



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

August 2024



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Message from the Board

This is one of the most important reports ever issued by the Toronto Police Service.

We believe this, not just because we are at a pivotal point in time for our society, where Indigeneity, equity, diversity, and inclusion are, and must be, priorities for *all* organizations.

We believe this because we know that excellence in policing is, first and foremost, about *relationships*. The external relationships that the Service fosters, especially with members of our marginalized, vulnerable and racialized communities, must be characterized by meaningful and sustained dialogue, where everyone feels respected, valued, safe, listened to, and heard.

The same principle, likewise, applies to our internal relationships – between and among our Service Members, and between our Members and their leaders.

This Equity Strategy recognizes the paramount importance and power of relationships in policing in a way that is novel for the Toronto Police Service. It employs deepens our understanding of their critical importance to our work, our ability to serve and protect the members of all communities across Toronto, and to meet the expectations of every Torontonian as to what their police service looks like.

In taking this step, we continue to acknowledge the gaps we still face, as evidenced most recently by the analyses of race-based data, as well as the climate and culture of our workplace.

For these reasons, it is essential that the Service's Equity Strategy prioritizes vulnerable, marginalized and racialized communities, including confronting anti-Black racism, supporting Indigenous cultural safety, and fostering 2SLGBTQI+ inclusion.

It is also essential that we place priority on Member wellbeing, cultivating and fostering a respectful workplace, free from harassment and discrimination. Our Members deserve a safe workplace, founded on the principles of equity, fairness and inclusion. Indeed, this is an essential precondition to true organizational excellence.

This Strategy is a critical step forward in meaningfully and systemically addressing our gaps and challenges, providing us with a comprehensive strategic framework, and setting priorities. For this Strategy to be successful, to lead to real and lasting change, there must be ongoing dialogue, along with the evolution of both the priorities and workplan over time. We offer our sincere thanks to the many community members and Service Members who have already contributed to this Strategy, and to all of those who are continuing on this significant journey with us.

As a Board, we accept this Strategy as our call to action, and we undertake to maintain our focus on these vital issues as we move forward. We will continue to not only support the Service in its progressive and strategic agenda, but, also, to hold it accountable to ensure both a safe and supportive working environment for our Members, and the delivery of professional and unbiased police services for, and with, all members of our diverse communities, to ensure that Toronto is the best and safest place to live, work and play.

Message from the Command

The movement to address Indigeneity, equity, diversity, and inclusion in our society, in our workplaces and in policing is one of the great opportunities of our time. It is an opportunity to make a fundamental difference for our members and for the individuals and communities we serve. To acknowledge, reconcile, act, and renew our definition of what excellence in policing really means.

These are very complex challenges for any organization. There are no shortcuts or simple solutions. It requires a sustained commitment to critically assess and be prepared to challenge values, beliefs and behaviours. It requires an openness and willingness to assess and change administrative structures, systems, policies and procedures. For a policing organization, it also means very critically reviewing and assessing the professional policies, processes, standards, tools and mindsets that guide us in our work every day.

But make no mistake – the case for action is clear and compelling. Fairness, equity, diversity and inclusion are all important reasons to act in their own right. But, the case for action is also, about being the best police service we can be, as the TPS Board, our governing body, has said in their message.

Simply put, as a Service, we believe in:

- respecting and upholding the rights and freedoms of all people;
- treating all people with empathy, respect and dignity;
- acting professionally, with integrity and without prejudice; and
- recognizing that we do not have all the answers, and acknowledging and learning from our mistakes and successes.

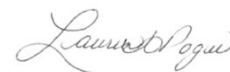
And so, most of all, this first iteration of our community and workplace Equity Strategy requires courageous leadership – leadership that accepts the need to change and grow, and that isn't afraid to confront painful truths and look deeply at how we can do better; leadership that acknowledges, champions, challenges, and holds itself and others accountable.

We see that leadership in the members of the Toronto Police Service who strive to serve to the best of their abilities. We see it in the words and actions of individuals and communities who bravely demand change. We are inspired every day as members of Command and know that this leadership will be essential in the weeks, months and years ahead as we continue the work of being the best police service we can be in keeping Toronto the best and safest place to be.

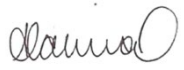
Chief Myron Demkiw



Deputy Chief
Lauren Pogue



Chief Administrative
Officer Svina Dhaliwal



Chief Information
Officer Colin Stairs



Deputy Chief
Robert Johnson



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.

Introduction: Our Commitment to Change

This Equity Strategy represents the Service's commitment to do the work needed, and to create transparency and be accountable for driving systemic change that results in fair and unbiased policing which builds and nurtures an equitable, supportive and inclusive space for all.

The culmination of public calls for police reform and the national tragedy of residential schools forced on Indigenous communities, including the uncovering of unmarked graves of Indigenous children, have caused deep intergenerational trauma for First Nations, Inuit and Métis peoples. These, along with other legacies of colonialism, have driven movements across Canada demanding change in our public sector institutions and society as a whole, and have brought us to a greater sense of awareness of the need to act and make a positive contribution.



This strategy is both inward facing – for Service members – and outward facing – for the public and communities we serve. As you will read, we plan to move on both fronts at once.

Looking within our organization, when we foster an environment where each member of our police service can thrive and feel secure, supported, acknowledged and valued, we create a more resilient, empathetic, engaged, welcoming and effective workforce. An inclusive and fair Service will lead to increased job satisfaction and morale, better mental health, greater adaptability, and heightened performance for our leaders and members.

Turning to the public and the communities we serve, we will be better equipped to serve our communities and ensure the delivery of community safety and wellbeing, in addition to improving the effectiveness and efficiency of our services. Embedding an equity, inclusive, human rights¹, reconciliatory and anti-racism approach into all our actions will enable the Service to become a more empathetic, accountable, effective, and responsive policing organization that engages meaningfully with our communities and is trusted by all those we serve.

*Influenced and informed by historical and current challenges faced by the Service, this strategy focuses on the following initial priorities: **confronting Anti-Black Racism, supporting Indigenous Cultural Safety, fostering 2SLGBTQI+ Inclusion, and cultivating a Respectful Workplace (Accountability, Equity and Professionalism).***

¹ See [Shared Understanding of Concepts](#) and the [Glossary](#) for definitions.

The fact that these are initial priorities reflects the reality that building a truly equitable police service is not a static achievement. It is a daily practice, and one that requires the cooperation of every Service member, including those in leadership positions. While this Equity Strategy represents an important milestone in our journey, transformative change will require years of collective work, practice and dedication to achieving and measuring the goals we set out to meet in this Strategy. As we take a co-design, co-develop and co-deliver approach in bringing this Strategy to life, we will listen to and learn from the voices of community members and our Service members from across the city, especially those we have let down in the past, which will help us build stronger relationships and rebuild trust as we move forward. For these reasons, this Equity Strategy is a living document, and will continue to evolve and change over time.

This Equity Strategy builds on the expert insights, findings and recommendations in response to many significant events and studies over the last decade in addition to the ongoing work the Service has been engaged in to advance equity, inclusion and human rights.

The actions we are taking have been crafted through a thoughtful process and evidence-based approach that reflects best practices, subject-matter expertise and input from partners and stakeholders, and the voices and experiences of our members and communities. Considerable time and effort has been dedicated in reviewing previous work, and numerous studies and reports written by leaders, experts, groups and institutions over the past decade. In total, we considered over 20 reports and 1,100 recommendations throughout this process.² Thematic analysis was conducted, which involved coding and systematically organizing the data, and identifying, reviewing and refining the themes throughout. We used a range of methods to inform the development of the Equity Strategy, including:

INTERNAL ENGAGEMENTS:

through various modes of engagement, including facilitating 11 comprehensive focus group discussions across the Service and a Service-wide climate survey, members from all units and divisions were invited to share their understanding, observations, perceptions and experiences related to equity, diversity and inclusion, as well as racism, discrimination and harassment at the Service.

COMMUNITY AND STAKEHOLDER ENGAGEMENTS:

we liaised with stakeholders and diverse communities across the city through surveys, engagement sessions and town halls. Most recently, we concluded the Race and Identity-based Data Collection Strategy (RBDC) town hall series. Several hundred attendees joined in-person or virtually to provide their feedback for the Service on the ongoing work and development of RBDC and the Equity Strategy. The 38 action items that have been identified with communities to address the RBDC phase 1 outcomes are embedded in the Equity Strategy. We also engaged in ongoing discussions and review sessions with various key

² See [Appendix B](#) for an illustration of our journey to this point.

stakeholder groups, including the Police and Community Engagement Review (PACER) committee and the Anti-Racism Advisory Panel (ARAP). We will continue to seek community and stakeholder feedback and support to refine the Strategy in the months and years ahead. This will be an ongoing effort to ensure the Strategy remains relevant and impactful.

BEST PRACTICES:

we continue to conduct thorough research and literature scans on equity-based approaches, strategies, developments and related resource documents in policing and other public sectors (e.g., Ontario Human Rights Commission, education, health care and housing) at all levels of the government in Canada and internationally. We have also reviewed the recommendations from various reports, such as the *81 Recommendations for Police Reform, Workplace Well-Being, Harassment and Discrimination (Deloitte) Review*, *The Way Forward*, and *From Impact to Action: the Ontario Human Rights Commission's Final report into anti-Black racism by the Toronto Police Service*³, to ensure that the Equity Strategy addresses pertinent issues while building on existing efforts.

PARTNERSHIPS:

we established strong partnerships and continue to foster new relationships with institutions and public sector partners with solid expertise in equity work. Mokwateh, Bernardi Human Resource Law, Serving with Pride, the City of Toronto's Confronting Anti-Black Racism Unit, and the Wellesley Institute, to name a few, have provided us with ongoing advice, support and resources throughout the development of the Strategy.

TEAM EXPERTISE:

members of the Service's Equity, Inclusion & Human Rights team, composed of various subject-matter experts in the field including those who have had doctorate and graduate-level training and research backgrounds in equity, diversity and inclusion (EDI), change management, education and human rights law, bring significant knowledge and community and lived experiences in equity and strategy development, and will continue to support the Service throughout the implementation process and beyond.

This Equity Strategy continues the work most notably done over the past several years that was anchored in the principles of equity, diversity, inclusion, transparency and fairness. The following diagram (Figure 1) illustrates that work and the path we have taken thus far as part of our ongoing commitment to comprehensive police reform and organizational culture change. As noted earlier, this Equity Strategy represents the next leg of our ongoing journey.

³ See [Appendix B. Key Landmark Reports in the Last Decade](#)

Figure 1. EXAMPLES OF WORK ALREADY UNDERWAY



Instituted mandatory anti-racism, Indigenous experience and gender diversity and trans inclusion training, taught by experienced civilian instructors

Expanding the Neighbourhood Community Officer program



Participation in the Intercultural Development Inventory assessment

Launch of PACER 2.0



Implementing 81 Recommendations for Police Reform

Revised 22+ Service Procedures through a newly revitalized Governance Equity Review Process



Race and Identity-based Data Collection

Established the Equity, Inclusion & Human Rights unit in the Service



Co-lead the provincial Working Group on Respectful Workplaces in Policing, and modernize complaints and investigative processes

Expanded the Mobile Crisis Intervention Team program



Published the Know Your Rights campaign

Implementing alternative dispute resolutions



Co-lead the FOCUS (Furthering Our Communities Uniting Services) Toronto initiative and SafeTO

Instituting Active Bystander training

Revised board policy on hiring and promotions

Mandatory sexual harassment training to everyone with 'people management' responsibilities



Partnered with Gerstein Crisis Centre and Toronto Community Crisis Centre on call diversion

Launched immersive community experience programs

BY THE NUMBERS...

(As of December 2022)

1,427 members

with 'people management' responsibilities have received sexual harassment training (100% complete)

7,341 members

(89%) have received anti-Black racism training

7,030 members

(85%) have received Indigenous experience training

100+ resolutions

through alternative channels

39% increase in Black cadets

from 2020 vs. 2022

67% of newly selected Special Constables (Aug 2022 cohort) belong to

racialized groups

55% of women Civilian Senior Officers

vs. 47% total civilians

30,000+ respondents

to socio-demographic surveys

25% of women Uniform Senior Officers

vs. 13% in 2019

69% reduction in police contacts

post-FOCUS intervention

752

of Acutely Elevated Risk (AER) situations brought to FOCUS tables (vs. 686 in 2021)

869 direct referrals

involving non-AER situations made to FOCUS agencies (vs. 753 in 2021)

Common Ground: Shared Understanding of Concepts

Words matter because how we define terms and concepts determines how we work to advance them on the ground. We continue to deepen our understanding of equity, diversity and inclusion through ongoing conversations with our members and our communities.

We understand **equity** as fair treatment and access to opportunities for everyone. This does not mean treating everyone the same. Equity recognizes that people have different needs and experience different barriers, so they may need different supports and provisions to access certain opportunities.

We understand **diversity** as the range of visible and invisible qualities, experiences, and identities that shape who we are, how we are perceived, and how we engage with the world. These can include race, gender, age, sexual orientation, physical or mental abilities, socio-economic status, religious or spiritual beliefs, job classification/role or personality and perspectives. We each have many layers of diversity that intersect and make our lived experiences unique.

We understand **inclusion** as an act of creating spaces and places where we all feel like we belong and are valued for our unique experiences, skills, and perspectives. An organization can be diverse, without being inclusive.

INDIGENEITY AND EQUITY, DIVERSITY, AND INCLUSION

In any conversation regarding equity, diversity and inclusion, it is important to highlight that respect, fairness, truth, and justice are values that historically are deeply ingrained in Indigenous cultures. These values also guide the relationships of Indigenous peoples with non-Indigenous peoples.

Indigenous peoples continue to call attention to the risk of muting or overshadowing the voices and needs of Indigenous communities under the umbrella of equity, diversity and inclusion. As equity dialogue and work evolve, it is critical to acknowledge that Indigenous peoples have unique traditional knowledge, cultures and identities which inform their contemporary ways of knowing, doing and being, as well as long standing principles of justice and legal thought separate from the Western legal system. These Indigenous laws and customs include dispute resolution and a willingness to share knowledge and insights to support collaborative solutions within and across systems.

Moving Forward: 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.



OUR VISION

- To create a safe, equitable and fair working environment for our Service members so they can thrive and serve our communities (inward looking), and;
- To deliver respectful, fair and trusted public safety services with and for our diverse communities and partners to keep Toronto the best and safest place to be (outward looking).

Our Vision is both inward looking – for our members, our leaders, and our organization – and outward looking – for our communities and our partners.

“Inward” means that the changes we need to make must start from within. The way we treat and lead our members, the way we treat each other, address biases and stereotypes, and the structures we create to do our work influence how we engage with our communities and partners, how they perceive us and have confidence in us, and how we respond to the needs of the communities we serve.

“**Outward**” represents the changes we need to make in how we interact with our communities and our partners and how we respond to their needs. We will continue to strengthen our understanding of the unique experiences of different communities and the organizations serving them; to acknowledge our past mistakes; to build on any past successes; and to listen to the voices historically silenced. As with all publicly funded institutions, we must deal with the consequences of inequities across all sectors, and our contribution to them. Only by working with other public service organizations, can we drive change across the entire system.

Our Strategic Goals and Key Actions We Will Take to Get There

We have translated our vision into seven initial strategic goals, which will allow us to achieve our vision for our members, our leaders, our organization, our communities and our partners. Each of these goals supports and reinforces both dimensions of our vision – they are both inward and outward-looking as well as interconnected, interdependent and mutually reinforcing.

For each of our strategic goals, we have identified an initial set of 16 Key Actions, representing the next wave of change.



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.

Why it's important:

Diversity in all its forms is a unique strength. By embedding an equity and inclusion lens in how we recruit, develop, and advance our members, we will attract and support a more diverse workforce. With unique talents, perspectives, and experiences that are reflective of our communities, we will be more resilient, better equipped to respond to complex needs, and better able to work with our communities on meaningful solutions.

Actions we will take:

- 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.**



GOAL #2

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

Why it's important:

Through equity and inclusion capacity building for our members, we will equip them with mindsets and skills they can apply as they carry out their duties and work with residents and communities. We need to be fair and inclusive in how we engage our members to develop and progress in their careers and foster a sense of belonging, so they are able to show up to work as their authentic selves and feel safe in doing so.

Actions we will take:

2. **Strengthen, expand and make mandatory anti-racism and equity-related training.**
3. **Deliver community-centered training and involve experts, members and organizations with lived experience in the development, delivery and evaluation.**
4. **Revitalize and reframe internal affinity groups and organizational assets to help increase member engagement and foster belonging.**



GOAL #3

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

Why it's important:

Authentic leaders are inclusive, accountable and able to lead diverse teams. They create an inclusive culture that engages and motivates their teams, and enables their growth. By investing in equity and inclusion capacity building of our leaders of all ranks and levels, from the Chief to a supervisor/sergeant, they will be equipped with the leadership mindsets and behaviours needed to inspire their teams, uphold the highest standards of conduct, and be effective role models.

Actions we will take:

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



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.

Why it's important:

Barriers to equity, diversity, inclusion and fairness can be found in organizational policies, processes, systems and structures in all parts of our society, and TPS is no exception. Unless we address these barriers and create new ways of doing business, old mindsets, old behaviours and old ways of thinking will be reinforced, potentially resulting in continued disparities in treatment and lack of trust.

Actions we will take:

7. **Review and update internal and community-facing policies, procedures and processes to identify and address barriers, and to increase fairness and transparency.**
8. **Implement capabilities to collect, monitor and report on race and identity-based data across various stages of priority internal and community-facing processes.**
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.**
10. **Build and update the communications strategy to ensure transparency and authenticity in all messaging to drive equity across the Service.**
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.**



GOAL #5

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

Why it's important:

Equitable policing is only possible by genuinely engaging communities through understanding and acknowledging the unique histories and traumas experienced by some communities in their interactions with police.

By investing in durable relationships with communities, we can bring the missing voices to the table, and actively listen to and consider their diverse and rich perspectives and experiences. As we take a co-design, co-develop and co-deliver model, we will work collaboratively with our communities to repair, earn and maintain their trust, and empower communities' voices in how we police.

Actions we will take:

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



GOAL #6

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

Why it's important:

There is no 'one size fits all' approach when it comes to serving the public. By understanding the history, context, experiences, and needs of our diverse communities, we will be better able to respond to their unique needs and equitably deploy resources.

Actions we will take:

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



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.

Why it's important:

Police services many times create disparities, even if unintentionally, but we also deal with the consequences of disparities within other parts of the public sector system (e.g., child welfare, health and education).

By adopting a multi-sectoral approach and working with partners to understand and tackle these disparities, we can contribute to a 'whole system' response to systemic barriers and systemic racism and ensure alignment in our work to promote safety and wellbeing in Toronto.

Actions we will take:

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
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

These 7 Strategic Goals and 16 Key Actions remain consistent and are foundational to the development of our four priority-specific Proposed Implementation Plans, earmarked for the next three to five years. For each of the 16 Key Actions, there are specific sub-action items tailored for each of the four priorities in this Equity Strategy (confronting Anti-Black racism, supporting Indigenous Cultural Safety, fostering 2SLGBTQI+ Inclusion and cultivating a Respectful Workplace [Accountability, Equity and Professionalism]). Each of the four proposed implementation plan documents provides a set of priority-specific, tangible sub-action items under each of the 16 Key Actions, in addition to details on *how* each of the actions will be operationalized, such as accountability, measures of progress, and status and timelines.

The implementation plans are presented as four standalone documents, each dedicated and tailored to the priorities of this Equity Strategy. Although there may be some overlap in sub-action items, separate plans have been created for each of the priorities and their respective communities, in recognition of and response to their unique challenges, histories and contexts, and to ensure proper attention and resourcing is given to each one. However, it is recommended to read and consider *all* proposed implementation plans simultaneously for a comprehensive understanding of the Strategy as a whole, as many sub-actions between different priorities are interconnected and interwoven (especially as the Respectful Workplace priority covers all groups).

Our Aspirational Outcomes

Our pursuit of these goals will result in the following outcomes against which our progress can be measured and reported:

- Increased job satisfaction and sense of belonging, leading to greater work productivity and improved service delivery.
- A diverse membership inclusive of race and gender that reflects the city we serve.
- Highly skilled members who understand and relate to the communities we serve and build strong relationships.
- Effective, credible leaders recognized by the community who champion diversity and foster an inclusive workplace and inclusive service delivery.
- Trusted decision-making processes related to recruitment, promotion, and professional development.
- Improved organizational transparency and accountability to the public on handling and resolution of complaints, disciplinary and SIU related matters.
- Effective systems to collect, analyze and report diversity and equity data.
- Elimination of incidents of workplace harassment and discrimination.
- Positive workplace culture where TPS is considered a reputable employer of choice.
- Elimination of disparities in our interactions with the public, and stronger collaborations with diverse communities to co-design and implement action plans.
- Strong network of partners to collaboratively work and advocate for equity, inclusion and human rights.
- Increased public confidence and trust in and within the Service.

Implementation Approach

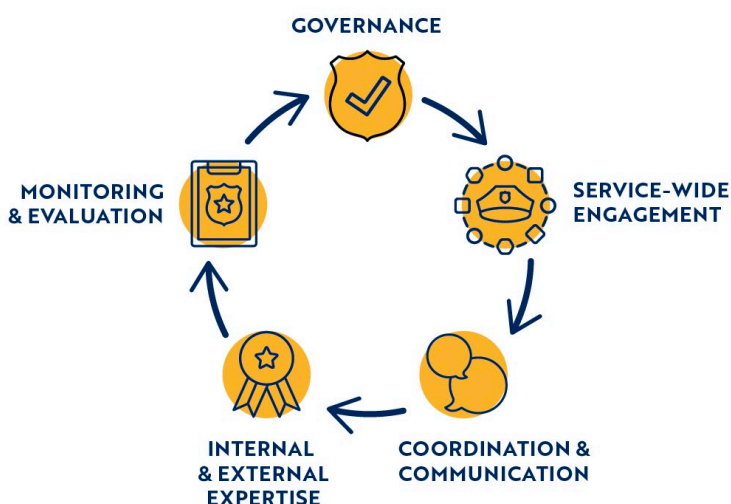
Achieving our goals is already in progress with a number of initiatives underway. Throughout this journey, we will continue to listen to and be mindful of the voices of our members and our communities, and adapt and pivot where and when we need to. Additionally, we will track our progress and navigate through the challenges with a sense of urgency, while prioritizing meaningful collaboration with our members, diverse communities and partners.

With the Service's Equity, Inclusion and Human Rights team at the helm, the rollout and *how* we plan to implement the Strategy will be carefully considered and consulted with members and leaders of our Service and our communities at every step, to ensure we are seriously, actively and authentically committing to advancing equity and pursuing the goals outlined in this Strategy. Working closely with dedicated advisory groups composed of community and Service members and leaders, we will continue to work under a co-design, co-develop and co-deliver model, as we respond to and pivot based on new emerging issues and priorities, ensure effective and timely implementation, and make continual improvements by reviewing the progress and outcomes of our efforts.

Implementation Approach to Drive Change

We take a change management approach to drive the change envisioned in the Equity Strategy. Our implementation approach is comprised of several key building blocks that support a cycle of fluid and efficient engagement, coordination, communication, monitoring and evaluation across the Service, as well as with our communities and partners (Figure 2):

Figure 2. **IMPLEMENTATION APPROACH TO DRIVE CHANGE**

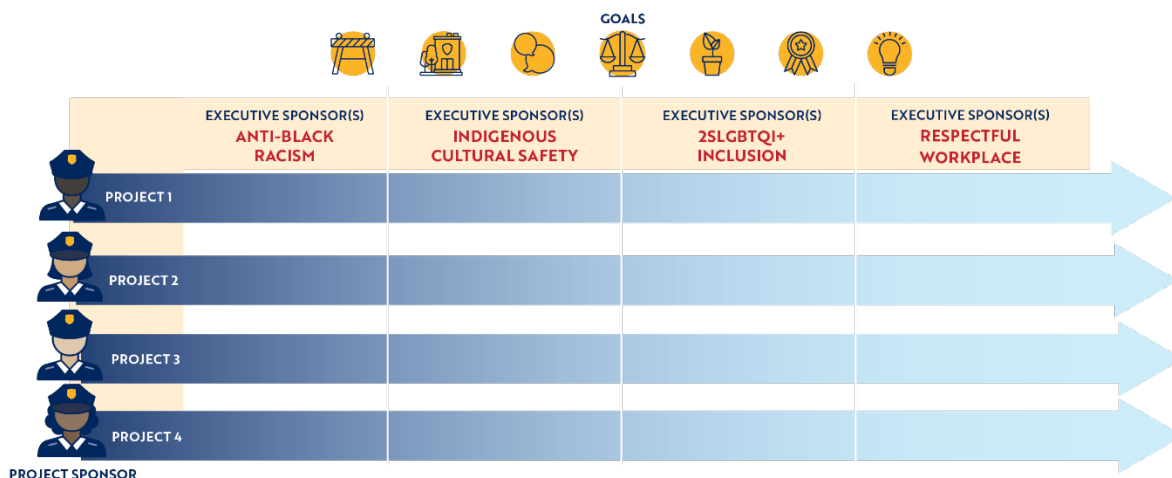


GOVERNANCE / ALL-OF-COMMAND STRUCTURE

Board, Command and Senior Officer commitment and leadership are key to effective implementation. For the Strategy to come to life, with buy-in from members across the Service and from our communities and partners, leaders must commit to the vision and goals of the Strategy. Additionally, leaders must model inclusive and equitable behaviours to inspire and encourage change. By consistently practicing these behaviours, the Service can establish a culture of equity and a shared sense of purpose that will help us reach our goals and get us to where we need to be.

“Command” is our term for the TPS’ most senior level of executive leadership – in effect, our C-Suite or Senior Executive Team, comprised of the Chief, Deputy Chiefs, the Chief Administrative Officer and the Chief Information Officer. Implementation of a strategy of this scope, complexity and duration requires an All-of-Command approach, with members of the Command as executive sponsor(s) who are directly engaged and accountable for successful implementation. Alongside the executive sponsor(s) for each of the priorities in the Equity Strategy will be project (implementation) leads/sponsors and teams to ensure the successful delivery of projects and action items. They will be regularly reporting to and consulting and collaborating with the advisory boards of each of the priorities which will include diverse community stakeholders and voices.

Figure 3. **SAMPLE GOVERNANCE STRUCTURE**



SERVICE-WIDE ENGAGEMENT

Equity-related work and culture change require active and meaningful engagement of members across the Service who bring various perspectives, experiences and skills. Equity Liaisons/Leads and Internal Support Networks (ISNs) will play a key role in engaging civilian and uniform members in implementing this Strategy. The Equity Liaisons/Leads will facilitate regular communication and direct engagement across every unit and division. They will be the ‘ears on the ground’ and will facilitate spaces for members to share their concerns, perspectives, and requests for support, as well as provide feedback directly to the Governance Equity Review Committee.



COORDINATION & COMMUNICATION

Stronger coordination and alignment across units with mandates on equity, community relationships and city-wide efforts, along with regular, clear and consistent communication across the Service will enable a more effective implementation of the Equity Strategy. Equity-related work will be visible, deemed strategically critical and augmented with strong leadership. Corporate Communications will play a key role in developing a comprehensive communication strategy to enable clear and consistent internal and external communication and transparency on our progress.



INTERNAL & EXTERNAL EXPERTISE

The Equity Strategy will leverage the internal expertise as well as the expertise of various community advisory and stakeholders groups. We will also seek consultation and advice from our public sector partners such as the City of Toronto’s Confronting Anti-Black Racism unit, the Government of Ontario’s Anti-Racism Directorate, and

the Ministry of Attorney General's Indigenous Justice Division. Community partners, Elders, organizations and resident leaders will also provide ongoing guidance and feedback. Advisory committees composed of diverse community voices, experts and stakeholders for each priority in the Equity Strategy will work closely with the implementation teams, providing advice and enabling connections and potential collaborations with priority-specific initiatives across the city.



MONITORING & EVALUATION FOR ACCOUNTABILITY AND LEARNING

Measuring progress toward achieving our equity goals and continuous learning throughout the implementation process to inform adjustments are crucial to the success of the Equity Strategy.

Guided by the priority-specific proposed implementation plans (Confronting Anti-Black Racism; Supporting Indigenous Cultural Safety; Fostering 2SLGBTQI+ Inclusion, and Cultivating a Respectful Workplace) which outline the tailored sub-actions, accountability, measures of progress and timelines and status (for the next three to five years), we will work to ensure that relevant information is identified and collected upfront to track the progress and the outcomes of our actions, and reported through a public dashboard. The executive sponsors and/or implementation leads and teams of each of the priorities in the Equity Strategy will also regularly meet and work with, seek consultation from, and report their progress to the priority-specific advisory committees composed of diverse community voices. Implementation plans will be reviewed with communities on an ongoing basis, and rebaselined and modified annually or as often as required.

Ongoing assessment of existing tools and system capabilities as well as strategic development and resourcing of the implementation team will ensure a fluid and effective coordination of progress tracking and learning processes for evaluation.

Appendices

Appendix A. GLOSSARY OF TERMS

2SLGBTQI+ refers to acknowledging and valuing people's spectrum of identities so we all have a sense of belonging, acceptance, and recognition as valued and contributing members of society. The 2SLGBTQI+ acronym is often used to include a broad spectrum of identities related to sexuality and gender. 2S at the front recognizes Two-Spirit people as the first 2SLGBTQI+ communities; L: Lesbian, G: Gay; B: Bisexual; T: Transgender; Q: Queer; I: Intersex, considers sex characteristics beyond sexual orientation, gender identity, and gender expression; and '+' is inclusive of people who identify as part of sexual and gender-diverse communities, who use additional terminologies. It is important to note that 2SLGBTQI+ terminology is continuously evolving.

Anti-Black Racism is defined as prejudice, attitudes, beliefs, stereotyping or discrimination that are directed at people of African descent. This form of racism is rooted in their unique history and experience of enslavement and its legacy. Anti-Black racism is deeply entrenched in Canadian institutions, policies and practices, and manifests through unequal opportunities, lower socio-economic status, higher unemployment, significant poverty rates and overrepresentation in the criminal justice system.

De-escalation refers to verbal and non-verbal strategies intended to reduce the intensity of a conflict or crisis encountered by the police, with the intent of gaining compliance without the application of force, or if force is necessary, reducing the amount of force required.

Discrimination refers to an action, practice, system or policy that has an adverse impact on an individual or group's employment or terms and conditions of employment for reasons related to a protected ground. Harassment (including sexual harassment) based on these grounds is a form of discrimination.

Diversity is about the individual and the variety of unique dimensions, qualities, and characteristics, we all possess. For example – race, gender, sexual orientation, nationality, education, where you live (rural/urban), age, ability, etc.

Equity is about treating everyone fairly and ensuring equal access to results and benefits. Equity is different from equality. While equality means providing the same to all, equity means recognizing that we do not all start from the same place and must acknowledge and make adjustments to imbalances. This process is ongoing and requires us to identify and overcome intentional and unintentional barriers arising from bias or system structures.

Harassment means engaging in conduct (including comments, actions and/or gestures) that is known or reasonably should be known to be unwelcome. It includes incidents of workplace sexual harassment, which includes conduct based on sex, sexual orientation, gender identity or

gender expression, or quid pro quo sexual solicitations or advances. Harassment can be a one-time incident or repeated incidents.

Harm Reduction is an evidence-based, client-centered approach that seeks to reduce the health and social harms associated with addiction and substance use, without necessarily requiring people who use substances from abstaining or stopping.

Human Rights are the rights to which persons are inherently entitled to because they are human beings. They describe how we instinctively expect to be treated as persons and define what we are all entitled to – a life of equality, dignity and respect, and to live free from discrimination and harassment.

Implicit Bias (also known as Unconscious Bias) refers to the attitudes or stereotypes that affect our understanding, actions or decisions in an unconscious manner. These biases can be positive or negative, are not overt, and usually outside the person's awareness.

Inclusion is about the collective. It is about creating a culture that strives for equity and embraces, respects, accepts, and values difference.

Indigeneity came into use in the 1990s, as many colonized communities fought against erasure, genocide, and forced acculturation under colonial regimes. The term indigeneity has emerged to describe the state of being Indigenous or related to Indigenous-ness. Indigenous-ness for many, can relate to their territory, culture, community and traditions.

Indigenous Cultural Safety is an approach that considers how social and historical contexts, as well as structural and interpersonal power imbalances, shape health and health care experiences for Indigenous people. A culturally safe environment is physically, socially, emotionally, and spiritually safe. There is recognition of and respect for the cultural identities of others, without challenge or denial of an individual's identity, who they are, or what they need. Culturally unsafe environments diminish, demean, or disempower the cultural identity and well-being of an individual.

Intersectionality is about the ways in which systems of inequality based on gender, race, ethnicity, sexual orientation, gender identity, disability, class, and other forms of discrimination, intersect to create unique dynamics and effects. This term is used today to understand the impact of multiple identities which intersect that lead to unique experiences or challenges or even greater disadvantage.

Marginalized populations are groups and communities that experience discrimination, and exclusion (social, political, and economic) because of unequal power relationships across economic, political, social, and cultural dimensions.

Mental Health is a state of mental well-being that enables people to cope with the stresses of life, realize their abilities, learn well and work well, and contribute to their community. It is an integral

component of health and well-being that underpins our individual and collective abilities to make decisions, build relationships, and shape the world we live in.

Power is about the ability to influence and make decisions that impact others.

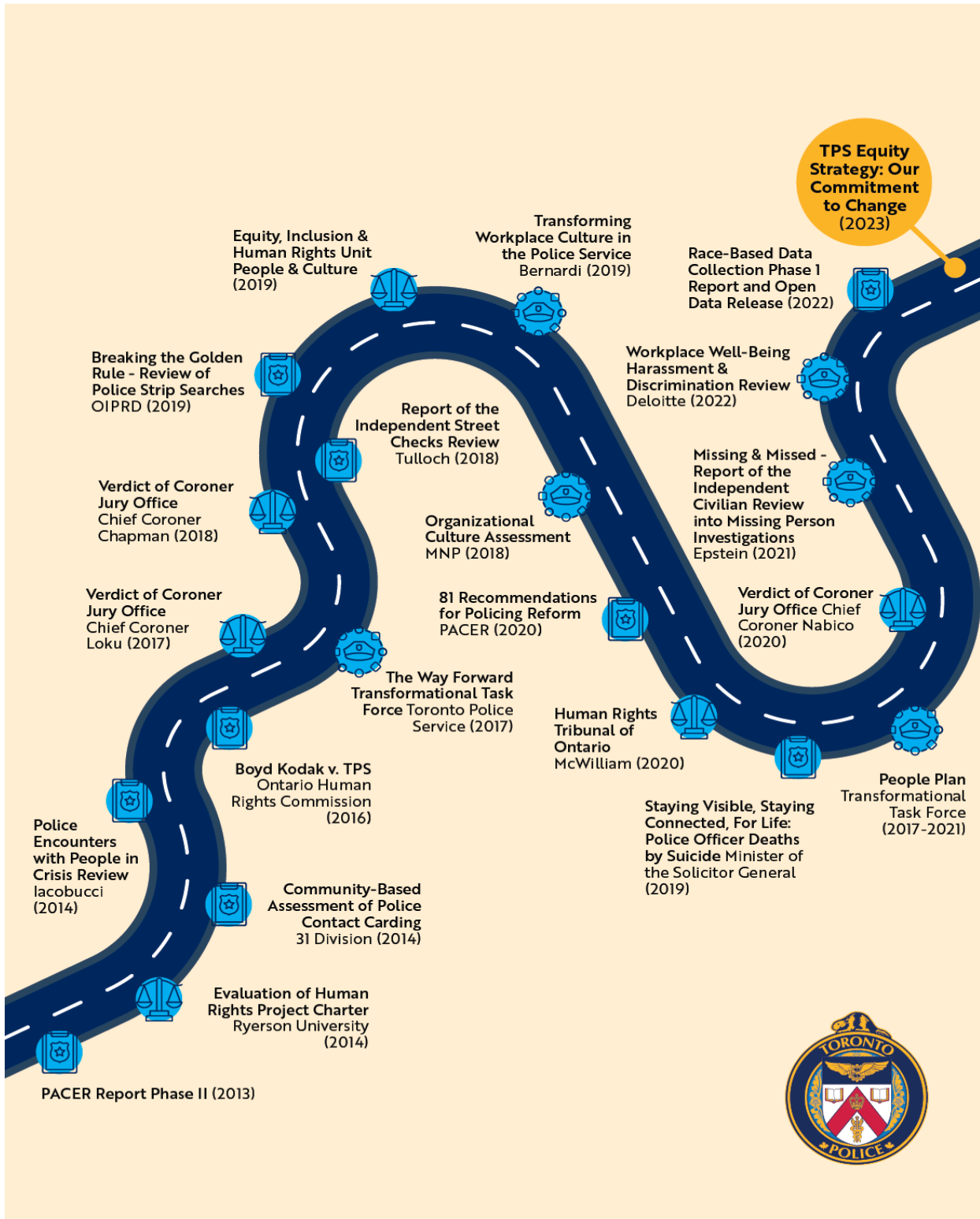
Psychological safety is the belief one would not be put down, punished or humiliated for speaking up with ideas, questions, concerns or mistakes. At work, it is a shared expectation held by members of a team that teammates will not embarrass, reject or punish them for sharing ideas, taking risks or soliciting feedback. A psychologically safe workplace allows people to feel comfortable bringing their full, authentic selves to work, where members feel free to ask bold questions, share concerns, ask for help, and take calculated risks.

Racialized communities encompasses all people that are non-Caucasian in race or non-white in colour.

Systemic barriers are obstacles or barriers that intentionally or unintentionally exclude individuals, groups and/or communities, and are often out of the control of any individual person. Systemic barriers or obstacles can occur when systems, policies, programs and services are created without the benefit of a range of perspectives during their development.

Systemic racism consists of organizational culture, policies, directives, practices or procedures that exclude, displace or marginalize some racialized groups, or create unfair barriers for them to access valuable benefits and opportunities. This is often the result of institutional biases in organizational culture, policies, directives, practices, and procedures that may appear neutral but have the effect of privileging some groups and disadvantaging others.

Appendix B. KEY LANDMARK REPORTS IN THE LAST DECADE



Appendix C. GENDER DIVERSE AND TRANS INCLUSION INITIATIVE

The Gender Diverse and Trans Inclusion (GDTI) Initiative is a key part of the Service's efforts to foster an inclusive, accountable and transparent culture. This initiative was launched following the *Boyd Kodak v. TPSB* case after Mr. Boyd Kodak's allegations of discrimination based on gender and gender identity were made against the Service. This prompted the Board and the Service to enter into an agreement with the Ontario Human Rights Commission (OHRC) to revise Service policies, procedures, forms and officer training, in consultation with gender-diverse and trans communities.

The following provides an overview of and further details and progress on the work that has been underway on this initiative, including community engagement, updates and amendments made to Service forms and procedures, training and evaluation.

Gender Diverse and Trans Inclusion (GDTI) Initiative				
Community Consultations/ Participation	Forms that were updated	Procedures that were amended	GDTI Training Modules	Evaluation
<p>Key Community Advisors - Members of gender diverse and trans communities who are familiar with community issues were invited to provide insight and feedback</p>	<p>*The Gender Field for all the below forms has been updated to reflect the options of: MALE, FEMALE, NONBINARY and UNKNOWN</p> <p>CPEU 1 TPS - Volunteer Application and Waiver</p> <p>CPEU 12 - Personnel Information Notice - Volunteer Changes</p> <p>TPS 100 - Record of Arrest</p>	<p>01-02 Search of Persons</p> <p>01-02 Appendix C Trans Persons</p> <p>01-03 Persons in Custody</p> <p>01-03 Appendix A Medical Advisory</p>	<p>Module 1 (Towards Trans Inclusive Police Service: Community Experiences) - Focuses on awareness and empathy building, barriers trans and gender diverse people face, terminology, and how to show respect. This module includes community videos, tests across the module, and branching scenario.</p>	<p>An evaluation tool is in the process of being developed through a third-party vendor for all GDTI related training.</p> <p>Fall 2023 - Community consultations around the evaluation process</p>

<p>Focus Groups - Three focus groups among street-involved youth, youth of colour and sex workers, offered their experiences and insights to inform policy revisions and training.</p>	<p>TPS 110 Pilot - Shop Theft Report (Ontario Court of Justice)</p> <p>TPS 169 - ETF - Request for High Risk Prisoner Escort / Witness Protection</p> <p>TPS 170 - Description Sheet</p> <p>TPS 200 - Incident Report</p> <p>TPS 201 - General Occurrence</p> <p>TPS 202 - Missing Person Report</p> <p>TPS 221 - Statement: Witness</p> <p>TPS 227 - Person and Vehicle for Investigation</p> <p>TPS 228 - Special Address and System Report</p>	<p>Notes</p> <p>01-03 Appendix C Designated Lock-Ups</p> <p>01-03 Transportation and Lodging of Trans Person</p> <p>05-05 Sexual Assault</p> <p>09-06 Property of Persons in Custody</p> <p>13-14 Human Rights</p> <p>17-01 News Media</p>	<p>Module 2 (Towards Trans Inclusive Police Service: Policies and Procedures) - Covers all the changes made to policies, procedures, and forms, as well as specific ways to show respect in policing roles.</p>	<p>Roll-out of a year-long post interaction evaluation tool</p> <p>Fall 2024 - Report back to community around evaluation findings</p> <p>Winter 2025 - Chief's final report back to community</p>
<p>Public Community Forum and Meeting - Community members and organizations were invited to provide feedback and discuss proposed changes to relevant policies, procedures and officer training.</p>	<p>TPS 232 - Missing Person Bulletin</p> <p>TPS 233 - Canvass Interview Form</p> <p>TPS 250 - Immigration Report</p> <p>TPS 251 - Document Fraudulent Report</p> <p>TPS 252 - Homicide and Sudden Death Report</p> <p>TPS 260 – Missing Person Risk Assessment Form</p> <p>TPS 260A – Missing Person Risk Assessment Form - Supervisor</p> <p>TPS 317 - Driver Information Request for Driver's Licence Review</p> <p>TPS 326 - Traffic Violation Report</p> <p>TPS 332 - Collision Field Notes: Involved Persons</p>	<p>New Standard of Conduct 1.9.2 – Respect for Gender Diversity and Trans-Inclusive Policing was created</p>		

<p>TPS 334 - Fail to Remain Report</p> <p>TPS 471 - DNA Adult Offender Blood Sample Checklist</p> <p>TPS 472 - DNA Adult Offender Buccal Sample Checklist</p> <p>TPS 473 - DNA Adult Offender Hair Sample Checklist</p> <p>TPS 474 - DNA Adult Offender Endorsement Checklist</p> <p>TPS 475 - Family Court Order Information</p> <p>TPS 476 - DNA Young Person Endorsement Checklist</p> <p>TPS 477 - DNA Young Person Blood Sample Checklist</p> <p>TPS 479 - DNA Young Person Buccal Sample Checklist</p> <p>TPS 480 - DNA Young Person Hair Sample Checklist</p> <p>TPS 710 – Person in Crisis Information Form</p> <p>TPS 738 - Toronto Police Service Youth Referral Form</p> <p>TPS 813 - Personnel Action Notice (Pan) Hire/Rehire/Recall 1</p> <p>TPS 825 - Change of Name</p> <p>TPS 828 - TPS - Consent to Disclosure of Personal Information</p> <p>TPS 834 - Vessel Collision Report</p>			
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STAKEHOLDERS

- Anti-Racism Advisory Panel (Toronto Police Services Board)
- Bernardi Human Resource Law LLP
- Community Consultative Committees (CCCs)
- Community Police Liaison Committees (CPLCs)
- Confronting Anti-Black Racism Unit (City of Toronto)
- Mokwateh
- Serving with Pride
- TPS Governance Equity Review Committee (GERC)
- TPS Internal Support Networks
- TPS Missing and Missed Implementation Team & Community Working Group
- TPS Police and Community Engagement Review Committee (PACER)
- Wellesley Institute
- And, many other internal members, stakeholders and subject-matter experts that may not named in this report for your time, and reviewing and helping to refine the document.

EQUITY STRATEGY TEAM

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