



People and Culture Inclusion and Equity 2024 Annual Report

Navigating the Future

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Land Acknowledgment

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

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



Indigenous dancers performing in front of a bus wrap celebrating Indigenous Peoples Month, 2024.

African Ancestral Acknowledgement

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.



Event attendee commemorates Emancipation Day on the Underground Freedom Train Ride, 2024 .



Acknowledgements

We acknowledge and thank the many staff and departments who contributed to the progress made in 2024 toward improving equity, diversity and inclusion across the TTC. We are thankful for your input and contributions to our collective movement toward inclusion and belonging.

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

- Office of the Auditor General, City of Toronto
- Ombudsman Toronto
- Confronting Anti-Black Racism Unit, City of Toronto
- Social Development Finance and Administration, City of Toronto
- Arleen Huggins, Koskie Minsky LLP
- Dr. Akwasi Owusu-Bempah, University of Toronto
- Dr. Scot Wortley, University of Toronto
- Selina Young, Indigenous Affairs, City of Toronto
- City of Toronto Data Team
- TTC Corporate Communications Team
- TTC Marketing and Design Team
- TTC Events Team
- TTC Engineering, Construction and Expansion Group
- Upskill Corporation



TTC employees gathered in a circle listening to a speaker celebrating Indigenous Peoples Month at a Sunrise Ceremony, 2024.

Chair's Message



As the TTC strives toward fostering a sense of belonging, the organization is committed to ensuring that the individuality of each employee and customer is valued and supported.

I am proud to share the Toronto Transit Commission's (TTC) fourth Annual Report in the area of Diversity and Inclusion, and my second as TTC Chair. As the second Black Chair of the TTC, this report is particularly meaningful as it provides the TTC with the opportunity to reaffirm its commitment to being a diverse and inclusive workplace and transit system.

In December 2020, the 10-Point Action Plan on Diversity and Inclusion was approved by the TTC Board and outlined 10 areas that would lay the groundwork for lasting systemic change. In 2024, the TTC continued to make significant progress in implementing the 10-Point Action Plan.

Following the approval of the Anti-Racism Strategy by the TTC Board in June 2024, the TTC integrated the 10-Point Action Plan into the Strategy to foster a culture of inclusion and equity that is free from racial discrimination and systemic racism. In order to ensure the successful implementation of the Anti-Racism Strategy, the Racial Equity Office has developed an implementation plan, Strategic Action Project Plans, and a Monitoring and Evaluation Framework. The TTC will continue to build on its progress in implementing the Strategic Actions of the Anti-Racism Strategy in the years ahead.

As the TTC strives toward fostering a sense of belonging, the organization is committed to ensuring that the individuality of each employee and customer is valued and supported. The TTC is also dedicated to providing its employees and customers with safe and respectful work and service environments free from harassment and discrimination. The TTC understands the need to be responsive and reflective of the diverse communities we serve.

This annual report ensures that the TTC will remain accountable to all its stakeholders, including its employees, customers, and the city it serves. There are very few organizations that impact the lives of as many people as the TTC, so it is crucial for the TTC to continue this important work.

As a Board, we remain committed to having the TTC demonstrate leadership on matters of diversity and inclusion.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. Myers', with a stylized, flowing script.

Jamaal Myers

TTC Chair
May 2025

CEO's Message



Together, we are building a TTC that is equitable, inclusive, and responsive — for our riders, our workforce, and our great city.

This marks the fourth edition of the Toronto Transit Commission's (TTC) annual Inclusion and Equity Report, and my first as Interim CEO of the TTC. Each year, this report serves as both a reflection of our progress and a reaffirmation of our commitment to transparency and accountability as we work toward building a public transit system and workplace that champions equity, diversity, inclusion, and accessibility (EDIA).

As the Chief Executive, I am deeply committed to making the TTC a place where everyone — employees and customers — are respected, valued, and seen. Toronto is one of the most diverse cities in the world, and the TTC must continue to evolve to reflect the people and communities we serve. This means building a culture where equity and inclusion are built into how we lead, how we hire, and how we deliver service.

In 2024, we made significant progress on integrating EDIA into our workplaces and service delivery. We launched our first-ever Anti-Racism Strategy, a groundbreaking document that sets the foundation for sustainable change in all TTC practices, policies, and programs. The TTC also met its commitment to ensuring that four in every 10 new Operators hired identify as women for the fourth consecutive year.

To further support those employees brought on through our hiring mandate, in 2024, we developed a Women Operator Information Session to provide valuable guidance and support to our new Operator hires who identify as women. We also continued to expand our hiring goals to increase the number of employees from equity-deserving communities at all levels of our workforce.

This work is not always easy, and we acknowledge that culture change is, by definition, a slow process. As you read through this report, I encourage you to reflect on both the progress we have made and the work still ahead.

I want to thank our employees, our community partners, and all those who continue to push us forward. Your voices and your leadership are shaping the future of transit in Toronto. Together, we are building a TTC that is equitable, inclusive, and responsive — for our riders, our workforce, and our great city.

Sincerely,

A handwritten signature in black ink, appearing to read "GPercy", with a stylized, flowing script.

Greg Percy

Chief Executive Officer (Interim)
May 2025

Chief People and Culture Officer's Message



Together, we are building a TTC that is equitable, inclusive, and responsive — for our riders, our workforce, and our great city.

As Chief People and Culture Officer at the Toronto Transit Commission (TTC), this is my first Inclusion and Equity Annual Report. I am excited to share with you the accomplishments that we have made across the organization in 2024 to create a culture of belonging and inclusion for our employees, customers, and the communities we serve.

Over the past year, the TTC has continued to fulfil its commitments to the 10-Point Action Plan. The TTC continued to ensure that diversity and inclusion are core values of the business by expanding the staffing complement in the Diversity and Human Rights and Investigations departments to execute their mandates.

Additionally, the Employee Resource Group Pilot, launched in early 2025, was developed to encourage employee engagement and create a sense of belonging in the workplace.

It was my pleasure to have participated with my colleagues in the UpSkill leadership training. From the training, I gained further insights to creating a diverse, equitable, and welcoming workplace where everyone feels a sense of belonging.

The TTC marked a milestone last year with the TTC Board's approval of the first Anti-Racism Strategy. This comprehensive strategy represents a significant step toward addressing racial discrimination and systemic racism and promoting a welcoming work and service delivery environment. Through seven strategic objectives, the Strategy will bring about a long-lasting impact that reflects the city's diverse communities. The

TTC will drive change to build a more equitable and inclusive public transit system for all, with the implementation of the Strategy's strategic actions in the years ahead.

As the largest public transit system in Canada and the third largest in North America, the TTC truly has a far-reaching impact on the lives of Toronto residents and beyond. It is important that we continue this journey toward promoting equity, diversity, inclusion, accessibility, and anti-racism to build a transit system that makes Toronto proud. I am proud of what we have accomplished in 2024 and look forward to the road ahead.

Sincerely,

A handwritten signature in black ink, appearing to read 'Shakira Naraine', with a stylized, flowing script.

Shakira Naraine

Chief People and Culture Officer
May 2025



Bus wrap celebrating Lunar New Year 2024 Year of the Dragon.

Executive Summary

In the fourth year of our journey toward belonging, the TTC continues to make significant progress in our efforts to move equity, diversity, inclusion and accessibility (EDIA) initiatives forward to drive meaningful culture change. In our many stops along this ongoing journey, we have been honoured to welcome colleagues from across the organization, external partners and the wider community to ride with us as we progress towards our destination of belonging for everyone.

Each year, the TTC's Inclusion and Equity Annual Report highlights the Commission's progress in building an equitable, diverse, inclusive, accessible, and anti-racist organization. In 2024, the Commission achieved a major milestone with the launch of our first Anti-Racism Strategy. Developed through extensive consultation and external review, the Strategy provides a clear, actionable framework for dismantling systemic barriers and embedding anti-racism principles across the organization. The Strategy's implementation marks a significant step in the TTC's journey to becoming more equitable and inclusive in both our workplaces and service delivery.

In addition to the Strategy, the TTC also introduced key reforms to enhance the recruitment and onboarding process for Transit Operators, including new supports for women-identifying candidates and employees. These efforts aim to improve retention, elevate the candidate experience, and better prepare new hires for success in their roles.

Throughout 2024, EDIA principles increasingly informed core operational areas, including procurement, customer service, and transit equity. With expanded EDIA training and greater organizational awareness, the TTC is equipping a broader cross-section of its workforce with the knowledge and tools necessary to sustain long-term culture change. This cross-section includes more than 90 people leaders who completed inclusive leadership training in 2024, reinforcing the TTC's commitment to equity-driven management.

Since the launch of its 10-Point Action Plan, the TTC has remained steadfast in its commitment to engage with key stakeholders, community partners, and employees, to ensure that first-hand experiences and feedback continue to inform our initiatives. By 2025, the TTC will launch its first Employee Resource Group (ERG) Pilot program to further strengthen employee engagement, cross-departmental collaboration, and peer support. This program builds on years of meaningful input from internal and external stakeholders and reflects a continued emphasis on inclusive decision-making.

As the TTC advances into the next phase of its journey, the organization remains firmly committed to embedding equity, diversity, inclusion, accessibility, and anti-racism into every level of its operations. The Commission is currently on the right track to continue making advancements in our culture change with the implementation of the Strategic Actions under the Anti-Racism Strategy in the coming years.



TTC employee speaking to a customer at the TalkTTC event 2024.

Progress Report

Progress against indicators as listed in the 10-Point Action Plan

Introduction

In December 2020, the TTC launched its 10-Point Action Plan on Diversity and Inclusion, establishing a strategic framework to guide and evaluate the Commission's progress toward greater inclusivity. Since the introduction of the Plan, the TTC has remained committed to fostering a sustainable culture of belonging by embedding the principles of equity, diversity, inclusion, accessibility (EDIA) and anti-racism into all aspects of its operations. From major projects to everyday practices, this commitment continues to shape how the TTC serves its employees, customers, and communities across Toronto.

By the end of 2023, the TTC had met many of the commitments outlined in its 10-Point Action Plan, including:

- Structuring the Commission for success by aligning workplace relationships to reflect diversity and inclusion as top priorities, which resulted in the establishment of the Diversity and Culture Group.
- Conducting a third-party review of data in several key areas.
- Recruiting women and diversity into transit operations with a target goal of having women represent at least four in every 10 new hires commencing in 2021.
- Refocusing the Commission's outreach and recruitment strategies.
- Reviewing communications with a diversity and inclusion lens.
- Conducting ongoing EDIA organizational training, including front-line training.
- Reorganizing the Revenue Protection and Special Constable Service to report to the Chief Strategy and Customer Experience Officer.



Two TTC employees hugging at the 2024 Pride Parade while holding balloons and a TTC sign.

Over the past year, the Commission has continued to deepen and sustain its culture change by embedding the Action Plan commitments into daily operations and strengthening their impact across the organization. As part of this ongoing work, the TTC prioritized the advancement of the remaining commitments to ensure full implementation of the Plan. In 2024, efforts were concentrated on the following key priorities:

- Appointing a Third-Party Advisor to review and assess existing practices.
- Establishing a procurement policy grounded in equity and diversity.
- Learning from international best practice and developing strategic partnerships.

The areas highlighted in the 10-Point Action Plan will be used as the reporting chapters in this report. Progress against the commitments of that plan will be indicated by coloured dots: green (significant progress/ sustainment activities), yellow (some progress) and red (little progress). Uncompleted work will be reported within the new Corporate Plan and Anti-Racism Strategy. Moving forward, the Annual Report will discuss progress made in alignment with the Corporate Plan and the Anti-Racism Strategy.



TTC employee talking to a customer at the Wychwood Career Fair 2024.

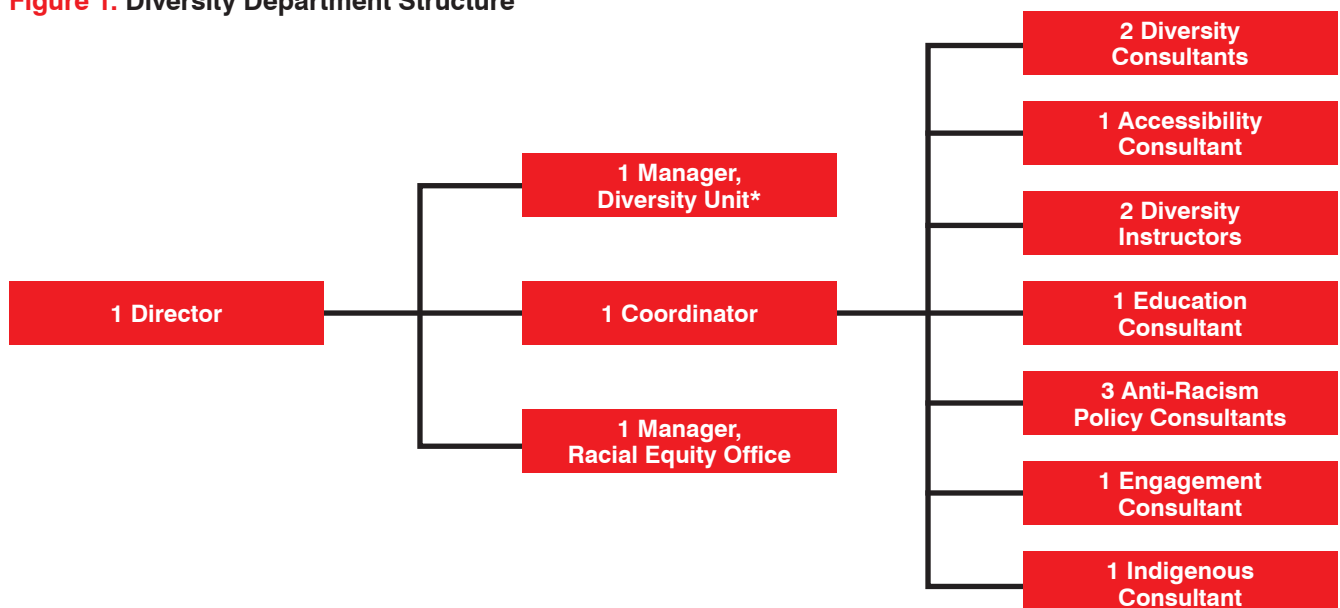
Structuring the Commission for success by aligning workplace relationships to reflect diversity and inclusion as top priorities.

The TTC recognizes that building a true culture of belonging requires ongoing investment in people, purposeful programs and policies, and strong systems of accountability. Since establishing the People and Culture Group, the TTC has continued to focus on strengthening its foundational structures to drive long-term, sustainable change across the organization.

By early 2025, the Diversity Department will have onboarded the majority of its staffing complement, with only one managerial role left to fill. Throughout 2024, the department significantly strengthened its education team

with the addition of a new Education Consultant and Diversity Instructor. Expanding the education team is critical to supporting the TTC's goal of embedding equity, diversity, inclusion and accessibility (EDIA) and anti-racism principles across all levels of the organization. The Racial Equity Office also filled a long-standing vacancy by hiring a new Engagement Consultant, who plays a key role in facilitating inclusive, sustainable employee and community engagement working with community partners. In addition, a new Diversity Coordinator joined the team to support the administration and delivery of the TTC's EDIA and anti-racism initiatives.

Figure 1: Diversity Department Structure



The Diversity Department provides leadership and direction towards the creation of a culture of inclusion and belonging in internal and external service delivery across the organization and the wider community.

* Positions with an asterisk are to be filled in 2025



Diversity Department staff at an Indigenous Wheel-Trans BBQ event. From left to right: Monica Zheng (Racial Equity Office Manager), Kylon Lewis (Operator on secondment), Warren Rupnarain (Accessibility Consultant), Allison Graham (Diversity Instructor), Verlia Stephens (Education Consultant).

Human Rights and Investigations Department

In 2024, the Human Rights and Investigations Department (HRID) underwent significant growth and strategic planning. A new Director was appointed, along with several Human Rights Investigator Advisors, strengthening the department's ability to address complex and sensitive matters. The department also welcomed a Business Partner to play a key role in supporting the Director with implementing a comprehensive modernization plan, which will continue to unfold in 2025.

This year also marked several foundational milestones as part of the department's transformation. A major development was the approval of new positions to form an Intake and Early Resolution Team, launched in April 2025. This dedicated team focuses on the timely intake and triage of complaints and inquiries, ensuring that resolvable matters are promptly addressed and that more complex cases are directed to the appropriate channels for investigation.

Although the team was officially launched in 2025, early resolution principles were piloted in the second half of 2024. These efforts have already shown measurable success, including a significant reduction in the complaints backlog,

quicker processing times, and shorter durations of paid suspensions pending investigations.

Looking ahead, the Fare Inspector Special Constable Complaints Office will be rebranded in 2025 as the Transit Enforcement Complaints Office. This change reflects a renewed mandate to resolve complaints involving Revenue Protection and Fare Inspector personnel through a people-centered approach that emphasizes timely, respectful resolution.

HRID also strengthened its partnership with the Diversity Department to address systemic challenges in policy and practice. A key initiative in this collaboration is the ongoing update of the TTC's Respect and Dignity Policy, which aims to modernize the policy to better reflect current expectations and foster a more inclusive workplace.

These initiatives all reflect HRID's ongoing commitment to a people-centered and resolution-oriented complaints process, one that supports an inclusive work environment where individuals can bring their authentic selves and contributes to the TTC's mission of moving people safely.

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

The TTC retained Arleen Huggins as its external consultant on equity, diversity, inclusion, and accessibility beginning in 2019. The mandate of the external consultant included independently and impartially reviewing the capacity, mandate and structure of the People and Culture Group, reviewing the TTC's investigations process and procedures, including the Fare Inspector and Special Constable Complaints (FISCC) Office and its public complaints procedures, and reviewing the Fare Inspectors' ticketing program and the Special Constables' and Fare Inspectors' policies and guidelines with an anti-racism lens. The consultant was also responsible for assessing the barriers for racialized individuals in outreach, recruitment, hiring and promotion, and reviewing and advising on the TTC's first Anti-Racism Strategy (ARS).



In 2024, this important engagement culminated with Ms. Huggins' final review and assessment of the ARS. The Anti-Racism Strategy and its accompanying Anti-Racism Policy is a new and revolutionary initiative drafted in the final year of the UN Decade for the Recognition of People of African Descent and aligns with the spirit of the Truth and Reconciliation Commission. Together, the Anti-Racism Strategy and Anti-Racism Policy will guide and support the TTC on a path to becoming an organization that is free from systemic racism in the workplace and one that delivers fair, inclusive, equitable and accessible services to the TTC's diverse customers. The consultant's review provided critical insights and recommendations that will guide the TTC into the next phase of its culture change.

Above: Cover page of Driving Change: The TTC's Anti-Racism Strategy 2024-2029 featuring drummers at the TTC's first Black History Month Opening Ceremonies (2024)



Mayor Olivia Chow speaking to a crowd at the Emancipation Day event 2024.

Conducting a third-party review of data in several key areas

In 2019, news articles from the Toronto Star highlighted concerns about the TTC's Transit Enforcement Unit's procedure of collecting and documenting customer data, including race-based data, after by-law violations. The articles also noted that racialized customers were disproportionately impacted by the TTC's enforcement activities. Concerns of racial bias and racial profiling were also raised by the Ombudsman Toronto in July 2019.

In response to these concerns, the TTC retained researchers from the University of Toronto, Dr. Scot Wortley and Dr. Akwasi Owusu-Bempah, to analyze the customer data and conduct a racial equity impact assessment of enforcement activities carried out by the previous TTC Transit Enforcement Unit, now known as the TTC Special Constable Service and Revenue Protection

Departments. The Racial Equity Impact Assessment (REIA) is a multi-year assessment which began with the review of historical enforcement data and has progressed to include internal and external consultations.

In 2024, focus groups were conducted with Fare Inspectors and Special Constables to gather insights on the impact of recent policy changes and operational practices, particularly those connected to the TTC's ongoing culture change initiatives including the introduction of body worn cameras and the introduction of race and identity-based data collection. The objective of these focus groups was to understand the real-world impact of these changes on daily operations, employee experiences, and interactions with the public. The feedback helped identify successes and areas of improvement to advance culture change goals.



Special Constable assisting a customer with loading a PRESTO card.



A Fare Inspector handing TTC promotional materials to a child rider at Doors Open event 2024.



A crowd attending Doors Open event at a subway station in 2024.

In addition, a series of ride-alongs with Fare Inspectors and Special Constables were conducted to gain an understanding of the experiences of these employees. These ride-alongs allowed the research team to observe how policy changes, operational practices and culture change initiatives are impacting daily interactions with riders and TTC enforcement employees. These observations will complement the focus group feedback and interviews to help understand the practical effects of the TTC's culture change. A series of field observations on street cars, buses and at subway entrances were also conducted to understand rider behaviour regarding fare payment and evasion without the presence of Fare Inspectors and Special Constables.

The research team also interviewed TTC managers and supervisors to understand how the TTC's recent policy changes and initiatives, including its response to allegations of racial bias, have been implemented and experienced at the management level, and how the Racial Equity Impact Assessment has impacted operations, decision making and efforts to promote racial equity across the organization.

Over the past year, the research team collaborated with the TTC and Forum Research to implement a public survey of TTC customers. This survey has over 700 respondents and gathered data on public safety, TTC policies, perceptions of fairness and discrimination, and public interactions with Fare Inspectors and Special Constables. This same partnership developed a policy survey to gather data on recent TTC policy developments and planned initiatives from over 2,900 TTC customers. Additionally, the research team collaborated with the TTC and Environics to implement a survey of TTC Operators and station staff. With over 300 respondents, this survey gathered data on personal safety at work, TTC policies and experiences with TTC Special Constables and Fare Inspectors.

A series of administrative data requests were implemented to understand the activities of Fare Inspectors and Special Constables. To date, the research team has received data on tickets, fare inspections and use of force incidents. Future data requests include information on public complaints made against Fare Inspectors and Special Constables and arrests and charges made by Special Constables.

Throughout 2023 and 2024, Dr. Wortley and Dr. Owusu-Bempah implemented race-based data collection training to several hundred TTC Special Constables and Fare Inspectors. During this training, the researchers conducted an experiment in which the participants were asked to identify the race of the person depicted in 10 different photographs. This strategy enables them to compare how the race of a person is perceived by enforcement officers with how the person self-identifies their racial background. The accuracy of racial perception data is a key consideration as this type of data is being collected as part of the TTC's race-based data collection initiative.

Ongoing analysis of survey and administrative data include findings from the enforcement staff survey, survey of Operators and Fare Collectors, community focus groups, expert stakeholder focus groups and a public community survey. The research team is also analyzing internal TTC data including complaints and complaint handling processes and data on TTC-related criminal activities. The combination of these sources of information provides a holistic understanding of employee, community and stakeholder experiences and organizational practices and outcomes. This analysis will identify trends, evaluate advancements towards racial equity goals and inform recommendations for ongoing improvements.

The data collection related to the Racial Equity Impact Assessment project is mostly complete except for focus groups with managers from the Special Constable and Fare Inspector Units. The research team is currently at the data analysis and report writing stage with a final report expected to be completed in the summer of 2025. After the report has been disseminated, debriefing sessions will be hosted with TTC employees, City of Toronto officials, and members of the public to gather insights.



Subway Operator driving.

Recruiting women and diversity into Transit Operations with women representing at least four in every 10 new hires.

For the fourth year in a row, the TTC has met its mandate to ensure 4 in every 10 new Operator hires identify as women. To support these new hires and encourage long-term retention, the Commission has continued to invest in necessary programs to support its women-identifying employees. Some highlights of these supports include:

New Hire Women Operator Mentorship Program

In its third year, the New Hire Women Operator Mentorship Program continues to provide support and guidance to women-identifying Operators starting their careers at the TTC. This program includes participants from all transportation modes and provides a valuable opportunity for mentees to connect and network with experienced Operators. Through this learning and professional growth opportunity, mentees can seek advice and ask questions, while mentors benefit by sharing their experiences, offering guidance, and strengthening their leadership skills.

Women Operator Information Session

In collaboration with the Talent Management Department, the Diversity Department developed the Women Operator Information Session initiative to provide valuable guidance to newly hired women-identifying Operators through helpful advice and recommendations for success. This initiative aims to ensure a smooth onboarding process and promote retention amongst women-identifying

Operators. The initiative was presented for approval in November 2024 and was officially launched in February 2025.

Women and Diversity Committee

To promote sustainable action and amplify the voices of gender diverse and women-identifying employees, the Women and Diversity Committee was restructured in 2024. The Committee has been integrated into the existing governance structure of the TTC, where issues affecting employees are now addressed at the People and Culture Leadership Table (PCLT). This change ensures that the needs of women and gender diverse employees are responded to in a timely manner and supports efforts to improve working conditions for employees from all equity-seeking communities.



A TTC employee assisting customers with navigating their trips.

The Assessment of the Employee Built Environment for Accessibility and Inclusion

In its continued efforts to create a more inclusive and accessible workplace, the TTC has made important progress in actualizing the recommendations from its comprehensive Assessment of the Employee Built Environment for Accessibility and Inclusion. The overall goal of this Assessment was to evaluate the level of accessibility experienced by employees with a broad range of disabilities at the TTC's various work locations.

In consultation with the Herrington Group Ltd., Vortex Fire, LMDG, Mobile Resources, and Sai, the Assessment was implemented in 5 phases which included a review of the TTC's design standards and office spaces, field audits of 107 TTC facilities (including stations, various buildings, and yards), and an Employee Accessibility Survey. Upon completion of the Assessment, 66 categories of concerns had been identified. Of the barriers identified, the top five findings included:

1. No emergency alarm system provided in parking lots, lunchrooms, washrooms, and other staff areas. This issue was noted in 53 facilities (in garages, stations, carhouses, shops and offices).
1. The absence of visual alarms or assistive listening devices was noted in 34 facilities (in garages, stations, carhouses, shops and offices).
1. No video monitoring systems provided in parking lots and staff areas. This issue was noted in 37 facilities (stations and offices).

1. No textural warning strips at the top and bottom of stairs, in stations and shops. This was noted 21 times, in 19 subway stations.
1. Below standard exterior lighting levels was noted in 19 facilities. Below standard interior lighting levels was noted in 33 facilities.

Furthermore, with over 700 respondents, the results of the Employee Accessibility Survey indicated that 20% of the TTC's workforce self-identifies as currently or previously having a disability. Additionally, 10% of respondents indicated that they experienced barriers during onboarding due to a disability and 15% indicated they have encountered accessibility barriers that have negatively affected promotional opportunities and/or career progression. These statistics suggest the urgent need to provide physical, technical and technological supports for one-fifth of the TTC workforce.

In 2024, the TTC focused on developing detailed implementation plans to guide how the Commission will remedy the identified concerns. These plans prioritize addressing urgent safety concerns with broader accessibility improvements to be implemented in a phased approach over the upcoming years. To actualize these plans, the TTC is currently working to establish a comprehensive working group that will be responsible for prioritizing, planning, and conducting this work. Plans are in place to launch the working group in 2025, marking a critical next step in ensuring the TTC's built environment is safe, inclusive, and supportive of all its employees.

Refocus outreach and recruitment strategies

5a. Commitment: Review recruitment processes and employment policies to identify and to remove any barriers

The Talent Management Department has refined its hiring process to enhance the candidate experience for future Transit Operators, focusing on candidate readiness, higher-quality placements, and the maintenance of excellent professional standards. A series of process improvements and new initiatives are underway to reaffirm the TTC's commitment to providing a pleasant and effective recruitment experience while ensuring candidates meet high expectations.

Over the last 5 years, a high volume of operator hires has been required to sufficiently staff the TTC's operations. As a result, exceptional measures were taken in the recruitment of Transit Operators resulting in several program weaknesses including limited job-related knowledge, candidate preparedness for training, a high error rate in recruitment processing, and a disconnect between Talent Management and Operations Front-line Staff. Over the last six months, significant reforms were introduced to the Transit Operator Program to better prepare candidates with the knowledge and skills needed for success at the Operations Training Centre (OTC), improve selection accuracy and enhance the candidate and client experience.

Measures have been put in place to better inform candidates about shift-work including a pre-interview survey to confirm the candidate's awareness of the required shift-work, information on shift-work sent alongside interview invitations, detailed discussions about shift-work during the interview, and clauses in offer letters noting this is a shift-based workplace. Additionally, confirmation of willingness to work shifts is obtained from the candidate prior to their OTC placement. Candidates now also participate in a mandatory job shadowing exercise and job profile discussions to understand the reality of working on buses and streetcars.

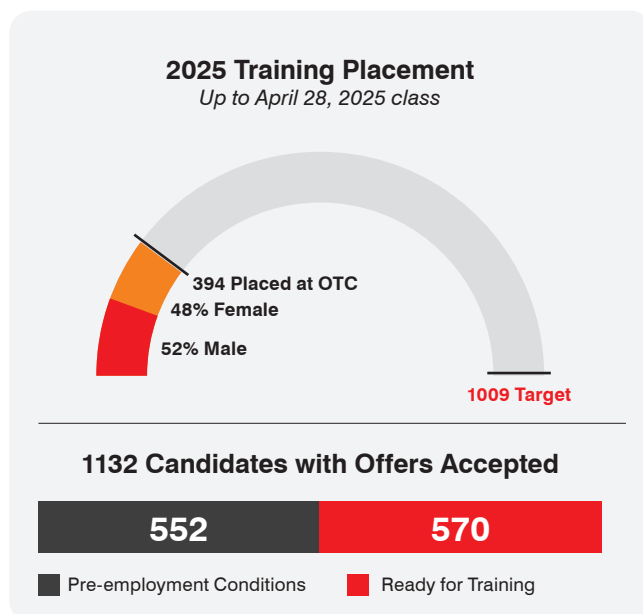
Talent Management now provides written and verbal pre-training communications to ensure that candidates are well-prepared before beginning their training at the OTC. New communications include the pre-interview survey, Frequently Asked Questions (FAQ) document, job shadow debrief call, OTC readiness email, dress code handout, mode assignment and location details, first day training details, OTC preparation call, a handover to an onboarding specialist, invitation to an information session for those new hires who identify as women, and a 30+ day connect. While previous contact with candidates was limited, recruiters now maintain consistent contact throughout the recruitment and onboarding process.

5b. Commitment: Review outreach and recruitment strategies to begin assigning key performance indicators (KPIs) for measuring effectiveness of the strategies.

New and improved systems have been introduced to provide better visibility and efficiency in candidate management throughout the hiring process to ensure accurate record-keeping and a faster response time. Candidate assessment changes include revised interview questions, higher interview pass rate (70%), formal recruiter training, pre-employment medical and vulnerable sector check (VSC) handout and an updated medical check procedure with Occupational Health. Recruitment processing features include date-stamped activity logs, candidate progress tracking, double-audit procedures and error rate log.

Transit Operator Hiring Progress 2025 YTD

Figure 2: Transit Operator Hiring Progress to Date



A new initiative, “TM on the Road,” allows team members to visit TTC garages and yards to observe work firsthand and make more informed selection decisions. Sites visited include OTC – Day 1 Training, Transit Control and Wilson, McNicoll, Leslie Barnes and Hillcrest Garages. Upcoming site visits include Union Station (Customer Service Agents, Fare Inspectors and Special Constables) and Greenwood (Rail).

The Talent Management Department has consulted various stakeholders to inform improvements including instructors, TTC stakeholders, hiring department and industry partners. Next steps for advancing Strategic Direction 1: Building a Future Ready Workforce under the Corporate Plan include developing quality of hire key performance indicators (KPI), discontinuation research brief and women’s onboarding session.



Review communications with a diversity and inclusion lens

6a. Commitment: All communications material related to outreach and recruitment will be reviewed through the TTC's Diversity and Inclusion Lens and updated accordingly.

Effective communication is critical to the TTC's mission of creating a culture of inclusion and belonging in the workplace and in service delivery. The Corporate Communications and Design and Marketing Departments play a central role in ensuring that employees, customers, and the broader community receive timely, accurate, and relevant information about the TTC's EDIA and anti-racism activities and initiatives. These teams are vital partners in supporting cultural change by shaping messaging that is inclusive, respectful, and aligned with the organization's values. Together with the Diversity Department, these teams collaborate

to ensure alignment in messaging and materials. In 2024, the Diversity Calendar Technical Table continued to strengthen coordination across departments, helping to ensure EDIA and anti-racism information was distributed through key communication channels such as MyTTC Weekly, social media, direct employee emails, subway and surface route signage, vehicle wraps, and video screens at TTC facilities.

To support the integration of EDIA and anti-racism principles into the TTC's communications materials, the Diversity Department is developing a series of toolkits and frameworks designed to provide clear standards and practical guidance to departments across the Commission. These resources will include a Diversity and Inclusion Lens and Toolkit, Anti-Racism Analysis Tool, and Equity Impact Analysis Framework. These frameworks are currently in development and are expected to be completed by 2026.



Mayor Olivia Chow with TTC employees holding a flag promoting the 2024 Bacchanal Bus at the Toronto Caribbean Carnival Grand Parade



TTC employee promoting awareness of the Anti-Racism Strategy at a Road Show, 2024.

A large part of the TTC's EDIA and anti-racism initiatives involve supporting the celebration and commemoration of diverse groups and communities within the organization and city of Toronto. Throughout 2024, the TTC celebrated and commemorated over 20 events and campaigns through the implementation of the Diversity Calendar. These included Lunar New Year, Black History Month, International Women's Day, Asian Heritage Month, National Accessibility Week, Indigenous Peoples Month, Pride Month, Toronto Caribbean Carnival Grand Parade, Emancipation Day Underground Freedom Train Ride, National Day of Truth and Reconciliation, Women's History Month, Latin Heritage Month, and a Winter Solstice Sunrise Ceremony. With over 4000 employees engaged, these initiatives generated substantial interest and participation, effectively raising awareness of the experiences of diverse communities. The Diversity Calendar Technical Table also played a key role in supporting the effective planning and execution of these events and campaigns, reflecting the TTC's dedication to building an inclusive organizational culture. In 2024, the Diversity Department collaborated with Corporate Communications to prepare the 2025 Corporate Desk Diversity Calendar to ensure alignment with the TTC's priorities for the upcoming year.

Anti-Racism Strategy Road Shows

Another key aspect of communicating the TTC's EDIA priorities includes advancing the awareness and understanding of employees. The TTC's first Anti-Racism Strategy was approved by the TTC Board in June 2024. The Strategy represents a crucial step forward to eradicating racial discrimination and systemic racism, as well as ensuring our workplace and transit services are more inclusive and reflective of Toronto's diverse communities. As part of Strategic Action 7.1 of the Anti-Racism Strategy: deliver educational events that share core knowledge, information, and perspectives about anti-racism, anti-Indigenous racism, and anti-Black racism, the Diversity Department has been promoting awareness of the Strategy and its role in advancing the TTC's anti-racism priorities through Road Show visits at divisions.

In 2024, the Road Show visited Eglinton, Wilson, Birchmount, McNicoll and Queensway divisions, resulting in more than 80 interactions with TTC employees. As well, there was a Road Show visit in conjunction with the Women's History Month event at the Hillcrest Division in October 2024. The Road Show visits provide an opportunity to ensure that the Anti-Racism Strategy is responsive to the priorities of the TTC community by building relationships, answering questions, gathering input, and presenting information about the Strategy's implementation and evaluation. The success of the Road Show visits at Divisions is expected to continue in 2025, with Road Show visits scheduled at subway stations as well.

Organizational training, including frontline training

Creating a sustainable culture of inclusion and belonging at the TTC requires continuous investment in building the capacity and awareness of all employees. Equity, diversity, inclusion and accessibility (EDIA) and anti-racism training remains an integral part of both the onboarding and ongoing learning curriculums for staff at all levels of the organization.

To further support a coordinated approach to training, the Interdepartmental Training Workgroup, comprised of representatives from the Operations Training Centre, Employee Development, and the Diversity Department, continues its work to enhance, streamline, and expand training offerings. This workgroup focuses on ensuring that training programs are relevant and responsive to current realities and facilitates resource sharing to increase training reach across the organization.

In 2024, the TTC continued to invest in equity-focused education and training for its Special Constables and Security Guards with two-day training sessions covering bias, power and privilege, intersectionality, anti-Black racism, and anti-Indigenous racism. Fare Inspectors also received training on anti-racism and bias during the Plain Clothes Deployment Pilot Training. The Plain Clothes Deployment Pilot Training follows the Auditor General's recommendation to improve the fare inspection program by increasing the use of plain clothes Transit Fare Inspectors. This approach aims to allow for a more accurate

assessment of fare evasion rates and strengthens the effectiveness of the inspection program. Transit Supervisors also participated in a one-day training on power and privilege, intersectionality, bias, and anti-Black racism in 2024.

The TTC's Management Essentials course for new managers and supervisors was redesigned in 2024 to reflect current realities and provide more hands-on, practical leadership training. The curriculum continues to include management-specific modules on EDIA and anti-racism. Over 2024, a total of 102 employees completed the Management Essentials program, strengthening inclusive leadership capacity across the organization.

Provided by the UpSkill Corporation, a Black-led organization and TTC partner, 118 employees participated in inclusive facilitation training in 2024. Additional training initiatives, including programs focused on LGBTQ+ inclusion and Accessibility, are currently in development with implementation expected in 2025.



The TTC Executive Team graduating from the UpSkill Advanced Inclusive Leadership program with a Schulich Executive Education Certificate, 2024.

7a. Executive EDIA Training

In the past year, over 90 people leaders completed inclusive leadership training, setting a new standard for equity-informed supervision at the TTC. Developed by the UpSkill Corporation, the UpSkill Inclusive Leadership Training Program is designed to equip TTC Executives and people leaders with the strategies and competencies to address anti-Black and anti-Indigenous racism and advance equity, diversity, inclusion, accessibility (EDIA) across the organization.

In 2024, members of our Executive Team participated in the inaugural cohort of the program including the Deputy Chief Executive Officer, Chief People and Culture Officer, Chief Transportation & Vehicles Officer, Chief of Operations and Infrastructure, Chief Financial Officer, Chief Corporate Affairs Officer, Chief Strategy & Customer Experience Officer, Chief Safety Officer, and the Chief Capital Officer. This group completed 6 full-day, in-person sessions, alongside 40 hours of asynchronous, self-paced online learning and hours of assessments. The program

commenced in April 2024 and concluded with all Executive participants graduating in January 2025.

In parallel to the Executive cohort, Upskill also prepared to launch the Senior Management Team (SMT) stream of the program with 83 senior managers currently enrolled across 4 cohorts. The SMT course structure includes 25 hours of in-person training, 15 hours of asynchronous, self-paced learning modules and 2 hours of program assessments. 3 SMT cohorts began in 2024 and the fourth is slated to commence in early 2025. Currently, there are 143 managers and supervisors on a waitlist to be trained in 2025.

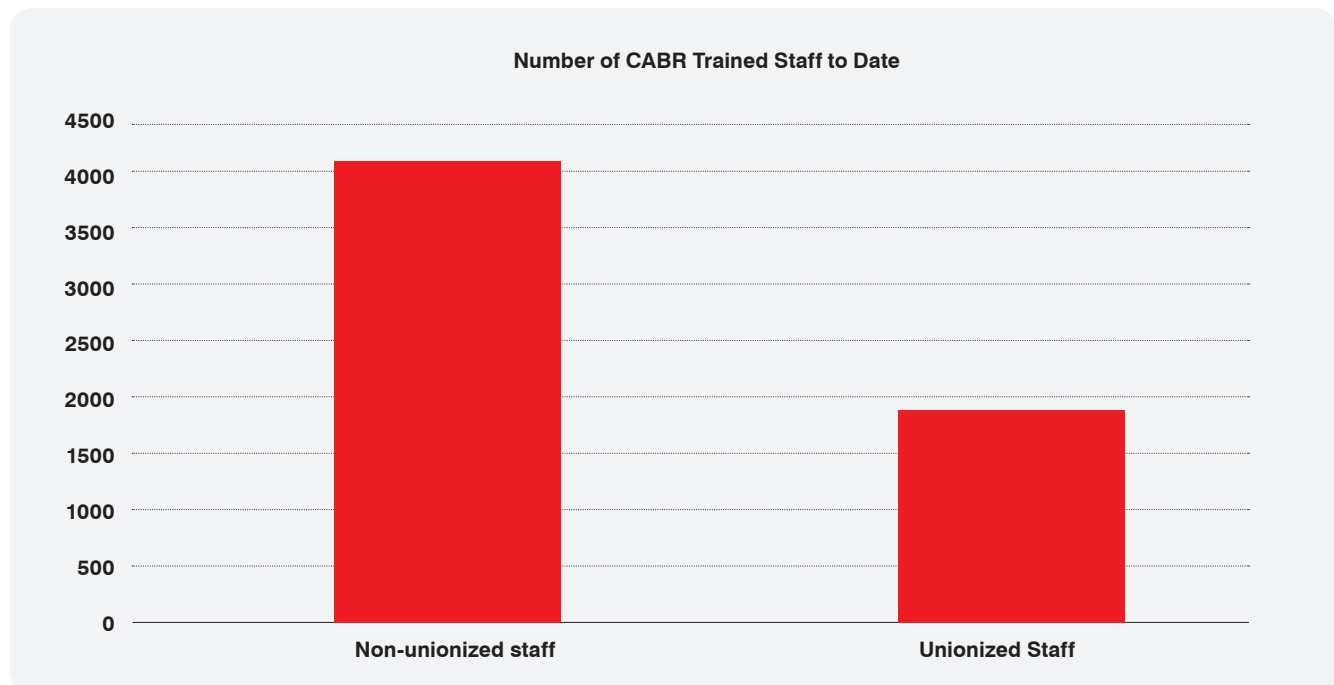
All graduates of the UpSkill program receive a Schulich Executive Education Certificate, marking a key milestone in TTC's commitment to embedding inclusive, anti-racist leadership across all levels of the Commission.

7b. Confronting Anti-Black racism (CABR) training, 13 sessions delivered per week.

The TTC continues to work towards meeting the City's mandate to host Confronting Anti-Black Racism (CABR) training for all staff. Thanks to the support of instructors from the City of Toronto, the TTC launched an online delivery of the CABR program, and in 2021, the first Diversity Instructor joined the TTC to allow for the offering of in-person training to frontline staff. Throughout 2024, the Diversity Department significantly enhanced the capacity of its education team with the addition of a new Education Consultant and Diversity Instructor. However, as reported in 2023, the ever-growing need for EDIA and anti-racism training in several areas continues to make it impossible to offer the target of 13 sessions of CABR training per week.

Since the start of CABR training at the TTC, 1820 unionized employees (Bus Operators) have engaged in in-person sessions as part of their recertification, and 4061 non-unionized staff have successfully completed the training program. After a short break, the four-hour online, instructor-led CABR training was resumed and facilitated by the City of Toronto's CABR Unit in Fall 2024. A total of 187 non-unionized employees participated in this training in 2024.

Figure 3: Number of CABR Trained Staff to Date





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

Establish a procurement policy grounded in equity and diversity

8a. Revise procurement policies to embed supply chain diversity initiatives to remove barriers to equal opportunity.

The TTC has made significant strides in embedding equity, diversity, inclusion and accessibility (EDIA) and anti-racism principles into its procurement processes. In 2024, a detailed jurisdictional scan and analysis was conducted of procurement policies and programs across Canadian and U.S. municipalities and public transit agencies. This scan resulted in the development of comprehensive policy recommendations that were presented to the TTC's Procurement Policy Committee. Preliminary policy language was also proposed for inclusion in the TTC's forthcoming Procurement Policy for the purposes of removing barriers to equal opportunity by embedding supply chain diversity initiatives into TTC's procurement processes.

To further advance this work, the Racial Equity Office (REO) proposed the development of a TTC Procurement EDIA Strategy. Once approved, this strategy will establish the foundation for a formal Procurement EDIA Program, ensuring that equity, diversity, and inclusion are consistently and sustainably integrated into procurement activities. The REO also played a key role in the auditing and reporting process for the eBus RFP Procurement Equity requirements.

The REO continues to collaborate with various Procurement and Category Management (PCM) teams to prepare procurement EDIA requirements and documents as part of requests for proposals (RFPs) and to develop procurement EDIA policy enhancements and language.

8b. TTC to collaborate with the Conference of Minority Transportation Officials (COMTO) Toronto and Region Chapter, to work with the TTC Procurement and Category Management Department to promote social procurement by leveraging best practice in the Transit Industry.

The TTC's Racial Equity Office (REO) and Procurement and Category Management (PCM) teams continue to identify ways of collaborating with the Conference of Minority Transportation Officials (COMTO) Toronto and Region Chapter. Specifically, as part of the recent eBus RFP Procurement EDIA auditing and reporting activities, the REO identified potential opportunities to embed procurement EDIA requirements, assessments, and initiatives into procurement processes across the sector through COMTO.



An eBus with a ramp activated.

Revenue Protection and Special Constable Culture Change

9a. Commitment: Changing the culture of the departments while enhancing their focus on the key priorities of transit security and maximizing revenue protection.

9b. Commitment: Reviewing the uniforms, training, customer service practices, mandates, job roles and supporting organizational structures for the Revenue Protection and Special Constables Service departments.

- The TTC's Revenue Protection and Special Constable Service departments continue to play an important role in ensuring the safety and security of customers, employees and the TTC's revenue base. In 2024, the TTC appointed a new Head of Special Constable Service who brings years of experience in law enforcement and customer service. The new Head will help further the goals of the Special Constable Service by improving processes and public perception and fostering a culture of safety, inclusion and security. The TTC also appointed a new Head of Revenue Protection in 2024. The new Head of Revenue Protection has held several progressive positions throughout the organization and has implemented many safety and diversity initiatives throughout their career. Additionally, the organization hired 33 Special Constable Officers to build a workforce that is representative of the diversity of the community it serves.
- Last year, the Special Constable Service continued to improve its operations, community engagement and efficiencies in its service delivery while enforcing the new Community Safety and Policing Act. The Act modernized policing standards with key changes including a new Code of Conduct, a standardized process for Special Constable complaints and new administrative requirements for all Special Constable employers. Consequently, the Special Constable Service and Toronto Police Service updated their Memorandum of Understanding to reflect the new legislative requirements in the Act. This update was a major milestone as it now includes provisions for the use of new technology and clearly states the scope of powers of Special Constables.
- At its meeting on April 11, 2024, the TTC Board approved the updated Use of Force, Use of



Two Special Constables in front of a bus smiling.

Discretion, Body-Worn Camera and Special Constable In-Car Camera System policies. These policies were developed in response to recommendations made by the Ombudsman Toronto in their report, An Investigation into the Toronto Transit Commission's Oversight of its Transit Enforcement Unit, that was issued on April 20, 2017. The objective of these policies is to strengthen accountability and public trust in all enforcement activities.

- The Department strengthened transparency and accountability among Special Constables, Fare Inspectors, and the public by piloting body-worn cameras, which showed significant benefits. Following the pilot's success, the TTC is set to implement body-worn cameras for all Special Constables and Fare Inspectors in January 2025.
- Over this past year, the TTC continued to

provide training to ensure that Special Constables are prepared with the essential competencies to respond effectively to complex situations. OTC provided recruitment and refresher training to ensure that Special Constables treat customers and employees with respect, sensitivity and without discrimination.

Table 1: Mandatory Training for Special Constables

Course / Topic	Delivered By	Duration	Number trained
Special Constable Recruit Training	3rd Party Provider/Toronto Transit Commission	90 Days	39
Annual Use of Force and Legislative Update Block Training	3rd Party Provider/Toronto Transit Commission	4 Days	72
Annual Use of Force & Legislative Update (Supervisor)	3rd Party Provider/Toronto Transit Commission	4 Days	20
Indigenous Awareness	Canadian Police Knowledge Network	5 days	39
Standard First Aid	3rd Party Provider	6 hours	31
Confronting Anti-Black Racism	3rd Party Provider	2 days	39

In collaboration with the City of Toronto, Toronto Police Service, and the Toronto District School Board, the TTC launched the TTC Youth Ambassador Pilot Program to reduce youth unrest and violence in the transit system by engaging and building relationships with youth through workshops. The program discussed important topics such as conflict resolution, mental health, self-care practices, personal accountability, TTC safety and ethics, and the impacts of violence and fare evasion. The program yielded many positive results including improving student behaviour towards TTC Operators, increased awareness of the impact of fare evasion, empowered student leadership, a greater sense of belonging among youth particularly those from underserved communities and strengthened partnerships between stakeholders.

Complaints Data

As noted in **Appendix 1: Complaints Data**, the TTC received a total of 292 complaints in 2024 regarding the conduct of members of the Special Constable Services and Revenue Protection Department and the related policies and services. A total of 42 complaints involved Special Constables, 35 of which were Public Complaints and seven were Internal Employee Complaints. Of the 42 Special Constable complaints, two were complaints about the policy or services of the Special Constable Service and one was a general observation about Special Constables.

The TTC received 250 complaints involving the conduct of Fare Inspectors or Protective Services Guards, the services or policies of the Revenue Protection Department or general complaints about fare inspection. Of the 250 complaints, 16 are general complaints from members of the public regarding customer fare evasion and the fact that TTC does fare inspection or complaints about the policy or services provided by the Revenue Protection Department. The remaining 234 complaints involve allegations about misconduct, with 226 public complaints and eight internal complaints.



A Fare Inspector and two Special Constables smiling.

Learning from international best practice

10a. Commitment: Signing a pledge to support the BlackNorth Initiative against systemic racism.

The TTC continues to strengthen its external partnerships and collaborations as part of its commitment to advancing equity, diversity, inclusion and accessibility (EDIA) and anti-racism. By engaging with an ever-growing network of organizations, the TTC ensures it is learning from best practices, contributing its own expertise, and staying aligned with emerging trends. Throughout 2024, TTC staff and Executive members participated in numerous conferences, events, and sector tables, learning and sharing insights to continually enhance the TTC's policies and practices.

In 2019, the TTC signed a pledge to support the BlackNorth Initiative, a Canada-wide program to empower Black professionals in business. This year, the TTC integrated the BlackNorth Initiative's best practices to address anti-Black systemic racism, fostering open workplace discussions and the removal of barriers that prevent Black employees from advancing within the organization. The TTC's Anti-Racism Strategy builds on this work by promoting education and awareness around unconscious bias and anti-racism. Successes and setbacks are shared to help improve EDIA and anti-racism initiatives.

Community Organizations

Meaningful community engagement is a cornerstone of the TTC's EDIA and anti-racism initiatives. By creating opportunities for dialogue and partnership, the TTC can better understand the lived experiences, priorities, and barriers faced by our customers and employees. Engaging with community members ensures that our initiatives are informed by real needs and helps embed transparency, accountability, and trust into our operations. It also strengthens our ability to deliver services that are responsive and equitable, ensuring that every Torontonian feels valued, safe, and welcome across our system.

In 2024, the TTC continued to prioritize community engagement by consulting, contracting, and/ or partnering with the following organizations:

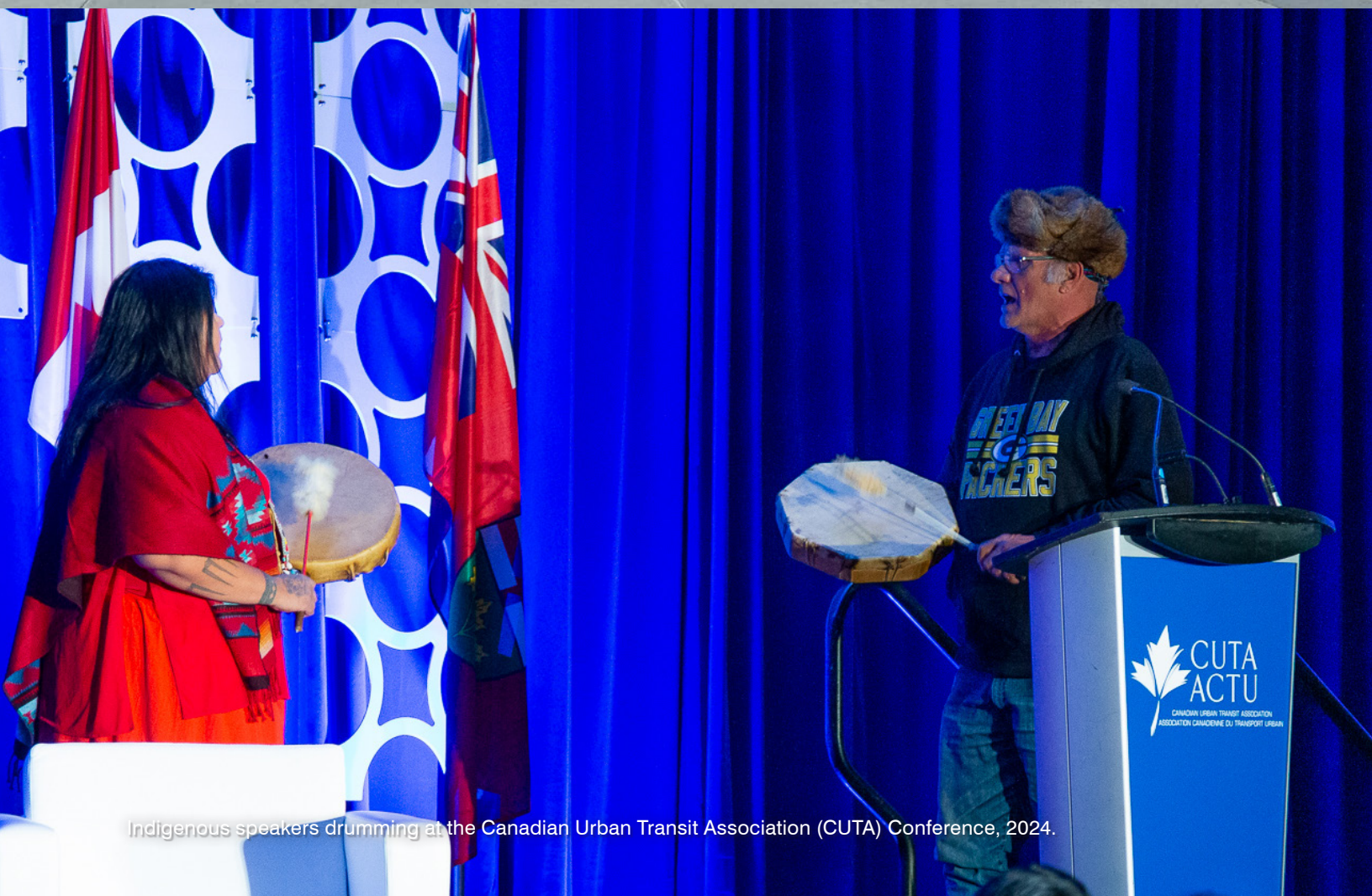
- AstroSankofa Arts Initiatives
- Blackhurst Cultural Centre
- Centre of Excellence for Black Student Achievement
- Hydro One
- Jane/Finch Community and Family Centre
- Metrolinx
- Stolen From Africa
- Toronto Archives
- Toronto District School Board (TDSB)
- Toronto Metropolitan University
- Toronto Rape Crisis Centre
- TTC Riders
- Toronto Caribbean Festival
- The 519



A smiling driver in a Wheel-Trans bus wrap of the Bacchanal Bus in partnership with the Toronto Caribbean Festival.



Diversity Department staff and ATU 113 United Indigenous Council (UIC) members at a Sunrise Ceremony gathered in front of a bus wrap celebrating Indigenous Peoples Month, 2024.



Indigenous speakers drumming at the Canadian Urban Transit Association (CUTA) Conference, 2024.

Employee Engagement

In addition to partnering with the community, the TTC is committed to inclusive and sustainable employee engagement. Over the previous year, the Diversity Department worked alongside several employee groups to host EDIA and anti-racism initiatives and campaigns and learn about the priorities and concerns of our diverse workforce. Some of the employee groups partnered with in 2024 included:

- ATU 113 Black Caucus
- ATU 113 LGBTQ+ Committee
- ATU 113 Women Committee
- ATU 113 United Indigenous Council (UIC)
- Black Transit Workers Association (BTWA)
- Muslim Voices

To further support the department's capacity for employee engagement, the Employee Resource Group (ERG) Pilot Program was developed in 2024 to formalize opportunities for engagement and promote a sense of belonging. The program was presented to the People and Culture Leadership Table in December 2024, laying the groundwork for implementation in 2025. The program formally establishes a foundation for all TTC employee groups and helps promote an inclusive organizational culture where employees can connect and build community around shared identities and experiences.

Partnerships with the City

As an agency of the City of Toronto, the TTC continues to collaborate with a range of City departments and offices to strengthen its equity, diversity, inclusion, accessibility and anti-racism efforts. In 2024, partnerships with divisions such as Social Development, Finance and Administration (SDFA), the Confronting Anti-Black Racism (CABR) Unit, the Indigenous Affairs Office, the Gender Equity Unit and

Transportation Services provided valuable expertise through consultations, training sessions, planning collaborations, and resource sharing.

Industry Tables

The Diversity Department continues to lend its leadership and expertise to a number of industry tables and standing committees including:

- Advisory Committee on Accessible Transit (ACAT)
- CCTV Access and Features Working Group
- Diversity Calendar Technical Table
- Directors Table – Indigenous Affairs Office
- Interdivisional Table
- Procurement Policy Committee
- Suicide Prevention Workgroup
- Toronto Caribbean Carnival Festival Management Committee
- Youth Unrest City of Toronto Workgroup

Conferences and Events

Canadian Urban Transit Association (CUTA) Conference

Toronto Caribbean Carnival Grand Parade

Finch West LRT Jane and Finch Community Event

Transit Rail Association for Canadian Contractors, Maintainers, Operators and Standards (TRACCS) Tradeshow

Urban Transit Infrastructure Symposium, Eastern Canada



The Road Ahead

With the approval of the Anti-Racism Strategy by the TTC Board in June 2024, the TTC has embedded the 10-Point Action Plan into the Strategy to promote a culture of inclusion and belonging that is free from racial discrimination and systemic racism. The Racial Equity Office has been collaborating with the Corporate Policy and Planning team to incorporate the Anti-Racism Strategy into the Corporate Plan's tracking and monitoring framework, with ongoing discussions focused on further integration including public reporting. Moving forward, the TTC will shift focus to report annually on its progress with implementing the Strategic Actions under the Anti-Racism Strategy.

To ensure the effective implementation of the Anti-Racism Strategy, the Racial Equity Office has developed an implementation plan that outlines key activities, resources required, roles and responsibilities and projected completion dates for the Strategic Actions. In addition, the Strategic Action Project Plans provide important information for tracking the implementation of Strategic Actions and the Monitoring and Evaluation Framework assesses progress against key metrics and desired outcomes using a defined methodology for evaluation.

In the first year of implementing the Anti-Racism Strategy, the TTC has made progress with Strategic Action 7.1: Deliver educational events that share core knowledge, information and perspectives about anti-racism, anti-Indigenous racism and anti-Black racism. The Racial Equity Office has been raising awareness of the Anti-Racism Strategy at Road Show visits to 5 Divisions in 2024 with a special event visit for Women's History Month in October 2024. Additional visits to Divisions and subway

stations are being planned for 2025. Two Management Essential Refresher sessions have been held in 2024 with additional sessions scheduled for 2025.

With respect to Strategic Action 4.1: Continue the independent review of the collection of race-based data in the TTC Special Constable and Revenue Protection Services, the Final Racial Equity Impact Assessment report is underway.

For Strategic Action 1.1: Develop and activate a policy implementation plan, the Anti-Racism Policy has been referred to the TTC Board's Human Resources Committee for review. A draft Anti-Racism Policy implementation plan and Terms of Reference for the Anti-Racism Strategy Implementation Table which includes a working group focused on advancing the Policy, are in progress.

Regarding Strategic Action 3.1: Listen to the experiences of the TTC's customers and employees, including from Black, Indigenous, and racialized communities, efforts are ongoing to begin consulting with employee and community groups to gather input that will shape and inform anti-racism initiatives.

With respect to Strategic Action 2.1: Develop an anti-racism analysis tool that incorporates an intersectional lens, research is currently being conducted to identify tools and frameworks used in various sectors, including public, private and community settings, to analyze and promote anti-racism, equity including gender equity, Indigenous reconciliation and accessibility.

The TTC will continue to make advancements in implementing the Strategic Actions of the Anti-Racism Strategy in the coming years, building on current progress and momentum.



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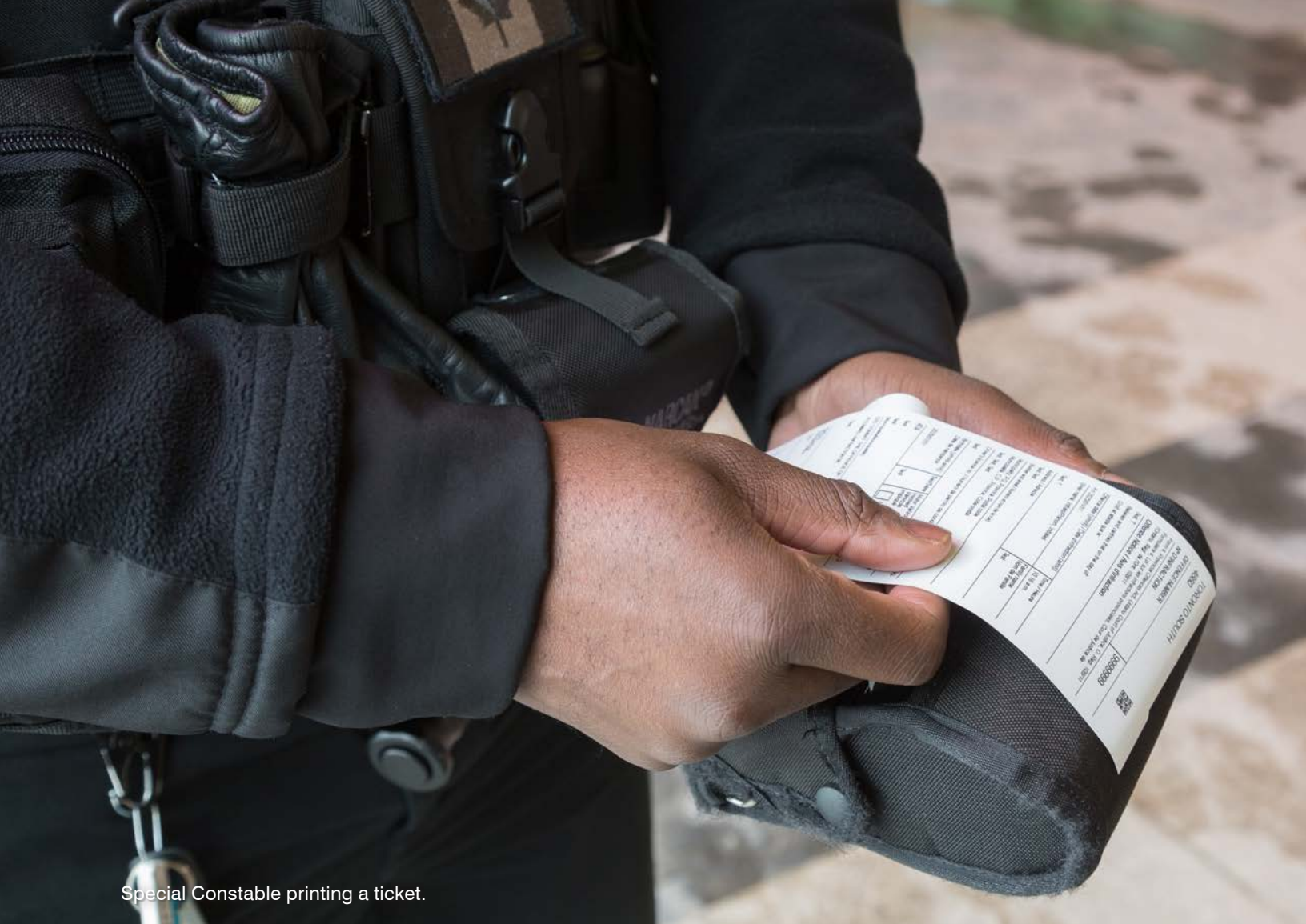
THE
PRESENT

OUR
FUTURES

4500

Designed and curated by:
AstroSankofa Arts Initiatives

2024 Black History Month streetcar artwork illustrating the past, the present and our futures designed and curated by
AstroSankofa Arts Initiatives.



Special Constable printing a ticket.

Appendix 1: Complaints Data

In accordance with the Fare Inspector and Special Constable Complaint (FISCC) Office's mandate and its commitment to transparency and public accountability, the FISCC Office is reporting its 2024 data regarding complaints involving the TTC's Revenue Protection and Special Constable Services including those involving Fare Inspectors and Special Constables.

In 2024, the TTC received a total of 292 complaints regarding the conduct of members of the Special Constable Services and Revenue Protection Department and the related policies and services. This attachment provides a breakdown of the 292 complaints, including the nature of the complaints and the outcomes.

Table 2: Categorization of Special Constable Misconduct Complaint Allegations: Comparison Chart of 2020 to 2024¹

SCS Code of Conduct		Sub-Category	2020	2021	2022	2023	2024
Breach of Confidence			0	0	1	3	0
Consuming Drugs or Alcohol in a Manner Prejudicial to Duty			0	0	0	0	0
Corrupt Practice			1	0	0	4	0
Damage to clothing or equipment			0	0	0	1	0
Deceit			0	0	2	2	3
Discreditable Conduct			11	7	36	31	32
	Discourtesy/Rudeness	9	4	10	14	24	
	Harassment/ Discrimination	3	3	13	9	5	
	Poor Use of Discretion	0	2	4	9	16	
Insubordination			0	0	0	0	0
Misrepresentation			0	0	0	0	0
Neglect of Duty			1	1	4	8	3
Other Less Serious			1	1	0	4	2
Unlawful or Unnecessary Exercise of Authority			5	5	0	5	7
	Related to Use of Force	5	5	0	5	6	
	Unlawful Arrest	0	0	0	0	1	

Over the past year, the TTC recorded a total of 42 complaints involving Special Constables, 35 of which were public complaints and 7 were internal employee complaints. Of the 42 Special Constable complaints, 2 were complaints about the policy or services of the Special Constable Service and 1 was a general observation about Special Constables. The remaining 39 complaints were about employee misconduct. The most frequent allegation types were: 24 complaints alleging discourtesy or rudeness,

16 complaints alleging poor use of discretion, 7 complaints alleging unlawful arrest or use of force and 5 complaints alleging harassment and/or discrimination. Of the 42 Special Constable complaints received in 2024, 27 complaints were closed in 2024 (23 public and 4 internal) and 15 matters remain open and pending resolution. In 2024, the FISCC Office also closed 29 complaints received in 2023 and 17 complaints received in 2022.

¹ A single complaint may have multiple allegations, and therefore the total number of allegations is greater than the total number of complaints.

Table 3: Categorization of Fare Inspector Misconduct Complaint Allegations: Comparison Chart of 2020 to 2024

SCS Code of Conduct		Sub-Category	2020	2021	2022	2023	2024
Breach of Confidence			0	0	1	0	0
Consuming Drugs or Alcohol in a Manner Prejudicial to Duty			0	0	1	0	0
Corrupt Practice			0	0	0	0	1
Damage to clothing or equipment			0	0	0	0	1
Deceit			1	0	0	9	5
Discreditable Conduct			32	10	36	82	223
	Discourtesy/Rudeness		23	7	20	61	172
	Harassment/ Discrimination		10	5	15	21	28
	Poor Use of Discretion		1	0	4	22	105
Insubordination			0	0	0	1	0
Misrepresentation			0	0	0	0	0
Neglect of Duty			1	0	8	9	13
Other Less Serious			1	0	0	2	3
Unlawful or Unnecessary Exercise of Authority			2	0	0	1	1
	Related to Use of Force		2	2	0	0	1

In 2024, the TTC recorded a total of 250 complaints involving the conduct of Fare Inspectors or Protective Services Guards, the services or policies of the Revenue Protection Department or general complaints about fare inspection.

Of the 250 complaints, 16 were general complaints from members of the public regarding customer fare evasion and the fact that TTC does fare inspection or complaints are about the policy or services provided by the Revenue Protection Department.

The remaining 234 complaints involve allegations about misconduct, with 226 public complaints and 8 internal complaints.

Of the 226 public complaints of misconduct opened in 2024, 129 were closed in 2024. Of the 8 misconduct complaints from internal complainants in 2024, 4 were closed in 2024.

In 2024, the FISCC Office also closed 49 public and 4 internal complaints that were received in 2023, as well as 6 public and 7 internal complaints that were received in 2022.

