



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

Proposed Implementation Plan

Confronting Anti-Black Racism

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.

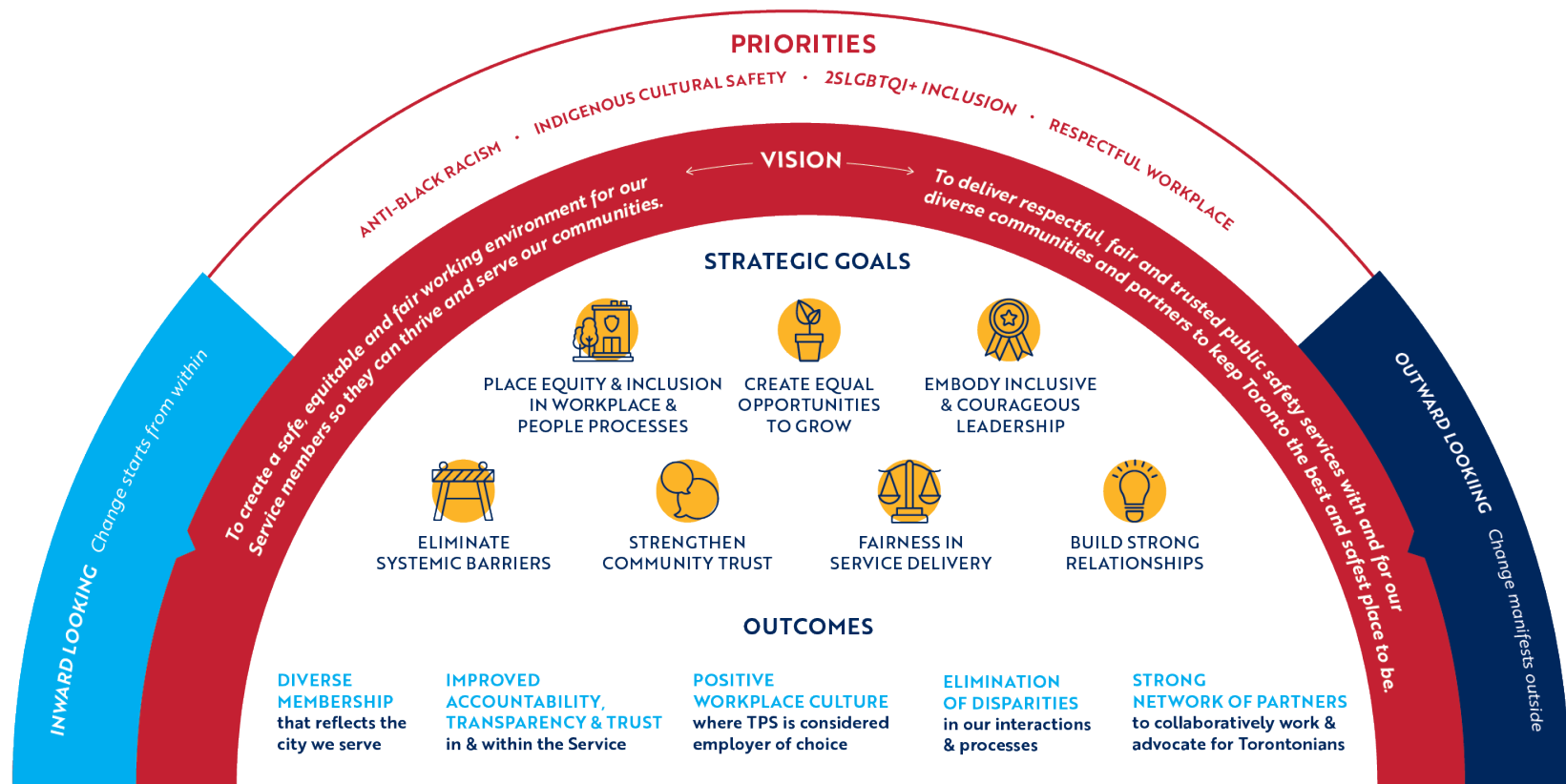
Working with 2SLGBTQI+ Communities

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. Learning 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.



Confronting Anti-Black Racism 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 anti-racism 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				

<p>1.3 Develop opportunities and interest to bridge Black youth from the Youth in Policing Initiative (YIPI) into a TPS career path</p>	<p>HR Programs Policies, Processes & Procedures</p>	<p>Community Partnerships & Engagement</p>	<p>#/types of initiatives to spark interest in a TPS career path</p> <p>Youth participants' feedback on TPS initiatives</p> <p># of Black youth from the YIPI program who join TPS</p>			<p>✓</p>	
<p>1.4 Co-develop a plan with Black and racialized communities to include their feedback in hiring and promotional processes</p>	<p>HR Programs Policies, Processes & Procedures</p>	<p>Talent Acquisition</p>	<p>Plan developed to include Black and racialized community members' feedback in hiring and promotional processes</p> <p>Feedback mechanism developed and input sought – # of participants</p> <p>% of Black and racialized applicants & members reflecting the racial makeup and diversity of the City</p>			<p>✓</p>	
<p>1.5 Ensure broad socio-demographic and organizational representation in hiring and promotional panels, and train staff conducting interviews on anti-Black racism and implicit bias</p>	<p>HR Programs Policies, Processes & Procedures</p>	<p>Talent Acquisition</p>	<p>Socio-demographic data of composition of hiring and promotional panels</p> <p>%/# of staff conducting interviews receiving recurring anti-Black racism and implicit bias training</p>				<p>✓</p>



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+
2.1 Review and refine training module on anti-Black racism annually in consultation with the community advisory committees and other subject matter experts	Training & Capacity Building	Toronto Police College	# of consultations and engagements with advisory committees and SMEs		✓		
	Listening & Understanding		Update of training modules reflective of feedback				
2.2 Continue to refine and provide mandatory training on confronting anti-Black racism 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)	Training & Capacity Building	Toronto Police College	% of completion rate of training Anti-Black racism training embedded in all training and onboarding programs	✓			

<p>2.3 Provide timely and consistent resources and support to Equity, Inclusion and Human Rights instructors at the Toronto Police College to sustain training capacity on anti-Black racism in connection with other relevant training modules</p>	<p>Policies, Processes & Procedures Training & Capacity Building</p>	<p>Toronto Police College</p>	<p>#/type of learning and professional development opportunities offered to instructors Updated budget reflecting the additional/ongoing resourcing and support (e.g., procurement of external consultants to support development of anti-Black racism/EIHR training material)</p>		<p>✓</p>		
<p>2.4 Resource the Learning and Development team by adding more civilian instructors with demonstrated anti-racism, specifically anti-Black racism expertise and adult education, and incorporate civilian leaders at the senior management level at the Toronto Police College</p>	<p>Policies, Processes & Procedures Training & Capacity Building</p>	<p>Toronto Police College</p>	<p># of civilian SME instructors hired # of civilian leaders at the senior management level at TPC</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+
<p>3.1 Invest in building relationships and partner with relevant internal and external groups, such as community agencies that represent the interests of Black Torontonians, in co-developing and co-delivering immersive community experience programs for members of all ranks</p>	<p>Training & Capacity Building Listening & Understanding Reconciliation & Community Relationships</p>	<p>Toronto Police College</p>	<p>#/type of new & existing partnerships #/types of incentives for community partners # of officers that have completed the community experience programs # of engagements Annual update of Course Training Standard and curriculum Feedback from participants and partners</p>		<p>✓</p>		

<p>3.2 Review training on all community service and response programs to incorporate de-escalation and use of force impacts on Black communities with updated scenarios and case review annually</p>	<p>Policies, Processes & Procedures Training & Capacity Building</p>	<p>Toronto Police College</p>	<p>Update of training curriculum to incorporate de-escalation and use of force impacts on Black communities Feedback from members</p>		<p>✓</p>		
<p>3.3 Audit and review training effectiveness, in collaboration with academic institutions and community agencies that represent the interests of Black Torontonians, bi-annually</p>	<p>Policies, Processes & Procedures Monitoring & Accountability</p>	<p>Toronto Police College</p>	<p>Standard audit and evaluation framework developed with an ABR lens Development of audit findings</p>		<p>✓</p>		
<p>3.4 Continue to work with Black communities and other invested organizations to translate, expand, and disseminate the 'Know Your Rights' campaign</p>	<p>Training & Capacity Building Listening & Understanding Reconciliation & Community Relationships</p>	<p>Community, Partnerships & Engagement</p>	<p>Outreach and communications plan developed and tracking of #s reached through various venues (e.g., social media) # / type of languages 'Know Your Rights' campaign is translated</p>			<p>✓</p>	

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 Leverage the Internal Support Networks (ISNs) and develop other equity champions Service-wide to help shape the work internally on confronting anti-racism	Training & Capacity Building	Equity, Inclusion & Human Rights	# of engagements and collaborations with the ISNs # of equity champions developed across the Service			✓	



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	People & Culture	Detailed breakdown on recipients of training (e.g., type of training, rank of participants, socio-demographic info, evaluation data)				✓
	Monitoring and Accountability		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	People & Culture	Review of existing leadership development processes and opportunities				✓
	Training & Capacity Building		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 Black and racialized 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 confronting anti-racism amongst management, and ensure corresponding evaluation measures are in place	HR Programs Monitoring & Accountability	People Strategy and Performance	Updated Performance Management Program (PMP) Development of corresponding evaluation measures				✓
6.2 Overhaul the leadership promotional processes, with emphasis on the Black 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 process (e.g., selection criteria, interview questions and relevant materials) Data collection on applicants vs selected candidates		✓		
6.3 Provide targeted management-level training and tool kits to new supervisors and all Senior Officers on how to address bias and anti-Black racism in policing to rebuild the trust of Black communities in the police (e.g., accountability processes for reporting behaviours not aligned with the Service's core values, how to have difficult conversations and effective communication)	Training & Capacity Building	Toronto Police College	Training and tool kits developed and delivered Feedback from leaders		✓		
6.4 Create space to have ongoing open and honest conversations about systemic racism in policing through various modes and platforms (e.g., speaker series, round tables)	Listening & Understanding	Equity, Inclusion & Human Rights	#/types of opportunities that discuss systemic racism in policing (e.g. speaker series, round tables, etc.) # of participants Feedback from participants		✓		






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	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
7.1 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 diverse Black 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 board reports				
	Monitoring & Accountability						
7.2 Ensure Service procedure is reflective of recognizing and addressing occurrences of anti-racism directed at members	Policies, Processes & Procedures	Governance	Procedure developed/updated and members familiarized with the procedure			✓	
			Feedback from members				
			#/% of incidents of occurrences of anti-Black racism directed at members				
7.3 Review and revise use of force procedures and options with a trauma-informed and anti-Black racism lens, to implement measures that continue to promote safety and fair treatment in police interactions with Black and racialized communities (e.g., tactical de-escalation, trauma-informed approach)	Policies, Processes & Procedures	Toronto Police College	Updated procedures in consideration of RBDC learnings and ABR lens		✓		
			#/% of use of force interactions with Black and racialized communities				
			Feedback from members and communities				

7.4 Review procurement processes to ensure Black and equity deserving vendors are being considered in making purchasing decisions for the Service	Policies, Processes & Procedures Reconciliation & Community Relationships	Purchasing Services	Data collection framework to measure equity impacts on procurement processes Reference document and standardized process developed and rolled out				
7.5 Review and update the 911 Call Centre procedures with an anti-Black racism lens	Policies, Processes & Procedures	Governance	Completion of review with revised/updated procedures Feedback from members and public				
7.6 Develop a staffing model and directory of racialized health and wellness professionals, and cultural-specific resources to support Black and racialized Service members	HR Programs Reconciliation & Community Relationships	Wellness	# of racialized health and wellness professionals and cultural-specific resources available Feedback and participation from racialized members # of racialized members reaching out to Wellness unit				

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 and identity-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				

<p>8.2 Collect demographic data during recruitment, screening, application and promotional processes to identify and address anti-Black racism and representation gaps, and explore areas to provide additional supports</p>	<p>HR Programs Data & Technology</p>	<p>Talent Acquisition</p>	<p>Collection of demographic data during recruitment and promotion</p> <p>Presentation and analysis of data to members and public</p> <p>Plan to address gaps and creation of additional supports</p>	<p>✓</p>			
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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			
						Not yet started	
				Completed/ Ongoing	In Progress	2024	2025+
<p>9.1 Seek input from diverse internal and external stakeholders who have an anti-Black racism 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</p>	<p>Listening & Understanding Reconciliation & Community Relationships Data & Technology</p>	<p>Information & Technology</p>	<p>List (#/type) of internal and external stakeholders involved</p> <p># of and minutes from meetings</p> <p>Analysis of decisions being made post-consultation</p> <p>Feedback from stakeholders and members</p>	<p>✓</p>			

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 confronting anti-Black racism	Policies, Processes & Procedures	Corporate Communications	<p>Review & feedback on the communications strategy by SMEs with lived experience</p> <p>Development, roll out and evaluation of a Service-wide communications strategy</p> <p>Consistent development of stakeholder mapping/communications plans tailored to high stakes issues that include community</p>		✓		
10.2 Deliver bi-annual updates on the Service's equity-related work to members and the Board, including the Equity Strategy, the Race and Identity-based Data Collection Strategy, and the City of Toronto's Action Plan to Confront Anti-Black Racism	<p>Policies, Processes & Procedures</p> <p>Monitoring & Accountability</p>	Equity, Inclusion & Human Rights	<p>#/type of updates on different communication platforms</p> <p># of inquiries into EIHR unit</p>	✓			

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, in collaboration with internal and external subject-matter experts, partners and stakeholders, to track progress of our services, programs and initiatives	Listening & Understanding	Information & Technology	Development of monitoring and evaluation mechanisms with anti-racism 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 Black communities	Policies, Processes & Procedures	Information & Technology	Creation of post-police interaction survey				✓
	Listening & Understanding		Feedback from Black 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+
12.1 Build and implement a refreshed employee and community engagement strategy for the Service with diverse stakeholders, including subject matter experts with lived experience, community organizations and leaders, policing-focused committees and public sector partners	Listening & Understanding Reconciliation & Community Relationships Monitoring & Accountability	Community Partnerships & Engagement	Development and roll-out of an engagement strategy for the Service Stakeholder database developed #/type of engagements Feedback from partners and stakeholders			✓	
12.2 Implement an engagement approach in collaboration with Black-led committees and other racialized groups, community leaders and organizations to hold town halls and engagement sessions to discuss the findings of the RBDC Strategy and equity work, impact on local communities, and co-design meaningful actions	Listening & Understanding Reconciliation & Community Relationships	Equity, Inclusion & Human Rights	Development, roll out and assessment of engagement approach in collaboration with Black-led committees and other racialized groups, community leaders/organizations Feedback from community	✓			



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 racial 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 their level of understanding	✓			
13.2 Review, refine and design processes, procedures and action plans to address racial disparities identified in the race and identity-based data results, in addition to identifying other points of police contact and testing hypotheses for the next phase of the RBDC Strategy, in collaboration with Black community stakeholders	Policies, Processes & Procedures Listening & Understanding Reconciliation & Community Relationships	Equity, Inclusion & Human Rights	RBDC processes, procedures and action plans developed and enhanced for ongoing phases Police response procedures revised Development and testing of hypotheses # of engagements # of participants Feedback from members and community stakeholders		✓		

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 Black and racialized 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		✓		
14.2 Review the design and rollout of the Neighbourhood Community Officer (NCO) program to ensure the feedback of community members are incorporated, including extending the tenure of NCOs in their assigned communities, and ensuring NCOs are fully immersed in the local culture	Reconciliation & Community Relationships	Community, Partnerships & Engagement	Updated NCO program with feedback from community Feedback from community on newly revised program		✓		



GOAL #7

Build strong relationships with stakeholders from multiple sectors 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 confronting anti-racism in policing 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 Use and leverage the platform, voice and communication channels of the Service to support and advocate for our multi-sectoral partners and the challenges they may be facing in their respective sectors and communities	Listening & Understanding Reconciliation & Community Relationships	Equity, Inclusion & Human Rights	Enhanced understanding of and relationships with multi-sectoral partners # and type of advocacy activities and communication Feedback from multi-sectoral partners and 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+
<p>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 confronting anti-Black racism, and to conduct independent reviews and evaluations of the Service’s initiatives and projects, including the RBDC Strategy</p>	<p>Listening & Understanding Reconciliation & Community Relationships</p>	<p>Equity, Inclusion & Human Rights</p>	<p>#/list of new partnerships # of meetings (and minutes from) with key stakeholders and SMEs Feedback from key stakeholders and SMEs in confronting anti-Black racism priority Evaluation reviews and reports from academic partners on RBDC Strategy and other Service initiatives/projects</p>		<p>✓</p>		
<p>16.2 Work closely with City divisional representatives and the Confronting Anti-Black Racism unit to advance Actions related to policing and the justice system as part of the City of Toronto’s Action Plan to Confront Anti-Black Racism</p>	<p>Listening & Understanding Reconciliation & Community Relationships</p>	<p>Equity, Inclusion & Human Rights</p>	<p># of yearly <i>Community Safety, Justice and Wellbeing Actions</i> completed by the Service (e.g., application of Anti-Black Racism Analysis tool within Use of Force policies revisions; reporting on anti-Black hate crimes), and report back to CABR unit/City Council</p>		<p>✓</p>		
<p>16.3 Play an active role in advancing the City’s <i>SafeTO: Toronto’s Ten-Year Community Safety and Well-Being Plan</i> by working collaboratively across different sectors and levels of government</p>	<p>Listening & Understanding Reconciliation & Community Relationships</p>	<p>Community, Partnerships & Engagement</p>	<p>#/types of partners # of collaborative meetings and minutes from meetings Feedback from different sectors and levels of governments</p>		<p>✓</p>		

<p>16.4 Ensure compliance, monitoring and reporting of the Ontario Human Rights Commission's recommendations outlined in their <i>From Impact to Action: Final report into anti-Black racism by the Toronto Police Service</i> by coordinating and working with various internal and external stakeholders (e.g., OHRC, Province of Ontario, SIU)</p>	<p>Listening & Understanding Monitoring & Accountability</p>	<p>Strategy Management</p>	<p>Process developed to track, monitor and report on the progress of the implementation of OHRC recommendations (e.g., dashboard)</p> <p>Compliance reports of the OHRC recommendations</p>		<p>✓</p>		
<p>16.5 Co-lead and continue to expand and assess the Furthering Our Communities Uniting Services (FOCUS) Toronto cross-sector partnership initiative</p>	<p>Listening & Understanding Reconciliation & Community Relationships</p>	<p>Community, Partnerships & Engagement</p>	<p># meetings between CPEU and FOCUS co-leads</p> <p>Assessment of FOCUS Toronto initiative</p> <p>Development and roll-out of a plan for expansion of the program</p>		<p>✓</p>		
<p>16.6 Build on the partnership and working model established with the Somali Mothers Movement (Midaynta Community Services), and explore this model in other areas where applicable</p>	<p>Listening & Understanding Reconciliation & Community Relationships</p>	<p>Community, Partnerships & Engagement</p>	<p># of meetings (and minutes)</p> <p>Development of plan to expand partnership/working model</p> <p>Feedback from community partners and members</p>				<p>✓</p>