



TPS Equity Strategy:
The Road to Creating an Inclusive Workplace and Fairness in Community Safety

Proposed Implementation Plan

Supporting Indigenous Cultural Safety

December 2023



Land Acknowledgement

The Service 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. The Service also acknowledges that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit.

Starting with a land acknowledgement is a way to recognize the enduring presence and resilience of Indigenous peoples in the land we now call the City of Toronto. Land acknowledgements mark a small and important step in the process of reconciliation and building a positive relationship with Indigenous peoples, which is foundational to any work intended to advance equity and inclusion.

Contribution of Black Communities

For decades, there have been calls for action to address systemic racism in policing. Numerous studies, reports and case law revealed racial disparities in police interactions, with Black people more likely to be proactively arrested, charged and subjected to use of force.

Black communities have been at the forefront of equity, advocating for systemic change and profound reforms in policing. Confronting and removing barriers caused by anti-Black racism benefits all Canadians, including other Toronto communities experiencing racism and marginalization. This strategy acknowledges, builds on, and responds to the work of Black leaders, activists, educators, and community groups and organizations, present and past.

Working with 2SLGBTQI+ Communities

2SLGBTQI+ communities have continuously called for actions to address systemic homophobia and transphobia in policing. It is important to acknowledge the past and harm that has been done, and then move forward in a different way so that transformative change happens.

The Service has made it its top priority to work with our communities, including our 2SLGBTQI+ Community Consultative Committee, to not only build, and in some cases, re-build trust, but more importantly to ensure that the trust is maintained, starting with being intentional and proactive in listening, learning and improving our understanding of how we can change for the better. Leaning on the communities' wisdom, lived experiences, direction and feedback, and truly collaborating from design to delivery have been key in the work of implementing the Missing and Missed Recommendations and the Gender Diverse and Trans Inclusion Initiative.

Our Strategic Framework

The diagram below summarizes our Strategic Framework, developed in consultation with our members, partners and communities, including our Priorities, Vision and Strategic Goals.



Supporting Indigenous Cultural Safety Implementation Plan




GOAL #1

Place equity, inclusion, and fairness at the heart of how we recruit, promote, and retain our members to reflect the unique diversity of our city.

Action #1

Develop and strengthen policies, processes and practices – with a focus on human resources and people management – to ensure, include and empower diversity in all parts of the Service, especially where there is underrepresentation

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
1.1 Develop and co-design new recruitment campaigns to attract underrepresented applicants with a range of lived experiences including education, career history, family status, age, gender identity, sexual orientation and socio-economic status	HR Programs	Talent Acquisition	#/% of underrepresented applicants		✓		
	Policies, Processes & Procedures		Success rate of underrepresented applicants				
1.2 Embed an Indigenous-specific lens to job postings, interview aids, testing and investigative backgrounds	HR Programs	Talent Acquisition	Equity review and update of interview aids, testing and investigative backgrounds				✓
	Policies, Processes & Procedures		Feedback from applicants/members				
1.3 Ensure broad socio-demographic and organizational representation in hiring and promotional panels, and train staff conducting interviews on	HR Programs	Talent Acquisition	Socio-demographic data of composition of hiring and promotional panels				✓
	Policies, Processes & Procedures		#/% of staff conducting interviews receiving recurring Indigenous				

Indigenous cultural safety and implicit bias			cultural safety and implicit bias training		
1.4 Participate and attend Indigenous hiring events at both regional and national levels, including Indigenous post-secondary graduation events and Indigenous specific programming	HR Programs Listening & Understanding Reconciliation & Community Relationships	Talent Acquisition	#/types of Indigenous events and programs attended # of students reached at every event Contact list of Indigenous graduates who have signed up to receive further information # of Indigenous applicants		



GOAL #2

Empower our members with skills and equal opportunities to grow and use inclusive and equitable practices in their roles and responsibilities.

Action #2 Strengthen, expand and make mandatory anti-racism and equity-related training							
SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<p>2.1 Continue to refine and provide mandatory training on Indigenous experience, and fair and impartial policing to all Service members, and integrate it into all training programs (e.g., new recruits training, In-Service Training, onboarding of coach officers, uniform supervisors, civilian members)</p>	Training & Capacity Building	Toronto Police College	<p>Refined mandatory Indigenous experience training (including incorporation of a blanket exercise)</p> <p>Tracking of training completion rates</p> <p>Feedback from members</p>	✓			
<p>2.2 Incorporate unconscious bias elements into scenario-based and dynamic training that prioritizes de-escalation and culturally-appropriate and trauma-informed practices, including training around human trafficking and responding to families of missing and murdered Indigenous women and girls</p>	Training & Capacity Building	Toronto Police College	<p>Updated curriculum and training to include unconscious bias elements into scenario based and dynamic training</p> <p>Culturally appropriate and trauma informed practices embedded in training of uniform members</p> <p>Feedback from members</p>		✓		

<p>2.3 Ensure mandatory training for all new recruits and newly promoted sergeants include the history of police in the oppression and genocide of Indigenous peoples; anti-racism and anti-bias training; and culture and language training</p>	<p>Training & Capacity Building</p>	<p>Toronto Police College</p>	<p>Updated Indigenous training for all new recruits and newly promoted Sergeants</p> <p>Completion rate of training</p> <p>Feedback from participants</p>		<p>✓</p>		
<p>2.4 Provide timely and consistent resources and support to Equity, Inclusion and Human Rights instructors at the Toronto Police College to sustain training capacity on Indigenous-specific topics in connection with other relevant training modules</p>	<p>Policies, Processes & Procedures</p> <p>Training & Capacity Building</p>	<p>Toronto Police College</p>	<p>#/type of professional development and learning opportunities offered to instructors</p> <p>Updated budget reflecting the additional/ongoing resourcing and support (e.g., procurement of external consultants to support development of Indigenous-specific/EIHR training material</p>		<p>✓</p>		

Action #3

Deliver community-centered training and involve experts, members and organizations with lived experience in the development, delivery and evaluation

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
3.1 Invest in building relationships and partner with relevant internal and external groups, such as community agencies that represent the interests of diverse Indigenous communities, in co-developing and co-delivering immersive community experience programs for members of all ranks	Training & Capacity Building	Toronto Police College	#/type of new & existing partnerships		✓		
	Listening & Understanding		#/types of incentives for community partners				
	Reconciliation & Community Relationships		# of officers that have completed the community experience programs				
			# of engagements				
			Annual update of Course Training Standard and curriculum				
			Feedback from participants and partners				
3.2 Review training on all community service and response programs to incorporate de-escalation and use of force impacts on Indigenous communities with updated scenarios and case review annually	Policies, Processes & Procedures	Toronto Police College	Update of training curriculum to incorporate de-escalation and use of force impacts on Indigenous communities		✓		
	Training & Capacity Building		Feedback from members				
3.3 Audit and review training effectiveness, in collaboration with Elders and Knowledge Carriers, academic institutions and community agencies that represent the interests of diverse Indigenous communities, bi-annually	Policies, Processes & Procedures	Toronto Police College	Standard audit and evaluation framework developed with an Indigenous lens		✓		
	Monitoring & Accountability		Development of audit findings				

Action #4

Revitalize and reframe internal affinity groups and organizational assets to help increase member engagement, and foster belonging

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
4.1 Support the newly launched Aboriginal Internal Support Network (A-ISN) in developing foundational documents, logistics, processes and strategies including a communications strategy, work plan, governance structure and funding mechanisms	Policies, Processes & Procedures Monitoring & Accountability	Equity, Inclusion & Human Rights	Foundational documents and processes set up Collection of data through annual reports for baseline measurement & tracking Development of a communications strategy Feedback from A-ISN members		✓		



GOAL #3

Invest in our leaders, enable them, and hold them accountable for embodying inclusive and courageous leadership.

Action #5
Design and deliver, and increase access to leadership development programs for historically underrepresented members of the Service

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
5.1 Identify and track all recipients of training across the Service to ensure equitable access to opportunities for leadership development	Training & Capacity Building Monitoring and Accountability	People & Culture	Detailed breakdown on recipients of training (e.g., type of training, rank of participants, socio-demographic info, evaluation data) Creation of development plans for members				✓
5.2 Enhance existing leadership development processes and opportunities, including updating the selection and approval process for leadership development training to ensure equitable access, and developing tailored internal and third-party mentoring and coaching options for underrepresented and/or overlooked members	HR Programs Training & Capacity Building	People & Culture	Review of existing leadership development processes and opportunities Plan to enhance existing leadership development process and opportunities developed Updated process for selection and approval for leadership development training Development of tailored internal and third party mentoring and coaching options # of participants Feedback from participants #/% of newly developed Indigenous leaders				✓

Action #6

Identify and support leaders to establish expectations, set the tone and take action to foster a healthy and inclusive workplace, and acknowledge those who model equitable leadership and behaviours

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
6.1 Update Performance Management Program (PMP) to promote and assess the ongoing development of understanding and competencies on supporting Indigenous cultural safety amongst management, and ensure corresponding evaluation measures are in place	HR Programs Monitoring & Accountability	People Strategy & Performance	Updated Performance Management Program (PMP) Development of corresponding evaluation measures				✓
6.2 Overhaul the leadership promotional processes, with emphasis on Indigenous and community experience, and ensuring this is reflected in the selection criteria, interview questions and other relevant materials	HR Programs	People & Culture	Updated leadership promotional processes (e.g., selection criteria, interview questions and other relevant materials) Data collection on applicants vs selected candidates		✓		
6.3 Integrate content on historical relationships and associated impacts, land-based learning about Indigenous peoples, the root causes of systemic anti-Indigenous bias and racism, and taking on a trauma-informed approach, in the development of leadership onboarding, learning and mentoring curricula	Training & Capacity Building	Toronto Police College	Integration and delivery of new/updated content Feedback from participants			✓	
6.4 Develop a working group of committed senior leaders in the Service in driving the organization forward in actively advancing the priority of supporting Indigenous cultural safety and community engagement	Policies, Processes & Procedures Monitoring & Accountability	Equity, Inclusion & Human Rights	Established working group #/type of meetings Terms of Reference and work plan for working group drafted	✓			



GOAL #4

Change our organization – policies, processes, systems and structures – to eliminate systemic barriers and ensure unbiased and fair treatment of our members and our communities and partners.

Action #7

Review and update internal and community-facing policies, procedures and processes to identify and address barriers, and to increase fairness and transparency

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS				
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
7.1 Ensure all formal meetings begin with a land acknowledgment, and training and/or resources are provided to members to ensure this is done meaningfully and properly (e.g., correct pronunciation of nation/community names)	Policies, Processes & Procedures	Toronto Police College	% of formal meetings beginning with a land acknowledgement		✓		
	Listening & Understanding		Development of training/resources and/or update of existing materials				
	Reconciliation & Community Relationships						
7.2 Acknowledge publicly that the historical and current relationship between the justice system and Indigenous women and girls has resulted, and continues to result in significant harm to this group	Listening & Understanding	Corporate Communications	#/types of acknowledgements (e.g., training, events, board reports, etc.)		✓		
	Reconciliation & Community Relationships						
7.3 Build capacity around Equity Impact Assessments (e.g., tool kits, training) and embed them in all relevant operational plans and procedures and board reports to determine how projects and deployments can impact Indigenous communities	Policies, Processes & Procedures	Equity, Inclusion & Human Rights	Members familiarized with Equity Impact Assessments		✓		
	Training & Capacity Building		Equity Impact Assessments being completed as part of operational plans and procedures, and board reports				
	Monitoring & Accountability						

<p>7.4 Review and revise use of force procedures and options with a trauma-informed and Indigenous lens, to implement measures that continue to promote culturally appropriate service delivery and fair treatment in police interactions with Indigenous communities, including victims and survivors of violence (e.g., tactical de-escalation, trauma-informed approach)</p>	<p>Policies, Processes & Procedures</p>	<p>Toronto Police College</p>	<p>Updated procedures and options in consideration of RBDC learnings and Indigenous lens</p> <p>#/ of use of force interactions with Indigenous communities</p> <p>Feedback from members and communities</p>		<p>✓</p>		
<p>7.5 Ensure appropriate Indigenous representation, including Indigenous members, officers, women and girls, on varying levels of governance and decision making bodies and tables</p>	<p>Policies, Processes & Procedures</p>	<p>Community Partnerships & Engagement</p>	<p>#/% of Indigenous representation on varying levels of governance and decision making bodies and tables</p>		<p>✓</p>		
<p>7.6 Review procurement processes to ensure Indigenous and equity deserving vendors are being considered in making purchasing decisions for the Service</p>	<p>Policies, Processes & Procedures</p> <p>Reconciliation & Community Relationships</p>	<p>Purchasing Services</p>	<p>Data collection framework to measure equity impacts on procurement processes</p> <p>Reference document and standardized process developed and rolled out</p>			<p>✓</p>	
<p>7.7 Review and update the 911 Call Centre procedures with an Indigenous specific lens</p>	<p>Policies, Processes & Procedures</p>	<p>Governance</p>	<p>Completion of review with revised/updated procedures</p> <p>Feedback from members and public</p>		<p>✓</p>		
<p>7.8 Develop a directory of, and plan for engagement with Indigenous health and wellness professionals</p>	<p>HR Programs</p> <p>Reconciliation & Community Relationships</p>	<p>Wellness</p>	<p>Development of engagement plan with Indigenous health and wellness professionals</p> <p># of Indigenous health and wellness professionals</p> <p>Member feedback</p> <p># of Indigenous members reaching out to Wellness unit</p>		<p>✓</p>		

Action #8

Implement capabilities to collect, monitor and report on race and identity-based data across various stages of priority internal and community-facing processes

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
8.1 Design and improve data systems and corresponding procedures for data collection, management and protection, to analyze and report on race-based data for various interactions with the public	Policies, Processes & Procedures Data & Technology	Equity, Inclusion & Human Rights	RBDC data systems and procedures developed and enhanced for ongoing phases		✓		
8.2 Collect demographic data during recruitment, screening, application and promotional processes to identify and address anti-Indigenous bias and representation gaps, and explore areas to provide additional supports	HR Programs Data & Technology	Talent Acquisition	Collection of demographic data during recruitment, screening, application, and promotional processes Presentation of analysis of data to members and public Plan to address gaps and additional supports	✓			
8.3 Develop a separate Indigenous-specific report on the outcomes of race and identity-based data findings to contextualize the analyses in terms of the unique experiences and challenges Indigenous communities face	Policies, Processes & Procedures Listening & Understanding Reconciliation & Community Relationships	Equity, Inclusion & Human Rights	#/type of engagements with Indigenous organizations and SMEs Indigenous-specific report developed		✓		

Action #9

Introduce new and emerging technologies with a consideration on how it impacts underrepresented groups, both negatively and positively, and the Service’s commitment to protecting the privacy rights, freedoms and dignity of individuals and communities

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
				2024	2025+		
9.1 Seek input from diverse internal and external stakeholders who have an Indigenous-specific and accessibility lens to help guide decisions around the purchase and use of technologies and new policies and practices, such as artificial intelligence and machine learning	Listening & Understanding Reconciliation & Community Relationships Data & Technology	Information & Technology	List (#/type) of internal and external stakeholders involved # of/minutes from meetings Analysis of decisions being made post-consultation Feedback from stakeholders and members	✓			

Action #10

Build and update the communications strategy to ensure transparency and authenticity in all messaging to drive equity across the Service

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
				2024	2025+		
10.1 Develop a Service-wide internal and external communications strategy for consistent and transparent delivery of messaging, updates, and communications about the Service’s prioritization of, and commitment to supporting Indigenous cultural safety	Policies, Processes & Procedures	Corporate Communications	Review & feedback on the communications strategy by SMEs with lived experience Development, roll out and evaluation of a Service-wide communications strategy Consistent development of communications plans tailored to high stakes issues that include community		✓		

10.2 Deliver bi-annual updates on the Service's equity-related work including the Indigenous Engagement Strategy	Policies, Processes & Procedures	Equity, Inclusion & Human Rights	#/type of updates on different communication platforms		✓		
	Monitoring & Accountability		# of inquiries into EIHR unit				

Action #11
Collect data, monitor, measure and evaluate the effectiveness of our services, programs and initiatives to ensure they are progressing towards advancing equity and transparency of results

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
11.1 Build out monitoring and evaluating capacities and mechanisms with an Indigenous decolonizing lens, in collaboration with internal and external subject-matter experts and partners, to track progress of our services, programs and initiatives	Listening & Understanding	Information & Technology	Development of monitoring and evaluation mechanisms with Indigenous decolonizing lens			✓	
	Reconciliation & Community Relationships		Internal and external reporting of progress of TPS services, programs and initiatives (including # of reportings)				
	Monitoring & Accountability		Feedback from internal and external members				
11.2 Develop and roll out post-police interaction survey with input from distinct Indigenous communities	Policies, Processes & Procedures	Information & Technology	Creation of post-police interaction survey				
	Listening & Understanding		Feedback from Indigenous communities				
	Reconciliation & Community Relationships		Analysis of feedback				
	Monitoring & Accountability		Report back of findings				✓



GOAL #5

Strengthen community trust and empower the voices of diverse communities in how we police.

Action #12

Develop and implement engagement strategies, practices and policies to build and foster trust and partnerships, and collaborate meaningfully with communities

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<p>12.1 Build and implement a distinct Indigenous-specific engagement strategy to support the Service's key initiatives (e.g., RBDC Strategy, Equity Strategy, MMIWG Calls for Justice) with diverse Indigenous stakeholders, including subject matter experts with lived experience, community organizations and leaders, Elders, policing-focused committees and public sector partners</p>	<p>Listening & Understanding</p> <p>Reconciliation & Community Relationships</p>	<p>Equity, Inclusion & Human Rights</p>	<p>Development and roll-out of an Indigenous-specific strategy for the Service</p> <p>Contact list of partners developed</p> <p>#/type of engagements (e.g., traditional talking circles)</p> <p>Feedback from partners</p>		<p>✓</p>		
<p>12.2 Revitalize the work around community outreach and engagement with Indigenous communities by ensuring participation and support from the Service at various events (e.g., community pow wows, food drives) Indigenous organizations host across the city</p>	<p>Listening & Understanding</p> <p>Reconciliation & Community Relationships</p>	<p>Community Partnerships & Engagement</p>	<p>#/type of Indigenous events attended and supported by TPS</p>			<p>✓</p>	



GOAL #6

Place fairness and respect at the heart of how we deliver our services and deploy our resources.

Action #13

Commit to continually conducting and evaluating race and identity-based data collection analyses, and acting on those findings to eliminate disparities in our interactions with the public.

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
13.1 Develop understanding around disparities identified in the Race and Identity-based Data Collection (RBDC) Strategy as part of the training module developed for new recruits	Training & Capacity Building	Equity, Inclusion & Human Rights	Evaluation of training module Feedback from new recruits on the training module and their level of understanding	✓			
13.2 Engage with Indigenous peoples, leaders and community organizations to identify and measure other points of police contact, and co-develop and test hypotheses for community-police interactions included in the next phase of RBDC Strategy	Listening & Understanding Reconciliation & Community Relationships	Equity, Inclusion & Human Rights	# of participants and engagements Feedback from participants Development and testing of hypotheses Indigenous-specific report for RBDC		✓		
13.3 Refine procedures for police response on the interactions with persons experiencing mental health issues, considering the impact on distinct Indigenous communities and feedback from community stakeholders	Policies, Processes & Procedures Listening & Understanding Reconciliation & Community Relationships	Strategy Management	Revised police response procedures Feedback from members and community stakeholders			✓	

13.4 Review with, and include an Indigenous lens in amending Missing Persons procedures and practices, and in developing the guide to missing persons, in consultation with groups representing Indigenous women and girls	Policies, Processes & Procedures	Strategy Management	Updated Missing Persons procedures and practices			✓	
	Listening & Understanding		Missing Persons guide developed				
	Reconciliation & Community Relationships		Feedback from stakeholders and Indigenous communities				

Action #14

Invest in, and develop community-centered programs, initiatives and services to support marginalized and/or multi-barriered groups and communities

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
14.1 Strengthen existing, and develop new youth and community programs and services, and identify gaps, potential reallocation and further investment to equitably address the needs of Indigenous communities	Reconciliation & Community Relationships	Community Partnerships & Engagement	# and types of youth and community programming across the divisions Evaluation of programs Feedback from communities and members			✓	



GOAL #7

Build strong relationships with stakeholders in the public sector to collectively identify and tackle disparities, systemic barriers and systemic racism, and transform the system.

Action #15

Seek out and create opportunities to have dialogue, build relationships and share learnings, and advocate for other stakeholders to be able to effectively contribute to a 'whole system' response to systemic issues

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
15.1 Actively participate in conferences, forums and cross-sectoral tables and meetings to build relationships, and share lessons learned on supporting Indigenous cultural safety with other policing jurisdictions and stakeholders in the criminal justice and law enforcement systems, and with multi-sectoral partners	Listening & Understanding Reconciliation & Community Relationships	Equity, Inclusion & Human Rights	# of submissions to conferences, knowledge-sharing events Internal and external communication shared # and nature of feedback, questions # of new partnerships and contacts			✓	
15.2 Establish partnerships with, and advocate for Indigenous peoples, communities and leadership, in addition to frontline organizations that work in service delivery and safety and harm reduction for Indigenous women and girls, expanding and strengthening capacity	Listening & Understanding Reconciliation & Community Relationships	Community, Partnerships & Engagement	# of new and existing partnerships # and type of engagements, advocacy activities Feedback from Indigenous communities			✓	

Action #16

Assume a broader, multi-sectoral approach in the planning and delivery of services and initiatives by collaborating with partners and stakeholders from various sectors and levels on matters related to equity and human rights in policing

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
16.1 Continue to regularly consult and work with key community and policing stakeholders, academics and subject-matter experts to advance the Service's priority of supporting Indigenous cultural safety, and to conduct independent reviews and evaluations of the Service's initiatives and projects, including the RBDC Strategy	Listening & Understanding Reconciliation & Community Relationships	Equity, Inclusion & Human Rights	#/list of new partnerships # of meetings (and minutes from) with key stakeholders and SMEs Feedback from key stakeholders and SMEs in supporting Indigenous cultural safety priority Evaluation reviews and reports from academic partners on RBDC Strategy and other Service initiatives/projects			✓	
16.2 Work closely with the City of Toronto and Indigenous stakeholders and partners to advance the City's Reconciliation Action Plan	Listening & Understanding Reconciliation & Community Relationships	Equity, Inclusion & Human Rights	#/type of engagements with the City and Indigenous stakeholders & partners Minutes from meetings Feedback from participants		✓		
16.3 Co-create an approach, with Indigenous community partners, Elders and Knowledge Carriers, Toronto Fire Services and other City divisions, on relations with Indigenous community with respect to sacred fires	Policies, Processes & Procedures Listening & Understanding Reconciliation & Community Relationships	Community Partnerships & Engagement	Co-development of approach with respect to sacred fires # of meetings and minutes Feedback from participants and community				✓

<p>16.4 Collaborate with key Indigenous frontline organizations supporting Indigenous women and girls to develop and implement alternative response models for people in crisis</p>	<p>Listening & Understanding</p> <p>Reconciliation & Community Relationships</p>	<p>Community Partnerships & Engagement</p>	<p>Development and implementation of alternative response models for people in crisis</p> <p># of engagements and consultations</p> <p>Feedback from community members and partners</p>			<p>✓</p>	
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