



Public Meeting

Thursday December 14, 2017

**Auditorium – Police Headquarters
1:00 PM**

PUBLIC MEETING - AGENDA
Thursday, December 14, 2017 at 1:00 PM
Auditorium, 40 College Street, 2nd Floor
Toronto, Ontario

www.tpsb.ca

1. Call to Order
2. Declarations of Interest under the [Municipal Conflict of Interest Act](#).
3. Confirmation of the Minutes from the meeting held on held on November 16, 2017.

Presentations

4. **Statistical Briefing**

As part of The Way Forward Recommendation 17, the Monthly Statistical Briefing is intended to contribute to improving public understanding of policing, improve transparency and enhance confidence through the sharing of public safety information. Within this briefing is a city-wide overview of statistical indicators, year over year comparisons, and most recent monthly geographic mapping of mental health related calls for service, Mental Health Act apprehensions, violent crime, traffic (tickets, collisions, and fatalities), and administrative information.

The Monthly Statistical Briefing will be available on Toronto Police Services' Public Safety Data Portal at <http://data.torontopolice.on.ca/pages/tpsb> as soon as data becomes available. Due to quality control processes involved in ensuring accurate data, this report may not always be available at the time of the agenda being published, however will be available before the Board meeting date.

Mr. Ian Williams, Manager, Business Intelligence & Analytics, STM, will deliver a presentation with regard to this report.

5. October 20, 2017 from Mark Saunders, Chief of Police
Re: [The Way Forward \(T.W.F.\) Third Quarterly Implementation Update - August 1 2017 to October 31st 2017](#)

Consent Agenda

6. November 30, 2017 from Andy Pringle, Chair
Re: Paid Duty Rates – January 1, 2018
7. November 27, 2017 from Andy Pringle, Chair
Re: City Council: Specialized Program for Interdivisional Enhanced Responsiveness (Spider)
8. November 27, 2017 from Andy Pringle, Chair
Re: City Council: Member Motion – Cannabis Delivery Service Vendors
9. August 21, 2017 from Andy Pringle, Chair
Re: Central Joint Health and Safety Committee Meeting Minutes

Items for Consideration

10. November 8, 2017 from Andy Pringle, Chair
Re: Implementation of Recommendations Arising from the Inquest into the Death of Andrew Loku
11. November 6, 2017 from Mark Saunders, Chief of Police
Re: F.O.C.U.S. Toronto and the Risk-Driven Tracking Database – Agreement with the Ministry of Community Safety and Correctional Services
12. November 22, 2017 from Andy Pringle, Chair
Re: School Resource Officer Program
13. November 29, 2017 from Mark Saunders, Chief of Police
Re: 2018 Vehicle Purchases

14. November 29, 2017 from Andy Pringle, Chair
Re: Review of Bill 175, Safer Ontario Act, 2017
15. November 30, 2017 from Mark Saunders, Chief of Police
Re: The Supply and Delivery of Soft Body Armour and Accessories
16. November 30, 2017 from Mark Saunders, Chief of Police
Re: Request for the use of “Support Our Troops” decal on Toronto Police Service (Service) Vehicles
17. November 30, 2017 from Mark Saunders, Chief of Police
Re: Special Constable Appointments - Toronto Community Housing Corporation
18. November 30, 2017 from Andy Pringle, Chair
Re: School Crossing Guards – 2018 and 2019 Hourly Wage

Correspondence Arising from Previous Business

19. November 21, 2017 from Tracy MacCharles, Minister, Ministry of Government and Consumer Services
Re: Update: Accessible Parking Permit Program (APP).
20. **Special Fund: Final Report from Ruth Cumberbatch, Development Manager, Arts Etobicoke - AMPLIFY! Project with 22 Division and Rathburn Area Youth (RAY)**

Adjournment

Next Meeting

Date: Thursday, January 18, 2018 at 1:00 PM

Members of the Toronto Police Services Board

Andy Pringle, Chair

Chin Lee, Councillor & Vice-Chair

Shelley Carroll, Councillor & Member

Uppala Chandrasekera, Member

Marie Moliner, Member

John Tory, Mayor & Member

Ken Jeffers, Member

<https://www.ontario.ca/laws/statute/90m50>



Toronto Police Services Board Report

November 30, 2017

To: Chair and Members
Toronto Police Services Board

From: Jim Ramer
Acting Chief of Police

Subject: The Way Forward (T.W.F.) Third Quarterly Implementation Update

Recommendation(s):

It is recommended that the Board receive the T.W.F. Third Quarterly Implementation Update for the period August 1st 2017 through October 31st 2017.

Financial Implications:

The final Transformational Task Force (T.T.F.) report, which was approved by the Toronto Police Services Board (the Board) at its February 2017 meeting (Min. No. P19/17 refers), includes recommendations that will change how policing services are organized and delivered. Savings to offset ongoing budget pressures are anticipated from the new service delivery model. However, investments will also need to be made to enable the transition to and implementation of the modernized Toronto Police Service (Service) envisioned by the T.T.F.

Savings Estimates:

The T.T.F. identified total estimated savings of \$100M over three years. In the development of the 2017 budget, and considering known information such as the hiring moratorium, and other actions taken by the Service to achieve budget reductions, approximately \$45M in savings/cost avoidance have already been achieved. Included in the \$45M is building operating cost savings (\$250,000) from the return of two facilities (used by the Divisional Policing Support Unit and the Public Safety Unit) to the City. These facilities, which the City can monetize, develop or use at it sees fit, have a fair market value of approximately \$4.5M.

The Service will continue to monitor savings as it moves forward and does a more detailed analysis of the various recommendations in the T.T.F. final report.

Cost Estimates:

The Service has been developing detailed plans for each of the recommendations, including financial impacts. Once these financial impacts are determined, the information will be reported to the Board. In the meantime, the below information focuses on the costs incurred to-date.

Costs incurred in the third quarter of 2017 total \$0.2M, and include continued project management, strategic communications and procurement services. The implementation of the various T.T.F. recommendations is a large and complex endeavour which will require a significant amount of work and effort. Accordingly, in addition to the above hard dollar costs, members from across the Service have been redeployed to assist in the implementation of the T.T.F. recommendations. The Service is tracking the value of these resources as part of its overall project management framework.

Background / Purpose:

This is the third quarterly progress report to the Board on the status of the implementation of the Service's three year business plan, Action Plan: The Way Forward. The Strategy Management Unit (S.T.M.) is responsible for the successful delivery of the modernization initiatives outlined in the business plan. The purpose of this report is to provide stakeholders with status updates on the implementation of the recommendations. This includes details regarding achievements, progress, and risks or issues that require mitigation or further escalation.

Discussion:

We continue to make progress implementing the recommendations contained in the business plan. The focus has been on analysis, implementation planning and documentation. As the projects mature, the emphasis is shifting to increased stakeholder engagement. Command has approved and adopted this approach and is championing the change in the form of Executive Sponsorship.

New Policing Model

S.T.M. has begun to engage members of the Toronto Police Service (Service) regarding proposed new boundaries, divisional structures within districts, and enhanced processes for the deployment of the Priority Response, Primary Response Unit (P.R.U.) and Community Investigative Response Unit (C.I.S.U.) officers to support the District model.

Command is currently reassessing plans to implement a consolidated Criminal Investigative Bureau (C.I.B.) in the North West District in January 2018; outcomes of the assessment will include a revised Service-wide implementation plan for consolidated C.I.Bs to be in place across the Service in 2019.

The implementation of the C.I.S.U. has been completed in 12, 23, 31, 51, 54 and 55 Divisions. These are being monitored for evaluation purposes that will inform plans to implement in the remaining divisions.

The Neighbourhood Officer project team has been focused on leveraging the Policing Effectiveness Modernization Grant (P.E.M.) funds for the development of crime prevention material, procurement of bicycles and emergency lighting/siren kits for downtown C.R.U./Neighbourhood Officers and the redesign of Neighbourhood Officer uniforms. There has also been stakeholder engagement and community outreach to assist in establishing a Neighbourhood Officer job profile.

The Service has been actively working with the Toronto Police Association to develop a framework for new shift schedules that will complement the district model. The focus of this collaborative approach is based on function and work-life balance.

Service Reallocation

The collaborative efforts between the Service and the City continue, and progress has been made on a number of initiatives:

- A Working Group and Steering Committee have been established with the City of Toronto to develop a shared response model for incidents that may or may not require police attendance. Data is being analysed to achieve an understanding of the proper disposition of calls for service.
- Alternate delivery of the lifeguard program is on track with the completion of job shadowing for the 2018 season and the adoption in October of the City Manager's report to the Executive Committee.
- The City has proposed postponing the transfer of the School Crossing Guard program from September 2018 to September 2019. The Service is meeting with the City to determine how the delay of the program transfer will be managed. The Service's goal is to have no frontline officers deployed to cover unguarded crossings for the 2018/19 school year, and the City has agreed to work collaboratively on achieving this goal.
- A vendor has been selected to conduct the Cost Benefit Analysis for the Court Services and Parking Enforcement programs. The final report is scheduled to be delivered to the City in January 2018.

Technological Improvements

The Connected Officer concept evaluation is currently underway with 35 devices and planning has begun to procure an additional 700 devices for deployment in 2018.

Other I.T. related updates include:

- Enterprise Geographic Information System (G.I.S.) solution is now live in a production environment and undergoing a privacy impact assessment.
- Board reports and Service budget information is now available on the Open Data Portal.
- A Steering Committee for the 3 year I.T. Strategic Plan has been created and meetings with stakeholders for a current capabilities assessment were completed. The results were presented to the Steering Committee along with a Needs & Opportunities and an Alternative Assessment workshop.

Culture Change, Human Resources

Meyers, Norris, Penny (M.N.P.) Consulting has been selected as the successful vendor to conduct the Organizational Culture Assessment (O.C.A.). Planning is underway to execute the O.C.A. beginning with Command and Senior Management interviews to determine current and future state views and goals. The scope of the O.C.A. is comprehensive and will incorporate feedback from internal and external stakeholder groups including the Board, Sworn and Civilian members, Auxiliary members, Transformation Task Force members, Toronto Police Association, Senior Officers Association, Community Police Liaison Committees, Community Consultative Committees, City of Toronto neighbourhoods, youth groups and other community groups.

An H.R. Project Manager has been hired and on boarded. Recruitment for 7 key positions in the new structure is underway with the focus on filling the vacancies on the H.R. Leadership team.

The People Plan was recently approved by the Board:

- The Organizational Structure Implementation, a key initiative under the People Plan, has begun. This includes the development of a Workforce Transition Plan.
- Additional People Plan initiatives also underway include the Competency Framework, the Mentorship / 360 Program, Job Descriptions, and Core Values.

Accountability and Engagement

A number of public engagement activities occurred during this reporting period, including a 10-day engagement at the C.N.E. to inform the public about the use of 911 and 311. This educational effort was done in collaboration with the City of Toronto 311.

Other engagement activities included:

- Engagement with Price Waterhouse Coopers to help inform a Global study on police modernization;
- Community engagement regarding the location of a new site for 54/55 Division;
- Participation in the Chinese Professionals Association of Canada (C.P.A.C.) conference; and,
- Meeting with officers from the Hong Kong Police Force, Germany and a Senior Officer from the South Australia Police Service to provide an overview of the Service's modernization efforts.

The Board's independent Change Management Advisor has recently been integrated with S.T.M. and individual project teams. The advisor has been a welcomed addition, providing helpful advice on implementation strategies.

Risks and Challenges

The S.T.M. implementation team continues to have resourcing issues on a number of work streams. The Command has approved the addition of resources which should alleviate these concerns.

Considering the strict timelines associated with the P.E.M. Grant funding and the need to adhere to procurement policies, it will be a challenge to fully utilize the funding within the allotted timeframe. All project leads are actively engaged to ensure that each grant application is fulfilled in its entirety.

Opportunities and Next Steps

- Our next steps will prioritize stakeholder engagement, utilizing a number of mechanisms to achieve this including webinars, on-site meetings, and virtual town halls. Stakeholder engagement includes re-evaluating our existing governance structures to ensure there is adequate and appropriate stakeholder representation and alignment across the organization.
- Additional areas of focus include:
 - Launch of the Vulnerable Persons Registry;
 - Finalizing proposed districts and boundaries;
 - Service-wide plans for implementation of consolidated C.I.B.s;
 - Development of the future state vision for Neighbourhood Officer program; and,
 - Launch of additional H.R. and People Plan initiatives, including Performance Management, Accommodation Strategy, Communications Strategy, Service Delivery Transformation, Service Redeployment Strategy, and Talent Acquisition Strategy.

Conclusion:

We are positive about our progress thus far and energized by the engagement and support of Command. Continued engagement across the Service and in the community remains a priority to ensure the success of the various initiatives. We will continue to build on the momentum of the last year.

Staff Superintendent Frank Bergen, Strategy Management, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

Modernization Process Updates



LEGEND

TIMELINES

Overall status of the project's planned activities (timelines) based on the anticipated end date

BUDGET

Overall status of the project's available funding and expenditures (actual and planned)

SCOPE

Overall status of the project's ability to meet its goals/deliverables

STAKEHOLDERS

Overall satisfaction and engagement of the internal and external individuals affected by the project

PROJECT STAFFING

Overall status of the number of human resources/people required to deliver the project on time, within budget and to scope



On Track

The status is on track and progressing as planned/expected.



At Risk

The status is either currently or will soon be off track; however, planned mitigation strategies are expected to resolve the issue(s).



Off Track

The status is off track, escalation is required and mitigation strategies are limited or unknown.

Recommendation #1: Connected Officer

Investment in transitioning from Mobile Workstations in vehicles to smart devices carried by all officers. This will include a full application suite and eNotebook, as well as updating existing applications to a mobile environment and allowing officers to be connected at all times to the most current operational information.

Project Lead(s)	SGT J. Apostolidis, PC W. Darwish, CIV M. Vincent, PC A. Goodine	Sponsors	D/C P. Yuen. D/C S. Coxon, CAO T. Veneziano
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PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period

EXPLANATION OF INDICATORS

First year funding has been identified through grant funding. Capital funding beyond the first year still to be identified. Public Safety Broadband Network is a complex undertaking which will involve the collaboration of several law enforcement partners nationally and lies outside the current scope of this project.

Progress in Last 90 Days

- Executive sponsorship established.
- Concept evaluation commenced to evaluate training, software and technical support.
- 35 mobile devices successfully deployed and in use by frontline members with representation in every police division.
- Member engagement ongoing at all levels of the organization.
- Evaluation continuing for two-factor authentication functionality within a mobile environment to enable secure and encrypted access to information.
- Applications to be used in the first deployment phase have been determined and procurement process for 700 mobile devices & licencing has commenced.
- Planning activities have commenced for Q1, 2018.

Progress in Next 90 Days

- Finalize internal governance (training, procedures, IT support).
- Develop detailed deployment plan and begin phased deployment of devices in Q1 2018.
- Engage members involved in concept evaluation and evaluate feedback.

Beyond 90 Days

- Complete the deployment of 700 devices.
- Establish long-term capital and operational funding requirements.
- Continue development of business applications.
- Establish best practices for program continuation.
- Evaluate and measure success of program.


Recommendation #2: Improved Capabilities Related to Data, Info and Analysis 'Big Data'

Investment in transitioning from Mobile Workstations in vehicles to smart devices carried by all officers. This will include a full application suite and eNotebook, as well as updating existing applications to a mobile environment and allowing officers to be connected at all times to the most current operational information.

Project Lead(s) CIV I. Williams

Command Sponsors A/Chief J. Ramer, D/C S. Coxon, CAO T. Veneziano











PROJECT HEALTH

 On Track

 At Risk

 Off Track

Anticipated End Date: 2018

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										
Definition of scope of the Crime data warehouse to be clarified by TPS & IBM. A Project Change Request was created to reallocate additional IBM resources from existing milestones.										

Progress in Last 90 Days

- Request For Information issued for Global Search solution.
- Request For Proposal for Global Search solution being drafted.
- RFS process completed for Senior Programmer/Developer and Business Analyst. Pushpin/ILP business requirement document drafted through workshops.

- Enterprise GIS production environment operational with migration of applications finalized.
- Privacy impact assessment testing completed.
- Validate business and reporting requirements.
- Discussions ongoing with key stakeholders for eGIS regarding migrating Calls for Service data.

Progress in Next 90 Days

- Modelling and development of data sources will be tested.
- Automation of mapping applications
- Geocoding process requirements will be documented
- Finalize Calls for Service data requirements for migration

Beyond 90 Days

- Geocoding processes to be tested.
- Test reporting and dashboard releases planned.

Recommendation #3: Disband TAVIS

TAVIS will be disbanded and existing members will be redeployed to other Service Priorities.

Project Lead(s)

SGT J. McCall

Sponsors

A/S/SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: Jan 2017

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
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Progress in Last 90 Days

- Completed as of January 2017

Progress in Next 90 Days

N/A

Beyond 90 Days

N/A

COMPLETED

Recommendation #4: Risk Assessment for Priority Response

Toronto Police Service develop a risk assessment tool to identify non-emergencies that can be addressed through alternative approaches, including redirection to the mandated city department or other agency.

Project Lead(s) SGT P. Jones, PC K. Bassett, CIV M. Everest

Command Sponsors D/C P. Yuen, D/C S. Coxon

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
Decision from Command required regarding location of the district model pilot.										

Progress in Last 90 Days

- Continued Proof of Concept (POC) planning with Communications Services for redistribution of radio traffic among three divisions and development of an enhanced process for deployment of Priority, PRU and CISU officers within the new model.

Progress in Next 90 Days

- Development of updated Priority Response staffing model based upon potential new location of District model pilot.
- Further work also to be completed with Communications Services in relation to district radio bands and dispatch model depending upon location of District model pilot.

Beyond 90 Days

- Implementation of Priority Response model in pilot divisions.


Recommendation #5: Alternate Reporting and Follow-up for Non-emergencies

The use of alternative ways for people to report non-emergency situations, i.e. where an immediate officer response is not necessary for personal safety, or to meet an immediate investigative need.

Project Lead(s) SGT P. Jones, PC K. Bassett, CIV M. Everest

Command Sponsors D/C P. Yuen, D/C S. Coxon











PROJECT HEALTH

 On Track

 At Risk

 Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										

City wide CISU roll out on schedule for completion by the end of 2017.
Discussions with the city regarding the diversion of non-emergency calls are ongoing, however, there is no incentive for the city to move forward on this initiative

Progress in Last 90 Days

- Continued to work towards completion of the Privacy Impact Assessment (PIA) for Vulnerable Person's Registry (VPR).
- Development version of VPR online reporting software.
- Implementation of CISU in 12, 23, 31, 51, 54 and 55 Divisions. Provided ongoing assistance and guidance to all CISU's to ensure standardized process. Worked with BI on development of CISU Dashboard tool.
- Continued collaboration between TPS Communications and 311 to develop a shared model for response. Established TPS-311 working group and steering committee.
- Setup and staffed CNE booth with TPS Communications and 311 to engage the public on above common messaging.
- Collaboration with local media outlets to raise awareness of 911/311 use.

Progress in Next 90 Days

- End to end testing of Vulnerable Persons Registry software. Development of marketing and awareness strategy. Final preparation for launch of VPR.
- Implementation of remaining CISUs in 13, 14, 52, 53, 11, 22 and 33 Divisions. Ongoing maintenance of CISU processes. Deployment of CISU Dashboard tool. Development of Service-wide CISU call sharing process.
- Implementation of remaining CISUs in 13, 14, 52, 53, 11, 22 and 33 Divisions. Ongoing maintenance of CISU processes. Deployment of CISU Dashboard tool. Development of Service-wide CISU call sharing process.
- Ongoing collaboration with TPS Communications, City of Toronto and 311 Services. Continue to develop and adopt agreed response model.

Beyond 90 Days

- Final development and preparation for launch of Vulnerable Persons Registry.
- Creation of public marketing and internal training strategies and related materials regarding VPR.
- Implementation of CISU call sharing process. Implementation of agreed 311/TPS response. Ongoing collaboration with City, 311 and Communications Services.

Recommendation #6: Improved Public Safety Response

A specialized Public Safety Response Team be formed with a comprehensive mandate that includes extreme event response, public order, search management, and critical infrastructure protection.

Project Lead(s)

INSP F. Barredo

Command Sponsors

A/Chief J. Ramer

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: May 2017

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
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Progress in Last 90 Days

- The unit was being organized and developed.
- Personnel, equipment and fixtures were sourced, allocated and assigned.

Progress in Next 90 Days

- The Unit will have been created and operational as of May 1st, 2017.
- This recommendation can be closed.

Beyond 90 Days

N/A

COMPLETED


Recommendation #7: More Efficient Scheduling

We are recommending that the shift schedule known as the Compressed Work Week be reviewed. The current approach requires a consistent deployment, regardless of the time of day or demand patterns, which we believe may limit the Service's ability to deploy resources more flexibly. Changes in this area will require a negotiated change to the collective agreement with the Toronto Police Association.

Project Lead(s) S/SGT Dave Ecklund

Command Sponsors TPSB, D/C B. McLean, D/C S. Coxon











PROJECT HEALTH

 On Track

 At Risk

 Off Track

Anticipated End Date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										

The development and progression of this recommendation is dependent on discussions taking place between the TPA and the TPSB.

Progress in Last 90 Days

- A continuing review of schedules is underway. It is requested that the Toronto Police Services Board (TPSB) resume the work of the Compressed Work Week Joint Committee (CWWJC). An agreement between the TPSB and TPA is required for any changes to the current personnel deployment model required to support various elements of the modernization program. Continued development of potential shift structures is underway.
- Members of STM, Labour Relations, Legal Services and Business Intelligence have held meetings with the TPA and presented several potential shift schedules. The TPA has submitted these schedules to a company they have contracted to measure certain criteria such as Fatigue Indexes. The TPA has indicated that they would like to see a pilot of a new shift schedule for a 1 year period followed by a vote of the membership.

Progress in Next 90 Days

- Meetings between the TPS and the TPA will continue to determine a suitable shift schedule and to select pilot divisions/districts.

Beyond 90 Days

- Progression of this recommendation is dependent on the discussions between the TPSB and the TPA.

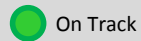
Recommendation #8: More Effective Deployment in Vehicles

Using risk and demand analysis, we believe there may be an opportunity to identify situations where unaccompanied officers or response alternatives are more appropriate and will allow for more effective deployment while continuing to ensure officer safety. Changes within the period from 1900 to 0300 will require a negotiated change to the collective agreement with the Toronto Police Association.

Project Lead(s) S/SGT Dave Ecklund

Command Sponsors TPSB, D/C B. McLean, D/C S. Coxon

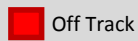
PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

The development and progression of this recommendation is dependent on discussions taking place between the TPA and the TPSB.

Progress in Last 90 Days

- Continued business process redesign in conjunction with Recommendation #4 is underway.

Progress in Next 90 Days

- It is requested that the Toronto Police Services Board (TPSB) resume the work of the joint committee as agreement between the TPSB and Toronto Police Association (TPA) is required for any changes to the current personnel/vehicle deployment model required to support various elements of modernization.
- Continued business process redesign to fit with new model of policing.

Beyond 90 Days

- Progression of this recommendation is dependent on the discussions between the TPSB and the TPA.

Recommendation #9: A Risk-based Response to Special Events

The use of alternative ways for people to report non-emergency situations, i.e. where an immediate officer response is not necessary for personal safety, or to meet an immediate investigative need.











Project Lead(s) S/SGT M. Perreault

Command Sponsors A/Chief J. Ramer

PROJECT HEALTH

 On Track
  At Risk
  Off Track

Anticipated End Date: 2018

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										

An appropriate staffing model is required to fully assess the risks to the city's special events. Requests for resources have been made.

At present, full adoption of the risk-based approach remains critically dependent on changes to Provincial statutes and legislation.

Progress in Last 90 Days

- The retirement of one Constable (not replaced), a protracted illness for a second, and the temporary reassignment of the Sergeant to the Priority Response Group, has resulted in a 30% staffing reduction at Public Safety – Special Events.
- The resignations of 2 clerks and the loss of 3 other members to various medical issues have resulted in a 42% staffing reduction at the CPDO. As such, there remains a significant lack of personnel required to implement these changes in any effective manner. Work on this recommendation is suspended pending the injection of suitable resources.

Progress in Next 90 Days

- Requests have been made for any accommodated members with the necessary knowledge, skills, and abilities or the capacity to learn quickly, through OHS, MAS, and to the Inspector tasked with the review of accommodated members.
- The matter has been escalated to the Deputy Chief in an effort to find a long term solution.

Beyond 90 Days

- Work on this recommendation is suspended pending the injection of suitable resources.

Recommendation #10: A More Efficient Retail Response

Recommendation from Interim Report: Toronto Police Services Board seek the Government of Ontario's approval to appoint and train selected security guards at major shopping malls as Special Constables. These individuals will be authorized to process and release arrested individuals in designated non-emergency situations.

Project Lead(s)

S/SGT M. Perreault

Command Sponsors

A/Chief J. Ramer

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: N/A

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
●	●	●	●	●	●	●	●	●	●	

Progress in Last 90 Days

- RECOMMENDATION REMOVED

Progress in Next 90 Days

N/A

Beyond 90 Days

DISCONTINUED

Recommendation #11: Disband the Transit Patrol Unit

Disbanding the Transit Patrol Unit. The Unit was originally established to supplement the day-to-day role of Divisions to respond to calls for service related to Toronto Transit Commission vehicles, subways and properties. However, this role is no longer required since the Toronto Transit Commission now has Special Constable Program in place. Transit Patrol Unit members will be redeployed to other priorities.

Project Lead(s)

SGT J. McCall

Sponsors

A/S/SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: Jan 2017

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

Progress in Last 90 Days

- Unit disbanded as of Jan 2017

Progress in Next 90 Days

N/A

Beyond 90 Days

N/A

COMPLETED

Recommendation #12: Alternate Delivery of the Lifeguard Program

Toronto Police Service Lifeguard Program and its \$1.1 million budget become the responsibility of the appropriate department of the City of Toronto. This program provides lifeguard services on Toronto beaches while the City of Toronto provides lifeguard services for the rest of the city. Civilian staff currently supporting this program will be redeployed to other priorities.

Project Lead(s)	CO S. Cairns	Sponsors	A/S/SUPT F. Bergen, A/INSP G. Watts
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PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										N/A

Progress in Last 90 Days

- Job shadowing for the 2018 season has completed.
- City Manager's report to the Executive Committee was adopted October 24, 2017.

Progress in Next 90 Days

- Budget for Lifeguards will be transferred to the City in November 2017.
- TPS will continue to maintain boats and equipment relating to the program until September 30th, 2019.
- TPS and the City will meet to determine cost-recovery and the transfer of the equipment.

Beyond 90 Days

- Equipment relating to Lifeguard program will be transferred to the City September 30th, 2019

Recommendation #13: Alternate Delivery of the School Crossing Guard Program

The School Crossing Guard Program, with its \$6.8 million budget, become the responsibility of the City of Toronto, or an alternative. Currently, the Toronto Police Service administers the program and sends officers to fill in when crossing guards are unexpectedly absent. This recommendation will allow members that support the program to be redeployed to other priorities.

Project Lead(s) CO S. Cairns

Sponsors

D/C P. Yuen, CAO T. Veneziano

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

City has indicated in its report to the Executive committee that it will not be able to take the program for the 2018-2019 school year. If frontline officers attend unguarded crossings there is an impact to TPS operations and budget.

Progress in Last 90 Days

- The City has proposed a timeline to push the transfer of the program from September 2018 to September 2019.
- City Manager's report to the Executive Committee was adopted October 24th, 2017.

Progress in Next 90 Days

- Meeting with the City to determine how the delay of the program transfer will be managed.
- Goal of TPS is to not have frontline officers deployed to cover unguarded crossings for the 2018/19 school year.

Beyond 90 Days

- Plan in place to no longer have unguarded school crossings covered by frontline officers.
- City will assume the program for the 2019/2020 school year

Recommendation #14: Using Traffic Technology Enforcement to Improve Public Safety

The City of Toronto implement traffic enforcement cameras that are owned and operated by the City of Toronto, in school zones and areas identified as having higher collision rates, as a way of modifying driver behaviour and reducing risks. This recommendation means that our city will use all of the tools it can to provide the right mix of prevention, enforcement, and response.

Project Lead(s)

SGT J. Apostolidis, PC W. Darwish, CIV M. Vincent,
PC A. Goodine

Command Sponsors

D/C P. Yuen, CAO T. Veneziano

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
N/A										

Progress in Last 90 Days

- Collaboration with City officials commenced through TSV liaison and STM members.
- City of Toronto on track with timelines and deployment of expanded Red light enforcement program.

Progress in Next 90 Days

- TPS and City of Toronto to discuss extended technology applications and determine viability.

Beyond 90 Days

- TBD

Recommendation #15: Overhauling Paid Duties

An overhaul of the Paid Duty process. The current process is not well understood and often puts the reputation of the Toronto Police Service at risk. A recommendations for a risk assessment model to ensure that off-duty police officers are only utilized in a paid duty capacity where the skills, authorities, and training of a police officer are necessary. We will also be clear about those situations where private security is the appropriate alternative.

Project Lead(s) S/SGT M. Perreault, SGT J. McCall

Command Sponsors A/Chief J. Ramer

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period

EXPLANATION OF INDICATORS

Changes to section 134 of the Highway Traffic and a variety of associated Ontario Regulations are required, affecting timelines. At present, under-staffed on-duty resources continue to be required in support of commercial paid duty requirements. Additional staffing is required to operationalize new processes. Efforts are currently underway to seek out suitable candidates

Progress in Last 90 Days

- The retirement of one Constable (not replaced), a protracted illness for a second, and the temporary reassignment of the Sergeant to the Priority Response Group, has resulted in a 30% staffing reduction at Public Safety – Special Events.
- The resignations of 2 clerks and the loss of 3 other members to various medical issues have resulted in a 42% staffing reduction at the CPDO. As such, there remains a significant lack of personnel required to implement these changes in any effective manner.
- Work on this recommendation is suspended pending the injection of suitable resources.

Progress in Next 90 Days

- Requests have been made for any accommodated members with the necessary knowledge, skills, and abilities or the capacity to learn quickly, through OHS, MAS, and the Inspector tasked with the review of accommodated members.
- Additionally, a capable member of the PACER team was approached, in anticipation of a return to the field. This member is also not available. The matter has been escalated to the Deputy Chief in an effort to find a long term solution.

Beyond 90 Days

- Work on this recommendation is suspended pending the injection of suitable resources.


Recommendation #16: City-wide Divisional Boundary and Facility Realignment

The Toronto Police Service will begin a phased redesign of its Divisional structure and alignment of facilities. The redesign will follow the principle of lifting all boundaries from the city map, and then using demand and workload modelling to draw new boundaries and facility locations that take into account the boundaries of Toronto's 140 neighbourhoods, and coordinate better with the planning of other city and provincial services.

Project Lead(s) SGT T. McCord, PC M. Bulford, PC J. Makhoul

Command Sponsors A/Chief J. Ramer, D/C S. Coxon, D/C P. Yuen, CAO T. Veneziano











PROJECT HEALTH

 On Track

 At Risk

 Off Track

Anticipated End Date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										

Implementation plans for consolidated CIB in the North West Divisions (12, 23 and 31) currently on hold while Command determines Service-wide schedule. Buy-in from internal stakeholders to be addressed in coming weeks. Additional project staff required for detailed planning and implementation of new divisional boundaries.

Progress in Last 90 Days

- Options for new proposed divisional boundaries and facilities realignment have been prepared based on key internal and external stakeholder inputs, including Communications Services.
- Proposed boundaries will be shared with Senior Officers for feedback.
- Staffing models for consolidated CIB in the North West involving 12, 23, and 31 Divisions and Officer selection process completed.
- Planned North West implementation for January 22nd, 2018 to be confirmed.

Progress in Next 90 Days

- Proposed boundaries will be shared with Senior Officers for review and feedback; 3-week engagement "roadshow" with Senior Officers scheduled for late November/early December.
- Work with Facilities to develop detailed budget and timeline.
- Development of consolidated CIB business cases from the following districts: 22/11, 12/23/31, 32/33 and 53/13.
- Determination of Service-wide rollout plan for consolidated CIBs.

Beyond 90 Days

- Implementation of consolidated CIBs within select Districts to occur between Q1 of 2018 and Q1 of 2019.

Recommendation #17: More Accessible and Transparent Information and Services

As the Divisional map is redesigned, we are recommending an investment in modern technology to offer the public open access to information and tools that communities can use to improve neighbourhood safety.

Project Lead(s)

CIV I. Williams

Command Sponsors

A/Chief J. Ramer, D/C S. Coxon, D/C P. Yuen

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2017+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										N/A

Progress in Last 90 Days

- Added TPS budget information on the open data portal along with a link to the TPS budgetary web page.
- Included monthly Toronto Police Services Board reports to the open data portal.

Progress in Next 90 Days

- Launching of a new mapping applications of the open data portal:
 - year-to-date crime data
 - year-to-date traffic fatalities data

Beyond 90 Days

- Continuing to work with City of Toronto for traffic-related data.

Recommendation #18: Moratorium on Hiring and Promotions

A carefully managed moratorium on hiring and promotions between ranks for officers and civilians over the next three years while the Service designs and deploys the new service delivery model. This moratorium will allow the Service to ensure that it has the right type and number of members for the new service delivery model, and the leanest possible management structure.

Project Lead(s)

CO S. Cairns

Command Sponsors

D/C B. McLean, CAO T. Veneziano

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

Initial analysis indicates that the rate of attrition is occurring at a higher rate than planned. In order to meet unit-specific staffing standards, the Service has decided to utilize their authority under this recommendation to hire members when operationally required.

Progress in Last 90 Days

- Review of Divisional staffing levels allowing for overtime when required.
- Review of current establishment of Communication Operators to ensure adequate staffing levels ongoing.
- Review of all uniform and civilian supervisory acting assignments ongoing.
- Promotions have occurred and job call for Cadet-In-Training is still open.

Progress in Next 90 Days

- Staffing numbers will be monitored.

Beyond 90 Days

- Staffing numbers will be monitored.


Recommendation #19: Assessing Information Technology Requirements

The Toronto Police Service will retain an external expert advisor to review potential efficiencies, alternative service delivery models, and future trends for information technology in policing. The advice will include immediate efficiencies that may be possible through benchmarking, as well as an Information Technology Unit organizational assessment and identification of opportunities for alternative service delivery mechanisms.


Project Lead(s) CIV C. Giannotta

Command Sponsors CAO T. Veneziano, A/S/SUPT F. Bergen











PROJECT HEALTH

 On Track

 At Risk

 Off Track

Anticipated End Date: 2017 – 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										

Scheduling delays occurred with change in Command which pushed out delivery and commitment dates.

Progress in Last 90 Days

- Steering Committee for 3 year IT Strategic Plan created and kick-off meeting and interviews with Command completed. Meetings with stakeholders completed for current capabilities assessment.
- Results will be presented to the Steering Committee on October 27th. Needs & Opportunities, and Alternative Assessment workshop with the Steering Committee is also schedule for October 27th.
- Business Relationship Management Business case to be discussed with CAO on November 9th.
- Communication and presentation for BRM to stakeholders delayed until after discussions with the CAO.

Progress in Next 90 Days

- Needs & Opportunities, Alternative Assessment to form Strategic Initiatives (Charters, High level plans) Strategic Roadmap & Recommendations based on alignment with TPS business priorities and requirements, agreed upon E&Y recommendations and Shared Services directions.
- Finalize BRM mandate, function, roles, job descriptions.

Beyond 90 Days

- Communicate plan, develop business cases and detailed plans as needed based on the IT Strategic Plan and roadmap for initiatives, projects, changes and improvements to the organization and service delivery.

Recommendation #20: Alternate or Shared Delivery of Court Services

The Toronto Police Service will fully assess whether alternatives exist that can reduce costs while ensuring that the Toronto Police Service fulfills its court security obligations under the Police Services Act.

Project Lead(s)

CO S. Cairns

Command Sponsors

D/C S. Coxon, CAO T. Veneziano

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
The City has been delayed in signing a contract with the consultant conducting the Cost/Benefit Analysis. Contract was not signed until October 23rd, 2017. This created a blackout period and impacted stakeholder communications										

Progress in Last 90 Days

- The City selected a vendor to conduct the cost/benefit analysis.
- Subject matter experts have been identified at Court Services.
- External stakeholders have also been identified.
- Communication documentation have been drafted and we will work with the Consultant to ensure they are in line with their scope of work.

Progress in Next 90 Days

- Work will begin on the cost/benefit analysis and the final report will be delivered to the City January 2018.

Beyond 90 Days

- Alternate of shared delivery of Court Services can be better determined once cost/benefit analysis is reviewed.


Recommendation #21: Alternate or Shared Delivery of Parking Enforcement

The Service fully assess whether there are better alternatives to the current Parking Enforcement Unit that will lower operating costs – as has also been recommended by previous reviews. The Parking Enforcement Unit budget is wholly separate from the Toronto Police Service's annual operating budget.

Project Lead(s) CO S. Cairns

Command Sponsors D/C P. Yuen, CAO T. Veneziano











PROJECT HEALTH

 On Track

 At Risk

 Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										

The City has been delayed in signing a contract with the consultant conducting the Cost/Benefit Analysis. Contract was not signed until October 23rd, 2017. This created a blackout period and impacted stakeholder communications

Progress in Last 90 Days

- The City selected a vendor to conduct the cost/benefit analysis.
- Subject matter experts have been identified at Parking Enforcement.
- External stakeholders have also been identified.
- Communications have been drafted and we will work the Consultant to ensure they are in line with their scope of work.

Progress in Next 90 Days

- Work will begin on the cost/benefit analysis and the final report will be delivered to the City January 2018.

Beyond 90 Days

- Alternate of shared delivery of Parking Enforcement can be better determined once cost/benefit analysis is reviewed.

Recommendation #22: Alternate or Shared Delivery of Background Screenings

The expanded use of contract agents to conduct background screening as part of the Toronto Police Service's hiring process. The current approach involves a combination of officers and contract agents. Officers who are currently part of this function would be redeployed to other priorities.

Project Lead(s)

CO S. Cairns

Command Sponsors

D/C B. McLean

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2017

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										N/A

Progress in Last 90 Days

- In June, the CSMC approved the continued use of retired police officers (contract agents) to conduct background screenings. Human Resources continues to monitor the efficiency and the expansion of using the contract agents.
- A Request for Proposal will not be issued.
- Recommendation can now be marked as completed.**

Progress in Next 90 Days

Beyond 90 Days

COMPLETED

Recommendation #23: Investment in 9-1-1

Consultation with the City of Toronto on implementing a 9-1-1 cost recovery fee that would recoup the cost of providing these services to all land and wireless telephone users. The recovery fee would also provide the foundation for future investments in new 9-1-1. The costs to staff, operate and maintain these operations are covered though the Service's budget. At present 9-1-1 cost recovery fees are in place in eight other provinces.

Project Lead(s)

SGT P. Jones, PC K. Bassett, CIV M. Everest

Command Sponsors

D/C S. Coxon, CAO T. Veneziano

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

No further progress can be made in this area until the City and Province make their position known in regards to cost recovery legislation.

Progress in Last 90 Days

- No new progress to report.

Progress in Next 90 Days

- Determine likelihood of obtaining a written position from the City of Toronto and Province of Ontario regarding 911 Cost Recovery.
- Address the need with the City of Toronto for additional funding for implementation of Next Generation 911 (NG911) technology.

Beyond 90 Days

- Based on responses from the City and Province, plan to develop a long term strategy to encourage the implementation of 911 Cost Recovery fees.

Recommendation #24: Comprehensive Culture Change and Human Resource Strategy

A comprehensive approach to culture change that considers all the ways in which culture is embedded in the organization. The culture change starts from within, how the TPS operates and manages as a public service organization. It also involves an external focus in terms of how the TPS services and engages with the public, stakeholders and partners.

Project Lead(s)

SGT. R. Baker, PEO E. Ratnakumar

Command Sponsors

D/C B. McLean, D/C S. Coxon

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: **ONGOING**

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										Timelines for Culture Assessment are very aggressive though currently on track. One time funding has been identified; currently working to identify long-term funds to support the extended 7 year plan. A backfill resource for The PHIX has not yet been identified.

Progress in Last 90 Days

- The vendor for the Organizational Culture Assessment was selected through an RFP process and work commenced on October 27th.

Progress in Next 90 Days

- Vendor will collect inputs on organizational background and conduct surveys and interviews with Service members to assess current state and summarize future state organizational culture.
- Vendor will also survey a sample of community groups, 140 neighbourhoods and other external stakeholders to provide input on their perspectives on current state organizational culture within the Service.
- Comprehensive and inclusive stakeholder engagement tactics will ensure multiple internal and external groups can participate.

Beyond 90 Days

- The results from the engagement activities will be analysed to provide insights into the gap assessment (between current and future state) and provide recommendations.
- These recommendations will inform leaders in designing appropriate strategies to facilitate ongoing culture change within the Service.

Recommendation #25: Public Engagement Strategy

We are recommending that the Service come forward with a broad, inclusive and ongoing public engagement strategy for modernization. This strategy should incorporate opportunities for individual residents, make effective use of the existing Community Police Liaison Committees and Chief's Consultative Committees, and involve community groups and agencies, youth workers, and youth from different neighbourhoods.

Project Lead(s) SGT K. Lee, PC D. Cox

Sponsors

A/S/SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: ONGOING

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

Additional focus on internal/membership engagement is required before external engagement strategies can be fully launched (through we will continue to ensure the Public is engaged as required in the interim).

Progress in Last 90 Days

- Conducted a 10 day public engagement effort at the CNE regarding what number to call when (311 - 911).
- Provided information to Price Waterhouse Coopers on modernization efforts.
- Engaged in 54 and 55 Division Site Location Consultation through public forums and social media engagement.
- Attended CPAC (Chinese Professionals Association of Canada) conference to speak about Transformational Task Force report.
- RFP for Virtual Town Hall Meeting Services issued on MERX to select a qualified vendor. Expected start date for the vendor is late November.

Progress in Next 90 Days

- Community Consultation on new 54 /55 Division project. Engagement with the community on upcoming Cultural Assessment and related focus groups.
- Messaging to the public about when to call 311 or 911.
- Virtual Town Hall meeting services underway for various initiatives.

Beyond 90 Days

- Virtual Town Hall meetings with community members and external stakeholders.
- Messaging for Cultural assessment external stakeholder group .
- Ongoing Social media presence to update community on 54 / 55 Division progress, new District model and potential boundary changes.
- Virtual Town Hall meeting services underway for various initiatives.

Recommendation #26: Service Engagement Strategy

We are recommending intensive and meaningful engagement with Service members on implementation as an essential part of modernization, and as an opportunity for the leaders of the Service to demonstrate culture change in action. Members should have the chance to speak candidly, feel their input matters and have opportunities for collaboration on questions of design and implementation.

Project Lead(s) SGT K. Lee, PC D. Cox

Sponsors

A/S/SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: ONGOING

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
N/A										

Progress in Last 90 Days

- Ongoing engagement with management at 12 , 23 and 31 Division in relation to the District model.
- Meeting with CSMC to discuss updates on recommendations.
- Social media engagement on 54 / 55 Division site location consultations. Assisted in Communication Strategy for People Plan developed by Human Resources.
- Updates to the Way Forward Website, continued emails to members about modernization initiatives. Engaging Service members about the redesign and development of the public and internal websites.

Progress in Next 90 Days

- Development of Stakeholder engagement progress chart.
- Engagement with Divisional unit commanders and senior management on territorial optimization and boundary realignment.
- City-wide engagement with S/Sgts on recommendations from the TTF Report.
- Service-wide engagement with frontline personnel about the District Model as well as the People Plan from Human Resources.
- Engaging Communications Unit about 311 / 911 updates.
- Engaging Service members about the redesign and development of the public and internal websites.

Beyond 90 Days

- Service wide engagement on cultural assessment.
- Continued communication with internal members, with a focus on cultivating change agents in the field.
- Continued use of Social Media, internal and external websites for messaging.

Recommendation #27: Association (TPA and SOO) Engagement Strategy

We are recommending substantive engagement on implementation with the **Toronto Police Association** and the **Senior Officers' Organization** in the months ahead. These discussions should respect the important role that these two organizations play in representing their respective memberships and the role of the Board and the Service's senior leadership in representing the public interest.

Project Lead(s)

SGT K. Lee, PC D. Cox

Command Sponsors

A/Chief J. Ramer, D/C B. McLean

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: **ONGOING**

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
N/A										

Progress in Last 90 Days

- Representatives of the Association are assigned to each recommendations. They have provided input for the recommendations being brought forward, and are actively involved in working groups.

Progress in Next 90 Days

- Strategy Management will continue to engage with the Toronto Police Association (TPA) and the Senior Officers Organization (SOO).

Beyond 90 Days

- Strategy Management will continue to engage with the TPA and SOO.

Recommendation #28: Establishing New Pathways of Accountability

We are recommending four mutually reinforcing actions to establish new pathways of accountability that are peer-to-peer within the Service, between officers and their leaders, and between the Service and the public. These pathways are components of the culture change plan described in Chapter 6 and will result in a significant shift in the accountability culture of the organization.

Project Lead(s) A/S/SUPT F. Bergen

Sponsors

A/S/SUPT F. Bergen, A/INSP G. Watts

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2020

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
♦	♦	♦	♦	♦	♦	♦	♦	♦	♦	

Project staffing issues are affecting progress with this recommendation. Next steps currently being evaluated. No major issues/risks are foreseen at this time.

Progress in Last 90 Days

- The TPS College is currently conducting further research to determine an appropriate strategy and next steps.
- This recommendation is ongoing and long term.

Progress in Next 90 Days

Beyond 90 Days

- Regular meetings with the Toronto Police College to update the TPSB and track progress on project implementation.

Recommendation #29: Board-Appointed Change Management Advisor

We are recommending four mutually reinforcing actions to establish new pathways of accountability that are peer-to-peer within the Service, between officers and their leaders, and between the Service and the public. These pathways are components of the culture change plan described in Chapter 6 and will result in a significant shift in the accountability culture of the organization.

Project Lead(s)

TPSB

Sponsors

TPSB

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2018

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	

The Board approved the retention of Mr. Jim Rankin of Randstad Technologies, as the Organizational Change Management consultant to support the Board's role in overseeing the implementation of the final report of the Transformational Task Force entitled *Action Plan: The Way Forward*.

Progress in Last 90 Days

- An independent Change Management Advisor, was hired in August 2017 by the TPSB and is currently working with STM.

Progress in Next 90 Days

- The Change Management Advisor will continue to assess change management practices within the TPS and offer guidance based on his expertise and experience.

Beyond 90 Days

- The Change Management Advisor will continue his assessment until the end of his contract in August 2018, unless extended for six months as per his contract.

Recommendation #30: People Management Strategy

We are recommending a comprehensive people management and HR strategy for the Service that includes significant changes to:

- The roles, functions and structure of the Service's Human Resources unit to enable it to play a more modern and strategic role.
- HR policies, processes, analytics and tools that will enable modernization of service-delivery and deployment changes.

Project Lead(s)

HR Consultant Silvia Stancovic

Command Sponsors

D/C B. McLean

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
One time funding has been identified; currently working to identify long-term funds (e.g. to support staffing of new HR pillar).										

Progress in Last 90 Days

- The People Plan has been finalized and approved by the Board.
- The Organizational Structure Implementation, a key initiative under the People Plan has begun, including the development of a Workforce Transition Plan.
- Additional People Plan initiatives also underway include the Competency Framework, the Mentorship / 360 Program, Job Descriptions, and Core Values.
- HR Project Manager has been hired and on-boarded. Recruitment for 7 key positions in the new structure is underway, focused on filling the vacancies on the HR Leadership team.

Progress in Next 90 Days

- HR Leadership to review, modify or develop job descriptions for their teams under the new structure in preparation for the next phase of recruitment.
- Ongoing development and launch of key initiatives.
- Complete the PEM Grant application for 2018 to 2019.
- Launch of additional initiatives, including Performance Management, Accommodation Strategy, Communications Strategy, Service Delivery Transformation, Service Redeployment Strategy, and Talent Acquisition Strategy..

Beyond 90 Days

- Begin next phase of HR staff recruitment (up to 29 positions).
- Initiation of additional initiatives including the Wellness Strategy, Professional Development Program and Promotional Process.

Recommendation #32: Modernization Scorecard

We are recommending an initial Modernization Scorecard. When fully realized, it will be comprehensive, transparent, accessible to all and an example of culture change in action.

Project Lead(s)

SGT K. Lee, PC D. Cox

Sponsors

A/S/SUPT F. Bergen

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: **ONGOING**

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
N/A										

Progress in Last 90 Days

- Scorecard has been updated. Diversity and Inclusion has conducted a Service wide Census to collect data that will update the scorecard accordingly.

Progress in Next 90 Days

- Analysis of data from Census, as well as employee engagement survey, will help to assess progress.

Beyond 90 Days

- Continued updates on modernization scorecard as information becomes available.


Recommendation #33: Neighbourhood Officer

The centrepiece of the new service delivery model will be a renewed, more integrated and intensified investment in building safe communities and neighbourhoods, with officers focused on local problem solving. A key part of this new model is the proposal that every one of the City of Toronto's 140 identified neighbourhoods will have named, uniformed officers assigned to them on a long-term basis.

Project Lead(s) PC D. Gracey

Command Sponsors D/C P. Yuen, D/C S. Coxon











PROJECT HEALTH

 On Track

 At Risk

 Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
										<p>Timelines: PEM grant funding will dictate strict timelines to achieve many of the deliverables with regard to this recommendation</p> <p>Project Staffing: Additional resources are required to build the processes and structure of the neighbourhood officer program.</p>

Progress in Last 90 Days

- Various projects have commenced using PEM grant funding to hire external companies. Such projects include the development of crime prevention material, stakeholder engagement and community outreach to assist in establishing a Neighbourhood Officer job profile, procurement of bicycles and emergency lighting/siren kits for downtown CRU/Neighbourhood Officers and redesign of Neighbourhood Officer uniforms.
- STM and DPSU are collaborating on the Neighbourhood Officer strategy as per direction from the Executive Sponsor.

Progress in Next 90 Days

- Awarding of contracts to vendors based on remaining PEM grant initiatives will continue.
- STM and DPSU will begin the process of creating a Neighbourhood Officer profile which will include, but is not limited to, a staffing model, job profile and determination of resources required.

Beyond 90 Days

- Once a sustainable Neighbourhood Officer Program is designed and approved by Command, the process of filling these roles and deploying the required officers will commence.



Toronto Police Services Board Report

November 30, 2017

To: Chair and Members
Toronto Police Services Board

From: Andy Pringle
Chair

Subject: Paid Duty Rates – January 1, 2018

Recommendation(s):

It is recommended that the Board receive the attached notification from the Toronto Police Association dated November 29, 2017, with respect paid duty rates effective January 1, 2018.

Financial Implications:

There are no financial implications with regard to the receipt of this report.

Background / Purpose:

Article 20:01 of the uniformed collective agreement stipulates the following with respect to paid duty rates:

“The rate to be paid to each member for special services requested of the Service for control of crowds or for any other reason, shall be determined by the Association and the Board shall be advised by the Association of the said rate when determined or of any changes therein”.

Police Services Board records indicate that as at January 1, 2017, the rate for all classifications of police constables was \$68.00 per hour. The attached notice advises the Board that there will be an increase effective January 1, 2018, and that the new rate will be \$71.00 per hour.

Conclusion:

It is, therefore, recommended that the Board receive the attached notification from the Toronto Police Association dated November 29, 2017 with respect paid duty rates effective January 1, 2018.

Respectfully submitted,

Andy Pringle
Chair



**TORONTO
POLICE
ASSOCIATION**

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Brian Callanan
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Administrative Services*

November 29, 2017

SENT BY EMAIL ONLY

Ms. Joanne Campbell
Executive Director
Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3
Email: joanne.campbell@tpsb.ca

Dear Ms. Campbell:

Re: 2018 Paid Duty Rates – Increase

In conformance with Article 8.07 of the Uniform Collective Agreement, we are advising the Toronto Police Services Board there will be an increase in the 2018 hourly paid duty rates. Effective January 1, 2018, the paid duty rates will be as follows:

January 1, 2018

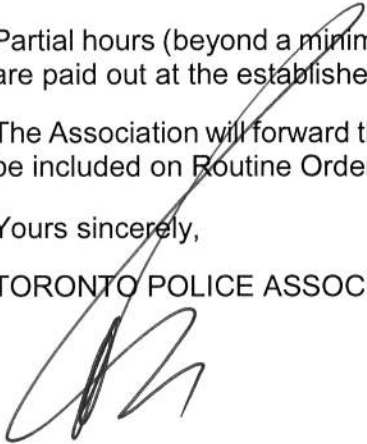
Constables (All classifications)	\$71.00 (minimum \$213.00)
Sergeants	\$81.00 (minimum \$243.00)
Staff Sergeants	\$90.00 (minimum \$270.00)

Partial hours (beyond a minimum of three hours) that an officer performs at such paid duty are paid out at the established hourly rate.

The Association will forward this information to all units today. We ask that this information be included on Routine Orders and that Unit Commanders be advised of same.

Yours sincerely,

TORONTO POLICE ASSOCIATION


Dan Ross
Vice President

DR:tk

c. Mr. Mark Saunders, Chief of Police, TPS
TPA Board of Directors

[Vice President 2018 Paid Duty PSB]





Toronto Police Services Board Report

November 27, 2017

To: Members Toronto Police Services Board

From: Andy Pringle
Chair

**Subject: CITY COUNCIL: SPECIALIZED PROGRAM FOR
INTERDIVISIONAL ENHANCED RESPONSIVENESS (SPIDER)**

It is recommended that:

1. the Board receive this report and forward it to the Chief of Police for information and for any necessary follow-up with the City of Toronto.

Financial Implications:

There are no financial implications arising from the recommendation in this report.

Background/Purpose:

At its meeting held on October 2, 3 and 4, 2017, City Council considered a report from the Community Development and Recreation Committee with respect to the progress of the SPIDER initiative. A copy of the report can be found at:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD22.7>.

Discussion:

In considering this item, Council approved a report providing an update on SPIDER. As the report notes, to improve community safety and well-being for vulnerable individuals and the communities in which they reside "... complex situations that could not be resolved by individual City divisions or involved community partners have been brought to resolution through SPIDER due to the efficient manner in which situations of elevated risk are assessed at the SPIDER Situation Table, and the committed and professional mobilization in response to these situations by Community-based organizations and City divisions, timely risk resolutions have been achieved and in most situations, vulnerable residents have been helped to remain living at home safely, with appropriate supports."

Council directed that this update be provided to a number of City agencies including the Toronto Police Services Board.

Conclusion:

It is my recommendation that the Board receive this report and forward it to the Chief of Police for information and for any necessary follow-up with the City of Toronto.

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

November 27, 2017

To: Members Toronto Police Services Board

From: Andy Pringle
Chair

Subject: CITY COUNCIL: MEMBER MOTION – CANNABIS DELIVERY SERVICE VENDORS

It is recommended that:

1. the Board receive the attached motion and request that the Chief of Police report to the Board "... on the actions taken to address illegal cannabis delivery services..." and that the Board forward the Chief's report to the City Manager; and,
2. the Board forward a copy of this report to the City Manager.

Financial Implications:

There are no financial implications arising from the recommendation in this report.

Background/Purpose:

At its meeting held on November 7, 8 and 9, 2017, City Council considered a member motion with respect to cannabis delivery services. A copy of the motion and related background information can be found at:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.MM34.42>.

Discussion:

In considering this item, Council approved the following recommendation:

City Council request the Toronto Police Services Board to request the Chief of Police to report to the Toronto Police Services Board on the actions taken to address illegal cannabis delivery services and request the Toronto Police Services Board to forward the response to the City Manager by December 31, 2017.

Conclusion:

It is my recommendation that the Board receive the attached motion and request that the Chief of Police report to the Board"... on the actions taken to address illegal cannabis delivery services..." and that the Board forward the Chief's report to the City Manager.

Respectfully submitted,

Andy Pringle
Chair



Central Joint Health and Safety Committee

MINUTES

**Marine Unit – Conference Room
259 Queen Quay West
Monday, August 21, 2017**

Meeting No. 60

Members Present

Chair Andy Pringle, TPSB & Co-Chair, CJHSC
Mr. Jon Reid, Director, TPA & Co-Chair, CJHSC
Mr. Tony Veneziano, TPS, Command Representative

Also Present

Mr. Rob Duncan, A/Manager, Occupational Health & Safety
Karlene Bennett, TPSB,

Guests in Attendance

Superintendent Peter Lennox,
A/Superintendent Riyaz Hussein, Toronto Police College
Staff Sergeant Adrienne Johnstone, Marine Unit
PC Jacques Zinati, Marine Unit
Sgt. Jazen Brautigam, Marine
Mr. Enrico Pera, Manager, Facilities Management

Chair for this Meeting: Mr. Jon Reid, Director, TPA & Co-Chair, CJHSC

Opening of the Meeting:

1. Mr. Reid introduced Karlene Bennett as the new Committee Secretary and extended a welcome to everyone in attendance.
2. The Committee approved the public and confidential Minutes from the meeting that was held on March 9, 2017.

The Committee considered the following matters:

1. MARINE UNIT - LOCAL JOINT HEALTH AND SAFETY COMMITTEE ON ANY HEALTH AND SAFETY CONCERNS, ISSUES, OR TRENDS ARISING FROM THE WORK THAT THEY PERFORM.

S/Sgt Johnstone discussed a number of issues with respect to the Marine Unit, including: concerns about the air condition unit's control of air flow, barn swallows (see item 3 below), issues regarding automatic doors which can pose accessibility challenges for members of the nearby sailing club, and ensuring that bathroom doors are accessible and compliant. In response to the concerns raised by S/Sgt. Johnstone, Mr. Veneziano advised the Committee that accessibility issues will be referred to Facilities Management, and are AODA issues to be resolved with the City.

The Committee discussed the Marine Unit's responsibilities and workload which includes providing services to residents on the Island, providing services to Billy Bishop Airport, as well as working with other jurisdictions including Peel Regional Police, Durham Regional Police, Toronto Port Authority, etc. S/Sgt. Johnstone advised the Committee that the Marine Unit is a 24/7 operation, whereas some of the other jurisdictions are not and that Toronto Marine Unit is required to respond. The Committee also discussed the demands placed on the Marine Unit's aging fleet, including mechanical issues, specifically engine failures. S/Sgt. Johnstone advised the Committee that they are in discussion with Fleet Management regarding reconditioning some of the Marine Unit vessels. The Committee also discussed shared services with Toronto Fire, as well as how Toronto Fire's boats such as their fire vessel, ice breaking boat, et cetera, complement Marine Unit responsibilities rather than creating duplication of efforts and resources.

In response to questions from Chair Pringle, S/Sgt. Johnstone advised the Committee that the Marine Unit, cross trains with Peel and Durham Police, as well as provide maintenance to Durham Police vessels. S/Sgt. Johnstone also advised the Committee that the Marine Unit participates in joint projects with marine units in other jurisdictions including CBSA, RCMP and the Coast Guard.

S/Sgt Johnstone also advised the Committee that West Nile Virus was identified on the Island as a result of the flooding earlier this year, Members were provided with insect repellent to reduce risk of transmission, in addition to communication which was distributed to members from the Occupational Health & Safety Unit regarding frequently asked questions and preventative measures.

Action taken since the last meeting:

City of Toronto Facilities Management PMO office is currently performing AODA audits of all City owned properties that include the Marine Unit. City PMO will provide a schedule in Q3 2018 for review and comment. AODA compliance is required by December 31, 2024.

Status	Marine Unit - Local Joint Health and Safety Committee: <u>Resolved</u>
Action	Mr. Veneziano will refer AODA issues to Facilities Management to be resolved with the City.

2. 31 DIVISION – IMPROVING ACCESS AT THE FRONT ENTRANCE

Mr. Veneziano advised the committee that improved lighting has been installed at 31 Division. Mr. Veneziano also said that TPS is trying to identify funds to allocate money from state of good repairs to do the work and will push the City, as part of AODA compliance.

Chair Pringle stated that we have dual responsibility to be accessible and secure. He also expressed concerns about the length of time it has taken to address and complete some of these outstanding issues. Mr. Veneziano responded that TPS is trying to address these issues with limited funds and resources, and at the same time modernize. In addition, some of this work (AODA) is a City responsibility.

Action taken since the last meeting:

Construction tender awarded to A.G. Reat Construction. Construction will commence November 1, 2018 with completion by February, 2018.

Status	31 Division – Improving Access at the Front Entrance <u>On-Going</u>
Action	Mr. Veneziano to report back regarding the outstanding units and the feasibility of addressing outstanding issues at these units and anticipated completion dates.

3. BARN SWALLOWS AT THE MARINE UNIT

S/Sgt Johnstone advised that the majority of the birds have already left for the season, and that there are approximately 15 – 20 barn swallows left. S/Sgt. Johnstone also said that the birds instinctively return to the same nesting place each year, and so as part of the measures being taken to encourage the birds to nest elsewhere, a new alternate

nesting structure was constructed on the south side of the boathouse in compliance with regulatory requirements.

Mr. Pera advised the Committee that Facilities Management will be replacing the boat bay doors as part of the ongoing maintenance requirements of the Marine Unit. Mr. Pera advised that if the boathouse doors should be kept closed at all times when not in use, as this will further discourage the birds from nesting inside the boathouse. As well, Facilities Management will be installing netting inside the boat house to prevent the birds from getting back up into the ceiling. Mr. Pera anticipates that the door and netting tender will be ready at the end of this month.

Action taken since the last meeting:

Tender document development is underway. New doors and netting will be installed before birds return to roost in the spring 2018.

Status	Barn Swallows at the Marine Unit: <u>Ongoing</u>
Action	Committee agrees that this matter is ongoing.

4. WELLNESS INITIATIVES – INCLUDING WELLNESS INFORMATION ON THE INTRANET

Mr. Veneziano advised the Committee that TPS is developing a more robust wellness (physical and mental) strategy. The strategy will be founded on a comprehensive, holistic approach designed to address the various elements of wellness and to help meet the needs of all members. This strategy is being planned as a component of the new three-year HR strategy and will ensure that programs and resources provide value to the Service and its members.

Mr Duncan advised the Committee that the Road to Mental Readiness (R2MR) training is currently underway at the Toronto Police College. He also advised the Committee that Dr. Katy Kamkar provided several mental health sessions for members, and that there are nutritional counselling sessions and meditation initiatives also available to members, as some examples of the many wellness resources which the Service provides.

Mr. Duncan also advised the Committee that as part of the overall Human Resources restructuring currently underway, the Occupational Health & Safety Unit will take on a broader wellness mandate under the new structure.

Superintendent Lennox invited TPA members to attend the R2MR training and will ask A/Superintendent Hussein to set up a training date for the TPA.

Status	Wellness Initiatives Update: <u>Resolved</u>
Action	A/Supt. Hussein to set up R2MR training for TPA

5. At the conclusion of the meeting S/Sgt. Johnstone escorted the Committee on a tour of the Marine Unit.

****CONFIDENTIAL MATTERS****

The committee also considered several other confidential matters.

Details of the committee's discussions and decisions regarding these matters have been recorded in the confidential minutes for this meeting.

Next Meeting:

Date: To be determined

Time:

Location:

Members of the Central Joint Health and Safety Committee:

Andy Pringle, Co-Chair Toronto Police Services Board	Jon Reid, Co-Chair Toronto Police Association
Tony Veneziano, Command Representative, Toronto Police Service	Brian Callanan, Executive Member Toronto Police Association



Toronto Police Services Board Report

November 8, 2017

To: Chair and Members
Toronto Police Services Board

From: Andy Pringle
Chair

Subject: Implementation of Recommendations Arising from the Inquest into the Death of Andrew Loku

Recommendation(s):

It is recommended that the Board:

1. Re-assert its support for the ongoing work of its Mental Health Sub-Committee;
2. Approve the establishment of a new committee to consider possible or identified disparities in services and outcomes for racialized persons and consider interventions to address any such disparities, with membership and terms of reference to be determined, and reported in a future public Board report;
3. Direct the Chief to establish a steering committee to oversee a pilot project in 14 and 51 Divisions where there would be more intensive community involvement, education, and training (keeping in mind resourcing) concerning interactions with people who have racial and/or mental health and/or addiction differences to determine whether this has a positive impact on reducing 'use of force' incidents, and name one Board member, at a minimum, to sit on the steering committee; and
4. Forward a copy of this report to the Chief Coroner.

Financial Implications:

There are no financial implications arising from the recommendation contained within this report.

Background / Purpose:

The Board, at its meeting of August 24, 2017, received a report from Wendy Walberg with respect to the Inquest into the Death of Andrew Loku - Verdict and Recommendations of the Jury.

At that time, the Board approved a recommendation and a Motion as follows (Min. No. P183/17 refers).

Recommendation

It is recommended that the Board receive the jury's verdict and request a report from the Chief of Police in relation to the feasibility, usefulness and implementation of the recommendations within his purview.

Motion

- 1. THAT the Chair review the recommendations directed to the Board and provide a report for the Board's November 16th meeting with respect to the implementation of those recommendations.**

Of the 39 recommendations, three were directed to the Board. They are listed below:

TO THE TORONTO POLICE SERVICES BOARD

16. Maintain its existing committee on mental health in ongoing partnership with members of the mental health community (throughout this document, 'mental health community' means to include the phrase in particular people who have been directly affected by mental health issues), the Toronto Police Service and subject matter experts.

17. Establish a new committee to consider possible or identified disparities in services and outcomes for racialized persons and consider interventions to address any such disparities. The committee should include representatives of the Toronto Police Service, subject matter experts and members of racialized communities, including the Black community. The committee should consider the intersectionality of mental health and race both in terms of member composition and issues to be addressed.

18. Conduct a pilot study of two divisions (preferably 14 and 51 division) where there would be more intensive community involvement, education, and training (keeping in mind resourcing) concerning interactions with people who have racial and/or mental health and/or addiction differences to determine whether this has a positive impact on reducing 'use of force' incidents.

Discussion:

Maintenance of Mental Health Sub-Committee

The Board has consistently dealt with a variety of complex and multi-faceted issues around mental health which involve a number of stakeholders, including the Service, the

Board, the community and the government (both municipal and provincial). The Board views this issue as one of its major priorities and has repeatedly emphasized the importance of dealing with it effectively and comprehensively.

At its meeting on September 24, 2009, the Board approved the establishment of a sub-committee to examine issues related to mental health to deal with these issues more comprehensively and from a global policy and governance perspective. This Sub-Committee continues to meet regularly and has been engaged in a number of important issues, such as police training, the Mobile Crisis Intervention Team (MCIT) program, and mental health records. Currently, the Mental Health Sub-Committee has been very engaged in providing a comprehensive submission to the Toronto Police Service in the development of its Mental Health Strategy.

The Board very much supports the ongoing work of its Mental Health Sub-Committee and, therefore, is in agreement with recommendation #16.

Establishment of Anti-Racism Committee

With respect to recommendation #17, the Board is in agreement and is currently in the process of establishing this new committee. I intend to co-Chair the committee, and would like the second co-Chair to be a member of the community. It is expected that once the membership is named, the committee members themselves will determine their terms of reference. Once it is established, a public report will be released.

Divisional Pilot Project

With respect to recommendation #18, the Board is in agreement. As this recommendation is largely operational in nature, the Board is recommending that the Chief take the lead in its implementation, with active participation from the Board on the steering committee.

There are already a number of important initiatives underway in 14 and 51 Divisions that relate to the central themes of recommendation #18. It is proposed that these initiatives form the basis of the pilot project proposed in recommendation #18.

The initiatives include the following:

Embedded Crown Pilot Project

In November 2014, the Attorney General committed to forming a roundtable of expert stakeholders to engage in an open dialogue to identify measures for improving access to justice for accused individuals experiencing mental health and addiction issues. A Criminal Justice Table consisting of experts from a large and diverse stakeholder group (including law enforcement) was formed to advise the Attorney General's Roundtable on potential pilot projects and other initiatives that could be implemented and/or supported within the mandate of the Ministry of the Attorney General.

During the working group discussions, members spoke of the value of having Crown support for programs of this nature. Accordingly, where a no-charge program is developed, the Criminal Law Division can play a supportive role by providing the involved officers and mental health workers with a designated or “embedded” Crown to assist in pre-charge diversion screening.

An embedded Crown can play a supportive role by providing the involved officers and mental health workers with a designated Crown to assist in pre-charge diversion screening. The Crown plays a valuable role in providing legal advice to the police on issues surrounding bail and the use of their release powers.

51 Division was chosen for the pilot project as it is a busy inner-city division. It contains the highest number of shelter beds in the country and is home to a significant population of individuals with mental illness, addictions and concurrent disorders.

One of the main duties of the embedded Crown is to liaise with external mental health and addictions stakeholders to assist police in identify alternatives to arrest and/or charging.

The embedded Crown program began in January 2017, and the pilot project is one year in duration. When it concludes in January 2018, it is very likely that the program will be extended, given its success and value.

In addition, as part of this pilot project, the Ministry of the Attorney General intends to initiate discussions in the near future with the Ministry of Health and Long-Term Care for funding for a mental health community worker. The community worker would work collaboratively with police and the Crown to find timely, meaningful community-based interventions. Interventions could include assistance with immediate needs, in addition to accessing addictions and mental health resources in the community. The goal of these interventions is to create ongoing linkages with appropriate agencies and services.

The embedded Crown pilot project contributes to the objective of Loku Inquest Recommendation #18 with its emphasis on “more intensive community involvement” through the embedded Crown.

Centre for Addiction and Mental Health (CAMH) and Toronto Police Service Liaison Committee

In 2012, a liaison committee between CAMH and the TPS was established, with representatives from 14, 51 and 52 Divisions. Among the objectives of the committee is to work collaboratively to support individuals with mental health and addiction issues who come into contact with police, to strengthen the relationship between CAMH and TPS and to assist in the management of issues raised on an incident or systemic level both proactively and reactively. The committee also identifies and assists in the development of mutual training opportunities. As with the embedded Crown pilot

project, this liaison committee contributes to increased community involvement, and strengthens partnerships with the public.

FOCUS Toronto – Situation Table Model

One of the most successful initiatives in recent years has been the introduction of the Situation Table model, also known as FOCUS (Furthering Our Community by Uniting Services) Toronto. Launched as a pilot project in Rexdale in 2013, this multi-disciplinary model has now been expanded to many areas of the city, including 14 and 51 Divisions to deal with situations that have been identified as meeting the threshold of “Acutely Elevated Risk.” It has as its objective reducing harm, victimization and improving community resilience through the means of taking immediate, coordinated action to support individuals, families or places that face heightened levels of risk. In addition, it aims to identify and address systemic issues.

The FOCUS model involves bringing a number of agencies together to decide the best way to address a client's needs in a multi-agency and consent-based process. It provides an immediate and coordinated approach with an intervention within 24-48 hours. At the table, the agencies reach a consensus and determine whether the person or family being discussed is at an acutely elevated risk. A “lead agency” is nominated, along with “supporting agencies.” Subsequently, within the next week, there is a follow-up to see whether the client has been connected with services. While the police service is often the originating agency, it is found that the police are only involved in a small percentage of responses; the focus is on getting the most appropriate service provider in the community to respond, tapping into local expertise of other FOCUS partners to perform work outside of the police mandate.

The top risk factors identified in these situations involve mental health, in addition to housing, thus, the agencies serving these areas are taking the lead in the majority of situations. Some of the agencies involved in 14 and 51 Divisions include Fred Victor, the Centre for Addiction and Mental Health (CAMH), Concurrent Disorder Support Services, the Gerstein Crisis Centre, Reconnect Community Health Services and Sound Times.

In the overwhelming majority of situations, clients are connected to relevant community services, resulting in their overall risk being lowered. The resolution is intended to be both immediate and long-term, supporting clients in a comprehensive way. One of the major strengths of the model is its ability to support vulnerable members of the community, which very much includes people experiencing mental illness, connecting with and assisting residents who are not utilizing traditional referral paths, or not seeking supports at all.

The foundation of the FOCUS model is greater community involvement and collaboration, which is very much aligned with the objective of Loku Inquest Recommendation #18.

Mobile Crisis Intervention Teams (MCITs)

Mobile Crisis Intervention Teams (MCITs) are collaborative partnerships between participating hospitals and the Toronto Police Service. The program partners a mental-health nurse and a specially trained police officer to respond to 9-1-1 emergency and police dispatch calls involving individuals experiencing a mental health crisis. The team will assess needs and connect the person in crisis with appropriate services. To date, the Toronto Police Service is currently partnered with hospitals in a number of divisions, including 14 Division (partnered with St. Joseph's Health Centre) and 51 Division (partnered with St. Michael's Hospital). These divisions deal with the highest number of MCIT calls in the city.

The MCIT Quality Improvement Expansion Evaluation, examining MCIT data from 2014 (when expansion of the program took place) to 2016, reported that the percentage of Emotionally Disturbed Persons (EDP) calls attended by MCIT in 14 Division increased 7.1% over three years (see Figure 1 below).¹ The average number of EDP calls attended by MCIT is higher in 14 Division when compared to 51 Division. This is likely due to St. Joseph's Health Centre receiving an expansion team in 2014 which enabled them to increase from one to two MCIT on the road four days a week while St. Michael's Hospital continues to have one team on the road seven days a week.

The report showed that the percentage of EDP calls attended by MCIT in 51 Division has decreased consistently over three years; however, this appears to be due to significant increases in the total number of calls in the division (see Figure 2). In 2015 and 2016 there were over 400 more calls each year attended by the Priority Response Unit (PRU).

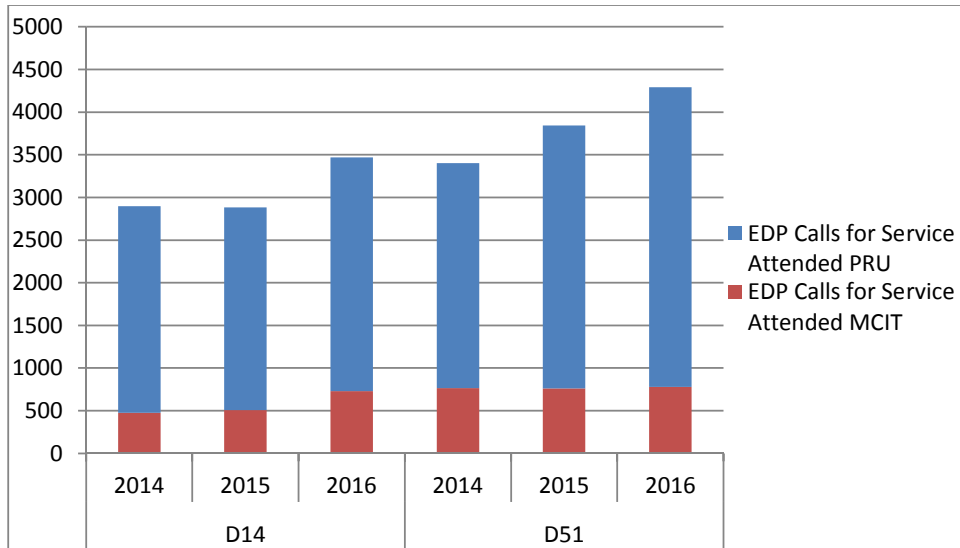
Figure 1. Percentage of EDP Calls Attended by MCIT by Division

		Percentage Attended by MCIT 2014	Percentage Attended by MCIT 2015	Percentage Attended by MCIT 2016	Net change	2014 to 2016 Program Net Change		
D11	SJHC	12.8	23.6	24.4	11.6	SJHC	All divisions increased calls by average of 10.3%.	10.3
D14		19.5	21.2	26.6	7.1			
D22*		16.5	34.3	28.7	12.2			
D51	SMH	29	24.7	22.2	-6.8	SMH	Both decreased.	-4.5
D52		22.8	22.4	20.5	-2.3			

*2014 MCIT expansion team

¹ Source of information in this section: MCIT Quality Improvement Expansion Evaluation

Figure 2. Number of EDP Calls Attended by PRU and MCIT in D14 and D51



Despite increases in EDP calls for service month over month and year over year, the report found that quality has continued to improve. Higher quality of care has resulted from:

- Increased time spent with clients
- Reduced handcuff use
- Increased shared decision making between MCIT and clients
- More sensitive communication
- Decreased stigma
- Greater PRU collaboration

For the MCIT Quality Improvement Expansion Evaluation, analysis was conducted at the hospital level, meaning 14 Division data included 11 Division and 22 Division (St. Joseph's Health Centre) and 51 Division data included 52 Division (St. Michael's Hospital). The time periods examined were December 2014 to April 2015 and December 2015 to April 2016. During those time periods, further indications of the expansion's positive impact included decreases for both MCIT hospital teams in the following areas:

- Time to scene
- Wait times in emergency departments
- Shift cancellations

Examining the safety of St. Joseph's Health Centre and St. Michael's Hospital combined, the report found there has been an 83% reduction in the number of incidents

and injuries resulting in harm to clients or team members. It should be noted that the number of incidents and injuries was already low to begin with for each hospital team.

According to the report, the above data and observations support a conclusion that the introduction of the expansion teams and system-building through standardization are having a positive impact. This impact was confirmed through surveys completed by MCIT clients that indicated 100% of the respondents agreed or strongly agreed that the indicator was met. Specifically, the indicators included a reasonable wait time for MCIT, feeling safe, being treated with respect, being involved in decision-making, and receiving information or a referral. Results also indicated that 100% of respondents felt their needs were met by MCIT, they were satisfied with the care they received, and that they would recommend that a friend in crisis call police to access MCIT.

Training

Recommendation #18 also discusses the issue of training. In the Toronto Police Service, most training is developed and delivered at the corporate level, through the Toronto Police College (TPC).

The themes of crisis resolution and de-escalation are central to the Service's annual training program. Regardless of themes and topic studied, officers have had and continue to have interactive and experiential learning that incorporates communication techniques. These techniques have been firmly established by the Ontario Police College Advanced Patrol Training program (OPC 2000) and continue to evolve with new emerging research, trends and best practices. Currently, the annual three-day mandatory training for Service members is called the In-Service Training Program (ISTP). In it, provincially mandated Use of Force training is supplemented with relevant theoretical training to provide a holistic learning experience for police officers.

Community partnerships have contributed to the police learning experience in both cognitive and affective ways. Training sessions scaffold on several years of training and focuses on three major topics; enhancing understanding regarding mental health disorders, practical scenarios to assess and provide officers with the skills when confronting persons in a crisis and reaffirming the effectiveness of common communication tools to restore calm.

The Board's Mental Health Sub-Committee has played an important role in the Service's In-Service Training Program for several years, observing the training annually and making recommendations. In 2013, a panel of consumer/survivors spoke of their lived experience with mental illness as well as their encounters with police while in crisis as part of the training.

In 2014, the training provided information to officers about the work of several mental health stakeholders in Toronto whose goal was to reduce and improve interactions with police. It also provided a forensic clinician's description of disorders that officers are

likely to encounter on patrol, as well as communication strategies that encourage a peaceful resolution when encountering persons in crisis.

When developing the In-Service Training Program for 2015, the Toronto Police College considered all aspects of the Mental Health Commission of Canada's 2014 TEMPO document (Training and Education about Mental Health for Police Organizations) as well as the recommendations made by The Honourable Frank Iacobucci in his report, *Police Encounters With People in Crisis*. The TPC consulted experts in the fields of de-escalation, crisis negotiation, adult education, suicide intervention, and also took into account the perspective of consumer survivors. The result was the Negotiator Workshop, a scenario-based approach to training where officers were introduced to the concepts, tactics and best practices of certified crisis negotiators with a focus on de-escalation and improving active listening skills.

The development of the Negotiator Workshop included input from a variety of non-police advisory bodies:

- The Board's Mental Health Sub-Committee
- The Mental Health Commission of Canada's TEMPO model (Training and Education about Mental Health for Police Organizations, June 2014).
- The Honourable Frank Iacobucci's report for Chief Blair, *Police Encounters With People In Crisis* (July 2014)
- The Mental Health Commission of Canada – Applied Suicide Intervention Skills Training
- The Mental Health Commission of Canada – Mental Health First Aid
- Canadian Police College – National certifying body for crisis negotiation training

This scenario-based approach to training was praised by many stakeholders including the officers who received it, CAMH, University of Toronto, the PACER (Police and Community Engagement Review) training sub-committee, as well as Dr. Terry Coleman from the Mental Health Commission of Canada.

The 2016 In-Service Training Program also contained a modern policing component that focused on respect for human dignity and included segments relating to racial profiling. All officers also received the Fair and Impartial Policing Program in 2016. This program was developed as a result of the PACER report and focused on proactively managing individual and systemic bias in every police and public interaction. It incorporated strategies to promote fair, impartial, and effective policing with a goal of reducing perceptions of bias, and improving the public's trust.

This year, the In-Service Training Program builds on the foundation of last year's program which involved emotional intelligence, critical thinking and de-escalation techniques as well as debunking stereotypes and treating all people fairly. It also continues to utilize the Negotiator Workshop techniques of the previous two years. The intent of this year's program is to provoke a cultural shift regarding issues of mental health and racial bias.

Central to Loku Inquest Recommendation #18 are the themes of education and training so a pilot project would include a comprehensive examination of these areas

Pilot Project Steering Committee

I am recommending that the Board direct the Chief to establish a pilot project steering committee and name a Board member to sit on this steering committee, made up of Service members and community members from 14 and 51 Divisions, which would make recommendations regarding the design of the pilot project, review the various relevant initiatives currently operating in 14 and 51 Divisions, and their interrelationship, and identify any gaps, concerns, best practices and recommendations to ensure programs are being delivered as effectively as possible. Participation by, and feedback from the community would be critical to the success of the pilot project. I would propose that the pilot project be one year in duration. The Chief would be required to provide public reports to the Board, at the halfway point (six months), and at the conclusion of the pilot project.

Tracking Use of Force Incidents

In addition, as the recommendation focuses on whether these initiatives have “a positive impact on reducing ‘use of force’ incidents” it will be critical to incorporate a method of evaluating such incidents. There are challenges in establishing the existing baseline of use of force incidents involving the people described in recommendation #18 because of the limitations of the forms being used currently. Reportable use of force incidents are captured on a Use of Force Report (UFR) Form 1, a provincial form that does not indicate the race, mental health status, or addictions of the involved party. There is also no incident number associated to this report that would link it back to a specific person. For these reasons, the Service would need to look at some other means of identifying the aforementioned characteristics of parties that have been involved in use of force incidents with officers.

I understand that the Service is involved in proposing changes to the form which could make capturing this information possible in the near future. The report from the Chief should include information pertaining to the collection and evaluation of this information, as well as any challenges associated with this area.

Conclusion:

Therefore, it is recommended that the Board:

1. Re-assert its support for the ongoing work of its Mental Health Sub-Committee;
2. Approve the establishment of a new committee to consider possible or identified disparities in services and outcomes for racialized persons and consider interventions to address any such disparities, with membership and terms of reference to be determined, and reported in a future public Board report;

3. Direct the Chief to establish a steering committee to oversee a pilot project in 14 and 51 Divisions where there would be more intensive community involvement, education, and training (keeping in mind resourcing) concerning interactions with people who have racial and/or mental health and/or addiction differences to determine whether this has a positive impact on reducing 'use of force' incidents, and name one Board member, at a minimum, to sit on the steering committee; and
4. Forward a copy of this report to the Chief Coroner.

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

November 6, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders, O.O.M.
Chief of Police

Subject: **F.O.C.U.S. Toronto and the Risk-Driven Tracking Database
– Agreement with the Ministry of Community Safety and
Correctional Services**

Recommendation:

It is recommended that the Board authorize the Chair to execute a Third Party Agency Agreement, which is Appendix "A" to an Agreement between the Ministry of Community Safety and Correctional Services (M.C.S.C.S.) and the City of Toronto.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background/Purpose:

Furthering Our Community by Uniting Services (F.O.C.U.S.) Toronto is an innovative Community Safety and Well-Being Initiative led by the Toronto Police Service-Divisional Policing Support Unit (T.P.S.), United Way Toronto and York Region (United Way) and the City of Toronto, Social Development, Finance and Administration (City of Toronto). F.O.C.U.S. Toronto aims to reduce crime, victimization and improve community resiliency and well-being. Through a multi-sectoral collaboration, individuals, families or groups in the four F.O.C.U.S. Toronto areas, who suffer from 'acutely elevated levels of risk', are offered immediate and integrated intervention from agencies that have the most appropriate technical and service capacities.

F.O.C.U.S. Toronto Situation Tables are located in the four geographic areas of Divisions: 14, 51, 42, and 23. There are 87 community service providers involved at the four Situation Tables that mobilize these efficient and timely interventions.

Acutely elevated levels of risk refers to any situation negatively affecting the health or safety of an individual, family, group or place, where agencies/organizations are permitted in legislation to share personal information in order to prevent imminent harm to an individual or others. The top four situations that come to the Situation Tables are; Mental Health, Addiction, Homelessness and Domestic Violence.

The T.P.S., United Way and the City of Toronto have mobilized leadership to create a steering committee that has guided the development of F.O.C.U.S. Toronto. Deputy Chief Peter Yuen represents the T.P.S. on the steering committee. Operationally, Divisional Policing Support Unit and F.O.C.U.S./C.V.E. Coordinator, Sergeant Brian Smith manages the F.O.C.U.S. partnerships, Police Co-Chairs, and works closely with Divisions 14, 51, 42 and 23.

Since its inception, F.O.C.U.S. Toronto has responded to 808 situations of acutely elevated levels of risk.

Date	FOCUS Rexdale	FOCUS North Scarborough	FOCUS Downtown East	FOCUS Downtown West	Total
2013	99				99
2014	103				103
2015	131				131
2016	156	75 (April – Dec)	33 (Oct – Dec)	24 (Oct – Dec)	288
2017 as of May 17	39	37	70	41	187

During all F.O.C.U.S. Toronto Situation Table meetings, there is a sharing of information in a process that is in line with the *Freedom of Information and Protection of Privacy Act*, the *Municipal Freedom of Information and Protection of Privacy Act*, and the *Personal Health Information Protection Act*, and endorsed by the Information Privacy Commissioner of Ontario, Brian Beamish. Further, this sharing of information is conducted within the framework published by the M.C.S.C.S.: *Guidance on Information Sharing in Multi-Sectoral Risk Intervention Models*.

Under strong governance, F.O.C.U.S. Toronto records some privacy protected and de-identified risk-related information to function effectively and fulfill its mandate. Since F.O.C.U.S. Toronto inception in 2013, this information has been recorded by F.O.C.U.S. Toronto and housed by F.O.C.U.S. Toronto. In May 2014, the M.C.S.C.S. initiated a

project to develop an electronic database called the Risk-driven Tracking Database (R.T.D.) to provide a standardized means of gathering de-identified information on situations of acutely elevated levels of risk for communities in the Province of Ontario implementing multi-sectoral risk intervention Situation Tables.

In late 2015, M.C.S.C.S. offered the R.T.D. free of charge to communities across Ontario that were engaged with Situation Tables. In 2016, F.O.C.U.S. Rexdale and F.O.C.U.S. North Scarborough Situation Tables began to use the R.T.D. to house this de-identified risk information. Previous information from these Situation Tables was migrated to the R.T.D. and discussions on a formalized agreement between the parties began.

M.C.S.C.S. created the R.T.D. to:

1. Support communities in their efforts to deliver effective, efficient risk-based interventions locally;
2. Protect privacy rights by collecting de-identified data in a consistent, disciplined way;
3. Identify prevalent risks, systemic issues and trends in crime and victimization, as well as potential solutions;
4. Utilize R.T.D. data to inform local and provincial decision-making and policy development; and,
5. Promote collaboration and risk-based approaches in order to support community safety and well-being planning.

The R.T.D. will assist F.O.C.U.S. Toronto by:

1. Standardizing a more comprehensive platform to analyze and evaluate the de-identified risk information being collected at the Situation Tables and key program areas to identify trends, gaps, operational/system level barriers and best practices in human service delivery systems for vulnerable and at-risk populations.
2. Aiding the advance of local Situation Table development, to further the mandate of Toronto's collaborative risk driven approach and to enhance the development of safety and well-being strategies in the City of Toronto.
3. Aid in the identification of reforms that will increase the capacity of the City of Toronto and its partners to respond effectively to complex health and safety risks involving vulnerable Torontonians, their homes or property, and their neighbours.

Discussion:

The R.T.D. is a robust and enhanced database that provides numerous benefits to F.O.C.U.S. Toronto. The M.C.S.C.S. is offering the R.T.D. free of charge to communities across Ontario that are engaged in these types of models. The R.T.D. is one tool that communities can use to collect de-identified risk-based information about local priority risks and evolving trends to help inform the community safety and well-being planning process.

City of Toronto will execute an agreement on behalf of the F.O.C.U.S. Toronto partners to use the R.T.D. for all of the F.O.C.U.S. Toronto Situation Tables.

The M.C.S.C.S. has requested that the City of Toronto enter into a Master Agreement, on behalf of the T.P.S. and the United Way, in order for the City of Toronto, the T.P.S. and the United Way to use and access the R.T.D. for all of the Situation Tables. Once City Council grants this authority to the City of Toronto, it will execute the Master Agreement and the T.P.S. and the United Way (as Recipients) will each execute a Third Party Agency Agreement, which is Appendix "A" to the Master Agreement.

The Agreement and Third Party Agency Agreement have been reviewed and approved as to form by the City Solicitor. The documents have also been reviewed and approved by T.P.S. Legal Services to ensure that legal and operational requirements of the Service are adequately protected. The Agreement and Third Party Agency Agreement are attached as Appendix "A".

The Third Party Agency Agreement contains the following indemnity clause:

Subject to the terms of this Third Party Agency Agreement, the rights and obligations of the Recipient under the Recipient's Agreement shall apply mutatis mutandis to the Third Party Agency and its designated authorized user(s) of the Ministry's R.T.D. Without limiting the foregoing, the Third Party Agency shall indemnify and hold harmless the Ministry and other Indemnified Parties (as defined in the Recipient's Agreement) in the same manner as the Recipient is obligated to do so under the Recipient's Agreement with respect to its own use of the Ministry's R.T.D.


Due to the requirement of indemnification in the Third Party Agency Agreement, the Board's authority is being sought to enter into the Third Party Agency Agreement and the T.P.S. will be bound by its terms and conditions and that of the Master Agreement

Conclusion:

The proposed Agreement with the Ministry of Community Safety and Correctional Services provides a convenient and comprehensive repository for the Furthering Our Communities Uniting Services (F.O.C.U.S.) Toronto de-identified risk data and provides numerous benefits to the City of Toronto, the United Way of Toronto and York Region and the T.P.S. The R.T.D. is an enhanced tool that F.O.C.U.S. Toronto can use to collect de-identified risk-based information about local priority risks and evolving trends to help inform the community safety and well-being planning process.

Deputy Chief Peter Yuen, Communities and Neighbourhoods Command, will be in attendance to respond to any questions the Board may have.

Respectfully submitted,


for Mark Saunders, O.O.M.
Chief of Police

DR:bs

APPENDIX "A"

To the Agreement between Her Majesty the Queen in right of Ontario as represented by the Minister of Community Safety and Correctional Services (the "Ministry") and City of Toronto (the "Recipient") for the use of the Ministry's Risk-driven Tracking Database (RTD) made effective as of May 1, 2016 (the "Recipient's Agreement")

THIRD PARTY AGENCY AGREEMENT

To the Ministry and the Recipient:

The Toronto Police Service Board (the "Third Party Agency") hereby acknowledges having been provided with a copy of the Recipient's Agreement governing the terms on which authorized users designated by the Recipient may use the Ministry's RTD.

In consideration of being granted access to use the Ministry's RTD in accordance with the terms below, the Third Party Agency agrees as follows:

1. The Third Party Agency acknowledges that it has agreed to participate with the Recipient in the multi-sectorial risk-intervention model as described in the Recipient's Agreement;
2. The Third Party Agency acknowledges that the Recipient's authorized users will act as a Business Lead and as the Research/Data Analyst of Focus Toronto, and that the Third Party Agency has or will designate one of its employees to act as the Chair as described in the Recipient's Agreement.
3. The Third Party Agency shall provide the Ministry and the Recipient with prior written notice of the contact information for its proposed designated Chair, and of any proposed change in such designated user to allow the Ministry to arrange for that user to be provided with access to the Ministry's RTD.
4. The Third Party Agency acknowledges that use of the Ministry's RTD by any of its proposed users shall be subject to prior written approval of the Recipient and the Ministry.
5. Subject to the terms of this Third Party Agency Agreement, the rights and obligations of the Recipient under the Recipient's Agreement shall apply *mutatis mutandis* to the Third Party Agency and its designated authorized user(s) of the Ministry's RTD. Without limiting the foregoing, the Third Party Agency shall indemnify and hold harmless the Ministry and other Indemnified Parties (as defined in the Recipient's Agreement) in the same manner as the Recipient is obligated to do so under the Recipient's Agreement with respect to its own use of the Ministry's RTD.
6. The Third Party Agency acknowledges that the Ministry shall own the RTD, and the Third Party Agency irrevocably assigns to and in favour of the Ministry, and waives all rights of integrity and moral rights in the RTD in accordance with the terms in Section 3.4 of the Recipient's Agreement.

7. The Third Party Agency access to the Ministry's RTD as authorized herein shall automatically end upon termination of the Recipient's Agreement, and may be terminated earlier at any time during the term of the Recipient's Agreement upon written notice to the Third Party Agency by the Ministry or the Recipient.
8. The Third Party Agency acknowledges that it is not a party to the Recipient's Agreement, and that any proposed changes to the terms of access to the Ministry's RTD would be subject to written agreement of the Ministry and the Recipient.
9. The contacts for the Third Party Agency, the Recipient and the Ministry respectively for the purposes of any notice given under this Third Party Agency Agreement are as follows:

For the Third Party Agency:

Name: Brian Smith
Sergeant, Divisional Policing Support Unit (Lead/Main Contact)
TSP Coordinator, FOCUS Toronto
Toronto Police Service
40 College Street
Toronto, ON M5G 2J3
Tele: 416-808-0145

Name:
Executive Director
Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3
Fax: 416-808-8082
Tele: 416-808-8080

For the Ministry:

Name: Claudia Tenuta (Business Lead)
Community Safety Analyst
External Relations Branch, Public Safety Division
25 Grosvenor St., 12th Floor
Toronto, ON M7A 2H3
Tele: 416-212-1888
Email: claudia.tenuta@ontario.ca

Name: Stephen Waldie (Project Sponsor)
Director, External Relations Branch
Public Safety Division
25 Grosvenor St., 12th Floor
Toronto, ON M7A 2H3
Tele: 416-325-3132
Email: stephen.waldie@ontario.ca

For the Recipient:

Name: Scott McKean (Business Lead – FOCUS Toronto)
Title: Manager, Community Safety and Well-being
Organization: City of Toronto
Address: City Hall, 100 Queen Street West,
Toronto, ON M5H 2N2

Tele: 416-392-0103
Email: smckean2@toronto.ca

Name:

Title:

Organization: City of Toronto

Address: City Hall, 100 Queen Street West,
Toronto, ON M5H 2N2

Tele:

Email:

10. General Provisions

- (a) **Independent Parties:** The Third Party Agency acknowledges that it is not an agent, joint venturer, partner or employee of the Ministry or the Recipient, and the Third Party Agency will not represent itself in any way that might be taken by a reasonable person to suggest that it is, or take any actions that could establish or imply such a relationship.
- (b) **No Assignment:** The Third Party Agency shall not assign any of its rights or obligations under this Third Party Agency Agreement without the prior written consent of the Ministry and the Recipient.
- (c) **Agreement Binding:** All rights and obligations under this Third Party Agency Agreement will extend to and be binding on the Third Party Agency's heirs, executors, administrators, successors and permitted assigns.
- (d) **Governing Law:** This Third Party Agency Agreement and the rights and obligations of the Third Party Agency hereunder will be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with this Third Party Agency Agreement will be conducted in the courts of Ontario, which will have exclusive jurisdiction over such proceedings.

By signing below, the Third Party Agency has approved the above terms on the date written above.

Toronto Police Services Board

Per: _____

Name: Andy Pringle

Title: Chair

Date: _____

I have authority to bind the Third Party Agency.

APPENDIX "B"

To the Agreement between Her Majesty the Queen in right of Ontario as represented by the Minister of Community Safety and Correctional Services (the "Ministry") and City of Toronto (the "Recipient") for the use of the Ministry's Risk-driven Tracking Database (RTD) made effective as of May 1, 2016 (the "Recipient's Agreement")

THIRD PARTY AGENCY AGREEMENT

To the Ministry and the Recipient:

The United Way Toronto and York Region (the "Third Party Agency") hereby acknowledges having been provided with a copy of the Recipient's Agreement governing the terms on which authorized users designated by the Recipient may use the Ministry's RTD.

In consideration of being granted access to use the Ministry's RTD in accordance with the terms below, the Third Party Agency agrees as follows:

1. The Third Party Agency acknowledges that it has agreed to participate with the Recipient in the multi-sectorial risk-intervention model as described in the Recipient's Agreement;
2. The Third Party Agency acknowledges that the Recipient's authorized users will act as Business Lead and as the Research/Data Analyst of Focus Toronto, and that the Third Party Agency has or will designate one of its employees to act as the Data Entry Clerk as described in the Recipient's Agreement.
3. The Third Party Agency shall provide the Ministry and the Recipient with prior written notice of the contact information for its proposed designated Data Entry Clerk, and of any proposed change in such designated user to allow the Ministry to arrange for that user to be provided with access to the Ministry's RTD.
4. The Third Party Agency acknowledges that use of the Ministry's RTD by any of its proposed users shall be subject to prior written approval of the Recipient and the Ministry.
5. Subject to the terms of this Third Party Agency Agreement, the rights and obligations of the Recipient under the Recipient's Agreement shall apply *mutatis mutandis* to the Third Party Agency and its designated authorized user(s) of the Ministry's RTD. Without limiting the foregoing, the Third Party Agency shall indemnify and hold harmless the Ministry and other Indemnified Parties (as defined in the Recipient's Agreement) in the same manner as the Recipient is obligated to do so under the Recipient's Agreement with respect to its own use of the Ministry's RTD.
6. The Third Party Agency acknowledges that the Ministry shall own the RTD, and the Third Party Agency irrevocably assigns to and in favour of the Ministry, and waives all rights of integrity and moral rights in the RTD in accordance with the terms in Section 3.4 of the Recipient's Agreement.

7. The Third Party Agency's access to the Ministry's RTD as authorized herein shall automatically end upon termination of the Recipient's Agreement, and may be terminated earlier at any time during the term of the Recipient's Agreement upon written notice to the Third Party Agency by the Ministry or the Recipient.
8. The Third Party Agency acknowledges that it is not a party to the Recipient's Agreement, and that any proposed changes to the terms of access to the Ministry's RTD would be subject to written agreement of the Ministry and the Recipient.
9. The contacts for the Third Party Agency, the Recipient and the Ministry respectively for the purposes of any notice given under this Third Party Agency Agreement are as follows:

For the Third Party Agency:

Name: United Way of Toronto and York Region

Title: Lead/Main Contact

Organization:

Address:

Tele:

Email:

Name:

Title: Manager/Director

Organization:

Address:

Tele:

Email:

For the Ministry:

Name: Claudia Tenuta (Business Lead)

Community Safety Analyst

External Relations Branch, Public Safety Division

25 Grosvenor St., 12th Floor

Toronto, ON M7A 2H3

Tele: 416-212-1888

Email: claudia.tenuta@ontario.ca

Name: Stephen Waldie (Project Sponsor)

Director, External Relations Branch

Public Safety Division

25 Grosvenor St., 12th Floor

Toronto, ON M7A 2H3

Tele: 416-325-3132

Email: stephen.waldie@ontario.ca

For the Recipient:

Name: Scott McKean (Business Lead – FOCUS Toronto)

Title: Manager, Community Safety and Well-being

Organization: City of Toronto

Address: City Hall, 100 Queen Street West,

Toronto, ON M5H 2N2

Tele: 416-392-0103

Email: smckean2@toronto.ca

Name:

Title:

Organization: City of Toronto

Address: City Hall, 100 Queen Street West,
Toronto, ON M5H 2N2

Tele:

Email:

10. General Provisions

- (a) **Independent Parties:** The Third Party Agency acknowledges that it is not an agent, joint venturer, partner or employee of the Ministry or the Recipient, and the Third Party Agency will not represent itself in any way that might be taken by a reasonable person to suggest that it is, or take any actions that could establish or imply such a relationship.
- (b) **No Assignment:** The Third Party Agency shall not assign any of its rights or obligations under this Third Party Agency Agreement without the prior written consent of the Ministry and the Recipient.
- (c) **Agreement Binding:** All rights and obligations under this Third Party Agency Agreement will extend to and be binding on the Third Party Agency's heirs, executors, administrators, successors and permitted assigns.
- (d) **Governing Law:** This Third Party Agency Agreement and the rights and obligations of the Third Party Agency hereunder will be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with this Third Party Agency Agreement will be conducted in the courts of Ontario, which will have exclusive jurisdiction over such proceedings.

By signing below, the Third Party Agency has approved the above terms on the date written above.

United Way Toronto and York Region

Per: _____

Name: _____

Title: _____

Date: _____

I have authority to bind the Third Party Agency.

Agreement

between

HER MAJESTY THE QUEEN in right of Ontario as
represented by the Minister of Community Safety and
Correctional Services (the “Ministry”)

and

City of Toronto (the “Recipient”)

for use of the Ministry’s

Risk-driven Tracking Database

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Background

- A. In May 2014, the Ministry initiated a project to develop an electronic database called the Risk-driven Tracking Database (RTD) to provide a standardized means of gathering de-identified information on situations of acutely elevated risk (as defined below) for communities in the Province of Ontario implementing multi-sectoral risk intervention models. Acutely elevated risk refers to any situation negatively affecting the health or safety of an individual, family, group or place, where agencies/organizations are permitted in legislation to share personal information in order to prevent imminent harm to an individual or others.
- B. Through the RTD, the Ministry aims to:
- support communities in their efforts to deliver effective, efficient risk-based interventions locally;
 - protect privacy rights by collecting de-identified data in a consistent, disciplined way;
 - identify prevalent risks, systemic issues and trends in crime and victimization, as well as potential solutions;
 - utilize RTD data to inform local and provincial decision-making and policy development; and
 - promote collaboration and risk-based approaches in order to support community safety and well-being planning.
- C. The Recipient, and any Third Party Agencies, wish to contribute data to the RTD, and use the RTD in connection with its operations;
- D. The Ministry agrees to allow the Recipient to use the RTD subject to the terms of this Agreement;

IN CONSIDERATION of the mutual covenants and agreements in this Agreement and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Ministry and the Recipient (the "Parties") agree as follows:

1.0 Purpose of this Agreement

This Agreement sets out the terms under which the Ministry will maintain and operate the RTD, as well as the terms under which the Recipient may access and use the RTD.

The Ministry has also worked with the Recipient to establish in this Agreement the terms on which the Ministry will provide application support (i.e., incident management process, including call logging, advice and guidance on use of the RTD, estimated response times and the escalation process to resolve incidents with the RTD) as further described in Section 4.0, and to generate report templates in the RTD as further described in Section 3.3.

2.0 Contacts for this Agreement

The following individuals are designated as the contacts for the Ministry and the Recipient respectively for the purposes of this Agreement and any notices required hereunder shall be delivered in writing to the applicable contact below:

For the Ministry:

Name: Claudia Tenuta (Business Lead)
Community Safety Analyst
External Relations Branch, Public Safety Division
25 Grosvenor St., 12th Floor
Toronto, ON M7A 2H3
Tele: 416-212-1888
Email: claudia.tenuta@ontario.ca

Name: Stephen Waldie
Director
External Relations Branch, Public Safety Division
25 Grosvenor St., 12th Floor
Toronto, ON M7A 2H3
Tele: 416-325-3132
Email: stephen.waldie@ontario.ca

For the Recipient:

Name: Scott McKean (Business Lead – FOCUS Toronto)
Title: Manager, Community Safety & Well-being
Organization: City of Toronto
Address: City Hall, 100 Queen Street West,
Toronto, ON M5H 2N2
Tele: 416-392-0103
Email: smckean2@toronto.ca

Name:
Title:
Organization: City of Toronto
Address: City Hall, 100 Queen Street West,
Toronto, ON M5H 2N2
Tele:
Email:

3.0 RTD Software and RTD Users

3.1 RTD Software Licenses

The Ministry is licensed to use the software in which the RTD was created and will be used. The Ministry, at its expense, shall be responsible for maintaining the RTD and procuring any new software licenses required to operate it.

3.2 Licenses to the Recipient's RTD Users

The Recipient may designate one authorized user from its organization to act as Chair at each of their four sites of the multi-sectoral risk intervention model, FOCUS Toronto, and up to a maximum of two additional authorized users of the RTD at each of their four sites which may be designated from the Recipient's organization or a third party agency ("Third Party Agency") to hold one of the following positions for the multi-sectoral risk intervention model:

- Data Entry Clerk;
- Business Lead; and
- Research/Data Analyst.

The Ministry will obtain up to three RTD user licences to allow a maximum of three Recipient authorized users to use the RTD software, at no cost to the Recipient. The Recipient and, if applicable, any Third Party Agency, at its expense, shall be responsible for obtaining and maintaining any computers or other technology (e.g., compatible version of Internet browsers) required in order to access the RTD from their own site.

If any of the above positions are held by any Third Party Agency users, the Recipient shall immediately notify the Ministry, and require that Third Party Agency to enter into an agreement in the form of the Third Party Agency Agreement attached hereto as Appendix A, or such other agreement as is acceptable to the Ministry, under which that Third Party Agency agrees to comply with the terms of this Agreement with respect to their access to and use of the Ministry's RTD. Upon request, the Recipient shall provide the Ministry with a copy of such agreement. The Recipient acknowledges that use of the Ministry's RTD by any Third Party Agency shall be subject to prior Ministry written approval. The Recipient shall require any such Third Party Agency to provide the Ministry with information on its designated authorized user(s) in order to allow the Ministry to provide such user(s) with access to the RTD.

The Ministry grants to the Recipient, for each of the Recipient's authorized users and any authorized Third Party Agency users, a royalty free, fully paid up right and license for the term of this Agreement to access the RTD in order to use and make copies of the *RTD Data* (references herein to *RTD Data* are as defined in Section 3.4) as required for its use by the Recipient and, where applicable, by any Third Party Agency, for their respective operational and policy planning purposes consistent with the applicable organization's mandate and in accordance with all applicable laws. For greater certainty, the Recipient shall not use, and shall ensure that any Third Party Agency it designates to have access to the RTD, does not use any RTD Data for any commercial purpose. The Recipient acknowledges that neither it nor any Third Party Agency will be provided with access to any RTD Data other than data entered into the RTD by the authorized users of the Recipient or Third Party Agency and that this license is limited to access by a maximum of three authorized users. Upon termination of this Agreement,

the Recipient and any Third Party Agency may continue to use and make copies of any RTD Data and reports it obtained under this Agreement subject to the above authorized uses but will no longer be provided access to the RTD.

3.3 RTD Data and Reports

The Ministry will define the type of information that may be added to the RTD by the Recipient and, if applicable, any Third Party Agency (i.e., through electronic data fields that will be populated by the Recipient and, if applicable, by a Third Party Agency) and will produce report templates in the RTD that the Recipient and if, applicable, any Third Party Agency can use to extract data and to produce reports in a variety of formats.

The Recipient shall ensure that only de-identified data is entered into the RTD and that any reports and any data extracted by the Recipient or by any Third Party Agency from the RTD (including RTD Data as defined in Section 3.4) are stored and secured using appropriate security safeguards, as described further in Section 10.1. At its sole risk, the Ministry may access and generate RTD Data. The Recipient and, as applicable, Third Party Agency, makes no representation or warranty regarding the accuracy and completeness of the information entered into the RTD. The Recipient shall notify the Ministry if it learns that inaccurate or incomplete information that may render the information unreliable may have been entered into the RTD, and shall take reasonable steps to correct the information in a timely manner. Where requested, the Ministry may assist the Recipient in correcting inaccurate data entered into the RTD by the Recipient or any Third Party Agency (e.g., correct inaccurate data entered into a discussion field) at the Ministry's sole expense. Additionally, if the Recipient discovers any issues with the functionality of the RTD, the Recipient shall notify the Ministry as soon as practicable. Further, if the Ministry notices any information entered by the Recipient or any Third Party Agency in the RTD that the Ministry believes may be inaccurate or incomplete information, the Ministry may contact the Recipient to allow the Recipient to take appropriate actions to rectify the issue.

3.4 Ministry Ownership of RTD Data and Intellectual Property

The Ministry shall own the RTD and all reports generated by the RTD (collectively, the "RTD Data"), whether in electronic form or otherwise. All copyright and other intellectual property rights in the RTD Data shall remain the sole property of Her Majesty the Queen in right of Ontario at all times. The Recipient irrevocably assigns to and in favour of the Ministry and the Ministry accepts every right, title and interest in and to RTD Data, immediately following the creation thereof, for all time and irrevocably waives in favour of the Ministry all rights of integrity and other moral rights to the RTD Data, immediately following the creation thereof, for all time. The Recipient shall cause any Third Party Agency to assign any right, title or interest the Third Party Agency may have in the RTD Data to the Ministry, and to waive all rights of integrity and other moral in the RTD Data as set forth above.

The Ministry grants to the Recipient and any Third Party Agency a license to access and use the RTD Data in accordance with the terms in Section 3.2.

The Recipient represents and warrants that the data it enters into the RTD shall not infringe or induce the infringement of any third-party intellectual property rights. Upon the Ministry's request, the Recipient and any Third Party Agency, shall execute any documentation reasonably required by the Ministry to protect the Ministry's intellectual property in the RTD Data, including any written assignment of copyright or waiver of moral rights in the RTD Data in a form acceptable to the Ministry. The Recipient shall ensure that any copyright notices on any

RTD Data are reproduced in any copies of such reports made by the Recipient or any Third Party Agency.

The rights and obligations in this Section shall survive the termination or expiry of this Agreement.

3.5 Reviews

At such times as determined by the Ministry, the parties will meet to review the services provided under this Agreement, the functionality of the RTD and effectiveness of its use, and any issues related to the collection and use of RTD Data.

3.6 Measuring

Service measures will be developed by the Ministry based on service level targets for the RTD. These targets are outlined in Table 1 in Section 4.1 below. The service measures will be monitored and reviewed on an on-going basis to determine whether targets are being met.

4.0 Service Processes

This section describes each service level of support for the RTD that is to be provided by the Ministry under this Agreement.

4.1 Service Level Management (SLM) Process

The goal for the SLM process is to maintain and improve the quality of business and technical service. This is done through monitoring and reporting upon business and service achievements to improve the level of service subject to Ministry business and cost considerations.

Table 1 below outlines the Ministry's service level standards for support of the RTD. The Ministry will log and track incidents involving the RTD as identified by the Recipient or any Third Party Agency. The Ministry RTD Resource listed below shall be the first point of contact for any RTD service request submitted by the Recipient or any Third Party Agency. The Ministry service targets outlined in Table 1 are estimated timelines for response.

Table 1

Service Element	Ministry Service Target	RTD Issue
Incident Management (RTD Support)	<p><u>Time to Resolve:</u></p> <p>Priority 1 – Service targeted to be completed in less than or equal to 4.5 hours.</p> <p>Priority 2 – Service targeted to be completed in less than or equal to 8 hours.</p> <p>Priority 3 – Service targeted to be completed in up to three business days.</p>	<p>Priority 1 – N/A – Used for applications that impact health and safety.</p> <p>Priority 2 (RTD Access) – Cannot access the database.</p> <p>Priority 3 (RTD Data Field Updates) – Adding data fields required for business functionality (e.g., new study flags, delete/edit records added in error, etc.).</p>
Service Requests	Priority 4 – Five business days (Ministry will escalate to OPS IT Service Desk).	Priority 4 (New User Accounts) – creation of new RTD user accounts.
Maintenance Releases	Estimated one to two maintenance releases per fiscal year.	Number of RTD design updates that will be made per fiscal year. Maintenance releases may include changes to business flows, updates to the design of the RTD application, report template changes, etc.

Service availability excludes all planned occasions where services levels will not be maintained. The Recipient and the Third Party Agency will be informed in advance of such planned occasions in order to ensure the least operational impact. The Ministry will provide as much notice as possible of any scheduled maintenance when the RTD will not be available for use by the Recipient or any Third Party Agency.

The Recipient and any Third Party Agency may contact the RTD resource listed below during the Ministry's support hours, also listed below, if any RTD user needs any support with the RTD:

RTD Resource	Business Hours/Days
<u>SafetyPlanning@Ontario.ca</u>	8:30 AM to 5:00 PM Monday to Friday, excluding statutory holidays and the civic holiday in Ontario.

The Ministry will not provide any support for the RTD outside of the above support hours.

4.2 RTD Incident Management

The primary goal of the Ministry is timely resolution of RTD incidents. The Recipient's or Third Party Agency's users having technical problems with hardware unrelated to the RTD application will be directed to call their local internal resources, rather than the Ministry, for resolving these types of issues. There may be situations that will require a cooperative effort between the user's local technical support and the Ministry's support resources to resolve the incident.

If at any time during this process the problem is determined to be related to the functioning of the RTD then the Recipient or any Third Party Agency may contact the Ministry for support and resolution. The Ministry will perform an initial triage to gather information on the problem, assess problem severity level, potential escalation procedures, and, in many cases, resolve the incident without escalation. If the Ministry is unable to resolve the issue at first instance, Ministry staff will contact the Ministry's Information Technology Services (ITS) to report a RTD related problem. The Ministry prioritizes all requests and assigns a severity level according to the impact of the problem to ensure the problem receives timely attention in accordance with the targeted response times in Table 1 of Section 4.1.

The Ministry and its ITS division will work together to resolve the incident with the co-operation of the Recipient or Third Party Agency, as applicable. The Ministry will maintain oversight of the incident until it is closed.

The Recipient's RTD users must follow these procedures for incident resolution:

1. The RTD user contacts its own local ITS.
2. The RTD user's local ITS will identify whether or not the incident involves a problem with the Recipient's or Third Party Agency's technology or network. If the incident is identified as being due to a problem with the Recipient's or Third Party Agency's technology or network, the RTD user's local ITS shall be responsible for resolving the incident. The Recipient's or Third Party Agency's local ITS will advise the RTD user if the incident is not a local issue and the RTD user may then call the Ministry for support.
3. The Ministry will assess the incident and advise the RTD user whether the incident is a result of a specific OPS network or infrastructure problem. If not, the Ministry will create a ticket for tracking purposes and perform support activities that include an initial triage to gather information on the problem to establish the priority level and where possible, to resolve the incident.

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4. If the Ministry cannot resolve the incident at first instance, support shall be provided by the Ministry's ITS division. This division shall be responsible for investigating the problem, identifying any required resources, developing a strategy for resolution, reporting status to the Ministry and resolving the incident where possible.
 5. The Ministry will also log and assess any requests by the Recipient for any changes to or enhancements to the RTD to determine whether the proposed changes or enhancements are feasible and whether the Ministry may wish to implement them taking into account their complexity, the cost of making such changes and the potential impact on other RTD users. The Ministry, in its discretion, will determine whether it will implement any of the requested changes or enhancements to the RTD, which, if agreed to by the Ministry, would be implemented through a maintenance release at a time determined by the Ministry.

5.0 Training

The Ministry will provide the Recipient with training and associated materials to assist the Recipient in using the RTD. If any authorized users of the RTD change during the term of this Agreement, the Recipient shall ensure that appropriate knowledge transfer occurs so that every user of the RTD has a sufficient level of understanding on how to use the RTD.

6.0 Term of Agreement

This Agreement shall be effective as of May 1, 2016 and shall remain in force unless and until it is terminated as set out in Section 7.0 of this Agreement forth herein or superseded by a revised agreement mutually agreed to in writing by the Recipient and the Ministry.

7.0 Termination

This Agreement may be terminated by either Party for convenience upon providing 60 days prior written notice to the other Party. Notwithstanding the foregoing, either Party may terminate this Agreement at any time upon notice to the other Party if the other Party (or in the case of the Recipient, any Third Party Agency) causes a breach of security or privacy as a result of its improper collection, use, disclosure or retention of information, or otherwise fails to comply with the terms of this Agreement. The Recipient acknowledges that the use of the Ministry's RTD by any Third Party Agency may be terminated by the Ministry or the Recipient at any time upon notice to that Third Party Agency.

8.0 Indemnities

8.1 No Indemnities by the Ministry

Despite anything else in this Agreement, any express or implied reference to the Ministry providing an indemnity or any other form of indebtedness or contingent liability that would directly or indirectly increase the indebtedness or contingent liabilities of Ontario, whether at the time of execution of this Agreement or at any time during the term of this Agreement, will be void and of no legal effect.

8.2 Supplier's Indemnity

The Recipient shall indemnify and hold harmless the Ministry, Her Majesty the Queen in right of Ontario, her Ministers, directors, officers, employees, appointees, advisors and agents (collectively, the "Indemnified Parties") from and against any and all liabilities, losses, costs, damages and expenses (including legal, expert and consulting fees), actions, claims, demands, lawsuits or other proceedings (collectively, "Proceedings"), by whomever made, sustained, incurred, brought or prosecuted, arising out of or in connection anything done or omitted to be done by the Recipient, or any of their respective subcontractors, directors, officers, agents, employees, partners, affiliates, volunteers or independent contractors in breach of their respective obligations under, or otherwise in connection with this Agreement. Notwithstanding the foregoing, the Recipient nor any Third Party Agency, shall be liable for any indirect or consequential damages or any damages arising from or relating to the Ministry's use or reliance upon the RTD Data.

8.3 Insurance

The Recipient and, if applicable, any Third Party Agency, are responsible for obtaining their own insurance and should carry all the necessary and appropriate insurance that a prudent person in the business of the Recipient or Third Party Agency would maintain including, but not limited to, commercial general liability insurance. Neither the Recipient nor any Third Party Agency is covered by the Province of Ontario's insurance program and no protection will be afforded to the Recipient or any Third Party Agency by the Government of Ontario for any claims that may arise out of this Agreement or any associated Third Party Agency Agreement.

8.4 Recipient Participation in Proceedings

The Recipient shall, at its expense, to the extent requested by the Ministry, participate in or conduct the defense of any Proceeding against any Indemnified Parties referred to herein and any negotiations for their settlement and shall cause any Third Party Agency to do the same. The Ministry may elect to participate in or conduct the defense of any such Proceeding by notifying the Recipient in writing of such election without prejudice to any other rights or remedies of the Ministry under the Contract, Agreement, at law or in equity. Each Party participating in the defense shall do so by actively participating with the other's counsel. The Recipient shall not enter into any settlement unless it has obtained the prior written approval of the Ministry, and shall ensure no such settlement is entered into by any Third Party Agency without the prior written approval of the Ministry. If the Recipient or Third Party Agency is requested by the Ministry to participate in or conduct the defense of any such Proceeding, the Ministry agrees to co-operate with and assist the Recipient or Third Party Agency to the fullest extent possible in the Proceedings and any related settlement negotiations. If the Ministry conducts the defense of any such Proceedings, the Recipient, and any Third Party, agrees to co-operate with and assist the Ministry to the fullest extent possible in the Proceedings and any related settlement negotiations, and shall require any Third Party Agency to do the same where required.

8.5 Survival

The rights and obligations in Sections 8.1, 8.2, 8.3 and 8.4 shall survive the termination of this Agreement.

9.0 Settlement of Disputes

In the event of a dispute about the interpretation of this Agreement or operational or other matters under this Agreement, the dispute may be referred to the respective Business Lead for the Ministry, the FOCUS Toronto Business Lead – Scott McKean Manager, Community Safety & Wellbeing, City of Toronto of the Recipient and if applicable, the Chairs, as designated by any Third Party Agency, who will make efforts to resolve the matter amicably. If these contacts cannot resolve the issue, the dispute may be escalated to the Director for the Ministry and to the Executive Director of Social Development Finance and Administration for the City of Toronto for the Recipient for resolution.

10.0 Confidentiality and Freedom of Information

10.1 Privacy and Security

The Recipient shall ensure that no identifiable personal information is entered into the RTD by the Recipient's users or any Third Party Agency users, including any "personal information" as defined under the *Freedom of Information and Protection of Privacy Act* (FIPPA) and the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA). All information entered into the RTD by the Recipient or any Third Party Agency shall be "de-identified", such that the identities of the individuals to whom the information stored in the RTD relates cannot be ascertained by the Ministry or by any unauthorized persons. The sex of the individual and the age group that the individual may fall under (e.g., Adult 18-24) may be entered into the RTD provided that no other information is included in the database that could connect this information with an identifiable individual.

The Ministry uses security safeguards to protect its networks from misuse, alteration, copying, disclosure, destruction, monitoring or unauthorized sharing of information and damage. The Ministry's safeguards include the use of security software and encryption protocols and involve physical, technical and procedural controls to protect information behind the government firewall. The Recipient shall ensure that any RTD information or reports stored on vulnerable devices, such as laptops computers, tablets, USB keys, memory sticks or flash drives, are encrypted.

Access to the RTD shall be password protected and the Recipient and any Third Party Agency shall be required to abide by user authentication processes and procedures developed by the Ministry. Only users with an RTD account provided by the Ministry will be granted pre-defined access rights. When Recipient or Third Party Agency users are no longer employed in a capacity that requires RTD access, the Recipient shall advise the Ministry and the account of the user will be terminated. The Ministry may terminate RTD user access at any time without notice to the Recipient or the Third Party Agency if the user fails to comply with the requirements in this Agreement or any other instructions of the Ministry regarding the authorized use of the RTD.

RTD Data (as defined in Section 3.4) will only be accessible to the Ministry and the Recipient and, if applicable, Third Party Agency. Despite the foregoing, the Recipient acknowledges that

the Ministry, may use RTD Data in any manner, including reproducing the data in any publication or otherwise making this data available publicly.

10.2 Freedom of Information Requests

The Recipient and the Ministry acknowledges that all records in the custody or control of the Ministry in connection with this Agreement are governed by FIPPA, and that this Agreement and the RTD records, including those created by the Recipient or any Third Party Agency under this Agreement, and information provided to the Recipient or any Third Party by the Ministry may be subject to disclosure under FIPPA, or by an order of a court or tribunal or pursuant to a legal proceeding. The parties acknowledge that either Party or any Third Party Agency may receive Freedom of Information (FOI) requests under FIPPA, MFIPPA or other applicable legislation relating to information collected in the RTD, or records generated from the RTD. If a Party receives such an FOI request, the Party shall promptly notify the other party. The Recipient shall require any Third Party Agency to promptly notify the Ministry of any such FOI request.

10.3 Confidentiality and Promotion Restrictions

Any publicity or publications related to this Agreement shall be at the sole discretion of the Ministry. The Ministry may, in its sole discretion, acknowledge the data provided by the Recipient or any Third Party Agency in any such publicity or publication. The Recipient shall not make use of its association with the Ministry without the prior written consent of the Ministry. Without limiting the generality of this Section, the Recipient shall not, among other things, at any time directly or indirectly communicate with the media in relation to this Agreement unless it has first obtained the express written authorization to do so by the Ministry. The Recipient shall ensure that any Third Party Agency also complies with these obligations.

10.4 Audit Rights

The Ministry, in its discretion, may at any time audit the use of the RTD by the Recipient or any Third Party Agency without notice to such user to determine whether the Recipient or Third Party Agency, as applicable, has been complying with the terms of this Agreement or the applicable Third Party Agency Agreement.

10.5 Record Retention

All RTD records, irrespective of format (i.e., electronic or paper records), held by the Ministry will be retained and disposed of in accordance with the Ministry of Government and Consumer Services *Corporate Policy on Record Keeping*, as amended from time to time. The retention requirement of records schedules will be applied in accordance with the *Archives and Recordkeeping Act, 2006*. As the Ministry owns the RTD, the Ministry is accountable for the management and disposal of all records in the RTD, and any records generated by the RTD in the custody of the Ministry.

The Recipient and any Third Party Agency shall be responsible for the management and disposal of all records each organization generates from the RTD for its own use that are in the Recipient's or the Third Party Agency's custody, in accordance with applicable record retention legislation and any applicable policies of the Recipient or Third Party Agency.

11.0 General Provisions

11.1 Severability

The invalidity or unenforceability of any provision of the Agreement will not affect the validity or enforceability of any other provision of the Agreement. Any invalid or unenforceable provision will be deemed to be severed.

11.2 Waiver

If a Party fails to comply with any term of the Agreement, that Party may only rely on a waiver of the other Party if the other Party has provided a written waiver provided by notice to the other Party's designated contact. Any waiver must refer to a specific failure to comply and will not have the effect of waiving any subsequent failures to comply.

11.3 Independent Parties

The Recipient acknowledges that it is nor any Third Party Agency is an agent, joint venturer, partner or employee of the Ministry, and the Recipient and any Third Party Agency will not represent itself in any way that might be taken by a reasonable person to suggest that it is, or take any actions that could establish or imply such a relationship.

11.4 No Assignment

The Recipient shall not assign any of its rights or obligations under the Agreement without the Ministry's prior written consent.

11.5 Agreement Binding

All rights and obligations in this Agreement will extend to and be binding on the Parties' respective heirs, executors, administrators, successors and permitted assigns.

11.6 Governing Law

The Agreement and the rights and obligations of the Parties hereunder will be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement will be conducted in the courts of Ontario, which will have exclusive jurisdiction over such proceedings.

11.7 Entire Agreement and Amendments

This Agreement, as may be amended hereunder, constitutes the entire agreement between the Parties with respect to the subject matter contained in this Agreement and supersedes all prior oral or written representations and agreements with respect thereto. This Agreement may be amended at any time by written agreement of the parties.

12.0 Approvals and Signatures

The undersigned approve the terms of this Agreement, and have executed this Agreement on the respective dates written below.

Agreed to by:

HER MAJESTY THE QUEEN in right of Ontario as
represented by the
Minister of Community Safety and Correctional
Services

Stephen Waldie
Director, External Relations Branch
Public Safety Division

City of Toronto

Date

Pursuant to delegated authority

Date

I have authority to bind the City of
Toronto



Toronto Police Services Board Report

November 22, 2017

To: Chair and Members
Toronto Police Services Board

From: Andy Pringle
Chair

Subject: School Resource Officer Program

Recommendation(s):

It is recommended that:

1. The study approved by the Board at its meeting on August 24, 2017 be discontinued and the approved expenditure cancelled,
2. The Chief of Police, in consultation with the Toronto Police Services Board, undertake discussions with the Toronto District School Board (TDSB), the Toronto District Catholic School Board (TDCSB) and other relevant stakeholders as to the best manner in which a safe, welcoming and inclusive culture can be achieved and the appropriate role, if any for the Toronto Police Service in achieving that objective; and,
3. The recommendations arising out of the discussions noted in recommendation No. 2, above, be reported to the Board, by the Chief at the Board's March 22, 2018 meeting.

Financial Implications:

No funds will be expended for the study; consequently, the Special Fund will not be reduced in the amount of \$80,000.

Background / Purpose:

The Board has been considering the issue of the School Resource Officer (SRO) program for several months. At its meeting of May 23, 2017, the Board requested the Chief to conduct a comprehensive review of the program, including consultation with community, student and educator stakeholders. (Min. No. P124/17 refers)

At its meeting of June 15, 2017, the Board, again, considered the issue, and approved a motion that, supplementary to the May decision, the Board appoint a Steering Committee, comprised of two Board members and the Chief of Police, to establish terms of reference and governing principles and to oversee and participate in the development of the report on the SRO program (Min. No. P138/17 refers).

At its meeting of August 24, 2017, the Board shifted its approach and approved a new review and evaluation of the SRO program to be carried out by Ryerson University within the framework and requirements set out in the associated Board report particularly as related to community consultation and review of available data and practices from other jurisdictions. (Min. No. P191/17 refers) The Board also approved an expenditure of \$80,000 from the Board's Special Fund to support this review.

At the same time the Board was engaged in reviewing the SRO program, the Toronto District School Board was also conducting its own review.

In a report dated November 15, 2017, the TDSB issued its assessment of the SRO program. The collected data revealed mixed feelings about the impact of the SRO Program. It should be noted that a majority of respondents overall had a generally positive impression of the program. However, of significant concern are the findings that indicate negative impact and potential harm experienced by students. The report included these recommendations:

That the School Resource Officer Program in the Toronto District School Board be discontinued; and

That staff continue to work in partnership with the Toronto Police Service (TPS) to maintain positive working relationships that will ensure a safe, welcoming and inclusive culture in every school.

Discussion:

Arising out of the recommendation of the TDSB to discontinue delivery of the SRO program in its schools and the accompanying recommendation which articulates the TDSB's desire to continue working in partnership with the Toronto Police Service to maintain a safe, welcoming and inclusive culture in every school, I am proposing that the Board discontinue the proposed study of the SRO program.

In the alternative, I recommend that the Chief, along with the Board enter into discussions with both the TDSB and the TDCSB in order to determine the best manner in which a safe, welcoming and inclusive culture can be achieved in Toronto schools and the appropriate role, if any for the Toronto Police Service in achieving that

objective.

Conclusion:

Therefore, it is recommended that:

1. The study approved by the Board at its meeting on August 24, 2017 be discontinued and the approved expenditure cancelled,
2. The Chief of Police, in consultation with the Toronto Police Services Board, undertake discussions with the Toronto District School Board (TDSB), the Toronto District Catholic School Board (TDCSB) and other relevant stakeholders as to the best manner in which a safe, welcoming and inclusive culture can be achieved and the appropriate role, if any for the Toronto Police Service in achieving that objective; and,
3. The recommendations arising out of the discussions noted in recommendation No. 2, above, be reported to the Board, by the Chief at the Board's March 22, 2018 meeting.

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

November 29, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: 2018 Vehicle Purchases

Recommendation:

It is recommended that the Board approve contract awards to General Motors Canada (for General Motors vehicles) and to Yonge-Steeles Ford (for Ford vehicles) for the purchase of marked and unmarked vehicles in 2018.

Financial Implications:

Funding of \$5.1 million (M) is included in the Toronto Police Service's (Service) approved 2017-2026 capital program (Min. No. P244/16 refers) for the purchase of vehicles from the Service's vehicle and equipment reserve (Reserve). The purchase of marked and unmarked vehicles from General Motors Canada and Yonge-Steeles Ford, based on current life-cycle replacement requirements, is estimated at \$3.9M, excluding taxes. The remaining \$1.2M cash flow requirement in the Reserve will be utilized to purchase other vehicle makes which individually will not exceed the \$500,000 threshold.

Background / Purpose:

In the past, as per Financial By-Law 147 (By-Law), the Service reported annually on all purchases exceeding \$500,000 which were made utilizing agreements created by members of the Police Cooperative Purchasing Group (P.C.P.G.), the City of Toronto or Ontario Shared Services.

Recently, Purchasing Services in conjunction with the City Solicitor have reviewed the By-Law, with the objective of updating and revising it, as necessary, for Board consideration and approval. In conducting this review, it was determined that the current By-Law does require Board approval each time the Service piggybacks onto an existing agreement with an anticipated overall value exceeding \$500,000.

Accordingly, the purpose of this report is to obtain Board approval for two contract awards for marked and unmarked Service vehicles.

Discussion:

The P.C.P.G. is a group comprised of representatives from various police services in Ontario. The Service is one of the founding agencies and a long-standing member of this collective purchasing group. On an annual basis, Canadian representatives of automotive manufacturers provide set pricing for members of the P.C.P.G. This pricing includes concessions not available from individual automotive dealers and is based on bulk vehicle purchases among members.

The Service is requesting that it use the P.C.P.G. based pricing for its marked and unmarked vehicles. Based on current pricing, it is anticipated that vehicles to be purchased from Yonge-Steeles Ford will total approximately \$3.2M and that vehicles to be purchased from General Motors Canada will total approximately \$0.7M.

All vehicle purchases are life-cycle replacements based on the current approved replacement policy.

In keeping with the By-Law, Purchasing Services will continue to provide details of vehicle purchases exceeding \$500,000 to the Board on an annual basis for its information.

Conclusion:

It is recommended that the Board approve the award of contracts to General Motors Canada and Yonge-Steeles Ford for the purchase of marked and unmarked vehicles for 2018, at an estimated cost of \$0.7M and \$3.2M respectively.

Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have concerning this report.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

cn/

2018 Vehicle Purchases



Toronto Police Services Board Report

December 5, 2017

To: Chair and Members
Toronto Police Services Board

From: Andy Pringle
Chair

Subject: Review of Bill 175, Safer Ontario Act, 2017

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial impacts arising from the recommendation contained within this report.

Discussion:

On November 2, 2017 the Province of Ontario introduced Bill 175: the Safer Ontario Act, 2017 in the Legislature. The Bill proposes both amended and new legislation under the Police Services Act, Police Oversight Act, Ontario Policing Discipline Tribunal Act, Ontario Special Investigations Unit Act, Coroners Act, Missing Persons Act and the Forensic Laboratories Act.

http://www.ontla.on.ca/web/bills/bills_detail.do?locale=en&Intranet=&BillID=5295

Bill 175 focuses on four main themes which include:

- Shifting to a collaborative approach to community safety and well-being planning;
- Enhancing police accountability to the public;
- Outlining police responsibilities and community safety service delivery; and,
- Ensuring sustainability of First Nations policing.

Although some of the provisions will come into force on the date the legislation receives Royal Assent, most of the legislative changes will come into force on a date to be

named by proclamation. The legislation can be proclaimed in force in whole or in part. We currently have no information as to the intended dates for proclamation.

The Bill was referred to the Standing Committee on Justice Policy on December 5, 2017. The Board could choose to provide oral or written deputations on the Bill at the Standing Committee.

Many of the provisions in the legislation will be supplemented by regulations, the details of which are unknown at the present time.

This report is not intended to be a complete summary of the Bill; rather the purpose is to set out proposed changes which may affect, or be of particular interest, to the Board.

1. Changes in terminology

There are many proposed changes in terminology in the legislation, but the following are some key new definitions:

- Boards have been re-named and the Toronto Police Services Board (TPSB) will now be called the Toronto Police **Service** Board. There may be costs associated with the name change.
- The Ontario Police Complaints Agency (OPCA) is the successor to the Office of the Independent Review Director (OIPRD).
- The Ontario Policing Discipline Tribunal (OPDT) is the successor to the Ontario Civilian Police Commission (OCPC). It is also referred to in this report as the Tribunal.

2. New focus on diversity in terms of policing and Board composition – Sections 10, 28, 29 and 33

There is a focus on diversity in terms of both policing and the composition of police service boards. This theme is referenced throughout the legislation.

The legislation states that police service boards shall provide adequate and effective policing "in accordance with the needs of the population in the area and having regard for the diversity of the population in the area."

Under the new legislation, the City of Toronto (the "City") must develop and approve a diversity plan for appointing TPSB members to "ensure that the members of the municipal board appointed by the council are representative of the diversity of the population in the municipality."

In appointing a new TPSB member, the City must take steps to promote the availability of the position to groups historically underrepresented on boards (including racialized and indigenous groups).

With respect to provincial appointments to police service boards, the Ministry is also required to promote the availability of the position to groups historically underrepresented on boards (including racialized and indigenous groups). The Ministry does not, however, have an obligation to prepare a diversity plan.

The appointing body must "consider" the results of police record checks on potential appointees before the person is appointed to the board. With respect to appointments to the TPSB by the City, this constitutes a change in practice because the City's processes do not currently require police record checks.

3. New options for providing adequate and effective policing in alternative ways -Sections 10-19

The legislation states that police boards are responsible for "adequate and effective" policing. This is primarily a technical change from the current legislation where the responsibility rests with municipalities.

"Adequate and effective policing" does not include the enforcement of municipal by-laws. Boards may provide other services, which could include enforcement of municipal by-laws, because police service boards may "exceed the standards for adequate and effective policing." This seems to align with the philosophy of the Transformational Task Force (TTF) and allows the police service to deliver only core functions, although a board may choose to do more.

Boards must use members of the police service, or persons acting under the direction of those members, to provide policing functions. It is not clear at this time what is encompassed by "persons acting under the direction of those members."

Police functions can be removed from a police service board's jurisdiction. If the regulations provide that a "prescribed policing provider"(PPP) shall provide a policing function, then the board cannot provide that function.

If the regulations provide that a policing function does not have to be provided by members of a police service, boards may enter into an agreement with another entity to provide that function.

Please note that boards cannot contract with a for-profit entity unless the policing function is identified in the list set out in the legislation which includes, for example, crime scene analysis and video surveillance. If the function is not listed, boards may only contract with a not-for-profit entity, which, theoretically, could include the municipality. The contents of an agreement with the entity providing the policing function are prescribed. For example, the entity must be subject to inspection by the Inspector General, discussed further below.

The TPSB and the City may enter into an agreement for the TPSB to provide policing that is not required as a component of "adequate and effective policing" or to provide "other specified services." The term "other specified services" is not defined in the

legislation, but, theoretically, could include, for example, lifeguarding or construction site monitoring.

A person, which would include the municipality, who causes a temporary increase in costs of policing by engaging in specified activities (e.g. a parade or festival), may be charged for the cost of that increase by the Board. There may be an agreement for cost recovery, but in the absence of such an agreement, the costs are calculated and recovered in accordance with the legislation.

In summary, the legislation contains alternatives and choices with respect to how to carry out policing functions and the use of alternative policing providers.

4. Board Governance – Sections 31, 35, 37, 38, 40-44

City Council is now being given a limited choice as to the preferred size of the Board. Boards can have either five, seven or nine members and the legislation sets out how each must be composed. Council must make that determination by the date specified in the legislation, failing which a board becomes five members by default.

Board members must complete mandatory training "with respect to human rights and systemic racism as well as any other prescribed training."

The duties and powers of police service boards now include a mandatory annual review of the chief's performance.

A police service board may terminate the employment of a member of the service for the purpose of reducing the size of the service. However, ministerial approval is required.

The TPSB's role in establishing policies and providing directions to the Chief is clearer and more prescriptive. There are some restrictions on the policy-making role of boards as well as a clarification of the long-standing operational/policy distinction between the board and chief contained in the current legislation. For example, boards cannot make policies with respect to specific investigations or operations. As well, a police service board may direct the chief, but not with respect to specific investigations or operations, or the "routine administration of the police service". Please note that "routine administration" is not defined.

The legislation requires the Board to make policies with respect to the "handling of discipline within the police service." This is a broadening and clarification of police service board powers.

Boards may delegate any of the board's powers, by by-law, to committees, or to such other persons as may be prescribed in the regulations.

There are much more rigorous procedural requirements for boards and committees, primarily focused on increased openness and transparency. The new requirements

align more closely with the Municipal Act and the City of Toronto Act, 2006 and will require changes to the TPSB's procedural by-law and meeting and committee processes.

5. Strategic Plans and Community Safety and Well-Being Plans

Boards must prepare a strategic plan at least once every four years. Currently O.Reg 3/99 requires the Board to prepare a business plan at least once every three years, so the Board already performs a similar function. The strategic plan must address the matters set out in the legislation, most of which are now included in the business plan. New matters include: how the Board will ensure the provisions of adequate and effective policing in accordance with the needs of the population of the area and interactions with youth, members of racialized groups, members of First Nation, Inuit and Metis communities and persons who appear to have a mental health condition. The consideration of these new matters may result in a need for additional TPSB resources.

Public consultation on the preparation of the plan continues to be required. There is a new requirement to consult band councils of any First Nation's in the boards' areas, as well as consultation with "groups representing diverse communities in the board's area". In preparing its strategic plan, the TPSB is required to consider the City's Community Safety and Well-Being Plan (CSWBP), discussed further below.

The Board must file an annual report with Council regarding police affairs, the achievement of strategic plan goals and the provision of policing as it relates to the CSWBP. The TPSB must also try to negotiate a protocol with Council regarding sharing of information, but regardless of whether a protocol is successfully negotiated, the Board must share information with Council relevant to the CSWBP or budgets.

Municipalities are required to prepare and adopt a CSWBP. These plans must identify risk factors to the community and identify strategies to reduce prioritized risk factors, in addition to other requirements. Municipalities must monitor, evaluate and report on the effect of the CSWBP.

The City is required to establish an advisory committee and the composition of that committee is set out in the legislation. Although the development of the CSWBP is a municipal responsibility, the Board must be represented on the committee and provide input into the Plan. This function will likely require additional Board resources and may have an impact on staffing and associated costs.

6. Budget

The new legislation continues the same structure for budgets and approvals, but if the TPSB and the City cannot agree, the matter is referred to arbitration rather than the OCPC.

More significantly, the legislation provides that during the arbitration, if the City can demonstrate that the TPSB could reasonably have entered into an agreement with

another entity to provide a policing function at a lower cost than set out in the budget, "...the arbitrator shall not find the budget insufficient to the extent of the amount that could have been saved".

There is little change to the provisions affecting the source of funds for the TPSB's Special Fund.

7. New Inspector General – Part V Sections 79-105

The legislation creates a new position of Inspector General of Policing (IG). The IG is appointed by the Lieutenant Governor in Council and has a broad role in overseeing the conduct of police service board members, as well as policing matters that do not involve professional misconduct by police officers. The IG has significant powers, including powers of inspection.

The IG's duties include monitoring police service boards to ensure compliance with the Act and regulations. Any person may make a complaint to the IG that a board member is not complying with the applicable code of conduct. The IG will consider complaints and investigate if there are grounds to believe there is non-compliance.

Any person may also make a complaint to the IG regarding the adequacy and effectiveness of policing, the failure of a board or police service to comply with the Act, the policies of a board or procedures established by the chief. Boards may be required to do a "first instance" review of complaints that relate to board policies or service procedures.

The IG may recommend that the Minister use a disciplinary power (i.e. reprimand, suspension).

8. Police officers and special constables – Part VII Sections 109-127

The legislation includes new educational criteria for appointments of police officers.

The probationary period of a police officer has been extended to eighteen months and the Chief may extend a police officer's probationary period by an additional six months if the officer consents to the extension. Boards are no longer required to approve probationary extensions or terminations.

The police service board shall accommodate the needs of a member of a police service who becomes incapable of performing essential duties as a result of a disability in accordance with the Ontario Human Rights Code.

The legislation sets out new criteria for special constable appointments. Boards can appoint a special constable if he or she is employed by the board or a "special constable employer," provided the special constable employer meets the prescribed qualifications. There are also new administrative requirements for a board in certifying

special constable appointments. This new process will require additional TPSB resources.

Current special constable appointments expire three years after the legislation comes into force, if they do not expire before that date.

A person needs to apply to the Minister to become an authorized special constable employer. There are various requirements imposed on special constable employers and special constables. Special constables are now subject to standards of professional misconduct, like police officers. Special constable employers must comply with any investigations conducted by the Complaints Director, the SIU Director or the Inspector General.

There are no transition provisions in the legislation for special constable employers who may have agreements with police service boards and who are employing special constables at the time the Act comes into force. There is potentially an issue if special constable appointments were to expire after the legislation comes into force but before that employer received authorization from the Ministry. The TPSB may decide to address this issue by way of submissions to the Standing Committee on Justice Policy.

9. Reporting professional misconduct – Part VIII Sections 129-136

This Part establishes the procedures for disclosing professional misconduct, including disclosure in certain circumstances. The right to disclose under this Part prevails over anything provided under any other Act or otherwise at law that would prohibit the disclosure.

The legislation contains protection from reprisals, commonly referred to as "whistle blower" protections, for the disclosure of professional misconduct.

The chief and the board shall "in prescribed circumstances" provide notice of professional misconduct to the Complaints Director (formerly the Director of the OIPRD).

10. Discipline and Dismissal – Part X Sections 140-153

Under the new legislation "internal complaints" are re-named "professional misconduct." Professional misconduct includes a failure to comply with the applicable code of professional conduct and other failures to comply with the Act or the Policing Oversight Act, 2017.

Chiefs of police and police service boards have a duty to report professional misconduct to the Complaints Director in prescribed circumstances.

This Part also sets out investigation provisions respecting conduct that constitutes professional misconduct, workplace misconduct or unsatisfactory work performance.

Chiefs of police and police service boards may impose disciplinary measures on police officers and chiefs and deputy chiefs respectively, for conduct that constitutes professional misconduct, workplace misconduct or unsatisfactory work performance. Disciplinary measures such as temporary suspensions, forfeiture of pay, reprimands, and direction to undergo counselling can be imposed directly by the chief or the board. The police officer may request a hearing before the OPDT to dispute the disciplinary measure. Hearings will no longer be conducted by a hearings officer appointed by the chief.

If the chief or the board determines that the appropriate disciplinary measure is to be demotion or termination, they must then apply to the OPDT to hold a hearing in the matter. The OPDT may order termination or demotion or impose any of the other disciplinary measures set out in the legislation.

The officer may be required to perform other duties during a period of suspension. Pay for the period of suspension shall be reduced by the amount earned from other employment.

Suspension without pay is now permitted in limited circumstances, "including convictions for an offence and sentencing to a term of imprisonment, judicial interim release that prevents the officer from performing the usual duties of a police officer and charges for certain serious offences as defined in the regulations."

"Delay applications," as set out in section 83(17) in the current Act, have been eliminated in the new legislation. This will remove the requirement for police service boards to deal with these applications.

11. Policing Oversight Act and Policing Discipline Tribunal Act

Part II of the new Policing Oversight Act, 2017 deals with the **Ontario** Special Investigations Unit (SIU). This is a name change.

The definition of "officials" who are subject to SIU oversight includes police officers, special constables, auxiliary members of a police services and any other person prescribed by regulation. Please note that the SIU's authority has been expanded to include oversight of special constables and former officials.

The power to investigate applies even if the official is no longer in the position that he or she occupied when the relevant incident occurred, and applies to incidents that occurred in the past. As well, the legislation clarifies the off-duty circumstances when an official's actions will be subject to SIU review.

The definition of serious injury has been clarified. The legislation also clarifies that if the seriousness of the injury cannot be initially determined, the chief must still report the incident to the SIU Director.

Part III deals with the Ontario Policing Complaints Agency (OPCA).

The Complaints Director has expanded authority to investigate in the absence of a complaint.

The legislation also introduces new provisions to empower both the SIU and the OPCA to initiate actions on their own if matters come to their attention and to co-operate with each other and keep each other informed of matters within their respective jurisdictions. As well, the legislation authorizes much greater transparency for the activities of the SIU and the OPCA by authorizing them to publish specified information about their handling of matters particularly when they consider it in the public interest to do so

12. Labour Relations

Part X of the Police Services Act, 2017 deals with labour relations. There are few changes to this part of the legislation and the Part essentially re-enacts the current legislative provisions.

Conclusion:

Board staff will continue to track Bill 175 as it moves through the legislative process. It is anticipated that the Standing Committee on Social Justice Policy will provide a schedule for consideration of the Bill shortly. Further updates and analysis of the legislation will be provided to the Board as necessary.

It is recommended that the Board receive this report.

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

November 30, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: The Supply and Delivery of Soft Body Armour and Accessories

Recommendation(s):

It is recommended that the Board:

- (1) approve the first of two one-year extensions with Pacific Safety Products for the supply and delivery of soft body armour and accessories to October 31, 2018;
- (2) authorize the Chief of Police to extend this contract for the final option year effective November 1, 2018 to October 31, 2019, provided the Chief of Police is satisfied with the company's performance under the contract.

Financial Implications:

The total cost including taxes for each extension year is \$897,500. Funds for this purpose are provided in the Service's annual operating budget. These estimates are based on current Toronto Police Service (Service) requirements. However, there is no contractual obligation to purchase any minimum quantities.

Background / Purpose:

In the past, in accordance with Purchasing By-Law 147 (By-Law 147), the Service has made purchases utilizing agreements created by a member of the Police Cooperative Purchasing Group (P.C.P.G.), the City of Toronto or Ontario Shared Services. Those purchases, which exceeded \$500,000, were reported to the Board on an annual basis. Board approval was not sought prior to entering into this type of agreement, as the requests for quotes were, in many cases, based on the estimated overall volumes of participating police services.

As part of a review of the current financial control By-law 147, Purchasing Services in conjunction with the City Solicitor, recently made the determination that Board approval is required when the Service piggybacks onto an existing agreement with an anticipated overall value exceeding \$500,000, even in the case of a P.C.P.G., City of Toronto or Ontario Shared Services agreement.

The By-law is in the process of being revised, which will result in recommended changes to this and other provisions for the Board's consideration and approval. However, until that happens, Board approval of these types of purchases is required, which is the purpose of this report.

Discussion:

Waterloo Police Service (Waterloo) issued Request for Proposal WRPSRFP-14-1 in 2014, resulting in a contract award to Pacific Safety Products for the supply and delivery of soft body armour and accessories. The Service required a vendor for the supply of these items and Purchasing Services confirmed that the Waterloo process included a valid piggyback clause, thereby allowing the Service to take advantage of the bulk purchasing pricing included within this agreement, and has been using this vendor since 2014.

Conclusion:

It is recommended that the Board approve the exercise of the first one-year extension with Pacific Safety Products for the supply and delivery of soft body armour for the period ending October 31, 2018, as well as the option to extend for a second one-year period ending October 31, 2019, at the Chief's discretion.

Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have concerning this report.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

File Name: The Supply and Delivery of Soft Body Armour and Accessories



Toronto Police Services Board Report

November 30, 2017

To: Chair and Members
Toronto Police Services Board

From: James Ramer
A/Chief of Police

Subject: Request for the use of “Support Our Troops” decal on Toronto Police Service (Service) vehicles

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board) approve the use of the “Support Our Troops” decal, as described in appendix ‘A’, for use on Service vehicles.

Financial Implications:

There are no financial implications related to the recommendation contained within this report. The Toronto Police Association has agreed to pay for and supply Service members with the decal to affix to Service vehicles, upon approval by the Board.

Background / Purpose:

On the November 16, 2017 Board meeting, the Board requested the Acting Chief of Police to prepare a report for consideration during the December 2017 meeting that included an image of the decal being requested for use on Service vehicles. This report is fulfilling that obligation and the image can be found in appendix ‘A’ of this report.

Discussion:

Currently, both Toronto Fire Services’ (T.F.S.) and Toronto Paramedic Services’ (Paramedics) have the option of offering visual support for Canadian Military troops by affixing a “Support Our Troops” decal to the side of their service vehicles, which some Fire Houses and most Paramedics have elected to do. At the June 19, 2007 City Council meeting, City Council voted unanimously to extend the use of the ‘Support Our Troops’ decal to T.F.S. and Paramedics (Min. No. M75/2007). On June 19, 2007, City Council adopted the following motion:

City Council move to extend the “Support Our Troops” campaign to show support for all military personnel and their families and for the safe return of our troops, and that the campaign also include the Toronto Police Service, if they wish.

Conclusion:

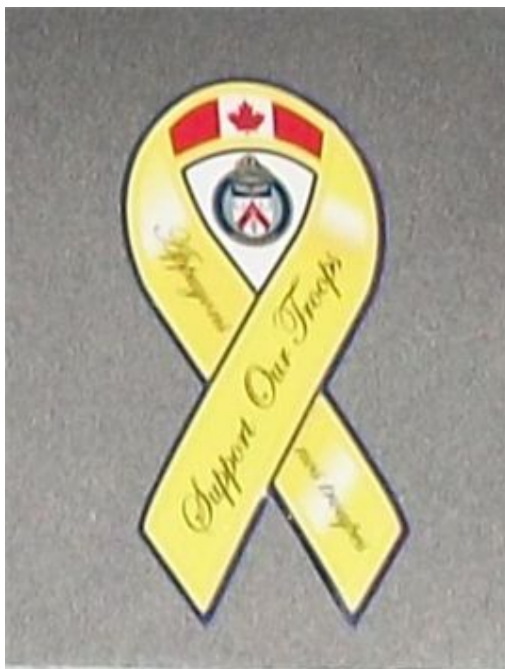
The Service is requesting that the Board approve the use of the “Support Our Troops” decal, as detailed in appendix ‘A’, on Service vehicles. As T.F.S. and Paramedics are currently displaying this decal on select service vehicles, and council in 2007 voted to extend that approval to the Toronto Police Service, if desired, the Service is seeking Board approval to be transparent in the Service’s decision to enter into this campaign.

Respectfully submitted,

James Ramer
A/Chief of Police

JM:rh

Appendix 'A'





Toronto Police Services Board Report

November 30, 2017

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Special Constable Appointment

Recommendation(s):

It is recommended that the Board approve the appointment of the individuals listed in this report as special constables for the Toronto Community Housing Corporation, subject to the approval of the Minister of Community Safety and Correctional Services.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report.

Background / Purpose:

Under Section 53 of the *Police Services Act of Ontario*, the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services. Pursuant to this authority, the Board now has agreements with the University of Toronto (U of T), Toronto Community Housing Corporation (T.C.H.C.) and Toronto Transit Commission (T.T.C.) governing the administration of special constables (Min. Nos. P571/94, P41/98 and P154/14 refer).

The Service has received a request from the Toronto Community Housing Corporation to appoint the following individuals as special constables:

Table 1 Name of Agency and Special Constable Applicant

Agency	Name
Toronto Community Housing Corporation	Purvi PARMAR (New Appointment)
Toronto Community Housing Corporation	Amir NOOR (New Appointment)
Toronto Community Housing Corporation	Robert Warren HOOK (Re- Appointment)

Discussion:

The special constables are appointed to enforce the *Criminal Code of Canada*, *Controlled Drugs and Substances Act*, *Trespass to Property Act*, *Liquor Licence Act* and *Mental Health Act* on their respective properties within the City of Toronto.

The agreements between the Board and each agency require that background investigations be conducted on all of the individuals who are being recommended for appointment or re-appointment as special constables. The Service's Employment Unit completed background investigations on these individuals and there is nothing on file to preclude them from being appointed as special constables for a five year term.

The Toronto Community Housing Corporation have advised the Service that the above individuals satisfy all of the appointment criteria as set out in their agreement with the Board. The agency's approved strength and current complement is indicated below:

Table 2 Name of Agency, Approved Strength and Current Number of Special Constables

Agency	Approved Strength	Current Complement
Toronto Community Housing Corporation	160	105

Conclusion:

The Toronto Police Service continues to work together in partnership with the agencies to identify individuals who may be appointed as special constables who will contribute positively to the safety and well-being of persons engaged in activities on T.T.C., T.C.H.C. and U of T properties within the City of Toronto.

Deputy Chief James Ramer, Specialized Operations Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Mark Saunders", is written over the printed name.

Mark Saunders, O.O.M.
Chief of Police

MS:ao

BoardReportTCHCDECEMBER2017.docx



Toronto Police Services Board Report

November 30, 2017

To: Chair and Members
Toronto Police Services Board

From: Andy Pringle
Chair

Subject: School Crossing Guards – 2018 and 2019 Hourly Wage Rates

Recommendation(s):

It is recommended that the Board receive the following report and approve the increases to the hourly wage rates of the School Crossing Guards effective January 1, 2018 and January 1, 2019.

Financial Implications:

The estimated cost to the Board of the salary increases is \$230,900 in 2018 and \$352,400 in 2019.

Background / Purpose:

The purpose of this report is to update the Board with respect to the compensation of School Crossing Guards as a result of amendments made to the *Employment Standards Act, 2000* ("ESA") by Bill 148, the *Fair Workplaces, Better Jobs Act, 2017* ("Bill 148"), and to recommend approval of hourly wage increases for School Crossing Guards effective January 1, 2018 and January 1, 2019.

Discussion:

On November 22, 2017, the Legislative Assembly of Ontario passed Bill 148. Amongst many other amendments to the *ESA*, Bill 148 increases the general minimum wage from \$11.89 to \$14.00 per hour on January 1, 2018, and to \$15.00 per hour on January 1, 2019.

As of November 24, 2017, the Service employs 769 School Crossing Guards. A review of the hourly rates for the School Crossing Guards determined that effective January 1,

2018, Steps 1 and 2 of the current wage grid for School Crossing Guards will fall below the statutory minimum wage in the newly amended *ESA*. In order to ensure legislative compliance, it is recommended that the Board increase Steps 1 and 2 to the minimum wage in 2018 and maintain Steps 3 and 4 and in 2019, increase all steps to the new \$15.00 minimum wage:

Step/Years of Service	Currently Hourly Rate	Recommended 2018 Hourly Rate	Recommended 2019 Hourly Rate
1/1 st year	\$11.90	\$14.00	\$15.00
2/2 nd year	\$13.01	\$14.00	\$15.00
3/3 rd year	\$14.13	\$14.13	\$15.00
4/20+ years	\$14.44	\$14.44	\$15.00

Conclusion:

In light of the foregoing, it is recommended that the Board receive this report and approve the required increases to the hourly wage rates of the School Crossing Guards effective January 1, 2018 and January 1, 2019.

I will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

Andy Pringle
Chair

Ministry of Government and
Consumer Services

Office of the Minister

6th Floor, Mowat Block
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Tel.: 416-212-2665
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NOV 21 2017

Mr. Andy Pringle
Chair
Toronto Police Services Board
40 College Street
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Ministère des Services
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aux consommateurs

Bureau de la ministre

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MGCS5986MC-2017-183

Dear Mr. Pringle:

Further to my May 2, 2017 letter, I would like to share with you an update on the work ServiceOntario is undertaking to review the Accessible Parking Permit (APP) program. ServiceOntario is meeting with a variety of stakeholders and will leverage the information they hear back to build solutions that address the needs of all legitimate permit holders, while at the same time safeguarding the integrity of the APP program. This work is part of ServiceOntario's ongoing commitment to service improvement and excellence.

As you know, ServiceOntario has already made a number of improvements to the APP program over the last couple of years. These changes were designed to reduce the incidence of permit abuse and misuse and we continue to work on program improvements.

Each municipality is responsible for establishing the by-laws that govern the local use of the APP and as a result, APP related by-laws are not consistent across the province. For example, some allow for free parking anywhere while others limit free parking to designated parking spots only.

Law enforcement mechanisms and law enforcement policies form a key part of the framework to help reduce misuse and abuse of the APP program, as are ServiceOntario and all municipalities. As we each play an important role and have a vested interest in ensuring the program is successful in supporting all the needs of legitimate APP holders, we would like to gain more insight into actions taken by the Toronto Police Services to this end. This may include, but will not be limited, to the effectiveness of the Toronto Police Service's enforcement mechanisms, and current and future plans to enhance enforcement work.

Furthermore, I understand that the City of Toronto is establishing an inter-divisional working group to discuss APP enforcement, and that the Toronto Police Services Board will be invited to participate. ServiceOntario is looking forward to engaging with this working group directly.

We feel that a critical success factor in our current APP review is to gain a deeper understanding of all our partners' challenges, concerns and recommendations for improvement.

We look forward to partnering with you to continue to provide an inclusive and resilient APP program.

Sincerely,

A handwritten signature in blue ink, reading "Tracy MacCharles". The signature is fluid and cursive, with the first name "Tracy" and last name "MacCharles" clearly legible.

Tracy MacCharles
Minister

C: His Worship John Tory, Mayor of Toronto
Councillor Kristyn Wong-Tam, Chair, Disability, Access and Inclusion Advisory
Committee, City of Toronto

Ministry of Government and
Consumer Services

Ministère des Services
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NOV 21 2017

MGCS5986MC-2017-183

His Worship John Tory
Mayor of Toronto
City Hall, 100 Queen Street West
2nd Floor
Toronto, ON M5H 2N2

Dear Mayor Tory,

Over the last two years, ServiceOntario has made a number of improvements to the accessible parking permit (APP) program. These changes were designed to reduce the incidence of permit abuse and misuse and we continue to work on program improvements.

ServiceOntario has begun a review of the APP program. ServiceOntario is meeting with a variety of stakeholders and will leverage the information they hear back to build solutions address the needs of all legitimate permit holders while at the same time safeguarding the integrity of the APP program. This work is part of ServiceOntario's ongoing commitment to service improvement and excellence.

Each municipality is responsible for establishing the by-laws that govern the local use of the APP and as a result, APP related by-laws are not consistent across the province. For example, some allow for free parking anywhere while others limit free parking to designated parking spots only.

Law enforcement mechanisms and law enforcement policies form a key part of the framework to help reduce misuse and abuse of the APP program, as are ServiceOntario and all municipalities. As we each play an important role and have a vested interest in ensuring the program is successful in supporting all the needs of legitimate APP holders, we would like to gain more insight into actions taken by the Toronto Police Services to this end. This may include, but will not be limited to, the effectiveness of the Toronto Police Service's enforcement mechanisms, and current and future plans to enhance enforcement work.

Furthermore, I understand that the City of Toronto is establishing an inter-divisional working group to discuss APP enforcement, and that the Toronto Police Services Board will be invited to participate. ServiceOntario is looking forward to engaging with this working group directly.

We feel that a critical success factor in our APP review is to gain a deeper understanding of our partners' challenges, concerns and recommendations for improvement.

We look forward to partnering with your office and the TPSB to continue to provide an inclusive and resilient APP program.

Sincerely,

A handwritten signature in dark ink, appearing to read "Tracy MacCharles", with a stylized flourish at the end.

Tracy MacCharles
Minister

C: Andy Pringle, Chair, Toronto Police Services Board
Councillor Kristyn Wong-Tam, Chair, Disability, Access and Inclusion Advisory
Committee, City of Toronto



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To: Toronto Police Services

FINAL REPORT re: AMPLIFY! project with 22 Division and Rathburn Area Youth (RAY)

Donation amount: \$12,000

CONTACT INFORMATION

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DESCRIPTION

Presented by Arts Etobicoke, *'AMPLIFY!: Tuning-in to the voices of marginalized youth through the arts'* is an arts education model that pairs trained artists with social service agencies to provide high quality, sustainable arts programming to youth who face homelessness, language barriers, poverty, isolation, discrimination, bullying and other challenges

AMPLIFY with 22 Division and RAY took place at Burnhamthorpe Collegiate Institute and included free arts education workshops designed to explore relationships between the youth and police and to meet other specific needs and goals of youth at RAY, such as job and life skills.

The project included the following:

- three workshop series led by professional artists/teachers
- a celebratory event at RAY to showcase artwork by youth
- a paid employment and mentorship opportunity for two youth

DETAILS – WORKSHOP SERIES

Workshop Series #1: RAY's Brave Voices

Artist/Teacher: Jermaine Henry (drama / music / spoken word) – assisted by Eric Asante of Henry's 'Spoke N Heard Collective'

Dates: October 20-November 24, 2016

This course used performance and freestyling, check-in questions and games to build a rapport with young people and encourage them to share their stories about policing. Each week, Henry invited guest artists to build a sense of community by talking, sharing skills and creating musical ideas with the youth.

Youth gradually built confidence thanks to the consistent presence of Henry and Asante, and began to write raps and perform and dance in front of the community. Themes of power, privilege, and policing were explored challenging participants to be authentic, honest and vulnerable about their experiences. Henry and Asante developed a final 5-minute video that included expressions from the youth about their experience of policing.

Workshop Series #2: Spray Paint Banner Project

Artist/Teacher: Errol Oduro

Dates: January 16 – February 27, 2017

The 6-week course included a hands-on introduction to spray paint techniques and methods as well as dialoging with youth around the meaning of RAY as a community space. Youth explored their identities and connections to RAY and how that could be reflected visually. Participants then collaborated on a banner to be installed in the main meeting space.

Workshop Series #3: Know What I Mean? A Community Zine Project

Artist / Teacher: Whitney French

Dates: April 4 – May 15, 2017

This accessible media arts project focused on creating a youth-led art- based zine (self published, cut and paste magazine) showcasing the stories, artwork and conversations of RAY youth as they explored themes specific to their neighbourhood. The series ended with a field trip to the Toronto Zine Library.

Details – Event and Employment Opportunity

Other elements of the program included a celebratory event at RAY showcasing youth artwork that was produced in the workshops. Approximately 30 youth attended the event. Two RAY participants were hired to participate in a video/photography mentorship opportunity in which they documented workshops and the celebratory event.

Impact on Youth

- 58 youth participated in the project
- Youth increased their editing knowledge using relevant software
- Youth had the opportunity to celebrate their achievements at a final event
- Youth could voice their experience and feelings about community and policing through artistic media – visual art, writing and spoken word
- Youth had opportunities to work with and learn from professional artists and collaborate respectfully with other youth on a video, zine and banner (teamwork)
- Youth gained paid employment

Program Highlight:

Jermaine Henry, Spoken Word Facilitator, described the impact of the programming on the youth:

At first the young people weren't comfortable with holding and speaking in the mic. Eventually they were able to share their stories and some of them even rapped about policing and other topics by the end. We saw their confidence rise as they would write raps and even dance in front of the community. Because of this sense of community, young people were more vocal about their own perspectives and stories about policing.



Photos left to right: Youth collaborated on a spray-paint banner project which was installed in the RAY space. The finished banner was presented at the final event on May 30, 2017