



Race & Identity Based Data Collection Strategy

Understanding Use of Force &
Strip Searches in 2020

Appendix: Action Items

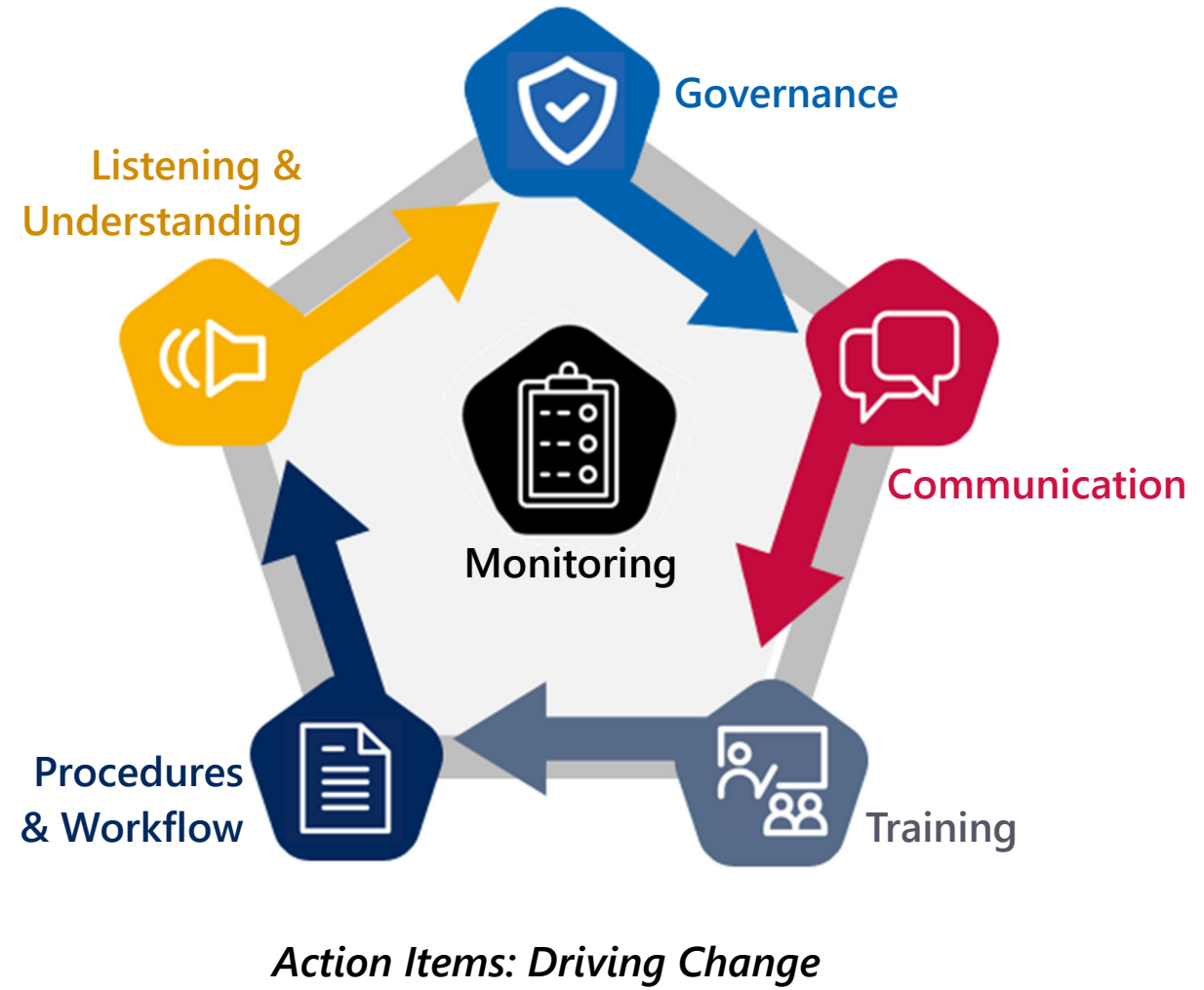
Toronto Police Service



The 38 action items identified in this Appendix are one part of our commitment to reduce disparate outcomes.

These actions are in line with recommendations identified in the *81 Recommendations for Police Reform* and other recommendations by the Anti Racism Advisory Panel (ARAP) Mental Health & Addictions Advisory Panel (MHAAP), and the Police and Community Engagement Review (PACER).

We will work with communities, our Members, and our partners to affect change by further developing the items that are in progress or that we have not yet started, and identifying additional areas where we can do better.





Driving Change: Action Items

Action Item	Description	Status	Theme	Area
WORK WITH MINISTRY OF SOLICITOR GENERAL AND OTHER POLICE AGENCIES TO IMPROVE REPORTING REQUIREMENTS IN USE OF FORCE	Develop a Working Group with other police services and the Ministry of Solicitor General to discuss race-based data collection, analysis, and approaches, including reporting challenges.	Completed	Governance Procedures & Workflow Monitoring	Use of Force
IMPROVE AUDITING PRACTICES AT THE SENIOR MANAGEMENT LEVEL FOR ITEMS FOUND DURING STRIP SEARCHES	This data field contained all items found during a search, and not necessarily what was located during a strip search (i.e. shoe laces and belts, that may be found during lower levels of search). Improved auditing on this specific data point allows for proper categorization of items found as a result of strip searches.	Completed	Governance Procedures & Workflow	Strip Searches
REVISE EXISTING STRIP SEARCH PROCEDURE AND IMPROVE REPORTING REQUIREMENTS	Review Search of Persons procedure and reporting/booking template to document the search within the Records Management System that allows for data analysis and extraction, including the reason for search, time of search, and items found during a search.	Completed	Governance Procedures & Workflow Monitoring	Strip Searches
DEVELOP AND IMPLEMENT MANDATORY MEMBER TRAINING ON ANTI-BLACK RACISM AND THE INDIGENOUS EXPERIENCE	Develop and implement training for all Members on Anti-Black Racism and the Indigenous Experience that includes third-party bias training, in partnership with subject matter experts and members of the community. In line with the 81 Recommendations for Police Reform, PACER, ARAP, and CABR.	Completed	Training	Use of Force Strip Searches
HIRE SPECIALIZED EQUITY AND INCLUSION INSTRUCTORS TO DEVELOP AND LEAD TRAINING, INCLUDING ENHANCEMENT FOR NEW RECRUIT PROGRAM	Create an Equity & Inclusion section within the Toronto Police College to develop and lead training for members. In line with the 81 Recommendations for Police Reform and ARAP.	Completed	Training	Use of Force Strip Searches
IMPROVE TRAINING ON STRIP SEARCHES	Develop and implement training for all police officers and special constables on Search of Person, including reasons for a strip search, relevant case law, and how to properly complete the Search of Persons template.	Completed	Training	Strip Searches
HOLD TOWN HALLS AND ENGAGEMENT SESSIONS TO DEVELOP MEANINGFUL ACTIONS AND A PATH FORWARD	Following public data release, hold town halls in partnership with community leaders and agencies to discuss the outcomes of analysis and a path forward	In Progress	Listening & Understanding Governance Communication	Use of Force Strip Searches



Driving Change: Action Items

Action Item	Description	Status	Theme	Area
DEVELOP AN INDIGENOUS-SPECIFIC REPORT ON THE OUTCOMES OF USE OF FORCE & STRIP SEARCHES	Indigenous perspectives are important given the unique experiences and challenges communities face. In order to understand the findings, and seek input from Indigenous Communities, a separate Indigenous Engagement Strategy and report will be developed to engage stakeholders and community agencies around the data to help shape the analyses.	In Progress	Listening & Understanding Communication	Use of Force Strip Searches
CONDUCT AN ACADEMIC AND COMMUNITY REVIEW AND AUDIT OF EXISTING TRAINING CURRICULUM	Ongoing review the current training curriculum by academic partners and members of the community through a Community Advisory Panel. In line with the 81 Recommendations for Police Reform, PACER, ARAP, and CABR.	In Progress	Governance Training	Use of Force Strip Searches
REVIEW OF NON-EMERGENCY INTERACTIONS SUITABLE FOR CALL DIVERSION	Identify non-core policing services that can be delivered by alternative service providers. In line with 81 Recommendations for Police Reform and MHAAP.	In Progress	Governance Procedures & Workflow	Use of Force Strip Searches
REVIEW AND REVISE USE OF FORCE PROCEDURE (15-01)	An organizational review of the Toronto Police Service's Use of Force Procedure in line with the development of the revised TPSB Policy on Use of Force.	In Progress	Governance Procedures & Workflow	Use of Force
IMPLEMENT MANDATORY DEBRIEFS WITH A SUPERVISOR FOR ALL USE OF FORCE REPORTS WITHIN AN OFFICER'S PROBATIONARY PERIOD	All officers involved in a use of force report shall debrief with a supervisory officer within their probation period.	In Progress	Governance Procedures & Workflow	Use of Force
IMPLEMENT MANDATORY REVIEWS OF BODY WORN CAMERA AND IN CAR CAMERA SYSTEM FOR ALL USE OF FORCE INCIDENTS	The Body Worn Cameras and In Car Camera System for all officers involved in a use of force incident will be reviewed by supervisor(s).	In Progress	Governance Procedures & Workflow	Use of Force



Driving Change: Action Items

Action Item	Description	Status	Theme	Area
MEASURE OTHER POINTS OF POLICE CONTACT	Identify areas where police interact with members of communities and add these interactions to the Race & Identity Based Data Strategy. This will help us learn where opportunities for improvement could lie.	In Progress	Governance Procedures & Workflow Monitoring	Use of Force Strip Searches
PROVIDE ADVERSE CHILDHOOD EXPERIENCE TRAINING TO OFFICERS	Expand Adverse Childhood Experience Training to all uniform members. Currently this training is provided to Neighbourhood Community Officers.	In Progress	Training	Use of Force
REVISE COACH OFFICER TRAINING COURSE	Enhance the Coach Officer Training Course to ensure our coach officers have an understanding of community centric service delivery, embracing collaboration, and an understanding of, and are sensitive to, the unique needs/perspectives of people of diverse communities.	In Progress	Training	Use of Force Strip Searches
INCLUDE OPEN ANALYTICS AND DATA ON STRIP SEARCHES ON THE PUBLIC SAFETY DATA PORTAL	To increase transparency, public accountability, and understanding of data, open data will be published on strip searches on the Public Safety Data Portal. In line with the 81 Recommendations for Police Reform.	In Progress	Communication Governance Monitoring	Strip Searches
INCLUDE OPEN ANALYTICS FOR USE OF FORCE DATA	To increase transparency, public accountability, and understanding of data, open analytics for Use of Force will be published on the Public Safety Data Portal. In line with the 81 Recommendations for Police Reform.	In Progress	Communication Governance Monitoring	Use of Force
DEVELOP SCENARIO-BASED TRAINING BASED ON USE OF FORCE TRENDS	Incorporate anti-racism and unconscious bias elements into scenario-based and dynamic training to simulate real-world conditions where officers must make split-second decisions, that emphasizes and prioritizes de-escalation. In line with the 81 Recommendations for Police Reform, ARAP, and MHAAP.	In Progress	Training	Use of Force
COLLECT INTERNAL DIVERSITY AND DEMOGRAPHIC DATA	Collect workforce diversity data internally	In Progress	Governance Procedures & Workflow Monitoring	Use of Force Strip Searches



Driving Change: Action Items

Action Item	Description	Status	Theme	Area
IMPROVE USE OF FORCE REPORTING AND DATA ENTRY	Ensure that the proper general occurrence is referenced within the Use of Force report to allow for contextual information to be collected during the Race & Identity Based Data Collection Strategy; and improve data systems to allow for order of force used to be analyzed.	In Progress	Governance Communication Training Procedures & Workflow	Use of Force
DEVELOPMENT OF A SERVICE-WIDE EQUITY STRATEGY	To commit the Service to do the work needed and creates accountability for driving systemic change that results in fair and unbiased policing	In Progress	Listening & Understanding Communication Governance Monitoring	Use of Force Strip Searches
DEVELOP POST-POLICE INTERACTION SURVEY WITH COMMUNITIES	Post-interaction surveys are a part of the Service's investment in Information Management. The information collected in these surveys will allow for communities to provide information on their interaction with officers.	In Progress	Monitoring	Use of Force Strip Searches
COLLECT DATA AND ANALYZE OTHER OUTCOMES FOR ARRESTED PERSONS INCLUDING DIVERSIONS, BOOKING, PROTECTIVE, AND FRISK SEARCHES	Incorporate arrests, charges, releases, bookings, diversions, and other search of person outcomes into the Race & Identity Based Data Collection strategy to better understand outcomes by race.	In Progress	Governance Procedures & Workflow Monitoring	Strip Searches
CONDUCT INTERCULTURAL DEVELOPMENT TRAINING FOR RECRUITS AND NEW SUPERVISORS	Ensure that all new recruits and supervisors complete Intercultural Development Training to develop intercultural competence and cultural sensitivity. This tool will assist Members in assessing their level of intercultural competence and will allow the Service to adapt training to meet the level of intercultural competence shown in aggregate results.	In Progress	Training	Use of Force Strip Searches
DEVELOP AND IMPLEMENT ANTI-BIAS WORKSHOPS FOR SENIOR LEADERS WITHIN THE SERVICE	In line with recommendations from the 81 Recommendations for Police Reform and PACER, training for all Senior Officers, uniform and civilian, on how to address bias in policing and re-build trust with communities, through the exploration of policies and procedures of bias free policing adopted by police departments across North America and potential best practices for the Toronto Police Service.	In Progress	Training	Use of Force Strip Searches



Driving Change: Action Items

Action Item	Description	Status	Theme	Area
DEVELOP AND IMPLEMENT NEW FAIR AND IMPARTIAL POLICING COURSE	This training will include a focus on confirmation bias and be mandatory for all uniform and civilian members. In line with the 81 Recommendations for Police Reform.	In Progress	Training	Use of Force Strip Searches
CREATE AND DELIVER AN ACTIVE BY-STANDERSHIP COURSE FOR ALL MEMBERS	The Toronto Police College will develop training for all members on active by-standership in partnership with the Equity, Inclusion and Human Rights Unit.	In Progress	Training	Use of Force Strip Searches
RE-AFFIRM THE ROLE OF THE INCIDENT REVIEW COMMITTEE AND INCLUDE REPRESENTATION FROM EQUITY, INCLUSION & HUMAN RIGHTS ON THE COMMITTEE	The mandate of this committee is to review incidents where force was used by members of the Service; assess the effectiveness of the Service's training, practices and associated Service Governance; and, report its findings to the Senior Management Team (SMT). This committee will now include a member of the Equity, Inclusion & Human Rights Unit.	Not Yet Started	Governance Procedures & Workflow	Use of Force
IMPLEMENT STRIP SEARCH REVIEW COMMITTEE WITH SERVICE-WIDE REPRESENTATION , INCLUDING EQUITY, INCLUSION & HUMAN RIGHTS	The mandate of this committee is to review strip searches to assess the effectiveness of the Service's training, practices and associated Service Governance and report its findings to the Senior Management Team (SMT). This committee will include a member of the Equity, Inclusion & Human Rights Unit.	Not Yet Started	Governance Procedures & Workflow	Strip Searches
REVISE OFFICER PERFORMANCE REPORTS	To include additional metrics pertaining to community focus, including: referrals to agencies and diversion	Not Yet Started	Monitoring Governance	Use of Force Strip Searches
REVISE THE PROBATIONARY CONSTABLE PROGRAM TO ENSURE EVERY PROBATIONARY CONSTABLE HAS A DIVISIONAL SPECIFIC COMMUNITY EXPERIENCE	Revise the probationary constable program to ensure every probationary constable has a divisional specific community experience (40 hrs.) and 3 cycles (12 weeks) assigned to a Neighbourhood Community Officer to build an enhanced foundation to community centric policing and exposure to the community with a proactive lens.	Not Yet Started	Governance Procedures & Workflow Training	Use of Force



Driving Change: Action Items

Action Item	Description	Status	Theme	Area
ENHANCE RISK MANAGEMENT THROUGH THE INTRODUCTION OF AN AUDIT AND QUALITY CONTROL SUPERVISOR IN EVERY DIVISION	Effective risk management requires an integrated and coordinated approach. Early indication of risk or non-compliance, assessment of root causes, and implementation of recommendations to resolve causative factors is required to reduce risk and maintain public and internal member trust and confidence. This includes review of all appropriate reviews of information sets, occurrences, and other operational records, and recordings to ensure compliance with Service governance including Use of force and Strip Search incidents. Identifying compliance issues, risks and mitigation recommendations including training or internal complaint as appropriate.	Not Yet Started	Governance Procedures & Workflow	Use of Force Strip Searches
ASSESS EQUITY IMPACT FOR CRIME MANAGEMENT PLANS	An Equity Assessment for operational plans will help determine how projects and deployments will impact Equity-Deserving Groups, specifically on Black, Indigenous and Racialized communities, within the City, a Division, or a neighbourhood. Criteria applied to each Operational Plan should include the Equity-Deserving Group(s) impacted (if applicable), the level of impact, and actions taken to reduce negative impacts or increase positive impacts. The full criteria will be developed in partnership with the Equity, Inclusion & Human Rights Unit and be in line with best practices and the Equity Strategy. This will ensure that each Service operational plan is viewed with an equity lens, rather than solely a crime reduction focus.	Not Yet Started	Governance Listening & Understanding Monitoring	Use of Force
DEVELOP AND CONDUCT MANDATORY SPECIALIZED TRAINING FOR CRIME AND INVESTIGATIVE ANALYSTS ON EQUITY AND IMPLICIT BIAS	The creation of specialized anti-bias and equity training for all crime and investigative analysts. This training will include the impact of over-policing and under-policing on communities, as well as how to develop equity impact statements for operational planning.	Not Yet Started	Training	Use of Force
IMPLEMENT MANDATORY SPECIALIZED TRAINING FOR COMMUNICATIONS OPERATORS ON EQUITY AND IMPLICIT BIAS	The creation of specialized anti-bias and equity training for all Communications Operators. This training will include the impact of over-policing and under-policing on communities, with a focus on third party bias	Not Yet Started	Training	Use of Force



Driving Change: Action Items

Action Item	Description	Status	Theme	Area
REVIEW EXISTING CORPORATE RISK MANAGEMENT REPORT AND USE OF FORCE PUBLIC REPORTING	Better alignment between the Corporate Risk Management Report and public reporting to include non-race contextual information of Use of Force reports, including order of force and unit/assignment.	Not Yet Started	Governance Communication Monitoring	Use of Force
CONDUCT MULTI-YEAR REGRESSION ANALYSIS ON USE OF FORCE & STRIP SEARCH DATA TO ASSESS ACTIONS AND CHANGES THAT WE ARE MAKING	Use sophisticated data modelling techniques to more precisely identify the relative contribution of different factors to outcomes, and track our progress over time.	Not Yet Started	Monitoring	Use of Force Strip Searches