



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

# Proposed Implementation Plan

**Cultivating a Respectful Workplace**  
(Accountability, Equity, and Professionalism)

December 2023



## Land Acknowledgement

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**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

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**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

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**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.



# Cultivating a Respectful Workplace (Accountability, Equity and Professionalism)

## Implementation Plan

Sub-actions below are over and above the anti-racism, indigenous cultural safety and 2SLGBTQI+ inclusion sub-actions with a heavier internal focus on cultivating a respectful workplace with equity, accountability and professionalism at the core.



### 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, but especially where there is underrepresentation

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>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</b>	HR Programs Policies, Processes & Procedures	<b>Talent Acquisition</b>	#/% of underrepresented applicants  Success rate of underrepresented applicants		✓		
<b>1.2 Embed an equity, diversity and inclusion (EDI) lens to job postings, interview aids, testing and investigative backgrounds</b>	HR Programs Policies, Processes & Procedures	<b>Talent Acquisition</b>	Equity review and update of interview aids, testing and investigative backgrounds  Feedback from applicants/members				✓

<p><b>1.3 Create opportunities for unsuccessful candidates to maintain an ongoing relationship with the Service through mentorship and recruitment events</b></p>	<p>HR Programs Policies, Processes &amp; Procedures</p>	<p><b>Talent Acquisition</b></p>	<p>#/types of mentorship and recruitment events Feedback from applicants/members</p>				<p>✓</p>
<p><b>1.4 Create a more candidate-friendly hiring process through technology that allows for greater transparency of where candidates are in the process, and where possible, identification of the stage where they were not successful</b></p>	<p>HR Programs Policies, Processes &amp; Procedures Data &amp; Technology</p>	<p><b>Talent Acquisition</b></p>	<p>Development/enhancement of technology and process to allow for improved transparency and feedback for unsuccessful candidates</p>				<p>✓</p>
<p><b>1.5 Post all job postings, including long-term acting positions, on Member Gateway to ensure they are accessible for all members who may be interested</b></p>	<p>HR Programs Policies, Processes &amp; Procedures</p>	<p><b>Talent Acquisition</b></p>	<p>Procedures updated to ensure that all long-term positions are posted on Member Gateway</p>	<p>✓</p>			
<p><b>1.6 Ensure broad socio-demographic and organizational representation in hiring and promotional panels, and train staff conducting interviews on EDI and implicit bias</b></p>	<p>HR Programs Policies, Processes &amp; Procedures</p>	<p><b>Talent Acquisition</b></p>	<p>Socio-demographic data of composition of hiring and promotional panels #/% of staff conducting interviews receiving recurring EDI and implicit bias training</p>				<p>✓</p>
<p><b>1.7 Identify development needs of members and create or source programs to meet said needs, including career paths for civilian members</b></p>	<p>HR Programs Policies, Processes &amp; Procedures</p>	<p><b>People Strategy &amp; Performance</b></p>	<p>Analysis of needs assessment #/types of opportunities to develop members % of civilian members receiving professional development opportunities Feedback from members</p>			<p>✓</p>	
<p><b>1.8 Ensure the Service's hiring processes prioritize recruits with the capacity and the potential to respond with empathy, respect and compassion to people who may be</b></p>	<p>HR Programs Policies, Processes &amp; Procedures</p>	<p><b>Talent Acquisition</b></p>	<p>Updated hiring processes Feedback from recruits, members and communities</p>	<p>✓</p>			

experiencing mental health and/or addictions issues	Listening & Understanding					
<b>1.9 Review senior leadership job profiles to reflect the Service's competencies, including EDI components</b>	HR Programs Policies, Processes & Procedures	<b>People &amp; Culture</b>	Review and update of senior leadership job profiles Feedback from leaders			✓
<b>1.10 Implement and evaluate a 360 degree Feedback Program for the development of leaders</b>	HR Programs	<b>People Strategy &amp; Performance</b>	Revised/updated 360 degree Feedback Program Feedback from members			✓
<b>1.11 Regularly review and report on exit interview data to help assess degree to which the Service is fostering a respectful and inclusive workplace</b>	HR Programs Policies, Processes & Procedures Monitoring & Accountability	<b>People Strategy &amp; Performance</b>	Analysis of exit interview data	✓		



## 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+
<b>2.1 Ensure institutional and personal accountability measures are in place for all mandatory training, including tying training to performance, recognition, and discipline</b>	Policies, Processes & Procedures  Monitoring & Accountability	<b>Professionalism &amp; Accountability</b>	#/types of accountability measures in place  Evaluation developed		✓		
<b>2.2 Provide Service-wide mandatory interactive and experiential training on priority EDI topics that allows for progressive and continuous learning and skills-building, with some being tailored for certain roles (e.g., crime and investigative analysts, communications operators). Topics will include, but not be limited to, fair and impartial policing, intercultural competence, unconscious bias, gender diverse and trans inclusion, sexual harassment, active bystander training, crucial/difficult conversations, and cultural competence for all members</b>	Training & Capacity Building	<b>Toronto Police College</b>	Training developed, tailored and delivered  % of completion rate	✓			

**Action #3**

Deliver community-centered training and involve experts and members with lived experience in its delivery

SUB ACTION ITEM	THEME	LEAD ACCOUNTABILITY	MEASURES OF PROGRESS	STATUS			
				Completed/ Ongoing	In Progress	Not yet started	
						2024	2025+
<b>3.1 Refine and update all mandatory training on human rights and equity, including mental health and adverse childhood experience, to better support members in their interactions with marginalized and/or distressed individuals and communities, while ensuring that community members and subject matter experts continue to play a pivotal role in the development and review of training</b>	HR Programs	<b>Toronto Police College</b>	# of new and existing partnerships and SMEs		✓		
	Training & Capacity Building		Feedback from participants and partners				
	Listening & Understanding		Updated mandatory training material				
	Reconciliation & Community Relationships		Feedback from members and communities				

**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+
<b>4.1 Revamp the Internal Support Networks (ISNs) across the Service by reviewing and updating the procedure pertaining to the ISNs, and improving support and accountability for the ISNs through annual work planning, update of governance and funding mechanisms</b>	Policies, Processes & Procedures	<b>Equity, Inclusion &amp; Human Rights</b>	Updated ISN policies, procedures and processes		✓		
	Monitoring & Accountability		Collection of data through annual reports for baseline measurement & tracking  Feedback from ISN members				
<b>4.2 Embed greater ISN presence and visibility at various recruitment and corporate events and classes at the College, and encourage more participation and engagement of members</b>	Policies, Processes & Procedures	<b>Equity, Inclusion &amp; Human Rights</b>	#/% of new recruits joining ISNs		✓		
	Training & Capacity Building		Feedback from members and participants				
<b>4.3 Create communication channels with the ISNs to promote awareness of upcoming job and career development opportunities and post through accessible channels such as Routine Orders and Member Gateway</b>	Policies, Processes & Procedures	<b>Talent Acquisition</b>	# of meetings held with ISN (and communication channels developed)			✓	
	Training & Capacity Building		# of posting through various channels (e.g., Routine Orders and Member Gateway postings)  Feedback from members  Proportion of applicants vs. selected candidates				

<p><b>4.4 Create a Service-wide corporate calendar of days of cultural and religious significance, Indigenous and other ethno-racial observances, and human rights awareness days, along with a clear communications and work plan to collectively recognize those days, and encourage engagement and participation of members in related initiatives and events</b></p>	<p>Listening &amp; Understanding</p> <p>Reconciliation &amp; Community Relationships</p>	<p><b>Equity, Inclusion &amp; Human Rights</b></p>	<p>Service-wide DEI calendar, and related initiatives and plans developed</p> <p>Communications and work plans developed (including dissemination and roll-out of calendar)</p> <p>Feedback from Service members</p>		<p>✓</p>		
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### 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+
<b>5.1 Identify and track all recipients of training to ensure equitable opportunities for leadership and professional development</b>	Training & Capacity Building	<b>People &amp; Culture</b>	Detailed breakdown on recipients of training (e.g., type of training, rank of participants, socio-demographic info, evaluation data)				✓
	Monitoring and Accountability		Development of plan to address equity gaps				
<b>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</b>	HR Programs	<b>People &amp; Culture</b>	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 leaders from underrepresented groups				

**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+
<b>6.1 Provide leadership development training and supports to supervisors and leaders within the Service, building on topics addressed in 2.2 and more, including TPS' core values, human rights and equity frameworks, anti-racism and anti-bias, responsibilities with respect to addressing workplace harassment and discrimination, and on developing their EDI goals and progress on cultivating a respectful workplace</b>	Training & Capacity Building  Monitoring & Accountability	<b>People Strategy &amp; Performance</b>	Training developed and delivered  % of completion rate  Feedback from participants  Process of monitoring and evaluation of leaders' EDI goals and progress developed  Feedback from unit staff		✓		
<b>6.2 Overhaul leadership promotional processes, with emphasis on EDI, trauma-informed response and people management, and community experience components, and ensuring this is reflected in the selection criteria, interview questions, and other relevant materials</b>	HR Programs	<b>People &amp; Culture</b>	Updated leadership promotional process (e.g., selection criteria, interview questions and relevant materials)		✓		
<b>6.3 Ensure inclusion of the Service's core values and competencies, including the demonstration of inclusive behaviours of leaders, in performance appraisal forms and processes</b>	Policies, Processes & Procedures  Monitoring & Accountability	<b>People Strategy &amp; Performance</b>	Audit (e.g., #, quality) of annual performance review  Feedback from leaders	✓			



## 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+
<b>7.1 Design and implement a modernized victim-centered and trauma-informed process to identify and address harassment and discrimination faced by Service and community members</b>	Policies, Processes & Procedures  Listening & Understanding  Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	Development and implementation of a client-centered and trauma-informed modernized process  Feedback from Service and community members			✓	
<b>7.2 Explore the implementation of an independent, anonymous reporting platform where members can raise concerns of harassment or discrimination</b>	Policies, Processes & Procedures	<b>Equity, Inclusion &amp; Human Rights</b>	Research and assessment of various independent, anonymous reporting platforms and best practices  Implementation plan developed  Feedback from members				✓
<b>7.3 Implement Service-initiated investigations and restorative measures, using a data-driven approach, to address systemic issues</b>	Policies, Processes & Procedures  Data & Technology	<b>Equity, Inclusion &amp; Human Rights</b>	Evaluation of measures  Feedback from members		✓		

<p><b>7.4 Ensure workplace investigations are conducted impartially and fairly in line with best practices, and pursuant to applicable legislation, including the Ontario Human Rights Code and Occupational Health and Safety Act</b></p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Equity, Inclusion &amp; Human Rights</b></p>	<p>Development of process for workplace investigations consistent with best practices</p> <p># of SME investigators</p> <p>Feedback from members</p>		<p>✓</p>	
<p><b>7.5 Ensure workplace investigations are conducted by skilled investigators, utilizing external investigators as required</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Monitoring &amp; Accountability</p>	<p><b>Equity, Inclusion &amp; Human Rights</b></p>	<p>Roster (#) of internal and external investigators</p> <p>Feedback from members</p>			<p>✓</p>
<p><b>7.6 Ensure timely and transparent identification by the Service of findings by courts and tribunals that raise concerns about discrimination</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Monitoring &amp; Accountability</p>	<p><b>Legal Services</b></p>	<p>#/type of findings that raise concerns of discrimination</p> <p>Timely reporting of findings</p>	<p>✓</p>		
<p><b>7.7 Conduct comparative disciplinary and historical analyses to assess whether the outcomes for substantiated misconduct are consistent among and between uniform and civilian members, and update procedures in a timely manner</b></p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Labour Relations</b></p>	<p>Analyses completed</p> <p>Updated procedures</p> <p>Feedback from civilian and uniform membership</p>			<p>✓</p>
<p><b>7.8 Incorporate equity, inclusion and human rights lens through mandatory consultation with the Equity, Inclusion &amp; Human Rights (EIHR) and Wellness units on all disciplinary and termination matters and decisions</b></p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Labour Relations</b></p>	<p>Process developed for mandatory consultation with EIHR and Wellness</p>			<p>✓</p>
<p><b>7.9 Review and revamp the internal and external complaints policies and procedures with an equity lens and a focus on anonymity and safety</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Monitoring &amp; Accountability</p>	<p><b>Equity, Inclusion &amp; Human Rights</b></p>	<p>Comparative analysis of pre and post-revamp (e.g., # of complaints, feedback, consistency of outcomes)</p>			<p>✓</p>

<p><b>7.10 Ensure that the EIHR unit review every complaint made by a member of the public that involves a Code-based ground and provide recommendations to Legal Services</b></p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Equity, Inclusion &amp; Human Rights</b></p>	<p>Review process clearly outlined and integrated</p> <p># of complaints</p> <p>Feedback from members of the public</p>			<p>✓</p>	
<p><b>7.11 Include more specific guidance on investigative procedures, clarify terms and definitions, and provide realistic examples of workplace harassment and discrimination, including sexual harassment</b></p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Equity, Inclusion &amp; Human Rights</b></p>	<p>Updated procedures</p> <p>Feedback from Service members</p>			<p>✓</p>	
<p><b>7.12 Explore creating a civility procedure that enables the Service to address behaviour that may not meet the threshold level, but could if unchecked, of harassment and discrimination</b></p>	<p>Policies, Processes &amp; Procedures</p>	<p><b>Equity, Inclusion &amp; Human Rights</b></p>	<p>Development of civility procedure</p> <p>Feedback from Service members</p>				<p>✓</p>
<p><b>7.13 Review current procedures and simplify current disability accommodations and sick leave processes</b></p>	<p>HR programs</p> <p>Policies, Processes &amp; Procedures</p>	<p><b>Wellness</b></p>	<p>Updated disability accommodations, and sick leave processes and procedures</p>		<p>✓</p>		
<p><b>7.14 Provide members with access to information on local community partners and resources available to provide support and assistance to multi-barriered individuals and groups, such as the Community Access Portal</b></p>	<p>HR programs</p> <p>Policies, Processes &amp; Procedures</p>	<p><b>Wellness</b></p>	<p>Information on local community partners and resources published on Community Access Portal</p> <p>% of members who access the Community Access Portal</p> <p>Feedback from members</p>	<p>✓</p>			

<p><b>7.15 Review and update Officer Performance Reports with an equity and community-centric lens (e.g., including additional metrics such as referrals to agencies and diversion)</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Monitoring &amp; Accountability</p>	<p><b>Analytics &amp; Innovation</b></p>	<p>Revised Officer Performance Reports</p> <p>#/types of additional metrics incorporated in updated Officer Performance Reports</p>				<p>✓</p>
<p><b>7.16 Engage labour and wellness partners in a review of employment benefits and wellness policies with an equity lens (e.g., collective agreements, MOUs, cultural leave, bereavement policies, accommodations, complaints, health and benefits coverage)</b></p>	<p>HR Programs</p> <p>Policies, Processes &amp; Procedures</p>	<p><b>Labour Relations</b></p>	<p>Updated labour and employee policies</p> <p>Feedback from members and stakeholders</p>				<p>✓</p>
<p><b>7.17 Ensure EIHR unit representation in various Service-wide committees, including the incident, strip search, and constable selection file review committees</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Monitoring &amp; Accountability</p>	<p><b>Equity, Inclusion &amp; Human Rights</b></p>	<p>#/% of Service-committees with EIHR representation</p> <p>#/% of EIHR member(s) sitting on various Service-wide committee</p>	<p>✓</p>			
<p><b>7.18 Augment supervisory capacity to focus on compliance and quality control in every division</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Monitoring &amp; Accountability</p>	<p><b>Strategy Management</b></p>	<p>Criteria for divisional audit &amp; quality control supervisor developed</p> <p># of audit &amp; quality supervisors identified and embedded in divisions</p> <p>Review of all appropriate reviews of information sets, occurrences, operational records, and recordings to ensure compliance with Service governance</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+
<p><b>8.1 Enable regular collection, collation, analysis and reporting of member socio-demographic data, biennially, to identify and remove barriers for underrepresented groups, and determine if the actions or strategies that were employed had the desired outcome or if more changes are required</b></p>	<p>Monitoring &amp; Accountability  Data &amp; Technology</p>	<p><b>Workforce Planning &amp; Insight</b></p>	<p>Process developed for the collection, collation, analysis and reporting of member socio-demographic data  Analysis and reporting of findings</p>		<p>✓</p>		
<p><b>8.2 Build on existing early intervention systems to track all necessary information and indicators of potential racial disproportionalities and discrimination, and to inform performance management and remedial measures</b></p>	<p>Monitoring &amp; Accountability  Data &amp; Technology</p>	<p><b>Professionalism &amp; Accountability</b></p>	<p>Review of existing early intervention systems  Updated early intervention systems based on findings  Updated performance management and remedial measures based on findings</p>		<p>✓</p>		

**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+
<b>9.1 Assess decisions around purchasing and using technologies, such as artificial intelligence and machine learning, through an accessibility, human rights, anti-racism and equity lens, in consultation with stakeholders and partners from the community, including the Persons with Disabilities Community Consultative Committee</b>	Listening & Understanding Reconciliation & Community Relationships Data & Technology	<b>Information &amp; Technology</b>	# of, minutes from meetings Review of decisions being made Feedback from stakeholders and partners			✓	

**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+
<b>10.1 Develop a Service-wide internal and external communications strategy for consistent and transparent delivery of messaging, updates, and communications about EDI, promotional processes, issues of harassment and discrimination, and the complaints, investigations and resolutions process</b>	Policies, Processes & Procedures	<b>Corporate Communications</b>	<p>Review &amp; feedback on the communications strategy by SMEs with lived experience</p> <p>Development, roll out and evaluation of a Service-wide communications strategy</p>		✓		
<b>10.2 Provide a comprehensive and transparent end-to-end summary of the workplace complaints and investigations process, complementing applicable procedures so that members and supervisors fully understand their rights and responsibilities</b>	Policies, Processes & Procedures	<b>Equity, Inclusion &amp; Human Rights</b>	<p>Development and presentations of summary report of the workplace complaints and investigations process</p> <p>% of members and supervisors with enhanced understanding of their rights and responsibilities</p> <p>Feedback from members and supervisors</p>		✓		
<b>10.3 Implement the Service’s Wellness Strategy including developing a communications campaign to destigmatize mental health and neurodiversity across the Service</b>	<p>Policies, Processes &amp; Procedures</p> <p>Listening &amp; Understanding</p>	<b>Wellness</b>	<p>Implementation of a Wellness Strategy</p> <p>Roll-out of communications campaign</p> <p>Feedback from members</p>	✓			

<p><b>10.4 Deliver biannual updates on the Service’s equity-related work to members, including the Equity Strategy, Race and Identity-based Data Collection Strategy, the Gender Diverse and Trans Inclusion initiative and the Respectful and Inclusive Workplace portfolio</b></p>	<p>Policies, Processes &amp; Procedures Monitoring &amp; Accountability</p>	<p><b>Corporate Communications</b></p>	<p># of updates on different communication platforms  # of members reaching out to EIHR</p>	<p>✓</p>			
<p><b>10.5 Create a feedback loop to hear from members and communities on the communications they are receiving</b></p>	<p>Policies, Processes &amp; Procedures Monitoring &amp; Accountability</p>	<p><b>Corporate Communications</b></p>	<p>Feedback loop process created  #/types of feedback received from members and communities</p>		<p>✓</p>		
<p><b>10.6 Create and use an inclusive language guide and communication toolkit focused on ensuring psychological safety for historically underrepresented members across the Service</b></p>	<p>Training &amp; Capacity Building</p>	<p><b>Wellness</b></p>	<p>Development of inclusive language guide and communication toolkits  % of members with enhanced understanding through a Service-wide survey  Feedback from members</p>				<p>✓</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+
<b>11.1 Establish and enable a steering and working group to evaluate progress in achieving desired outcomes of the Service's priority of cultivating a respectful workplace</b>	Policies, Processes & Procedures  Monitoring & Accountability	<b>Equity, Inclusion &amp; Human Rights</b>	Established steering and working group  Foundational documents and processes developed and set up (e.g., ToR)  Evaluation reports on progress of outcomes		✓		



**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+
<b>12.1</b> Revisit the Service’s approach to community engagement to ensure it is centered around building a renewed sense of community safety and wellbeing across the board	Listening & Understanding  Reconciliation & Community Relationships	<b>Community Partnerships &amp; Engagement</b>	Renewal and demonstration of commitment and approach to community engagement  Feedback from communities		✓		
<b>12.2</b> Consider the enhanced role that marginalized communities that are the subject of discrimination can play in the investigative, resolution and disciplinary processes, including providing feedback on resolutions and community victim statements consistent with existing legislation and procedural and substantive fairness	Policies, Processes & Procedures  Listening & Understanding  Reconciliation & Community Relationships	<b>Professionalism &amp; Accountability</b>	#/type of engagements with members of marginalized communities  Feedback from communities  Updated policies and processes		✓		
<b>12.3</b> Plan for and explore closer collaboration, alignment and joint efforts between the Community, Partnerships and Engagement (CPEU) and the Equity, Inclusion and Human Rights (EIHR) units to more effectively liaise and engage with community partners, and foster community trust	Listening & Understanding  Reconciliation & Community Relationships	<b>Community Partnerships &amp; Engagement</b>	Development of a renewed joint work plan and approach on community engagements		✓		



**GOAL #6**

Place fairness 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+
<b>13.1 Research and expand training on how the race, cultural identity and/or other intersectionalities of an individual may influence a member's decision to use force</b>	Training & Capacity Building	<b>Toronto Police College</b>	Updated training to include how race, cultural identity and/or other intersectionalities of an individual may influence a member's decision to use force  Feedback from members  Report/presentation of research findings	✓			
<b>13.2 Assess the equity impacts of resource allocation and investments in police services, ensuring alignment with RBDC findings</b>	Policies, Processes & Procedures	<b>Equity, Inclusion &amp; Human Rights</b>	Completion of equity impact assessment; fed into budgetary decisions	✓			

**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+		
<b>14.1 Co-develop and co-deliver public education initiatives and forums on police related issues with a broad spectrum of community stakeholders</b>	Listening & Understanding	<b>Community Partnerships &amp; Engagement</b>	#/range of community stakeholders involved	✓			
	Reconciliation & Community Relationships		#/types of public education initiatives and forums developed and delivered				
			Feedback from participants and public				
<b>14.2 Continue to review and identify non-emergency service calls and interactions, and expand and strengthen alternative service delivery models and programs that do not include police response, particularly for individuals experiencing mental health crises</b>	Listening & Understanding	<b>Community Partnerships &amp; Engagement</b>	Updated alternative service delivery models and programs		✓		
	Reconciliation & Community Relationships		Feedback from communities				
<b>14.3 Explore ways of capturing referrals to community agencies, beginning with Mobile Crisis Intervention Team (MCIT) referrals, and opportunities to expand the MCIT program</b>	Training & Capacity Building	<b>Community Partnerships &amp; Engagement</b>	Evaluation of the MCIT program		✓		
	Reconciliation & Community Relationships		#/types of ways of capturing referrals				
			Feedback from members and communities				



## 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+
<b>15.1 Collaborate with other policing jurisdictions and stakeholders to share knowledge, lessons and best practices on cultivating an inclusive, equitable, and psychologically and culturally safe workplace</b>	Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	#/type of knowledge-sharing engagements and events  Internal and external communication shared	✓			
<b>15.2 Participate in cross-sectoral tables and panels, and present at relevant conferences and events to share learnings gained throughout the Service's journey in working on its priority of cultivating a respectful, inclusive, equitable, and psychologically and culturally safe workplace</b>	Listening & Understanding  Reconciliation & Community Relationships	<b>Equity, Inclusion &amp; Human Rights</b>	# of submissions and attendance to conferences, knowledge-sharing events  Internal and external communication shared  # and nature of feedback/questions  # of new partnerships and contacts	✓			

<p><b>15.3 Advocate alongside key stakeholders, for increased resources and the expansion of programs that serve marginalized populations, particularly those experiencing mental health, homelessness, and/or addiction issues, including the MCIT program, community-based crisis services, affordable housing and peer-led organizations operated by and for persons with mental health, homelessness, and/or addictions histories</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Listening &amp; Understanding</p> <p>Reconciliation &amp; Community Relationships</p>	<p><b>Community Partnerships &amp; Engagement</b></p>	<p># and type of key stakeholders</p> <p># and type of engagements, advocacy activities</p> <p>Expansion of programs including MCIT</p> <p># and type of new and existing resources that serve marginalized populations</p> <p>Feedback from communities and stakeholders</p>		✓		
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**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><b>16.1 Partner with policing services across the province in Canada to come up with collective solutions to address workplace harassment and discrimination</b></p>	<p>Policies, Processes &amp; Procedures</p> <p>Listening &amp; Understanding</p> <p>Reconciliation &amp; Community Relationships</p>	<p><b>Community Partnerships &amp; Engagement</b></p>	<p># of policing service partners</p> <p>#/type of engagements with policing services</p> <p>Report on collective solutions to address workplace harassment and discrimination</p> <p>Feedback from members</p> <p>Updated policies, processes, and procedures</p>		✓		

<p><b>16.2 Strengthen existing and build new community-driven approaches and partnerships that help marginalized individuals experiencing mental health, homelessness, and/or addictions issues access information, supports and resources</b></p>	<p>Listening &amp; Understanding Reconciliation &amp; Community Relationships</p>	<p><b>Community Partnerships &amp; Engagement</b></p>	<p>#/nature of community-driven partnerships # and type of engagements Development of approach and plan Feedback from partners</p>	<p>✓</p>			
<p><b>16.3 Engage and work with hospital partners to ensure timely transfers of care in emergency departments for individuals who have been apprehended under the Mental Health Act</b></p>	<p>Policies, Processes &amp; Procedures Listening &amp; Understanding Reconciliation &amp; Community Relationships</p>	<p><b>Community Partnerships &amp; Engagement</b></p>	<p># of hospital partners #/type of engagements Feedback from engagements Revised applicable processes</p>		<p>✓</p>		