



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.¹

From the TTC Board Chair



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

From the Chief Executive Officer



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 Officer²

From the Chief Diversity and Culture Officer



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.

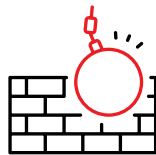
I want to sincerely thank everyone who has contributed to the development of this Strategy, and I look forward to making measurable progress on this very important journey.

Keisha Campbell
Chief Diversity and Culture Officer

Executive Summary

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.

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.



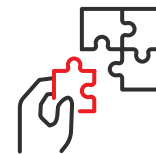
Dismantling Racism within the TTC

- 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.



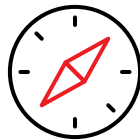
Developing the Strategy

- 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.



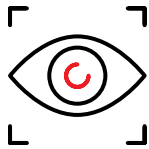
Guiding Principles

- 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.**



Track
5

Track
4

Bay
1



Preamble: Call to Action

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.³

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

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.⁴

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.⁵ 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.⁶

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.⁷ 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.⁸

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.⁹

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:¹⁰

- 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

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Mayang Bago

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Dismantling Racism within the TTC

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.¹¹ 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.’¹²

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.¹³

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.

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.

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 Inspectors¹⁴

The Interim Report: TTC Anti-Racism Strategy Review, prepared by the TTC’s External Advisor on Diversity and Inclusion, Arleen Huggins¹⁵

The TTC’s 10-Point Action Plan and Five-Year Diversity and Human Rights Plan¹⁶

The Racial Equity Impact Assessment of TTC Enforcement Activities: TTC Report for Action¹⁷

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

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.



Introducing the Strategy

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.

Guiding Principles

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*,²² and is the inspiration for this guiding principle. The United Nations *International Convention on the Elimination of All Forms of Racial Discrimination*²³ 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*,²⁴ 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.



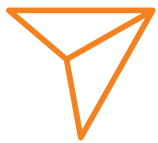
3. Respect for the learning and growth journeys of everyone in the TTC community.

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

Strategic Objectives and Actions

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.



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.

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

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.



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.²⁵
- 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,²⁶ 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.



2023 Lunar New Year streetcar artwork

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.²⁷
- 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.^{28, 29}
- 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

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.³⁰
- 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.^{31, 32}
- 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.³³
- 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.

Governance of the Strategy

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.

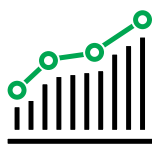


TTC staff visiting Arrow Road Division to engage with employees during the development of the Anti-Racism Strategy and the Anti-Racism Policy



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 framework³⁴ 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.

Moving Forward

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

Appendix: Key Terms Glossary

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.

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.³⁵

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.³⁶ For an example of the application of anti-Black racism analysis, see the *Toronto Action Plan to Confront Anti-Black Racism*,³⁷ 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.³⁸

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.³⁹

Anti-racism analysis:

is an organized method of analysis and a proactive course of action that recognizes the existence of racism, including systemic racism,⁴⁰ 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.⁴¹

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.⁴²

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.⁴³

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*.⁴⁴

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.⁴⁵

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.⁴⁶

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.⁴⁷

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.⁴⁸

Indigenous communities:

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

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.⁵⁰

Lived experience:

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

Psychological safety:

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. 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.⁵²

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.⁵³

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.⁵⁴

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).⁵⁵

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.⁵⁶

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 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*.⁵⁷

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.⁵⁸

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.⁵⁹

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*.⁶⁰

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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