 1: Build a Future Ready Workforce, which was approved by the TTC Board on May 16, 2024.

As part of the next phase of work taking place on the Corporate Plan, a multi-year implementation plan will be developed with timelines, metrics, targets, and the necessary resources. It is anticipated that this comprehensive implementation plan will be reported back to the Board in the fall of 2024 with the Corporate Plan. The resource requirements and targets to implement the Anti-Racism Strategy, together with those identified in the other four Strategic Directions of the Corporate Plan will guide the priority-setting for new funding investments for the TTC's budget process beginning in 2025 and for consideration by the TTC Board as part of its budget deliberations.

## Equity/Accessibility Matters

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Both the Strategy and Policy are critical for building an inclusive TTC by virtue of the diverse communities that make up Toronto and the past incidences of racial discrimination experienced primarily by Black and Indigenous customers on the TTC.

The Strategy and Policy have been designed to work together in supporting the TTC to transform the organization into one that is free from systemic racism and racial discrimination. The Strategy, as the foundation of the TTC's anti-racism approach, represents years of efforts toward taking practical action to create employee and customer experiences that are free from racial discrimination. It is a step toward asking employees and customers to trust the TTC to prioritize their safety, health and well-being by taking an intentional path to eliminating systemic racism.

The Strategy provides an institutional foundation for the TTC's anti-racism approach, grounding this work into a cohesive framework that will guide the organization on a path to eradicating systemic racism. The Policy provides a clear statement of the expectations, responsibilities, and requirements of TTC employees.

Together, the Policy and Strategy will create a sound policy and governance approach supporting sustainability and effectiveness in advancing the TTC's intersectional racial equity priorities. The Strategy and Policy will support greater strategic anti-racism policy coordination, institutional accountability, and transparency by formalizing anti-racism and racial equity system-wide, and by building anti-racism into all aspects of the organization.

This strategic, policy-focused approach will help to advance the TTC's 10-Point Action Plan, the 2024-2028 Corporate Plan, the new 5-Year Service Plan and Customer Experience Action Plan, accessibility objectives, and transit equity priorities by helping to eliminate systemic racism and racial discrimination. In turn, this work will support the TTC in providing transit services that better respond to the diversity of its customers.

The Strategy and Policy will support the TTC in becoming a more inclusive organization and transit service provider. Both documents will help the TTC to be more responsive to the transit priorities of all its riders, including an improved customer experience, particularly for those from Black, Indigenous, and racialized communities.

Additionally, the Strategy and Policy further align the TTC with the recommendations and actions of the Confronting Anti-Black Racism Unit's Toronto Action Plan to Confront Anti-Black Racism and the direction of the City of Toronto's Reconciliation Action Plan to build a reconciliation pathway and prioritize respectful relationship-building with Indigenous communities in Toronto.

## Decision History

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**July 10, 2018** – [Investigation into Incident Dated February 18, 2018 Involving Transit Fare Inspectors](#)

The TTC presented a report of its formal investigation into the February 18, 2018 incident involving a customer and three Transit Fare Inspectors. The purpose of the investigation was to determine whether, on reasonable grounds, the Respondents' comments or conduct amounted to misconduct, specifically discreditable conduct and unlawful or unnecessary exercise of authority.

At its [meeting on July 10, 2018](#), the TTC Board received the Investigation Report dated June 28, 2018 regarding the Investigation into Incident dated February 18, 2018 Involving Transit Fare Inspectors and directed the Chief Executive Officer to:

- a. Finalize and implement the Policies and Procedures Manual for Transit Fare Inspectors, setting out clearly the role and responsibilities of the Transit Fare Inspectors by July 31, 2018;
- b. Provide clear direction on the role of Transit Fare Inspectors as it relates specifically to use of force;
- c. Review the uniform of the Transit Fare Inspector position to ensure it is consistent with the direction of the Transit Fare Inspector role and ensures a clear distinction between Transit Fare Inspectors and Transit Enforcement Officers;
- d. Undertake community outreach and public education campaigns focused on the role and responsibilities of Transit Fare Inspectors and Transit Enforcement Officers; and
- e. Advance regular diversity, inclusion and human rights training as part of the Transit Fare Inspectors' bi-annual refresher program.

**July 16, 2019 – [CC.9.2 – Ombudsman Toronto Enquiry Report: Review of the Toronto Transit Commission's Investigation of a February 18, 2018 Incident Involving Transit Fare Inspectors](#)**

Ombudsman Toronto conducted an extensive review of the TTC investigation to determine whether it was appropriately thorough, fair and transparent, and whether the conclusions were reasonable based on the evidence. The Ombudsman identified recommendations to improve future investigations, which TTC management accepted and committed to implement. The report also noted that following broader discussions with the Ombudsman, the TTC committed to implementing a system-wide Anti-Racism Strategy and pursuing a structural and cultural shift in its Transit Enforcement Unit.

[City Council on July 16, 17, and 18, 2019](#) adopted the following recommendations:

1. City Council adopt the Ombudsman Toronto Report and request the TTC to implement all of the recommendations in the Enquiry Report (July 9, 2019) from the Ombudsman.
2. City Council forward the Toronto Action Plan to Confront Anti-Black Racism to the TTC Board for adoption.
3. City Council request the TTC Board to direct the Chief Executive Officer, TTC and appropriate TTC staff to work with the Confronting Anti-Black Racism Unit; specifically, to work with the Confronting Anti-Black Racism Unit to address anti-Black racism through ongoing learning and development initiatives for all staff, and to review transit enforcement policies and practices using the City of Toronto's Anti-Black Racism Analysis Tool.



4. City Council request the TTC Board to direct the Chief Executive Officer, TTC to report back to the Executive Committee during the first quarter of 2020 on the status of the TTC's adoption of the Toronto Action Plan to Confront Anti-Black Racism and an update of the progress of their work with the Confronting Anti-Black Racism Unit.
5. City Council request the TTC Board to direct the Chief Executive Officer, TTC to report to the Executive Committee during the first quarter of 2020 on the steps taken to address the recommendations outlined in the report (July 9, 2019) from the Ombudsman.

#### **September 24, 2019 – [TTC Status Update – Ombudsman Recommendations](#)**

The TTC acknowledged that the public's concerns regarding racial profiling and anti-Black racism in transit enforcement activities should be taken seriously. The TTC also acknowledged that it must be proactive in addressing these concerns to restore public trust and confidence across all aspects of operation.

At its [meeting on September 24, 2019](#), the TTC Board adopted the following recommendations:

1. Accept all recommendations contained within the Ombudsman Toronto's Enquiry Report: Review of the Toronto Transit Commission's Investigation of a February 18, 2018 Incident Involving Transit Fare Inspectors, and the July 16, 2019 decision of City Council.
2. Adopt the Toronto Action Plan to Confront Anti-Black Racism.
3. Endorse the TTC's commitment to develop a system-wide Anti-Racism Strategy.
4. Direct staff to report back to the TTC Board in Q1 2020 on the status of implementing the recommendations outlined in the Ombudsman's report and City Council motions.

#### **February 25, 2020 – [TTC Status Update – Anti-Racism Strategy and Ombudsman Recommendations](#)**

The TTC committed to implementing a system-wide Anti-Racism Strategy to remove barriers to equity and to create work environments and transit services that are more inclusive and reflective of Toronto's increasingly diverse population.

At its [meeting on February 25, 2020](#), the TTC Board received the TTC Status Update – Anti-Racism Strategy and Ombudsman Recommendations and approved forwarding the report to the City of Toronto Executive Committee in response to Item CC9.2 – Ombudsman Toronto Enquiry Report: Review of the Toronto Transit Commission's Investigation of a February 18, 2018 Incident Involving Transit Fare Inspectors.

#### **September 24, 2020 – [City Council Transmittal – Executive Committee Item 14.8 – Toronto Transit Commission Status Update – Anti-Racism Strategy and Ombudsman Recommendations](#)**

The TTC Board adopted recommendations which included the following:

- That the Board request the Chief Executive Officer to:

- Report back to the Executive Committee with an update and a projected date for final completion of the TTC's Anti-Racism Strategy in the first quarter of 2021.
- Release all ongoing data collected through its Anti-Racism Strategy to the City of Toronto Open Data Portal in compliance with the Data Standards for the Identification and Monitoring of Systemic Racism, also known as Ontario's Anti-Racism Data Standards, which were established to help identify and monitor systemic racism and racial disparities within the public sector.

**December 15, 2020** – [Interim Report from the TTC's External Advisor on Diversity and Inclusion, Arleen Huggins](#)

The TTC retained Arleen Huggins, Partner, Koskie Minsky LLP, to act as an external consultant in respect to the TTC's Anti-Racism Strategy and to provide advice and guidance as the TTC embarked on its journey of transformation to become a more diverse and inclusive organization. In this Board report, Arleen Huggins provided an interim report on a wide-ranging review, which included the following:

- Advice and consultation on matters related to diversity, inclusion and anti-racism;
- Advice and consultation on the strategy and implementation plan for the TTC's Anti-Racism Strategy;
- Identification of barriers for racialized and Black individuals in the TTC's outreach and recruitment process;
- Consultation on the development and implementation of broad anti-racism and unconscious bias training; and
- Development and implementation of a new public complaints process.

At its [meeting on December 15, 2020](#), the TTC Board received the Interim Report: TTC Anti-Racism Strategy for information, and adopted a motion requesting the CEO to report through the 2021 Budget process on any additional resources required to implement critical anti-Black racism measures within the organization.

**April 14, 2021** – [Racial Equity Impact Assessment of TTC Enforcement Activities](#)

In 2019, the TTC retained Dr. Akwasi Owusu-Bempah and Dr. Scot Wortley, researchers with the University of Toronto, to conduct an independent review of the historical customer data derived from the TTC's Fare Inspector and Special Constable Service activities. Their assessment and inquiry focused on:

- Identifying racial disparities in key enforcement outcomes,
- Determining the causes of these disparities, and
- Identifying appropriate measures for reform.

After completing their Phase One Review, the researchers found that between 2008 and 2018, both Black and Indigenous people were over-represented in TTC enforcement incidents, and in both TTC charges and cautions.

At its [meeting on April 14, 2021](#), the TTC Board adopted the following:

1. Direct staff to report back on progress to implement the recommendations by Dr. Owusu-Bempah and Dr. Wortley through the regular reporting of the Revenue Protection and Special Constable Service Departments' culture change reports.
2. Request the Chief Executive Officer to explore opportunities for the relevant TTC divisions to continue to engage with the City of Toronto's Confronting Anti-Black Racism Unit, and the Indigenous Affairs Office, with consideration for opportunities to:
  - a. Develop policies for the sharing of race-based data between the TTC and City, including providing the City Manager's Office an overview of data, findings, and analysis from incidents involving the TTC's fare enforcement activity;
  - b. Align work plans to achieve shared objectives, with particular regard to advancing the priorities of the Toronto Action Plan to Confront Anti-Black Racism; and
  - c. Ensure the City of Toronto's Community Crisis Support Service model pilot includes mental health and other crisis-based calls from customers on the TTC.
3. Request the relevant TTC staff to ensure the selection criteria for the future Community Racial Equity Advisory Committee (C-REAC) and Employee Racial Equity Advisory Committee (E-REAC) includes representation from BIPOC TTC riders from all four districts of Toronto and those with lived experience of fare enforcement interactions.

## **Issue Background**

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The TTC has acknowledged its responsibility to develop and sustain system-wide anti-racism measures, strategies, and tools given the history and existence of racism in Canadian society and across Canadian institutions, including the TTC.

A significant milestone in the TTC's anti-racism journey took place on July 9, 2019, when the Ombudsman reported on their review of the TTC's investigation of the February 18, 2018 incident involving three Transit Fare Inspectors and the forceful detainment of a Black customer. The Ombudsman identified concerns with the TTC's investigation and as a result, made several recommendations aimed at ensuring that the TTC carries out investigations in a fair and effective way, while building public trust in the investigation process. The Ombudsman's recommendations were adopted by City Council and following discussions with the Ombudsman, the TTC committed to implementing a broad and comprehensive Anti-Racism Strategy, aimed directly at preventing racial profiling.<sup>1</sup>

As noted in the TTC Status Update: Ombudsman Recommendations Board report from September 2019, the Toronto Star published articles that raised concerns about the TTC's former Transit Enforcement Unit's practice of collecting and documenting

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<sup>1</sup> "Enquiry Report: Review of the TTC's Investigation of a February 18, 2018 Incident Involving Transit Fare Inspectors," Presentation to City Council – July 17, 2019, <https://www.toronto.ca/legdocs/mmis/2019/cc/bgrd/backgroundfile-136146.pdf>

customer data, including race-related data and that racialized customers were disproportionately being targeted by the TTC.

Subsequently, the TTC Board directed staff to report on the policies and procedures that governed the use of all personal information collected as part of the TTC's fare inspection program and related training and enforcement activities. The TTC Board also requested that the report include an equity impact evaluation of the demographic information of individuals who have had their information collected over the previous two years.

In the April 14, 2021 report to the Board, "Racial Equity Impact Assessment of TTC Enforcement Activities," the TTC provided an update on a third-party review of data in several key areas, which was key for systemic change and advancing racial equity. The report highlighted the work of researchers from the University of Toronto who independently reviewed historical customer data from the TTC's Fare Inspector and Special Constable Service activities. The initial review of this data showed that between 2008 and 2018, both Black and Indigenous people were over-represented in TTC enforcement incidents and in both TTC charges and cautions. The Board report emphasized that the findings supported the critical need for the TTC's ongoing work to identify, prevent, and address racism, particularly anti-Black racism and anti-Indigenous racism, in the workplace and in the delivery of services. The Board report also highlighted the importance of working toward building trust with Black, Indigenous, and racialized communities.

The TTC has taken several significant steps in response to the drivers identified above. These include the following:

- Implementing the Culture Change Program in Revenue Protection and Special Constable Service departments,
- Reorganizing the Transit Enforcement Unit,
- Creating the Fare Inspector and Special Constable Complaints Office in 2021,<sup>2</sup> and
- The TTC Board's approval of amendments to the Use of Force Policy, and approval of the Use of Discretion and Body-Worn and In-Car Camera policies.<sup>3</sup>

In this context, the Strategy and Policy have been in development through an intensive process of agenda-setting and policy formulation that has gathered racial equity priorities and other key information from across the TTC. After undergoing additional phases of key stakeholder engagement since August 2023, the Strategy and Policy have been finalized for presentation to the TTC Board for formal approval and adoption.

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<sup>2</sup> "Embracing Diversity: New TTC Fare Inspector and Special Constable Complaints Office and 2020 Annual Report," Toronto Transit Commission Board Meeting – July 7, 2021, [https://cdn.ttc.ca/-/media/Project/TTC/DevProto/Documents/Home/Public-Meetings/Board/2021/July 7/Reports/7 Embracing Diversity New TTC Fare Inspector and Special Con.pdf?rev=d3ec23167ec74d2aae8cf0832b49b3a7&hash=7E8209790ED4E03A34F61876BD4CE417](https://cdn.ttc.ca/-/media/Project/TTC/DevProto/Documents/Home/Public-Meetings/Board/2021/July%207/Reports/7%20Embracing%20Diversity%20New%20TTC%20Fare%20Inspector%20and%20Special%20Con.pdf?rev=d3ec23167ec74d2aae8cf0832b49b3a7&hash=7E8209790ED4E03A34F61876BD4CE417)

<sup>3</sup> "Policies to Support the Revenue Protection and Special Constable Service Culture Change Program," Toronto Transit Commission Board Meeting – April 11, 2024, <https://cdn.ttc.ca/-/media/Project/TTC/DevProto/Documents/Home/Public-Meetings/Board/2024/April-11/Decisions/20834PoliciesToSupportRevenueProtectionandSpecialConstablesServiceCultureChangeProgramDecision.pdf?rev=974e5c774f254b2a9417e85666210340&hash=8D1AE6C6E9C2BDD973B54C061CAD7A8D>

## Comments

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### Driving Change: The TTC's Anti-Racism Strategy

The TTC has formalized its strategic anti-racism approach into a system-wide Anti-Racism Strategy, which aims to eradicate all forms of racism at the TTC, including anti-Black racism, anti-Indigenous racism, Islamophobia, antisemitism, and all forms of racism against racialized groups. This work responds to calls from community members to address systemic racism at the TTC and aims to make the TTC's workplace and transit services more inclusive, as well as more reflective of Toronto's diverse population.

The Strategy aligns with, and supports key City of Toronto initiatives, including the Toronto Action Plan to Confront Anti-Black Racism and the Reconciliation Action Plan. The Strategy also supports the TTC's 2024-2028 Corporate Plan by helping to build a transit system that is welcoming and inclusive for all.

The goal of the Strategy is to guide and support the TTC on a path to becoming an organization that is free from systemic racism in the workplace and in the delivery of services. The Strategy will apply both to internal operations and to customers. It will follow a five-year review cycle.

The implementation of the Strategy will be guided by five principles:

1. Recognizing that everyone deserves to live free of systemic racism and racial discrimination,
2. Working together respectfully and collaborating to achieve collective impact,
3. Respect for the learning and growth journeys of everyone in the TTC community,
4. Honouring lived experiences and responding to the inherently intersectional nature of racism and racial discrimination, and
5. Sharing knowledge to advance the shared goal of eradicating racism and racial discrimination.

The Strategy has seven objectives, each of which has several associated strategic actions that will further focus the TTC's activities. The objectives are as follows:

1. Adopt and implement the Anti-Racism Policy across the TTC,
2. Review and develop TTC policies through anti-racism analysis,
3. Expand collaborative opportunities for anti-racism engagement and consultation,
4. Create pathways for anti-racism accountability and transparency,
5. Use disaggregated race-based data to inform decision-making,
6. Embed anti-racism into people management, and
7. Build anti-racism awareness, understanding, and competencies through knowledge-sharing and training.

Sustainable, effective, and robust implementation will be key throughout the life of the Strategy. As such, the TTC will use an implementation plan to outline key activities, resources required for implementation, roles and responsibilities, and timelines.

The TTC is also committed to carrying out this work in a way that honours the public's expectations for transparency and accountability. In support of this, the TTC will track the progress of the Strategy through a monitoring and evaluation framework, and will report on progress annually.

## **Anti-Racism Policy**

As a key component of the TTC's strategic anti-racism approach, the Anti-Racism Policy provides a clear statement of the expectations, responsibilities, and requirements of TTC employees. The Policy contributes to the TTC's policy infrastructure as a unique statement that elevates racial equity and anti-racism as foundational aspects of TTC governance.

The purpose of the Policy is to:

- a) Articulate the TTC's commitment to identify, prevent, and eliminate all forms of systemic racism and racial discrimination, including systemic racism and racial discrimination in the workplace and the delivery of services, and to build trust with Black, Indigenous and racialized communities;
- b) Provide system-wide guidance about the responsibilities, requirements and expectations involved in the TTC's anti-racism approach;
- c) Address community concerns on racial profiling and the over-representation of Black and Indigenous people in the TTC's enforcement activities, and safety and security incidences;
- d) Ensure fairness for employees and customers who file complaints of systemic racism and racial discrimination at the TTC and when accessing the TTC's services; and
- e) Enhance coordination, integration, and alignment of the TTC's system-wide, strategic anti-racism approach, which includes the following:
  - Policy review and development through an anti-racism lens,
  - Anti-racism engagement and consultation,
  - Anti-racism accountability and transparency,
  - Decision-making processes informed by disaggregated race-based data,
  - Anti-racism knowledge- and competency-building, and
  - Anti-racism-centered people management.

The Policy shares the same guiding principles as the Strategy, and works together with the TTC's Respect and Dignity Policy, Diversity and Inclusion Policy, Discipline Policy, and all other applicable TTC policies. It will apply across the TTC, to employees, contractors, consultants, TTC Board members, TTC Board and advisory committees, and to customers. The Policy outlines responsibilities for the following groups:

- Employees, contractors, and consultants;
- Supervisors and managers;
- Senior leaders (department heads and executives);
- The TTC Board;
- The TTC Board and Advisory Committees;
- The TTC's Diversity Department;
- The TTC's Human Rights and Investigations Department; and
- The TTC's Human Resources Department.

In support of the TTC's values of transparency and accountability, the Policy will be reviewed every two years to understand its impact and identify any areas for improvement.

## **Contact**

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## **Signature**

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Keisha Campbell  
Chief Diversity and Culture Officer

## **Attachments**

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Attachment 1 – Driving Change: TTC's Anti-Racism Strategy  
Attachment 2 – Anti-Racism Policy





# **Driving Change:** **The TTC's Anti-Racism Strategy** **2024–2029**

Cover image: Drummers leading a traditional African ceremonial procession into the TTC's first Black History Month Opening Ceremonies (2024)

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# Land Acknowledgement and Honouring Indigenous Communities

The TTC acknowledges that the land now called Toronto is the traditional territory of many Nations, including the Mississaugas of the Credit, the Anishnabek and the Haudenosaunee confederacies and the Wendat peoples.

Toronto is also home to many diverse First Nations, Inuit and Métis peoples. We 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 recognizes the efforts of all Indigenous Peoples in the building and placemaking of Toronto. The TTC remains committed to genuinely working with Indigenous communities, while acknowledging that our organization is on a continuous learning and awareness journey, consistently aspiring to increase authentic opportunities for Indigenous engagement.**

**As we seek to play a part in reconciliation, our organization aims to have consistent, authentic, and meaningful approaches to consultation, with greater cultural safety within TTC staff at every level.**







# Acknowledging and Honouring Black Communities

The TTC acknowledges all Treaty peoples – including those who came here as settlers – as migrants either in this generation or in generations past – and those of us who came here involuntarily, particularly those brought to these lands as a result of the transatlantic trade of enslaved persons. We pay tribute to those ancestors of African origin and descent.

African Ancestral Acknowledgements, such as this one, offer an opportunity to reflect on the past, provide context for current challenges facing Black communities, and support a desire for a hopeful future for people of African descent. This Acknowledgement honours the past and recognizes the continued journey of people of African descent toward freedom, justice, and the enjoyment of collective community well-being.<sup>1</sup>

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# From the TTC Board Chair

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In Toronto, we often say diversity is our strength. Yet, every day, members of Black, Indigenous and other racialized communities experience very real acts of hate, discrimination and racism. This needs to change. While words are important to spark that change, we need action to truly move us forward to end systemic racism and build a truly fair and just city.

***Driving Change: TTC's Anti-Racism Strategy*** is not simply words on a page. It is an action-oriented approach that will steer the TTC along a path of anti-racism, belonging and inclusion. It is the result of years of thoughtful planning and development, informed by consultation with Black, Indigenous and racialized community members and TTC employees.

Everyone, in all of their unique diversity, belongs here – they belong on TTC vehicles, on TTC property and in TTC workplaces. The Strategy provides a blueprint to create these welcoming spaces by taking action to eradicate racial discrimination and systemic barriers faced by customers, prospective riders, and the broader community.

On behalf of the TTC Board, I look forward to seeing the long-lasting impact the Strategy will have for the TTC and all of its customers and employees.

A handwritten signature in black ink, appearing to read 'J. Myers', written in a cursive style.

**Jamaal Myers**  
TTC Board Chair



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# From the Chief Executive Officer

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Since the introduction of the TTC’s 10-Point Action Plan on Diversity and Inclusion in 2020, we have made great progress in creating a TTC that is more welcoming and inclusive for our customers and employees. However, there is still significant work to do to ensure everyone who works at or rides the TTC can do so without fear of racist, discriminatory or hateful acts. This is something we are all firmly committed to.

Today, I am proud to share ***Driving Change: TTC’s Anti-Racism Strategy***, a critical step forward on our path to dismantle systemic racism and build an inclusive transit system.

Through seven strategic objectives and actions, the Strategy will guide our work to apply an anti-racism lens as we plan, make and implement decisions in our policies, programs and services. It focuses on all areas of our organization – from hiring

practices to policy development to training for employees – to root out systemic racism down to the very core of our business.

In developing the Strategy, we listened and learned from many of you, and we will continue to do so. I would like to thank members of Black, Indigenous and racialized communities who took the time to share their lived experiences, and provide feedback and guidance to shape our Strategy. Your voices have built the foundation of our anti-racist approach moving forward.

We are under no illusions when it comes to the amount of work ahead of us. Confronting and dismantling systemic racism is not easy, but it is the right thing to do – it is what the people of Toronto deserve to see in their transit system.

Together, we will drive change to build a more equitable and inclusive transit system for everyone.

A handwritten signature in black ink, appearing to read 'Richard J. Leary'. The signature is fluid and cursive, written in a professional style.

**Richard J. Leary**  
TTC Chief Executive Officer<sup>2</sup>

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# From the Chief Diversity and Culture Officer

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As Chief Diversity and Culture Officer at the TTC, I am pleased to introduce the TTC's Anti-Racism Strategy. The Strategy builds on ongoing equity, diversity, inclusion, and accessibility work at the TTC and places a focus on eradicating systemic racism across the organization, both in the workplace and in the delivery of services.

The road toward eliminating racism begins by recognizing that systemic racism and racial discrimination are still prevalent, both at the TTC, and across Canada. This Strategy is a result of our commitment toward eliminating racial discrimination. We are fully aware, however, that this process is a journey, and so the Strategy outlines our aspirations, goals, guiding principles and the actions we are committing to taking to continue to ensure that employees and customers of the TTC are not subject to racial discrimination.

The overarching goal of this Strategy is to place the TTC on a pathway to becoming an organization that is free from systemic racism. The guiding principles provide a strong foundation for this work by focusing on working together respectfully and collaboratively, sharing knowledge, and honouring lived experiences. There are also seven strategic objectives and actions, which will support practical and measurable activities to advance the overarching goal.

We could not have developed this document on our own. I am grateful to the Black, Indigenous, and racialized communities for providing valuable feedback and helping to shape the Strategy. The work of the Strategy will honour Black, Indigenous, and racialized communities, particularly in recognition of these communities' experiences of marginalization in our society. As we move into the implementation phase, we will continue to intentionally create spaces for these communities to provide ongoing advice and input on their anti-racism priorities.

Discrimination has no place at the TTC. As Chief Diversity and Culture Officer, I lead the organization's efforts to become a diverse and inclusive workplace and transit system – one where all our employees and customers feel that they belong.

Transparency and accountability are vital to this process, and we know this is a priority for TTC employees and customers. We have been working to build the foundations of a



TTC employees at a Transit Operator and Worker Appreciation Day event

principled, transparent approach to anti-racism through key actions, including the following:

- An ongoing, proactive review of the TTC’s investigative processes that intersect with the Human Rights Office, Investigative Services, Human Resources, and the Fare Inspectors and Special Constables Complaints (FISCC) Office, which has applied an anti-racism lens in examining how the TTC can enhance its handling of matters more efficiently and effectively;
- The TTC’s response to recommendations of the Inquest into the Death of Douglas Amankona Kyrereh, where the response has focused on ensuring that institutional anti-racism policy promotes active efforts to eliminate all forms of racism, and that this work is informed by consultation with local Black and racialized communities; and
- The TTC’s review of interactions between Special Constables and a young, Black,

transgender, non-binary person in March 2022, where the review prioritizes intersectional racial equity and trauma-informed service delivery.

In alignment with the principled approach to anti-racist action that the TTC has been building, the organization is committed to publicly sharing progress on the objectives and outcomes of the Strategy to continue supporting meaningful accountability.

I want to sincerely thank everyone who has contributed to the development of this Strategy, and I look forward to making measurable progress on this very important journey.

**Keisha Campbell**  
Chief Diversity and Culture Officer



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# Executive Summary

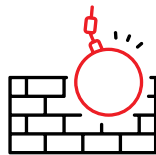
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**The TTC is formalizing its strategic anti-racism approach into a system-wide Anti-Racism Strategy (the “Strategy”), which aims to ultimately eradicate all forms of racism at the TTC, including anti-Black racism, anti-Indigenous racism, Islamophobia, antisemitism, and all forms of racism against racialized groups.**



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This work aligns with and supports key City of Toronto initiatives, including the Toronto Action Plan to Confront Anti-Black Racism, and the Reconciliation Action Plan, while also responding to calls from community members to address systemic racism at the TTC.



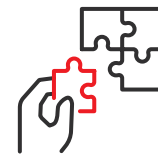
## Dismantling Racism within the TTC

- The Strategy aims to remove barriers to equity and make the TTC’s workplace and transit services more inclusive and reflective of Toronto’s diverse population.
- In support of the TTC’s 2024-2028 Corporate Plan, the Strategy will help to build a transit system that is welcoming and inclusive for all. The Strategy also works closely with the TTC’s Anti-Racism Policy (the “Policy”), a key component of the TTC’s anti-racism foundations.
- The TTC plans to do this work as it learns more about the experiences of Black, Indigenous, and racialized communities when taking transit.



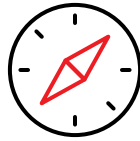
## Developing the Strategy

- The Strategy’s development has been informed by external advisors, racial equity academics and researchers, TTC employees, and recommendations from Toronto’s Ombudsman. Findings from a key stakeholder engagement campaign have informed both the Strategy and Policy.



## Introducing the Strategy

- The goal of the Strategy is to guide and support the TTC on a path to becoming an organization that is free from systemic racism in the workplace and in the delivery of services. The Strategy will apply both to internal operations and to customers. It will follow a five-year review cycle.



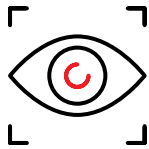
## Guiding Principles

- The implementation of the Strategy will be guided by the following five principles:
  1. Recognizing that everyone deserves to live free of racism and racial discrimination
  2. Working together respectfully and collaborating to achieve collective impact
  3. Respect for the learning and growth journeys of everyone in the TTC community
  4. Honouring lived experiences and responding to the inherently intersectional nature of racism and racial discrimination
  5. Sharing knowledge to advance the shared goal of eradicating racism and racial discrimination



## Strategic Objectives and Actions

- The Strategy has seven objectives, each of which has several associated strategic actions:
  1. Adopt and implement the *Anti-Racism Policy* across the TTC
  2. Review and develop TTC policies through anti-racism analysis
  3. Expand collaborative opportunities for anti-racism engagement and consultation
  4. Create pathways for anti-racism accountability and transparency
  5. Use disaggregated race-based data to inform decision-making
  6. Embed anti-racism into people management
  7. Build anti-racism awareness, understanding, and competencies through knowledge-sharing and training



## Governance of the Strategy

- The TTC is committed to advancing the Strategy by identifying key roles and responsibilities, as well as mechanisms for measuring its progress and review.
- The Chief Diversity and Culture Officer will be responsible for the implementation and evaluation of the Strategy, supported by the TTC's Diversity Department, including the Racial Equity Office.
- A monitoring and evaluation framework will support the TTC's public reporting of the Strategy's impact over time.



## Moving Forward

- While the Strategy identifies objectives and activities that will help the TTC to become a workplace and transit service provider that is free from systemic racism, this work will require a collective effort from the entire TTC community.



2024 Black History Month streetcar artwork designed and curated by AstroSankofa Arts Initiatives

Employee and  
community voices  
have stated that  
**addressing systemic  
racism and racial  
discrimination –  
through an  
anti-racism lens –  
is an urgent priority.**





Small text on a black background, likely a title or description of the artwork, is visible in the bottom left corner of the image.

Track  
5

Track  
4

Bay  
1





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# Preamble: Call to Action

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**The TTC takes its commitment to centering the voices of its employees and the communities it serves seriously, and this includes taking meaningful action to advance anti-racism in all of the organization’s work.**

Employee and community voices have stated that addressing systemic racism and racial discrimination – through an anti-racism lens – is an urgent priority.

The TTC has heard from employees and customers that experiences of racism, including anti-Black racism and anti-Indigenous racism, are still prevalent and are impacting individual and collective well-being.

The TTC has heard from anti-racism, inclusion, equity, and diversity subject-matter experts that the organization still has much work to do in order to ensure a workplace and service delivery that is free from systemic racism.

The TTC recognizes the existence of systemic racism and racial discrimination in the organization, including its workplaces. The TTC also recognizes that systemic racism and racial discrimination occur across Canadian institutions, reflected and reinforced in beliefs, attitudes, prejudice, stereotyping, and discrimination that are directed at Black, Indigenous, and racialized communities.

The TTC is keenly aware of society’s rising consciousness about anti-racism, and how anti-racism must be integrated into all aspects of organizations and their interactions with the public. Organizations of all kinds have been called to take meaningful actions that dismantle the attitudes, beliefs, behaviours,



TTC employees celebrating at an employee-led Black History Month event at Danforth Division

and practices that marginalize and exclude Black, Indigenous, and racialized groups in workplaces and in service delivery. This is why the TTC has been building a strategic anti-racism approach, and why it is formalizing this work into a system-wide *Anti-Racism Strategy* (the “Strategy”). The Strategy aims to ultimately eradicate all forms of racism at the TTC, including anti-Black racism, anti-Indigenous racism, Islamophobia, antisemitism, and all forms of racism against racialized groups.<sup>3</sup>

The Strategy represents years of efforts toward taking practical action to create employee and customer experiences that are free from racial discrimination. It is a step

toward asking employees and customers to trust the TTC to prioritize their safety, health and well-being by taking an intentional path to eliminating systemic racism. Notably, the Strategy also provides a sound institutional foundation for the TTC’s *Anti-Racism Policy* (the “Policy”), a comprehensive approach that will help to build anti-racism into all aspects of the organization.

The Strategy responds to troubling incidences that occurred on the TTC and made it clear that anti-racist action is needed. For example, on February 18, 2018, a young Black man was forcibly detained on a streetcar platform in Toronto by TTC Fare Inspectors, an incident that highlighted the ongoing effects of anti-Black



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racism in the City of Toronto. This was, and is unacceptable to the TTC, as community voices spoke to the incident being an example of violent and excessive force, a human rights violation, and reflective of a problem faced across the city, especially by Black youth.<sup>4</sup>

Following the February 2018 incident, the Toronto Star published articles in 2019 that raised concerns about the TTC's former Transit Enforcement Unit's practice of collecting and documenting customer data, including race-related data, and that racialized customers were disproportionately being targeted by the TTC's former Transit Enforcement Unit.<sup>5</sup> Toronto City Council adopted the recommendations of the Toronto Ombudsman from its enquiry into the TTC's response to the February 2018 incident, which included developing an independent investigation unit to receive and respond to complaints involving the TTC's Special Constables and Fare Inspectors.<sup>6</sup>

The TTC has built on this work by publicly identifying our anti-racism, equity, diversity, and inclusion priorities. The TTC's *10-Point Action Plan* on Diversity and Inclusion, for example, made it clear that immediate action was required to implement initiatives that create an organizational culture of inclusiveness, respect and dignity that is free from harassment and discrimination.<sup>7</sup> Additionally, the *10-Point Action Plan* supported the TTC's re-alignment of workplace relationships to reflect diversity, equity, and inclusion priorities through the

creation of the Diversity and Culture Group, which included a new Racial Equity Office.<sup>8</sup>

The TTC has also been working with a range of City partners and key stakeholders to build understanding of how the TTC can advance its anti-racism work in meaningful and impactful ways. The City of Toronto's *Action Plan to Confront Anti-Black Racism* and *Reconciliation Action Plan* have both provided instrumental guidance on taking practical, meaningful steps to respond to the priorities of Black and Indigenous communities in Toronto.

As an agency of the City of Toronto, the TTC is aligning with the recommendations and actions of the *Toronto Action Plan to Confront Anti-Black Racism*, led by the City's Confronting Anti-Black Racism (CABR) Unit. This has included work to continue creating culture change through recruitment, talent management activities, training and data collection, and helping to build Black community resilience through procurement equity and supporting skills development in community.

The TTC is also aligning with the direction of the City's *Reconciliation Action Plan* by building our reconciliation pathway, which includes identifying key actions and prioritizing respectful relationship-building with Indigenous communities in Toronto. This work includes prioritizing Indigenous truths and stories. It also includes prioritizing justice for the harms of anti-Indigenous racism and the impacts of



Employees representing the TTC at a TRACCS event

systemic anti-Indigenous racism, as the TTC intentionally walks a path of reconciliation. For the TTC, this ultimately means centering Indigenous voices and story-telling, as well as maintaining transparency and accountability with Indigenous communities.<sup>9</sup>

In addition, the Strategy supports the TTC’s alignment with recommendations three, 16, and 17 of the *Inquest into the Death of Douglas Amankona Kyrereh* by:<sup>10</sup>

- Continuing efforts to ensure that policy is anti-racist (recommendation 3);
- Working to ensure that institutional anti-racism policies promote active efforts to eliminate all forms of racism, and ensuring that these policies are developed in consultation with local Black and racialized communities,

while allowing these stakeholders to provide training, with a particular focus on executive leadership (recommendation 16); and

- Ensuring that institutional policies addressing anti-racism have clear and transparent consequences in the event of a breach in a manner that complies with provincial labour and employment laws, including collective agreements (recommendation 17).

The TTC has been called to take anti-racist action and it continues to respond in ways that respect the voices of the communities that access its services, and the voices of people who make the TTC the organization that it is today.

Moving forward,  
**the TTC reaffirms  
its commitment to  
learning more** about  
the experiences of  
Black, Indigenous,  
and racialized  
communities when  
taking transit.



YEAR

Tahun Baru

ສຸບສັນຕິວັດ  
Mayang Bago

새해 복 많이 받으십시오

ШҮҮР ОНЫ МЭНД ХУРГ





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# Dismantling Racism within the TTC

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The TTC is committed to implementing a system-wide *Anti-Racism Strategy* to remove barriers to equity and make its workplace and transit services more inclusive and reflective of Toronto’s increasingly diverse population. The Strategy will also be aimed directly at preventing racial bias and racial profiling.

Anti-racism actively seeks to identify, remove, prevent, and mitigate racially-inequitable outcomes and power imbalances between groups and change the structures that sustain inequities.<sup>11</sup> This approach addresses systemic racism directly, which consists of patterns of behaviour, policies, or practices in an organization, and across organizations, that create or perpetuate positions of disadvantage for groups that are racialized as ‘non-White.’<sup>12</sup>

The employee, community and stakeholder voices that have urged the TTC to address racism in its workplaces and service delivery, are also supported by research that has, and continues to demonstrate the critical need for a comprehensive anti-racism strategy at the

TTC. For example, a study conducted in 2019 by researchers from the University of Toronto reiterated concerns of racial profiling and racial inequities for Black and Indigenous transit users, finding that within the previous decade both Black and Indigenous people were over-represented in TTC enforcement incidents, charges and cautions.<sup>13</sup>

Moving forward, the TTC reaffirms its commitment to learning more about the experiences of Black, Indigenous, and racialized communities when taking transit. This commitment has been built into the Strategy. As the TTC listens and creates more meaningful spaces for Black, Indigenous, and racialized communities,





TTC employees participating in Toronto's 2023 Pride Parade

this will be done with the intention to build respectful relationships and work toward helping to restore public trust and confidence across all aspects of the TTC's operations.

In doing this work, and other key actions, the Strategy supports the TTC's *2024-2028 Corporate Plan*, which envisions moving Toronto toward a more equitable, sustainable, and prosperous future, through serving the needs of transit riders by providing a safe, reliable, efficient, and accessible transit service and creating access to opportunity for everyone.

The Strategy works together with the *TTC's Anti-Racism Policy*, which states the commitment to identifying, preventing, and eliminating systemic racism. The Policy also

outlines key responsibilities in carrying out the TTC's commitment to anti-racism. The implementation of the Policy will be an area of central importance for the Strategy.

Prioritizing anti-racism also supports the TTC's efforts to eradicate other forms of systemic discrimination, which are concurrently being addressed through the TTC's initiatives on equity, diversity, inclusion and accessibility. Each of these components of the TTC's work to build a transit system that is welcoming and inclusive for all are closely connected and inform each other in dynamic ways.

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# Developing the Strategy

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The Strategy's development has been informed by external advisors, racial equity academics and researchers, TTC employees, and recommendations from Toronto's Ombudsman.

Some of the key reports that have helped to build the foundations of this Strategy include:



*The Ombudsman Toronto Enquiry Report: Review of the TTC's Investigation of a February 18, 2018 Incident Involving Transit Fare Inspectors<sup>14</sup>*

*The Interim Report: TTC Anti-Racism Strategy Review, prepared by the TTC's External Advisor on Diversity and Inclusion, Arleen Huggins<sup>15</sup>*

*The TTC's 10-Point Action Plan and Five-Year Diversity and Human Rights Plan<sup>16</sup>*

*The Racial Equity Impact Assessment of TTC Enforcement Activities: TTC Report for Action<sup>17</sup>*

The Strategy has also been informed by national and international movements to eradicate racial discrimination, advance reconciliation and recognize rights, as reflected in the following documents:

- *The United Nations Convention on the Elimination of All Forms of Racial Discrimination*;<sup>18</sup>
- *The United Nations Declaration on the Rights of Indigenous Peoples*;<sup>19</sup>
- *The Programme of Activities for the Implementation of the United Nations International Decade for People of African Descent (2015-2024)*;<sup>20</sup> and
- *The Truth and Reconciliation Commission of Canada's Calls to Action*.<sup>21</sup>

In developing the Strategy, the Diversity Department led a multi-phase stakeholder engagement campaign from August 2023 to February 2024, including engagement with employees across the organization, City partners, and customers.

Several key themes were identified from the stakeholder feedback that was received, particularly the following:



Ensuring accountability for complaints of racial discrimination that are filed by employees and customers



Using data, including disaggregated race-based data, effectively and ethically



Prioritizing awareness, education, and training around anti-racism for employees, and promoting awareness of anti-racism and racial discrimination among customers



Ensuring that managers' and employees' anti-racism responsibilities are clear



Equipping managers and employees with the tools they need to carry out their anti-racism responsibilities

This feedback has been instrumental in developing the Strategy and Policy, and has helped to inform them both.

The Strategy is also informed by the previous and ongoing work of the Diversity and Culture Group's Diversity Department, particularly the Racial Equity Office, in building a framework that has been guiding strategic anti-racism planning and actions over the past several months.

With a strategy developed, the TTC will engage on an ongoing basis, internally within the organization, and with community organizations and members, to hear priorities from a wide range of perspectives. This will include a focus on engaging with Black, Indigenous, and racialized communities, guided by an understanding and appreciation of how intersectionality affects each person's lived experience.

The Strategy aims to reflect the priorities of the entire TTC community, particularly the people and groups most directly affected by the harms of racism.



The goal of the *Anti-Racism Strategy* is to **guide and support the TTC on a path to becoming an organization that is free from systemic racism** in the workplace and in the delivery of services.



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# Introducing the Strategy

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**The Strategy will follow a five-year cycle, to allow for alignment to other strategic and corporate priorities, for employee, customer, and community voices to be heard, and to allow for the TTC to be responsive to the quickly evolving nature of anti-racism work.**

The TTC recognizes and understands that advancing anti-racism in an organization as large as the TTC requires building anti-racism into the very foundations of its work, into its institutional processes, procedures, decision-making, and essentially into all aspects of the organization, as an agency of

the City of Toronto. This institutional approach is built through each component of the Strategy, which is outlined in *Figure 1*.

The Strategy will apply across the TTC, to employees, contractors, managers, supervisors, and customers.



## Goal

To guide and support the TTC on a path to becoming an organization that is free from systemic racism in the workplace and in service delivery



## Guiding Principles

Recognizing that everyone deserves to live free of systemic racism and racial discrimination

Working together respectfully and collaborating to achieve collective impact

Respect for the learning and growth journeys of everyone in the TTC community

Honouring lived experiences and responding to the inherently intersectional nature of racism and racial discrimination

Sharing knowledge to advance the shared goal of eradicating racism and racial discrimination

## Strategic Objectives and Actions

Adopt and implement the *Anti-Racism Policy* across the TTC

Review and develop TTC policies through anti-racism analysis

Expand collaborative opportunities for anti-racism engagement and consultation

Create pathways for anti-racism accountability and transparency

Use disaggregated race-based data to inform decision-making

Embed anti-racism into people management

Build anti-racism awareness, understanding, and competencies

## Governance of the Strategy

Strategy will be built into the TTC's governance and reporting structure

Monitoring and evaluation framework

Progress measurement report

Implementation plans

Strategy will be reviewed every five years

Figure 1. The overarching goal, guiding principles, strategic objectives and actions, and governance of the Strategy.

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# Guiding Principles

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The implementation of the Strategy will be guided by the following principles:



**1. Recognizing that everyone deserves to live free of systemic racism and racial discrimination.**

All humans are born free and equal in dignity and human rights – this is a core message of the United Nations *Universal Declaration of Human Rights*,<sup>22</sup> and is the inspiration for this guiding principle. The United Nations *International Convention on the Elimination of All Forms of Racial Discrimination*<sup>23</sup> also inspires this guiding principle by situating the idea of living free of racial discrimination as a universal human right. Additionally, this is a right that is enshrined in the *Ontario Human Rights Code*,<sup>24</sup> which prohibits racial discrimination and harassment in areas including employment and services.



**2. Working together respectfully and collaborating to achieve collective impact.**

Dismantling systemic racism requires everyone to work together, share responsibilities, and hold each other accountable. This work cannot be done alone or in isolation. The TTC's ultimate success will come from working as a collective to achieve the goal of being free from systemic racism. Working together respectfully means that accountability and transparency will be centered in all of the work that is connected with this Strategy.



### 3. Respect for the learning and growth journeys of everyone in the TTC community.

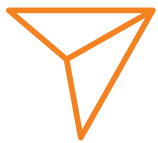
Becoming an organization that is free from systemic racism will also require learning, healing, and growing through what can be challenging patterns, ways of thinking and ways of being. Each person's journey is unique and may look different from the experiences of others. It is important that this understanding is respected and that all TTC employees, customers, and community members are treated with compassion and understanding. It is also important that each person shows this same compassion and understanding to themselves.



### 4. Honouring lived experiences and responding to the inherently intersectional nature of racism and racial discrimination.

Intersectionality can be described as the way in which people's lives are shaped by different and overlapping aspects of identity and social location, and which together, produce unique experiences for each individual person. For example, a Black woman who has recently immigrated from the Caribbean and now lives in Toronto likely has a unique lived experience compared to a Black woman whose family has been living in Toronto for a few generations. Aspects of identity and social location include, but are not limited to, gender, race, ethnicity, immigration status, religion, sexual orientation, gender identity, gender expression, differences in ability, income level, and language(s) spoken – these can all impact an individual's experience of racial discrimination, and this is a reality that the Strategy responds to, both in design and implementation.





## 5. Sharing knowledge to advance the shared goal of eradicating racism and racial discrimination.

The TTC's journey toward becoming an organization that is free from systemic racism will also require the sharing of knowledge, competencies, and skills openly with each other, in dedicated learning environments such as training sessions, and when putting the work of this Policy into action through implementation plans. It will require, in many cases, open giving and receiving, keeping in mind the shared goal.



Ceremonial drumming at the TTC's 2023 National Indigenous Peoples Day Sunrise Ceremony

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# Strategic Objectives and Actions

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The Strategy has seven objectives, each of which is designed to support the TTC's work toward achieving the overarching goal of becoming an organization that is free from systemic racism. Each of these objectives, listed in *Figure 2*, will be monitored, and progress will be reported publicly to support

meaningful accountability and transparency. High-level strategic actions have been identified to advance these objectives and the Strategy's overarching goal. These strategic actions will form the foundation for more specific activities that are identified in implementation plan.

- 
- 1 Adopt and implement the *Anti-Racism Policy* across the TTC
  - 2 Review and develop TTC policies through anti-racism analysis
  - 3 Expand collaborative opportunities for anti-racism engagement and consultation
  - 4 Create pathways for anti-racism accountability and transparency
  - 5 Use disaggregated race-based data to inform decision-making
  - 6 Embed anti-racism into people management
  - 7 Build anti-racism awareness, understanding, and competencies

**Figure 2.** Objectives of the Anti-Racism Strategy.





TTC employees celebrating at the Commission's first Black History Month Opening Ceremonies (2024)

# Strategic Objective 1: Adopt and implement the *Anti-Racism Policy* across the TTC

The Policy is a central part of the Strategy, and helps to articulate the TTC's position on anti-racism, as well as specific commitments, roles, and responsibilities. The Strategy will provide institutional support for the implementation of the Policy. This approach supports enhanced coordination, integration, and alignment of the TTC's anti-racism work.

## Strategic Actions

- 1.1 Develop and activate a policy implementation plan.
- 1.2 Develop a policy review framework.
- 1.3 Launch an education and awareness campaign about the Policy, its role, and its purpose within the TTC.

### Desired Outcome

The Policy is being effectively implemented, monitored for meaningful impact, and evaluated to support ongoing anti-racism progress.





CEO Rick Leary and Andrea Valente, a Divisional Manager, celebrating at the Toronto Caribbean Carnival Kick-Off Event hosted at the Wilson Division

## Strategic Objective 2: Review and develop TTC policies through anti-racism analysis

Anti-racism analysis helps to identify systemic racism in policies and their related plans, procedures, and processes. This type of analysis highlights areas where ideas of racial hierarchy and associated attitudes, beliefs, and actions may be contributing to the marginalization of Black, Indigenous, and racialized groups. The *Anti-Racism Strategy* will help the TTC to focus on, and be accountable for ensuring that policy development, implementation, review and evaluation are all carried out and completed through anti-racism analysis.

### Desired Outcome

All TTC policies are being developed through an anti-racism lens, and all existing policies are reviewed and updated using anti-racism analysis.

### Strategic Actions

- 2.1 Develop an anti-racism analysis tool that incorporates an intersectional lens.
- 2.2 Begin developing and reviewing TTC policies using the anti-racism analysis tool.
- 2.3 Update the existing Diversity and Inclusion Lens, and Toolkit, to incorporate anti-racism and anti-Black racism analysis.



The first-ever Diversity and Culture Group Town Hall for department employees (2023)

## Strategic Objective 3: Expand collaborative opportunities for anti-racism engagement and consultation

Meaningful engagement and consultation are key for the implementation of the Strategy. In support of the Strategy and its related initiatives, the TTC will build mechanisms that allow the organization to hear directly from employees and customers about their anti-racism priorities. The TTC intends to create spaces where employees and customers, particularly those from Black, Indigenous, and racialized communities, have accessible opportunities to provide advice and input during anti-racism policy and planning processes.

It is also essential to involve the TTC's senior leaders, which are the organization's executives and department heads, in anti-racism engagement initiatives. Senior leaders should be connected with employees and customers in ways that allow for shared learning spaces, building relationships, and

### Desired Outcome

TTC customers, senior leaders, and employees are engaged in the development, implementation, and evaluation of anti-racism initiatives in a range of meaningful and accessible ways.





CEO Rick Leary talks with an employee during a Town Hall throughout the Divisions led by Executives (2023)

building a sense of shared understanding in regards to the TTC's collective goal of becoming an organization that is free from systemic racism.

## Strategic Actions

- 3.1 Listen to the experiences of the TTC's customers and employees, including those from Black, Indigenous, and racialized communities, to inform meaningful anti-racism action across the TTC.<sup>25</sup>
- 3.2 Build respectful relationships with Indigenous and Black communities in Toronto that support ongoing engagement to inform policy development and service delivery at the TTC.
- 3.3 Create an Anti-Racism Advisory Committee,<sup>26</sup> with representation from Black, Indigenous, and racialized communities, which provides ongoing advice, input, and co-design support in advancing the TTC's anti-racism initiatives.





# Strategic Objective 4: Create pathways for anti-racism accountability and transparency

Advancing anti-racism in an organization as large as the TTC requires accountability and transparency measures to be taken seriously and formalized into governance structures and processes. Creating these cultural shifts will require the TTC to develop multiple pathways that shine a light on the various areas where systemic racism may be impacting our service.

Key, foundational pathways for anti-racism accountability and transparency include reporting directly to the TTC Board on the progress and impact of the Strategy and utilizing a measurement framework that will support this reporting in a robust, evidence-driven way. For the TTC, accountability and transparency also extends to service delivery.

**Desired Outcome**  
 Effective anti-racism accountability and transparency measures are formalized, adopted, and actively applied across the TTC.





## Strategic Actions

- 4.1 Continue the independent review of the collection of race-based data in the TTC Special Constable and Revenue Protection services.<sup>27</sup>
- 4.2 Report directly to the TTC Board on the progress and demonstrated impact of this Strategy on an annual basis.
- 4.3 Respectfully engage the Anti-Racism Advisory Committee in assessing the progress of the Strategy on an annual basis.
- 4.4 Review the TTC's complaints system (processes and procedures), and create actionable recommendations for making this system more accessible for employees and customers who want to file racial discrimination-related complaints.



## Strategic Objective 5: Use disaggregated race-based data to inform decision-making

Disaggregated race-based data is important for anti-racism work because it helps us to understand how race, and its intersections with other aspects of identity, may be impacting individual and group outcomes. This kind of data can help the TTC to better understand what can be done to remove barriers that are created by systemic racism. The data will be used to inform training, education, awareness and program planning, and will support the TTC's prioritization of transit equity.

At the same time, using disaggregated race-based data requires a carefully planned approach that respects the groups and communities that it speaks about. This data must be handled with great care, with high ethical standards that prioritize transparency and appropriate access. As a key part of the TTC's anti-racism learning journey, using disaggregated race-based data will, over time, help the organization to take actions that more directly dismantle systemic racism.

### Desired Outcome

Decisions across the TTC reflect the appropriate, ethical, and transparent use of disaggregated race-based data.





2024 Black History Month streetcar artwork designed and curated by AstroSankofa Arts Initiatives

## Strategic Actions

- 5.1 Develop a policy on gathering and using sociodemographic data, including disaggregated race-based data.<sup>28, 29</sup>
- 5.2 Develop and launch an educational campaign that shares knowledge and information on the appropriate use of disaggregated race-based data.
- 5.3 Make the TTC's anonymized and disaggregated race-based data, regarding its workforce and service delivery, publicly available.
- 5.4 Gather data about the demographic profile of TTC customers, and use this data transparently to inform transit equity planning and implementation.



A community member speaking to the audience at the 2023 Emancipation Day Freedom Train Event

## Strategic Objective 6: Embed anti-racism into people management

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Building anti-racism into people management processes and activities is one of the key ways that the TTC can advance equity, diversity, inclusion, and accessibility, while also ensuring that anti-racism is grounded as a practical shift across the organization. Countering systemic racism-related barriers in people management with anti-racism can help the TTC build an approach to change that connects with each employee in the organization. This approach of advancing anti-racism through people management can help address some of the most common ways that systemic racism shows up in organizations, particularly when it comes to hiring, promotions and retention, as well as representation in management and senior leadership positions.

### Desired Outcome

Recruitment, selection, hiring, promotions, and retention activities are conducted using approaches that center anti-racism.





The TTC Executive Team participating in a Sunrise Ceremony at Hillcrest Complex during Indigenous Peoples Month (2023)

## Strategic Actions

- 6.1 Implement measures that ensure that hiring panels consistently and effectively reflect the racial and ethnic diversity of the TTC community.
- 6.2 Use voluntary demographic data, along with other relevant data, to identify and remove barriers in the application and hiring process.<sup>30</sup>
- 6.3 Review employment systems and workforce practices to advance racial equity in the recruitment, hiring, promotion, and retention of employees from Black, Indigenous, and racialized groups.<sup>31, 32</sup>
- 6.4 Build anti-racism knowledge, skills, abilities, and competencies into all new and revised job descriptions.





## Strategic Objective 7: Build anti-racism awareness, understanding, and competencies through knowledge-sharing and training

A significant part of advancing anti-racism is building the awareness, understanding, and competencies that take it from being an abstract concept to one that applies to everyday activities and responsibilities. Anti-racism knowledge can help to not only talk about this kind of work, but also apply it in practical ways when employees interact with each other and with customers. The TTC's senior leaders have a central role in demonstrating an openness to learning and growing as the organization navigates the journey to becoming free from systemic racism.

There is also a growing awareness that anti-racism training must be delivered in ways that are engaging, interesting, and place a focus on building competencies over time. Learning about anti-racism happens differently for different people – and as such, the TTC plans to deliver responsive learning opportunities that are accessible for employees with various learning styles.

### Desired Outcome

TTC senior leaders and employees are able to apply anti-racism principles, core concepts, and competencies into all aspects of their work, including in relationships with colleagues, and in interactions with the public.





TTC employees celebrating Lunar New Year at the Mount Dennis Division

## Strategic Actions

- 7.1 Deliver educational events that share core knowledge, information, and perspectives about anti-racism, anti-Indigenous racism, and anti-Black racism.
- 7.2 Engage the TTC's senior leaders in targeted anti-racism education and awareness-building initiatives.
- 7.3 Begin delivering anti-racism training to all employees with a focus on eliminating systemic racism.
- 7.4 Equip senior leaders and employees with anti-racism competencies that are specific to job roles and functions.<sup>33</sup>
- 7.5 Provide employees with self-care and well-being supports that are accessible, appropriately resourced, and tailored to anti-racism learning, growth, and competency-building.
- 7.6 Deliver the CABR Unit's confronting anti-Black racism training to all employees.

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# Governance of the Strategy

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The TTC is committed to ensuring that the Strategy is supported through the identification of key roles and responsibilities that engage senior leaders and employees. The Strategy will be built into the TTC's governance and reporting structure in ways that protect its sustainability and relevance in the years to come.



## Key Roles and Responsibilities

The Chief Diversity and Culture Officer will be responsible for the implementation and evaluation of the Strategy, as well as timely review.

The Diversity Department, including the Racial Equity Office, will provide support to the Chief Diversity and Culture Officer in ensuring the effective implementation, evaluation, and review of the Strategy.

Senior leaders will be invited to serve as Strategy champions, to promote the Strategy, support the dissemination of key information, and encourage ongoing dialogue about the Strategy.

The Anti-Racism Strategy Review Task Force will be created to support the timely and evidence-informed development of each successor Strategy (according to the Strategy review schedule). This review entity will be comprised of up to 15 members, including TTC senior leaders, employees, community members, representatives from the City of Toronto, and anti-racism subject matter experts. The Review Task Force members may be drawn from the Anti-Racism Advisory Committee to support knowledge- and capacity-building.



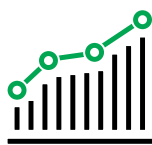


TTC staff visiting Arrow Road Division to engage with employees during the development of the Anti-Racism Strategy and the Anti-Racism Policy



## Plan for implementation

The Strategy's implementation plan outlines key implementation activities and related considerations, such as timeframes for activities. This document will support sustained, transparent, and effective implementation over the course of the Strategy.



## Measuring Progress and Review

A monitoring and evaluation framework<sup>34</sup> will support the TTC to publicly share progress on the Strategy and will support ongoing shared accountability. It is foundational to tracking and communicating the impact of the Strategy over time.

In addition, a progress measurement report will be prepared annually by the Diversity Department, in collaboration with the Anti-Racism Advisory Committee, using the monitoring and evaluation framework.

The Strategy will be reviewed every five years, informed by recommendations from the Anti-Racism Strategy Review Task Force.

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# Moving Forward

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The TTC's first *Anti-Racism Strategy* represents a significant step forward and will have a lasting impact for years to come. However, while this Strategy identifies key objectives and activities that can help the TTC in becoming a workplace and service provider that is free from systemic racism, this work must be put into action by the entire organization. The TTC must work together in building a foundation of practices, processes, and approaches that will ultimately create an environment that is more inclusive, equitable, and one that honours the diversity of Toronto.

Moving forward, the TTC reaffirms its commitment to engaging Black, Indigenous, and racialized communities in ways that support respectful relationship-building. This will be at the core of the TTC's work to advance racial equity system-wide. The TTC looks forward to implementing this Strategy and building anti-racism into all aspects of the organization.



TTC employees at a Sunrise Ceremony honouring National Indigenous Peoples Day





An employee helping a customer at Highway 407 Station



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# Appendix: Key Terms Glossary

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The following list defines the key terms that are used in the Strategy. The definitions align with those that are listed in the *Anti-Racism Policy*, and where possible, with those in use across the City of Toronto and the Ontario Government.

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## **Anti-Black racism:**

refers to policies and practices embedded in Canadian institutions that reflect and reinforce beliefs, attitudes, prejudice, stereotyping and/or discrimination directed at people of African descent and rooted in their unique history and experience of enslavement and its legacy. Anti-Black racism is deeply entrenched in Canadian institutions, policies and practices, to the extent that anti-Black racism is either functionally normalized or rendered invisible to White society. Anti-Black racism is manifest in the current social, economic, and political marginalization of African Canadians.<sup>35</sup>

## **Anti-Black racism analysis:**

is the application of an understanding of anti-Black racism to the planning, development, operation, resource allocation and evaluation of policies, services, practices, and spaces, with the intent of achieving transformative change.<sup>36</sup> For an example of the application of anti-Black racism analysis, see the *Toronto Action Plan to Confront Anti-Black Racism*,<sup>37</sup> which has been adopted by the TTC.

## **Anti-Indigenous racism:**

is the ongoing race-based discrimination, negative stereotyping, and injustice experienced by Indigenous Peoples within Canada. It includes ideas and practices that establish, maintain and perpetuate power imbalances, systemic barriers, and inequitable

outcomes that stem from the legacy of colonial policies and practices in Canada.<sup>38</sup>

## **Anti-racism:**

is a practice of seeking to identify, remove, prevent, and mitigate racially-inequitable outcomes and power imbalances between groups and change the structures that sustain inequities.<sup>39</sup>

## **Anti-racism analysis:**

is an organized method of analysis and a proactive course of action that recognizes the existence of racism, including systemic racism,<sup>40</sup> and actively seeks to identify, remove, prevent and mitigate racism and racial discrimination in all their forms, including in systemic, institutional, interpersonal, and individual behaviours, attitudes, actions, practices, procedures, processes, and outcomes.

## **Black Persons:**

are individuals with African ancestry who identify and are racialized as Black, regardless of their cultural identity or where they were born, such as, but not limited to, Africa, Canada, the Caribbean and South America.<sup>41</sup>

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## Cultural safety:

Cultural safety is a practice about the experience of the individual; it is an outcome based on respectful engagement that recognizes and strives to address power imbalances that exist in public institutions. The desired outcome is an environment free of racism and discrimination.

Cultural safety has its origins in the field of nursing education. The concept originated in 1989 after concerns were raised by Māori nursing students about the safety of Māori students in monoculture nursing schools and of Māori intellectual property when taught by non-Māori. It was further theorized and developed by Irihapeti Ramsden and the Nursing Council of New Zealand. The objectives of using the term were as follows:

- To enable student nurses and midwives to examine their own reality and the attitudes they bring to each new person they encounter in their practice;
- To educate student nurses and midwives to be open-minded and flexible in their attitudes toward people from differing cultures, to whom they offer and deliver service;
- To educate student nurses and midwives, and not to blame the victims of historical and social processes for their current plight; and
- To produce a workforce of well-educated, self-aware registered nurses and midwives who are culturally-safe to practice. The

Cultural Safety process = Sensitivity + Self-Awareness → Safety.<sup>42</sup>

## Disaggregated (race-based) data:

Disaggregated data is broken down into component parts or smaller units of data for statistical analysis. In the context of race-based data, this means breaking down the composite (aggregate) 'racialized' category into its component parts, such as Black, South Asian, East/Southeast Asian, Latine, Middle Eastern, etc.<sup>43</sup>

## Discrimination:

an action or decision that is intentional or unintentional that results in an adverse impact to a person or group, where the adverse impact is related to a characteristic that is protected under the Ontario *Human Rights Code*.<sup>44</sup>

## Diversity:

the range of visible and invisible qualities, experiences and identities that shape who we are, how we think and how we engage with, and are perceived by the world. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical or mental abilities, religious/spiritual beliefs, or political ideologies. They can also include differences, such as personality, style, capabilities, and thought/perspectives.<sup>45</sup>



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## **Equity:**

means meeting communities where they are and allocating resources and opportunities as needed to create equal outcomes for all community members. Equity recognizes each person has different circumstances and needs, meaning different groups of people need different resources and opportunities allocated to them in order to thrive.<sup>46</sup>

## **Inclusion:**

ensures that processes, policies, services, programs, and practices are accessible to and usable by as many people as possible, regardless of race, ethnic origin, gender, age, disability, language, or other identify factors. An inclusive environment is open, safe, equitable, and respectful. Everyone can enjoy a sense of trust, belonging and involvement, and everyone is encouraged to contribute and participate fully.<sup>47</sup>

## **Indigenous:**

is a term used internationally to collectively represent the original inhabitants or those naturally existing in a particular place. In this context, “Indigenous” is used to refer to the First Nations, Inuit and Métis.<sup>48</sup>

## **Indigenous communities:**

a term used to collectively refer to the multiple differing communities comprised of diverse First Nations, Inuit and Métis peoples within Toronto.<sup>49</sup>

## **Intersectionality:**

is the way in which people’s lives are shaped by their multiple and overlapping identities and social locations, which, together, can produce a unique and distinct experience for that individual or group, which may lead to experiences with barriers, opportunities, and/or power imbalances.

In the context of race and Indigenous identity, this means recognizing the ways in which people’s experiences of racism or privilege, including within any one group, may vary depending on the individual’s or group’s relationship to additional overlapping or intersecting social identities, such as religion, ethnic origin, gender, sexual orientation, gender identity, gender expression, age, disabilities, citizenship and immigration status.

An intersectional analysis enables better understanding of the impacts of any one particular systemic barrier by considering how that barrier may be interacting with other related factors.<sup>50</sup>

## **Lived experience:**

is the actual, first-hand experience of an individual or group, which is shaped by their unique identity and lived reality.<sup>51</sup>

## **Psychological safety:**

means a workplace that promotes workers’ psychological well-being and actively works to prevent harm to worker psychological

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health, including in negligent, reckless, or intentional ways. Note: this includes feeling safe to take interpersonal risks, to speak up, to disagree openly, and to raise concerns without being afraid of negative repercussions.<sup>52</sup>

### **Race:**

is a prohibited ground in the Ontario *Human Rights Code* that is not specifically defined and a term used to classify persons into groups mainly based on physical traits such as skin colour or other apparent differences perceived as ‘inherent’ or ‘unchanging.’ Race categories are not based on science or biology, but on differences that are socially constructed (i.e., created by society), with significant consequences for people’s lives. Race categories may vary over time and place, and can intersect with ethnic, cultural or religious groupings.<sup>53</sup>

### **Racial discrimination:**

is any distinction, exclusion, restriction or preference based on race, colour, descent, or national or ethnic origin, which has the purpose or effect of nullifying or impairing the recognition, enjoyment or exercise, on an equal footing, of human rights and fundamental freedoms in the political, economic, social, cultural or any other field of public life.<sup>54</sup>

### **Racial equity:**

refers to the systemic fair treatment of all people resulting in equitable opportunities and outcomes for everyone. It contrasts with formal equality where people are treated the same without regard for racial differences. Racial equity is a process (such as meaningfully engaging with Indigenous, Black and other racialized employees regarding policies, directives, practices and procedures that affect them) and an outcome (such as equitable representation of Indigenous, Black and other racialized employees at all levels of the organization).<sup>55</sup>

### **Racialized:**

refers to persons, groups, or communities who have or have had racial meanings attributed to them in ways that negatively impact their social, political, and economic life. In addition to Black persons, this includes, but is not limited to, East/Southeast Asian, South Asian, Latine, and Middle Eastern persons, and persons impacted by antisemitism and Islamophobia.<sup>56</sup>

### **Racism:**

is the belief that one group is superior or inferior to others (i.e. of lesser importance or value). Racism can be openly displayed in racial jokes, slurs, or hate crimes. It can also be more deeply rooted in attitudes, values, and stereotypical beliefs and, in some

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cases, people may not even realize they have. Racism consists of assumptions that have evolved over time and have become part of systems and institutions. Acts of racism are a violation of the Code and may constitute harassment and/or violence under the *Occupational Health and Safety Act* and an offence under the *Criminal Code of Canada*.<sup>57</sup>

### **Reconciliation:**

requires mutually respectful relationships between Indigenous and non-Indigenous People, awareness of the past, acknowledgement of and atonement for the harms that have been caused, and actions to change behaviour. The actions taken for reconciliation must be taken in partnership with Indigenous Peoples, and directly respond to the self-identified needs and directives as set out by Indigenous community members, organizations and leaders.<sup>58</sup>

### **System-wide approach:**

refers to transforming the structure and operational aspects of the TTC as an organization to better prevent and respond to systemic racism by integrating actions and responsibilities across the organization and its employees and customers.<sup>59</sup>

### **Systemic racism:**

consists of patterns of behaviour, policies or practices that are part of the social and/or administrative structures of an organization, and across organizations, which create and/or perpetuate a position of relative disadvantage for groups that are racialized as ‘non-White’ and are identified under the *Ontario Human Rights Code*.<sup>60</sup>

### **TTC community:**

consists of employees, customers, and all others who have a significant and shared interest in the work of the TTC. Communities are always shifting and changing in dynamic and complex ways, and this is the same for the TTC. With that said, the community shares expectations, priorities, and a collective goal of becoming free from systemic racism.



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# Toronto Transit Commission

## Anti-Racism Policy

### 1. RESPONSIBILITY

1.1. Chief Diversity and Culture Officer

### 2. POLICY STATEMENT

2.1. The Toronto Transit Commission (TTC) acknowledges the history and existence of racism in Canadian society, and its responsibility to develop and sustain system-wide anti-racism measures, strategies, and tools within its organization, including the *Anti-Racism Strategy*. The TTC recognizes the existence of systemic racism and racial discrimination in the organization, including its workplaces. The TTC also recognizes that systemic racism and racial discrimination occur across Canadian institutions, reflected and reinforced in beliefs, attitudes, prejudice, stereotyping, and discrimination that is directed at Black, Indigenous, and racialized communities. To this end, the TTC is committed to identifying, preventing, and eliminating systemic racism, including racial discrimination prohibited by the Ontario *Human Rights Code* (the “Code”), in all aspects of TTC employment, service delivery, and its relationships with diverse communities, including Indigenous Peoples, Black, and racialized persons.

The Anti-Racism Policy (the “Policy”) is essential to the TTC by virtue of the diverse communities that make up Toronto and the past incidences of racial discrimination experienced primarily by Black and Indigenous customers on the TTC. In addition, the TTC is aligning with the direction of the City of Toronto’s *Reconciliation Action Plan* to build a reconciliation pathway and prioritize respectful relationship-building with Indigenous communities in Toronto.

Given experiences of racism and racial discrimination that have been documented in several reports and public documents, the TTC is committed to taking anti-racist action. This action will include a focus on addressing institutional racism, which is racism that is embedded in the policies and practices of an organization through attitudes, beliefs, and behaviours. It will also include action to address racial discrimination that may be unintentional, yet may still cause harm to individuals, communities, and groups.

Prioritizing anti-racism supports the TTC’s efforts to eradicate other forms of systemic discrimination, which is also being addressed through the TTC’s initiatives on equity, diversity, inclusion, and accessibility.



### 3. PURPOSE

#### 3.1. The Purpose of this Policy is to:

- a) articulate the TTC's commitment to identify, prevent, and eliminate all forms of systemic racism and racial discrimination in the workplace and in the delivery of services, and to build trust with Black, Indigenous and racialized communities;
- b) provide system-wide guidance about the responsibilities, requirements and expectations involved in the TTC's anti-racism approach;
- c) address community concerns on racial profiling and the over-representation of Black and Indigenous people in the TTC's enforcement activities, and safety and security incidences;
- d) ensure fairness for employees and customers who file complaints of systemic racism and racial discrimination at the TTC and when accessing the TTC's services;
- e) enhance coordination, integration, and alignment of the TTC's system-wide, strategic anti-racism approach, which includes the following:
  - Policy review and development through an anti-racism lens,
  - Anti-racism engagement and consultation,
  - Anti-racism accountability and transparency,
  - Decision-making processes informed by disaggregated race-based data,
  - Anti-racism knowledge- and competency-building, and
  - Anti-racism centered people management.

### 4. GUIDING PRINCIPLES

#### 4.1. The implementation of this Policy is guided by the following principles:

- a) Recognizing that everyone deserves to live free of systemic racism and racial discrimination.

All humans are born free and equal in dignity and human rights – this is a core message of the United Nations *Universal Declaration of Human Rights*, and is the inspiration for this guiding principle. The United Nations *International Convention on the Elimination of All Forms of Racial Discrimination* also inspires this guiding principle by situating the idea of living free of racial discrimination as a universal human right. Additionally,



this is a right that is enshrined in the Ontario *Human Rights Code*, which prohibits racial discrimination and harassment in areas including employment and services.

- b) Working together respectfully and collaborating to achieve collective impact.

Dismantling systemic racism requires everyone to work together, share responsibilities, and hold each other accountable. This work cannot be done alone or in isolation. The TTC's ultimate success will come from working as a collective to achieve the goal of being free from systemic racism. Working together respectfully means that accountability and transparency will be centered in all of the work that is connected with this Policy.

- c) Respect for the learning and growth journeys of everyone in the TTC community.

Becoming an organization that is free from systemic racism will also require learning, healing, and growing through what can be challenging patterns, ways of thinking and ways of being. Each person's journey is unique and may look different from the experiences of others. It is important that this understanding is respected and that all TTC employees, customers, and community members are treated with compassion and understanding. It is also important that each person shows this same compassion and understanding to themselves.

- d) Honouring lived experiences and responding to the inherently intersectional nature of racism and racial discrimination.

Intersectionality can be described as the way in which people's lives are shaped by different and overlapping aspects of identity and social location, and which together, produce unique experiences for each individual person. For example, a Black woman who has recently immigrated from the Caribbean and now lives in Toronto likely has a unique lived experience compared to a Black woman whose family has been living in Toronto for a few generations. Aspects of identity and social location include, but are not limited to, gender, race, ethnicity, immigration status, religion, sexual orientation, gender identity, gender expression, differences in ability, income level, and language(s) spoken – these can all impact an individual's experience of racial discrimination.

- e) Sharing knowledge to advance the shared goal of eradicating racism and racial discrimination.

The TTC's journey toward becoming an organization that is free from systemic racism will also require the sharing of knowledge, competencies, and skills openly with each other, in dedicated learning environments such





as training sessions, and when putting the work of this Policy into action through implementation plans. It will require, in many cases, open giving and receiving, keeping in mind the shared goal.

## 5. INTERPRETATION

5.1. This Policy should be interpreted in a manner that centers on and prioritizes the lived experiences of Black, Indigenous, and other racialized persons, in accordance with the spirit and letter of the Ontario *Human Rights Code*, the TTC's Respect and Dignity Policy, the Diversity and Inclusion Policy, and all other applicable TTC policies.

## 6. APPLICATION AND SCOPE

6.1. This Policy applies to:

- a) TTC Board members;
- b) TTC Board and Advisory Committees;
- c) all TTC employees, including full-time, part-time, temporary, student, co-op interns, casual or term employees (collectively referred to as "employees");
- d) any persons who perform work at a TTC workplace, including but not limited to contractors, consultants, volunteers, and individuals paid by a third party who use TTC assets (e.g., computers) and perform work for the TTC (e.g., non-employee labour assistants and Wheel-Trans approved taxi service contractors);
- e) all TTC processes, procedures, and practices;
- f) all matters of racial discrimination at the TTC, including interpersonal racial discrimination and systemic racism, given the understanding that incidents and experiences of racial discrimination at the systems level are inextricably linked to interpersonal interactions, and that interpersonal racial discrimination must be addressed by this Policy; and
- g) customers.

6.2. All contractors and consultants will be advised of the applicable provisions of this Policy and will be expected to follow, and enforce its requirements for their own employees, sub-contractors and agents.

6.3. This Policy works in complement with other TTC policies that address prohibition against and protection from other forms of discrimination, including the TTC's Respect and Dignity Policy and the Diversity and Inclusion Policy.



## 7. RESPONSIBILITIES

### 7.1. Employees, Contractors, and Consultants

All employees, contractors, and consultants are responsible for the following:

- a) reading and understanding their responsibilities under this Policy;
- b) upholding the principles and responsibilities set out in this Policy;
- c) respecting and valuing the racial diversity of all TTC customers, employees, contractors, and consultants, and refraining from participating, supporting or condoning racial discrimination in any form;
- d) respecting, valuing, and supporting individual differences in backgrounds, experiences, values, perspectives, behaviours, communication styles, and abilities among all TTC employees, contractors, consultants, and customers;
- e) supporting a psychologically and physically healthy and safe workplace with respect to workplace racism and racial discrimination, recognizing that such discriminatory actions, attitudes, and beliefs are harmful to the mental and physical health (i.e., overall well-being) of everyone at the TTC, particularly Black, Indigenous, and racialized employees;
- f) attending relevant training and using available resources and tools to support this Policy and the TTC's *Anti-Racism Strategy*;
- g) providing services and working in an equitable, inclusive, and barrier-free manner with all TTC customers, employees, contractors, and consultants;
- h) removing barriers to racial equity, or where barrier removal is outside of their control, reporting to their manager, supervisor or the Diversity Department the existence of any barriers to racial equity they believe should be addressed;
- i) supporting racial equity and anti-racism commitments under this Policy and the TTC's *Anti-Racism Strategy*;
- j) providing feedback or suggestions for improvement under this Policy to their manager, supervisor or the Diversity Department; and
- k) participating in and cooperating with investigations under this Policy, in accordance with the established Complaint Procedures in the TTC's Respect and Dignity Policy.

### 7.2. Contractors and Consultants

Contractors and consultants are also responsible for the following:



- a) ensuring sub-contractors are familiar with this Policy and understand their responsibilities prior to providing services to the TTC, and
- b) demonstrating compliance with this Policy for the life of any contract for which they provide services to the TTC, or on behalf of the TTC.

### 7.3. Supervisors and Managers

In addition to the responsibilities set out in Section 7.1, all supervisors and managers are responsible for the following:

- a) performance management in accordance with the spirit and letter of the Policy;
- b) initiating, participating in and cooperating with workplace investigations related to the Policy;
- c) providing clear and specific guidance to employees and staff on how to respond to incidents of racial discrimination and racism in the workplace and in the delivery of services;
- d) responding to concerns about racism or racial discrimination in respectful, timely, and transparent ways, and forwarding any such concerns using the appropriate mechanisms (refer to Section 9.1);
- e) creating and maintaining an equitable workplace that is free from racism and racial discrimination;
- f) promoting awareness, understanding of and compliance with this Policy;
- g) modelling anti-racism practices and behaviours that are consistent with this Policy;
- h) addressing practices and behaviours contrary to this Policy;
- i) providing support to employees, contractors and consultants, and providing information to customers regarding the interpretation and implementation of this Policy;
- j) identifying and addressing any barriers to racial equity, diversity and inclusion, including those reported by employees, contractors, consultants, or customers;
- k) working with the Diversity Department to support and advance the TTC's *Anti-Racism Strategy*, including the aspects that relate specifically to their departments;
- l) consulting with Diversity Department staff during the development of all new policies, and consulting with the Diversity Department, where appropriate, during the development of procedures, processes, programs, and practices,





and reviewing existing ones on an ongoing basis, to ensure they have anti-racism and racial equity principles embedded in them; and

- m) consulting with the Diversity Department as needed and as required by this Policy on racial equity and anti-racism issues.

#### 7.4. Senior Leaders

In addition to the responsibilities set out in Sections 7.1 and 7.3, the TTC's Senior Leaders (Department Heads and Executives) are responsible for the following:

- a) actively promoting awareness, understanding of and compliance with this Policy;
- b) approving necessary resources and initiatives to support the implementation of this Policy and the TTC's *Anti-Racism Strategy*;
- c) demonstrating leadership in eradicating systemic racism in all its forms, within their departments, units, teams, and the broader organization;
- d) elevating, amplifying, and supporting the voices and overall well-being of TTC employees and customers who identify as Black, Indigenous, or part of a racialized community; and
- e) participating in and cooperating with investigations under this Policy, and supporting staff who are participating, cooperating with, or otherwise involved in investigations.

#### 7.5. The TTC Board, and TTC Board and Advisory Committees

The TTC Board, and TTC Board and Advisory Committees are responsible for the following:

- a) reading and understanding their responsibilities under this Policy;
- b) upholding the principles and responsibilities set out in this Policy;
- c) respecting and valuing the racial diversity of all TTC customers, employees, contractors, consultants, and other Board or committee members, and refraining from participating, supporting or condoning racial discrimination in any form;
- d) respecting, valuing, and supporting individual differences in backgrounds, experiences, values, perspectives, behaviours, communication styles, and abilities among all TTC employees, contractors, consultants, customers, and Board or committee members;
- e) modelling anti-racism practices and behaviours that are consistent with this Policy;



- f) attending relevant training, in support of the TTC's racial equity and anti-racism commitments;
- g) participating in and cooperating with investigations under this Policy; and
- h) approving necessary resources and initiatives to support the implementation of this Policy and the TTC's *Anti-Racism Strategy*.

## 7.6. The Diversity Department

The Diversity Department is responsible for the following:

- a) promoting awareness, understanding of, and compliance with this Policy;
- b) leading the development, implementation, and review of the TTC's *Anti-Racism Strategy* every five years;
- c) developing training, resources, and tools to raise awareness and ensure that all employees, contractors, consultants, or persons doing business with the TTC develop the requisite skills to understand their responsibilities to support anti-racism and racial equity commitments under this Policy and the *Anti-Racism Strategy*;
- d) working with all departments to advance this Policy and the TTC's *Anti-Racism Strategy*;
- e) monitoring and reporting internally on the impact of this Policy on a biennial basis (i.e., every two years);
- f) monitoring and reporting on the impact of this Policy to the TTC Board and Toronto City Council on a biennial basis;
- g) monitoring and reporting internally on the progress of the *Anti-Racism Strategy* on an annual basis;
- h) monitoring and reporting on the progress of the *Anti-Racism Strategy* to the TTC Board and the City of Toronto Council on an annual basis;
- i) assisting departments in developing initiatives to make their workplace and service delivery more racially equitable;
- j) assisting in identifying and addressing any barriers to racial equity, including those reported by executives, department heads, managers, supervisors, employees, contractors, consultants or customers; and
- k) supporting executives, department heads, managers, supervisors, employees, contractors and consultants by providing consultation on specific issues related to racial equity and anti-racism.



## 7.7. The Human Rights and Investigations Department (HRID)

The HRID is responsible for the following:

- a) promoting awareness, understanding of, and compliance with this Policy;
- b) collaborating with the Diversity Department to create resources and supports for individuals who experience interpersonal or systemic racial discrimination at the TTC;
- c) collaborating with the Human Resources Department to make available resources and supports for individuals who experience interpersonal or systemic racial discrimination at the TTC;
- d) investigating complaints of interpersonal or systemic racial discrimination in accordance with the established Complaint Procedures in the TTC's Respect and Dignity Policy;
- e) providing updates to Complainants and Respondents of an investigation into a racial discrimination complaint according to a clear schedule, until the investigation is closed;
- f) coordinating and carrying out all aspects of investigative procedures using an anti-racism lens;
- g) collecting data, including disaggregated race-based data, on the experiences of employees and customers who file racial discrimination complaints in accordance with the Respect and Dignity Policy;
- h) making publicly available, on an annual basis, any data, including disaggregated race-based data, on racial discrimination complaints received in accordance with the Respect and Dignity Policy, subject to privacy laws;
- i) collaborating with the Diversity Department to provide an annual report on the experiences of employees and customers who file interpersonal and systemic racial discrimination complaints in accordance with the Respect and Dignity Policy;
- j) consulting with the Diversity Department as needed on racial equity and anti-racism matters; and
- k) meeting with the Diversity Department on a quarterly basis to share updates and emerging issues related to shared priorities, particularly with respect to anti-racism and racial equity.

## 7.8. The Human Resources Department

The Human Resources Department is responsible for the following:

- a) promoting awareness, understanding of, and compliance with this Policy;





- b) providing advice, guidance, and support to management and supervisors on the restorative, corrective or disciplinary action that arises from behaviours contrary to the Policy or Policy violations;
- c) providing advice, guidance and support on remedial measures that arise from behaviours contrary to the Policy or Policy violations;
- d) notifying the HRID immediately when any complaints of interpersonal or systemic racial discrimination are brought to its attention;
- e) removing systemic barriers to equity in employment policies and practices, and
- f) consulting with the Diversity Department and the HRID, where necessary, to support the application of and compliance with this Policy.

## 8. MANDATORY ANTI-RACISM TRAINING

- 8.1. All TTC employees will complete anti-racism training, as directed by their supervisor.
- 8.2. Employee participation in mandatory anti-racism training will form part of Employee Performance Appraisals and will be one of the required actions for completion.

## 9. RACIAL DISCRIMINATION-RELATED CONCERNS AND COMPLAINTS

- 9.1. Supervisors who receive racial discrimination-related concerns from an employee will ensure that the employee is provided with the guidance and resources necessary to engage the appropriate TTC procedures and support systems, including the Complaint Procedures in the TTC's Respect and Dignity Policy, where necessary. Supervisors will respond to the employee within two weeks of receiving a concern and will provide an update at least once per month, while the concern is being forwarded to the appropriate processes or procedures.
- 9.2. Complaints of interpersonal or systemic racial discrimination will be addressed in accordance with the established Complaint Procedures in the Respect and Dignity Policy. Complaints should be reported to the HRID, which will coordinate and carry out all aspects of the complaint resolution procedures using an anti-racism lens, that is, an analytical lens that centers the eradication of racial discrimination as its ultimate goal.
- 9.3. Employees or customers who file a racial discrimination complaint (Complainants) in accordance with the Respect and Dignity Policy will be



provided with support and resources in navigating the Complaint Procedures, including an anti-racism complaint navigator.

- 9.4. Complainants who file racial discrimination complaints will be provided with a schedule of updates by the HRID. An update will include, but will not be limited to the status of the complaint, any information that is required from the Complainant, the expected duration of the investigation, notification of any delays if encountered, and a reminder of the supports that are available to the Complainant.
- 9.5. Respondents to a racial discrimination complaint will also be provided with a schedule of updates by the HRID. An update will include, but will not be limited to the status of the complaint, any information that is required from the Respondent, the expected duration of the investigation, notification of any delays if encountered, and a reminder of the supports that are available to the Respondent.
- 9.6. The HRID will collect data, including disaggregated race-based data, on the experiences of employees and customers who file racial discrimination complaints in accordance with the Respect and Dignity Policy. This data will be used to inform programming for customers and employees. This data will also support assessments of procedural and distributive fairness of the Respect and Dignity Policy's Complaint Procedures, as a part of this Policy's biennial review.
- 9.7. An annual report on the experiences of employees and customers who file racial discrimination complaints in accordance with the Respect and Dignity Policy will be prepared collaboratively by the Diversity Department and the HRID.

## 10. POLICY VIOLATIONS

- 10.1. Subject to applicable TTC policies, including the Respect and Dignity Policy and the Discipline Policy, procedures, and protocols, violations of this Policy will be addressed using a restorative approach. Corrective and remedial measures will be applied to prevent recurrences and to support learning and growth, subject to the appropriate policies, procedures, and protocols of the TTC, including the TTC's Respect and Dignity Policy and Progressive Discipline Process, as detailed in the Discipline Policy.
- 10.2. Violations of this Policy may include disciplinary actions, up to and including dismissal.



## 11. POLICY REVIEW

To ensure accountability to the TTC's employees and communities served by the TTC, particularly Black, Indigenous, and racialized communities, this Policy will be reviewed on a biennial basis.

### 11.1. Policy Evaluation and Review

The Policy will be reviewed every two years, informed by recommendations from the Anti-Racism Policy Review Task Force ("the Task Force").

A review framework will be used to evaluate the impact of the Policy and to inform the biennial review of the Policy.

### 11.2. Anti-Racism Policy Review Task Force

The Task Force will be comprised of up to 15 members, including TTC employees, municipal stakeholders (i.e., the City of Toronto's Confronting Anti-Black Racism Unit, or any successor department or unit), and external organizations that have mandates which intersect with racial equity or other community-led organizations serving Black, Indigenous, and racialized persons.

The Task Force will consist of at least the following:

- Two employees from the Diversity Department;
- One employee from the HRID;
- Three frontline employees (employees who interact with customers), including Operators;
- Three community representatives who are not employed by the TTC;
- A member of the Confronting Anti-Black Racism Unit, or any successor department or unit; and
- A member representing a group or organization that is dedicated to advancing Indigenous priorities and interests.

## 12. DEFINITIONS

The following definitions apply within the context of this Policy.

**Anti-Black Racism** refers to policies and practices embedded in Canadian institutions that reflect and reinforce beliefs, attitudes, prejudice, stereotyping and/or discrimination directed at people of African descent and rooted in their unique history and experience of enslavement and its legacy. Anti-Black racism is deeply entrenched in Canadian institutions, policies and practices, to the extent that anti-Black racism is either functionally normalized or rendered invisible to the





larger White society. Anti-Black racism is manifest in the current social, economic, and political marginalization of African Canadians, which includes unequal opportunities, lower socio-economic status, higher unemployment, significant poverty rates and overrepresentation in the criminal justice system.

**Anti-Black Racism Analysis** is the application of an understanding of anti-Black racism to the planning, development, operation, resource allocation and evaluation of policies, services, practices, and spaces, with the intent of achieving transformative change. For an example of the application of anti-Black racism analysis, see the *Toronto Action Plan to Confront Anti-Black Racism*, which has been adopted by the TTC.

**Anti-Indigenous Racism** is the ongoing race-based discrimination, negative stereotyping, and injustice experienced by Indigenous Peoples within Canada. It includes ideas and practices that establish, maintain and perpetuate power imbalances, systemic barriers, and inequitable outcomes that stem from the legacy of colonization, colonial policies and colonial practices in Canada.

**Anti-Racism** is a practice of seeking to identify, remove, prevent, and mitigate racially-inequitable outcomes and power imbalances between groups and change the structures that sustain inequities.

**Anti-Racism Analysis** is an organized method of analysis and a proactive course of action that recognizes the existence of racism, including systemic racism, and actively seeks to identify, remove, prevent and mitigate racism and racial discrimination in all their forms, including in institutional, interpersonal, and individual behaviours, attitudes, actions, practices, procedures, processes, and outcomes.

**Black Persons** are individuals with African ancestry who identify and are racialized as Black, regardless of their cultural identity or where they were born, such as, but not limited to, Africa, Canada, the Caribbean and South America.

**Colonization** refers to settler colonization in Canada, which was structured in a way that systematically targeted Indigenous Peoples in order to privilege the settlers who came to Canada. The impact of colonization can be seen in Canadian culture, history, politics, laws, legislatures, and policies that disadvantage Indigenous Peoples.

**Complainant** refers to the person alleging that discrimination or harassment occurred, with respect to the TTC's Respect and Dignity Policy. There can be more than one complainant in a discrimination or harassment complaint.

**Contractor** means a person who:

- performs work for or on behalf of the TTC,
- performs work at a TTC workplace,



- is paid by a third party for the work performed at a TTC workplace, and
- uses TTC assets (e.g. TTC computers) to perform work for the TTC.

**Equity** means meeting communities where they are and allocating resources and opportunities as needed to create equal outcomes for all community members. Equity recognizes each person has different circumstances and needs, meaning different groups of people need different resources and opportunities allocated to them in order to thrive.

**Harassment** is defined as engaging in vexatious (worrisome, discomforting, or demeaning) comments or conduct against a person that is known or ought reasonably to be known, to be unwelcome. It can involve a course of conduct or a single serious incident. Harassment may take many forms and includes, but is not limited to:

- a pattern of behaviour that a reasonable person would consider to be insulting, bullying, humiliating, malicious, degrading, unwelcome or otherwise offensive to an individual or group of individuals, including frequent insults, demeaning communications, or public humiliation;
- any offensive and/or discriminatory comments or behaviour arising from electronic communications and/or social media;
- racial slurs, insults, or name-calling;
- the telling or sharing of jokes or pictures that rely on stereotypes or that degrade racialized groups or characteristics associated with different races or ethnic backgrounds; and
- making assumptions about a person or their abilities based on stereotypes or generalities connected to a protected characteristic.

**Indigenous Peoples** are individuals who identify as being descended from the original inhabitants of what is now known as Canada (i.e., First Peoples in Canada), and in this context, are First Nations, Métis or Inuit.

**Institutional racism** is racism that is embedded in an institution's policies, practices, and regulations. These are then developed, carried out and enforced by individuals, who may or may not be aware of the underlying racism. Yet, this can still result in the discriminatory or differential treatment of individuals based on race. Some scholars use institutional racism and systemic racism interchangeably, as both focus on the roles of systems, organizations, and institutions in the perpetuation of racism. Meanwhile, some distinguish between the two in that systemic racism emphasizes the systems involved, including legal, political, and justice systems; alternatively, institutional racism can be used to emphasize both the roles of systems and structures in perpetuating racism.



**Interpersonal racial discrimination** is person-to-person racism that manifests both indirectly and directly in behaviours and actions. Interpersonal racial discrimination is a form of interpersonal racism, which includes the behaviours and actions of racism that occur between individuals, but also encompasses the attitudes and beliefs of individuals that result in actual discriminatory behaviours and actions. Interpersonal racial discrimination is also known as individual racial discrimination, as it refers to racial discrimination that takes place between individuals.

**Intersectionality** is the way in which people's lives are shaped by their multiple and overlapping identities and social locations, which, together, can produce a unique and distinct experience for that individual or group, for example, creating additional barriers, opportunities, and/or power imbalances.

In the context of race and Indigenous identity, this means recognizing the ways in which people's experiences of racism or privilege, including within any one group, may vary depending on the individual's or group's relationship to additional overlapping or intersecting social identities, such as religion, ethnic origin, gender, sexual orientation, gender identity, gender expression, age, disabilities or citizenship and immigration status.

An intersectional analysis enables better understanding of the impacts of any one particular systemic barrier by considering how that barrier may be interacting with an individual's or group's unique, intersectional identity and lived experience.

**Lived Experience** is the actual, first-hand experience of an individual or group, which is shaped by their unique identity and lived reality.

**Psychologically Healthy and Safe Workplace** means a workplace that promotes workers' psychological well-being and actively works to prevent harm to worker psychological health, including in negligent, reckless, or intentional ways.

**Race** is a prohibited ground in the Ontario *Human Rights Code* that is not specifically defined. It is a term used to classify persons into groups mainly based on physical traits such as skin colour or other apparent differences perceived as 'inherent' or 'unchanging'. Race categories are not based on science or biology but on differences that are socially constructed (i.e., created by society), with significant consequences for people's lives. Race categories may vary over time and place, and can intersect with ethnic, cultural or religious groupings.

**Racial Discrimination** is any distinction, exclusion, restriction or preference based on race, colour, descent, or national or ethnic origin which has the purpose or effect, whether intentional or unintentional, of nullifying or impairing the recognition, enjoyment or exercise, on an equal footing, of human rights and fundamental freedoms in the political, economic, social, cultural or any other field of public life.





**Racial Equity** refers to the systemic fair treatment of all people resulting in equitable opportunities and outcomes for everyone, which may require taking specific actions that aim to effectively address the impact of historical and contemporary racial injustices. It contrasts with formal equality where people are treated the same without regard for racial differences. Racial equity is a process (such as meaningfully engaging with Indigenous, Black and other racialized employees regarding organizational policies, directives, practices and procedures that affect them) and an outcome (such as equitable representation of Indigenous, Black and other racialized Individuals at all organizational levels).

**Racial Harassment** is a form of discrimination. It includes comments, jokes, name-calling, display of pictures or behaviour that insults, offends, or puts someone down because of their race or other related grounds.

**Racial Profiling** is any action undertaken for reasons of safety, security or public protection that relies on stereotypes about race, colour, ethnicity, ancestry, religion, or place of origin rather than on reasonable grounds, to single out an individual for greater scrutiny or different treatment. Profiling can occur because of a combination of the above factors in addition to other factors, such as age or gender, which can also influence the experience of profiling.

**Racialized** refers to persons, groups, or communities who have or have had racial meanings attributed to them (based on their race or intersectionality of religion and race) in ways that negatively impact their social, political, and economic life. In addition to Indigenous Peoples and Black persons, this includes, but is not limited to, East/Southeast Asian, South Asian, Latine, and Middle Eastern persons, and persons impacted by antisemitism and Islamophobia.

**Racism** is the belief that one group is superior or inferior to others (i.e. of lesser importance or value). Racism can be openly displayed in racial jokes, slurs, or hate crimes. It can also be more deeply rooted in attitudes, values, and stereotypical beliefs and, in some cases, people do not even realize they have. Racism consists of assumptions that have evolved over time and have become part of systems and institutions. Acts of racism are a violation of the Code and may constitute harassment and/or violence under the *Occupational Health and Safety Act* and an offence under the *Criminal Code of Canada*.

**Respondent** refers to the person who is alleged to be responsible for discrimination or harassment, with respect to the TTC's Respect and Dignity Policy. There can be more than one respondent in a discrimination or harassment complaint.

**Restorative Approach** is a way of managing conflict that focuses on repairing harm, fostering accountability, and restoring relationships. Restorative approaches prioritize understanding, dialogue and active participation, and seek to create a path of moving forward collectively.



**Systemic Racial Discrimination** is the manifestation of systemic racism in behaviours or actions carried out by organizations or institutions through their social or administrative structures, which create or perpetuate a position of relative disadvantage for groups that are racialized as ‘non-White’ and are identified under the Ontario *Human Rights Code*.

**Systemic Racism** consists of patterns of behaviour, policies or practices that are part of the social or administrative structures of an organization, and across organizations, which create or perpetuate a position of relative disadvantage for groups that are racialized as ‘non-White’ and are identified under the Ontario *Human Rights Code*.

**System-Wide Approach** refers to transforming the structure and operational aspects of the TTC as an organization to better prevent and respond to systemic racism by integrating actions and responsibilities across the organization and its employees and customers.

**TTC Community** consists of employees, customers, and all others who have a significant and shared interest in the work of the TTC. Communities are always shifting and changing in dynamic and complex ways, and this is the same for the TTC. With that said, the community shares expectations, priorities, and a collective goal of becoming free from systemic racism.

### 13. REFERENCE SOURCES

*TTC By-Law #1: A by-law regulating the use of the Toronto Transit Commission local passenger transportation system*

#### Reports

*Ombudsman Toronto Enquiry Report: An Investigation into the TTC’s Oversight of its Transit Enforcement Unit* (April 20, 2017)

*Ombudsman Toronto Enquiry Report: Review of the TTC’s Investigation of a February 18, 2018 Incident Involving Transit Fare Inspectors* (July 9, 2019)

*Racial Equity Impact Assessment of TTC Enforcement Activities*, Akwasi Owusu-Bempah and Scot Wortley, (April 14, 2021)

*The Interim Report: TTC Anti-Racism Strategy Review*, prepared by the TTC’s External Advisor on Diversity and Inclusion, Arleen Huggins

*The TTC’s 10-Point Action Plan and Five-Year Diversity and Human Rights Plan*

*Toronto Action Plan to Confront Anti-Black Racism* (2017)



## Statutes

*Anti-Racism Act*, 2017, S.O. 2017, c. 15

*Constitution Act*, 1982, Schedule B to the Canada Act 1982 (UK), 1982, c 11 (*Canadian Charter of Rights and Freedoms*)

*Human Rights Code*, RSO 1990, c H.19

*Municipal Freedom of Information and Protection of Privacy Act*, R.S.O., 1990, c. M.56

*Occupational Health and Safety Act*, R.S.O. 1990, c. O.1

## TTC Policies

Accommodation Policy

Code of Conduct Policy

Conditions of Employment Policy

Discipline Policy

Diversity and Inclusion Policy

Respect and Dignity Policy

Workplace Violence Policy