



Public Meeting

December 19, 2016

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

Public Meeting - Agenda

Auditorium
40 College Street, 2nd Floor
Toronto, Ontario
www.tpsb.ca

Monday,
December 19, 2016
at 1:00 PM

Opening of the Meeting

1. Declarations of Interest under the Municipal Conflict of Interest Act.
2. Confirmation of the Minutes from the meeting held on November 17, 2016.

Presentation

3. November 22, 2016 from Dorothy Cotton and Hamlin Grange, Co-Chairs, Mental Health External Advisory Committee
Re: [Report of the Mental Health External Advisory Committee to the Toronto Police Services Board](#)

Dr. Cotton and Mr. Grange will deliver a presentation to the Board with regard to this report.

4. The Just Think 1st Campaign

At its June 17, 2016 meeting, the Board approved \$99,000 from the Special Fund to cover the cost of the Just Think 1st Campaign. The Campaign is a social media, radio and community engagement campaign aimed at generating awareness and education about gun violence and high risk behaviour; it encourages thought processing; and promotes integrated conflict management techniques. Urban Rez Solutions partnered with the Toronto Police Service and community organizations to deliver this initiative.

Mr. Farley Flex and Mr. Roderick Brereton of Urban Rez Solutions will be in attendance to update the Board on this initiative.

For more information about this initiative click on this link or visit <http://www.justthink1st.com/>.

Reports Deferred from the November 17, 2016 Meeting

5. October 20, 2016 from Mark Saunders, Chief of Police
Re: Toronto Police Service Open Data

6. October 26, 2016 from Mark Saunders, Chief of Police
Re: Triennial Report: Skills Development and Learning Plan

7. November 01, 2016 from Mark Saunders, Chief of Police
Re: Vendor of Record for Medical Advisory Services – Additional Information

8. November 02, 2016 from Mark Saunders, Chief of Police
Re: Computer Aided Dispatch System Maintenance Agreement – Sole Source to Intergraph Canada Ltd.

Reports to be Received

9. November 23, 2016 from David Oraziotti, Minister of Community Safety and Correctional Services
Re: Re-Appointment to the Toronto Police Services Board – Dr. Dhun Noria

10. November 23, 2016 from Beverly Romeo-Beehler, Auditor General, City of Toronto
Re: Deferral of the Auditor General's Review of Level 3 and 4 Searches of Persons

11. November 11, 2016 from Andy Pringle, Chair
Re: Quarterly Report: Toronto Police Services Board Special Fund Unaudited Statement: July to September 2016

Reports to be Approved

12. November 16, 2016 from Brian Haley, Interim City Solicitor, City of Toronto – Legal Services Division
Re: [Inquest into the Death of Daniel Nickolas Clause – Verdict and Recommendations of the Jury](#)

13. November 14, 2016 from Mark Saunders, Chief of Police
Re: [Special Constables – Re-Appointment](#)

14. December 01, 2016 from Andy Pringle, Chair
Re: [City of Toronto Council Member Motion – Request for Monthly Maintenance of Canadian Flags](#)

15. October 19, 2016 from Andy Pringle, Chair
Re: [City of Toronto Council Recommendations – Road Safety Plan 2017-2021](#)

16. December 01, 2016 from Mark Saunders, Chief of Police
Re: [Vendor of Record for Acquisition and Maintenance of Networking Hardware, Software and Professional Services – OnX Enterprise Solutions](#)

17. December 01, 2016 from Mark Saunders, Chief of Police
Re: [Dry Cleaning, Pressing and Laundering Services Contract – One Year Extension](#)

18. December 01, 2016 from Mark Saunders, Chief of Police
Re: [Supply and Delivery of Uniform Patrol Jackets](#)

19. December 01, 2016 from Mark Saunders, Chief of Police
Re: [Retention of Transgender Subject Matter Expert](#)

Next Meeting

Date: Thursday, January 26, 2017

Time: 1:00 PM

Members of the Toronto Police Services Board

Andy Pringle, Chair

Chin Lee, Councillor & Vice-Chair

Shelley Carroll, Councillor & Member

Ken Jeffers, Member

Marie Moliner, Member

Dhun Noria, Member

John Tory, Mayor & Member

Declarations of interest under the *Municipal Conflict of Interest Act*.

Confirmation of the Minutes from the meeting held on November 17, 2016.

Mental Health External Advisory Committee

November 22, 2016

Andy Pringle, Chair
Toronto Police Services Board
40 College Street, 7th Floor
Toronto, ON M5G 2J3

Dear Chair Pringle,

On behalf of the Mental Health External Advisory Committee (MH EAC), we submit to you the attached ***Report of the Mental Health External Advisory Committee to the Toronto Police Services Board***. We would be happy to present the findings of the MH EAC to you at a future Board meeting.

Sincerely,

Dr. Dorothy Cotton and Mr. Hamlin Grange
Co-Chairs
Mental Health External Advisory Committee

***Report of the Mental Health External Advisory Committee
to the
Toronto Police Services Board***

November, 2016

Executive Summary:

In 2015, the Toronto Police Service (“TPS”) made just under 11,000 apprehensions under the *Mental Health Act*. These are, of course, only a small proportion of the total interactions that police had with people with mental illnesses, but that figure is sufficient to make clear the extent and importance of addressing the manner in which TPS officers interact with this population.

At its meeting of February 24, 2016, the Toronto Police Services Board (“the Board”) approved the establishment of the Mental Health External Advisory Committee (MH EAC), a committee comprised of 19 individuals considered to have expertise in areas related to the interface between police services and people with mental health related problems, including addictions. The MH EAC was envisioned to be a short-term committee that identified its mandate as one that seeks to answer the following question:

Are the programs and procedures that the Toronto Police Service has in place effective in maximizing the likelihood that interactions between police and people experiencing mental illness will be resolved safely/optimally (e.g. an assessment of outcomes)?

The MH EAC further noted that it views its role as that of providing judgment and guidance with respect to these issues and intends to offer recommendations for further development, where necessary and/or appropriate.

The MH EAC observed presentations by Toronto Police Service members who provide training; by TPS psychologists and by members of the outreach/joint response teams. The MH EAC also had the opportunity to review a variety of relevant documents, reports, standards and guidelines, and received some data, operational information and contextual information from Deputy Chief Mike Federico.

Given the time-limited mandate, the relative dearth of outcome data and the time-limited nature of the MH EAC itself, as well as in consideration of the many reports that have already been commissioned in this area, committee members did not believe they were in a position to draw conclusions about the efficacy of the TPS' initiatives. Rather, the MH EAC has identified areas of concern, and has provided to the Board a series of questions that the Board might want to address further. The three main areas identified by the MH EAC are:

1. Leadership and culture: How can the TPS ensure that the proper leadership is in place at all levels, that the messages of this leadership are heard, understood, acted on, and have an impact?
2. Use of Force: Given that training in use of force appears to take precedence over other training, how does the TPS ensure that it is not the preferred strategy in crisis situations and that the priority is, instead, placed on de-escalation?
3. Intersectionality: While training appears to cover a wide range of topics related to mental health and mental illness, how are issues related to the intersectionality of race, ethnicity, gender and other social identifiers addressed by the TPS?

A common concern across all of these areas was the lack of readily available data to determine whether the initiatives in place are actually having a meaningful and measureable effect. While the MH EAC identified measurement and the need for data collection as a concern in these three areas, it also noted that data is similarly unavailable for assessing real-life outcomes of the many comprehensive, expensive and time-consuming training initiatives that are currently in progress.

While the MH EAC notes that there are many initiatives in place, there is a lack of cohesion and integration, not only among these specific initiatives, but also linking these initiatives to other operational areas within the TPS. The TPS does not have a specific strategy in regard to people with mental health problems. Without a strategy, which includes a framework, and a clear statement of goals and desired outcomes, the collection of meaningful data is difficult.

For that reason, the MH EAC has made one global or comprehensive recommendation to the Board, in addition to the specific questions posed. That recommendation is:

The Toronto Police Service in consultation with the Board should develop, implement and measure the outcomes of a comprehensive Strategy for Addressing Interactions with People with Mental Health Problems.

Part I: Overview of the Process.

It should be noted that members of the MH EAC have stated that, even where they are affiliated with various organizations, the opinions they offer as committee members represent their personal opinions, and are not those of their respective organizations.

Establishment of Mental Health External Advisory Committee (MH EAC)

The Toronto Police Services Board, at its meeting of February 24, 2016, approved the establishment of the MH EAC (Min. No. P30/16 refers). The list of committee members is attached as “Appendix A.” At that time, as detailed in the Board report, the proposed mandate of this committee was “to independently assess and evaluate the work of the Toronto Police Service (TPS) and the Toronto Police Services Board in dealing with people experiencing mental illness, including the proactive strategy developed by the TPS with respect to this issue, and to subsequently make recommendations for improvement, where necessary, to the Board.” The report also stated that the proposed areas of review would include the following:

- Training
- Use of force options
- Community consultation and communications
- Mobile Crisis Intervention Teams (MCITs)
- Police partnerships with external agencies.

The MH EAC had its first meeting on May 2, 2016, when committee members went to the Toronto Police College for an “Observation Day,” consisting primarily of presentations by TPS members. Subsequent meetings of the MH EAC were held on May 16, June 14 and August 29, 2016, and focused on a refinement of the work plan and a determination of the areas of focus.

The agenda of the Observation Day included the following topics:

- Toronto Police Services Board and Board's Mental Health Sub-Committee
- Training presentations
 - 2016 In-Service Training Presentation
 - Negotiator Workshop
 - Judgment Training
 - Recruit Training
- Employment Unit
- Psychological Services
- Mental Health System and Toronto Police Service Partnerships
- Mobile Crisis Intervention Team
- Intersection of Race and Mental Health
- Professional Standards

The Observation Day also included a facilitated discussion where members of the MH EAC identified some follow-up questions arising from the presentations and detailed areas in which they would like additional information.

As part of its review, the Mental Health External Advisory Committee has considered or referenced a variety of documents, reports and publications. These are itemized in "Appendix B."

Mandate

In addition, at the May 16, 2016, meeting, the MH EAC discussed and refined its mandate as one that seeks to answer the following question:

Are the programs and procedures that the Toronto Police Service has in place effective in maximizing the likelihood that interactions between police and people experiencing mental illness will be resolved safely/optimally (e.g. an assessment of outcomes)?

The MH EAC further noted that it views its role as that of providing judgment and guidance with respect to these issues and intends to offer recommendations for further development, where necessary and/or appropriate.

At its meeting of May 16, 2016, the MH EAC agreed that Dr. Dorothy Cotton and Mr. Hamlin Grange would act as Co-Chairs.

Requests for Information from the Toronto Police Service

As part of its work, the MH EAC created a comprehensive list of questions in a number of areas to be posed to Deputy Chief Mike Federico, on behalf of the TPS. Deputy Chief Federico subsequently met with the MH EAC and provided context, some data, and operational information in regard to the questions posed by the MH EAC members.

Part 2: The Preliminary Analysis

Based on the information made available to the MH EAC, it was apparent that there have been many reports submitted, many recommendations made, a great deal of program development, increased committee linkages, and generally a significant amount of attention paid by the TPS to issues related to people with mental health problems (P/MHP).¹ The MH EAC noted the TPS'

¹ There is no general agreement about the most appropriate term or label for individuals whose needs are reflected in this report. A variety of descriptors have been used—people living with mental illness, P/MHP, emotionality disturbed persons and so forth. None are completely accurate and all present some problems. For convenience and clarity this report will use the phrase *people who appear to be experiencing mental health*

commitment to this area, as indicated in its *Mental Health Statement of Commitment*.² The MH EAC was exposed to a snapshot of the many different initiatives that the TPS has undertaken, particularly in regard to education and training. The focus on scenario-based learning appears consistent with contemporary models of adult education, and appears to be delivered by well-qualified instructors. There are clearly some active community linkages, both through formal joint-response initiatives, as well as through various forms of formal liaison with relevant committee groups. In terms of recruitment and selection, there are promising initiatives underway which are intended to increase the likelihood that future officers will be chosen with issues related to P/MHP in mind. The TPS appears to be working its way through the various relevant reports which have been previously identified, and appears to be responding to many of the suggestions made in these reports.

However, the MH EAC clearly expressed its intent not to produce a “coffee table book” of recommendations that would sit idle, nor was it comfortable either approving or criticizing any of the initiatives mentioned above. Similarly, members felt strongly that many of the more granular issues that need to be addressed have been identified already; it was not the intent of this Committee to repeat previously completed work.

In particular, the MH EAC would like to stress that it viewed its task as being a supplement or complement to the seminal report by Justice Frank Iacobucci, “Police Encounters with People in Crisis” (commonly referred to as the Iacobucci Report). We are in agreement with the findings of this report and believe that Justice Iacobucci’s comprehensive report provides far more detail

problems (P/MHP), since this is the identification that police would make based on behavioral observations. The phrase is intended to include people such as those known to have mental health problems and mental illnesses who may or may not be in crisis; people who are experiencing an emotional crisis who may or may not have a mental illness; and people with other related cognitive or behavioral problems such as an intellectual disability, dementia, autism, and fetal alcohol spectrum disorders. They may also have substance use problems and/or addictions. The key point is that these are people who either permanently or on a temporary basis are displaying behavioural indicators of difficulty with mood, cognition, thinking and reasoning, memory, or impulse control to the extent that their immediate state needs to be taken into consideration by police interacting with them.

² <https://www.torontopolice.on.ca/community/statementofcommitment.php>

and analysis of these issues, and should continue to be used as a primary reference going forward.

The MH EAC would also like to emphasize the fact that it is not in a position to evaluate the various TPS initiatives. The fact that a particular educational initiative exists does not mean that it works or that it has an impact on day-to-day behaviour of officers. To be clear, it may well be that these educational initiatives are extremely effective. However, the MH EAC did not have sufficient time or information available to it to make these kinds of evaluations. In some cases, the information may not exist; in other cases, collection and analysis of the information was beyond the scope and resources of the MH EAC. (Indeed, members of the MH EAC thought that a major funded research project would be necessary to generate the data required to draw these kinds of conclusions.)

The MH EAC also identified a number of areas that are closely related to the topic of interactions with P/MHP, but which are being addressed in other venues. These include, for example, issues related to the use of body-worn cameras, and the use of conducted energy weapons.

In essence, then, this report is intended to reflect the expert judgment and is not an evaluation of what the TPS and the Board are doing.

In fact, a major challenge that faced the MH EAC was the time-limited nature of the committee itself, and the absence of a clear mandate, funding or ongoing commitment for this committee. MH EAC members felt that, as noted, they were not able to provide the kind of systematic and in-depth analysis of issues that is warranted given the significance of the issues. MH EAC members, therefore, hope that the current report is another step in an ongoing analysis of these issues which have been ably addressed in the Iacobucci Report. Also, for clarity, this report does not address the subject of mental health in the workplace. While there is no doubt that there is some logical relationship between the mental health of TPS members and the way in which they interact with P/MHP, it is beyond the limited scope of this report to delve into these concerns, which, like some of the others mentioned earlier, are being addressed through other mechanisms.

Given these limitations, what contribution *can* the MH EAC make?

The MH EAC is fortunate to have within its ranks substantial expertise and knowledge in a wide range of areas related to policing, mental illness, and addictions. From the information available, in combination with its own internal expertise, the MH EAC wants to offer to the Board some broad direction for areas in which further development and investigation may be merited. Thus, the MH EAC is proposing questions and queries that the Board ought to pursue further. More specifically, rather than addressing the entire list of variables as identified in “Appendix C,” the MH EAC reached the consensus that there are three areas that are particularly pressing:

1. Leadership and culture: How can the TPS ensure that the proper leadership is in place at all levels, that the messages of this leadership are heard, understood, acted on and have an impact?
2. Use of Force: Given that training in use of force appears to take precedence over other training, how does the TPS ensure that it is not the preferred strategy in crisis situations and that the priority is, instead, placed on de-escalation?
3. Intersectionality: While training appears to cover a wide range of topics related to mental health and mental illness, how are issues related to the intersectionality of race, ethnicity, gender and other social identifiers addressed by the TPS?

One of the primary issues that affect the TPS’s ability to address these and other related issues appears to be the difficulty of data collection and management; this difficulty may well be, at least, in part, attributable to the reactive nature of data collection. While data can be elicited in many instances in response to specific individual questions (and is lacking in response to other specific questions), it does not appear that there is a global integrated framework for collecting and interpreting data which would address the fundamental questions related to:

- What works?
- Are things getting better?

With these two fundamental questions in mind, the remainder of this report will address the three specific areas identified above (leadership, use of force and intersectionality) as well as the broader issues of measurement and the need for a strategic approach.

Part 3: Leadership and Culture

The MH EAC had the opportunity to be briefed in regard to the many different types of training offered (and required) to help maximize the likelihood that officers will employ appropriate intervention skills, including de-escalation skills, in interactions with P/MHP. What was less obvious was how or whether these skills translated to behaviour “on the street,” and how leadership personnel at all levels are encouraged and/or monitored in regard to the use of these skills and knowledge.

Successful leadership in an organization such as the TPS demands specific acknowledgement of what is required and the skills to make it happen.

While leaders alone cannot make the organizational culture change, leaders and key influencers at all levels must be part of the solution. In the case of the TPS, this would include leadership from the Toronto Police Association, the Senior Officers’ Organization and the Board, along with supervisory officers at various levels throughout the organization. Leadership efforts will require sustained focus and a period of between five and seven years of constant attention along with reinforcement to address both values and conduct in the context of desired outcomes.

Throughout the process, leaders must provide the appropriate balance between strong, tough focus on the outcomes required and the support and empathy needed to assure people that their interests are being looked after. Leaders need the skill to know when to use which behaviours in order to move individuals through the change process. The ability to respond with the appropriate leadership style at the appropriate time is fundamental to success. Those leaders and influencers throughout the organization must know that they will be supported and that they will be held accountable when they do not show the leadership so important to overall success.

Leaders must also develop self-knowledge and skill-building in Emotional Intelligence.³ As Daniel Goleman (1998) puts it: “The most effective leaders are all alike in one crucial way: they all have a high degree of what has come to be known as emotional intelligence.” Successful leaders have people around them who can give them feedback and can provide strength in areas where they may be less strong.

Leaders in the TPS must also develop their level of intercultural competence; their ability to navigate cultural differences. P/MHP are part of a culture; they may share beliefs, behaviours and characteristics as do other cultures, yet each member of the culture is also unique and individual. Officers interacting with these individuals must develop the capability to shift their cultural perspective and change their behaviours when required in order to resolve conflicts. Intercultural development researchers have found that simply being exposed to cultural differences is not enough to develop an intercultural mindset. There needs to be a recognition of cultural differences and a positive attitude demonstrated towards them.⁴

But the term “culture” also refers to the organizational culture of the TPS. On the question of cultural change within the TPS, the Iacobucci Report is a good place to start. In his review, Justice Iacobucci commented on police culture, calling on the TPS to prepare a formal statement setting out the TPS commitments relating to P/MHP and, more broadly, relating to people experiencing mental health issues (Recommendation 5). The TPS has posted a Mental Health Statement of Commitment on its website. However, we would observe that, without a framework, a well-conceived strategy and an explicit call to action and measurement of results, Recommendation 5 may be quite meaningless.

“Culture eats strategy for lunch” is a remark loosely attributed to the renowned management consultant Peter F. Drucker. The same might be said about training. In other words, the culture of an organization can undermine verbal commitments, careful hiring practices and a robust

³ Emotional intelligence (EI) is the capacity of individuals to recognize their own, and other people's emotions, to discriminate between different feelings and label them appropriately, to use emotional information to guide thinking and behaviour, and to manage and/or adjust emotions to adapt to environments and achieve goals

⁴ Milton J. Bennett, Ph.D. suggests in “Intercultural Competence and Global Leadership” that leaders must experience cultural difference in increasingly complex and sophisticated ways through targeted training and other educational efforts.

training program. This may be the case when it comes to the way in which the TPS handles encounters with P/MHP. The training programs and hiring practices of the TPS seem to be well thought out and there is oral commitment to ensuring the wellbeing of P/MHP

Yet tragic incidents persist. Perhaps more attention needs to be focused on the culture of the TPS and greater accountability imposed for outcomes in this area.

Questions:

The MH EAC, therefore, suggests that the Board explore the following questions in regard to leadership and culture:

Leadership

1. How is leadership defined in the TPS?
2. Are leaders in the TPS visible at training in order to underscore its importance?
3. What leadership training is in place? For what levels of leadership?
4. Is intercultural competence development part of the training for all senior leaders? If so, what does that look like?
5. Is exemplary public service by police officers valued and rewarded; for example, in situations in which officers are dealing with P/MHP?
6. To what extent are officers given the authority to act independently?
7. Are initiatives in place for the TPS, the Toronto Police Association and the Senior Officers' Organization leadership to examine together joint leadership responsibilities to successfully address situations involving P/MHP?
8. Do leaders at all levels have the ability to review and identify both problem situations and problem employees and/or members with a view to improvement? Are these mechanisms used and are they effective?
9. Is there a framework and strategy in place at the senior level to specifically address leadership in the handling of P/MHP?
10. Has recommendation 5 from Justice Iacobucci's report been acted upon in the comprehensive way outlined in the report?

Culture

11. Is there a commitment across all levels of the organization to the preservation of the life of P/MHP and, if so, how is that articulated?
12. Are officers encouraged to connect with members of the mental health community (including consumer/survivors, professionals, and community organizations) and build relationships? How?
13. Is there a demonstrable commitment to de-escalation on the street as well as in training? If it is in place, are there consequences for not following that commitment?
14. Are police officers actively encouraged to assist P/MHP to connect with services in the community which can support them?
15. Are these officers commended for this behaviour? If so, in what way? (formally/informally)
16. Does acting in this way assist officers with their career development within the TPS?
17. Similarly, are officers encouraged to learn about healthcare and social services in their community and to engage with those services?

Part 4: Use of Force

While only a small proportion of incidents involving P/MHP involve use of force, there is no doubt that this continues to be an issue which influences the perception of both the public and the media in relation to the TPS and other police services. This, in turn, has a direct influence on the relationship between police and members of the mental health and addictions community (including most importantly, consumer/survivors, and the organizations representing them, but also mental health professionals and health care organizations). Justice Iacobucci devoted a chapter of his report to issues related to use of force and made recommendations which the TPS has considered. Themes include:

- TPS Use of Force procedures should be updated to reflect best practices
- Encouraging other verbal responses beyond the standard police challenge
- Emphasizing communication and de-escalation techniques as imperative in all stages of police response to crisis situations
- Improving reporting by the TPS Use of Force Review Committee
- Reviewing the role played by the Emergency Task Force (“ETF”) and appropriately resourced MCITs
- Reviewing front-line supervision and developing skills in verbal persuasion

Other police services have recently revised their use of force models. Justice Iacobucci noted that London, England has a lower rate of police shootings than Toronto, even though it is a much larger city and recommended that Toronto consider the mandatory debriefing approach employed by London.

The report by the Ontario Ombudsman entitled “A Matter of Life and Death,” published in July 2016, noted that more emphasis is placed on use of force training and testing than verbal problem-solving, even though the vast majority of police interactions are resolved through communication.

A key issue for the TPS is how the training on de-escalation can supplant a decision to use force. The training our group observed involved asking officers to use techniques to calm themselves and use calming words and gestures to de-escalate potentially violent situations. This may be occurring in most situations, but the MH EAC believes detailed examination of and reporting on use of force incidents can help the TPS determine whether de-escalation is being used appropriately and sufficiently. Given the limited numbers of use of force incidents involving P/MHP (158 in 2015), the MH EAC believes that the TPS should work with the mental health sector and researchers in this area to develop an approach to analyzing these incidents, identifying best practices and gaps in practice.

Questions:

The MH EAC therefore suggests that the Board explore the following questions in regard to use of force:

1. Has the TPS established a clearly stated goal of zero harm in interactions with P/MHP—and if not, why not?
2. Has the TPS reviewed its use of force and de-escalation training to ensure that it aligns with international best practices?
3. Is there an approach to analyzing all use of force incidents involving P/MHP to identify best practices and gaps which ensures that the TPS Use of Force Review Committee is sufficiently effective?
4. More specifically, under what conditions is a more extensive review of an officer or a situation conducted following a use of force incident?
5. Does the Chief of Police provide detailed and specific “lessons learned” in *Police Services Act* Section 11 reports to the Board when an incident involves a P/MHP?
6. Does the TPS issue an annual report on use of force incidents involving P/MHP which includes an analysis of best practices and gaps in performance?
7. Has the TPS implemented protocols for reporting and debriefing on use of force incidents such as those described by the Metropolitan Police Service in London, England?

Part 5: Intersectionality

The reality of the intersection of multiple aspects of social identities cannot and should not be dismissed in police encounters with members of the public. These intersections may include mental illness, addiction problems, gender, race, class and sexual orientation. Rather than acting independently of each other, they can relate to each other in creating a system that discriminates or oppresses individuals. Intersectionality should not be viewed as a stand-alone issue that the TPS must address but, rather, should be interwoven throughout the overall approach employed

by the TPS – including in the organization’s consideration of the Leadership and Organizational Culture and Use of Force issues described above.

The MH EAC noted that the TPS does not appear to have readily available data that addresses the issue of intersectionality, despite the fact that race-based data in use of force encounters can be retrieved.

The TPS (through Deputy Chief Federico) acknowledged that 800 members (uniformed and civilians) recently participated in a baseline assessment of intercultural competence within the organization. It should be noted, however, that this assessment, in and of itself, does not negate the potential value of targeted and specific training modules focusing on intersectionality for all officers. As far as the MH EAC knows, this type of training is not currently being offered at the Toronto Police College. Further, the most recent annual report about the use of conductive energy weapons (“CEWs”) provided to the Board offers limited disaggregated data, making it unclear as to exactly how P/MHP are being affected by the use of CEWs.

Questions:

The MH EAC therefore suggests that the Board explore the following questions in regard to intersectionality:

How is the issue of intersectionality addressed and monitored by or in the TPS:

1. Through specific targeted training;
2. Through integration into broader training initiatives;
3. Through systematic data collection, in particular, as it relates to use of force?

Part 5: The Broader Issue of Measurement

There are any number of classic adages to the effect that “what gets measured gets changed/gets done/gets attention.” A pervasive theme that was evident in reviewing all the reports and data provided to the MH EAC was that there was a deficit of data focussed on assessing the success of the TPS’ efforts to address issues related to interactions with P/MHP. Detailed data were

available in regard to a number of different outputs and "headcounts" related to education and training as well as counts of specific interactions between some subgroups of people with mental health problems and police. There are also more categorical data (perhaps more accurately identified as check list results rather than data per se) about the presence or absence of programs or initiatives to address specific concerns. For example, if one were to evaluate the TPS in order to determine whether it had initiatives in place which address all of the component parts of an adequate response, as outlined in "Appendix D," then it would appear that the TPS is addressing many of these criteria. Similarly, if one were to use the recommendations of reports such as Justice Iacobucci's report as a set of criteria, it is also apparent that the TPS has addressed, in some way or another, most of these recommendations. However, encouraging as these observations may be, they beg the fundamental question of the effectiveness of any of these strategies or programs.

There is a pervasive problem in policing, certainly not limited to the TPS or limited to the topic of interactions with P/MHP, wherein there is an overreliance on outputs and a deficit of measurement of outcomes. For example, if one of the overall goals of contemporary policing is to maximize public trust, it is significant that the mandatory statistics that police services collect do not include any items which actually address that specific goal (e.g. the level of public confidence). The mandatory data primarily refer to outputs: how many calls of various types occurred, response times, clearance rates, and the like. These are not outcomes.

Looking more specifically at our area of focus, we know that we have detailed data about how many people have received which types of training; about how many interactions have occurred between police and P/MHP in various categories. However, we have very limited data about intersectionality and the impact this may have on interactions between police officers and P/MHP.

We know what training has been created. We are aware that there are "early warning systems" in place to help identify officers who may be prone to display problem behaviour. We have been told that there are plans in place to alter selection criteria, particularly in terms of psychological

suitability, to reflect ongoing concerns. However, what is singularly lacking from this list is any sense of outcomes. Basically, to what end?

We have not become aware of a clear statement as to what operational outcomes are desirable, and how these outcomes are to be measured. In other words, while it is clear that many officers are receiving a great deal of training which appears to be carefully thought out, well-delivered and directly relevant to their daily work, the degree to which this training changes behaviour on the streets is less clear. We do not know (aside from officers' own self-report) whether officers benefit from training, which officers might show the greatest benefit, how these new skills are employed on the front lines, and whether they actually result in a decrease in use of force with the population in question.

But even these questions represent intermediate outcomes rather than outcomes per se. In part, this is attributable to the fact that there is not a clear statement of what the eventual outcome is meant to be. At the most simplistic level, a desired outcome would be that there are no deaths as a result of any interactions between police and P/MHP. Given the many thousands of interactions between police and people with mental health problems in Toronto every year, however, broader outcomes should also be defined. They may include (but are not limited to) such things as:

- decreased use of force overall in interactions with P/MHP;
- higher confidence ratings and greater public satisfaction in such interactions;
- decreased number of complaints from members of this community.

It is not the intent of this report to provide specific goals for the TPS. But the fact that they do not currently exist (or at least were not readily apparent to members of the MH EAC) is, perhaps, a reflection of the fact that the TPS does not have a specific strategy in regard to people with mental health problems. Without a strategy which includes a framework, and a clear statement of goals and desired outcomes, the collection of meaningful data is difficult.

Question:

The MH EAC therefore suggests that the Board explore the following question in regard to measurement:

- Does the TPS have clearly defined goals in relation to interactions with P/MHP, which are then systematically measured in terms of outcomes rather than outputs?

Part 7: A Mental Health Strategy

The TPS has, for many years, made use of specific strategies in high-profile high-risk areas—drugs, youth etc. However, until quite recently, most police services have not had specific strategies in place for interactions with P/MHP. That is not to say there have not been educational and training initiatives and specific intervention programs in place, but they have tended to be *ad hoc* rather than systematic and integrated across the organization.

While increased knowledge and education, in combination with add-on and focused programs, have arguably improved police response to P/MHP over time, there is no doubt that significant unaddressed problems remain. Most notably:

- There is a tendency for educational initiatives to address only a subgroup of diagnostic groups or problem types;
- Educational initiatives are also often isolated from other police learning; in particular, there is rarely integration with use of force training;
- Both education and response programs often do not reflect interactions with P/MHP in a wide variety of contexts; furthermore, such interactions sometimes co-occur in areas in which there may be other focused police programs or initiatives—such as homelessness, situations involving use of force, domestic violence, elder abuse, victim services, initiatives aimed at special populations such as youth, LGBTQ+ populations, specific community groups defined by either location or ethnic composition etc.;
- Education is often overly focused on knowledge acquisition as opposed to skill acquisition and generalization to usage in actual real-life situations;

- Much of the focus on police-based programs has been on ‘crisis intervention,’ yet many police interactions with P/MHP do not involve a crisis. Most stand-alone programs are not designed to provide a response to all police interactions with P/MHP; moreover, most interactions continue to be handled by first responders rather than specialized teams. In particular, there has been little in the way of developed responses to frequent users of police services; that is, the minority of P/MHP who make numerous demands on police services;
- Stand-alone programs also often fail to recognize that interactions with P/MHP might occur in almost any police context—whether it is a *Mental Health Act* apprehension, a traffic stop, a well-being check, or a situation in which a P/MHP is a victim or a witness.

As has already been noted, measurement of outcomes is problematic, not only at the global level as discussed above, but also at the specific program level. Many programs have lacked a clear statement of goals; this, consequently, makes rigorous evaluation and the determination of a successful outcome difficult. Is the goal to reduce injury? Reduce hospital wait times? Decrease the number of arrests? Improve relations with the mental health community? Increase referrals to other community agencies? Decrease the likelihood of re-involvement with police? Or all of the aforementioned?

These limitations point to the need for a broader strategic approach to interactions with P/MHP; that is, an approach based on a police agency’s mental health strategy which, in turn, is congruent with the police agency’s organizational strategy. To advance, enhance and embed this important area of policing in the way a police agency conducts business, police leaders need to take a strategic approach as opposed to only the tactical/program approach of the past; this will help ensure a planned integrated approach that will facilitate resource justification and acquisition as well as identifying the desired outcomes of these interactions in the best interest of P/MHP and the community in general.

At the core of a strategic approach is the establishment of a clear organizational strategy that is well communicated both internally and externally. Such a strategy is usually comprised of several components, including the agency’s mission, vision and corporate values, but also

includes identifying specific measurable outcomes and results. This is what guides strategic leadership and management and also enables the community to hold its police agency accountable for results.

A well-crafted mental health strategy, established in consultation and collaboration with the community and mental health stakeholders, makes the position and goal(s) of a police organization and its activities regarding interactions with P/MHP clear both externally as well as internally. That is, such a strategy is an important means of communication as well as a means of establishing and achieving objectives, as well as maintaining direction and commitment to achieve an integrated comprehensive approach and fulfill the agency's mission. Furthermore, the establishment of strategic outcome goals reflected in related programs enables the critical rigorous evaluations that, in large part, have been missing from a solely program-focused approach.

The goals and objectives, including desired outcomes, of the mental health strategy are achieved by means of the programs/tactics derived from, and linked to, the strategy. They are designed to satisfy goals of the mental health strategy and, thus, the strategic goals of the police service.

What should be included in a mental health strategy for a police organization? Although examples, even internationally, are few, one example from Australia is worthy of note. The review of the Office of Police Integrity in Victoria produced a report entitled *Policing People who appear to be Mentally Ill*, which is a comprehensive and clear strategy.⁵ Another recent well-constructed and articulated police mental health strategy is that of the Ontario Provincial Police, Ontario, Canada (Ontario Provincial Police, 2015)⁶. The Vancouver Police Department has also recently created such a strategy⁷.

Without being prescriptive or limiting the scope of a police organization's mental health strategy regarding interactions with P/MHP, arguably, such a strategy will address questions such as:

⁵http://www.parliament.vic.gov.au/file_uploads/Policing_people_who_appear_to_be_mentally_pyt8YbmN.pdf

⁶ <http://vancouver.ca/police/assets/pdf/reports-policies/mental-health-strategy.pdf>

1. What are the root causes (as opposed to the symptoms) of the problem that require attention?
2. How does the organization maximize the likelihood of positive outcomes of police interactions with P/MHP?
3. How does the organization ensure that the intended nature of police interactions with P/MHP reflects sensitivity to local issues including demographics and cultural factors, and their intersectionality?
4. How will the organization ensure that it will work effectively with the mental health and addictions system as well as other government and non-government agencies that are involved with P/MHP?
5. How does the organization incorporate both proactive and reactive police activities related to interactions with P/MHP?
6. How does the organization ensure that the opinions and knowledge of members of the mental health and addictions community are reflected in its activities?
7. How will the organization facilitate a change of police organizational attitudes and culture with regard to mental health and addiction problems?

It is not coincidental that the key areas identified by the MH EAC (leadership and culture, use of force, and intersectionality; and the need for proper data collection and measurement) are all reflected in the above list of component parts. Thus, while the bulk of this report includes a variety of questions that the TPS may want to address, the overarching recommendation is:

The Toronto Police Service, in consultation with the Board, should develop, implement and measure the outcomes of a comprehensive Strategy for Addressing Interactions with People with Mental Health Problems.

It is also important that TPS and the Board not wait until the mental health strategy is complete to review and take action on the questions we have raised. This can be done in parallel with the development of the strategy, and, indeed, some of the actions, such as specifying desired outcomes and measurement, will inform the strategy development.

Appendix A

MH EAC Membership
(listed alphabetically)

Jennifer Chambers – Empowerment Council

Pat Capponi - Co-Chair, Toronto Police Services Board Mental Health Subcommittee and
Lead Facilitator, Voices from the Streets

Dr. Dorothy Cotton – Psychologist, Kingston, Ontario

Marg Creal – Chair, Consent and Capacity Board

Fiona Crean - Ombudsman, Hydro One

Bill Currie - Deputy Commissioner OPP (retired)

Susan Davis - Executive Director, Gerstein Centre

Senator Art Eggleton

Susan Fitzpatrick - Chief Executive Officer Toronto Central LHIN

Dr. David S. Goldbloom - Senior Medical Advisor at CAMH, Professor of Psychiatry,
University of Toronto

Hamlin Grange – Diversity and Inclusion Strategist, President, DiversiPro Inc

Bruce Herridge - Director, Ontario Police College

Justice Frank Iacobucci - Senior Counsel, Tory’s LLP

Steve Lurie, Executive Director Canadian Mental Health Association – Toronto

Dr. David McKeown - Medical Officer of Health, Toronto Public Health (Retired)

Mr. Justice Ted Ormston - Ontario Court of Justice (Retired)

Susan Pigott - Chair, Ontario’s Mental Health and Addictions Leadership Advisory Council

Dr. Vicky Stergiopoulos - Psychiatrist in Chief, St. Michael's Hospital and scientist, Centre
for Research on Inner City Health (As of August 2016, Physician in Chief, CAMH)

Michael Taylor - Imam, Regional Chaplain, Correctional Services Canada

Hon. Michael Wilson - Chair, Canadian Mental Health Commission

Appendix B

Documents Considered or Referenced by the Mental Health External Advisory Committee

- *Contemporary Policing Guidelines for Working with the Mental Health System 2015* – Dr. Dorothy Cotton and Dr. Terry Coleman, Mental Health Commission of Canada
- *Police Encounters with People in Crisis (often referred to as “The Iacobucci Report”)*, An Independent Review Conducted by The Honourable Frank Iacobucci for Chief of Police William Blair, Toronto Police Service, July 2014
- *TEMPO: Police Interactions - A report towards improving interactions between police and people living with mental health problems*, August 20, 2014
- *The Incident Decision Tree: Guidelines for Action Following Patient Safety Incidents*, National Health Service, February 1, 2004
- *OPP Mental Health Strategy: Our People, Our Communities*, OPP Review Spring/Summer 2016
- Annual Report: 2015 Training Programs, Toronto Police Service report to the Toronto Police Services Board, Min. No. P145/16 refers.
- *A Matter of Life and Death*, Ombudsman Report, June, 2016
- *Vancouver Police Mental Health Strategy*, Vancouver Policing Department, July 8, 2016

Appendix C

Assessing Police Response to People with Mental Illnesses:

A Template for Review

Are the programs and procedures that the Toronto Police Service has in place effective in maximizing the likelihood that interactions between police and people with mental illnesses will be resolved safely/optimally?

1. Training:

- a. A focus on anti-stigma education to challenge the attitudinal barriers that lead to discriminatory action;
- b. The de-escalation/defusing of interactions with people with mental illness (P/MHP) by means of effective verbal and non-verbal communications;
- c. Ethical decision-making, human rights protection and social responsibility;
- d. Content and factual training to reflect recommendation #2 in the TEMPO report;
- e. Education and training is specific to the nature of different positions (e.g. different for mentors, supervisory personnel, communications personnel, etc.);
- f. Training includes people with lived experience;
- g. Training involve mental health professionals in design and delivery; and
- h. Issues related to P/MHP should be integrated into use of force training

2. Leadership:

- a. Strong and visible presence and support of the Chief of Police and other senior management personnel that indicates the importance of this aspect of police work;
- b. Leadership and organizational mission/philosophy reflects that the sanctity of human life should be at the heart of everything an agency does;
- c. Through consultation and collaboration externally, as well as internally, the establishment of a mental health strategy for the police agency;

- d. Strategic and operational leadership by personnel with a high level of operational credibility;
- e. Adequate and secure funding for relevant programs/initiatives;
- f. No tolerance of stigmatizing language and attitudes within the organization, including in policies and procedures; and
- g. Organizational participation in public and high-profile activities such as Mental Health Awareness Week and activities supportive of mental health causes;

3. Inclusion of P/MHP in organizational activities

- a. Police organizations should ensure that their personnel have the opportunity to meet with and talk to people with mental illnesses and other mental health problems in a variety of contexts. These might include:
 - i. their inclusion in the design and delivery of all levels of mental health education and training;
 - ii. the creation of an advisory committee or task force comprised of P/MHP; and
 - iii. the creation of opportunities for police employees to visit mental health agencies and/or shadow mental health professionals.

4. Intersectionality

- a. Incorporation of cultural/intercultural competence in existing training for all officers;
- b. Ongoing intercultural competence development for all officers; and
- c. The need for specific data and analysis reflecting intersectionality.

5. Presence of a variety of response categories

- a. Primary and crisis response--usually police first responders alone, although sometimes in company with a mental health professional;
- b. Secondary response--often a joint police and mental health professional response to support first responders and/or subsequent follow up with P/MHP;
- c. Case management--usually a multi-agency follow-up response to situations that involve P/MHP that have had repeated or frequent interactions with police;

- d. Support to witnesses and victims who are P/MHP.

6. Community linkages

- a. Police participation on regional planning and liaison committees related P/MHP;
- b. Police membership on boards of agencies and associations related to mental illness such as the Canadian Mental Health Association, the Schizophrenia Society, the Alzheimer Society, the Mood Disorders Association, the Autism Society, or the Association for Community Living;
- c. Formal memoranda of understanding or similar agreements with local mental health agencies to facilitate information exchange, and to provide access to the mental health system for P/MHP other than the hospital emergency department;
- d. The establishment of a police advisory committee that includes a range of mental health agencies and organizations comprised of and/or representing P/MHP;
- e. An in-house advisory committee involving a variety of mental health services and P/MHP to assist in issue identification and planning;
- f. The identification of a readily identifiable person or work unit within the police organization with whom mental health agencies and professionals can communicate and consult as needed.

7. Initial contact procedures:

- a. Education and training for those who are likely to receive and direct such calls so that they are able to accurately identify P/MHP and relay helpful information to police responders;
- b. Clear procedures including decision-tree-type models for allocating and assigning responses to calls for service;
- c. A template or procedure for obtaining information about the P/MHP from the caller (whether it is the P/MHP or someone else) including the nature of the apparent mental health problem, the name of community supports, families and previously involved agencies;
- d. The availability of consultation, for example, for call takers with mental health professionals;

- e. A method for accurately flagging and providing information about P/MHP within the police organization's record management system; and
 - f. The ready availability of resource materials and mental health agency contact information
8. Availability of mental health consultation
- a. Availability of a joint mobile response team which includes mental health personnel;
 - b. Employment by the police organization of one or more mental health professionals who are available to provide advice and consultation as needed; and
 - c. Agreements with local mental health agencies that will provide prompt case-by-case advice as required by telephone or in person.
9. Hospital Emergency Department Agreements---agreement with their hospital emergency department (ED) that will identify issues and solutions such as:
- a. How police and ED personnel will exchange information, including use of standardized rating scales and symptom measures for communication purposes;
 - b. How and at what point the ED staff will assume custody of P/MHP who are brought to the ED by police;
 - c. For the purposes of minimizing the negative effect of stigma, the availability of a private space for P/MHP who are waiting with police;
 - d. A formal agreement about processes which will help to minimize waiting times for P/MHP and the police who are accompanying them; these might include a prioritization of P/MHP when they come to the ED, or a method for giving the ED advance notification that they will be arriving with a P/MHP; or other methods; and
 - e. A pre-screening mechanism and an alternative mental health destination to minimize the likelihood that police will bring P/MHP to the ED who are not likely to be admitted or treated at the ED.

10. Human resource issues:

- a. Initial recruitment and selection criteria reflect the fact that primary response includes significant interactions with P/MHP and/or completion of MH First Aid or equivalent training;
- b. Performance appraisals reflect the skills and knowledge of officers in this area;
- c. Supervisory personnel recognize and reflect appropriate understanding and behavior in situations involving P/MHP; and
- d. “Early warning systems” exist to identify officers who face challenges in this area

11. Use of Force training: should be consistent with PERF’s 30 Guiding Principles.

12. Changing culture:

- a. Need for a focus on the mental health of officers, as this will affect the perception of stigma, assumptions about people with mental illness, and officers’ abilities to carry out their duties; and
- b. Develop means by which excelling in the area of interactions with people with mental illnesses becomes a valued activity, a promotion criteria, etc. within the organization.

13. Measurement and evaluation: need to develop and measure real life outcomes and trends over time

- a. Monitor use of force with this population;
- b. Consider consumer satisfaction surveys with this population;
- c. Ensure that data collected can be broken down into useable components; and
- d. Move away from self-report/officer satisfaction evaluation to actual evaluation of outcomes.



Toronto Police Services Board Report

October 20, 2016

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: TORONTO POLICE SERVICE OPEN DATA

Recommendation(s):

It is recommended that the Toronto Police Services Board (“the Board”) receive this report.

Financial Implications:

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

Background / Purpose:

On August 18, 2016, the Board received the July 27, 2016 report from Chief Mark Saunders (Min. No. P191 refers), in response to the motion that was approved at the April 20, 2016 meeting (Min. No. P77 refers), regarding open data. The Board referred the report back to the Chief to give further specific consideration to:

- Question of not creating stand-alone TPS open data portal
- Other requests for open data releases contained in the deputation of Councillor Ainslie and other deputants on August 18th, 2016
- Establishment of further deadlines for the progress and availability of data sets
- Releases made available and other standards set by police services in other Canadian cities

Discussion:

The Toronto Police Service understands the strategic value of information and the benefits of public access to open data. The recommendations from Councillor Ainslie and other stakeholders have been incorporated as we develop the Toronto Police Service Open Data Strategy.

The Toronto Police Service Open Data Strategy is being developed as part of the recommendations made by the Transformational Task Force in “The Way Forward: Modernizing Community Safety in Toronto Interim Report”. Specifically, Recommendation 17 outlines the establishment of a Toronto Police Service Open Data Portal, with a goal to provide accessible and transparent information. The Toronto Police Service Open Data Portal will facilitate the ongoing release of open data, which we expect will foster a collaborative understanding of policing in Toronto, improve transparency and contribute to planning activities within the City of Toronto.

When released, the Open Data Strategy will serve as a guide towards the establishment of a continuous release of information for public use.

The Toronto Police Service will release datasets of high value including, but not limited to, reported crime, calls for service, traffic collisions, budget information, and applicable released FOI requests. When considering datasets for public use, the Toronto Police Service considers privacy and data quality to be of utmost importance. The Service will continue to ensure compliance with information and privacy legislation related to the release of any data and will continue to work with the Information and Privacy Commissioner of Ontario, internal Toronto Police Service stakeholders and external stakeholders to assess privacy impacts and the applicability of datasets prior to release.

We look forward to leveraging existing partnerships and developing new partnership opportunities with the public, academia and other stakeholders, to encourage the use of our open data and promote the cooperative development of innovative solutions related to public safety in Toronto.

In terms of content, accessibility, timeliness of release, and user interactivity, the Toronto Police Service Open Data Portal and respective data releases will be aligned with or exceed the standards set by other police services across Canada.

The Transformational Task Force continues to consult with community members on all of the current recommendations, and will release a final report in January 2017. The final report will provide further details regarding the launch of the Toronto Police Service

Open Data Portal and related initiatives, including the Open Data Competition held in partnership with Ryerson University and the City of Toronto.

Conclusion:

The Toronto Police Service is committed to greater openness and transparency of information. Through community collaboration and the use of innovative technology, the Toronto Police will be the “best in class” in the use of information for openness, transparency and accountability.

Superintendent Frank Bergen, Strategy Management, and Ian Williams, Manager of Business Intelligence & Analytics, will be in attendance to answer any questions that the Board members may have regarding this report.

Respectfully,

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



Toronto Police Services Board Report

October 26, 2016

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Triennial Report – Skills Development and Learning Plan

Recommendation(s):

It is recommended that the Board receive this report.

Financial Implications:

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

Background / Purpose:

At its meeting held on July 21, 2016, the Board received correspondence from Mr. John Sewell, Toronto Police Accountability Coalition, with respect to the Skills Development and Learning Plan. The Board received the forgoing and approved the following Motion (Min. No. P172/16 refers):

1. That the Board receive the written submission from Mr. Sewell; and
2. That the Board refer the foregoing report back to the Chief along with a request that:
 - the Procedure be revised to reflect the Board's comments about the need to include references to the changes that were made to training in the areas of diversity and sensitivity; interactions with individuals who experience mental illness; fair and impartial policing; and other recommendations arising from the P.A.C.E.R. report; and
 - a further Board report be provided which includes the revised Procedure and identifies where, specifically, the changes have occurred in a format that is consistent with a revised Procedure that is posted in Routine Orders.

Discussion:

The Toronto Police Service (Service or T.P.S.) has had a Skills Development and Learning Plan (S.D.L.P.) in place since December 2000. The plan is continually reviewed and updated by the Unit Commander, Toronto Police College (T.P.C.) to ensure it remains consistent with changing legislation, policy, technology, and workforce development needs.

Over the past several years, members of the T.P.C. have worked collaboratively with community partners and subject-matter experts with an eye to designing effective training that would enhance members' knowledge, skills, and abilities in relation to human rights, profiling, mental health, community engagements, emotional intelligence, critical thinking, and current legislation.

Among the highlights of this ongoing development are:

- The Fair and Impartial Policing (FIP) program
- The Police and Community Engagement Review (P.A.C.E.R.)
- Interactions with individuals who experience mental illness
- The Road to Mental Readiness (R2MR) program
- Recruit training enhancements
- Collection of Identifying Information in Certain Circumstances
 - Ontario Regulation 58/16

Below is a detailed summary of the development of content of the above-mentioned themes and topics.

Fair and Impartial Policing

Recommendation #17 of the P.A.C.E.R. Report

- That a specific and individualized program is designed for officers requiring improvement in the areas of valuing diversity or bias-free service delivery, which would include participation in the intercultural development program.

The T.P.S. is responsible for policing one of the most culturally diverse cities in the world. The Service is committed to delivering police services to our communities and our members in a sensitive, professional, fair, impartial, ethical, and bias-free manner. Policing based on bias can be unsafe, ineffective, and unjust. Bias-based policing has negative consequences for our community stakeholders, our members, and the reputation of the Service.

In 2014, the T.P.S. was the first police organization in Canada to implement Fair and Impartial Policing (F.I.P.) into its training. The training is designed to change the way police officers think about biased policing in this country, and to prevent its occurrence. The curriculum addresses racial and ethnic bias, and also examines biases based on factors such as gender, sexual orientation, religion, and social-economic status. This curriculum underscores that all people, even well-intentioned individuals, have biases and these biases are often unconscious or implicit and can influence choice and actions without conscious thinking or decision-making.

This course has been designed, developed, and implemented to address the needs of the communities we serve and our members to help to ensure bias-free policing. It also provides tools to members, assisting them as they continue to conduct themselves in a manner reflective of the Vision, Mission, and Core Values of the Service.

Learning objectives of this course encourage members to:

- Reflect upon their implicit biases
- Recognize and appreciate how bias may impact upon the delivery of policing services to the community and Service members
- Incorporate strategies to produce fair, impartial, and effective policing to reduce perceptions of bias, and improve the public's trust
- Reflect on the role effective supervisors have in promoting fair and impartial policing

The comprehensive full-day course has been delivered to all uniform officers and will continue to be delivered to new recruits as well as auxiliary officers.

The latter portion of Recommendation 17 refers to developing an Intercultural Development Program (I.D.P.). The Service implemented an I.D.P. in 2014, under the oversight of the Diversity and Inclusion Unit, and the assessment tool was made available to all members of the Service.

Recommendation #12 of the P.A.C.E.R. Report

- That the Service continue to ensure all uniform officers and investigators receive training that includes, but is not limited to:
 - *Canadian Charter of Rights and Freedoms*
 - *Ontario Human Rights Code*
 - Articulable cause, reasonable suspicion, and investigative detention
 - Police note-taking, case disclosure, and court testimony
 - Customer service
 - Tactical communication, strategic disengagement and conflict de-escalation, mediation, and resolution and
 - Prevention of discrimination, racism, and Black racism

- This training should incorporate role-play and scenario-based training in relation to the Community Safety Note Procedure 04-14. All training will involve community participation in training design, delivery and evaluation.

A comprehensive review of Service governance, business processes, and the culture of policing has been conducted and an additional day of training was added in 2016 to the annual In Service Training Program (I.S.T.P.) that all officers must attend. This full day of training was designed to reinforce the previous Fair and Impartial Policing training course, and also to satisfy recommendations set out by both the P.A.C.E.R. committee and the Iacobucci report.

This additional day of training introduces the Service's new core value, articulating our continued commitment to delivering bias-free police services. It also involves in-person presentations and dialogue between members and community representatives at the College. Learning objectives include the provision of enhanced cultural competence, improving members' capacity to engage Toronto residents, particularly racial minority community members and specifically black youth, in a professional, ethical, and customer service oriented approach. Emphasis is placed on critical thinking in relation to investigative detention with an emphasis on collecting and articulating grounds.

In this training component, members are exposed to a variety of scenarios through practical role-playing, video and judgement-simulator exercises which provide members with an opportunity to think critically about their courses of action while identifying reasonable steps that may avoid racially-biased policing.

The development of the content and the scenarios was a collaborative initiative between T.P.C. staff and the P.A.C.E.R. advisory committee. Further, elements of diversity and inclusiveness are interwoven through all training and mentoring programs provided by the T.P.C.

Interactions with individuals who experience mental illness

The Toronto Police Service Boards' (T.P.S.B.) Mental Health Sub-Committee (M.H.S.C.), The Honorable Justice Iacobucci's Review and the J.K.E. Inquest and other relevant coroner's inquests recommendations provided valuable content to the Toronto Police College in relation to mental health training. Justice Iacobucci's review advocated for training that emphasizes de-escalation techniques and communication in place of force. As a result, all sworn uniform members of the Toronto Police Service receive the following training on an annual basis as part of the In Service Training Program [recommendations 15, 16, 19, 20, 21(b) (c), 25]:

- **Communication and De-escalation:** officers are shown the most effective means of communication when dealing with a person experiencing a crisis. Officers are reminded that de-escalation techniques should be attempted whenever possible.

- **Containment:** officers are taught, whenever possible, to slow down the course of events in crisis situations and to permit other resources to assist (E.T.F., M.C.I.T., etc.)
- **Subject Safety:** preservation of life is the highest priority
- **Fear:** including discussions of officers' fear responses during debriefings of practical scenarios that require de-escalation and communication techniques to defuse a crisis situation
- **Stigma:** addressing and debunking stereotypes and stigmas concerning mental health
- **Use of Force:** reminding officers that the Use of Force Model carries a goal of using as little force as possible, and only as much as is necessary
- **Firearm Avoidance:** dynamic scenario training in which officers do not have to draw a firearm. Emphasis is placed on non-lethal means of stabilizing a situation and reducing the potential for over-reliance on lethal force

Further, in 2008, 2010 and 2014 the Mental Health Commission of Canada published its Training and Education about Mental Health for Police Organizations (T.E.M.P.O.) document . The T.P.C used the 2014 T.E.M.P.O. document as a model for best practices.

In preparation of annual training programs for T.P.S. members, the T.P.C. considered all aspects of T.E.M.P.O. in conjunction with recommendations by the Honourable Justice Iacobucci, the J.K.E. Inquest and the T.P.S.B.'s Mental Health Sub-Committee. T.P.C. also consulted with experts in the fields of de-escalation, crisis negotiation, adult education, and suicide intervention, and also took into account the perspective of consumer survivors.

The current enhanced training provided to officers satisfies the recommendations of the following key advisory bodies:

1. The Mental Health Sub-Committee of the Toronto Police Service's Board
2. The Mental Health Commission of Canada's T.E.M.P.O. model (Training and Education about Mental Health for Police Organizations, June 2014).
3. The Honourable Frank Iacobucci's report for Chief Blair, Police Encounters With People In Crisis (July 2014)
4. The Mental Health Commission of Canada – Applied Suicide Intervention Skills Training

5. The Mental Health Commission of Canada – Mental Health First Aid
6. Canadian Police College – National certifying body for crisis negotiation training

This enhanced training is designed to increase officers' knowledge, skills, and abilities in the areas of coordination, containment, and communication strategies including principles and techniques of de-escalation. The principles and techniques of de-escalation are the foundation of recruit training, the I.S.T.P. and advanced training delivered by the Service. As a result of broad consultation, including with the Ontario Police College, mental health experts and consumers, all Service training was redesigned in 2014 to emphasize de-escalation as an essential element of the Service's response to emotionally disturbed persons, which supports our guiding principles of preservation of life.

The Mental Health Commission of Canada places the Toronto Police Service as a leader in mental health crisis training in North America. Conversely, other police services in Ontario, British Columbia and the Ontario Police College are now seeking to introduce components of T.P.C. training in their respective mental health training programs.

Road to Mental Readiness (R2MR)

The Road to Mental Readiness (R.2.M.R.) program was developed by the Department of National Defense and adapted by the Mental Health Commission of Canada. R.2.M.R. offers two custom training programs, an eight-hour course for leadership and a four-hour primary course for police constables, each one designed to help decrease the stigma surrounding mental health across the organization.

R.2.M.R. was created to spark transformational culture change and better mental health for Service members, in an effort to improve customer service and promote better engagement with our communities.

Police leaders and officers who are trained in R.2.M.R. have a better understanding of mental health issues, and as a result are better equipped to find positive resolutions when dealing with persons in crisis.

This program teaches leaders and officers about the mental health continuum model, enabling all members to be able to use common language to address issues of mental health, including their own mental health. The program provides information about barriers to care, resources available through T.P.S., practical skills for helping fellow members, and resiliency strategies for promoting mental health.

The leadership training (eight hours) is for all senior management, supervisors, and managers, while the primary training (four hours) is designed for all police constables. The primary training will be combined with the suicide prevention program (Safe Talk) to

create a full day of training at the Toronto Police College.

To implement R.2.M.R., a 'train the trainer' program will run the week of November 14, 2016, to certify 24 select Service members to teach R.2.M.R. Over the next two years, all Service members will receive R.2.M.R. training at the Toronto Police College.

Recruit Training

Toronto Police Service cadets-in-training attend the 12 week long provincially mandated Recruit Training Program at the Ontario Police College (O.P.C.), which includes training on federal and provincial statutes, firearm, defense tactics, fire safety, cross-cultural training, police procedures and crisis intervention. Over and above the 12 week program, the T.P.S. recruits receive 12 days of pre-O.P.C. training at the Toronto Police College and an additional nine weeks post-O.P.C.

As of December 2015, the post-O.P.C. training program was extended from six to nine weeks, partly in response to a recommendation by the Honourable Frank Iacobucci in **Police Encounters with People in Crisis** that T.P.S. consider "extending the 20 week recruit training program to ensure sufficient time is allotted to all important topics and critical skills".

Accordingly, the following training modules were added to the post-O.P.C. recruit syllabus:

- Fair and Impartial Policing
- L.G.B.T.Q.
- Emotionally Disturbed Persons
- Diversity Management/Human Rights
- Victim Services
- Mental Health Awareness

The Mental Health Awareness component is delivered by two addiction counsellors with the Mental Health and Pinewood Centre program of Lakeridge Health, in partnership with the Scarborough system. Working collaboratively with members of T.P.C., they developed training that highlights the importance of language, stigma, empathy, concurrent disorders, biases and best-practice strategies in dealing with individuals and their families that may be struggling with mental health and/or addiction-related issues. The hope is that through lecture and interactive activities, the recruits will be more informed on how to engage and respond to persons in distress.

Further, Recommendation 15 also speaks to placing more emphasis in recruit training curricula on such areas as: containment; communication and de-escalation; subject safety; use of force; firearm avoidance; fear; stigma; experience and feedback including practical scenarios; and culture. These topics have also been incorporated into the recruit training, as listed below:

- defensive tactics – including ground defense, strikes, and movement from lethal to less lethal transitions and handcuffing
- lectures including the Iacobucci report, emotionally disturbed persons (E.D.P.) information, and medical emergencies such as excited delirium and positional asphyxia
- Video simulation focusing on E.D.P. scenarios and de-escalation techniques
- E.D.P.-specific scenarios focusing on de-escalation techniques and containment strategies
- Box drills, with a focus on transition drills from lethal to non-lethal strategies

This additional training will give T.P.C. recruits the opportunity to build their confidence and competence, required for important work of a police officer, before they leave T.P.C.

Recruits are also required to complete Canadian Police Knowledge Network (C.P.K.N.) modules, including:

- Racially Biased Policing
- Items or Religious Significance (three modules)
- In-Car Camera System
- A.O.D.A.
- Incident Management System (I.M.S.)100
- Worker Health and Safety
- Supervisor Health and Safety
- Police and Community Interactions
- First On Scene: Dealing with a Potential Homicide

Collection of Identifying Information in Certain Circumstances (O.Reg. 5816) – Prohibition and Duties Training

Program development is currently underway with regards to Ontario regulation 58/16 Collection of Identifying Information in Certain Circumstances – Prohibition and Duties Training. This will be delivered to all officers (and to police officers across Ontario) beginning in the fall of 2016. This training will make it clear that the police are required to conduct their affairs in accordance with the law, having respect for the Charter and the Ontario Human Rights Code. Practices and procedures must be carried out in a respectful manner free of bias or racism. Data collection must be purposeful and the corresponding use of the data should lawfully relate to the purpose for which it was collected. There is also an expectation that officers will engage with the community in an effort to keep the community safe. Information gathering is a necessary adjunct to the statutory duties of a police officer to preserve the peace, prevent crime, and protect the public.

Conclusion:

Procedure 14-01 has been reviewed in its entirety in accordance with this Board motion and the following amendments and additions have been incorporated:

Section 5.3 - Personal Characteristics

- Exemplifies the Services' Core Values of honesty, integrity, fairness, reliability, respect, teamwork, positive attitude, and freedom from bias (amended)
- Applies principles and techniques of de-escalation in potentially volatile situations (new)
- Committed to reducing bias and perception of bias by incorporating strategies to produce fair, impartial, and effective policing (new)
- Self-Aware, particularly with respect to human bias with strategies and techniques to remediate them (new)

Section 5.4 - Professional Behaviour and Knowledge

- Thorough knowledge and understanding of Canadian Charter of Rights and Freedoms and Ontario Human rights Code (new)
- Thorough knowledge of law-enforcement principles including reasonable grounds, search and seizure, reasonable suspicion and investigative detention, articulable cause, arrest and release, and use of force (amended)
- Demonstrated skills in note-taking, crime scene management, evidence and property management, articulation, case disclosure, and court testimony (amended)
- Carries out duties in a respectful manner free of bias or racism (new)
- Demonstrates skills and techniques of de-escalation including communication, containment, and disengagement (new)

The procedure was amended to ensure that it reflects the current state of police training in Toronto, in particular emphasis on the specific concerns shared by the Board and the Service, especially in the areas of diversity and sensitivity; interactions with individuals who experience mental illness; fair and impartial policing; and other recommendations arising from the P.A.C.E.R. report.

The revised Procedure has been entrusted to the Governance Section of Professional Standards Support, so the draft attached to this report may not reflect exactly the version ultimately published by the Chief through the Governance Section.

Acting Deputy Chief, Richard Stubbings, Operational Support Command, will be in attendance to respond to any questions that the Board may have regarding this report.

Respectfully submitted,

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

MS:lg

Filename: Triennial SDLP Supplementary Board Report.docx



Toronto Police Services Board Report

November 1, 2016

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Vendor of Record for Medical Advisory Services –
Additional Information**

Recommendation(s):

It is recommended that the Board receive this report.

Financial Implications:

Annual expenditures for the Medical Advisor vendor of record (V.O.R.) were estimated at \$285,000 per year at the time the three-year contract was approved by the Board at the December 2013 meeting (Min. No. P291/13 refers).

However, based on an increased need for medical services and the resultant higher cost during the 2014-2016 contract period, the value of services to be provided under this V.O.R. is estimated at \$330,000 in 2017. Funding for these services has been provided in the Toronto Police Service's (Service) 2017 operating budget request.

Background / Purpose:

The Service is satisfied with the services provided by Wellpoint Health Incorporated (Wellpoint), and will therefore be exercising the first one-year contract extension option. Accordingly, the purpose of this report is to provide the Board with an updated contract value estimate for the Medical Advisor Services V.O.R., based on the actual costs incurred during the first three years (2014-2016) of the contract, as well as the estimated cost for 2017.

Discussion:

In 2013, the Service conducted a competitive procurement process to establish a V.O.R. for the provision of Medical Advisory services. Wellpoint was the successful

proponent, and was approved at the Board's December 2013 meeting as the V.O.R. for three years (January 1, 2014 to December 31, 2016), with an option to extend, at the discretion of the Chief of Police, for two separate and additional one-year periods (Min. No. P291/13 refers). The contract secured a very competitive rate of \$225.00 per hour for the duration of the contract, which was well below the 2013 Ontario Medical Association's (O.M.A.) recommended hourly fee of \$338.00.

The cost over the full term of the three year contract was estimated at \$855,000. This estimate was based on a minimum commitment by the Medical Advisor of two days per week, as set out in the scope of work in the Request for Proposal, with the ability to increase the number of days per week as required by the operational needs of the Service.

An increase in demand for the Medical Advisory Services has led to an increase in the number of days the Medical Advisor is onsite providing services. The services provided by the Medical Advisor include:

- fitness for duty assessments;
- medical surveillance examinations;
- management of short and long term disability cases;
- determination of permanent and temporary member accommodation needs;
- and
- liaison with Labour Relations and the Service's legal counsel, as well as the Toronto Police Association on complex cases.

The increase in demand in relation to the services the Medical Advisor provides has made it necessary to increase the number of days and hours the Medical Advisor is required to be in attendance in order to effectively manage this workload. Wellpoint has also provided a nurse consultant under this contract on a part-time, as needed basis to assist with the increased workload, which has contributed to the higher cost for the services received under this contract. Some services, such as fitness for duty assessments, are time-sensitive and must be incorporated into the Medical Advisor's schedule on short notice, necessitating adjustments to appointment schedules thereby extending the Medical Advisor's other commitments.

During the term of the contract, the number of onsite days has increased by one day each year. For 2016, the Medical Advisor is onsite four days each week. It is anticipated that this level of service will be required for 2017, the first one year option that is being exercised by the Service.

It should also be noted that on April 5, 2016, the Government of Ontario passed presumptive legislation among first responders dealing with post-traumatic stress disorder (P.T.S.D.). Following the passage of this legislation, the Medical Advisor has experienced a significant increase in requests to assess members exhibiting symptoms or expressing concerns about P.T.S.D. This has also contributed to the increase in the demands on the Medical Advisor's services.

Conclusion:

The members of the Service, many of whom are engaged in high risk work requiring them to regularly put themselves in harm's way to protect the public, are our most important asset. Prompt and effective medical guidance is essential to protect the health, safety, and wellbeing of our members. The Medical Advisor, as provided for in our collective agreements, is required to have medical charge of all employees who, on account of illness, injury or disability, are unable to perform their duties.

The establishment of a vendor of record for Medical Advisory Services provides the Service with the ability to access prompt medical guidance and services, as needed, and at an established hourly rate. The value of the Medical Advisor V.O.R. contract originally estimated at \$285,000 per year has been exceeded each year, and is expected to be closer to \$330,000 for 2016. This increase was the result of the Medical Advisor having to be in attendance for four seven-hour days per week, as well as the acquisition of nursing services under this contract to assist with the increased demand for services.

The 2017 cost estimate for medical advisory services is \$330,000.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to respond to any questions from the Board.

Respectfully submitted,

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

MS/rd

Medical Advisor – Vendor of Record.doc



Toronto Police Services Board Report

December 7, 2016

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Computer Aided Dispatch System Maintenance Agreement
– Sole Source Award to Intergraph Canada Ltd.**

Recommendation(s):

It is recommended that:

- 1) the Board approve a sole source software support and maintenance agreement with Intergraph Canada Ltd., for the Computer Aided Dispatch system for a total cost of approximately \$3.7 Million (including taxes), commencing January 1, 2017 and ending December 31, 2021; and
- 2) the Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The 2017 support and maintenance cost will be approximately \$670,000 (including taxes). Future year costs will be included in the respective operating budget requests, for a five year total cost of approximately \$3.7 Million (Refer to Table 1: Estimated Annual Cost).

Background / Purpose:

The Computer Aided Dispatch (C.A.D.) system is an integrated package of hardware and software providing call taking, dispatching, and the historical recording of information, thereby enabling the timely handling and recording of Emergency 9-1-1 and other police related calls for service. The C.A.D. system is comprised of three major environments: a primary site, a backup disaster recovery site and testing/training facilities.

The original C.A.D. system was purchased from Intergraph Canada Ltd. (Intergraph) in 1993 following a competitive procurement process. The current enhanced system, which includes Automatic Vehicle Location (A.V.L.) and Next Generation 911 (N.G.9-1-1) components, was implemented in June 2013.

At its meeting of August 13, 2013, the Board approved entering into a three-year sole source software support and maintenance agreement with Intergraph for the C.A.D. system, for the period commencing January 1, 2014 to December 31, 2016 (Min. No. P191/13 refers).

As the current agreement for software support and maintenance expires December 31, 2016, this report seeks approval to renew the contract for the required services.

Discussion:

The C.A.D. system is a critical system for the delivery of 9-1-1 Emergency Services and is essential to the safety of the City.

The next lifecycle release is planned for implementation in June 2017. This release will include the components required for the Connected Officer initiative plus further enhancements for N.G.9-1-1 functionality.

Members of the Toronto Police Service's (Service) Communication Services and Information Technology Services units have reviewed the options available to the Service with respect to the maintenance services required. The Intergraph C.A.D. system is used by a number of Canadian police services, including the Ontario Provincial Police, Hamilton Police Service, Halton Regional Police Service, Peel Regional Police Service and Waterloo Regional Police Service. Toronto Fire Services (T.F.S.) also uses Intergraph's C.A.D. system, which allows for information sharing between the Service and T.F.S. There are other vendors that can provide a C.A.D. system. However, the implementation of another vendor's product would entail substantial licensing fees, as well as customization and professional installation costs. In addition, 250 Communications Centre operators would need to be trained on the use of a new system. As a result of the significant costs to implement a new system and the fact that the Service has built an excellent relationship with Intergraph over the years and has received good response to its needs, it is recommended that the current maintenance agreement be renewed.

The support and maintenance agreement provides the Service with upgrade protection to the latest release of the software and 7x24 support for any operational issues. The C.A.D. computer system and the expert services required in maintaining and supporting the software are proprietary to, and can only be performed by Intergraph, the owner and sole supplier of the software and services. Intergraph does not authorize third party agents or consultants to provide services related to the support and maintenance of its products.

The renewal term being requested is for a period commencing January 1, 2017 and ending December 31, 2021. The services are reviewed and paid for annually. The estimated annual costs are provided in the table below. Intergraph's estimated costs are based on the current application software, interfaces and third party software. The list prices are adjusted annually based on inflationary rates (as per the vendor contract), and the estimated annual cost also includes funds for anticipated professional services that may be required by the Service.

Table 1: Estimated Annual Cost

Year	Cost	Taxes	Total
2017	\$593,036	\$77,095	\$670,131
2018	\$622,688	\$80,949	\$703,638
2019	\$653,823	\$84,997	\$738,820
2020	\$686,514	\$89,247	\$775,761
2021	\$720,839	\$93,709	\$814,549
Totals			\$3,702,898

The Board should also note that the Service had been advised by Intergraph's legal counsel that Intergraph Canada Ltd. does business through a number of registered trade names. One of its trade names, "Intergraph Security, Government & Infrastructure", under which it has done business with the Service, underwent a change in 2015. The new trade name is "Hexagon Safety & Infrastructure." The formal legal entity, Intergraph Canada Ltd., has not changed, and its address, provincial and federal tax numbers, as well as its provincial company registration number have also not changed. However, given the change in trade name, the Hexagon name may appear on invoices and other documents associated with Intergraph under this agreement, and these should be treated as documents representing Intergraph.

Conclusion:

The recommended agreement with Intergraph enables the support and maintenance of the C.A.D. software components required for the call taking and dispatching of emergency 9-1-1 and other police-related calls for service from January 1, 2017 to December 31, 2021. Board approval is therefore being requested for the award of the C.A.D. system maintenance agreement to Intergraph.

Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions from the Board.

Respectfully submitted,

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

Filename: Computer Aided Dispatch System Maintenance Agreement Sole Source.docx

**Ministry of Community Safety
and Correctional Services**

Office of the Minister

25 Grosvenor Street
18th Floor
Toronto ON M7A 1Y6
Tel: 416-325-0408
Fax: 416-325-6067

**Ministère de la Sécurité communautaire
et des Services correctionnels**

Bureau du ministre

25, rue Grosvenor
18^e étage
Toronto ON M7A 1Y6
Tél. : 416-325-0408
Télééc. : 416-325-6067



NOV 23 2016

Dr. Dhun Noria

Toronto ON

Dear Dr. Noria:

As you are aware, you were reappointed to the City of Toronto Police Services Board until November 26, 2016. At that time, your appointment expired.

Pursuant to subsection 27(10) of the *Police Services Act*, I hereby reappoint you to the City of Toronto Police Services Board, effective from November 27, 2016, for a period of six months or until such time as an appointment has been made by Order in Council, whichever occurs first.

I would like to take this opportunity to thank you for your continued and valuable service to the City of Toronto Police Services Board.

Sincerely,

A handwritten signature in black ink, appearing to read "David Oraziotti".

David Oraziotti
Minister

**Ministry of Community Safety
and Correctional Services**

Office of the Minister

25 Grosvenor Street
18th Floor
Toronto ON M7A 1Y6
Tel: 416-325-0408
Fax: 416-325-6067

**Ministère de la Sécurité communautaire
et des Services correctionnels**

Bureau du ministre

25, rue Grosvenor
18^e étage
Toronto ON M7A 1Y6
Tél. : 416-325-0408
Télééc. : 416-325-6067



NOV 23 2016

Dr. Dhun Noria

Toronto ON

Dear Dr. Noria:

As you are aware, you were reappointed to the City of Toronto Police Services Board until November 26, 2016. At that time, your appointment expired.

Pursuant to subsection 27(10) of the *Police Services Act*, I hereby reappoint you to the City of Toronto Police Services Board, effective from November 27, 2016, for a period of six months or until such time as an appointment has been made by Order in Council, whichever occurs first.

I would like to take this opportunity to thank you for your continued and valuable service to the City of Toronto Police Services Board.

Sincerely,

A handwritten signature in black ink, appearing to read "David Oraziotti".

David Oraziotti
Minister

Deferral of the Auditor General's Review of Level 3 and 4 Searches of Persons

Date: November 23, 2016
To: Toronto Police Services Board
From: Auditor General
Wards: All

SUMMARY

The purpose of this report is to advise the Board that the Auditor General has temporarily deferred the review of Level 3 and 4 Searches of Persons. At its June 18, 2015 meeting, the Board requested the Auditor General to perform a review of Level 3 and Level 4 searches performed by members of the Toronto Police Service. In response to the request, the Auditor General included the review in her 2016 Audit Work Plan.

In July 2016, the Office of the Independent Police Review Director announced that it would be completing a systemic review of Ontario police services' policies and practices for conducting strip searches of people arrested or otherwise detained. In light of this development, the planned 2016 audit by the Auditor General will be deferred until the provincial review is completed. The Auditor General will consider the results of the provincial review and assess the need for an audit on this subject that is specific to the Toronto Police Service.

FINANCIAL IMPACT

There is no financial impact for the Board if this recommendation is approved.

DECISION HISTORY

At its June 18, 2015 meeting (Minute #P152), the Toronto Police Services Board requested the Auditor General to perform a review of Level 3 and Level 4 searches.

<http://www.tpsb.ca/component/jdownloads/send/7-2015/180-june-18>

The Auditor General included the requested review in her 2016 Audit Work Plan which was received by City Council on November 3 and 4, 2015.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.AU4.6>

In July 2016, the Office of the Independent Police Review Director (OIPRD) announced that it "is conducting a systemic review of Ontario police services' policies and practices for conducting strip searches of people arrested or otherwise detained."

In her 2017 Audit Work Plan report, the Auditor General advised the City Audit Committee of the deferral of the planned audit pertaining to Level 3 and Level 4 searches until after considering the provincial review results. The 2017 Audit Work Plan report was adopted by the City Audit Committee on October 28, 2016, and by City Council on November 8 and 9, 2016.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.AU7.7>

COMMENTS

In light of the provincial review announced in July 2016, audit staff from the Auditor General's Office met with the Director and Deputy Director of the Office of the Independent Police Review Director in September 2016 to understand the scope and timeline of the provincial review.

Based on our consultation with the provincial staff, the Auditor General decided to defer her planned 2016 audit until after the provincial review is completed and the review results can be considered. The Auditor General will advise the Toronto Police Services Board in 2017 on the need and timing of the requested Toronto Police Service audit of Level 3 and Level 4 Searches of Persons.

CONTACT

Jane Ying, Assistant Auditor General, Auditor General's Office
Tel: 416 392-8480, Fax 416 392-3754, E-mail jying@toronto.ca

Bruna Corbesi, Senior Audit Manager, Auditor General's Office
Tel: 416-392-8553, Fax: 416-392-3754, E-mail: bcorbesi@toronto.ca

SIGNATURE

Beverly Romeo-Beehler
Auditor General



Toronto Police Services Board Report

December 7, 2016

To: Members
Toronto Police Services Board

From: Andrew Pringle
Chair

Subject: Quarterly Report: Toronto Police Services Board Special Fund Unaudited Statement: July to September 2016

Recommendation:

It is recommended that the Board receive the report on the Toronto Police Services Board's Special Fund un-audited statement for information.

Financial Implications:

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

Background / Purpose:

As required by the Toronto Police Services Board (T.P.S.B.) Special Fund policy (Board Minute #P292/10) expenditures for the Special Fund shall be reported to the Board on a quarterly basis. This report is provided in accordance with such directive. The T.P.S.B. remains committed to promoting transparency and accountability in the area of finance.

Discussion:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period July 01 to September 30, 2016.

As at September 30, 2016, the balance in the Special Fund was \$1,314,254. During the third quarter, the Special Fund recorded receipts of \$144,417 and disbursements of \$244,832. There has been a net decrease of \$640,918 against the December 31, 2015 fund balance of \$1,955,172.

Auction proceeds have been estimated for the months of July to September 2016 as the actual deposits have not yet been made.

For this quarter, the Board approved and disbursed the following sponsorships:

Sponsorship	Total Amount
Urban Rez Solutions	\$99,094
Youth in Policing Initiative 10 th Year Anniversary	\$60,000
Victim Services Toronto	\$4,000

The following unused funds were returned:

Unused Funds	Total Amount
Toronto Crime Stoppers Symposium	\$4,632
Francophone	\$979
Asian Heritage Month (DPSU)	\$450

In addition, the Board approved and disbursed the following:

Disbursed Funds	Total Amount
Transformation Task Force	\$76,157
Recognition of Service Members	\$11,397

Conclusion:

As required by Toronto Police Services Board Special Fund policy, it is recommended that the Board receive the attached report.

Respectfully submitted,

Andrew Pringle
Chair
/LMR

File Name: 2016-Q3 spf board letter

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND 2016 THIRD QUARTER RESULTS WITH INITIAL PROJECTIONS								
PARTICULARS	2016					2015		COMMENTS RELATING TO THIS QUARTER
	INITIAL PROJ. 2016	JAN 01 TO MAR 31/16	APR 01 TO JUN 30/16	JUL 01 TO SEPT 30/16	OCT 01 TO DEC 31/16	JAN 01 TO DEC 31/16 TOTALS	JAN 01 TO DEC 31/15 ACTUAL	
BALANCE FORWARD	1,955,172	1,955,172	1,843,843	1,414,670	1,314,254	1,955,172	2,194,710	
REVENUE								
PROCEEDS FROM AUCTIONS	150,000	42,019	11,975	31,988	0	85,982	128,275	Auction proceeds for the third quarter are based on estimates. Overhead is at 27% of the proceeds.
LESS OVERHEAD COST	(40,500)	(11,347)	(3,232)	(8,638)	0	(23,217)	(34,635)	
UNCLAIMED MONEY	330,000	0	23,288	119,358	0	142,646	305,893	Interest income is based on the average monthly bank balance.
LESS RETURN OF UNCLAIMED MONEY	(42,000)	(3,813)	(245)	(345)	0	(4,403)	(24,937)	
INTEREST	15,000	1,505	2,184	1,935	0	5,623	11,955	
LESS BANK SERVICE CHARGES	(3,000)	(204)	(156)	(131)	0	(491)	(1,155)	
OTHERS	30,000	0	616	250	0	865	11,422	
TOTAL REVENUE	439,500	28,160	34,430	144,417	0	207,007	396,818	
BALANCE FORWARD BEFORE EXPENSES	2,394,672	1,983,332	1,878,273	1,559,086	1,314,254	2,162,179	2,591,528	
DISBURSEMENTS								
POLICE COMMUNITY INITIATIVES SERVICE								
CPLC & COMM. OUTREACH ASSISTANT	29,000	0	30,000	0	0	30,000	29,000	
UNITED WAY	10,000	0	10,000	0	0	10,000	10,000	
OTHER	0	0	0	0	0	0	0	
COMMUNITY								
VICTIM SERVICES PROGRAM	30,000	25,000	0	4,000	0	29,000	33,000	
VARIOUS ORGANIZATIONS	305,000	102,500	162,700	159,094	0	424,294	415,300	Youth in Policing Initiative 10th year Anniversary and Funding Support to Urban Rez Solutions
FUNDS RETURNED - SPONSORSHIPS	(4,500)	0	0	0	0	0	0	
VOLUNTEER APPRECIATION NIGHT	0	0	0	0	0	0	0	
TORONTO CRIME STOPPER	0	0	0	(4,632)	0	(4,632)	0	
BLACK HISTORY MONTH	0	0	(159)	0	0	(159)	(801)	
ASIAN HERITAGE	0	0	0	(450)	0	(450)	(273)	
NATIONAL ABORIGINAL DAY	0	0	0	0	0	0	(416)	
FRANCOPHONE	0	0	0	(979)	0	(979)	(568)	
LBGT	0	0	0	0	0	0	(548)	
TORONTO CARIBBEAN CARNIVAL	0	0	0	0	0	0	(364)	
CPLC & COMM. OUTREACH ASSISTANT	0	0	0	0	0	0	(7,636)	
UNITED WAY	0	0	0	0	0	0	(5,923)	
VICTIMS OF CRIME	0	0	0	0	0	0	(12)	
CHIEF PRIDE RECEPTION	0	0	0	0	0	0	(2,176)	
YOUTH JUSTICE	0	0	0	0	0	0	(300)	
AUXILIARY APPRECIATION EVENING	0	0	0	0	0	0	(13)	
POLICING & RIGHTS EDUCATION VIDEO	0	0	0	0	0	0	(56,500)	
TPAAA ASSISTANCE	40,000	0	5,434	2,200	0	7,634	42,400	
RECOGNITION OF SERVICE MEMBERS								
AWARDS	115,000	11,000	3,475	11,397	0	25,872	74,196	Long Service Awards
CATERING	25,000	0	1,343	0	0	1,343	37,357	
RETURN OF UNUSED FUNDING	0	0	(1,974)	0	0	(1,974)	0	
RECOGNITION OF COMMUNITY MEMBERS								
AWARDS	5,000	889	1,258	0	0	2,147	1,884	
CATERING	4,000	0	1,153	0	0	1,153	1,928	
RECOGNITION OF BOARD MEMBERS								
AWARDS	1,000	0	0	0	0	0	0	
CATERING	1,000	0	0	0	0	0	5,353	
CONFERENCES								
COMM. POLICE LIAISON COMMITTEES	8,500	0	0	0	0	0	8,500	
ONT. ASSO. OF POLICE SERVICES BOARD	7,500	0	7,500	0	0	7,500	0	
CDN ASSO. OF POLICE GOVERNANCE	10,000	0	5,000	0	0	5,000	7,500	
FUNDS RETURN- CONFERENCES								
COMM. POLICE LIAISON COMMITTEES	0	0	0	0	0	0	(992)	
DONATIONS - IN MEMORIAM	800	100	100	0	0	200	0	
TPSB/TPA RETIREMENT DINNER	10,500	0	0	0	0	0	6,101	
DINNER TICKETS	6,000	0	0	0	0	0	4,050	
PROFESSIONAL FEES	0	0	0	0	0	0	0	
INTERNAL CONTROL REVIEW FEE	7,042	0	0	(1,954)	0	(1,954)	7,042	Over-accrual of 2015 PWS Audit Fees
OTHER EXPENSES	780,000	0	237,773	76,157	0	313,930	29,268	KPMG- Transformation Task Force Production, Design & Printing of Transformation Task Force Interim Report
TOTAL DISBURSEMENTS	1,390,842	139,489	463,603	244,832	0	847,925	636,356	
SPECIAL FUND BALANCE	1,003,830	1,843,843	1,414,670	1,314,254	1,314,254	1,314,254	1,955,172	



Brian Haley, LL.B., B.E.S.
Interim City Solicitor
Legal Services
Metro Hall, 26th Floor, Stn. 1260
55 John Street
Toronto, ON M5V 3C6
Tel. 416-392-8047
Fax 416-397-5624

Reply To: Fred Fischer
Tel: 416-392-7224
Fax: 416-397-5624
E-Mail: ffische@toronto.ca

File No. 8700-A60-7444.16

November 16, 2016

To: Chair and Members
Toronto Police Services Board

From: Brian Haley
Interim City Solicitor

Reference: Inquest into the Death of Daniel Nickolas Clause
Verdict and Recommendations of the Jury

Recommendation:

We recommend 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 those recommendations directed at the Toronto Police Service.

Background/Purpose:

This report summarizes the outcome of the inquest into the death of Daniel Nickolas Clause, who was shot by a Toronto police officer on December 31, 2014. The facts giving rise to the inquest are summarized in our initial report dated August 2, 2016 and considered by the Board at its meeting on August 18, 2016 (Minute No. C159/16 refers).

The inquest was held from October 26 to November 2, 2016. The inquest was presided over by Dr. John Carlisle, Coroner. The Chief of Police, the Board, two involved Toronto police officers (each with separate counsel), and the family of Mr. Clause (represented by counsel) were all granted standing.

The jury heard from fourteen witnesses, including the subject officer who discharged his firearm, the subject officer's escort who was present at the time of the shooting, a sergeant who arrived shortly after the shooting and took charge of the scene, five civilian witnesses, including Mr. Clause's sister, and a Toronto Paramedic Services paramedic. The jury also heard from a toxicologist, the medical examiner who performed the autopsy, a use of force trainer from the Ontario Police College, a use of force trainer from the Toronto Police College ("TPC"), and a representative from the Chief Firearms Office for Ontario.

A report was provided to the Chair of the Board at the end of the evidence and instructions were sought regarding proposed recommendations.

Executive Summary:

The jury delivered a verdict of death from multiple gunshot wounds by means of homicide, which is not a finding of legal culpability. The verdict was expected.

The jury made six recommendations. With one exception, the recommendations were drawn, with amendment, from a list of recommendations put to the jury by the Coroner's counsel and the family. The jury also made one recommendation that was not drawn from the list of proposed recommendations.

The Verdict:

A copy of the jury's verdict, delivered on November 2, 2016, is attached for your review. We have summarized it below.

A. *The Five Statutory Questions*

The jury answered the five statutory questions as follows:

Name of Deceased:	Daniel Nickolas Clause
Date and Time of Death:	December 31, 2014 at 12:45 a.m.
Place of Death:	Outside of 682 Warden Ave., Toronto
Cause of Death:	Multiple Gunshot Wounds
By What Means:	Homicide (this is not a finding of legal culpability but rather a characterization of the death as being caused by another person that was not an accident)

B. *The Jury Recommendations*

In addition to determining the five statutory questions, the jury was authorized to make recommendations directed at preventing death in similar circumstances or respecting any other matter arising out of the inquest.

The Coroner's counsel and the family proposed a number of recommendations for the jury's consideration. The Coroner's counsel proposed recommendations calling for greater regulation and mandatory labelling of imitation and unregulated firearms, including pellet, bb and air soft guns. All of the parties supported the Coroner's counsel's suggested recommendations. The family proposed its own slate of recommendations touching largely on training, ADHD awareness and community outreach. With the exception of the proposed recommendation to include ADHD in the existing mental health training framework, which the Board supported, the Board took no position in respect of the family's recommendations. We did, however, point out that the recommendations largely addressed training that was already in place and/or that there was little evidence to support them.

The jury ultimately made six recommendations. Five were drawn with amendments from the proposed list of recommendations and one was the jury's own recommendation.

The recommendations are:

To the Toronto Police Service (TPS):

1. Encourage TPS to continue investigating the use of body cameras/audio recording devices.
2. Increase officers' awareness of Attention Deficit and Hyperactivity Disorder (ADHD) and other similarly classified mental impairments, by including this subject matter in existing mental health training scenarios and considerations. This should include consultation and input from advocacy groups.
3. Encourage/continue increasing efforts for community relations and outreach in vulnerable neighbourhoods.
4. Reinforce the training of front line officers to advise supervisor via dispatch, when a call involves an armed subject, as soon as is practical on the scene.

To the Minister of Justice (Canada) and the Minister of Community Safety and Correctional Services (Ontario):

5. Expand the definition of Firearms to including the currently defined 'Unregulated Firearms' that meets the Serious Bodily injury (SBI) or death threshold. This would result in the same regulations for firearms currently defined as "Unregulated."

To the Office of the Chief Coroner of Ontario:

6. Consider providing a list of witnesses at the outset of the inquest (functional, not personal) to jurors to better inform the questioning process.

Recommendations 1 – 4 incorporate or amend recommendations proposed by the family. Recommendation 5 synthesized the many recommendations proposed by Coroner's counsel into a single recommendation. Recommendation 6 was not proposed by any of the parties.

With respect to Recommendation 1, it is not completely clear why the jury made this recommendation. There was no evidence in relation to body cameras or audio recording devices. That said, the jury did hear that the in-car camera, which only records a dash view, could not have captured any of the incident.

With respect to Recommendation 2, the jury heard that Mr. Clause suffered from ADHD. The involved officers testified that there was no indication Mr. Clause was experiencing a deficit in understanding them and appeared to understand their commands. His family nonetheless expressed a concern that Mr. Clause's ADHD may have affected how he interpreted police commands and responded to police. The training officer from the TPC testified that there is an existing framework for mental health training that includes ongoing input from community stakeholders. It was clear that the TPC welcomes stakeholder input and, to the extent it could improve officer training, that input from ADHD stakeholders would be welcome.

With respect to Recommendation 3, the jury heard that 682 Warden Ave. is a Toronto Community Housing Corporation building known to police. The building apparently experiences a high level of calls related to drugs and violent crime. It appears the jury believed that increased relations and outreach with the residents might assist in future interactions with police.

With respect to Recommendation 4, it is unclear where this recommendation comes from. The jury heard that a number of police officers, including a sergeant, were responding to the robbery at Warden Station and were close by when our officers advised dispatch that they encountered the armed suspect at 682 Warden Ave. The jury also heard that a sergeant arrived on scene at 682 Warden Ave. very shortly thereafter.

With respect to Recommendation 5, we suspect the recommendation arises from the evidence of Pamela Goode, who was a witness from the Chief Firearms Office. It was her evidence, among other things, that there is a glaring gap in Canadian legislation that allows a pellet gun, such as the one that Mr. Clause was carrying, to fall within the definition of a "firearm" under the *Criminal Code*, and yet not be subject to any kind of regulation. It was clear from the evidence that these types of unregulated firearms are difficult for our officers to distinguish from true handguns, especially in dynamic situations.

With respect to Recommendation 6, the jury was very engaged and asked a number of questions. On some occasions, jurors asked questions of a witness that were best reserved for a witness to be called at a later time. The jury may have concluded that a witness list would assist in their addressing questions to the appropriate witness.

Conclusion:

We recommend 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 those recommendations directed at the Toronto Police Service.

Brian Haley
Interim City Solicitor, City of Toronto



Office of the Chief Coroner
Bureau du coroner en chef

Verdict of Coroner's Jury
Verdict du jury du coroner

The Coroners Act – Province of Ontario
Loi sur les coroners – Province de l'Ontario

We the undersigned / Nous soussignés,

_____ of / de Toronto
_____ of / de Toronto
_____ of / de Toronto
_____ of / de Toronto
_____ of / de Toronto

the jury serving on the inquest into the death(s) of / membres dûment assermentés du jury à l'enquête sur le décès de :

Surname / Nom de famille
Clause
Given Names / Prénoms
Daniel Nickolas

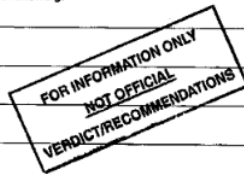
aged 33 held at Toronto, Ontario
à l'âge de tenue à

from the 26th day of October to the 2nd day of November 20 16
du au

By Dr. / Dr. John Carlisle Coroner for Ontario
Par coroner pour l'Ontario

having been duly sworn/affirmed, have inquired into and determined the following:
avons fait enquête dans l'affaire et avons conclu ce qui suit :

Name of Deceased / Nom du défunt
Daniel Nickolas Clause
Date and Time of Death / Date et heure du décès
31st of December 2014 at 12:45 am
Place of Death / Lieu du décès
Outside of 682 Warden Avenue, Toronto
Cause of Death / Cause du décès
Multiple Gunshot Wounds



By what means / Circonstances du décès
Homicide

Original signed by: Foreman / Original signé par : Président du jury

Original signed by jurors / Original signé par les jurés

The verdict was received on the 2nd day of November 20 16
Ce verdict a été reçu le (Day / Jour) (Month / Mois)

Coroner's Name (Please print) / Nom du coroner (en lettres moulées)
Dr. John Carlisle
Date Signed (yyyy/mm/dd) / Date de la signature (aaaa/mm/vddd)
2016/11/02

Coroner's Signature / Signature du coroner

We, the jury, wish to make the following recommendations: (see page 2)
Nous, membres du jury, formulons les recommandations suivantes : (voir page 2)



Office of the
Chief Coroner
Bureau du
coroner en chef

**Verdict of Coroner's Jury
Verdict du jury du coroner**

The Coroners Act – Province of Ontario
Loi sur les coroners – Province de l'Ontario

**Inquest into the death of:
Enquête sur le décès de :**
Daniel Nickolas Clause

**JURY RECOMMENDATIONS
RECOMMANDATIONS DU JURY**

To the Toronto Police Service (TPS);

1. Encourage TPS to continue investigating the use of body cameras/audio recording devices.
2. Increase officers' awareness of Attention Deficit and Hyperactivity Disorder (ADHD) and other similarly classified mental impairments, by including this subject matter in existing mental health training scenarios and considerations. This should include consultation and input from advocacy groups.
3. Encourage/continue increasing efforts for community relations and outreach in vulnerable neighbourhoods.
4. Reinforce the training of front line officers to advise supervisor via dispatch, when a call involves an armed subject, as soon as is practical on the scene.

To the Minister of Justice (Canada) and the Minister of Community Safety and Correctional Services (Ontario):

5. Expand the definition of Firearms to include the currently defined "Unregulated Firearms" that meets the Serious Bodily Injury (SBI) or death threshold. This would result in the same regulations for firearms currently defined as "Unregulated".

To the Office of The Chief Coroner of Ontario:

6. Consider providing a list of witnesses at the outset of the inquest (functional, not personal) to jurors to better inform the questioning process.

Personal information contained on this form is collected under the authority of the Coroners Act, R.S.O. 1990, C. C.37, as amended. Questions about this collection should be directed to the Chief Coroner, 25 Merton Shulman Avenue, Toronto, ON M3M 0B1, Tel.: 416 314-4000 or Toll Free: 1 877 961-0959
Les renseignements personnels contenus dans cette formule sont recueillis en vertu de la Loi sur les coroners, L.R.O. 1990, chap. C.37, telle que modifiée. Si vous avez des questions sur la collecte de ces renseignements, veuillez les adresser au coroner en chef, 25, avenue Merton Shulman, Toronto, ON M3M 0B1, tél. : 416 314-4000 ou, sans frais : 1 877 961-0959.



Toronto Police Services Board Report

December 7, 2016

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Special Constable Re-Appointment

Recommendation(s):

It is recommended that the Board approve the appointment of the individual listed in this report as special constable for the University of Toronto, St. George Campus, 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 University of Toronto St. George Campus to re-appoint the following individual as a special constable:

Table 1 Name of Agency and Special Constable Applicant

Agency	Name
University of Toronto, St. George Campus	Jeffrey CHANDLER

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 a background investigation on this individual and there is nothing on file to preclude him from being appointed as a special constable for a five year term.

The University of Toronto, St. George Campus has advised the Service that the above individual satisfies 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
University of Toronto, St. George Campus	50	30

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 of Police, James Ramer, Specialized Operations Command, will be in attendance to answer any questions that the Board may have with respect to this report.

Respectfully submitted,

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



Toronto Police Services Board Report

December 1, 2016

To: Members
Toronto Police Services Board

From: Andy Pringle
Chair

**Subject: CITY OF TORONTO COUNCIL MEMBER MOTION –
REQUEST FOR MONTHLY MAINTENANCE OF CANADIAN FLAGS**

Recommendation(s):

It is recommended that

1. the Board refer this report to the Chief of Police for any necessary follow up.

Financial Implications:

There are no financial implications arising from the Board's consideration of this report.

Background/Purpose:

City Council, at its meeting on November 8 and 9, 2016 considered a motion of Councillor Mark Grimes with respect to monthly maintenance of Canadian flags on municipal facilities.

The complete motion is available at this link: [Agenda Item History - 2016.MM22.37](#)

Discussion:

Council adopted a motion requesting that all City Divisions, Agencies and Corporations create a monthly maintenance schedule to ensure Canadian flags on municipal property are appropriately maintained.

Conclusion:

I recommend that the Board refer this report to the Chief of Police for any necessary follow up

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

October 19, 2016

To: Members
Toronto Police Services Board

From: Andy Pringle
Chair

**Subject: CITY OF TORONTO COUNCIL RECOMMENDATIONS –
ROAD SAFETY PLAN 2017-2021**

Recommendation(s):

It is recommended that

1. the Chief of Police prepare a report to the Board in response to City Council Recommendation 15 (a) to (c) and that this report also provide an assessment of whether or not the Board ought to adopt City Council Recommendation 16; and,
2. the Board forward a copy of this report to the City Manager.

Financial Implications:

There are no financial implications arising from the Board's consideration of this report.

Background/Purpose:

City Council, at its meeting on July 12, 13, 14 and 15, 2016 considered and adopted an item with respect to a Road Safety Plan 2017 – 2021. By way of letter dated October 18, 2016, the City Manager, Mr. Peter Wallace, has requested that the Board give appropriate consideration to Council Motions 15 and 16. He has also advised that staff of the City's Transportation Services Division would be available to work with Toronto Police Service staff to assist in preparing the requested reports.

The complete motions and the Road Safety Plan are available at this link: [Agenda Item History - 2016.PW14.1](#)

Discussion:

Council has endorsed in principle a proposed Road Safety Plan 2017-2021. Among the motions approved by Council in the consideration of this Plan are the following:

15. City Council direct the City Manager to request the Toronto Police Services Board to request the Chief of Police to submit a report to the Toronto Police Services Board:

- a. confirming support for the Vision and Goal of the Road Safety Plan;**
- b. outlining specific existing, enhanced, and new enforcement measures to be undertaken by the Toronto Police Service in support of the Road Safety Plan;**
- c. discussing the required funding and staffing levels required to meet the Vision and Goal of the Road Safety Plan; and**
- d. including enforcement of stopping where it is prohibited in the City in the list of enforcement measures by the Toronto Police that support the Road Safety Plan.**

16. City Council direct the City Manager to request the Toronto Police Services Board to consider requesting the Ministry of Transportation and Ministry of the Attorney General to implement appropriate legislative amendments that would provide Parking Enforcement Officers with the required authority to enforce speed limits on local and collector roads, including the authority to stop vehicles, require drivers to provide licence and registration and, where appropriate (e.g. stunt driving) seize vehicles, suspend licences and place persons under arrest.

Conclusion:

I recommend that the Board request that the Chief of Police prepare a report to the Board in response to City Council Recommendation 15 (a) to (c) and that this report also provide an assessment of whether or not the Board ought to adopt City Council Recommendation 16; and, that the Board forward a copy of this report to the City Manager.

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

December 1, 2016

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Vendor of Record for Acquisition and Maintenance of Networking Hardware, Software and Professional Services – OnX Enterprise Solutions Ltd.

Recommendations:

It is recommended that:

- (1) the Board approve OnX Enterprise Solutions Ltd. as the Vendor of Record for the supply/maintenance/replacement of network security hardware, software, maintenance, support and professional Services for a two-year period commencing January 1, 2017 and ending December 31, 2018, with an option to extend for three additional one-year terms at the discretion of the Chief of Police;
- (2) the Board approve OnX Enterprise Solutions Ltd. for the supply, maintenance and replacement of Cisco Smart Net Total Care (maintenance and upgrade protection), for the Cisco network hardware and related hardware and software products, for a two-year period commencing January 1, 2017 and ending December 31, 2018, with the option to extend for three additional one-year terms at the discretion of the Chief of Police;
- (3) the Board approve OnX Enterprise Solutions Ltd. to provide 24x7 monitoring/supply/replacement and maintenance/support services for the Networked UPS and batteries products for a two-year period commencing January 1, 2017 to December 31, 2018, with the option to extend for three additional one- year terms at the discretion of the Chief of Police; and
- (4) The Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The purchase of hardware and software is funded from the Toronto Police Service's (Service) Vehicle and Equipment Reserve, based on the network lifecycle replacement plan contained within the approved Service's Capital Program.

Equipment and services for the Telephone Handset, Network Equipment and Divisional Parking Lot Network (D.P.L.N.) lifecycle projects within the Capital program is estimated at \$15.8M for the five-year period, including the three one-year optional extensions. Cost for the first two years of the contract will be approximately \$5.7M and three-year optional cost will be approximately \$10.1M. The budget has already been included in the Capital Program.

The annual operating budget impact for network maintenance services and upgrade protection is estimated at \$1.65M beginning in 2017. Funds for this purpose are provided for in the Service's annual operating budget.

The vendor will also be used when emergent needs arise. These expenditures will be managed based on the requirements, and the availability of funds in the operating budget or applicable capital project.

Background/Purpose:

The Service's computing infrastructure is comprised of a main data centre, a second data centre that provides backup facilities for the Service's disaster recovery requirements, and local servers at all major remote sites (divisions and units). The network provides the critical link between the two data centres and the Service's approximate 3,700 desktop computers and printers, to the information housed in the central and local servers. The Service's radio, telephone, and 911 systems also depend upon this network infrastructure for operation.

At its meeting on November 24, 2011, the Board approved a vendor of record for the supply of networking hardware, software, professional services, maintenance and upgrade protection, for a three-year period commencing January 1, 2012 and ending on December 31, 2014, with the option to renew for two, one-year terms (Min. No. P297/11 refers). Both optional year extensions were approved by the Board on November 13, 2014 (Min. No. P258/14 refers) and on September 17, 2015 (Min. No. P247/15 refers), respectively.

As the current contract is expiring, Request for Proposal (R.F.P.) # 1182802-16 was issued on August 10, 2016 for these services, as well as the network networking hardware, software and professional services. Cisco does not deal directly with customers for the acquisition of its products and related Smart Net Total Care maintenance services, as they enlist authorized resellers to distribute these products and services to their customers.

The purpose of this report is to establish a vendor of record for network hardware, software, professional services, and maintenance and upgrade protection for the next two years, with the ability to extend for three additional one-year options, subject to satisfactory performance by the vendor.

Discussion:

The Service requires a reliable and cost-effective supply of equipment, maintenance and professional services to maintain the network infrastructure in a “state of good repair” and to support the use of information technology.

The R.F.P. to establish a Vendor of Record drew responses from interested Cisco Gold Partners, for the supply of networking hardware, software and professional services, consisting of:

- Unified Communications;
- Network Security;
- Optical Networking;
- Unified Computing;
- Networking for Data Centre operations;
- Storage Area Networking;
- Unified Wireless technologies;
- Cisco Smart Net Total Care maintenance service for Cisco items;
- Netscout/Fluke/SolarWinds/APC/Panduit/F5/Other Network/Security Hardware and associated maintenance and support.

The R.F.P. closed on August 18, 2016. The evaluation was based on the following criteria:

- Technical and Reference Check (75%)
- Costing (25%)

Proposals were received from:

- OnX Enterprise Solutions Ltd.; and
- Bell Canada.

The R.F.P. contained a representative configuration of network hardware and software commonly used by the Service. The R.F.P. respondents provided costs for components and professional services to meet T.P.S. requirements for support of these configurations.

The evaluation was based on the ability to provide these configurations and to establish a reliable and authorized vendor for additional network equipment, for current and future requirements.

Conclusion:

Based on the evaluation of both proposals, OnX Enterprise Solutions Ltd. meets all of the requirements in the RFP, achieved the highest overall score, and offered the best pricing discount structure. OnX Enterprise Solutions Ltd. is therefore being recommended for approval.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command will be in attendance to answer any questions from the Board.

Respectfully submitted,

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

Filename: Board-Letter_Network-VoR_2017-18.docx



Toronto Police Services Board Report

December 1, 2016

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Dry Cleaning, Pressing and Laundering Services Contract
– One year Extension**

Recommendation:

It is recommended that the Board approve a single source contract extension with The Dry Cleaner-1639181 Ontario Inc., to provide dry cleaning, pressing, and laundering services, for one year commencing January 1, 2017, and ending December 31, 2017, at a cost of \$3.10 per voucher (plus applicable taxes).

Financial Implications:

The proposed cost per voucher for the requested one-year extension in 2017 is \$3.10, which is an increase of \$0.15 or 5% per voucher from the previous year. Despite this increase, the cost will still be substantially lower than the cost prior to 2011, which was \$4.25 per voucher.

The annual cost of dry cleaning, pressing and laundering services in 2017 is estimated at \$1.1M, which is based on projected staffing and average voucher redemption. Despite the price increase, volume has declined, reducing the budget requirement.

Background / Purpose:

The collective agreement between the Board and the Toronto Police Association (T.P.A.) requires the provision of vouchers to T.P.A. members for the cleaning of their uniforms. Through a competitive procurement process, the Toronto Police Service (Service) selects a vendor to provide the uniform cleaning services to the members, based on a paper voucher process.

A Request for Quotation (R.F.Q. #1116072-11) for dry cleaning, pressing and laundering services was issued on August 26, 2011, by Purchasing Services. At its meeting on October 20, 2011, the Board approved the contract award for these services

to The Dry Cleaner. The contract term was for a period of three years commencing January 1, 2012 to December 31, 2014, along with an option for two one-year extensions at the discretion of the Board (Min. No. P269/11 refers).

At its meeting on September 11, 2014, the Board approved the initial extension of the current contract for The Dry Cleaner for a period of one year, commencing January 1, 2015 (Min. No. P206/2014 refers). At its meeting on September 17, 2015, the Board approved the second extension of the current contract for The Dry Cleaner for a further period of one year which expires on December 31, 2016 (Min. No. P245/2015 refers).

Discussion:

The issuance of a new R.F.Q. was put on hold, as a review of the current paper cleaning voucher system was being performed to identify options to streamline the current manual process and potentially eliminate the use of vouchers. The Service reviewed the alternatives presented and explored one option further. However, this option was not deemed viable at this time.

Conclusion:

The Service is therefore requesting that the Board approve a single source contract extension with the Dry Cleaner-1639181 Ontario Inc., for one additional year, expiring on December 31, 2017. This would allow the Service to further explore other options to modernize the current manual voucher system or issue a R.F.Q. for these services, post December 31, 2017.

The Service has been satisfied with the performance of The Dry Cleaner over the term of the current contract. The Dry Cleaner will be expected to continue to provide the same level of service in compliance with the Service's specifications.

Additional information with respect to this matter is contained in a separate report on the confidential agenda.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions from the Board.

Respectfully submitted,

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

MS:GP:mac

2017 dry cleaner extension of services.doc



Toronto Police Services Board Report

December 1, 2016

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Supply and Delivery of Uniform Patrol Jackets

Recommendations:

It is recommended that:

1. The Board approve Outdoor Outfits Ltd. to provide the Toronto Police Service with uniform patrol jackets for the initial period to commence upon approval of the contract award by the Board and end July 2, 2017; and
2. The Board authorize the Chief of Police to execute the remaining two optional years of the existing contract to July 2, 2019, if the Ministry of Community Safety and Correctional Services exercises these option years, and provided the Chief of Police is satisfied with the company's performance under the contract.

Financial Implications:

The cost to acquire uniform patrol jackets is approximately \$300,000, including taxes, for the initial term of the contract, with an additional \$400,000, including taxes, for the two additional one-year options, if exercised. The total value of the contract, including the option years, is estimated at \$700,000, including taxes. Funds for this purpose are provided for in the Service's annual operating budget. These estimates are based on the Toronto Police Service's (Service) current requirements.

Background / Purpose:

In the past, as per Financial By-Law 147, Service purchases made utilizing agreements awarded by a member of the Police Cooperative Purchasing Group (P.C.P.G.), the City of Toronto or Ontario Shared Services which exceeded \$500,000 were reported to the Board on an annual basis. However, Board approval was not obtained prior to entering into this type of agreement.

Recently, Purchasing Services in conjunction with the City Solicitor reviewed this type of purchase and made the determination that the Financial By-Law does require Board approval when the Service piggybacks onto an existing agreement with an anticipated overall value exceeding \$500,000, in the case of a P.C.P.G., City of Toronto or Ontario Shared Services agreement. The by-law is currently being revisited.

Discussion:

The Ministry of Community Safety and Correctional Services (M.C.S.C.S.) awarded Agreement OPP-0768 to Outdoor Outfits Ltd., effective July 03, 2014, based on a Request for Quotation process it conducted for the supply and delivery of uniform patrol jackets. Upon confirmation that this process included a valid piggyback clause, Purchasing Services has advised that the Service can take advantage of the bulk purchasing pricing provided by the M.C.S.C.S. agreement.

Conclusion:

It is therefore recommended that the Board approve the Service to utilize the M.C.S.C.S. contract for the supply and delivery of uniform patrol jackets for an initial term ending July 2, 2017, with the option to extend for two additional one-year terms, at the Chief's discretion.

Acting Deputy Chief Richard Stubbings, Operational Support Command and Chief Administrative Officer, Tony Veneziano, 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

ms/

2016 Patrol jackets.doc



Toronto Police Services Board Report

December 1, 2016

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Retention of Transgender Subject Matter Expert

Recommendation:

It is recommended that the Board approve a single source contract to retain D. Ryan Dyck as the subject matter expert to assist in the development of Transgender inclusive policies, procedures, orders and forms, pursuant to a Human Rights Tribunal of Ontario Minutes of Settlement, at an estimated cost of \$55,000, including taxes.

Financial Implications:

Funds (\$55,000) to cover the cost of the subject matter expert have been included in the Toronto Police Services Board's (Board) 2017 operating budget request.

Discussion:

D. Ryan Dyck was identified as the most appropriate subject matter expert by the Human Rights Commission and the Service to assist in the development of Transgender inclusive policies, procedures, orders and forms.

D. Ryan Dyck was the Director of Research, Policy and Development with Egale Canada Human Rights Trust, and has ten years of experience in human rights, social policy, and related fields, including over five years as Director of Research, Policy and Development with a national non-profit organization. He was also a member of the Service's L.G.B.T.Q. Community Consultative Committee.

Conclusion:

The Chief has reviewed the recommendation of the Ontario Human Rights Commission, consulted with the Board and recommends the appointment of D. Ryan Dyck, on a single source contract basis.

Additional information with respect to this report is contained in a separate report on the confidential agenda.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command, will be in attendance to answer any questions that the Board members may have regarding this report.

Respectfully submitted,

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

MS:AG:um

Board Report - HRTTO Minutes of Settlement.docx

Next Meeting: Thursday, January 26, 2017
1:00 PM