

UpSkill Inclusive Governance Program

Inclusive Governance for the TTC Board

Supporting the Corporate Plan

Leveraging Inclusive Leadership in Challenging Times

Monday, October 6, 2025

10 am - 12 noon

Facilitators: [Michel Shah](#) and [Dan Hill](#)

Session 1 Guide (2 hours)

Segment	Purpose	Content & Approach
Welcome & Introduction	Set tone, establish purpose	Brief introduction of UpSkill, session goals, and why inclusive governance matters in this moment
Company & Program Journey So Far	Share Alignment, Build Continuity	Overview of UpSkill's work with TTC: what has been done, outcomes to date, and how it links to the Corporate Plan, and outline the Board's Inclusive Governance Program
Current Climate of TTC Board Governance	Ground in reality, name the context	Highlight current governance pressures: financial crisis, leadership transition, municipal election cycle, and heightened public scrutiny
Vision for Governance (Individual & Collective)	Engage Board as leaders in shaping governance	Reflection: <i>"What behaviours do you want the TTC leadership team to demonstrate?"</i> (individually and as a team).
Designing the Governance Process	Clarify path forward	Facilitate dialogue on what will enable governance vision (accountability structures, committee work, reporting, evaluation).
Next Steps & Commitment	Solidify accountability	Summarize shared commitments, outline next steps in governance journey, confirm alignment with TTC Corporate Plan Pillar 1 ("Future-Ready Workforce & Inclusive Organization")
Closing Reflections	End with shared purpose	Invite closing thoughts: one word/phrase each about the governance journey they want to be remembered for

Key Messages

Message 1: *Optimizing People, Finances, and Culture to Deliver Transit Excellence*

Strong governance means strengthening human, financial, and physical resources through common language, shared expectations, and inclusive leadership capacity at every level.

To optimize TTC's impressive physical resources, governance must also optimize its human and financial resources. This requires common language and shared expectations for leadership, drawing on diverse employee survey data, and recognizing the financial and risk implications of culture. By strengthening competence in inclusive governance, the Board builds capacity across leadership and governance levels, demonstrates leadership from the top, demonstrates leadership from the top, models the expectations of the workforce, and aligns with the efforts of executives and the SMT.

In doing so, the Board ensures accountability for outcomes across all pillars of the Corporate Plan and reinforces the TTC's commitment to serving Toronto with excellence.

Message 2: *TTC is Toronto's lifeline and a critical budget line*

Support the CEO by anchoring financial decisions in trust, safety, equity, sustainability, and innovation so the TTC can restore its momentum and "swagger."

The TTC is at the heart of Toronto's daily life. It is the system through which people access jobs, education, home, culture, and community. Every decision carries social, financial, cultural, safety, and environmental implications. Supporting the CEO in his new role means partnering with him to stay anchored in this bigger picture, providing the guidance and resources he needs to succeed, while also holding him accountable to ensure that financial decisions not only safeguard public trust, safety, and equity, but also advance environmental sustainability, accessibility, resilience, and innovation. In

doing so, the Board helps create the conditions for the TTC to get back on track and “bring back its swagger.”

Message 3: *Inclusive governance means guiding through intersecting lenses*

Enable the CEO’s success by asking the right questions and monitoring outcomes across equity, finance, culture, social, environment, safety, and political ecosystems (federal, provincial and municipal).

The Board can be a true partner in helping the CEO and leadership team apply multiple lenses: equity, finance, culture, social, environment, and safety, not as separate considerations but as intersecting forces that shape every decision. By setting expectations, asking the right questions, and monitoring results through this integrated lens, the Board ensures the TTC addresses the needs of the diverse communities it serves and provides the vital supports that keep the city moving while also driving innovation in safety, reimagining how services connect communities, and preserving the environment for future generations. In doing so, the Board strengthens the CEO’s ability to succeed in building a future-ready, inclusive, and trusted TTC.

Message 4: ROI - Sustaining and Scaling Leadership Capacity

Enable leadership capacity to take root by reinforcing alignment and holding leadership accountable for inclusive outcomes across all pillars of the Corporate Plan.

Your leadership team has been investing the time and effort to build capacity as future-ready leaders, leading from the front on the Corporate Plan directive to build a future-ready workforce. Supporting the CEO now means ensuring these collective efforts translate into measurable results by embedding accountability for leadership and training-related outcomes across all pillars of the Corporate Plan. This approach will cultivate a future-ready workforce, leading to reduced risks and costs, increased innovation and productivity, and enhanced talent attraction and retention. The Board can enable this by reinforcing alignment and holding leadership accountable for delivering inclusive outcomes that sustain TTC’s momentum and restore its “swagger” over time.

Program Description:

In Canada's most diverse city, and one of the most diverse cities in the world, inclusive governance is a necessity. For the TTC Board, embracing inclusive governance means aligning board practices with the [TTC Corporate Plan: 2024-2028 & Beyond](#). As per Strategic Direction #1.4, TTC intends to "Build an Inclusive Organization," reflective of the different backgrounds, cultures, identities and abilities that TTC serves. This alignment with the organization would include embedding TTC's principle #2: "Equity, Diversity, Inclusion, and Accessibility (EDIA) into everything the Board does."

This alignment will bolster the board's ability to support the CEO and hold them accountability to the Corporate Plan.

The TTC is on a journey toward creating a culture of belonging which will result in better outcomes for staff, customers, and the wider community.

Objectives:

- **Empower TTC Board members** with the knowledge and tools to implement inclusive governance practices.
- **Align board governance practices** with the TTC's Corporate Plan and strategic goals.
- **Foster a deeper understanding** of the principles of inclusive governance and their relevance to public transit.
- **Develop practical strategies** for integrating inclusive practices into board decision-making.
- **Create an action plan** for ongoing implementation and continuous improvement.

Impact:

- **Enhanced Decision-Making:** Board decisions will be more informed, equitable, and reflective of the diverse needs of Toronto's communities.
- **Strengthened Public Trust:** A demonstrable commitment to inclusive governance will build public trust and confidence in the TTC Board.
- **Improved Organizational Performance:** Inclusive governance practices will contribute to a more effective and efficient TTC, better equipped to serve all riders.

- **A More Inclusive Transit System:** The TTC will be a leader in creating a transit system that is accessible, equitable, and welcoming to all.

Course Design:

- **Pre-Session:** Self-assessment and board assessment of current governance challenges and opportunities.
- **Session 1: Foundations of Inclusive Governance (2 hours):**
 - Context for Governance of TTC
 - Introduction to inclusive governance principles and practices.
 - Aligning governance practices with the TTC's Corporate Plan.
 - The role of the board in achieving TTC's strategic goals through inclusive governance.
- **Optional (Updated) Online Modules (Available between Sessions 1 & 2):**
 - Building Blocks of Inclusion
 - Bias Consciousness
 - Perspective Taking and Fostering an Open Mindset
 - The Philosophy of Inclusion
 - Context Awareness for Enhanced Governance
 - Seven Principles of Inclusion
 - Inclusive and Change Governance Fundamentals

Modules	Access Dates
Inclusive Governance Self-Assessment	October 10, 2025
Building Blocks of Inclusion	October 17, 2025
Bias Consciousness	October 24, 2025
Perspective Taking and Fostering an Open Mindset	October 31, 2025

Modules	Access Dates
The Philosophy of Inclusion	November 7, 2025
Context Awareness for Enhanced Governance	November 14, 2025
Seven Principles of Inclusion	November 21, 2025
Inclusive and Change Governance Fundamentals	November 28, 2025

You will receive an email on Oct 7, 2025 providing access to your online program. It is recommended that you allocate an hour a week to complete the modules. All modules should be completed by February 2, 2026

- **Session 2: Building on Inclusive Governance Practices (2 hours): February 3, 2026**
 - Reflections on governance practices since Session 1.
 - Developing accountability frameworks for inclusive governance.
 - Practical strategies for aligning board actions with organizational needs and TTC's strategic directions.
 - Program Evaluation
- **Post-Session:**
 - Board action plans for implementing inclusive governance practices.
 - Inclusive Leadership Certification
 - Action plan check-ins at 3-month and 6-month intervals to assess progress and provide support.