Fact Sheets

June 2022

__Overview__

- The findings released by the Toronto Police Service (the Service) on June 15, 2022, are based on analysis of data collected in 2020, and represent officers' perceptions of an individual's race in reportable use-of-force incidents and strip searches.

- The purpose of collecting race-based data is to assess whether racial disparities exist in policing, and if so, what can be done to eliminate them.

- Our findings confirm that Black, Indigenous, and racialized people are over-represented in both use-of-force incidents as well as in strip searches.

- We have identified 38 action items to address the findings. We will work with communities, our members, and our partners to further develop the items that are in progress or that we have not yet started, and to identify additional areas where we can do better.

- The findings from 2020 will act as a baseline to build upon in the years ahead. The Service will continue to engage with members and communities as we expand the types of data we collect and analyze, and co-develop actions in response.

More detailed information can be found on the Race-Based Data Collection webpage on TPS.ca: https://www.tps.ca/race-based-data-collection/.

Race-Based Data Collection Strategy

- The Ontario government's *Anti-Racism Act* requires the public sector to collect race data. For policing, all services across Ontario must collect race data in all use-of-force reports. The Service expanded the scope of collection to include strip searches. The Province's *Anti-Racism Data Standards* guides the collection, management and analysis of race-based data. The Toronto Police Services Board's (the Board) policy specifically directs TPS on how to collect and analyze race-based data.

- The Toronto Police Service (the Service) began collecting officers' perception of race in Use-of-Force Reports starting in 2020. In response to the Office of the Independent Police Review Director's report: *Breaking the Golden Rule: A Review of Police Strip Searches in Ontario*, the Service expanded the scope of data collection to include strip searches.

- The approach we are taking is in line with police reforms currently being implemented, including the Board's *81 Recommendations for Police Reform*, the recommendations outlined in the Independent Civilian Review into Missing Person Investigations: *Missing and Missed*, and our soon to launch Equity Strategy, designed to embed human rights into the very fabric of our Service.

- The Board's policy governs how the Service should approach this work, including the formation of a Community Advisory Panel (CAP), an independent academic review, the publishing of data on the Service's Public Safety Data Portal, and working with the Information and Privacy Commissioner.

- The Board's policy states that the Service's RBDC Strategy shall not result in the further stigmatization of communities or be used to identify Service members.

- Community engagement is a core part of the RBDC Strategy. From the beginning, we partnered with community organizations and engaged broadly with the public, including at town halls and focus groups. We established a Community Advisory Panel (CAP) dedicated to supporting all aspects of the Strategy and met regularly with community stakeholders, and the Board and Chief's community-based committees.

- The CAP is made up of 12 diverse residents, particularly from Black, Indigenous and other racialized communities, as well as youth representatives from varying backgrounds, and was formed to help define our approach and guide our work.

- To ensure our work is transparent, the analysis, practices and findings have been independently reviewed by Dr. Lorne Foster and Dr. Les Jacobs, leading experts in Race and Identity Based Data Collection and Analysis with a human rights lens.

- The findings for use-of-force and strip searches released on June 15, 2020 are based on data collected in 2020. They will serve as a baseline as we continue to work on subsequent analysis and releases to understand trends and changes over time. The next phase of the Strategy includes the collection of perceived race data for apprehensions, arrests, charges, releases and youth diversions.

For detailed information on the Service's RBDC Strategy, visit our Race-Based Data Collection webpage at TPS.ca. In particular, consider watching the *Introduction* and *Reflect and Engage* videos.

Policing Practices

- There are many ways an interaction with police may start: a call to 911 or the non-emergency line, a proactive interaction, investigative activities, community feedback, compliance checks, or public gatherings, to name a few. An interactive map of Police Interactions is available on the Race-Based Data Collection Story Map on the Public Safety Data Portal on TPS.ca.

- All police services in Ontario follow the provincial Use of Force Model which trains officers on how to continuously monitor and de-escalate situations and use only the amount of force reasonably necessary to bring a situation under control.

- Police officers are required to submit a Use of Force Report to the Ministry of the Solicitor General for every incident in which they:

  - o Use physical force that results in medical attention from EMS or the hospital;
  - o Drew, pointed or discharged a firearm, or demonstrated force with or use a taser (regardless of level of injuries)
  - o Used a weapon other than a firearm or taser that comes in direct contact with a person (regardless of level of injuries)

- Starting in January 2020, the Province revised the Use of Force Report form to add perceived race and to comply with the *Anti-Racism Act* and regulation. The revised form enables every police service to securely submit the form to the Ministry electronically under the *Police Services Act*.

- For our analysis, types of force were categorized from LOWEST (physical or other type of force), INTERMEDIATE (less than lethal force and handgun drawn) to HIGHEST (firearms pointed or discharged) across all officers involved in the same incident.

- A Use of Force Report goes through several internal check points to ensure the data is recorded correctly and in accordance with legislation. A Use of Force & Accountability Map can be found on TPS.ca.

For detailed information on Policing Practices, visit our Race-Based Data Collection webpage at TPS.ca. In particular, consider watching the *Policing Practices* video.

<u>Findings: Use-of-Force</u>

Benchmark: Enforcement Action

- To determine disproportionality and over representation of a specific race group in use-of-force, we have to first determine the appropriate "population group", or "denominator" to compare it to.

- In use-of-force, our analysis looks at the "enforcement action" population rather than City of Toronto Resident Population. This allows us to compare outcomes against the population that actually had contact with police. Comparing outcomes to the resident population is useful to understand broad systemic issues in society and how that impacts different groups, but it is not as useful at telling us what effect policing practices and policies have on those outcomes. Our goal is to focus our efforts on the actions that *we* can control.

- Taking a multiple benchmark approach lets us see the different outcomes in the policing pathway for each race group. Identifying these patterns helps us to know where there may be opportunities for improvement to reduce use-of-force outcomes and to more accurately identify the issues that contribute to disparate outcomes.

Findings:

The data analysis shows that, in 2020:

1. There were differences by race in use-of-force incidents showing distinct patterns for different race groups. Black, East/Southeast Asian, Middle Eastern and Latino people were overrepresented in reported use-of-force incidents *compared to their presence in enforcement action population*.

   Black people: 1.6x
   East/Southeast Asian people: 1.2x
   Middle Eastern people: 1.2x
   Latino people: 1.5x

2. Officers may use multiple use-of-force options in an attempt to deescalate an incident. When force was used, Black people were over-represented in higher types of force used.

3. Differences by race remained in incidents after taking into account weapons, calls for service that result in an enforcement action, and frequency of recent involvement in enforcement actions.

4. There were differences across locations in use-of-force incident rates after taking into account crime rates and resident population.

In 2020, the Service had 692,837 interactions with the public in response to 911 calls, traffic and pedestrian stops, and other policing activities:

- Of those, 86,520 (12.5%) interactions resulted in an enforcement action. (Enforcement actions are incidents that result in arrests, including those released at scene or released without charges; apprehensions; diversions; *Provincial Offences Act* Part III tickets summons or cautions; and, those identified as 'subjects' or 'suspects').

5

- Of the 692,837 interactions, there were 949 (0.2%) reportable use-of-force incidents involving 1,224 members of the public. (Use-of-force incidents are those involving an individual member of the public where officers used physical force that required medical attention, used firearms or taser, or other weapons such as baton, pepper spray or police animal.)

- Of those 949 use-of-force incidents, 371 were incidents where officers pointed a firearm in attempts to bring a situation under control. In four incidents, firearms were discharged, resulting in two fatalities.

Of the reportable use-of-force incidents in 2020:
- 48% (420 incidents) were associated to a Violent Call for Service;
- 8.6% (75) for calls in progress or just occurred;
- 7.8% (68) associated to proactive events, such as vehicle and subject stops;
- 6.8% (59) persons in crisis calls (persons in crisis calls made up 13% of all enforcement actions and less than 7% of use-of-force incidents)

For detailed information on our Use-of-Force Findings, visit our Race-Based Data Collection webpage at TPS.ca. In particular, consider watching the *Use-of-force: Measurement & Outcomes* video.

Findings: Strip Searches

Benchmark: Arrests

- To determine disproportionality and over representation of a specific race group in strip searches, we have to first determine the appropriate "population group", or "denominator" to compare it to.

- In strip searches, our analysis looks at the "all arrests" population rather than City of Toronto Resident Population, as a strip search only occurs if a person is first arrested and booked. (We also looked at the "bookings" as a benchmark and the substantive findings were the same.) Comparing outcomes to the resident population is useful to understand broad systemic issues in society and how that impacts different groups, but it is not as useful at telling us what effect policing practices and policies have on those outcomes. Our goal is to focus our efforts on the actions that *we* can control.

- Taking a multiple benchmark approach lets us see the different outcomes in the policing pathway for each race group. Identifying these patterns helps us to know where there may be opportunities for improvement to reduce strip search outcomes and to more accurately identify the issues that contribute to disparate outcomes.

Findings:

The data analysis shows that, in 2020:

1. Strip search rates varied throughout the year and dropped significantly following changes in policy and procedures. The Search of Persons policy change took effect in October 2020, resulting in a significant decline in strip searches:

    Pre-Policy Change: 27% of arrests resulted in a strip search
    Post-Policy Change: 4.9% of arrests resulted in a strip search

2. There were differences by race in strip search rates which were reduced following the changes in policy and procedure. Black, Indigenous and White people were over-represented *relative to their presence in arrests*.

    Indigenous people 1.3x
    Black people 1.1x
    White people 1.1x

    Changes in policy and procedures resulted in a reduction in over-representation of Indigenous people arrested, from 1.3x to no over-representation in 2021. Disproportionalities remained for Black and White people arrested.

3. There were differences by race after accounting for repeat arrests, including drug-related and weapons offences.

4. There were differences across arrest locations by Division in strip searches conducted in 2020.

In 2020, there were 31,979 arrests, of which 17,096 (53.5%) were booked into custody at a police station. Of those, there were 7,114 strip searches, representing 22.2% of all arrests or 41.6% of bookings that year.

Search of Persons Procedure

- In 2020, we updated our *Search of Person Procedure*, which resulted in a significant reduction in the overall numbers of strip searches by 90%, and a decrease in disparities as well. All protective and frisk searches are now captured on audio and video, wherever possible, to allow for transparency and accountability. As part of the changes, we developed a robust training module of search of persons, including a review of case law. We also require that all strip searches are authorized by a supervisor and are accurately documented and audited at a divisional and senior management level. Information captured includes the reason for the search and the items found.

- The data analysis for strip searches examines data from all of 2020 – this includes before and after the policy changes.

- Please refer to *Search of Persons* Procedure 01-02 and *Collection, Analysis and Reporting Race-Based Data* Procedure 16-07.

For detailed information on our Strip Search Findings, visit our Race-Based Data Collection webpage at TPS.ca. In particular, consider watching the *Strip Searches: Measurement & Outcomes* video.

Next Steps

- The Service has identified 38 actions to address the use-of-force and strip search outcomes.

- These actions are in-line with recommendations identified in the 81 Recommendations for Police Reform, the 151 Recommendations identified in Missing & Missed, and other recommendations made by the Anti-Racism Advisory Panel (ARAP), Mental Health & Addictions Advisory Panel (MHAAP), and the Police and Community Engagement Review (PACER).

- More work must be done to meaningfully engage with Indigenous peoples in Toronto and we acknowledge that greater efforts must be made to build trusted relationships with Indigenous peoples and organizations. Developing and implementing a specific Indigenous Engagement Strategy is a priority for the Service.

- Embedded in the overall process is sustained collaboration with Indigenous, Black and racialized communities. Through a series of upcoming town halls, we will be listening and engaging on what changes are needed, and where we can improve.

- In addition to town halls, in the coming months we will be completing an academic report on this information with open data and analytics, engaging with our members on the findings and actions, and commencing analysis on Phase 2 data, which includes race data collection in arrests, apprehensions and diversions.

For detailed information on our action items, visit our Race-Based Data Collection webpage at TPS.ca. In particular, consider watching the *Taking Action* video.

Action Items

The 38 action items fall into the following five categories: Listening & Understanding; Governance; Communication; Training; Procedures & Workflow.

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

Action Item	Description	Status	Theme	Area
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
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

Action Item	Description	Status	Theme	Area
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
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

12

Action Item	Description	Status	Theme	Area
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 emphases 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
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

Action Item	Description	Status	Theme	Area
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
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

Action Item	Description	Status	Theme	Area
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
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

Action Item	Description	Status	Theme	Area
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
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