



Virtual Public Meeting

**Thursday,
April 22, 2021 at
9:00AM**



PUBLIC MEETING MINUTES

Thursday, April 22, 2021, at 9:00AM
Livestreamed at: <https://youtu.be/zQJ-0IzM8xE>

The following *draft* Minutes of the meeting of the Toronto Police Services Board that was held virtually on April 22, 2021, are subject to approval at its next regularly scheduled meeting.

Attendance:

The following Members were present:

Jim Hart, Chair
Frances Nunziata, Councillor & Vice-Chair
John Tory, Mayor & Member
Michael Ford, Councillor & Member
Lisa Kostakis, Member
Ainsworth Morgan, Member
Ann Morgan, Member

The following individuals were also present:

James Ramer, Chief of Police, Toronto Police Service
Ryan Teschner, Executive Director and Chief of Staff, Toronto Police Services Board
Diana Achim, Board Administrator, Toronto Police Services Board
Jane Burton, Solicitor, City of Toronto – Legal Services Division
Scott Nowoselski, Solicitor, City of Toronto – Legal Services Division

Declarations:

There were no declarations of interest under the *Municipal Conflict of Interest Act*.

**This is an Extract from the Minutes of the Virtual Public Meeting of the
Toronto Police Services Board that was held on April 22, 2021**

**P2021-0422-0.1. Swearing-in of New Board Member Appointed by the
Province of Ontario, Ms. Ann Morgan**

Chair Hart welcomed Ms. Ann Morgan as a new Board Member who was appointed to the Board by the Province of Ontario effective March 27, 2021 for a three year term. Mr. Teschner introduced Ms. Morgan and officiated her swearing-in.

Ms. Morgan said that it is an honour to serve on this Board and she looks forward to contributing to its work.

**This is an Extract from the Minutes of the Virtual Public Meeting of the
Toronto Police Services Board that was held on April 22, 2021**

P2021-0422-0.2. Statement Regarding the Missing Persons Report

Chair Hart made a statement regarding the Report released by the Independent Civilian Review into Missing Person Investigations. He said that “this extremely comprehensive Report, a culmination of almost three years of diligent and dedicated research, detailed analysis, as well as consultation with Toronto’s LGBTQ2S+ and other communities, is forthright and powerful.” Chair Hart thanked “Judge Epstein and her whole team for their hard work and diligence, and their sincere commitment to bringing the community together in looking for answers and seeking a transformative approach as we forge a path forward.” He also thanked the community members, organization representatives, and those who were impacted by the loss of loved ones, for coming forward and sharing their experiences and insights with the Review during its work.

Chair Hart stated further: “As Chief Ramer, on behalf of the Service, and I, on behalf of the Board, stated on the day the Review released its report: the Service and Board accept all of the Review’s findings and commit to implementing all of the recommendations. Of course, this report deserves, and requires, a thoughtful and deep review. We must assess each of the recommendations, not in isolation, but as part of a larger and broader context of police reform that is now underway.”

Chair Hart noted that, as outlined in the Recommendations, on or before June 30, 2021, the Service will assemble a diverse implementation team comprised of community representatives and Service Members with a particular focus on LGBTQ2+ and marginalized and vulnerable communities, individuals who have already acquired knowledge of the issues this report identifies, and Service Members who are part of the Service’s Missing Persons Unit Procedures Working Group. This team will be tasked with developing an implementation plan for all of the Review’s 151 Recommendations. As noted in Recommendation 146(b), the team will be co-led by a community representative and a Service representative.

Chief Ramer has named Acting Staff Superintendent Pauline Gray as the Service's senior Command representative to lead this work. Representatives of the Office of the Toronto Police Services Board, on behalf of the Board, will be engaged in this work as appropriate.

Chair Hart further advised that "the Report outlines various timelines for the team to report on its progress in implementing the Recommendations. The reporting requirements speak to the importance Judge Epstein clearly attaches to transparency and accountability in terms of this Report and these Recommendations, and the vital importance of public awareness, understanding and engagement throughout the implementation process." He stated that:

- On or before September 30, 2021, the implementation team should complete its implementation plan and post it on the Service's website or other suitable venues [Recommendation 147 (a)]
- The team should also issue progress reports at least once a quarter [Recommendation 147 (b)]
- On or before April 30, 2022, the Board and the Service should publicly release a detailed report on the extent to which each recommendation has been implemented. [Recommendation 148]

Mayor Tory also provided remarks, stating that, as a result of this great work and the Report, "we have a landmark that goes well beyond missing persons and it is about how we engage and treat people." Mayor Tory thanked Justice Epstein and her team for their hard work. Mayor Tory also thanked the community for coming forward, for participating and making their views known. Lastly, Mayor Tory thanked the Chair and the Chief for their public response to the Report the day it was released. Mayor Tory noted that the key to success is "co-leadership with the community as part of the implementation of this work"; he further stated that he "is ready to do the work and support it going forward."

Chief Ramer stated that the Report's findings were difficult to face and that much of what Justice Epstein covered in her report "reflects organizational shortcomings with respect to processes, supervision and accountability and shortcomings on how the Service investigated missing persons cases, particularly those in marginalized communities and how the Service engaged those communities."

Chief Ramer advised that, "as an organization we acknowledge the mistakes made, process failures and the gaps. The Service accepts responsibility for systemic issues, including not meeting provincial standards with respect to major case management, including the Power Case software." He apologized to the families, friends and community members "for the impact of the Service's actions and inactions had and continue to have on their lives."

Chief Ramer stated that this Report "will guide the Service in pursuing the fundamental change that is needed to begin the crucial process of reconciliation with the communities the Service has let down." Chief Ramer confirmed that the Service is committed to the implementation of the 151 Recommendations and have already taken initial steps towards implementation in certain, specific operational areas.

He advised that Acting Staff Superintendent Pauline Gray, who has 34 years of experience throughout the organization and in Toronto's diverse communities, will co-lead an implementation team that will modernize the Service's work with communities and ensure that the Service considers the perspectives, insights and lived experiences of others.

Chief Ramer advised that the Service will follow Justice Epstein's guidance and schedule when implementing the 151 Recommendations. He further confirmed that the Service is committed to "real partnership with communities from the outset to assist the Service in effective implementation of these recommendations." He said that "through this process, we will work to understand and remove the barriers that exist between us." Chief Ramer stated that he is committing that this process will be "transparent and public" and that the Service will be providing updates on the implementation and progress of the recommendations.

A copy of the full Statement released by the Board and the Service when the Report was publicly released is [attached to this Minute](https://tpsbc.ca/mmedia/news-release-archive/listid-2/mailid-226-missing-persons-review-statement) and can also be accessed at: <https://tpsbc.ca/mmedia/news-release-archive/listid-2/mailid-226-missing-persons-review-statement>

**This is an Extract from the Minutes of the Virtual Public Meeting of the
Toronto Police Services Board that was held on April 22, 2021**

P2021-0422-1.0. Board Minutes

The Board approved the Minutes of the public virtual meeting that was held on [March 23, 2021](#).

Deputations: Kris Langenfeld
Albert Venczel

Chair Hart, in responding to a question, advised that regarding the Report released by the Independent Civilian Review into Missing Person Investigations, the intention is for the Service to bring an implementation plan to the Board for its consideration so the public can see not only the Report, but the implementation plan at the same time. Mayor Tory suggested that the Board meeting where this Plan is introduced should be structured to ensure appropriate time is dedicated to it.

The Board received the deputations and approved the Minutes.

Moved by: F. Nunziata
Seconded by: L. Kostakis

**This is an Extract from the Minutes of the Virtual Public Meeting of the
Toronto Police Services Board that was held on March 23, 2021**

P2021-0422-2.0. Mobile Crisis Intervention

**P2021-0422-2.1. Mobile Crisis Intervention Team Expansion Plan
Presentation**

Deputy Chief Peter Yuen introduced this item and made a presentation to the Board. A copy of the presentation is attached to this Minute.

Ms. Sarah Downey, President and Chief Executive Officer, Michael Garron Hospital, said that the expansion of the Mobile Crisis Intervention Team (MCIT) program is highly valued by the partner hospitals, given the types of calls for service that MCITs address and the outcomes they help achieve. She said that she is excited that there is an advisory committee in place to navigate the important area of policing and mental health crisis, and the need for a more comprehensive mental health system and more options for people in crisis to get care and service. She advised that she has had her first meeting with Deputy Chief Yuen, and is looking forward to further enhancements to this program as necessary.

Chair Hart thanked Deputy Chief Yuen for his leadership and Ms. Downey for her work and collaboration with the Service.

Deputations: John Sewell ([written submission included](#))
Toronto Police Accountability Coalition
Doris Fulton
Derek Moran ([written submission included](#))
Jack Gemmell ([written submission included](#))
Law Union of Ontario
Miguel Avila
Nicole Corrado ([written submission only](#))

Chair Hart thanked Mr. Sewell for his deputation and confirmed that City staff are currently still developing the City's Alternative Crisis Pilots, based on the direction from City Council. Chair Hart noted that these Pilots are not yet operational, and that police officers continue to encounter people in crisis and, therefore, it is important that the Service have effective responses to these calls for service, and provide training that will equip them to do their jobs so as to facilitate the best possible outcomes.

Chief Ramer responded to Mr. Sewell's deputation and advised that, based on collective agreements and working conditions in place for nurses, that nurses cannot provide a 24-hour service, nor can they be the initial first responders going to a call in the absence of a determination that the scene is safe. He said that the Service has moved toward a co-responder model so that nurses and MCITs can be engaged at the earliest opportunity during a crisis call.

Deputy Chief Yuen advised that in the case of the Service's priority 1 to 3 calls, these are attended by one officer and one nurse (if a person is suffering from crisis that might need a second officer). He confirmed that, during those types of calls, the nurses who respond will initially wait at the scene until the scene is rendered to be safe by the MCIT officer, and then the nurse will be invited to assist with the call once it has been deemed safe to do so.

Acting Staff Superintendent Robert Johnson responded to questions from a deputant, Ms. Doris Fulton, and said that there are three components integrated into system responses; this criteria is listed in the Board report. He provided a brief explanation of the three separate responses and their important roles.

Deputy Chief Yuen responded to Mr. Jack Gemmell's deputation, and advised that the City is working on its Pilots for alternative, non-police crisis response. He advised that the Service is working closely with the City to ensure that this is a seamless process.

P2021-0422-2.2. [Mobile Crisis Intervention Team \(M.C.I.T.\) Program Expansion Plan and 911 Crisis Call Diversion Pilot](#)

The Board was in receipt of a report dated April 6, 2021 from James Ramer, Chief of Police:

Recommendation:

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

Board Member Lisa Kostakis asked a question regarding Governance Procedure 06-04, Emotionally Disturbed Persons, seeking clarification on whether an alternative to the term "emotionally disturbed persons," like "persons in crisis" can be used. Deputy Chief Yuen answered, and advised that this issue has been brought to his attention by the community, and the Service and MHAAP discussed this issue. He said the Service is committed to changing that definition/term and will consult with the community to see what the best term to use is; he will report back to the Board on this after consultation between the Service and the community. He agreed that it is not appropriate to use "emotionally disturbed persons" as a term, despite this being the term used in provincial standards.

Board Member Ainsworth Morgan asked how the officers who are part of the MCIT program were chosen, and for further details regarding the training they receive. Deputy Chief Yuen advised that the Service commenced a comprehensive review of the MCIT recruitment process; it is an application process where the applicants have to demonstrate the required relevant competencies, including submitting letters from community to show how they have effectively and compassionately dealt with people in crisis. He further advised that there is also an interview process.

Chief Ramer advised that the ultimate goal is to ensure that whenever possible, persons in crisis calls can be re-directed to an alternate form of service delivery so people with the requisite expertise and training can respond to calls involving people in crisis and only where necessary will the police attend. Chief Ramer also noted that where a person in crisis call requires police involvement, the MCITs provide a dedicated, well-trained approach that helps achieve positive outcomes

Chair Hart thanked Chief Ramer and Deputy Chief Yuen for the comprehensive presentation and for their commitment to this important work, in collaboration with the City.

The Board received the presentation, the deputations and the report.

Moved by: F. Nunziata
Seconded by: M. Ford

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on April 22, 2021

P2021-0422-3.0. [Special Constable Appointments – April 2021](#)

The Board was in receipt of a report dated March 16, 2021 from James Ramer, Chief of Police:

Recommendation:

It is recommended that the Toronto Police Services Board (Board) approve the appointments of the individuals listed in this report as special constables for the for the University of Toronto (U. of T.) and the Toronto Transit Commission (T.T.C.), subject to the approval of the Ministry of the Solicitor General (Ministry).

The Board approved the foregoing report.

Moved by: F. Nunziata
Seconded by: L. Kostakis

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on April 22, 2021

P2021-0422-4.0. [Vehicle Towing and Storage Services Contract Awards 2021-2026](#)

The Board was in receipt of a report dated March 26, 2021 from James Ramer, Chief of Police:

Recommendations:

It is recommended that the Toronto Police Services Board (Board):

- 1) Award the vehicle towing and storage services contracts for the following towing zones to the respective service providers:
 - i. West Zone – 1105729 Ontario Inc. (Classic Towing);
 - ii. East Zone – 1512081 Ontario Ltd. (Abrams Towing); and
 - iii. Downtown Zone – JP Towing and Storage Ltd, for an initial contract term of three years effective June 1, 2021, with options to extend each contract for up to an additional two one-year periods.
- 2) Authorize the Board Chair to execute the agreements and other documents with the service providers being recommended, subject to approval as to form by the City Solicitor.
- 3) Authorize the Chief to exercise up to two one-year extension options on each contract subject to satisfactory performance by the respective service provider and other operational considerations deemed relevant by the Service;
- 4) Authorize the Chief to make the arrangements necessary to ensure the adequate provision of ongoing vehicle towing and storage services in all zones in the event a service provider is unable or unprepared to perform or continue performing their contract, and to report to the Board as soon as possible on any amendments made; and
- 5) Authorize the Chief to execute any agreements, extensions, amendments or other documents necessary to give effect to recommendations (3) and (4).

Mr. Tony Veneziano, Chief Administrative Officer, answered questions from Board Members and advised that any procurement process undertaken by the Service is fair, in accordance with applicable Board governance and legal requirements, and with a view to facilitating as much competition as possible. He advised that this procurement process had specific requirements, including those related to price and regulatory matters, including business license and other statutory requirements. He confirmed that all the requirements were listed in the procurement document in order to provide awareness to all vendors of what their submission would be reviewed against. The procurement submission materials also listed the applicable rules that guide the process.

Mr. Veneziano advised that, regarding this particular procurement process, the process was open for six weeks to ensure that the process was fair and reasonable. He also advised that the procurement document included 27 questions, with three separate addendums being issued as part of this particular procurement process. He said that once the call closed, the Service subsequently entered into the evaluation period. Mr. Veneziano advised that a vendor was permitted to bid on one or more districts (in this particular case, there were three districts: the east, the west and the downtown core), but can only be awarded one district.

Mr. Veneziano advised that the Board's purchasing By-law provide for a bidder-initiated review mechanism for both pre-award and post-award, and that where a bidder has not been successful, they can meet with Service Members to have a debriefing session.

The Board approved the foregoing report.

Moved by: J. Tory
Seconded by: F. Nunziata

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on April 22, 2021

P2021-0422-5.0. 2022 Budget Process – Board Committee

The Board was in receipt of a report dated March 31, 2021 from Ryan Teschner, Executive Director and Chief of Staff:

Recommendations:

It is recommended that the Toronto Police Services Board (Board):

- 1) The Toronto Police Services Board (Board) establish a Budget Committee for the purpose of reviewing the Toronto Police Service's 2022 capital and operating budget requests as well as the Board's 2022 operating budget request and the Parking Enforcement Unit's 2022 operating budget request; and,
- 2) The Board designate the Chair and Board Member Councillor Michael Ford as the members of the Budget Committee.

The Board approved the foregoing report.

Moved by: J. Tory
Seconded by: L. Kostakis

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on April 22, 2021

P2021-0323-6.0. Toronto Police Service 2020 Annual Hate Crime Statistical Report

The Board was in receipt of a report dated April 1, 2021 from James Ramer, Chief of Police:

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive this report for information.

Acting Deputy Chief Myron Demkiw, Acting Superintendent Shannon Dawson and Detective Kiran Bisla answered questions from Board Members. Detective Bisla said that the majority of the hate crimes that are recorded in the report are hate crimes offences as opposed to hate propaganda offences. She said that approximately 50% of hate offences are related to mischief and property. These cases can be more complicated because there is a lack of evidence in the form of a witness or a victim statement, video evidence or other evidence that would be required in order to ultimately lay a charge.

Detective Bisla noted that in other cases, the victim may simply want the person cautioned and it is usually resolved that way, and if the suspect is a youth, the case is often diverted through a youth diversion program.

Mayor Tory asked what the Board and the Service could be doing better to help drive a reduction in these types of offences. Detective Bisla advised that “2020 was definitely an unprecedented year” and that factors such as education initiatives, global events (including incidents that happened in the United States), as well as the COVID -19 pandemic are believed to be contributing factors to the increase in hate offences that were identified. She said that the numbers of hate crimes in 2020 are very concerning and alarming, and the trend is continuing into 2021. Detective Bisla advised that, in an effort to address this, her Unit is committed to continuing the education and awareness initiatives to ensure that community members are able to recognize hate crimes and feel encouraged to report them. She noted that the Unit would also be continuing education for internal and external stakeholders because underreporting remains an issue.

Chair Hart asked Chief Ramer about the expansion of the Hate Crimes Unit and whether there are sufficient resources to address the current upward trend. Chief Ramer stated that the Service is continually evaluating this issue and hopes that it is a “temporary peak” that the Service is currently seeing. He also advised that he believes the Service currently has sufficient resources as well as the ability to “scale up” if necessary, as a result of the way the organization is structured to deal with increased incidents of priority. He said that the Service will continue to “stay on top of this matter” and monitor it.

Mayor Tory thanked the Chief for keeping a focus on this work even with no increase in budget resources and said that there will be more public education needed on this topic. He also thanked the Hate Crimes Unit for its excellent work on this important matter.

Board Member Ainsworth Morgan asked about proactive community engagement with respect to hate offences. Detective Bisla advised that the Hate Crimes Unit is actively engaged with communities to bring awareness in the area of hate crimes, and that the Unit participates in a number of outreach initiatives, some of which are profiled in the annual Hate Crimes Report. She advised that part of the outreach

initiatives is the education of Service Members on this matter. Detective Bisla advised that the Hate Crimes Unit regularly liaises with community groups and agencies, and that next week there is a virtual seminar scheduled with a number of partner agencies in 42 Division to provide hate crimes education and training.

She further advised that the Unit partners with university and colleges to provide training on hate crimes, and that it participates in roundtable discussions to listen to community concerns and hear, first-hand, the personal experiences of the community in order to address and better understand as officers what to look for in these cases.

Vice-Chair Nunziata said that it is important that the public education and training component be available in various languages.

The Board received the foregoing report.

Moved by: L. Kostakis
Seconded by: F. Nunziata

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on April 22, 2021

P2021-0422-7.0. [Response to the Motion re: Toronto Police Service Intercultural Development Program and the Application of the Intercultural Development Inventory Assessment Tool](#)

The Board was in receipt of a report dated March 30, 2021 from James Ramer, Chief of Police:

Recommendation:

It is recommended that the Toronto Police Services Board (Board) approve the proposed next steps outlined in this report.

Board Member Ainsworth Morgan asked why this tool is not mandatory for all senior officers, as well as new recruits. Ms. Svina Dhaliwal, Acting Director, People & Culture Unit, advised that the Intercultural Development Inventory (IDI) tool was something that was recommended by the PACER Committee in 2015 and that since its adoption, the program has stopped and started again over the years; the Service is now renewing the launch of this program. She further advised that this is a developmental tool for senior officers, and for now, it is not considered mandatory as the Service needs a full year to work with the tool and review any feedback before determining the voluntary or mandatory applicability.

Ms. Dhaliwal advised that the tool will be used for the promotional processes for both the Sergeants and Staff Sergeants this year.

The Board received foregoing report.

Moved by: F. Nunziata
Seconded by: M. Ford

**This is an Extract from the Minutes of the Virtual Public Meeting of the
Toronto Police Services Board that was held on April 22, 2021**

P2021-0422-8.0. 2020 Budget Variance Reports

Deputations: Kris Langenfeld
Derek Moran ([written submission included](#))

Chief Ramer answered questions raised by the deputant and advised that the current COVID-19 pandemic has caused “operational stressors” due to operational needs associated with public demonstrations and other related issues to which the police have had to respond. He advised that the “number one concern for the police is public safety,” and that there is a senior planning group that reviews operational plans. He stated that the Service is “very diligent” in ensuring that there are adequate, but not excessive, resources to address operational matters that arise which are associated with the pandemic.

Chief Ramer confirmed that the management teams are reviewing daily where any overtime costs can be controlled and managed. Chief Ramer advised that the pandemic has also caused a number of internal issues, such as Members off sick, and Members required to be in isolation, which has caused specific additional pressures on the Service’s daily operations. Chief Ramer assured the Board that all steps are being taken, within what is reasonable and appropriate, to control unanticipated and exceptional costs where possible.

Vice-Chair Nunziata advised that, since the beginning of the COVID-19 pandemic, her office has been receiving “hundreds of calls from the community” asking for enforcement, for large gatherings for example, and for additional services from the police.

**P2021-0422-8.1. 2020 Operating Budget Variance for the Toronto Police
Service, Year Ending December 31, 2020**

The Board was in receipt of a report dated March 11, 2021 from James Ramer, Chief of Police:

Recommendation:

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto (City) Chief Financial Officer and Treasurer, for information and inclusion in the City’s overall variance report to the City’s Budget Committee.

P2021-0422-8.2. Capital Budget Variance Report for the Toronto Police Service - Period Ending December 31, 2020

The Board was in receipt of a report dated March 10, 2021 from James Ramer, Chief of Police.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto's (City) Chief Financial Officer and Treasurer for information and inclusion in the variance reporting to the City's Budget Committee.

P2021-0422-8.3. Operating Budget Variance Report for the Toronto Police Service Parking Enforcement Unit, Year Ending December 31, 2020

The Board was in receipt of a report dated March 11, 2021 from James Ramer, Chief of Police:

Recommendation:

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto (City) Chief Financial Officer and Treasurer for information and inclusion in the City's overall variance report to the City's Budget Committee.

P2021-0422-8.4. Operating Budget Variance Report for the Toronto Police Services Board, Year Ending December 31, 2020

The Board was in receipt of a report dated March 31, 2021 from Ryan Teschner, Executive Director & Chief of Staff:

Recommendation:

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto's (City) Chief Financial Officer and Treasurer for information and inclusion in the variance reporting to the City's Budget Committee.

The Board received the deputations and approved the foregoing reports.

Moved by: F. Nunziata
Seconded by: L. Kostakis

**This is an Extract from the Minutes of the Virtual Public Meeting of the
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P2021-0422-9.0. Reports Regarding Consulting Expenditures

Deputations: Kris Langenfeld
Albert Venczel

Mr. Ryan Teschner, Executive Director and Chief of Staff, answered questions raised by the deputant and advised that all the amounts to which he referred were spent in relation to a settlement that was entered into by the Board, the Service and the Ontario Human Rights Commission in 2016, which arose from an interaction with a transgendered individual.

Mr. Teschner advised that, as part of this settlement, the Board was required to review relevant Board Policies and align them with the Ontario Human Rights Code and applicable interpretations. He advised that, in addition, the Service was required to review and revise, or create new procedures, as well as to make any necessary changes to training with respect to interactions with transgendered individuals.

Mr. Teschner further advised that the settlement required the engagement of an outside, independent expert to assist the Board and Service with this work. Mr. Teschner confirmed that the amounts associated with payment for these experts has been included in the Board's budget for the last several years, and are specifically identified in the Board budget. He said that the work being undertaken is "a significant and legally required body of work," and that this work is being undertaken alongside community consultation. Mr. Teschner further advised that the information regarding this settlement is available on the Ontario Human Rights Commission's website as well as the Service's website.

P2021-0422-9.1. [Annual Report: 2020 Toronto Police Service's Consulting Expenditures](#)

The Board was in receipt of a report dated March 23, 2021 from James Ramer, Chief of Police:

Recommendation:

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

P2021-0422-9.2. [Annual Report: Toronto Police Services Board's 2020 Consulting Expenditures](#)

The Board was in receipt of a report dated March 26, 2021 from James Ramer, Chief of Police:

Recommendation:

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

The Board received the deputations and the foregoing reports.

Moved by: F. Nunziata
Seconded by: M. Ford

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on April 22, 2021

P2021-0422-10.0. Chief's Administrative Investigation reports

P2021-0422-10.1. [Chief's Administrative Investigation into the Vehicle Injuries to Complainant 2020.32](#)

The Board was in receipt of a report dated March 4, 2021 from James Ramer, Chief of Police:

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive the following report.

P2021-0422-10.2. [Chief's Administrative Investigation into the Custody Injury to Complainant 2020.33](#)

The Board was in receipt of a report dated March 4, 2021 from James Ramer, Chief of Police:

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive the following report.

P2021-0422-10.3. [Chief's Administrative Investigation into the Custody Death of Complainant 2020.18](#)

The Board was in receipt of a report dated March 4, 2021 from James Ramer, Chief of Police:

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive the

following report.

The Board received the foregoing reports.

Moved by: F. Nunziata
Seconded by: L. Kostakis

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on April 22, 2021

P2021-0422-11.0. [Response to the Jury Recommendations from the Coroner's Inquest into the Death of Mr. Rui-Filipe Nabico](#)

The Board was in receipt of a report dated March 19, 2021 from James Ramer, Chief of Police.

Recommendations:

It is recommended that the Toronto Police Services Board (Board):

- 1) Receive the following report for information; and
- 2) Forward a copy of the following report to the Chief Coroner for the Province of Ontario.

Deputations: Kris Langenfeld
Nicole Corrado ([written submission only](#))

The Board received the deputations and approved foregoing report.

Moved by: F. Nunziata
Seconded by: M. Ford

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on April 22, 2021

P2021-0422-12.0. Confidential

In addition to the public meeting conducted by the Board today, a confidential meeting was held to consider a number of matters which were exempt from the public agenda in accordance with the criteria for considering confidential matters set out in section 35(4) of the *Police Services Act*.

The following Members attended the confidential meeting:

Mr. Jim Hart, Chair
Ms. Frances Nunziata, Councillor & Vice-Chair
Mr. John Tory, Mayor & Member
Mr. Michael Ford, Councillor & Member
Ms. Lisa Kostakis, Member
Mr. Ainsworth Morgan, Member
Ms. Ann Morgan, Member

A Motion to adjourn the meeting was moved by Board Member Lisa Kostakis and seconded by Vice-Chair and Councillor Frances Nunziata.

Next Board Meeting

Date: Thursday, May 20, 2021

Time and location to be determined and announced publicly prior to that date.

Minutes Approved by:

-original signed-

Jim Hart
Chair

Members of the Toronto Police Services Board

Jim Hart, Chair
Lisa Kostakis, Member
Michael Ford, Councillor & Member
Ainsworth Morgan, Member

Frances Nunziata, Vice-Chair & Councillor
Ann Morgan, Member
John Tory, Mayor & Member

**Joint Statement from Toronto Police Services Board and Toronto Police
Service on the Independent Civilian Review into Missing Person
Investigations
April 13, 2021**

Chair Jim Hart: Today, we received the Report by the Honourable Gloria J. Epstein, Head of the Independent Civilian Review into Missing Person Investigations. This extremely comprehensive Report, a culmination of almost three years of diligent and dedicated research, detailed analysis, as well as consultation with Toronto's LGBTQ2S+ and other communities, is forthright and powerful.

In June 2018, the Board approved Terms of Reference for the Review and, subsequently, appointed retired Judge Gloria Epstein, formerly a justice of the Court of Appeal of Ontario, to lead the Review. She did so with her Review Team, including lead counsel, Mark Sandler. The Board established this Review on the basis of Terms of Reference that were compiled by a diverse, community-based working group. Its creation was prompted, in large part, by the tragic deaths of members of Toronto's LGBTQ2S+ communities and by questions concerning how the Toronto Police Service conducted its investigations into their disappearances.

The Review was asked to evaluate how the Service has conducted, and is conducting, missing persons investigations, particularly in relation to LGBTQ2S+ and vulnerable or marginalized communities, and to make recommendations to promote efficient, effective and bias-free investigations and better police relations with affected communities. The purpose of the Review was to not only examine how both the Board and Service can improve our policies, procedures, training and culture, but also to restore public confidence in our police service, and to continue to build bridges with members of all the communities we serve.

We want to thank Judge Epstein and her team for their hard work and diligence and their sincere commitment to bringing the community together in looking for answers and seeking a transformative approach as we forge a path forward.

It is difficult for us to see the many ways in which the Board and Service did not meet the standards that residents of Toronto can and do expect of us. But, it is vital for us to see what went wrong, and importantly, the ways in which we can and must be better.

We fell short of certain policing requirements and of our responsibilities to effectively engage the communities we serve. This occurred at a particularly challenging time, when they feared for their safety, and for the safety of their loved ones. With these significant shortcomings, we did not inspire the public trust and confidence that is essential to democratic policing. We cannot let that happen again.

We accept all of the Review's findings and commit to implementing all of the recommendations. Of course, this report deserves, and requires, a thoughtful and deep review. We must assess each of the recommendations, not in isolation, but as part of a larger and broader context of police reform that is now underway.

The Review has made recommendations that are concrete and significant. Without a doubt, when implemented, they will improve our ability to investigate missing persons in our city, they will improve policing generally, and community relations upon which good policing must, always, be based.

As Judge Epstein was clear to emphasize: the cost of not acting is not a cost our communities or our Members can bear.

This Review, and its conclusions, are, and must be viewed as an ongoing and dynamic work in progress, where we constantly reassess, where we check in, develop expectations in partnership with the public, acknowledging gaps, working to fill them, together, building on successes, as we move forward.

I speak for the entire Board when I say that we welcome Judge Epstein's findings, including those that relate to further enhancing the important role that the Board is responsible for discharging. The work to modernize the Board's civilian governance and oversight function has been occurring during the almost three years of the Review's work. Chief Ramer has been ensuring the Board receives relevant information about the Service's anticipated and ongoing operations so that the Board is in a position to ask questions and better engage in its governance and oversight functions. Of course, the additional recommendations in the Report will only serve to enhance and institutionalize the improvements that have already been made.

Today, we acknowledge the past that this Report documents, and commit to not just a better way of moving forward, but a renewed approach to working with communities, and acknowledging and working to address systemic

discrimination in its many manifestations. We must see the public as a valued partner, with information, perspectives, knowledge and insight that the police may not always have, combining this with our professional expertise so that we can do our best to serve and protect the public, every single member of the public. Those who speak out, those who have networks, those who can access systems, but also, those who cannot, who are disenfranchised, marginalized, voiceless.

This Report is not simply a document filled with facts and recommendations. It represents the voices of the missed, the voices of the missing, and the aspirations of the people of this great city for what they expect in their police service. It is a call to action we will work together with our communities to answer, to rebuild that vital trust so essential to our collective community safety.

With that, I will turn it over to Chief James Ramer.

Chief Ramer: Thank you Chair Hart. I have been a police officer for more than 40 years. I serve this city alongside the thousands of dedicated police officers and civilians of the Toronto Police Service. As Chief, I see many good things at work that I am proud of every day.

I can also say, that even after 40 years of policing, I can still learn. And, indeed, I have learned a lot from this Report. Many chapters were difficult to read, and certainly humbling.

Judge Epstein has given our Service much to reflect on about who we are, and how we carry out the jobs we are entrusted to do.

Her findings of failures in how we conducted some missing persons investigations, particularly those in marginalized or vulnerable communities, are accepted - and the shortcomings she identified, are inexcusable.

I want to thank Judge Epstein for her commitment to this important work. Her Report will guide the Toronto Police Service as we pursue the fundamental change that is needed to begin the crucial process of reconciliation with those communities we have let down. As Chief, I am confirming today that we accept, and will act, on every one of her recommendations.

Judge Epstein's Report lays bare that there were mistakes and missteps in the way that missing persons investigations were handled, and in particular,

those that related to people from Toronto's LGBTQ2S+ communities and in Toronto's Church and Wellesley area.

Although, as Judge Epstein states, the deficiencies were neither overt nor intentional, there were too many times that we did not live up to what is expected – and in some cases - required of us to keep you safe and the consequences were grave, affecting lives in the most profound ways.

Much of what Judge Epstein uncovered reflects organizational shortcomings, and has shone a light on the fact that some of our processes made it difficult for our Members to achieve successful outcomes in their investigations.

As an organization, we acknowledge the mistakes made, the process failures, and the gaps. The Service accepts the responsibility for these systemic issues, including not meeting provincial standards in our use of Major Case Management tools, including Power Case.

We will work to ensure each of our Members is supported and receives the right resources, supervision, training and education needed to serve all of Toronto's communities, and to do their jobs to the best of their abilities.

In her report, Judge Epstein also addresses how the Service, and its leadership, communicated about these investigations and cases to the public, as they were unfolding. The Toronto Police Service made statements that discounted the theory that a serial killer was operating in the Village, and left people with the impression that victims were not coming forward. These statements were incorrect.

We know that many in Toronto's LGBTQ2S+ communities felt, and still feel, that our communications deepened a sense of mistrust between us. That this was not the Service's intention and we apologize for the anger, hurt and damage that caused.

Others have said we were not hearing them, that their fears were not taken seriously, and even, that they were blamed for the victimization they experienced. None of this is acceptable. None of this should have happened.

And as we all know, tragically, lives were lost. To the family, friends and community members left behind, we apologize. I had an opportunity to speak to some of you today – you deserved better and we deeply regret the impact our actions, and inactions, had, and continue to have, on your lives.

Know that the action we will take from this day forward will seek to honour the legacies of those you lost, and the impact those losses had on you, the communities they were a part of, and our city as a whole.

We understand, however, that saying “sorry” only means something if it is followed by demonstrated and sustained action, and a commitment to the marginalized and vulnerable communities most impacted by the issues outlined in this Report. We vow to listen to you, and to act.

We appreciate that the Report acknowledges the skills and commitment of our Members, both sworn and civilian. And, that there was excellent police work done by the Toronto Police Service in some of these cases. We will continue to try to do better. We must. And, the good faith and intent of our members will ground our path forward.

We have only had the Report for a few days and we will require time to assess each of the recommendations. We recognize that we will need help to do all that we need to do now. We will very carefully consider our existing resources and will work with our communities and the city to continue the public conversations about our budget.

As the Review Team acknowledges, the Service has taken steps to improve the way it conducts missing persons investigations and to better serve vulnerable and marginalized communities in Toronto. The introduction of Service-wide anti-bias training and the creation of a dedicated Missing Persons Unit are examples of our Members forging ahead to make progress over the last three years.

I further commit today that we will meet the Review’s deadlines for planning, implementation and public reporting as outlined in the Report.

As Chief, I am acting now to implement the following recommendations as quickly as possible:

I can say today that:

- We will double the number of investigators in the Missing Persons Unit from 4 to 8, as recommended by Judge Epstein,
- We will ensure that a Missing Persons Coordinator is assigned to cover each Division across the city

- And, we are already exploring how to integrate civilian support persons into the work of the Missing Persons Unit to provide expert social and other supports to the loved ones of those who have gone missing.

Looking forward, I am also appointing Superintendent Pauline Gray, head of our Homicide and Sex Crimes Unit, to co-lead a planning and implementation team that will include modernizing our work with communities and ensuring we consider their perspectives, insight and knowledge so that we can ensure the Toronto Police Service is serving and protecting every single member of the public.

We recognize that how we implement these recommendations will affect how successful we are in making the necessary repairs to community trust in the police.

We are committed to real partnerships with communities from the outset to work with us on the effective implementation of these recommendations. And through this process, we will work to understand and remove the barriers that exist between us. And, I am committing that this process will be public and transparent, and will include updates on our implementation progress.

In closing, I want to again thank Judge Epstein and her Review Team. I know that the dedicated and professional Members of the Toronto Police Service will answer the Review's call to action.

Thank you and we will now take your questions.



Mobile Crisis Intervention Team Expansion Plan

***Coroner Inquest – Rui Filipe Nabico: Jury
Recommendation to Expand the MCIT Program***

TPSB Policing Reform Recommendations

#4. Immediate expansion of the MCIT Program

*#6. MCIT expansion plans have been presented to
MHAAP for review and feedback*

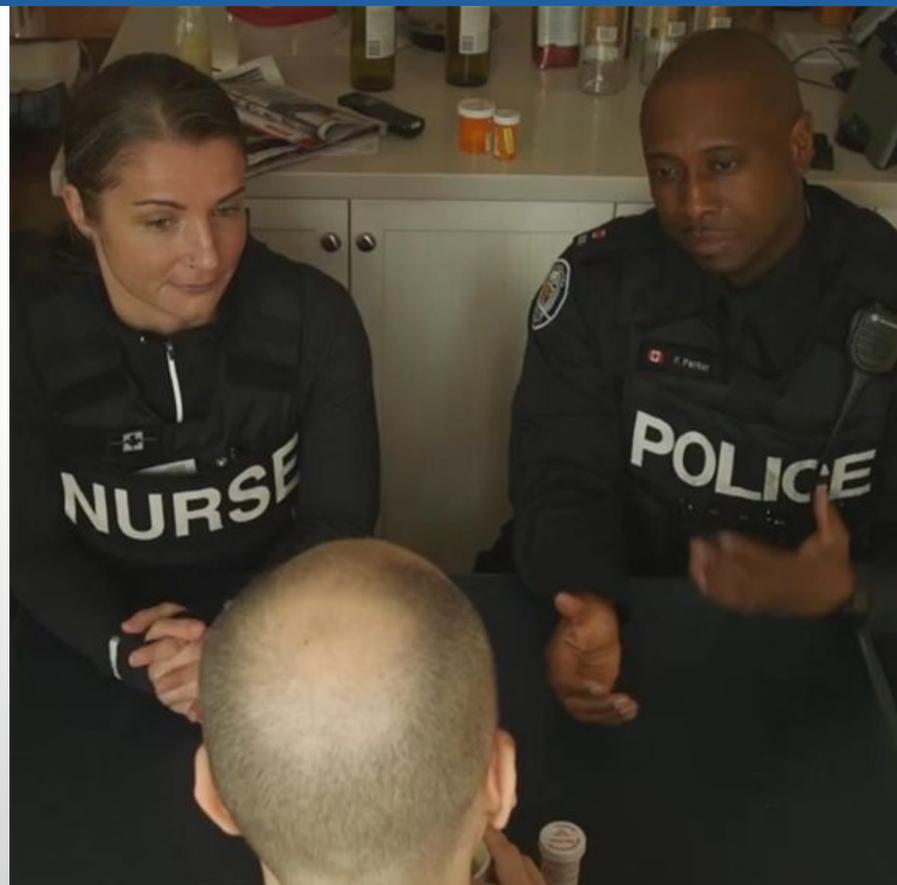
*#7. MCIT expansion has been funded from the 2021
TPS Operating Budget*





MCIT: Collaborative Police/Nurse Response

- De-escalate and defuse crisis
- Clinical assessment of the person in crisis
- Prevent self harm or harm to others
- Divert persons in crisis from the criminal justice system and the hospital emergency room
- Provide avenue for immediate crisis intervention through community referrals for ongoing support





24 Hour Crisis Response

Police reform recommendation #4: Provide MCIT services 24 hours a day, 7 days a week across all divisions

CURRENT	FUTURE
<ul style="list-style-type: none"> 7 MCITs deployed daily 3 MCITs deployed (Mon to Thurs only) 	<ul style="list-style-type: none"> 12 MCITs deployed daily 1 MCIT Down Town Response Team dedicated to D14, D51, D52 (Mon -Thurs)
10 hrs. of daily MCIT coverage (11am to 9 pm)	24 Hour Crisis Response <ul style="list-style-type: none"> 14.5 hrs. of daily MCIT coverage (9am to 11:30 pm) 9.5 hrs. remaining coverage provided by Divisional Crisis Support Officers (DCS)
Total complement: <ul style="list-style-type: none"> 17 MCIT officers dedicated to program 	Total complement: <ul style="list-style-type: none"> 26 MCIT officers dedicated to program 272 DCS officers trained by Q4 of 2021



Year	Current State Calls Attended	Future State Estimated Calls Attended	% Change
2018	7,150	10,353	44.80%
2019	6,405	9,297	45.10%
2020	7,611	10,993	44.40%

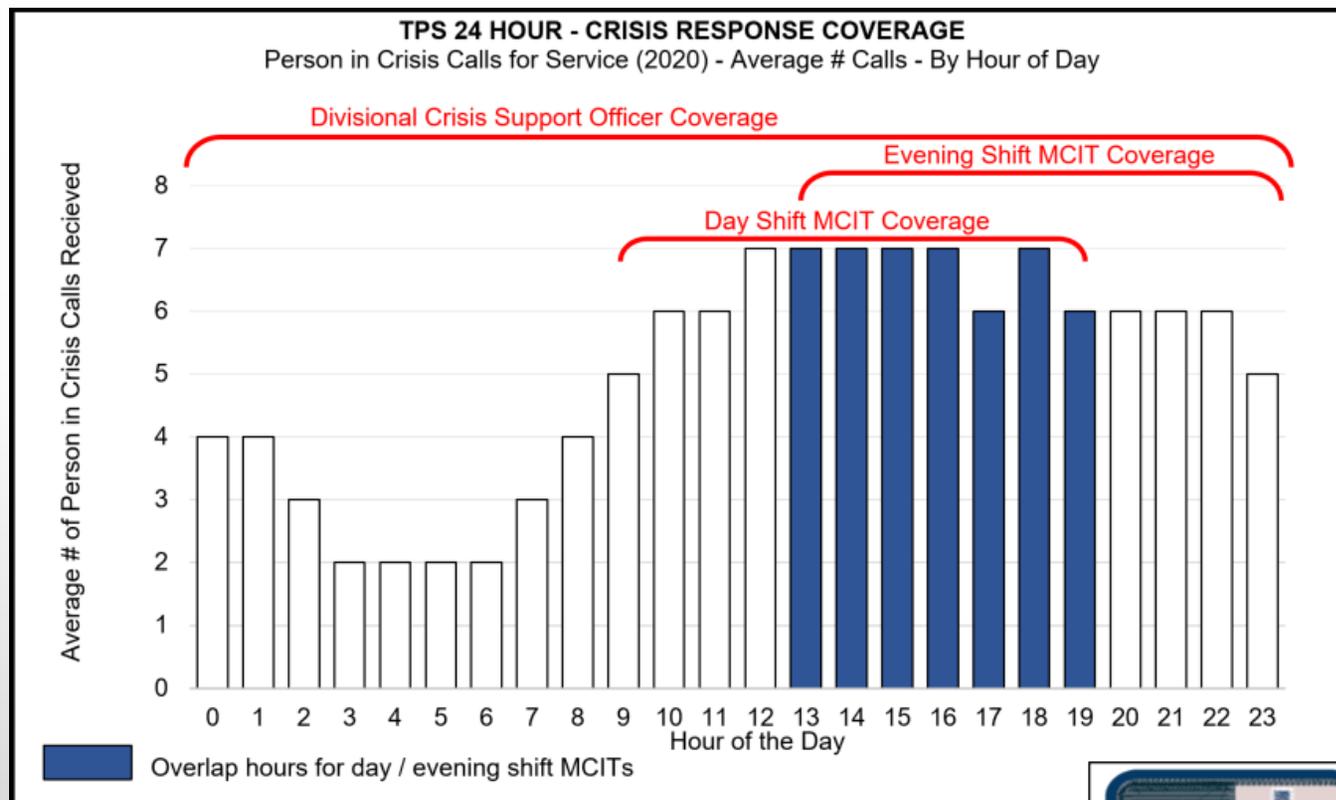
Demand Based Deployment Model

Police reform recommendation #4: Provide MCIT services 24 hours a day, 7 days a week across all divisions

- Calls are highest between 9:00am and 11:00pm
- Each division serviced by day shift and evening shift MCIT:

DAY SHIFT MCIT	09:00 AM – 07:00 PM
EVENING SHIFT MCIT	01:30 PM – 11:30 PM

- 5.5 hrs. overlap between day and evening shift teams
- Hospital partners: focus MCIT support to reduced demand on emergency room services when crisis calls are highest
- Working hours of nurses in program are not within TPS control



Divisional Crisis Support (DCS) Officer Program

Police reform recommendation #4: Provide MCIT services 24 hours a day, 7 days a week across all divisions

- DCS officer deployed on every PRU platoon 24/7
- **Primary Role** – first response to mental health related calls for service in tandem with either MCIT or PRU/CRU
- Allows for co-attendance of highly trained DCS and MCIT officers to crisis calls focused on de-escalation
- Cadre of 4 trained DCS officers per platoon with specialized training in:
 - de-escalation techniques
 - communication skills
 - common mental health disorders



Access to Resources & Community Supports (ARC-MCIT)

- Since Oct 2019, ARC-MCIT provides short-term case management and peer support after MCIT interaction
- Coverage Area: Humber River Hospital, North York General
- 2021 Expanded to Scarborough Health Network
- Case manager can connect an individual to ethno-racial specific services and resources
- Follow up occurs within 48 hours of reported crisis
- Clients are provided with up to 90 days of short term case management



Police reform recommendation #5(b): provide follow-up after an MCIT response, including ethno-racial specific services, provide connection to ongoing supports including case management when needed, and ensure individuals are referred to Mental Health and Justice and community-based crisis prevention programs and/or the FOCUS table.



MCIT / DCS Officer Training

Police reform recommendation #5(d): include a culturally responsive approach consistent with the commitment to equity and anti-racism outlined in the Service's Mental Health and Addictions Strategy.

MCIT Level 1 Course:

- 300 officers trained by Q4 2021
- Increased from 40 to 80 hours
- 20 hours - Equity, Inclusion & Human Rights

DCS Officer Course:

- 280 officers trained by Q4 2021
- 2.5 days of mental health training

Equity, Inclusion & Human Rights Training:

- Foundational concepts of anti-oppression and anti-black racism
- Mental health and cultural considerations in black communities
- Historic/current hardships faced by LGBTQ2S+ communities
- Intergenerational Trauma experienced in Indigenous communities



Recruitment Criteria

Police reform recommendation #5(e): include recruitment criteria which demonstrates an ability for anti-racist and anti-oppressive practice, commitment to human rights, and awareness of lived experience of mental health and/or addictions related issues.

New Role Profiles for MCIT / DCS officers

- Recognize intersectionality of poverty, racism stigma and mental health
- Ability to manage bias
- Possess Anti-racist/oppressive attitudes

New MCIT Selection / Application Form

- Supervisors evaluate officer's de-escalation skills, core values and core competencies

TPS Policy and Procedure: Human Rights

MCIT Steering Committee Nurse Recruitment Criteria

- Awareness of mental health/addictions issues and lived experience



Uniform to Support De-escalation

Police reform recommendation #12: in consult with MCIT service users, front-line workers and Service members, place MCIT police officers in a distinct uniform, specially designed to support de-escalation.

Uniform design was a result of community consultation

Survey input from:

- People with lived experience
- Community agencies
- F.O.C.U.S
- Hospital partners
- Human Services & Justice Coordinating Committees

New Uniform Label

- Preferred patch by 75% of respondents



MCIT Vehicles

Police reform recommendation #12: in consult with MCIT service users, front-line workers and Service members, place MCIT police officers in a distinct uniform, specially designed to support de-escalation.

Low Visibility Police Graphics to Further Support De-escalation & Stigma



New MCIT Procedure

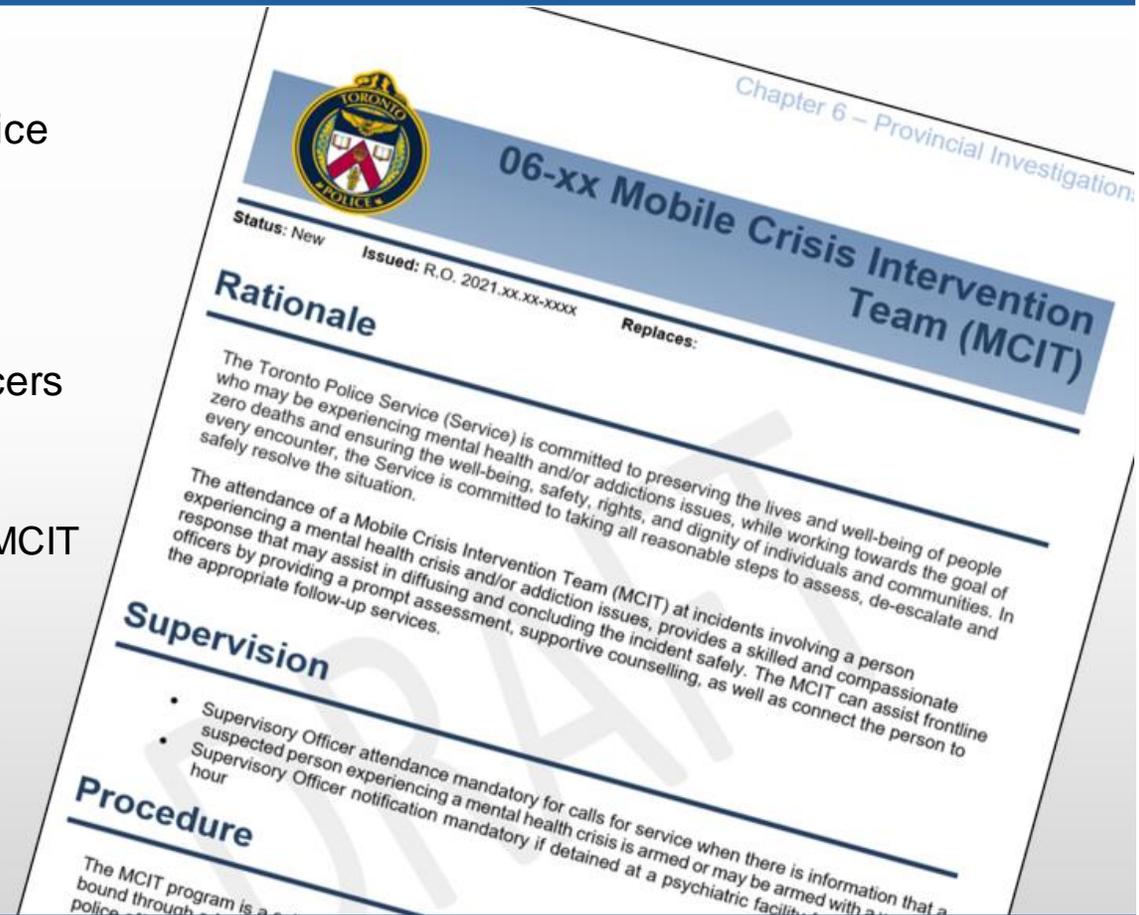
Police reform recommendation #5(a): include provisions for implementation oversight, including routine monitoring, evaluation and benchmarks for success.

New MCIT operating procedure reflects Justice Iacobucci recommendation - MCIT are first responders

Identifies criteria for MCIT to act as first responder with Divisional Crisis Support officers

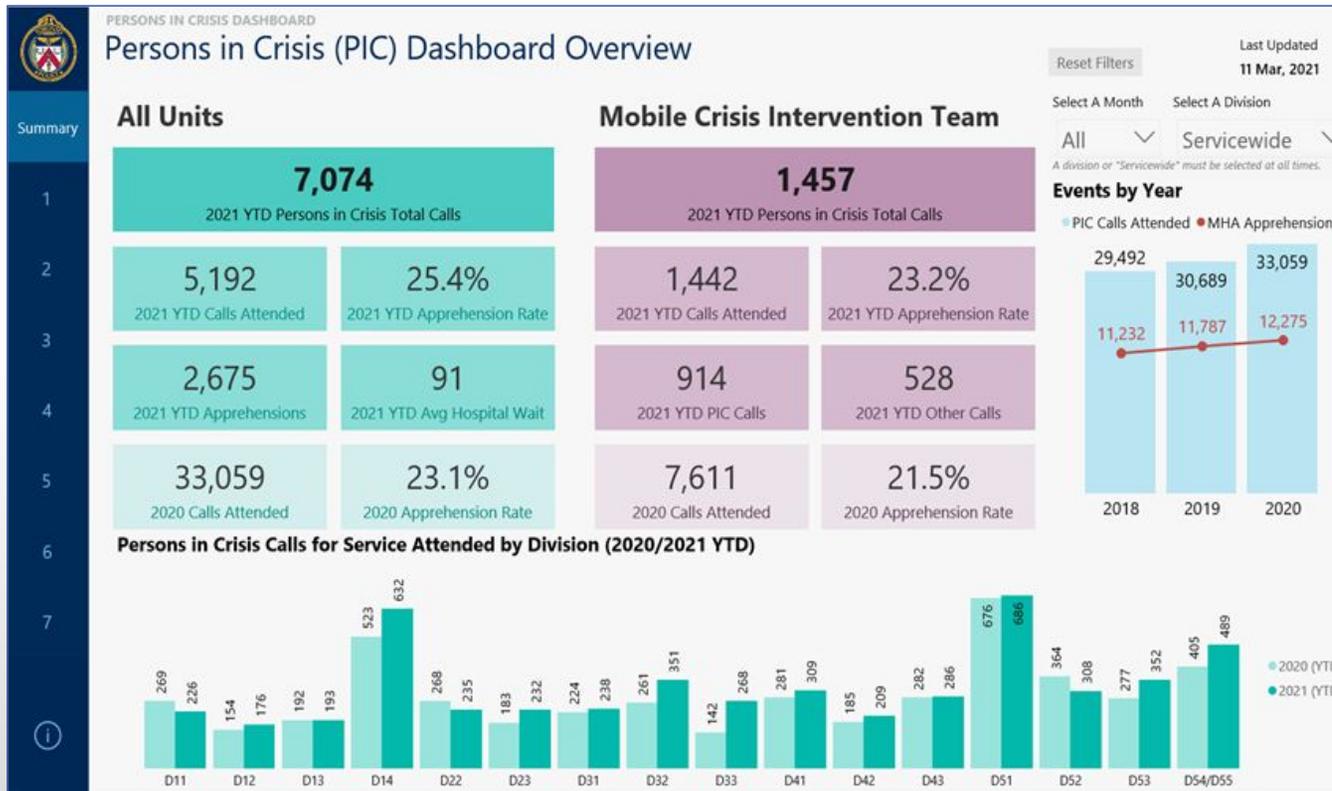
Direct supervision by PRU sergeants

- Manage front line resources to maximize MCIT availability for mental health response
- Performance management
- Input on MCIT officer appraisals



MCIT Dashboards

Police reform recommendation #5(f): include provisions for ongoing quality improvement of program operations through data collection and reporting on MCIT interventions, services provided and outcomes



Analytics will guide program improvement:

- Public Safety Portal PIC dashboard
- Internal facing dashboard to support program decisions

Independent evaluator to measure the overall effectiveness of expansion.



Expanded Steering Committee

Police reform recommendation #8/9: expand the existing MCIT Steering Committee to include representatives from MHAAP and ARAP, Executive Directors/CEOs of community-based mental health and addictions agencies, the CABR unit, delegates of the Board and people with lived experience; and meet on a quarterly basis.

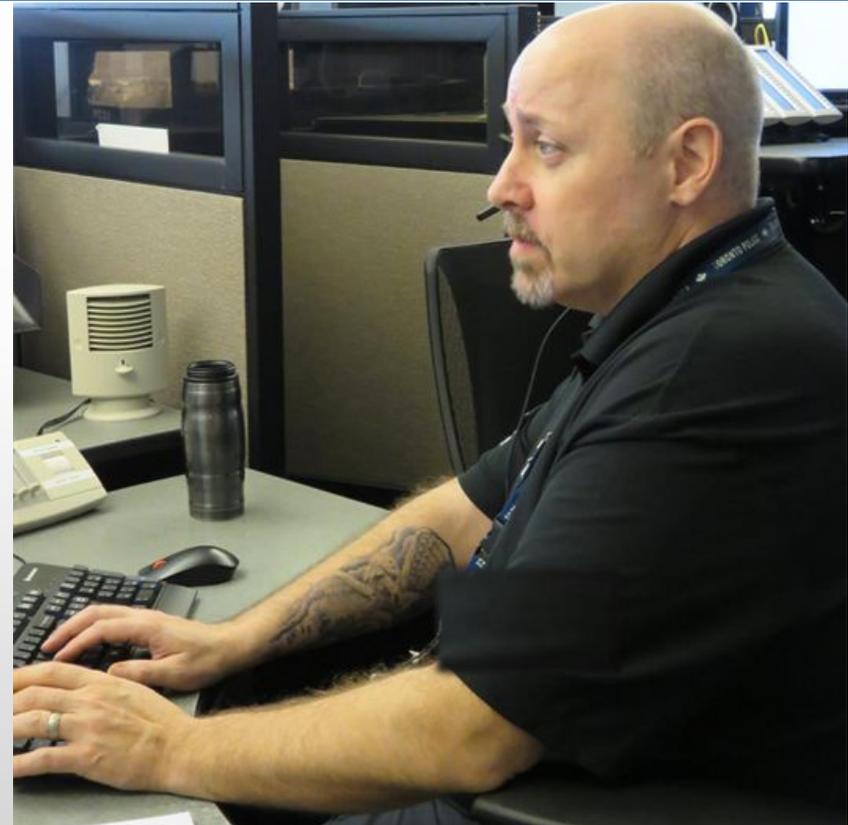
- Sarah Downey, President & CEO – Michael Garron Hospital, Toronto East Health Network (Co-chair)
- Peter Yuen, Deputy Chief – Toronto Police Service (Co-chair)
- Sandy Murray – Toronto Police Services Board
- Tim Rutledge, President & CEO – Unity Health Toronto
- Barb Collins, President & CEO – Humber River Hospital
- Elizabeth Buller, President & CEO – Scarborough Health Network
- Karyn Popovich, President & CEO – North York General Hospital
- Tess Romain, Interim CEO - Toronto Central Local Health Integration Network
- Representative from the Confronting Anti-Black Racism (C.A.B.R.) Unit from City of Toronto – TBD
- Paul Bruce, CEO – Cota
- Jason Altenberg, CEO – South Riverdale CHC
- Susan Davis, Executive Director – Gerstein Crisis Centre
- Kevin Haynes – TPSB MHAAP Member
- Jennefer Simo - TPSB MHAAP Member
- Helen Tsamis, Person with Lived Experience
- (Anonymity preferred), Person with Lived Experience



9-1-1 Crisis Call Diversion Pilot Program – July 2021

Police reform recommendation #1(b): work with the City Manager, Government of Ontario, community based mental health and addictions service providers / organizations / stakeholders to develop new and enhance existing alternative models of community safety response, including mobile mental health and addictions crisis intervention.

- 1 year pilot (D14, D51, D52)
- Co-located crisis worker in TPS 911 Call Center, 20 hours/day, 7 days a week
- Non-emergent mental health related calls diverted from a police response and actioned for mental health support systems
- Funded from TPS 2021 Budget





Toronto Police Services Board Report

April 6, 2021

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

**Subject: Mobile Crisis Intervention Team (M.C.I.T.) Program
Expansion Plan and 911 Crisis Call Diversion Pilot**

Recommendation(s):

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

Financial Implications:

All policing costs associated with this expansion are being absorbed by the Toronto Police Service (T.P.S.) and no new funding request is being made to accomplish these changes. The resources required to implement the M.C.I.T. Program Expansion Plan as well as the 911 Crisis Call Diversion Pilot are outlined in the table below:

Required Resources	Annual Cost
Toronto Police Service	
<i>M.C.I.T. Expansion</i>	
9 Police Constables	\$1,163,520
Uniform & Outfitting	\$ 60,000
Conversion of vehicles for M.C.I.T. standard	\$ 52,000
Training	\$ 50,000
Sub-Total: M.C.I.T. Expansion	\$1,325,520
<i>911 Crisis Call Diversion Pilot</i>	
1 Crisis Intervention Worker (20hrs per day)	\$ 365,000
Project Coordinator	\$ 86,400
Equipment	\$ 32,000
Sub-Total: 911 Crisis Call Diversion Pilot	\$ 483,400
Total: Toronto Police Service Funding	\$1,808,920
Province of Ontario Funding	
<i>9 Nurses: Salaries & Benefits</i>	\$ 970,000

TOTAL: M.C.I.T. Program Expansion and Call Diversion Pilot	\$2,778,920
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The T.P.S. contemplated the M.C.I.T. Program expansion during the 2021 budget process. The T.P.S. reallocated and reprioritized existing resources in order to accommodate policing related costs associated with the expansion of the M.C.I.T. Program and the cost of the 911 Crisis Call Diversion Pilot within its Council Approved 2021 Operating Budget.

The Ontario Ministry of Health has provided hospitals that are partnered with the T.P.S. with \$970,000 for the purpose of expanding the M.C.I.T. program. This funding has been allocated to cover salaries and benefits of the nurses required for program expansion. All M.C.I.T. Program nurses are employed by the hospitals and their salaries and benefits costs will be paid through provincial health care funding allocations.

Background / Purpose:

The Board, at its meeting on August 18, 2020, approved 81 recommendations on police reform, originating from a report by Chair Jim Hart, titled “Police Reform in Toronto: Systemic Racism, Alternative Community Safety and Crisis Response Models and Building New Confidence in Public Safety”.

These reforms include the need for new, innovative and collaborative methods with regard to how the T.P.S. responds to mental health crisis calls for service.

Recommendation #4 “directs the Chief of Police to prioritize and create a plan to implement, as soon as feasible, an immediate expansion of the M.C.I.T. program in partnership with existing community-based crisis services, including peer support, to meet current demands for mental health-related service calls, recognizing the need for the T.P.S.’s partners to secure necessary funding for this expansion, with a view to providing M.C.I.T. services 24 hours a day, seven days a week, and across all divisions.”

A strategic plan to improve and expand our collaborative response to people experiencing mental health crisis has been created, and is detailed in this report.

Discussion:

The T.P.S. is committed to working in partnership with the Board, the City of Toronto, hospital partners and the community to develop alternative, innovative and collaborative models of mental health crisis response, while working toward our goal of zero deaths and ensuring the well-being, safety, rights and dignity of individuals and communities.

The M.C.I.T. Expansion Working Group has developed a comprehensive plan to enhance and expand the M.C.I.T. Program in consultation with the M.C.I.T Steering Committee and hospital partners: Michael Garron Hospital, St. Joseph Health Centre

Toronto, Humber River Hospital, Scarborough Health Network, St. Michael's Hospital and North York General Hospital.

In addition, the T.P.S. consults on a continuous basis with the Board's Mental Health and Addiction Advisory Panel (M.H.A.A.P.) on issues related to the M.C.I.T. expansion plan.

The M.C.I.T. expansion plan has been designed to align directly with the police reform recommendations made by the Board in relation to mental health crisis response.

History of the M.C.I.T. Program:

The genesis of the M.C.I.T. program stemmed from two recommendations (#21 and #43) from the Lester Donaldson Inquest (1992 to 1994), which recommended that the T.P.S. create a specialized Crisis Intervention Unit. In November 2000, the T.P.S. commenced a pilot project between St. Michael's Hospital and 51 Division to partner a registered nurse, with specialized training in forensic mental health, with a police officer for specialized response to mental health related calls for service. This team was deployed in 51 and 52 Divisions. This project led to further expansion of the program and new partnerships with hospitals, specifically:

- 2005 – partnered with St. Joseph Health Centre (1 team added, deployed in 11 and 14 divisions);
- 2006 – partnered with Scarborough Rogue Hospital (1 team added, deployed in 41, 42, 43 divisions);
- 2007 – partnered with Humber River Hospital (1 team added, deployed in 12 and 31 divisions, then in 2010 expanded to include 13 division)
- 2013 – partnered with Michael Garron Hospital (1 team added, deployed in 54 and 55 divisions);
- 2014 – partnered with North York General Hospital (1 team added, deployed in 32 and 33 division);
- 2014 – the following 3 hospital partners supplemented their coverage with 40 extra hours per week of M.C.I.T. coverage from Monday to Thursday
 - Humber River Hospital (40 hours/week team added and included 23 division in their catchment area)
 - Michael Garron Hospital (40 hours/week team added and included 53 division in their catchment area)
 - St. Joseph Health Centre (40 hours/week team added and included 22 division in their catchment area)
- 2016 – Scarborough Health Network supplemented their catchment area with 1 additional team

Goals of the M.C.I.T. Program:

The collaborative nurse/police officer M.C.I.T.'s are support response units that provide a unique perspective to emergency calls for mental health related calls for service. The M.C.I.T.'s fulfil the following functions:

- Make an immediate on-site clinical assessment of the person in crisis;
- Attempt to stabilize and defuse the crisis;
- Assist in removing the individual from serious harm to themselves or others;
- Provide supportive counselling, as needed;
- Arrange appropriate mental health treatment through referrals to an appropriate agency or apprehension under the *Mental Health Act (M.H.A.)* [it should be noted that only a police officer may make such an apprehension];
- Coordinate and facilitate transportation to the hospital emergency department if further psychiatric and medical assessment is required; and
- Divert persons in crisis from both the criminal justice system and the hospital emergency room, to provide an avenue for immediate crisis intervention through community referrals for ongoing support.

M.C.I.T. Current State – 10 Hours of Daily Coverage:

Presently, M.C.I.T.'s are not classified as first responders, as they provide a secondary response to calls for service involving persons in crisis. They attend as a support unit after priority response officers have attended to ensure the situation is safe for the nurse. When feasible, and consistent with officer and public safety, members of the M.C.I.T. may take the lead role in situations involving an individual experiencing a mental health crisis. In the event the M.C.I.T. is not available to respond to a person in crisis, the Primary Response Unit (P.R.U.) is responsible for resolving the event.

There are currently 17 officers dedicated to the M.C.I.T. Program. Throughout the City there are 10 teams deployed daily from Monday to Thursday and 7 teams deployed daily from Friday to Sunday. All M.C.I.T.'s are deployed for 10 hours each day between 11:00 a.m. and 9:00 p.m.

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
10 Teams	10 Teams	10 Teams	10 Teams	7 Teams	7 Teams	7 Teams

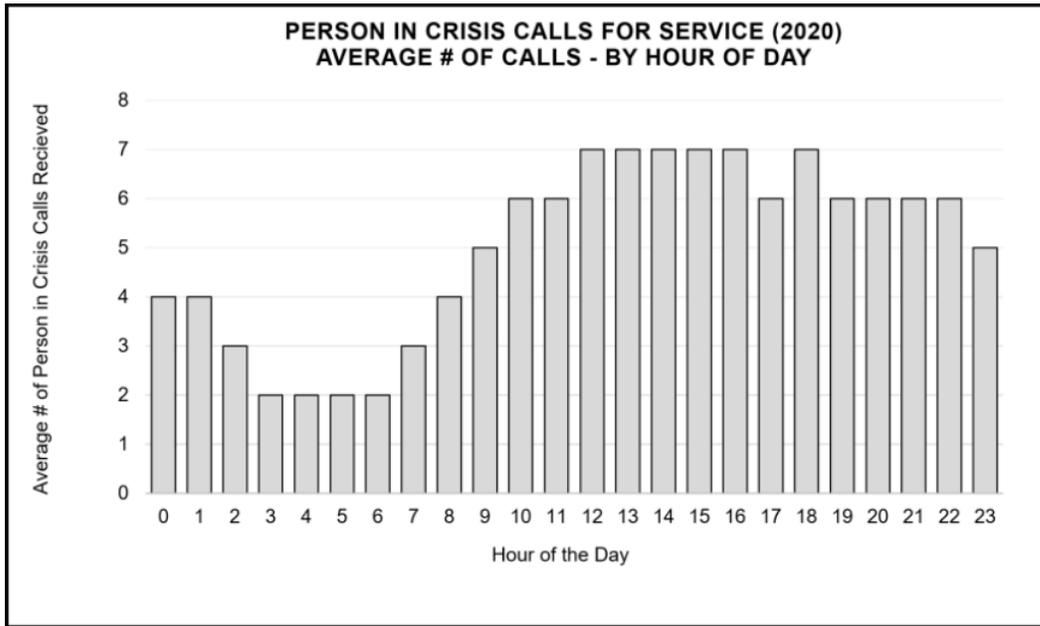
Future State – 14.5 Hours of Daily Coverage:

Police Reform Recommendation #4: “direct the Chief of Police to prioritize and create a plan to implement, as soon as feasible, an immediate expansion of the M.C.I.T. program in partnership with existing community-based crisis services, including peer support, to meet current demands for mental health-related service calls, recognizing the need for the Service’s partners to secure necessary funding for this expansion....”

The expanded M.C.I.T. deployment model is designed to focus mental health supports during periods where calls for service are historically greatest. Person in crisis calls for service are highest between 9:00 a.m. and 11:00 p.m. There are between 5 and 7 calls each hour in the City during this period. Comparably, person in crisis calls are lowest between 2:00 a.m. and 7:00 a.m. when there are 3 or less person in crisis calls for

service each hour throughout the city. While Table 1 below only depicts data from 2020, the trends are consistent for the past 2 years.

Table 1.



(For further supporting call data refer to Appendix A: Person in Crisis Total Calls for Service 2020 By Time of Day and Day of Week.)

The M.C.I.T. Program expansion will increase both the number of M.C.I.T.’s deployed and the hours of coverage each day (refer to Appendix B: Current and Future M.C.I.T. Deployment Model/Catchment Areas and Appendix C: M.C.I.T. Expansion Organizational Chart).

The number of M.C.I.T.’s deployed throughout the city will increase to 12 teams daily with 1 additional team deployed from Monday to Thursday only.

These teams will provide 14.5 hours of daily M.C.I.T. coverage between 9:00 a.m. and 11:30 p.m. in all divisions.

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
13 Teams	13 Teams	13 Teams	13 Teams	12 Teams	12 Teams	12 Teams

Each division will be serviced daily by 1 day-shift M.C.I.T. and 1 evening-shift M.C.I.T. working the following hours:

- Day Shift: 9:00 a.m. – 7:00 p.m.

- Evening Shift: 1:30 p.m. – 11:30 p.m.

These deployment hours create 5.5 hours of overlap between 1:30 p.m. and 7:00 p.m. when both day shift and evening shift teams are working simultaneously and available to provide M.C.I.T. coverage.

A team called the M.C.I.T. Downtown Response Team, will work evening shift from 1:30 p.m. to 11:30 p.m. Monday to Thursday, increasing the number of teams overlapping to 3, between 1:30 p.m. and 7:00 p.m., in the busiest area of the city (Divisions 14, 51 and 52) where demand for service for mental health related calls has been shown to be higher than other areas of the city.

M.C.I.T. deployment hours reflect a desire by hospital partners to have multiple teams available for response in each catchment area when mental health related calls for service and demand for hospital emergency room services are highest. Hospital partners emphasize the need for M.C.I.T. services to alleviate demand on emergency room services by providing an avenue for immediate crisis intervention through community referrals for ongoing support. Also, current nursing Collective Bargaining Agreements with their hospital employers do not allow M.C.I.T. nurses to work past 11:30 p.m.

Expansion to provide M.C.I.T. coverage 24 hours a day, 7 days a week, and across all divisions will require on-going advocacy in collaboration with hospital partners for more funding from the Ontario Ministry of Health to increase the number of nurses in the program and support their salaries. Program nurses are employed by the hospitals and their salaries are, therefore, paid through provincial health care funding allocations.

Using the last three full years of data as a baseline, as shown in table 2 below, it is estimated that under the expanded model, the M.C.I.T.'s will be able to respond to approximately 45% more mental health related calls for service.

Table 2: Estimated Mental Health Related Calls for Service Attended by MCIT with Expansion.

Year	Current State Calls Attended	Future State Estimated Calls Attended	% Change
2018	7,150	10,353	44.8%
2019	6,405	9,297	45.1%
2020	7,611	10,993	44.4%

M.C.I.T. Shift Pattern Pilot:

Currently, officers in the M.C.I.T. program work different shift patterns depending on which division they are assigned to. In order to streamline the program and optimize M.C.I.T. coverage based on call volume and demand for service, the M.C.I.T. expansion team will engage all internal stakeholders as required to have officers in the M.C.I.T. program pilot a 7&7 - 11 hour shift schedule with amended start times. Nurses in the M.C.I.T. program will continue to work 10 hours shifts.

The amended start times for the 7&7 M.C.I.T. officer shift schedule were selected based on operational necessity for call volume and are impacted by current nursing Collective Bargaining Agreements with their hospital employers:

- Day shift: 8:00 a.m. - 7:00 p.m.
- Evening shift: 1:00 p.m. - 12:00 a.m.

The exception to this shift pattern is the M.C.I.T. downtown response team, which will work a 10 hour shift from Monday to Thursday from 1:30 p.m. to 11:30 p.m.

Divisional Crisis Support Officer Program:

Police Reform Recommendation 4: “direct the Chief of Police to expand M.C.I.T. ...with a view to providing M.C.I.T. services 24 hours a day, seven days a week, and across all divisions.”

The Divisional Crisis Support Officer (D.C.S.) Program has been developed to provide additional support to those in crisis when the M.C.I.T.'s are unavailable or not working. The D.C.S. will be a 1 officer car deployed daily in each division throughout the City on each platoon. The D.C.S. officer will have specialized training in de-escalation techniques, communication skills, the role intersectionality plays in mental health disorders and common mental health disorders.

The primary function of the D.C.S. officer is first response to mental health related calls for service, in tandem with either M.C.I.T. or P.R.U./Community Response Unit (C.R.U.). D.C.S. officers will also provide assistance and support to M.C.I.T.'s attending incidents. The D.C.S. officer will have greater awareness and access to contact lists for all key community mental health organizations as well as their divisional 'Furthering Our Community by Uniting Services (F.O.C.U.S.) Table', that they can draw upon to provide outreach options and contacts to individuals served in the community. D.C.S. officers will provide relief for M.C.I.T. officers during annual leave, sick or time off.

As a secondary role, the D.C.S. officer will be engaged in Vision Zero themed traffic enforcement and other divisional directed patrols.

D.C.S. officers shall **not** generally be utilized for the following, so they remain available for response to mental health related calls:

- Incidents not involving emotionally disturbed persons or persons in crisis;
- Radio calls that are not Priority 1 or 2;
- Family disputes where there is no immediate threat to life;

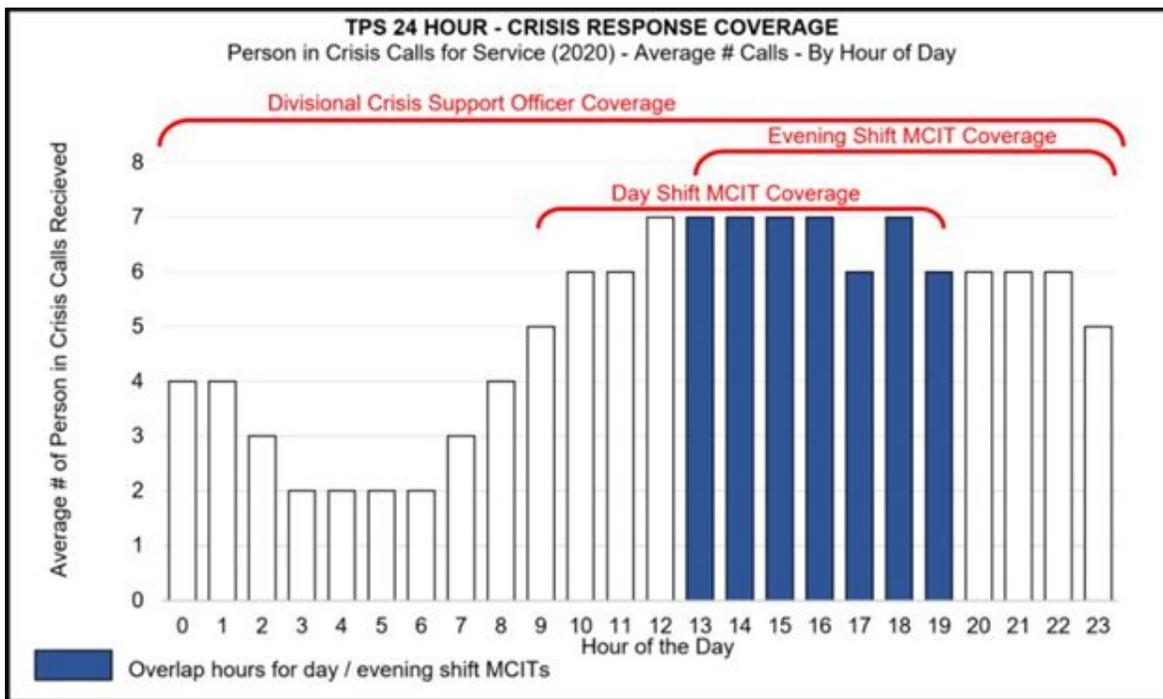
- Relieve primary response officers who have already apprehended or transported a person to a hospital; and
- Execute Mental Health Act Apprehension forms.

Every P.R.U. platoon throughout the city will have a cadre of 4 D.C.S. officers that will be part of the divisional platoon strength. Each tour of duty, the platoon supervisor will assign 1 of the trained officers from their cadre as the D.C.S. officer. The priority will be to have 272 D.C.S. officers trained by the end of Q4, 2021. In the interim, platoons will utilize P.R.U. officers that have already completed M.C.I.T. Level 1 training, but are not currently assigned in this role.

The Toronto Police College has developed a 2-day mental health training course with an on-line component in consultation with the M.C.I.T. expansion team and will run the D.C.S. officer course throughout 2021 until sufficient officers are trained (refer to Appendix D for D.C.S. officer course content and syllabus).

By the completion of the M.C.I.T. expansion plan in Q4 2021, the M.C.I.T.'s and D.C.S. officers together will provide 24 hour coverage for mental health response and support to the community and divisional officers (as depicted in Table 3 below).

Table 3.



Mental Health Crisis Response Training & Community Consultation:

All mental health and de-escalation training provided to M.C.I.T. officers and D.C.S. officers has been developed in consultation with medical professionals, people with lived experience and people from the mental health community.

Learning modules on Equity, Inclusion and Human rights have been developed in consultation with the T.P.S. Community Consultative Committees, the Confronting Anti-Black Racism Unit from the City of Toronto and members from the L.G.B.T.Q.2.S.+ community.

A vast array of professional experts deliver the M.C.I.T training and include: doctors of emergency psychiatry, neuroscientists, child and youth therapists with expertise in autism, experts in the field of acquired brain injury, geriatric psychiatrists, university professors, psychotherapists, crisis nurses, certified addiction nurses, housing counsellors, forensic psychiatrists, crown attorneys, paramedics, clinical case workers, health lawyers and people with lived experience deliver presentations on their personal experiences and perspectives.

The training content for the D.C.S. officer course is an abbreviated version of the M.C.I.T. Level 1 course. The D.C.S. officer course also includes narratives of lived experiences.

The efficacy of training delivered is measured through a formative evaluation of students during class discussion, question/answer periods and observations. Instructors assess and evaluate students during practical and scenario based training for appropriate application of knowledge, skills and attitudes. Students must demonstrate effective communication, de-escalation skills and proper judgement and proficiency with use of force. A survey and course critique is provided each day of training and officers are invited to make comments. There is a follow-up questionnaire in development which will be sent out to course participants 4 months following the completion of the course, after officers have spent some time in the MCIT role. The purpose of the survey is to measure whether what was learned is being applied on the job.

M.C.I.T. Level 1 Training Expansion:

The current M.C.I.T. program requires all nurses and officers assigned to the M.C.I.T. to complete a mandatory 40 hour M.C.I.T. Level 1 course. This course introduces the nurses and officers to the M.C.I.T. response framework as well as to the situations they may encounter during operational duties. Over the course of 40 hours, the officers and nurses learn about major mental illnesses, vulnerable persons, intercultural communications, mental health and health privacy laws, de-escalation training, complex situations and participate in scenario based training.

In addition to the mandatory M.C.I.T. Level 1 training, all operational teams receive up to 40 hours of annual in-service training. Topics are drawn from issues that have arisen over the past year. For example in 2019, training was delivered on:

- Autism spectrum disorders
- Acquired brain injuries

- Fetal alcohol spectrum disorders
- Child and adolescent mental health

In 2021, the M.C.I.T. Level 1 course will increase to 80 hours of training and will include a 20 hour module on equity, inclusion & human rights as well as a training module on patient advocacy. These modules will discuss the rights of mental health consumer survivors within the *M.H.A.* and judicial system, with a focus on equity and human rights (refer to Appendix E for a summary of Level 1 course topics and Appendix F for the M.C.I.T. Level 1 Course Training Standard).

In addition, a new training module on intercultural communications will define cultural components and intercultural dimensions that are present in exchanges. This training section identifies differences in approaches to conflict, which are culture bound so officers can consider ways these differences may result in encounters between members of the public and police. Teaching points include:

- Cultural Identities and Differences
- Context in Communications, High and Low
- Cultural Adaptations to Communications and Conflict Styles
- Emotional Expressiveness between cultures and how to recognize them

Equity, Inclusion & Human Rights Training for M.C.I.T.'s and D.C.S. Officers:

Police Reform Recommendation 5(d): “direct the Chief of Police to include in that plan provisions for a culturally responsive approach consistent with the commitment to equity and anti-racism outlined in the Service’s Mental Health and Addictions Strategy.”

New components added to the M.C.I.T. and D.C.S. officer training program include a comprehensive module on equity inclusion and human rights and encompasses mental health responses in relation to the black and L.G.B.T.Q.2.S.+ communities and intergenerational trauma experienced by Indigenous communities.

This training is aimed at building and improving participant capacity for anti-racist and anti-oppression practice and will cover the foundational concepts related to anti-oppression and anti-racism; including culture, privilege, power, oppression, micro-aggressions, and bias. The sessions discuss ways in which bias and discrimination affects individuals and communities and the creation and entrenchment of systemic barriers related to race, gender, ability, gender identities, and sexual identities.

Mental Health and Cultural Considerations for Our Black Communities:

This training session provides a better understanding of cultural considerations in our black communities and discusses historical barriers, current stereotypes and factors that add to the mental stress of members in our black communities. The learning session includes the following subject matter:

- Social stereotypes of black communities
- History of slavery in Canada

- The effects of that history as it relates to mental health
- Statistical information on mental health in the black community
- Factors impacting mental health
- Racial trauma
- Guest speaker Kevin Haynes M.S.W., R.S.W. of C.A.M.H. will speak on his personal experience working in this field and mainly with our black communities
- Mental Health community support options for our black communities

History of the L.G.B.T.Q.2.S.+ Communities in Toronto and Mental Health:

This training session provides M.C.I.T. officers and D.C.S. officers a better understanding of the historic and current systemic hardships faced by the L.G.B.T.Q.2.S.+ communities and includes the following subject matter:

- Key concepts and language
- Impact of stigma
- History of the L.G.B.T.Q.2.S.+ communities in Toronto and Canada
- Distinctions between sexual orientation, assigned sex, gender identity and gender expression
- Understand language and terms: unpacking the acronym
- Social determinants of health
- Understand how social determinants of health and social location can impact your mental health
- Impacts of stigma on the mental health of the L.G.B.T.Q.2.S.+ communities

Intergenerational Trauma Experienced in Indigenous Communities:

This training session provides M.C.I.T. officers and D.C.S. officers a better understanding of the history of First Nations, Inuit, and Metis people, the trauma associated to the legacy of our country's treatment of First Nations, Inuit and Metis and includes the following subject matter:

- Intergenerational Trauma
- Residential School
- Indian Act
- Sixties Scoop
- Class exercise on Intergenerational Trauma
- Past and current cases that lead to mistrust with the Medical Institutions and the Justice Institutions.
- Reconciliation – moving forward to build trust with the Indigenous communities.

The addition of these new training modules reflects a culturally responsive approach consistent with the commitment to equity and anti-racism outlined in the T.P.S. Mental Health and Addictions Strategy.

M.C.I.T Uniforms & Vehicles:

Recommendation 12: “Direct the Chief of Police, in consultation with M.C.I.T. service users, front-line workers and Service members, to explore and develop a plan to place M.C.I.T. police officers in a distinct uniform, specially designed to support de-escalation.”

The T.P.S. has engaged an approved vendor to create multiple style and colour options for a new M.C.I.T. uniform designed specifically to support de-escalation. A sample of these shirts, pants, and hats were selected as viable options for the M.C.I.T. uniform through consultation with crisis teams around North America.

A narrowed number of uniform options were included in a targeted survey for comment and selection (refer to Appendix G for uniform survey). The survey was provided to people with lived experience, community agencies, Human Services and Justice Coordinating Committees, F.O.C.U.S., and hospital partners to provide input on which uniform option would most likely support de-escalation. The survey recipients identified uniform designs contained in Appendix H for this purpose. The T.P.S. is undertaking to absorb uniform costs from within its current budget (refer to Appendix I for costing).

The M.C.I.T. program currently utilizes 10 T.P.S. decaled minivans which are easily recognizable marked police vehicles. A total of 13 vehicles will be required to support the M.C.I.T. expansion. After consultation with the community, to further support de-escalation all M.C.I.T. vehicles will be outfitted with more subtle police markings. These low-visibility graphics will allow the vehicle to blend into surroundings rather than stand-out as a police car in order to help protect the privacy of the person in crisis.

Recruitment Criteria for M.C.I.T. Officers & Health Care Providers:

Police Reform Recommendation 5(e): “include recruitment criteria for participating police and health care providers, which should include a demonstrated ability for anti-racist and anti-oppressive practice, commitment to human rights, and awareness of lived experience of mental health and/or addictions related issues.”

The current M.C.I.T. complement includes 17 officers. The proposed expansion plan will increase the complement by 9 M.C.I.T. officers. An M.C.I.T. Officer role profile, a D.C.S. Officer role profile and a M.C.I.T. Officer selection/application form have been developed to include the following recruitment criteria:

- Recognises the intersectionality of poverty, homelessness, stigma, racism, colonialism, trauma and mental health; demonstrates an ability to manage bias and show anti-racism/anti-oppression attitudes;
- Demonstrates competence to understand the population of individuals served;
- Possess a willingness to acquire and share expertise and knowledge to create changes in the community; and,
- Understands, accepts and promotes the concepts of recovery and resilience, the value of partnerships and the balance between protection from harm and personal dignity (refer to Appendix J for the M.C.I.T. / D.C.S. officer role profiles and M.C.I.T. Officer Selection/Application Form).

Furthermore, the T.P.S. is committed to the protection and promotion of human rights in both the workplace and the delivery of police services as reflected in Procedure 13-14, "Human Rights".

Each partner hospital has autonomy to create and maintain recruitment criteria for hiring nurses for placement in the M.C.I.T. program. All partner hospitals have a workplace policy on diversity, which reflects a commitment to anti-racist, anti-oppressive practice and human rights. Most hospitals have similar hiring practices.

In addition, the M.C.I.T. Steering Committee has created a job description for the M.C.I.T. nurse position which is provided to all partner hospitals. The job description includes recruitment criteria which reflect an awareness of lived experience of mental health and/or addictions related issues (refer to Appendix K for the M.C.I.T. Steering Committee nurse recruitment criteria).

Governance / Procedure & M.C.I.T. Supervision:

Police Reform Recommendation #5(a): "include provisions for implementation oversight, including routine monitoring, evaluation and benchmarks for success," (also recommendation #4 in Justice Iacobucci's report).

The M.C.I.T. working group, Professional Standards Support, and the Governance Unit have created a new M.C.I.T. operating procedure as an extension of Procedure 06-04 "Emotionally Disturbed Persons." The new procedure identifies criteria for M.C.I.T.'s to act as a first/co-responder to mental health related calls for service with appropriate officer back up when required.

A threat assessment of the incident (based on available information) and overall safety of the M.C.I.T. shall determine the involvement and level of the M.C.I.T. response. In circumstances where a person in crisis is found to pose a risk or threat to the attending nurse, the M.C.I.T. nurse shall not be engaged until the situation is made safe. In these instances, the nurse will wait in a safe location until directed by the M.C.I.T. officer to enter and continue the call. The T.P.S. is in the process of updating Memorandums of Understanding with partner hospitals to reflect the M.C.I.T.'s as a first responder (refer to Appendix L for full Procedure).

Although M.C.I.T.'s remain assigned to the C.R.U., they function as first responders to calls for service with the P.R.U. As co-responders with the P.R.U., the on duty P.R.U. management team will be responsible to manage M.C.I.T. deployment to mental health related calls for service and be available to provide support and guidance when required. The nature of the P.R.U. supervisor's role profile places them in an ideal position to further ensure the M.C.I.T. mandate is carried out.

M.C.I.T.'s will report on and off duty at the beginning and end of their shifts to the officer in charge of their assigned division. P.R.U. supervisors will be responsible for direct supervision of M.C.I.T.'s while they are on patrol and manage front line policing resources to maximize M.C.I.T. availability for mental health related calls for service (refer to Appendix M for P.R.U. supervisor responsibilities related to M.C.I.T. officers).

M.C.I.T. Steering Committee:

Police Reform Recommendation #8: “direct the Chief of Police to expand the existing M.C.I.T. Steering Committee to include representatives from M.H.A.A.P. and A.R.A.P., Executive Directors/C.E.O.’s of community-based mental health and addictions agencies, a representative of the C.A.B.R. unit, delegates of the Board and people with lived experience.”

The M.C.I.T. Steering Committee is expanding, in alignment with the Board’s recommendation, to allow for more fulsome strategic discussion and will include the following members:

- Sarah Downey, President & C.E.O. – Michael Garron Hospital, Toronto East Health Network (Co-chair)
- Peter Yuen, Deputy Chief – Toronto Police Service (Co-chair)
- Sandy Murray – Toronto Police Services Board
- Tim Rutledge, President & C.E.O. – Unity Health Toronto
- Barb Collins, President & C.E.O. – Humber River Hospital
- Elizabeth Buller, President & C.E.O. – Scarborough Health Network
- Karyn Popovich, President & C.E.O. – North York General Hospital
- Tess Romain, Interim C.E.O. - Toronto Central Local Health Integration Network
- Paul Bruce, C.E.O. - Cota
- Jason Altenberg, C.E.O. – South Riverdale C.H.C.
- Susan Davis, Executive Director – Gerstein Crisis Centre
- Kevin Haynes – T.P.S.B. M.H.A.A.P. Member
- Jennefer Simo – T.P.S.B. M.H.A.A.P. Member
- Representative from the Confronting Anti-Black Racism (C.A.B.R.) Unit from City of Toronto – T.B.D.
- Helen Tsamis, Person with lived experience
- (Anonymity preferred), Person with lived experience

Aftercare for Persons in Crisis – M.C.I.T. Case Management Program (A.R.C.S-M.C.I.T.):

Police Reform Recommendation 5 (b): “provide follow-up for individuals after an M.C.I.T. response, which should be delivered in partnership with community-based mental health and addictions service providers including ethno-racial specific services, provide connection to ongoing supports including case management when needed, and ensure individuals who could benefit are referred to Mental Health and Justice and community-based crisis prevention programs and/or the F.O.C.U.S. table.”

Access to Resources & Community Supports - Mobile Crisis Intervention Team (A.R.C.S. - M.C.I.T.) is a collaborative partnership between Humber River Hospital, North York General Hospital, and Cota Health. The program provides short-term case management to people who would benefit from support after an interaction with an M.C.I.T. Case managers help connect people to a wide-range of community support

services based on the client's ethno-racial preferences and needs. Some examples include:

- Primary care, food/clothing banks, emergency shelter, legal support
- Crisis support programs
- Ethno-racial mental health agencies (for example "Across Boundaries" which is the largest ethno-racial mental health agency)
- Other cultural specific social services such as the Spanish Speaking Centre, Filipino Centre, and Catholic Multicultural Services

Clients, who remain in the community after an interaction with M.C.I.T., are given the option of being connected to a case manager and a peer worker who will follow up within 48 business hours of the reported crisis. Under this program, clients are eligible for up to 90 days of short term case management.

The average length of service with the case manager is 77 days. If a client reaches 90 days and has not been connected to ongoing supports, they will continue with the service until the proper connections are made.

In 2019, the M.C.I.T. program received \$110,000 permanent funding from Toronto Central (T.C.) L.H.I.N. to be allocated towards case management services for clients who remain in the community after an encounter with the M.C.I.T. A full time case manager and a part time peer worker were hired to work shifts that aligned with M.C.I.T. program deployment. The A.R.C.S. – M.C.I.T. program was launched at North York General Hospital in October, 2019. The program was further expanded to Humber River Hospital in May, 2020. This program is being expanded this year with the addition of a case manager to the Scarborough Health Network catchment area, which includes 41, 42 and 43 division, for 4 days a week.

Metrics for M.C.I.T. Expansion:

Police Reform Recommendation #5(a): "include provisions for implementation oversight, including routine monitoring, evaluation and benchmarks for success;

Police Reform Recommendation #5(f): include provisions for ongoing quality improvement of program operations through data collection and reporting on M.C.I.T. interventions, services provided and outcomes..."

Analytics will be used to collect and report data on M.C.I.T. interventions to guide program improvement. A public-facing dashboard that presents M.C.I.T. service call outcomes, including apprehensions made under the *M.H.A.* is in development. The dashboard will provide a service-wide and divisional breakdown of call outcomes for the previous five years, and year-to-date. This dashboard will be updated on a weekly basis and will be hosted on the Public Safety Data portal (<https://data.torontopolice.on.ca/>).

Internally, a mental health analytics portal will be developed. The purpose of this portal is to report mental health related data across multiple areas to support decision making

and fulfill various police reform recommendations and mental health strategy action items. The portal will include:

- The existing Persons in Crisis Dashboard to report crisis calls and *M.H.A.* apprehensions;
- A M.C.I.T. dashboard to summarize team daily reports;
- A frequent client resource to report individuals who have been apprehended multiple times under the *M.H.A.* and repeat callers; and
- A mental health strategy dashboard to report progress of the Mental Health and Addictions Strategy action items.

Dedicated analytical resources that ensure ongoing analysis of data will facilitate deploying M.C.I.T.'s during peak demand hours. The Mental Health Data Collection and Analytics Working Group will gather and analyze mental health data from existing reporting processes to further support enhanced crisis response and provide overall trend analysis. Evaluation of the experience with M.C.I.T. from the perspectives of individuals in crisis, police and nurses, and feedback from other service providers in the community will allow us to measure the T.P.S.' mental health crisis response. In addition, an independent evaluator, identified in consultation with the M.C.I.T Steering Committee, will be engaged to measure the overall effectiveness of program expansion.

911 Crisis Call Diversion Pilot Program:

Police Reform Recommendation 1(b): “work with the City Manager, Government of Ontario, community based mental health and addictions service providers, organization representing people with mental health and/or addictions issues and other stakeholders to develop new and enhance existing alternative models of community safety response, including mobile mental health and addictions crisis intervention.”

The Toronto community, and specifically the mental health community, has highlighted the need for diverse responses to persons suffering from a mental health crisis. The T.P.S. has developed a variety of partnerships with community based mental health and addictions service providers to help connect persons in crisis to aftercare in hopes of facilitating networks that can provide support, thereby reducing subsequent calls to police.

The T.P.S. is looking to expand these partnerships to co-locate a crisis worker, with specialized training in mental health crisis response, in the T.P.S. 911 Communications call center to divert police resources away from calls that can be managed by the crisis worker. This program aims to quickly connect inbound callers experiencing non-emergent mental health-related issues directly to mental health professionals and support.

This pilot program is being created with a view to incorporating it in any future model that will be adopted to respond to non-emergent mental health related calls for service. The cost of this pilot program will also be absorbed by the T.P.S.

The T.P.S. is currently in discussions with an anchor partner to provide crisis workers to support this pilot program. The initial goal is to conduct a pilot program to co-locate 1 crisis worker per shift in the T.P.S. Communications Call Center for 911 crisis call diversion. It is being modeled for 20 hours per day, 7 days a week, to service people in crisis in 14, 51 and 52 Division's neighbourhoods in Toronto. The 911 Crisis Call Diversion pilot program is anticipated to commence in July 2021, for a one year period.

A crisis worker co-located in the T.P.S. Communication Services will fulfill two primary functions:

1. **Crisis Call Diversion:** crisis workers co-located in the 911 Communications Call Centre will divert mental health related crisis calls for service that meet specific, non-imminent risk criteria (refer to Appendix N for diversion criteria) and which may benefit from a non-police mental health crisis response;
2. **De-escalation Support for Police Response to Crisis Calls:** for mental health related crisis calls that require an immediate police response, the co-located crisis worker will assist the 911 call taker, or where requested and appropriate, provide direct support to the caller to assist in de-escalating the person in crisis over the phone until police/M.C.I.T. arrive on scene, in order to increase the probability of a peaceful transfer of support to the attending officers.

T.P.S. Communication Services and the anchor partner will work together to create a hybrid process for crisis call diversion which includes both the ability to directly transfer a caller to a co-located crisis worker and the creation of a pending queue of crisis calls for review and action by a crisis worker.

The T.P.S. views this community partnership as one example of an alternative, innovative and collaborative model of mental health crisis response.

Conclusion:

In 2019, the T.P.S. launched a Mental Health and Addictions Strategy to “enhance the health, human rights, dignity and safety of members of the community and T.P.S. who may be experiencing mental health and/ or addiction issues”. This strategy outlines a framework to ensure the T.P.S. continues to preserve life, provide leadership, develop cultural competence, equity, anti-racism learning, provide a stigma-free work environment and service delivery. The T.P.S. will accomplish this through advocacy and partnership, continuous process improvement, evaluation, transparency, accountability, oversight and reporting.

The M.C.I.T. expansion plan aligns with and reaffirms the T.P.S.'s commitment to our Mental Health and Addictions Strategy of zero deaths while ensuring the well-being, safety, rights and dignity of individuals and communities. The T.P.S. is committed to learning from past interactions, and takes into account the views, expectations, and contributions of the community to guide future responses.

The Toronto community at large and more specifically the mental health community has highlighted the need for diverse responses to persons suffering from a mental health

crisis. The M.C.I.T. expansion plan incorporates the needs of the community, improves police response to people in mental health crisis and will provide alternative non-police crisis response to situations where an alternate model is believed to be the best response.

The cost of the M.C.I.T program expansion and the 911 Crisis Call Diversion program pilot is being absorbed from within the Service's 2021 operating budget. The expansion of the M.C.I.T. program was made possible by additional funding from the province to cover the cost of the additional nurses required for the expansion.

Deputy Chief Peter Yuen, Communities & Neighbourhoods Command and Priority Response Command, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*Original copy with signature on file in Board office

Appendix A

Person in Crisis Total Calls for Service 2020 - By Time of Day and Day of Week

HOURL	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total
7:00 AM	168	152	156	204	165	170	147	1,162
8:00 AM	209	233	218	212	206	233	193	1,504
9:00 AM	240	282	234	294	278	233	239	1,800
10:00 AM	330	365	321	324	347	268	211	2,166
11:00 AM	351	334	364	394	329	300	263	2,335
12:00 PM	359	377	369	423	384	288	294	2,494
1:00 PM	354	379	407	416	408	345	314	2,623
2:00 PM	353	385	400	379	338	308	321	2,484
3:00 PM	378	373	417	399	365	318	291	2,541
4:00 PM	351	410	402	399	405	353	294	2,614
5:00 PM	327	412	359	340	340	294	294	2,366
6:00 PM	328	378	388	399	367	297	321	2,478
7:00 PM	321	358	330	351	308	306	349	2,323
8:00 PM	330	311	322	327	292	309	314	2,205
9:00 PM	317	354	342	334	329	352	323	2,351
10:00 PM	290	314	301	348	308	289	279	2,129
11:00 PM	229	315	262	279	243	261	249	1,838
12:00 AM	212	215	227	232	192	238	240	1,556
1:00 AM	202	190	192	200	205	211	190	1,390
2:00 AM	147	159	180	154	153	169	178	1,140
3:00 AM	122	126	109	130	137	132	154	910
4:00 AM	117	104	120	103	106	139	122	811
5:00 AM	100	89	101	96	119	90	101	696
6:00 AM	118	121	130	128	112	158	116	883
Total	6,253	6,736	6,651	6,865	6,436	6,061	5,797	44,799

Appendix B

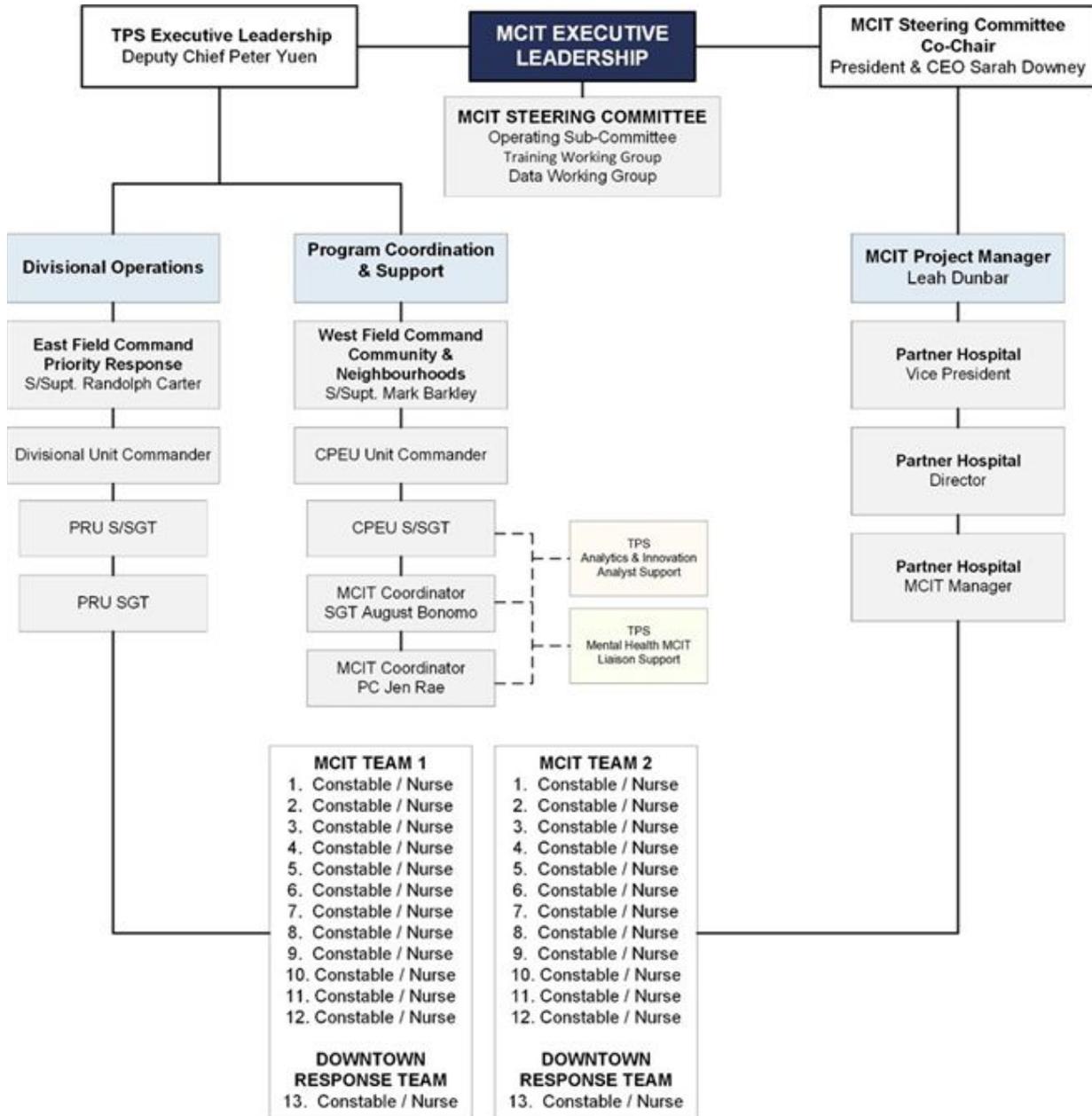
Current and Future M.C.I.T. Deployment Model / Catchment Areas

CURRENT STATE (All MCIT Teams Deployed 11:00am-9:00pm)		
MCIT TEAMS DEPLOYED DAILY		
DIVISIONAL AREA OF RESPONSIBILITY	ASSOCIATED HOSPITAL	# OF MCIT DEPLOYED
51, 52	ST MICHAELS	1
11, 14, 22	ST JOSEPH	1
53, 54, 55	MICHAEL GARRON	1
12, 13, 23, 31	HUMBER RIVER	1
33, 32	NORTH YORK GEN	1
41, 42, 43	SCARBOROUGH	2
Total		7
ADDITIONAL MCIT TEAMS DEPLOYED MON-THURS ONLY		
11, 14, 22	ST JOSEPH	1
53, 54, 55	MICHAEL GARRON	1
12, 13, 23, 31	HUMBER RIVER	1
Total		3

FUTURE STATE		
MCIT TEAMS DEPLOYED DAILY		
DIVISIONAL AREA OF RESPONSIBILITY	ASSOCIATED HOSPITAL	# OF MCIT DEPLOYED
51, 52	ST MICHAELS	1 (9:00am - 7:00pm) 1 (1:30pm - 11:30pm)
11, 14, 22	ST JOSEPH	1 (9:00am - 7:00pm) 1 (1:30pm - 11:30pm)
53, 54, 55	MICHAEL GARRON	1 (9:00am - 7:00pm) 1 (1:30pm - 11:30pm)
12, 13, 23, 31	HUMBER RIVER	1 (9:00am - 7:00pm) 1 (1:30pm - 11:30pm)
33, 32	NORTH YORK GEN	1 (9:00am - 7:00pm) 1 (1:30pm - 11:30pm)
41, 42, 43	SCARBOROUGH	1 (9:00am - 7:00pm) 1 (1:30pm - 11:30pm)
Total		12
ADDITIONAL MCIT DOWNTOWN RESPONSE TEAM DEPLOYED MON - THURS ONLY		
14, 51, 52	ST MICHAELS	1 (1:30pm - 11:30pm)
Total		1

Appendix C

MCIT Expansion Organizational Chart



Note: M.C.I.T. officers will work a 7 days on and 7 days off shift pattern (M.C.I.T. Team 1 will be working for 7 days, while M.C.I.T. Team 2 will be on days off and vice versa).

Appendix D

D.C.S. officers will receive 2 days of mental health training on:

- *Mental Health Act* review
- Trauma Informed Care (stigma, concurrent disorders, lived experience)
- T.P.S. Policy and Procedure review
- Resources and Co-response Options (safe beds, V.P.R., F.O.C.U.S.)
- Hospital role, obligations, liabilities, and limitations
- Intersectionality of mental health and criminal law
- Mental Health Court
- Communication / De-escalation (active listening, behavioural influence model)
- Dynamic simulation training
- Marginalized groups and response modalities
- Commonalities of bias experiences and perception
- Officer safety
- Intersectionality between mental health and racialized communities
- Professional decision making
- Anti-bias training

Divisional Crisis Support Officer - Mental Health and Crisis Intervention Course - 2 Day Syllabus (0700 – 1700 Hrs)							
0700	90 minutes	90 minutes	90 minutes	1 hour	90 minutes	90 minutes	90 minutes
Day 1	MIHA Review <ul style="list-style-type: none"> • Authorities • Roles and duties • Common forms and their applications Role of the Hospital <ul style="list-style-type: none"> • Obligations • Liabilities • Limitations Mental Health Court <ul style="list-style-type: none"> • Who? • How? • Why? 	TPS Operational Review <ul style="list-style-type: none"> • Policy/Procedures (06-04, 06-05) • Incident Response (SMEAC, ICEN, NRA) 	Mental Health Review <ul style="list-style-type: none"> • Stigma and terminology • Common Indicators of MMI • Suicide 	Lunch	Resources/Co-response options <ul style="list-style-type: none"> • Safe Beds • VPR • FOCUS • Where/how to access • Scope/purpose 	Communication Review <ul style="list-style-type: none"> • Active Listening Skills • Behavioral Influence Model • Back-to-backs 	Officer Safety <ul style="list-style-type: none"> • High-Risk Incident Response

0700	30 minutes	120 minutes	30 minutes	120 minutes	1 hour	210 minutes	30 Minutes
Day 2	Safety Briefing – Guidelines, Expectations for DST Class Divided	Dynamic Simulation Training - CQB Tabletop Discussions – Classroom <ul style="list-style-type: none"> • marginalized groups • response modalities 	Break and Venue Switch	Tabletop Discussions - Classroom Focus: <ul style="list-style-type: none"> • marginalized groups • response modalities Dynamic Simulation Training - CQB	Lunch	Trauma Informed Care <ul style="list-style-type: none"> • Mental Health in the Black Community • Intergenerational Trauma • LGBTQ2S Communities and Mental Health 	Officer Wellness & Supports Course Debrief Closing Remarks

Appendix E

M.C.I.T. Level 1- Summary of Course Topics

- Equity, Inclusion & Human Rights (this module is 20 hours)
- Persons with Lived Experience
- Schizophrenia, Emergency Psychiatry & Pharmacology
- Officer & Nurse Self Care, Awareness and Resilience
- Child & Youth Mental Health
- Seniors & Mental Health
- Substance Use
- Personality Disorders
- Critical Incident Response Team & T.P.S. Wellness Unit
- Special Investigations Unit
- Mental Health Court, N.C.R.
- Trauma Informed Crisis Care
- Health Law
- Table Top Scenarios
- E.T.F. Responding to Mental Health Calls
- De-Escalation & Communication Skills
- Anti-Black/Anti-Indigenous & L.G.B.T.Q.2.S.+ training
- Intercultural Communications
- Mental Health Anti-Stigma & Concurrent Disorders
- Homelessness Mental Health & Addictions
- Acquired Brain Injury
- Autism & F.A.S.D. Mental Health
- Suicide & Suicide by Cop
- Resilience & Veterans
- Office of the Independent Review Police Directorate
- Personal Protective Equipment
- Patient Advocacy
- Scenario Training
- Use of Force Safety Training
- Body Worn Cameras
- F.O.C.U.S./C.V.E. & Community Resources
- M.C.I.T. Overview

Appendix F

M.C.I.T. Level 1 Course Training Standard (Abbreviated Version)

Course Outline

COURSE CODE	TO0080
COURSE TITLE	Mobile Crisis Intervention Team (M.C.I.T.) Level 1
LEARNER GROUP	Mobile Crisis Intervention Team police officers, back fill police officers, psychiatric nurses, Community Relations Officers, Supervisors, Other Emergency Service providers, other public safety providers, such as Special Constables.
LEARNING OUTCOMES	<p>Understand respective roles of an officer and registered nurse (R.N.) and how to work effectively in a M.C.I.T. :</p> <ul style="list-style-type: none"> • Recognize the importance of open ended questions • Utilize communication techniques for effective engagement to maximize information • Determine how to effectively navigate through the Emergency Room (E.R.) • Identify or understand mental health and disorders • Utilize strategies to engage with mentally ill clients • Discern effective techniques for engagement when dealing with mentally ill clients • Identify when to call for support • Initiate effective communications strategies • Utilize effective debriefing techniques • Understand how the complaint process works for the Police versus the R.N. • Understand the mandate and relevant procedures of the S.I.U. and how it impacts the M.C.I.T. teams • Recognize how M.C.I.T. Crisis Intervention Teams (C.I.T.) respond to critical incidents • Understand police/R.N. autonomy and overlap • Recognize signs of mental health issues for seniors • Understand policies related to attending calls for service • Recognize how addictions and mental health issues (concurrent disorders) work together • Understand resistance to change behaviours • Utilize engagement strategies with clients • Discuss the court processes used for mentally ill people criminally charged • Discuss how mental health court works, the process of determining N.C.R. (not criminally responsible), and the O.R.B. (Ontario Review Board) works • Recognize child/adolescent mental illness • Utilize physical safety principles when entering buildings or engaging with people • Utilize effective communication techniques to engage a mentally ill person • Utilize de-escalation techniques

	<ul style="list-style-type: none"> Utilize an enhanced understanding of mental illness and effective inter-professional engagement with the mentally ill
COURSE DESCRIPTION	An intensive 10 day course. Designed specifically for prospective M.C.I.T. officers and nurses or those working in environments that make them more susceptible to interactions with those living with and going through a mental health crisis. These students will gain enhanced knowledge and skills when responding to persons experiencing mental illness challenges, and assist members in clearly defining their respective roles (officer and RN) within a M.C.I.T. and to enhance how members respond as a team if MCIT is not available to respond.
RATIONALE	This course is an intensive 10 day course designed to; enhance knowledge and skills when responding to persons experiencing mental illness challenges; clarify respective roles of team members of MCIT; support an appropriate response as a team.
EVALUATION STANDARDS/PROCESS (PROFICIENCY)	Pre & Post-knowledge checks at scheduled times following course completion along with class participation in role playing scenarios with trained actors from University of Toronto and DT instructors from Toronto Police College.
TOPICS	<ul style="list-style-type: none"> Mobile Crisis Intervention Team Overview Schizophrenia, Emergency Psychiatry & Pharmacology Autism & F.A.S.D. Mental Health Child & Youth Mental Health Seniors & Mental Health Mental Health Anti-Stigma & Concurrent Disorders Substance Use Homelessness Mental Health & Addictions Personality Disorders Acquired Brain Injury De-Escalation & Communication Skills Suicide & Suicide by Cop Resilience & Veterans Person with Lived Experience Special Investigations Unit Office of the Independent Review Police Directorate Mental Health Court, N.C.R. Critical Incident Response Team & T.P.S. Wellness Unit P.P.E. Trauma Informed Crisis Care Patient Advocacy Intercultural Communications Equity, Inclusion & Human Rights Health Law Body Worn Cameras Table Top Scenarios Officer & Nurse Self Care, Awareness and Resilience E.T.F. Responding to Mental Health Calls

	<ul style="list-style-type: none"> • F.O.C.U.S./C.V.E. & Community Resources • Use of Force Safety Training • Scenario Training 		
HUMAN RELATIONS COMPONENTS	Ethics & Integrity Topics		
	The Interventionists – Understanding Roles	2.00 hours	Clarification of respective roles of the officer and the nurse on the inter-professional M.C.I.T. team.
	Trauma Informed Crisis Care	2.00 hours	How to interact with someone suffering from Trauma, Mental Illness and Addictions.
	Health Care Privacy Laws	1.30 hour	A health lawyer explains the health care privacy laws and how the hospitals can work together with police.
	Major Mental Disorders	5.00 hours	A survey of the major mental and strategies for approaching people with disorders.
	Negotiating with Emotionally Disturbed People (E.T.F.)	1.50 hours	Strategies for negotiating and interacting with emotionally disturbed people.
	De-Escalation Techniques	2.00 hours	A review of how to best de-escalate during an incident involving emotionally disturbed people.
	Complaint Process	1.00 hour	An examination of issues relating to ethics and integrity and recognizing the importance of Human Rights.
	SIU Investigations	1.50 hours	A discussion of the procedures used in S.I.U. investigations and appropriate responses for those involved in such an investigation.
	OIPRD	1.50 hours	A discussion on the procedures used by O.I.P.R.D. during an investigation.
	Inter-professional Education	0.50 hours	A comparative discussion of the respective roles of the officer and nurse in the M.C.I.T. partnership.
	Body Cameras	1.00 hours	A review of policy and procedure
	Diversity Topics		
Equity, Inclusion & Human Rights	20.00 hours	Anti-racist and anti-oppression training	

	Intercultural Communications	3.00 hours	A discipline that studies <u>communication</u> across different <u>cultures</u> and <u>social groups</u> , or how culture affects communication.
	Seniors & Mental Health	1.50 hours	How to recognize and assist seniors living with dementia and other mental illnesses.
	Mental Health Anti-Stigma & Concurrent Disorders	1.30 hour	An education into how societies have ingrained long standing stigmas and how these affect mental health and how we help cope with those suffering
	Major Mental Disorders in Youth	4.00 hours	A survey of the major mental and strategies for approaching people with disorders.
	Negotiating with Emotionally Disturbed People (E.T.F.)	1.00 hours	Strategies for negotiating and interacting with emotionally disturbed people.
	Officer Wellness	3.00 hours	A review of how to debrief a major incident involving emotionally disturbed people. Self care techniques and resiliency training
	SIU Investigations	2.00 hours	A discussion of the procedures used in SIU investigations and appropriate responses for those involved in such an investigation.
	Homelessness Mental Health & Addictions	2.5 hours	How the Toronto Police Service responds to homelessness and addictions and how they are often intertwined with mental health.
	Inter-professional Education	0.50 hours	A comparative discussion of the respective roles of the officer and nurse in the M.C.I.T. partnership.
	Lived Experience	2.00 hours	A talk given by someone living with chronic depression. Details the stigmas and impacts on daily life.
SPECIAL NOTES	Dress for Course is Business Casual for lectures and Dress of the Day, Duty Belt and Bullet Resistant Vest for Scenario role Playing sessions		
REFERENCES	<ul style="list-style-type: none"> • The Interventionists, C.B.C. 2007 documentary • Dave Hinchcliffe, Police Constable #7485, 51 Division, M.C.I.T. • Roberto Iasci, Registered Nurse, (R.N.) North York General Hospital, Previous M.C.I.T. Nurse • Matthew Stuart, Police Constable #8089, Toronto Police College • Dr. Peter Collins, BA, MCA, MD, FRCPC, Blue Line Magazine, Various Articles under Behavioural Sciences • T.C. Lissa Ruocco #5316, Emergency Task Force • Celeste Butt, Detective #5199, Complaints Administration, (O.I.R.P.D.-Office of the Independent Review Director) • Andrew Onyszkiewicz, Detective Sergeant #3993, Risk Management Unit • Dr. Carole A. Cohen, Geriatric Psychiatrist, Sunnybrook Health Centre • Eric Marier, F.A.S.D. Coordinator, Surrey Place • Danielle Brooms, Transitional Support Worker, Adult Crisis Team, Luminus • Anne Bruce, Case Facilitator, Special Needs Team, Luminus 		

	<ul style="list-style-type: none"> • Dr. Albert Wong, Professor of Psychiatry, Pharmacology and IMS Faculty of Medicine, University of Toronto • Julie-Anne Nayler, M.A., A.D.S., Registered Psychotherapist, Senior Addictions Counsellor, Concurrent Disorders & Capacity Building Services Mental Health and Pinewood Centre, Lakeridge Health • Roberto Iasci, RN, Previous M.C.I.T. Nurse, North York General Hospital • Sidrah Mir, Specialized Housing Counsellor, The Housing Help Centre • Dr. Roger McIntyre, Professor of Psychiatry & Pharmacology, University of Toronto. Head, Mood Disorders Psychopharmacology Unit. Chairman & Executive Director, Brain & Cognition Discovery Foundation, Toronto. Director, Depression & Bipolar Support Alliance, Chicago, Illinois, USA. Professor & Nanshan Scholar, Guangzhou Medical University, Guangzhou, China. Adjunct Professor College of Medicine, Korea University, Seoul, Republic of Korea. Clinical Professor State University of New York (SUNY) Upstate Medical University, Syracuse, New York, USA. Clinical Professor Department of Psychiatry & Neurosciences University of California School of Medicine, Riverside, California, USA. • Melissa Vigar, Brain Injury Society of Toronto. • Dr. Peter Collins, Operational Forensic Psychiatrist, Threat & Behavioural Assessment Team, High Risk Offender Unit, Criminal Behaviour Analysis Section, Operational Forensic Psychiatrist, Threat & Behavioural Assessment Team, High Risk Offender Unit Criminal Behaviour Analysis Section, OPP. Associate Professor, Division of Forensic Psychiatry, Temerty Faculty of Medicine, University of Toronto. • Prof Steve Joordens, Ph.D., Professor of Psychology, Director of the A.L.T. Lab, University of Toronto Scarborough • Katalin Kirec, Assistant Crown Attorney, Old City Hall, Mental Health Court • Alexis Silverman, R.N., C.I.C., Designated Officer, Peel Region Paramedic Services • Christine Conrad, Policy Analyst (Justice Lead), Canadian Mental Health Association, Ontario Provincial Human Services & Justice Coordinating Committee. • Nadine LeGros, Wilfrid Laurier University, “Intercultural Communication in Policing” current course content. • Nancy McNaughton, M.Ed., Ph.D., Associate Director, Standardized Patient Program Director of Research, Affiliated Scholar, Wilson Centre for Research in Education, Academic Educator, Centre for Faculty Development, Faculty of Medicine, University of Toronto
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Introduction

DURATION	60 min.
LEARNING OBJECTIVES	At the end of this session, learners will have an understanding of the history of M.C.I.T., the content of the existing M.O.U.’s.
TEACHING POINTS	<ul style="list-style-type: none"> • How M.C.I.T. came to be formed • Where funding for M.C.I.T. comes from. • Memorandums of Understanding (M.O.U.) • Call Triage and Best Practices

	<ul style="list-style-type: none"> • The importance of knowing the content of the M.O.U. of the hospitals M.C.I.T. is partnered with. • The role of the Nurse & Officer & M.C.I.T. Case Manager
EVALUATION STANDARD	Students will be evaluated by the Instructor
REFERENCES	Presenter material
RESOURCES REQUIRED	Markers, white board, writing paper, flip charts, flip chart stands, screen projector, laptop, remote control for laptop.
NUMBER OF INSTRUCTORS	3

Schizophrenia, Emergency Psychiatry & Pharmacology

DURATION	120 min.
LEARNING OBJECTIVES	At the end of this topic, the learner will be able to assess the mental stability and some of the signs and symptoms of those living with Schizophrenia. Pharmacology and alternative treatments will be looked at along with best practices on response by officers and nurses to those in crisis. Dr. Albert Wong is Scientist in the Campbell Family Mental Health Research Institute and Psychiatrist in the Schizophrenia Division at C.A.M.H. He is Professor of Pharmacology and Psychiatry at the University of Toronto.
TEACHING POINTS	<ul style="list-style-type: none"> • What is Schizophrenia • Overview of Schizophrenia in Society • Signs & Symptoms • Diagnosis & Treatments Available • Overview of Cognitive Disorders: Dementia & Delirium

Seniors and Mental Health

DURATION	60 min.
LEARNING OBJECTIVES	At the end of this topic, the learner will be able to assess the mental stability and some of the mental health issues being lived by the seniors in the community they respond to. The Doctor teaching this topic is a top expert on Dementia and other illnesses which can present as a mental illness but which may be a medical concern.
TEACHING POINTS	<ul style="list-style-type: none"> • Depression and Older Adults • Suicide Risks for Older Adults

	<ul style="list-style-type: none"> • Overview of Cognitive Disorders: Dementia & Delirium • Declining Cognition, Psychotic Symptoms and Hoarding • Elder Abuse • Capacity Assessments • Communicating and Interviewing Tips
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Autism & Fetal Alcohol Syndrome Disorder & Child & Youth Mental Health

DURATION	180 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will be able to recognize Autism Spectrum Disorder and F.A.S.D. A.S.D. and F.A.S.D. are explained along with the indicators and de-escalating techniques and community organizations to assist. Child and Youth Mental Health will be covered with a broader lens. Community contacts and best approaches are given to officers to better tackle those living with mental health issues in childhood and their families.
TEACHING POINTS	<ul style="list-style-type: none"> • What is Autism Spectrum Disorder & Research • What is Fetal Alcohol Syndrome & Research • Other Child and Youth Mental Illnesses & Research • Diagnosis, signs and common facts of A.S.D. & F.A.S.D. • Recognizing A.S.D. & F.A.S.D. • Communicating with someone living with A.S.D. • Community Contacts and Supports for A.S.D. & F.A.S.D. • Community Contacts and Supports for Families of Children and Youth Living with Mental Health Illness

Mental Health Anti-Stigma & Concurrent Disorders

DURATION	90 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will have a better understanding of different indicators and behaviours of those suffering from various mental health disorders and what some of the concurrent disorders are. They will be made aware of the stigmas that are carried within our society and during every interaction, we have. How these stigmas are a barrier to care for some but how to overcome them.
TEACHING POINTS	<ul style="list-style-type: none"> • The difference between Mental Health and Mental Illness • Statistics and research in the field of Mental Illness • Addiction and dependence disorders and the overlap to concurrent disorder • Motivational Interviewing

	<ul style="list-style-type: none"> • Stages of change and understanding resistance to change • Vicarious Trauma and self-care
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Substance Use & Addictions

DURATION	90 min.
LEARNING OBJECTIVES	At the end of this topic, the learner will be able to understand the intersectionality of mental health, addictions and substance use so students can transfer that knowledge to their practice and/or life to further better their abilities and proficiencies when providing care and/or support for an individual who suffers with substance use & addictions. Roberto Iasci is a Registered Nurse who is also a Certified Psychiatric and Mental Health R.N. & is a Certified Addiction R.N. North America Wide
TEACHING POINTS	<ul style="list-style-type: none"> • Understanding the Fundamentals of Addictions • Addictions and Substance Use in Our Communities • Social determinants of health • Presented with a broad range of substance use disorders including opioids, tobacco, alcohol, and stimulants • Legal issues and ethical considerations

Homelessness

DURATION	60 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will better understand how mental health and substance use affects the ability to sustain adequate housing. How agencies similar to the " <u>Housing Help Center</u> " can assist vulnerable individuals in need of housing.
TEACHING POINTS	<ul style="list-style-type: none"> • Statistics Relating to Homelessness and Addictions • Mental Health and Homelessness • Illness as a Result of Homelessness • Housing Challenges and Hurdles to Assistance • Cultural Competencies and Social Stigmas

Personality Disorders

DURATION	120 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will better understand personality disorders, epidemiology, etiology and risk factors. Distorted thinking patterns are discussed and how to better

	understand de-escalation and communication with those diagnosed with these conditions.
TEACHING POINTS	<ul style="list-style-type: none"> • Understand the concept of personality disorder and personality traits. • Appreciate the etiology of personality disorders. • Recognize the clinical presentation and cognitive profiles of the various personality disorders. • Know about the treatment of various personality disorders. • Review some skills/interventions when interacting with an individual suffering from a personality disorder.

Acquired Brain Injury

DURATION	60 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will understand what a brain injury is, how they can occur, symptoms, diagnosis, treatments and continuing care of those living with ABI.
TEACHING POINTS	<ul style="list-style-type: none"> • How the brain works • Causes of brain injuries • Signs and symptoms of those living with ABI • Social Organizations who assist those living with ABI

De-Escalation & Communication Skills / Suicide & Suicide by Cop / Resilience & Veterans

DURATION	360 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will be able to assess the mental stability of a person in crisis and some of the emerging mental health issues being observed in society. They will learn de-escalation techniques and evolving sciences in the Mental Health field. They will learn the causes and cues of someone attempting Suicide by Cop. As a military member and Doctor, Dr. Collins will educate learners on resilience, the struggles Veterans deal with mentally due to their cultural shift, serving to civilian, life after deployment, P.T.D.S., O.S.I. & Compassion Fatigue and how to de-escalate those in crisis.
TEACHING POINTS	<ul style="list-style-type: none"> • Crisis Calls for Service • Different Mental Illnesses, their signs and symptoms • Causes of Crisis and De-escalation Techniques • Delusions and Hallucinations • The Pathway to Intended Violence • Attach Related Behavior

	<ul style="list-style-type: none"> • Barricaded Subjects • Suicidal Subjects • Emerging Trends in the Mental Health Field
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Lived Experience

DURATION	60 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will know what some veterans go through when they have deployed and are living with P.T.S.D.
TEACHING POINTS	<ul style="list-style-type: none"> • Life experience • Stigmas and Diagnosis • Supports and Journey Ahead

Special Investigations Unit

DURATION	120 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will be able to better understand the history, mandate and investigative process of the S.I.U.
TEACHING POINTS	<ul style="list-style-type: none"> • Legislation • Mandate • Investigative Response • S.I.U. Designations • Importance of Notes • Seizure of Police Property • Risk Management

Office of the Independent Review Police Directorate

DURATION	60 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will better understand the role, mandate and procedure of the O.I.P.R.D.
TEACHING POINTS	<ul style="list-style-type: none"> • What is the O.I.P.R.D. • Complaints Process and Resolutions • Outcomes of an Investigation

Mental Health Court, NCR & ORB

DURATION	60 Min.
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LEARNING OBJECTIVES	At the end of this topic, the learner will better understand what role the Mental Health Court and Crown Attorney play in the judicial system and rehabilitation of those found Not Criminally Responsible.
TEACHING POINTS	<ul style="list-style-type: none"> • Mental Health Court Mandate • 3 Questions Asked at Court • Treatment Orders • Mental Health Diversion • Not Criminally Responsible • Ontario Review Board

Critical Incident Response Team & Wellness Unit

DURATION	60 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will better understand the role of the C.I.R.T. and Peer Support members of T.P.S. They will learn what the Wellness Unit can offer members, guidance and information, to help those that may need assistance following a traumatic event or those that want to live a healthier lifestyle.
TEACHING POINTS	<ul style="list-style-type: none"> • Inform students of internal & external supports • Critical Incident De-briefs

Personal Protective Equipment (P.P.E.)

DURATION	60 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will better understand the different types of P.P.E. they have access to at work, as well as how one can use and maintain such equipment. The aim is to familiarize learners with both the necessity to use such equipment during routine tasks and the correct way to do so.
TEACHING POINTS	<ul style="list-style-type: none"> • Types of P.P.E. • How they protect • When to use • Care and Maintenance

Trauma Informed Care

DURATION	120 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will better understand the facts and foundations of mental health crisis and police

	interventions and de-escalation. They will understand the triggers and causes of trauma and be given the tools to better provide trauma informed care to those in crisis.
TEACHING POINTS	<ul style="list-style-type: none"> • Understanding Trauma • Mental Health in the General Population • Trauma Informed Approaches to Care • Crisis Escalation by Police Presence and our Own biases • Social Determinants and Systemic Barriers to Care

Patient Advocacy

DURATION	105 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will better understand the patient rights if they are a patient in a mental health facility, how to contact P.P.A.O. for further information on; rights advice and advocacy services and care.
TEACHING POINTS	<p>Changes to legal status:</p> <ul style="list-style-type: none"> • Involuntary patient for two weeks or more • Incapable of consenting to treatment • Incapable of managing your property • Incapable of consenting to the use, collection or disclosure of your personal health information • Placed on a community treatment order from the doctor, including orders to take medication or attend appointments while you're not in hospital

Intercultural Communications

DURATION	180 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will be able to define cultural components and intercultural dimensions that are present in exchanges. Identify differences in approaches to feedback and conflict that are culture bound so that you can consider ways these differences may result in encounters between members of the public and police.

TEACHING POINTS	<ul style="list-style-type: none"> • Cultural Identities and Differences • Context in Communications, High and Low • Cultural Adaptations to Communications and Conflict Styles • Emotional Expressiveness between cultures and how to recognize them
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Equity Inclusion & Human Rights, Anti-Black/Anti-Indigenous and L.G.B.T.Q.2.S. Training

DURATION	1020 Min.
LEARNING OBJECTIVES	<p>This interactive training aims to build and improve participant capacity for anti-racist and anti-oppression practice and will include:</p> <ul style="list-style-type: none"> • learn key concepts, language and leading practices • apply theory and learnings to real-life scenarios through activities and facilitated discussions with colleagues
TEACHING POINTS	<ul style="list-style-type: none"> • foundational concepts related to anti-oppression and anti-racism, including culture, privilege, power, oppression, micro-aggressions, and bias; • Ways in which bias and discrimination affects individuals and communities; • The creation and entrenchment of systemic barriers related to race, gender, ability, gender identities, sexual orientation; • History of First Nations, Inuit, Metis people and the trauma associated to the dark legacy of Canada and the treatment of First Nations, Inuit and Metis; • Intergenerational Trauma, Residential School, Indian Act, Sixties Scoop; • Reconciliation-moving forward to build trust with the Indigenous communities; • Social stereotypes of the Black Community; • History of slavery in Canada; • The effects of that history as it relates to Mental Health; • Statistical information on Mental Health in the Black Community; • Racial Trauma; • Mental Health support options for the Black Community; • History of the L.G.B.T.Q.2.S.+ communities in Toronto and Canada; • Distinctions between Sexual Orientation/Assigned Sex/Gender Identity/Gender Expression;

	<ul style="list-style-type: none"> The impacts of stigma on the Mental Health of the L.G.B.T.Q.2.S. Communities.
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Health Law

DURATION	90 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will better understand P.H.I.P.A. (Personal Health Information Protection Act). Who is in the Circle of Care and how hospitals and Police can work together for the safety and protection of the public.
TEACHING POINTS	<ul style="list-style-type: none"> What is PHIPA Who is a Health Information Custodian What are the Risks of Information Sharing What is Implied Consent Who is in the Circle of Care What Police can Access During an Investigation Search and Seizure of Patient and Hospital Property Coroners Act

Body Worn Cameras

DURATION	60 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will better understand the Policy and Procedure on Body Worn Cameras.
TEACHING POINTS	At the end of this topic, the learner will better understand the Policy and Procedure on Body Worn Cameras.

Table Top Scenario Exercises/Group Work

DURATION	60 Min.
LEARNING OBJECTIVES	At the end of this topic, the learners will have worked together to formulate a plan for treatment for scenarios given to each team. These scenarios are based on real life radio calls for service received at TPS. Learners are required to work together and explore all potential diagnoses, treatments and community services available.
TEACHING POINTS	<ul style="list-style-type: none"> Group Work Problem Solving Researching community organizations and programs

Officer & Nurse Self Care, Awareness & Resilience

DURATION	180 Min.
LEARNING OBJECTIVES	At the end of this topic, learners will understand how their stress system works and why they sometimes feel as they do. With this as a foundation learners will then we then describe some strategies officers can use to manage this system, giving themselves much needed breaks from the stress response and overall empowering them with a greater sense of control over how their bodies react to stress.
TEACHING POINTS	<ul style="list-style-type: none"> • Understanding the Stress of Police Work • How Stress Impacts Us • How to Recognize and Manage Stress • Skills to Practice

Lived Experience

DURATION	60 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will understand what some officers experience following a traumatic event.
TEACHING POINTS	<ul style="list-style-type: none"> • Life experience • Stigmas and Diagnosis • Supports and Journey Ahead

ETF Responding to Mental Health Calls

DURATION	60 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will understand where the Emergency Task Force (E.T.F.) fits into calls for service and when to call for E.T.F. assistance.
TEACHING POINTS	<ul style="list-style-type: none"> • The role of E.T.F. • When to call in E.T.F. • What to do when E.T.F. are not available • Negotiating Skills • How to work on scene with E.T.F.

FOCUS/CVE & Community Resources

DURATION	90 Min.
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LEARNING OBJECTIVES	At the end of this topic, the learner will understand Toronto Police Services' roll in F.O.C.U.S. is an innovative Community Safety and Well-Being Initiative led by the City of Toronto. Learners will know who qualifies and how to access this valuable tool and resource.
TEACHING POINTS	<ul style="list-style-type: none"> • What is F.O.C.U.S. • How F.O.C.U.S. handles privacy and vulnerable clients • What constitutes Acutely Elevated Risk (A.E.R.) Situations • Toronto Police Service F.O.C.U.S. contacts

Use of Force Safety Training

DURATION	60 Min.
LEARNING OBJECTIVES	At the end of this topic, the learner will better understand how the officer and nurse can work together safely in an unpredictable environment. Nurses will learn about the officer's obligations to public safety and their use of force options. Learners will learn how to safely respond to an incident and to keep their safety at the forefront of every call.
TEACHING POINTS	<ul style="list-style-type: none"> • Role of the Officer and the Nurse • Use of Force Options • Body Positioning for Optimum Safety • De-Escalation Techniques

Scenario Training in Close Quarter Battle (C.Q.B.)

DURATION	240 Min.
LEARNING OBJECTIVES	At the end of the session, learners will be able to effectively apply some of the learned principles and techniques during mental health related scenario training Each lesson will be called upon to assess and act during these scenarios to find an amicable outcome for all involved. Actors will stay in their roles until they feel the teams are working together and are comfortable with a safe and responsible outcome.
TEACHING POINTS	<ul style="list-style-type: none"> • The importance of the officer and nurse working in a coordinated team approach • Negotiating Skills • Problem Solving

Appendix G

Mobile Crisis Intervention Team (MCIT) Uniform Design Survey

Mobile Crisis Intervention Teams (MCITs) partner a mental health nurse and a specially-trained police officer to respond to calls involving people experiencing a mental health crisis. MCITs will assess needs and connect the person in crisis with services. As part of the Toronto Police Services Board's 81 Recommendations for Police Reform in Toronto, the Toronto Police Service (TPS) was directed to consult with service users, frontline workers, and MCIT members, to explore and develop a unique uniform for the teams, with a design to support de-escalation.

To create this unique uniform we need your input. We ask that you complete this survey and provide us with your feedback. Your input about the MCIT uniform design will help us make an informed decision for a choice of MCIT uniform that supports de-escalation. For reference purposes, a picture of the current TPS uniform is provided below.

The survey is completely voluntary, and you don't have to answer every question if you don't want to. You can have a family member or support person complete the survey for you. It should only take 5 minutes to complete. The survey is anonymous and you will not be asked to identify yourself. Settings have been adjusted so that there is no way to identify the device or computer from which the survey was submitted. Only group results will be reported.

The survey must be completed in one session – once you exit the survey, you cannot return to complete it at a later time. You can, however, return to previous sections while you are answering the questions.

The deadline to submit the survey is December 31, 2020.

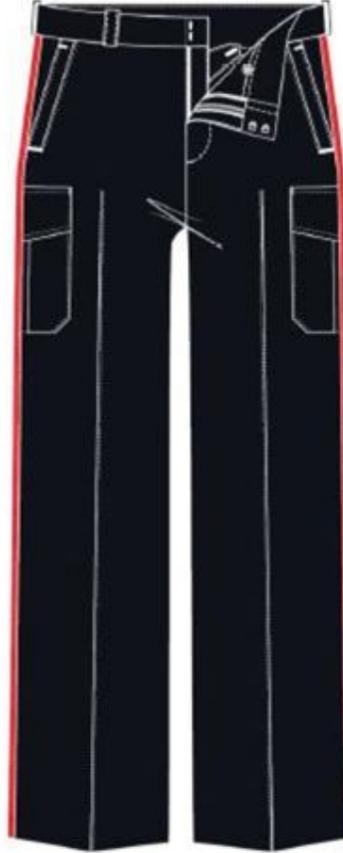
Thank you for taking the time to give us your feedback!

CURRENT TPS UNIFORM

S/S Dress shirt - Blue black color



Cargo Pant - Blue black color



Mobile Crisis Intervention Team (MCIT) Uniform Design Survey

1. How would you like the Mobile Crisis Intervention Team (MCIT) uniforms to look? (select all that apply)

- professional
- visible (clearly identified as MCIT)
- approachable
- reassuring
- none of the above

Mobile Crisis Intervention Team (MCIT) Uniform Design Survey

2. Which of the following shirts do you prefer for the Mobile Crisis Intervention Team (MCIT) police officer uniform?

- option A option B option C

1. POLICE CRISIS TEAM

Option A: Blue/black



Option B: (1) Navy (Sleeves) - Blue/black (Body)



Option C: Mid Blue (Sleeves) - Blue/black (Body)



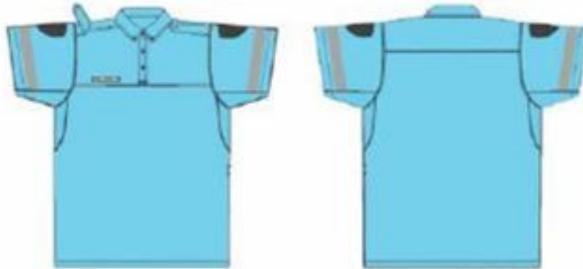
Mobile Crisis Intervention Team (MCIT) Uniform Design Survey

3. Which of the following shirts do you prefer for the Mobile Crisis Intervention Team (MCIT) nurse uniform?

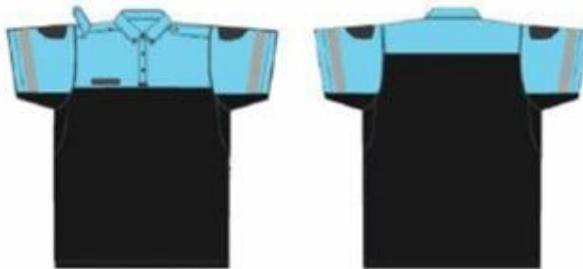
option A option B

2. NURSE CRISIS TEAM

Option A: Light Blue



Option B: Light blue (Sleeve) - Dark Navy (Body)



Mobile Crisis Intervention Team (MCIT) Uniform Design Survey

4. Which of the following pants do you prefer for the Mobile Crisis Intervention Team (MCIT) nurse and police uniforms?

- 1A. blue black
- 1B. mid blue
- 1C. dark navy
- 1D. brown
- 2A. blue black
- 2B. mid blue
- 2C. dark navy
- 2D. brown

1. HIDDEN CARGO POCKET PANT



2. MODIFIED NEW TACTICAL PANT



Mobile Crisis Intervention Team (MCIT) Uniform Design Survey

5. For safety, Mobile Crisis Intervention Team (MCIT) uniforms must be clearly labeled as police or nurse. Which of the following labels would you prefer for the MCIT uniforms?

- MCIT POLICE
MCIT NURSE
- CRISIS POLICE
CRISIS NURSE
- CRISIS TEAM POLICE
CRISIS TEAM NURSE
- CRISIS SERVICES POLICE
CRISIS SERVICES NURSE
- POLICE
NURSE

6. Where do you think the MCIT uniform labels mentioned in question 5 above should be placed?

- on the front of the shirt
- on the back of the shirt
- both on the front and on the back of the shirt

Mobile Crisis Intervention Team (MCIT) Uniform Design Survey

7. All Mobile Crisis Intervention Team (MCIT) police officers and nurses must wear the MCIT patch. Which of the following patches would you prefer the MCIT police officers and nurses wear?

- patch a patch b

patch a



patch b



8. Where do you think the Mobile Crisis Intervention Team (MCIT) police and nurse uniform patch should be placed?

- on the front of the shirt
 on the shoulder of the shirt

Mobile Crisis Intervention Team (MCIT) Uniform Design Survey

9. Mobile Crisis Intervention Team (MCIT) uniforms include a 'baseball-style' hat. Where would you prefer to have the words 'police' or 'nurse' located on the hat?

on the front

on the back

on the side

on the front



on the back



on the side



10. How would you rate your level of knowledge about the Mobile Crisis Intervention Team (MCIT)?

- very knowledgeable
- knowledgeable
- somewhat knowledgeable
- not knowledgeable
- prefer not to say

11. Are you a: (select the option that best describes yourself)

- mental health consumer/survivor/person with lived experience
- friend or family member of a mental health consumer/survivor/person with lived experience
- prefer not to say
- member of a community agency providing support to mental health & substance use clients
- member of the public
- other (please specify)

Mobile Crisis Intervention Team (MCIT) Uniform Design Survey Summary of Results

As part of the Toronto Police Services Board's 81 Recommendations for Police Reform in Toronto, the Toronto Police Service was directed to consult with service users, frontline workers, and MCIT members, to explore and develop a unique uniform design for the MCIT teams that supports de-escalation. As part of the consultation process, a survey was developed and e-mailed to these groups.

Responses to each question from the survey are summarized in the following pages. Two hundred and ninety-one (291) people completed the survey, however, not all questions were answered by all respondents. The results expressed as percentages in the following pages reflect the total number of respondents who provided an answer to the question.

Within the survey, respondents were asked to select the category that best described them. As shown in Figure 1, of the 291 respondents:

- 65% (168) said they were a 'member of a community agency providing support to mental health & substance use clients',
- 18% (46) selected the 'other' category. When asked to specify, some of the responses included MCIT nurse, MCIT officer, hospital personnel, social worker, probation/parole officer, paramedic, and psychiatrist,
- 6% (15) said they were a 'mental health consumer/survivor/person with lived experience',
- 4% (11) said they were a 'friend or family member of a mental health consumer/survivor/person with lived experience',
- 4% (10) said they were a 'member of the public', and
- 4% (10) said they 'preferred not to say'.

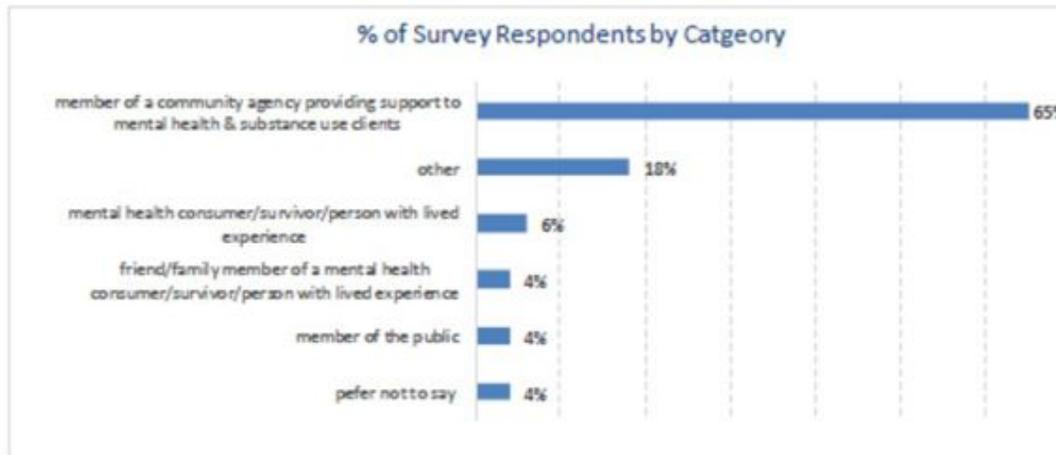


Figure 1

For the most part, the preferred choices for uniform style were consistent over the various response groups. Where preferences did vary by response group, a chart has been included below the relevant question to show the preferred choice for each group.

Summary of Responses by Question

1. How would you like the Mobile Crisis Intervention Team (MCIT) uniforms to look?

Overall, the majority of respondents said they would like the MCIT uniform to look approachable, reassuring, and visible (Figure 2).

- 38% (110) said 'professional'
- 60% (173) said 'visible (clearly identified as MCIT)'
- 80% (232) said 'approachable'
- 62% (180) said 'reassuring'
- 3% (9) said 'none of the above'

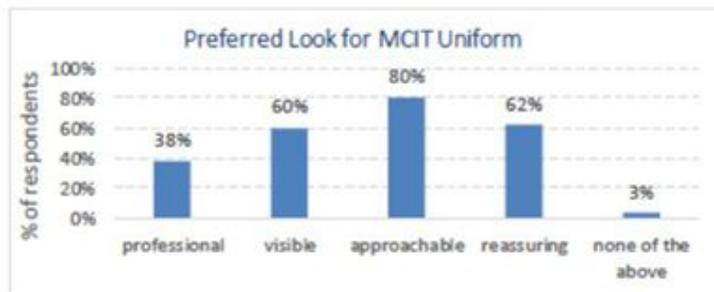


Figure 2

As shown in the following chart, visible, approachable, and reassuring were the top 3 choices for all respondent groups except for the 'prefer not to say' group. For that particular group, visible, approachable and professional were the top 3 choices.

Respondent Group	Top 3 choices for look of uniform
mental health consumer/survivor/person with lived experience	Visible - 33% (5) Approachable - 87% (13) Reassuring - 73% (11)
member of a community agency providing support to mental health & substance use clients	Visible - 61% (103) Approachable - 83% (140) Reassuring - 67% (112)
friend or family member of a mental health consumer/survivor/person with lived experience	Visible - 91% (10) Approachable - 73% (8) Reassuring - 73% (8)
member of the public	Visible - 60% (6) Approachable - 100% (10) Reassuring - 70% (7)
other (e.g. MCIT nurse, MCIT officer, hospital personnel, social worker, probation/parole officer, paramedic, and psychiatrist)	Visible - 57% (26) Approachable - 70% (32) Reassuring - 50% (23)
prefer not to say	Visible - 50% (5) Approachable - 80% (8) Professional - 50% (5)

Mobile Crisis Intervention Team (MCIT) Uniform Design Survey Summary of Results

2. Which of the following shirts do you prefer for the Mobile Crisis Intervention Team (MCIT) police officer uniform?

- 17% (45) said they prefer 'Option A: blue black shirt'
- 19% (49) said they prefer 'Option B: shirt with dark navy sleeve and blue black body'
- 64% (169) said they prefer 'Option C: shirt with mid blue sleeve and blue black body'

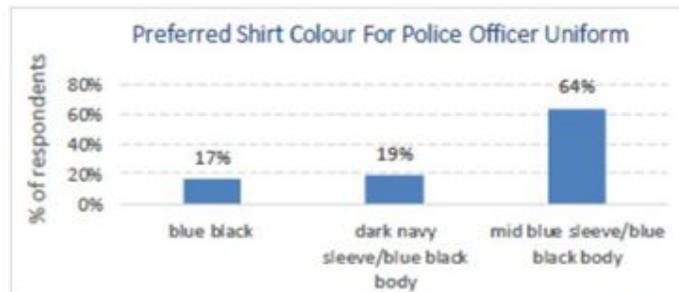


Figure 3

3. Which of the following shirts do you prefer for the Mobile Crisis Intervention Team (MCIT) nurse uniform?

- 61% (160) said they prefer 'Option A: light blue shirt'
- 39% (103) said they prefer 'Option B: shirt with light blue sleeve and dark navy body'

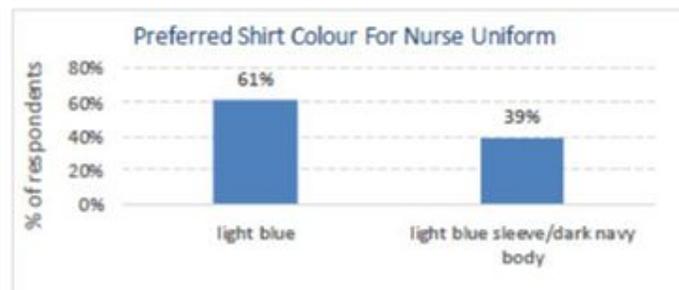


Figure 4

4. Which of the following pants do you prefer for the Mobile Crisis Intervention Team (MCIT) nurse and police uniform?"

Overall, respondents preferred the Blue Black Hidden Cargo Pant (Option 1A) and the Dark Navy Modified New Tactical Pant (Option 2C).

- 17% (44) said they prefer 'Option 1A: Hidden Cargo Pocket Pant - Blue Black'
- 14% (36) said they prefer 'Option 1B: Hidden Cargo Pocket Pant – Mid Blue'
- 12% (31) said they prefer 'Option 1C: Hidden Cargo Pocket Pant – Dark Navy'
- 5% (14) said they prefer 'Option 1D: Hidden Cargo Pocket Pant – Brown'
- 16% (41) said they prefer 'Option 2A: Modified New Tactical Pant – Blue Black'
- 12% (30) said they prefer 'Option 2B: Modified New Tactical Pant – Mid Blue'
- 17% (44) said they prefer 'Option 2C: Modified New Tactical Pant – Dark Navy'
- 8% (20) said they prefer 'Option 2D: Modified New Tactical Pant – Brown'

Mobile Crisis Intervention Team (MCIT) Uniform Design Survey Summary of Results

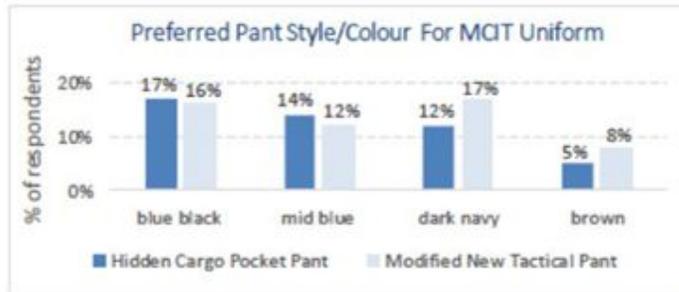


Figure 5

However, as shown in the following chart, the preferred choice of pant style varied by respondent group.

Respondent Group	Preferred Pant Style
mental health consumer/survivor/person with lived experience	Mid Blue Cargo Pant - 27% (4) Mid Blue Tactical Pant - 27% (4)
member of a community agency providing support to mental health & substance use clients	Dark Navy Tactical Pant - 18% (20)
friend or family member of a mental health consumer/survivor/ person with lived experience	Blue Black Cargo Pant - 30% (3) Dark Navy Tactical Pant - 30% (3)
member of the public	Brown Cargo Pant - 22% (2) Dark Navy Tactical Pant - 22% (2) Brown Tactical Pant - 22% (2)
other (e.g. MCIT nurse, MCIT officer, hospital personnel, social worker, probation/parole officer, paramedic, and psychiatrist)	Blue Black Tactical Pant - 29% (13)
prefer not to say	Blue Black Tactical Pant - 30% (3)

5. For safety, Mobile Crisis Intervention Team (MCIT) uniforms must be clearly labeled as police or nurse. Which of the following labels would you prefer for the MCIT uniforms?

Overall, respondents preferred "Crisis Team Police" and "Crisis Team Nurse" as the uniform label wording.

- 21% (55) said they prefer 'MCIT POLICE / MCIT NURSE'
- 14% (37) said they prefer 'CRISIS POLICE / CRISIS NURSE'
- 32% (85) said they prefer 'CRISIS TEAM POLICE / CRISIS TEAM NURSE'
- 22% (58) said they prefer 'CRISIS SERVICES POLICE / CRISIS SERVICES NURSE'
- 11% (28) said they prefer 'POLICE / NURSE'

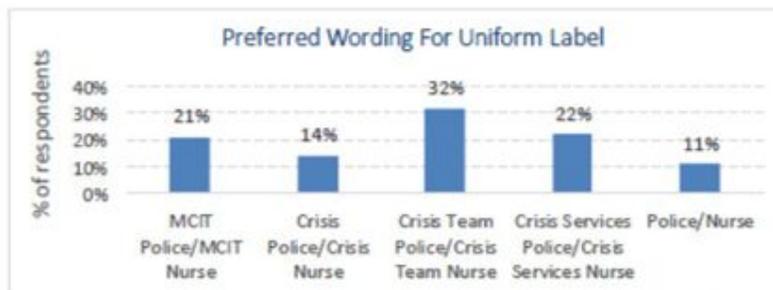


Figure 6

Mobile Crisis Intervention Team (MCIT) Uniform Design Survey Summary of Results

The preferred choice for label wording also varied by respondent group. As shown in the following chart, two of the response groups preferred "Crisis Team Police/Crisis Team Nurse", while others preferred "MCIT Police/MCIT Nurse" and "Crisis Services Police/Crisis Services Nurse".

Respondent Group	Preferred Label Wording
mental health consumer/survivor/person with lived experience	MCIT Police/ MCIT Nurse - 43% (8)
member of a community agency providing support to mental health & substance use clients	Crisis Team Police/ Crisis Team Nurse - 34% (57)
friend or family member of a mental health consumer/survivor/ person with lived experience	MCIT Police/ MCIT Nurse - 45% (5)
member of the public	Crisis Services Police / Crisis Services Nurse - 40% (4)
other (e.g. MCIT nurse, MCIT officer, hospital personnel, social worker, probation/parole officer, paramedic, and psychiatrist)	Crisis Team Police/ Crisis Team Nurse - 28% (13)
prefer not to say	MCIT Police/ MCIT Nurse - 40% (4)

6. Where do you think the MCIT uniform labels mentioned above in question 5 should be placed?

- 15% (37) said they think the labels should be placed 'on the front of the shirt'
- 12% (31) said they think the labels should be placed 'on the back of the shirt'
- 73% (187) said they think the labels should be placed 'both on the front and on the back of the shirt'

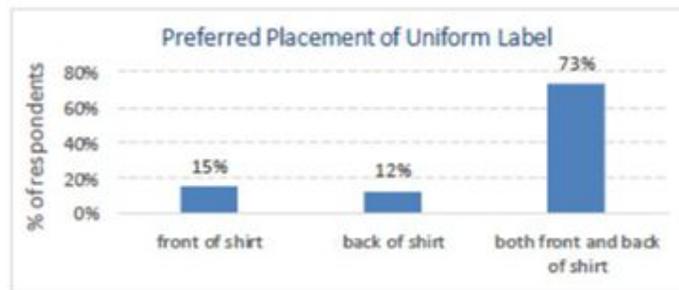


Figure 7

7. All Mobile Crisis Intervention Team (MCIT) police officers and nurses must wear the MCIT patch. Which of the following patches would you prefer the MCIT police officers and nurses wear?

- 75% (190) said they think they should wear 'Patch A – CRISIS TEAM'
- 25% (65) said they think they should wear 'Patch B – MCIT'

Mobile Crisis Intervention Team (MCIT) Uniform Design Survey Summary of Results

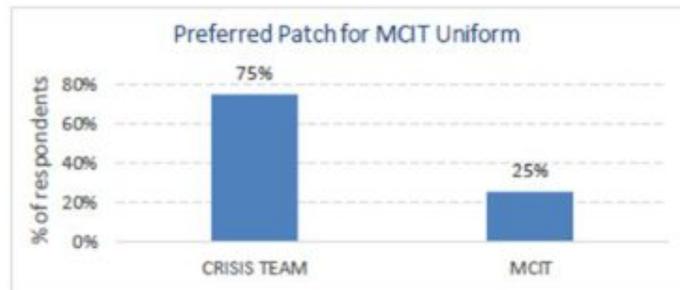


Figure 8

8. Where do you think the Mobile Crisis Intervention Team (MCIT) police and nurse patch should be placed?

- 36% (92) said they think it should be placed 'on the front of the shirt'
- 64% (165) said they think it should be placed 'on the shoulder of the shirt'

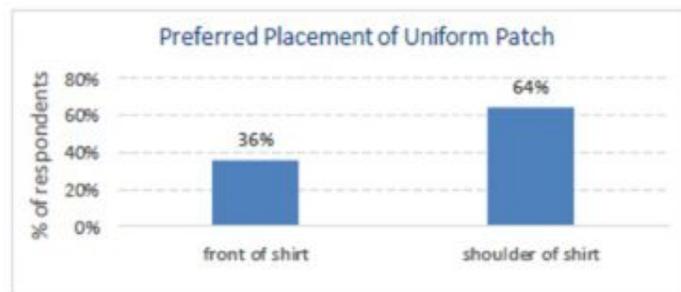


Figure 9

9. Mobile Crisis Intervention Team (MCIT) uniforms include a 'baseball-style' hat. Where do you prefer to have the words 'police' or 'nurse' located on the hat?

- 61% (158) said they prefer it 'on the front' of the hat
- 13% (35) said they prefer it 'on the back' of the hat
- 26% (67) said they prefer it 'on the side' of the hat

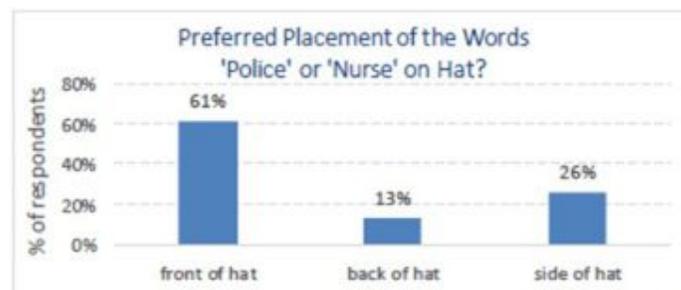


Figure 10

10. How would you rate your level of knowledge about the Mobile Crisis Intervention Team (MCIT)?

- 34% (90) said 'very knowledgeable'
- 34% (89) said 'knowledgeable'
- 24% (64) said 'somewhat knowledgeable'
- 6% (17) said 'not knowledgeable'
- 1% (2) said 'prefer not to say'

As shown in Figure 11, almost all (92%) respondents said they had some knowledge about the MCIT and just over two-thirds (68%) said they were either 'very knowledgeable' or 'knowledgeable' about it.

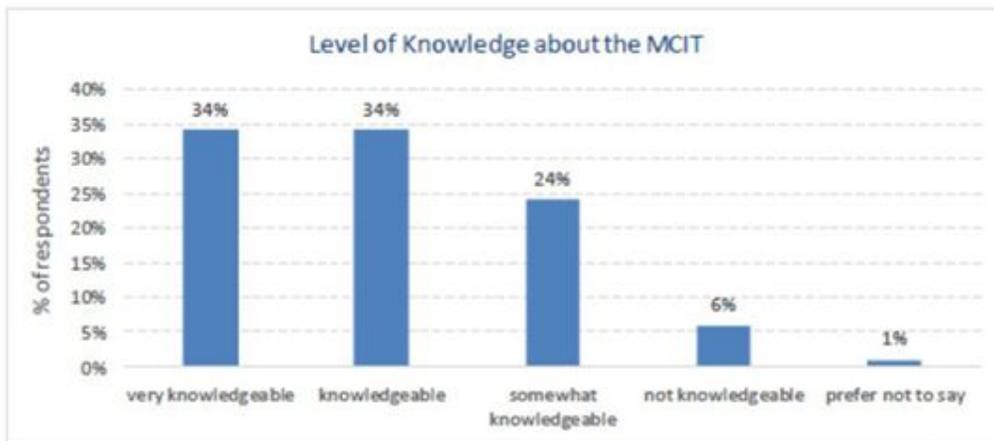
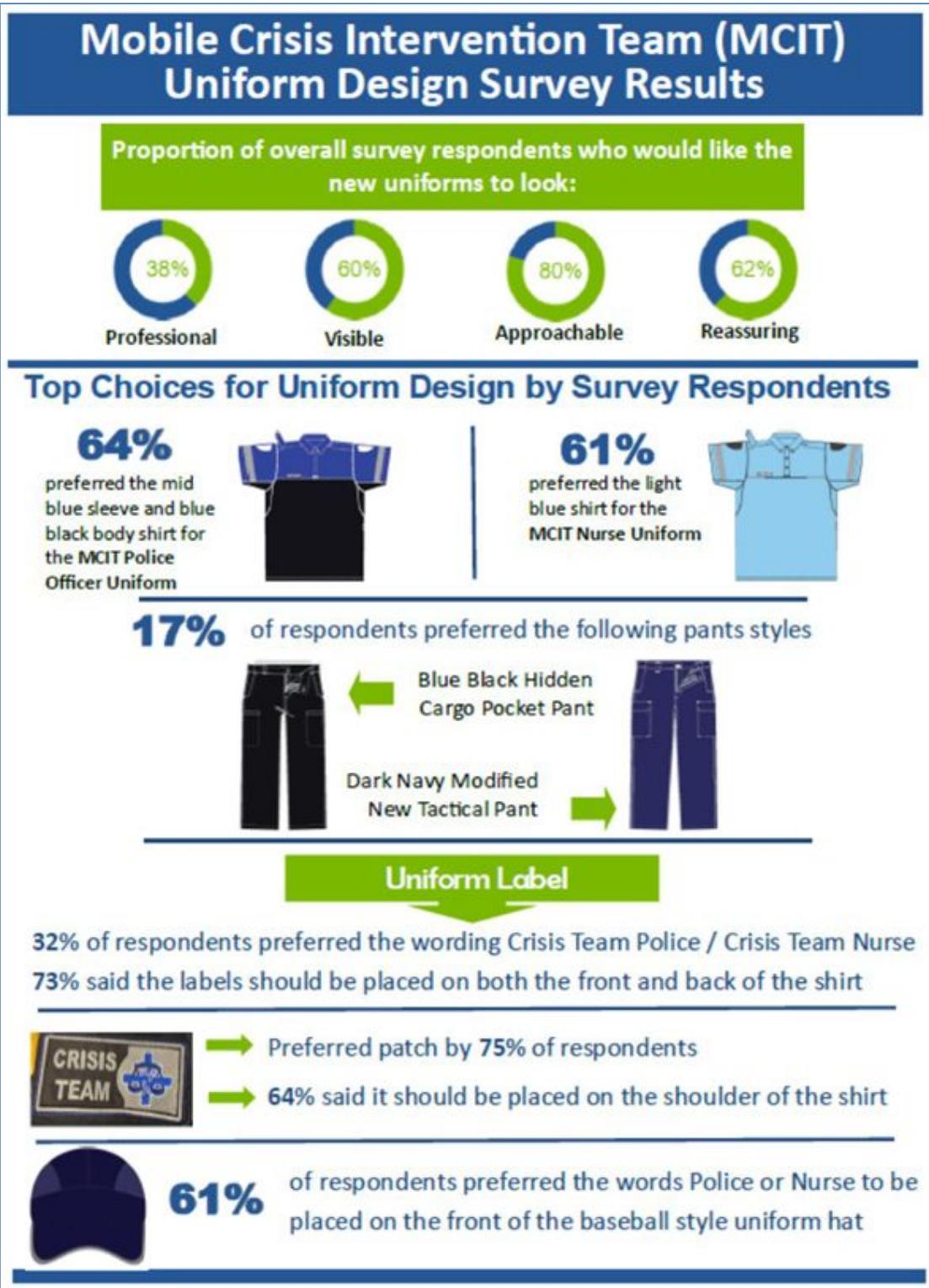


Figure 11

Appendix H



Appendix I

M.C.I.T. Uniform Costing:

SPRING/SUMMER UNIFORM KIT:	
Item	Cost Estimate
OFFICERS	
3 Pants	\$284
3 Shirts (short sleeve)	\$248
Sub Total	\$532
Per Officer Total with HST	\$601
Total Cost for 25 Officers - Spring Uniform	\$15,035
NURSES	
2 Shirts (short sleeve)	\$165
Per Nurse Total with HST	\$187
Total Cost for 45 Nurses - Spring Uniform	\$8,410.59
Spring Uniform Total (with HST)	\$23,445
ADDITIONAL WINTER UNIFORM KIT ITEMS:	
Item	Cost Estimate
OFFICERS	
3 Shirts (long sleeve)	\$281
Three Season Jacket with zip out soft shell	\$360
Sub Total	\$641
Per Officer Total with HST	\$724
Total Cost for 25 Officers - Winter Uniform	\$18,111
NURSES	
2 Shirts (long sleeve)	\$187
Per Nurse Total with HST	\$212
Total Cost for 45 Nurses - Winter Uniform	\$9,529
Winter Uniform Total (with HST)	\$27,640
ALL SEASON - TOTAL UNIFORM COSTS FOR MCIT EXPANSION	
# Staff Members	Cost Estimate
25 Officers	\$33,146
45 nurses	\$17,940
Baseball cap + Winter Toque	\$2,500
ALL SEASON - TOTAL UNIFORM COSTS (with HST)	\$53,585.61

Appendix J

Recruitment Criteria for M.C.I.T. / D.C.S. Officers:



POLICE CONSTABLE – MOBILE CRISIS INTERVENTION TEAM

Role Profile

Workstream	Neighbourhood / Community		
Command	Communities & Neighbourhoods Command Priority Response Command	Pillar	West Field Command East Field Command
Unit	Various Districts	Section	Mobile Crisis Intervention Team
Reports To	Sergeant		

This section describes the overall purpose of the job.

Role Summary

Reporting to the Sergeant, the Police Constable – Mobile Crisis Intervention Team Officer works in partnership with a Mental Health and/or Health care clinician to ensure safety and assist clinical partners in providing support, guidance, counselling, assistance and direction to persons who have experienced or are experiencing mental health crises.

This table summarizes the key responsibilities of the job (major areas of work performed) that are in addition to the Police Constable - Neighbourhood / Community responsibilities.

Key Responsibilities

- Responds to calls for service regarding persons in crisis, as well as performing proactive and follow up interactions with individuals served.
- Provides security and a safe working environment for clinical partners.
- Works collaboratively with clinical partners to:
 - recommend measures to help protect individuals and others by developing safety plans.
 - assess the adequacy of resources/support currently available to individuals being supported by MCIT.
 - facilitate access to secondary healthcare services where voluntarily agreed to by the individual being support by MCIT.
- Communicates TPS expectations, policies and procedures to clinical partners.
- Develops, nurtures and maintains contacts with partner agencies (e.g. community partners, ethno-cultural groups, hospitals, community resources, other justice providers) to:
 - provide proactive outreach by responding to inquiries and identifying individuals in the City of Toronto who may benefit from preventative crisis support.
 - to resolve areas of concern of individuals served.
- Participates in training and learning opportunities to enhance skill set and knowledge relevant to crisis intervention, mental health support and other areas pertinent to MCIT duties.
- Provides direction, guidance and training, as necessary, to TPS members and clinical partners.

December 2020

Key Responsibilities

- Employs training, knowledge and expertise in the de-escalation of crises.
- Supports other TPS first responders who are interacting with individuals experiencing crisis who may require apprehension under the Mental Health Act, including assisting and supporting the transfer of care of such individuals to the appropriate health care facility.
- Assists in identifying and developing goals towards understanding prevention and treatment of individuals with mental illness that can be useful as a future alternative to police involvement.
- Keeps current on issues, trends and developments that impact on crisis intervention.
- Keeps accurate records of all MCIT files in accordance with TPS procedures, and any privacy agreements and Memorandums of Understanding between MCIT partner agencies.
- Maintains any required statistical data. Prepares periodic reports, follows-up reports and other statistical reports as required.

Perform other related duties and responsibilities as assigned or required.

This section identifies minimum and preferred qualifications for the role that are in addition to the Police Constable - Neighbourhood / Community responsibilities. Minimum qualifications reflect critical aspects to be able to carry out the breadth of responsibilities. Preferred qualifications reflect additional aspects considered likely to increase the effectiveness of an incumbent in the role.

Qualifications

Specialized Training and Courses	Minimum	<ul style="list-style-type: none"> • Completion of the Generalist Constable Development program. • Mobile Crisis Intervention Team Level 1. • Current In Service Training Program qualification. • DCS Officer - Essentials of Mental Health and Crisis intervention Course.
	Preferred	<ul style="list-style-type: none"> • Emotional Intelligence Course (Ontario Police College). • Psychological First Aid (Red Cross). • Mental Health First Aid (Mental Health Commission of Canada). • Training related to the recognition of poverty, homelessness, stigma, racism, colonialism, trauma and disconnection can play in a person's experience of mental health. • Non-violent crisis intervention and de-escalation training. • Suicide intervention/trauma/Anti-Racism/Anti-Oppression training. • Naloxone training.
Related Experience	Minimum	<ul style="list-style-type: none"> • Demonstrated proficiency as a 1st class Priority Response PC or 2nd class Police Constable with approval of the S/Supt.
	Preferred	<ul style="list-style-type: none"> • Previous personal experience in dealing with persons in crisis. • Previous experience in a role of human services.

December 2020

Skills

- Strong knowledge of TPS Mental Health & Addictions Strategy and the Mental Health Act, including apprehension authorities.
- Working knowledge of Federal, Provincial and Municipal Statutes, Service Governance, Collective Agreement, Routine Orders and Unit Policies.
- Demonstrated competence in understanding the population of individuals served.
- A lived experience, either personal or through family/friends, and a willingness to acquire and share expertise and knowledge to create changes in the community.
- Understands, accepts and promotes the concepts of recovery and resilience, the value of partnerships and the balance between protection from harm and personal dignity.
- Ability to craft and implement novel solutions.
- Coordinates and collaborates with outside entities including natural networks of support relevant to the individuals being served.
- Demonstrated expertise in de-escalation.
- Shown a strong ability to deal effectively with persons in crisis.
- Demonstrated ability and desire to accept additional responsibilities, with an understanding of Mental Health strategies, goals and objectives.
- Motivated self starter able to work with minimal supervision.
- Sets priorities, decisive, takes initiative, ability to identify and resolve problems.
- Strong verbal and written communications/interpersonal skills.
- Ability to foster and develop relationships both internally and externally.
- Ability to exemplify TPS Core Values.
- Commitment to the protection and promotion of human rights in both the workplace and in the delivery of police services.

This section describes the working conditions and physical demands of the role.

Working Conditions

- In the office on average 20% of day.
- Physical exertion including: running, cycling, climbing, lifting, pushing, pulling, standing.
- Exposure to all weather and temperature conditions.
- Varied shifts.
- This role is in regular contact with individuals in crisis.

December 2020



SERGEANT – MOBILE CRISIS INTERVENTION TEAM Role Profile

Workstream	Neighbourhood / Community		
Command	Communities & Neighbourhoods Command Priority Response Command	Pillar	West Field Command East Field Command
Unit	Various Districts	Section	Mobile Crisis Intervention Team
Reports To	Staff Sergeant		

This section describes the overall purpose of the job.

Role Summary

Leads, coaches, directs and provides support to a Mobile Crisis Intervention Team (MCIT). Ensures the quality, thoroughness and safety of work of MCIT following Service procedures, policies and legislation to maintain reputation of the Service.

This table summarizes the key responsibilities of the job (major areas of work performed) that are in addition to the Sergeant – Neighbourhood / Community responsibilities.

Key Responsibilities

- Provides guidance, counselling, assistance and direction to members of MCIT.
- Leads MCIT members towards the achievement of the unit's goals and objectives.
- Improves the performance of subordinates, both individually and as a team.
- May be required to assist members of MCIT due to operational demands.
- Ensures that officers are:
 - working collaboratively with clinical partners.
 - communicating TPS expectations, policies, and procedures to clinical partners.
 - providing a safe working environment for clinical partners.
- Ensures the implementation and compliance of all TPS policies, procedures and regulations.
- Organizes and participates in a variety of meetings with MCIT partners and organizations relevant to the MCIT.
- Maintains an active participation on relevant TPS committees. Provides information and statistical data relevant to the MCIT and attends meetings as required.
- Supervises members of the MCIT and ensures that their work performance is in line with the mandate, objectives and goals of the MCIT program.
- Works collaboratively with members of the Priority Response Unit to identify issues, challenges and potential areas for development related to the MCIT response strategy.

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Key Responsibilities

- Maintains up to date duty lists and ensures adequate MCIT staffing levels.
- Acts as a liaison between the MCIT and Priority Response Unit.
- Evaluates the work performance of MCIT officers in accordance to the annual appraisal.
- Monitors members of the MCIT to ensure proper approaches are utilized towards solving problems through leveraging resources and ensuring those efforts are appropriately documented and evaluated.
- Keeps current on issues, trends and developments that impact on crisis intervention.

Perform other related duties and responsibilities as assigned or required.

This section identifies minimum and preferred qualifications for the role that are in addition to the Sergeant – Neighbourhood / Community responsibilities. Minimum qualifications reflect critical aspects to be able to carry out the breadth of responsibilities. Preferred qualifications reflect additional aspects considered likely to increase the effectiveness of an incumbent in the role

Qualifications

Specialized Training and Courses	<ul style="list-style-type: none"> • Mobile Crisis Intervention Team Level 1. • Current In Service Training Program qualification. • Emotional Intelligence Course (Ontario Police College). • Psychological First Aid (Red Cross). • Mental Health First Aid (Mental Health Commission of Canada). • Non-violent crisis intervention and de-escalation training. 				
Related Experience	<table border="1"> <tr> <td data-bbox="394 1003 532 1094"> Minimum </td> <td data-bbox="532 1003 1320 1094"> <ul style="list-style-type: none"> • Previous experience in dealing with persons in crisis. • Previous experience in a role of human services. </td> </tr> <tr> <td data-bbox="394 1094 532 1188"> Preferred </td> <td data-bbox="532 1094 1320 1188"> <ul style="list-style-type: none"> • Completed probationary period in Sergeant rank • One year CRU experience. • Previous MCIT experience. </td> </tr> </table>	Minimum	<ul style="list-style-type: none"> • Previous experience in dealing with persons in crisis. • Previous experience in a role of human services. 	Preferred	<ul style="list-style-type: none"> • Completed probationary period in Sergeant rank • One year CRU experience. • Previous MCIT experience.
Minimum	<ul style="list-style-type: none"> • Previous experience in dealing with persons in crisis. • Previous experience in a role of human services. 				
Preferred	<ul style="list-style-type: none"> • Completed probationary period in Sergeant rank • One year CRU experience. • Previous MCIT experience. 				
Skills	<ul style="list-style-type: none"> • Strong communication skills sensitive to the needs of persons in crisis. • Ability to create strong engagement of individuals with their personal and team objectives and with Service values, behaviours, and strategic priorities. • Ability to review and assess own, individual and team performance and provide feedback and ensure corrective actions are taken where necessary. • Ability to identify key stakeholders, understand potential roles and to take appropriate steps to understand their needs and concerns and develop excellent working relationships. • Problem solving skills. • Ability to identify potential opportunities to enhance efficiency and/or effectiveness across the team. • Thorough knowledge of Mental Health & Addictions Strategy and the Mental Health Act. • A lived experience, either personal or through family/friends, and a willingness to acquire and share expertise and knowledge to create changes in the community. • Ability to exemplify TPS Core Values. • Commitment to the protection and promotion of human rights in both the workplace and in the delivery of police services. 				

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This section describes the working conditions and physical demands of the role.

Working Conditions

- In the office on average 20% of day.
- Frequent meetings with MCIT partners and organizations relevant to the MCIT.
- Physical exertion including: running, cycling, climbing, lifting, pushing, pulling, standing.
- Some exposure to all weather and temperature conditions.
- Varied shifts.
- Exposure to individuals in crisis.

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POLICE CONSTABLE – DIVISIONAL CRISIS SUPPORT OFFICER

Role Profile

Workstream	Neighbourhood / Community		
Command	Communities & Neighbourhoods Command Priority Response Command	Pillar	West Field Command East Field Command
Unit	Various Districts	Section	
Reports To	Sergeant		

This section describes the overall purpose of the job.

Role Summary

Reporting to the Sergeant, the Police Constable – Divisional Crisis Support Officer is assigned to work in tandem with MCIT or PRU / CRU to provide support, guidance, counselling, assistance and direction to persons who have experienced or are experiencing mental health crises.

This table summarizes the key responsibilities of the job (major areas of work performed) that are in addition to the Police Constable - Neighbourhood / Community responsibilities.

Key Responsibilities

- Provides first response to calls for service regarding persons in crisis and emotionally disturbed persons in tandem with MCIT or PRU / CRU / NCO
- Provides support to MCIT members, as required (e.g. during periods of low staffing or high volumes of incidents). Support may include assisting and supporting the transfer of care of individuals to an appropriate health care facility.
- Provides outreach options and contacts to individuals served in the community.
- Develops, nurtures and maintains contacts with partner agencies (e.g. community partners, ethno-cultural groups, hospitals, community resources, other justice providers) to:
 - provide proactive outreach by responding to inquiries and identifying individuals in the City of Toronto who may benefit from preventative crisis support.
 - to resolve areas of concern of individuals served.
- Participates in training and learning opportunities to enhance skill set and knowledge relevant to crisis intervention and mental health support.
- Employs training, knowledge and expertise in the de-escalation of crisis.
- Keeps current on issues, trends and developments that impact on crisis intervention.

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Key Responsibilities

- Performs Traffic Services initiatives (such as vision zero traffic enforcement) to minimize risk to public safety on roadways.
- Responds to community complaints using Intelligence Led Policing (ILP) directed patrols.
- May assist with calls for service that do not require immediate response (excluding priority 1 and 2).

Perform other related duties and responsibilities as assigned or required.

This section identifies minimum and preferred qualifications for the role that are in addition to the Police Constable - Neighbourhood / Community responsibilities. Minimum qualifications reflect critical aspects to be able to carry out the breadth of responsibilities. Preferred qualifications reflect additional aspects considered likely to increase the effectiveness of an incumbent in the role.

Qualifications

Specialized Training and Courses	Minimum	<ul style="list-style-type: none"> • Completion of the Generalist Constable Development program. • Current In Service Training Program qualification. • DCS Officer - Essentials of Mental Health and Crisis intervention Course.
	Preferred	<ul style="list-style-type: none"> • Mobile Crisis Intervention Team Level 1. • Emotional Intelligence Course (Ontario Police College). • Psychological First Aid (Red Cross). • Mental Health First Aid (Mental Health Commission of Canada). • Naloxone training. • Non-violent crisis intervention and de-escalation training.
Related Experience	Minimum	<ul style="list-style-type: none"> • Demonstrated proficiency as a 1st class Priority Response PC or 2nd class Police Constable with approval of the S/Supt.
	Preferred	<ul style="list-style-type: none"> • Previous personal experience in dealing with persons in crisis. • Previous experience in a role of human services.

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Skills

- Aware of key community mental health organizations and applicable divisional FOCUS tables.
- Working knowledge of Mental Health & Addictions Strategy and the Mental Health Act, including apprehension authorities.
- Working knowledge of Federal, Provincial and Municipal Statutes, Service Governance, Collective Agreement, Routine Orders and Unit Policies.
- Demonstrated competence in understanding the population of individuals served.
- A lived experience, either personal or through family/friends, and a willingness to acquire and share expertise and knowledge to create changes in the community.
- Understands, accepts and promotes the concepts of recovery and resilience, the value of partnerships and the balance between protection from harm and personal dignity.
- Ability to craft and implement novel solutions.
- Demonstrated expertise in de-escalation.
- Shown a strong ability to deal effectively with persons in crisis.
- Demonstrated ability and desire to accept additional responsibilities, with an understanding of Mental Health strategies, goals and objectives.
- Motivated self starter able to work with minimal supervision.
- Sets priorities, decisive, takes initiative, ability to identify and resolve problems.
- Strong verbal and written communications/interpersonal skills.
- Ability to foster and develop relationships both internally and externally.
- Ability to exemplify TPS Core Values.
- Commitment to the protection and promotion of human rights in both the workplace and in the delivery of police services.

This section describes the working conditions and physical demands of the role.

Working Conditions

- In the office on average 20% of day.
- Physical exertion including: running, cycling, climbing, lifting, pushing, pulling, standing.
- Exposure to all weather and temperature conditions.
- Varied shifts.
- This role may be in regular contact with individuals in crisis.

December 2020



MCIT Officer Selection / Application Form

TPS XXX, 2021/xx/xx

To be completed by the applicant's current supervisor and signed by the applicant, supervisor and Unit Commander.

APPLICANT INFORMATION	
Surname:	<input type="text"/>
First Name:	<input type="text"/>
Badge:	<input type="text"/>
Rank/Class:	<input type="text"/>
Division:	<input type="text"/>
Platoon:	<input type="text"/>

MINIMUM QUALIFICATIONS		
The applicant:	YES	NO
Has demonstrated proficiency as a 1st class Priority Response constable or a 2nd class constable with approval of the Staff Superintendent.	<input type="checkbox"/>	<input type="checkbox"/>
Has successfully completed the Generalist Constable Development Program.	<input type="checkbox"/>	<input type="checkbox"/>
Has successfully completed the Mobile Crisis Intervention Team Level 1 training or is registered for the course at the next opportunity.	<input type="checkbox"/>	<input type="checkbox"/>
Has a current In-Service Training Program qualification.	<input type="checkbox"/>	<input type="checkbox"/>
Has completed the MSO-Essentials of Mental Health and Crisis Intervention Course.	<input type="checkbox"/>	<input type="checkbox"/>
Has successfully completed anti-racism, anti-oppression training.	<input type="checkbox"/>	<input type="checkbox"/>
Has successfully completed training related to the recognition that poverty, homelessness, stigma, racism, colonialism, trauma and disconnection can play in a person's experience of mental health.	<input type="checkbox"/>	<input type="checkbox"/>
Has demonstrated a strong ability to deal effectively with persons in crisis through non-violent crisis intervention and de-escalation techniques.	<input type="checkbox"/>	<input type="checkbox"/>
Possesses a strong knowledge of Service Mental Health & Addictions Strategy and the <i>Mental Health Act</i> , including apprehension authorities.	<input type="checkbox"/>	<input type="checkbox"/>
Understands, accepts and promotes the concepts of recovery and resilience, the value of partnerships and the balance between protection from harm and personal dignity.	<input type="checkbox"/>	<input type="checkbox"/>
Has been free from charges under the Police Services Act (PSA) for a minimum of 2 years.	<input type="checkbox"/>	<input type="checkbox"/>
Unit Complaint Coordinator Review:		
The applicant's file has been reviewed and there are no concerns that would impact suitability.	<input type="checkbox"/>	<input type="checkbox"/>
Officer Conducting File Review:	<input type="text"/>	
	<small>(SURNAME, G1, Badge No.)</small>	
Date File Review was Completed:	<input type="text"/>	
	<small>(YYYY/MMDD)</small>	

MCIT OFFICER SKILLS & CORE COMPETENCIES
Service Core Values:
<ul style="list-style-type: none"> The applicant consistently demonstrates the Service Core Values and ALL Core Competencies listed below
Our Mindset:
<ul style="list-style-type: none"> The applicant strives to make sound, ethical and bias-free decisions, in a timely manner (under pressure) even in difficult situations or with limited information The applicant makes an effort to understand the broader context of decisions and problems and act in the broader public interest

(Our Mindset continued)

- The applicant is attuned to the changing needs of communities and the Service

Our Connections:

- The applicant seeks to understand the needs of others - communities and members - and responds in a professional, respectful, compassionate, and unbiased manner
- The applicant actively looks for opportunities to engage positively with the communities and members they serve

Our Development:

- The applicant continually builds their knowledge, skills and abilities
- The applicant shares their knowledge and best practices to support the development of others
- The applicant is a role model and leads by example

Our Impact:

- The applicant consistently adjusts tone, language, body language and emotion to ensure the best outcome
- The applicant puts themselves in others' shoes and tries to see things from their perspective, including their lived experiences
- The applicant takes the time to listen before responding and asks questions to ensure understanding

Job Knowledge & Performance:

- The applicant demonstrates adherence to rules and procedures
- The applicant applies a deep understanding of use of force, de-escalation techniques and officer/public safety to ensure a safe working environment for clinical partners

SUPERVISOR COMMENTS

(Please attach additional pages as necessary)

SUPERVISOR APPROVAL

Signature below confirms supervisory support of the applicant in their request to become a MCIT Officer and serves as attestation of their suitability.

Signature of Supervisor: Badge: Date:
(YYYY/MMDD)

Signature of Unit Commander: Badge: Date:
(YYYY/MMDD)

Signature of Member: Date:
(YYYY/MMDD)

DISTRIBUTION: Original - Unit Commander, Unit File

Print

Appendix K

M.C.I.T. Steering Committee Nurse Recruitment Criteria:

Appendix A	
MCIT Nurse Job Description	
Position Title:	Registered Nurse
Department:	Mental Health Services – Mental Health / Addictions
Position Overview:	<p>The Mobile Crisis Intervention Team (MCIT) Registered Nurse (RN) partners with a Toronto Police Services officer to provide secondary response to police-directed calls regarding individuals identified as emotionally disturbed persons (EDP) in distress. The primary role of the MCIT registered Nurse is to provide prompt community based mental health crisis assessment, intervention and referral to the most appropriate hospital or community services and supports. The MCIT Nurse will liaise with hospital and community resources and supports as needed. In addition, the MCIT Nurse and police officer(s) will participate in outreach and liaison with community partners, key stakeholders and identified significant others. All services are provided in accordance with the Standards of Practice established by the College of Nurses of Ontario and with current legislation.</p> <p>The Mobile Crisis Intervention Team (MCIT) is a collaborative initiative between [hospital] and the Toronto Police Services, [# , #, #] Divisions. This innovative program provides mobile crisis intervention within [the geographical areas] of the Toronto Police Service Divisions.</p>
Education and Qualifications:	<ul style="list-style-type: none">• Minimum of 3-5 years recent experience in an acute mental health setting required.• Minimum of 2 years of experience in a community mental health setting preferred• Registered Nurse with current Certificate of Competence issued by the College of Nurses.• Baccalaureate degree in Nursing from an accredited educational institution• Current BCLS/CPR certification• Current Crisis Prevention Institute (CPI) (psychiatric nursing training) certification (or equivalent), or obtained within 6 months of hire.• Completed Canadian Nursing Association Certificate in Psychiatric

Nursing, (or equivalent), or willingness to complete within 2 years of hire preferred.

- Experience working with individuals with substance abuse and/or addictions is an asset.
- Demonstrated knowledge and skills in clinical assessment and supportive counseling.
- Demonstrated excellence in crisis, intervention and de-escalation skills.
- Proven ability to work independently and as a member of an interprofessional team
- Demonstrated organizational skills.
- Demonstrated knowledge of relevant legislation, including the Ontario Mental Health Act Personal Health Information Protection Act, Health Care Consent Act
- Sound knowledge of the principles of the therapeutic relationship and their application to Crisis Intervention.
- Demonstrates excellent organizational and time-management skills.
- Excellent work performance, punctuality and attendance.
- Demonstrated exceptional interpersonal, communication and leadership skills.
- Proven ability in problem solving, decision making, and conflict resolution.
- Knowledge of and ability to access community resources.
- Proficiency in computer skills
- Demonstrated commitment to continual learning.
- All employees of [hospital] agree to work within the legislated practices of the Occupational Health and Safety Act of Ontario.

Preferred
Qualifications

-
- CNA certification in Psychiatric –Mental Health Nursing or equivalent.
 - Experience with Crisis Intervention.
 - Ability to speak another language.

Appendix L

M.C.I.T. New Procedure:

Chapter 6 – Provincial Investigations



06-xx Mobile Crisis Intervention Team (MCIT)

Status: New **Issued:** R.O. 2021.xx.xx-xxxx **Replaces:**

Rationale

The Toronto Police Service (Service) is committed to preserving the lives and well-being of people who may be experiencing mental health and/or addictions issues, while working towards the goal of zero deaths and ensuring the well-being, safety, rights, and dignity of individuals and communities. In every encounter, the Service is committed to taking all reasonable steps to assess, de-escalate and safely resolve the situation.

The attendance of a Mobile Crisis Intervention Team (MCIT) at incidents involving a person experiencing a mental health crisis and/or addiction issues, provides a skilled and compassionate response that may assist in diffusing and concluding the incident safely. The MCIT can assist frontline officers by providing a prompt assessment, supportive counselling, as well as connect the person to the appropriate follow-up services.

Supervision

- Supervisory Officer attendance mandatory for calls for service when there is information that a suspected person experiencing a mental health crisis is armed or may be armed with a weapon
- Supervisory Officer notification mandatory if detained at a psychiatric facility for more than 1 hour

Procedure

The MCIT program is a collaborative partnership between participating hospitals and the Service bound through a Memorandum of Understanding. The MCIT program partners a specially trained police officer and a mental health nurse that may assist in responding to calls for service involving individuals experiencing a mental health crisis.

The MCIT will attend calls for service and assist responding officers with:

- assessing the situation
- attempting to stabilize and diffuse the crisis
- providing supportive counselling as needed
- connecting the individual to appropriate follow-up services

Chapter 6 – Provincial Investigations

The MCIT program currently operates 7 days a week (1100hrs – 2100hrs) and is partnered with area hospitals having catchment areas within in the following divisions:

- D11/14/22 – Unity Health Toronto - St Joseph's Health Centre
- D12/13/23/31 – Humber River Hospital
- D32/33 – North York General Hospital
- D41/42/43 – Scarborough Health Network
- D51/52 – Unity Health Toronto - St. Michael's Hospital
- D53/54/55 – Michael Garron Hospital

→ *The MCIT shall remain within their respective divisions/catchment areas when responding to calls for service.*

MCITs may act as a first response in certain circumstances, including but not limited to the following calls for service involving:

- an emotionally disturbed person (EDP), person in crisis, and/or person diagnosed with concurrent issues where it is known or thought to be causing a mental health crisis (e.g. mental health issues with substance use)
- incidents with a crisis component, involving person for the first time or repetitive calls
- a vulnerable person experiencing a crisis
- a person in crisis who may be under the influence of substances with no concerns of violence or a history of violence on a consultative basis to assess immediate risk
- a person attempting/threatening suicide
- a weapon, barricaded person, or other circumstances where it is known or thought to be causing a mental health crisis, in order to assess the person. However, where an emotionally disturbed person is found to pose a risk or threat to the attending MCIT nurse, the nurse shall not be actively engaged in the incident until it is determined to be safe by the attending MCIT officer

→ *A threat assessment of the incident (based on available information) and overall safety of the MCIT shall determine the involvement and level of the MCIT response. The Specialized Emergency Response – Emergency Task Force (ETF) shall be notified for incidents involving persons with a history of violence or use of weapons, or the situation involves a barricaded person.*

MCITs may also provide assistance and support:

- to family members or support persons of an individual in crisis
- to assess a person who has been exposed to critical incident stress (e.g. witness death by suicide, witness)
- to attending police officers where MCIT expertise may be utilized
- consult on missing person incidents prior to being located with vulnerable attributes
- to persons diagnosed with concurrent issues where it is known or thought to be causing a mental health crisis (e.g. mental illness with substance use)
- to persons who require medical assessment or attention (e.g. attempt suicide) or substance use causing medical distress
- to attend safety or wellness checks directly related to mental health issues or diagnosis from non-dispatch sources, including but not limited to the Divisional Mental Health Liaison Officer, hospitals, and MCIT Case managers
- as directed by a supervisory officer

Chapter 6 – Provincial Investigations

MCITs shall **not** generally be utilized for the following:

- incidents not involving EDP or person in crisis
- family disputes or domestic violence
- incidents involving a criminal component to assess mental health
- when there is a criminal component and an investigator requests MCIT to rule out mental health before the investigative unit has fully followed up (e.g. person wrote threatening letter)
- to relieve a primary response unit (PRU) that has apprehended an individual on a *Mental Health Act* (MHA) form in expediting hospital admission, however, the MCIT may call ahead to a hospital to assist for smooth transition of care.
- to transport a person apprehended by PRU, however, the MCIT may will call ahead to a hospital to assist for smooth transition of care.

Police Officer

1. As this Procedure is an extension of Procedure [06-04](#), members shall first comply with the direction contained in Procedure 06-04 and then follow the additional incident-specific direction contained in this Procedure.
2. When responding to a complaint of a suspected EDP, person in crisis, and/or person with addictions issues shall
 - request notification and attendance of the MCIT, if available
 - comply with Procedure 06-04
3. When attending an incident where the MCIT is on scene, shall provide support and assistance as required.

MCIT

4. When requested to attend at an incident involving a suspected EDP, person in crisis, and/or person with addictions issues shall
 - prior to attending, conduct a threat assessment of the incident (based on available information) and overall safety of the MCIT to determine the involvement and level of the response
 - obtain sufficient backup officers
 - if background checks indicate that the person has a history of violence or use of weapons, or the situation involves a barricaded person, notify the ETF in accordance with Procedure [10-05](#)
 - ➔ *It will be at the discretion of the Supervisory Officer – ETF as to whether they will attend.*
 - comply with Procedure 06-04

Supervisory Officer

5. Upon becoming aware that a call for service is being attended to by the MCIT shall
 - monitor the situation and attend when the risk for potential violence is or appears to be heightened
 - ensure sufficient backup officers are attending

- if the situation indicates a history of violence or use of weapons or involves a barricaded person, ensure notification of the ETF in accordance with Procedure 10-05
 - ➔ *It will be at the discretion of the Supervisory Officer – ETF as to whether they will attend.*
- ensure compliance with Procedure 06-04

Officer in Charge

6. Upon becoming aware that a call for service is being attended to by the MCIT shall
 - monitor situation and ensure supervisory officer attendance, if required
 - ensure compliance with Procedure 06-04

Staff Sergeant – Community Response Unit

7. When managing the home units of assigned MCIT officers, shall oversee the coordination and supervision of MCIT related activities and initiatives including attendance at meetings when required.

Unit Commander

8. When in charge of a division that supports a MCIT shall
 - ensure adherence with the terms set out in the Memorandum of Understanding with partnered hospital.

Divisional Mental Health Liaison Officer

9. In addition to their duties set out in Procedure 06-04, the divisional mental health liaison officer shall coordinate, collaborate and work with MCIT for an overall effective response to persons with a mental health issues

MCIT Program Co-ordinator – Community Partnerships & Engagement Unit

10. The role of the MCIT Program Co-ordinator shall include but is not limited to the following duties;
 - support planning and coordination of the MCIT program and its activities
 - ensure review and implementation of policies and practices
 - help build positive relations within the teams and external parties
 - coordinate Training
 - coordinate with MCIT Nurse managers from partner hospitals
 - coordinate with MCIT Hospitals Project manager

Appendix M

P.R.U Supervisor responsibilities related to M.C.I.T. Officers:

- Manage front line policing resources to maximize M.C.I.T. availability for mental health related calls for service;
- Debrief or recommend case conferences, either at the divisional level or with the M.C.I.T. management team for complex cases;
- Ensure the wellness of M.C.I.T. members after a traumatic incident;
- Ensure the M.C.I.T. attend mental health related calls for service promptly when available;
- Ensure the M.C.I.T. are utilized in all circumstances where their expertise can assist in facilitating a peaceful resolution;
- Monitor M.C.I.T. officer's commitment to anti-bias policing of persons in crisis;
- Contribute accurate and meaningful input for M.C.I.T. officer appraisals and provide performance management, if required;
- Ensure officers wear appropriate personal protective equipment at calls and while in the patrol car with the nursing staff.

Appendix N

911 Crisis Call Diversion Pilot Program Diversion Criteria – crisis workers, collocated in T.P.S. 911 Communications Centre, may action mental health related calls for service that meet any of the following criteria:

- A person in mental health crisis who is not actively attempting suicide or being physically violent;
- A person involved in a verbal dispute or disturbance with a mental health component, wherein a crisis worker can attempt to resolve with intervention and where there is no perceived or real risk of violence;
- A non-violent person requesting police due to psychosis or an altered mental state;
- A non-violent repeat caller with a known mental health history;
- A non-violent person in mental health crisis requesting a M.C.I.T. (communications operators will not provide the option of a M.C.I.T.; operators will transfer the caller to the crisis call worker);
- Second party callers concerned about the welfare of a non-violent person suffering a mental health crisis.

Calls for service with any of the elements listed below are not suitable for diversion to a crisis workers; in addition, if any of these elements present after call diversion has been initiated, the crisis worker will return the call to a 911 call taker to initiate an appropriate response:

- Imminent threat to life or property;
- Violence / threat of violence / violent tendencies;
- Weapons;
- A criminal offence;
- Attempting suicide;
- Overdose;
- Medical attention;
- Public nudity or public lewdness;
- Domestic violence / domestic incident;
- 9-1-1 calls received from a crisis hot line, hospital, or minor emergency clinic.

Call types for diversion may be expanded as the project progresses to include calls such as “well-being check”, “dispute” and “check address” that have a mental health component if there is increased capacity by our partner agency to handle the increased case load and the details of the calls are appropriate for diversion.



Toronto Police Services Board Report

March 16, 2021

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

Subject: Special Constable Appointments – April 2021

Recommendation:

It is recommended that the Toronto Police Services Board (Board) approve the agency initiated appointment requests for the individuals listed in this report as special constables for the University of Toronto (U. of T.) and the Toronto Transit Commission (T.T.C.), subject to the approval of the Ministry of the Solicitor General (Ministry).

Financial Implications:

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

Background / Purpose:

Under Section 53 of the *Police Services Act*, the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Ministry. Pursuant to this authority, the Board has agreements with U. of T. and T.T.C. governing the administration of special constables (Min. Nos. P571/94 and P289/13 refer).

The Service received requests from U. of T. and T.T.C. to appoint the following individuals as special constables:

Table 1 Name of Agency and Special Constable Applicant

Agency	Name	Status Requested	Expiry
U. of T. St. George Campus	Stephen Tollar	Re-Appointment	May 5, 2021
U. of T. St. George Campus	Stephen Hertel	Appointment	April 5, 2021
T.T.C.	Cheuk (Alan) Chan	Appointment	N/A

Agency	Name	Status Requested	Expiry
T.T.C.	Gerard Tumamos	Appointment	N/A
T.T.C.	Xiao Liu	Appointment	N/A
T.T.C.	Adrian Lisena	Appointment	N/A
T.T.C.	Robert Chung	Appointment	N/A
T.T.C.	Mohammed Khan	Appointment	N/A
T.T.C.	Jeckie Zhang	Appointment	N/A
T.T.C.	Jacob Stokes	Appointment	N/A

Discussion:

Special constables are appointed to enforce the *Criminal Code* and certain sections of the *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 individuals who are being recommended for appointment and re-appointment as special constables. The Service's Talent Acquisition Unit completed background investigations on these individuals and there is nothing on file to preclude them from being appointed as special constables for a five-year term.

The agencies have advised the Service that the above individuals satisfy all of the appointment criteria as set out in their agreements with the Board. The U. of T. and T.T.C.'s approved and current complements are indicated below:

Table 2 Name of Agency, Approved Complement and Current Complement of Special Constables

Agency	Approved Complement	Current Complement
U. of T. St. George Campus	50	41
T.T.C.	N/A	108 ¹

Conclusion:

The Service continues to work together in partnership with U. of T. and T.T.C. to identify individuals to be appointed and re-appointed as special constables who will contribute

positively to the safety and well-being of persons engaged in activities on their respective properties within the City of Toronto.

Acting Deputy Chief Myron Demkiw, Specialized Operations Command, will be in attendance to answer any questions that the Board may have with respect to this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*copy with original signature on file at Board Office

¹ There is no cap on the number of Special Constables at the T.T.C.



Toronto Police Services Board Report

March 26, 2021

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

**Subject: VEHICLE TOWING AND STORAGE SERVICES CONTRACT AWARDS:
2021-2026**

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board):

- (1) award the vehicle towing and storage services contracts for the following towing zones to the respective service providers:
 - (i) West Zone – 1105729 Ontario Inc. (Classic Towing);
 - (ii) East Zone – 1512081 Ontario Ltd. (Abrams Towing); and
 - (iii) Downtown Zone – JP Towing and Storage Ltd,for an initial contract term of three years effective June 1, 2021, with options to extend each contract for up to an additional two one-year periods.
- (2) authorize the Board Chair to execute the agreements and other documents with the service providers being recommended, subject to approval as to form by the City Solicitor.
- (3) authorize the Chief to exercise up to two one-year extension options on each contract subject to satisfactory performance by the respective service provider and other operational considerations deemed relevant by the Service;
- (4) authorize the Chief to make the arrangements necessary to ensure the adequate provision of ongoing vehicle towing and storage services in all zones in the event a service provider is unable or unprepared to perform or continue performing their contract, and to report to the Board as soon as possible on any amendments made; and

- (5) authorize the Chief to execute any agreements, extensions, amendments or other documents necessary to give effect to recommendations (3) and (4).

Financial Implications:

There are no direct costs to the Toronto Police Service (Service) for entering into these contracts. The Service's costs associated with administering the contracts are recovered through a cost recovery fee, charged to the registered owners of all towed vehicles. The fee is collected and paid by the towing service providers to the Service on a quarterly basis.

Background/Purpose:

The purpose of this report to make recommendations for the Board award of the towing and storage services contracts.

Discussion:

The Service requires prompt and efficient towing and pound services on a 24 hours/day 7 days/week basis. The need for this service arises from police contact with vehicles such as those recovered after being stolen, impounded for bylaw infractions or impounded following the arrest of the driver. At the same time, the Service also has an obligation to ensure that the towing and pound services provided to the public through the police are fair, equitable and in adherence to the terms and conditions of the contract between the Service and the contracted towing service providers.

Procurement Process:

Request for Quotation (R.F.Q.) # 1423357-20 for the provision vehicle towing and storage services contracts was issued by Purchasing Services, and posted on MERX on January 4th, 2021. The R.F.Q. closed on February 19th, 2021.

As outlined in the R.F.Q., a total of three vehicle towing and storage services contracts would be awarded – one for each Service towing zone. These new contracts are scheduled to commence on June 1, 2021, and are to be in effect for a period of three years with an option to extend each contract for up to an additional two one-year periods.

Towing service providers were permitted to submit a response with respect to any or all of the towing zones. However, the R.F.Q. specified that a bidder cannot be awarded a contract for more than one towing zone.

Four towing service providers submitted seven bids in total, by the closing date of the R.F.Q.

Bidders were required to indicate a single flat rate charge for each of standard duty towing, medium duty towing, heavy duty towing, as well as storage for each type of tow. The total combined bid price for each type of tow with related storage services was to incorporate all costs, including administration costs related to the towing, storage, disposal or release of an impounded vehicle. The Service did not consider any bids where the total combined bid price (exclusive of taxes) exceeded:

- \$245.93 for the East and West Zones and \$264.86 for the Downtown Zone, for a standard duty tow;
- \$284.66 for a medium duty tow; and
- \$684.00 for a heavy duty tow.

No additional fees of any kind are permitted except as noted in the R.F.Q.

The upper limit on pricing was determined by using the upper limit on fees applied during the previous towing and pound services procurement process in 2016 and applying an increase based on the rise in the Statistics Canada – Consumer Price Index (Ontario) for the years of 2017, 2018, 2019 and 2020.

The R.F.Q. outlined the formula that would be used for evaluating the pricing for the various aspects of the towing and pound services into a single overall score based on the assignment of weighted values for each of the services.

The evaluation of the fees submitted by each bidder was weighted as follows:

- i. Standard duty tows plus applicable storage fee: 70%, broken down as follows:
 - Towing Fee: 20%
 - Storage Fee: 50%
- ii. Medium duty tows plus applicable storage fee: 20%, broken down as follows:
 - Towing Fee: 5%
 - Storage Fee: 15%
- iii. Heavy duty tows plus applicable storage fee: 10%, broken down as follows:
 - Towing Fee: 5%
 - Storage Fee: 5%

More than One Qualified Bidder in a Zone:

The procurement process for vehicle towing and storage services has evolved over the years in order to ensure it is open, fair and transparent to all bidders, and results in acceptable levels of service to both the community and the Service. To mitigate the risk of interruptions of service due to a vendor being unable or unprepared to continue

providing towing services, as occurred this past year in the downtown Zone, the following condition was included in the R.F.Q.:

The R.F.Q. states, (Section 21(i), One Bidder Rule and Statutory Declarations, page 16) "Bids may be submitted by individuals, partnerships or corporations carrying on business as a towing Service Provider. Each such towing Service Provider may submit a response in respect to any or all of the towing zones; however, the T.P.S. (Toronto Police Service) will not award Contracts for more than one zone to the same Service Provider."

By having different vendors for the different Zones, this ensures each vendor will have the capacity and ability to provide services in their respective zone.

The R.F.Q. also stated:

"If a Bidder has submitted a Bid in respect to more than one towing zone, and is the lowest compliant Bidder in more than one towing zone, then the T.P.S., in its sole discretion, will award the Contracts to the combination of compliant Bidders which results in the lowest fees and rates being charged across all Zones based on the one bidder rule in this section and submissions of Bidders in accordance with Schedule A and Schedule B to this Bid Document."

This section factors into the recommendations being made to the Board. During this process, 1512081 Ontario Ltd. (Abrams Towing) was the lowest compliant bidder in both the East Zone and the West Zone. The Service reviewed all bids and determined the combination of compliant bidders which resulted in the lowest fees and rates being charged across all zones while recommending Abrams Towing for only one zone. This combination is met by awarding contracts to Abrams Towing in the East Zone and 1105729 Ontario Inc. (Classic Towing) in the West Zone as the next lowest compliant bid for that Zone.

Summary of the Lowest and Recommended Bids Received for each Zone:

The following summarizes the bids from the recommended vendors for each respective zone, taking into account the One Bidder Rule outlined above. Please note that the weighted value grand total price is the composite price used for bid evaluation purposes only, and that the prices charged for individual towing and storage services will be based on the unit rates submitted for the type of tow and storage.

West Zone:

Bidder: 1105729 Ontario Inc. (Classic Towing)

Description	Unit Rate	Weighted Value	Total
A) TOWING FEE (Standard duty tow)	\$225.00	Multiply by 20%	\$45.00
B) STORAGE FEE (Standard duty tow)	\$20.00	Multiply by 50%	\$10.00
C) TOWING FEE (Medium duty tow)	\$20.00	Multiply by 5%	\$1.00
D) STORAGE FEE (Medium duty tow)	\$4.00	Multiply by 15%	\$0.60
E) TOWING FEE (Heavy duty tow)	\$200.00	Multiply by 5%	\$10.00
F) STORAGE FEE (Heavy duty tow)	\$5.00	Multiply by 5%	\$0.25
GRAND TOTAL			\$66.85

East Zone:

Bidder: 1512081 Ontario Ltd. (Abrams Towing)

Description	Unit Rate	Weighted Value	Total
A) TOWING FEE (Standard duty tow)	\$150.00	Multiply by 20%	\$30.00
B) STORAGE FEE (Standard duty tow)	\$45.00	Multiply by 50%	\$22.50
C) TOWING FEE (Medium duty tow)	\$60.00	Multiply by 5%	\$3.00
D) STORAGE FEE (Medium duty tow)	\$5.00	Multiply by 15%	\$0.75
E) TOWING FEE (Heavy duty tow)	\$60.00	Multiply by 5%	\$3.00
F) STORAGE FEE (Heavy duty tow)	\$5.00	Multiply by 5%	\$0.25
GRAND TOTAL			\$59.50

Downtown Zone:

Bidder: JP Towing and Storage Ltd.

Description	Unit Rate	Weighted Value	Total
A) TOWING FEE (Standard duty tow)	\$180.00	Multiply by 20%	\$36.00
B) STORAGE FEE (Standard duty tow)	\$70.00	Multiply by 50%	\$35.00
C) TOWING FEE (Medium duty tow)	\$200.00	Multiply by 5%	\$10.00
D) STORAGE FEE (Medium duty tow)	\$80.00	Multiply by 15%	\$12.00
E) TOWING FEE (Heavy duty tow)	\$580.00	Multiply by 5%	\$29.00
F) STORAGE FEE (Heavy duty tow)	\$100.00	Multiply by 5%	\$5.00
GRAND TOTAL			\$127.00

Following the closing of the R.F.Q., members of the Service’s Purchasing Services and Traffic Services units reviewed the quotations submitted by each of the bidders. Based on this review, the above bids were confirmed to have the lowest total weighted value grand totals, factoring in the One Bidder Rule, and are the recommended service providers for each of the three towing zones.

Potential Changes During the Contract Term:

In order to ensure the adequate provision of towing and pound services across the City during the term of the contracts, the Service is requesting that the Board authorize the Chief to make the arrangements necessary to ensure the adequate provision of ongoing vehicle towing and storage services in all zones in the event a towing service provider is unable or unprepared to perform or continue performing their contract. This request is being made based on experience where there have been interruptions in towing services because of a variety of issues. During the previous term of the contract, for example, the Service dealt with issues including the need to reassign areas of responsibility in 2017 and in 2020. In 2017, one contracted tow service provider was unable to provide adequate service in their zone, and as a result, a re-alignment of zones was implemented to maintain an acceptable level of service. In 2020, one tow service provider did not agree to the extension of their contract and, as a result, their area of responsibility was assigned to another tow service provider.

The Chief will report to the Board as soon as possible on any amendments made with respect to towing/storage services being provided.

While the Chief will report to the Board when these sorts of issues arise, the Chief is also seeking authority to execute amendments and other documents so that the Service can ensure adequate towing and pound services are continually provided throughout the term of the contracts and any extensions thereof even where unforeseen circumstances such as these occur.

Conclusion:

Following a competitive process for the provision of towing and storage services for the City, the evaluation of bids received has resulted in contract awards being recommended as follows:

- West Zone – 1105729 Ontario Inc. (Classic Towing);
- East Zone – 1512081 Ontario Ltd. (Abrams Towing); and
- Downtown Zone – JP Towing and Storage Ltd.

City Legal Services has been consulted in the preparation of this report.

Deputy Chief Peter Yuen, Community Safety Command and Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*original copy with signature on file in Board office



Toronto Police Services Board Report

March 31, 2021

To: Chair and Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director and Chief of Staff

Subject: 2022 Budget Process – Board Committee

Recommendation(s):

It is recommended that:

1. The Toronto Police Services Board (Board) establish a Budget Committee for the purpose of reviewing the Toronto Police Service's 2022 capital and operating budget requests as well as the Board's 2022 operating budget request and the Parking Enforcement Unit's 2022 operating budget request; and,
2. The Board designate the Chair and Board Member Councillor Michael Ford as the members of the Budget Committee.

Financial Implications:

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

Background / Purpose:

At this point, the key dates in the 2022 budget process have not been established by the City of Toronto; however, it is prudent to establish the Board's Committee at this time so that early internal work associated with the development of the budget can begin.

Discussion:

It should be noted that this year's budget process is taking place in the context of increased transparency and public engagement with respect to the policing budget.

August 2020 Board Meeting included Budget Recommendations Which Continue to Impact Process

At its meeting of August 18, 2020, the Board approved a series of recommendations that are directed at enhancing the budget process, making it more accessible and meaningful to the public (Board Min. No. P129/20 refers). It should be noted that many of these recommendations were consistent with Motions approved by Toronto City Council at its meeting of June 29 and 30, 2020, addressing policing in Toronto, including agenda item CC22.2, a report by Mayor Tory entitled “Changes to Policing in Toronto.”

In particular, the recommendations approved by the Board required that an enhanced line-by-line breakdown of the 2020 Toronto Police Service Budget be posted to the Service’s website in a machine readable, open format that would facilitate further analysis of the information. The recommendations also directed the Chief of Police to provide an annual line-by-line breakdown of the Toronto Police Service’s budget request at the outset of every annual budget process. Since then, the Service has posted enhanced line-by-line budgets for both 2020 and 2021, which can be found at: <https://www.torontopolice.on.ca/budget/>. The Service has also provided increased transparency on spending by the Service in previous years. This and other datasets were, and will continue to be, made available to the public in an accessible format.

The 2021 budget process was very much impacted by the Board’s August 2020 recommendations, and the shift taking place in Toronto, and across the world with regard to policing. The 2021 budgets were developed and guided by a reform agenda reflecting community voices, Toronto’s increasingly complex public safety needs, as well as the unprecedented financial pressures faced by the City of Toronto as a result of the COVID-19 pandemic.

As we move forward to the 2022 budget process, the same principles will continue to inform development of the budget, which will also feature public education and engagement.

Establishment of Board Budget Committee

It is proposed that the Board establish a Budget Committee chaired by the Chair, with Councillor Michael Ford serving as its second member. Any formal meetings of the Board’s Budget Committee’s will be convened in accordance with the Board’s Procedural By-law and, consequently, will meet in public, as appropriate, with opportunity for deputations from members of the public. Meetings will be held in a manner that conforms with public health guidance or restrictions associated with the COVID-19 pandemic, and will be virtual if necessary. As always, all Board Members are encouraged to attend and participate in the Budget Committee’s events and meetings, whatever form they end up taking.

Public Consultation as part of Budget Process

The Board views meaningful public input into the budget as an extremely important component of the process. The 2022 budget process will include posting of detailed budget disclosure and information documents to the Service's website in an effort to provide greater transparency, awareness and education on financial and staffing information by unit and line item, allowing interested stakeholders to have access to more detailed information on the budgets to the greatest extent possible, thereby enabling meaningful and informed input.

The Board will also be posting budget information on its website in advance of the Board Budget Committee meeting(s).

While the Service is preparing and reviewing the budget internally, it is anticipated that public engagement will occur through a variety of platforms, including social media channels. The 2022 budget will be published in advance of the deliberations by the Board and the City. The public will also have an opportunity to provide feedback and ask questions at the Board's Budget Committee meeting, the following Board meeting, and any subsequent meetings where the budget will be discussed. Additional engagement points to discuss the Service's budget will be considered and the public will be informed as to how to participate as those opportunities become available.

Conclusion:

Therefore, it is recommended that the Board approve the recommendations as listed in this report.

Respectfully submitted,



Ryan Teschner
Executive Director and Chief of Staff



Toronto Police Services Board Report

April 1, 2021

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

**Subject: Toronto Police Service 2020 ANNUAL HATE CRIME
STATISTICAL REPORT**

Recommendation:

It is recommended that the Board:

- 1) receive this Report for information.

Financial Implications:

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

Background / Purpose:

The Toronto Police Service Hate Crime Unit (H.C.U.) is a subunit of Intelligence Services-Security Section. The H.C.U. has collected statistical data and has been responsible for ensuring the thorough investigation of hate crime offences within the City of Toronto since 1993.

The Toronto Police Service Annual Hate Crime Statistical Report is an annual report that provides statistical data about criminal offences that are committed against a person or property that are motivated by bias, prejudice, or hate, based on the victim's (either perceived or real) race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, gender identity or expression, or any other similar factor, within the City of Toronto.

The Report also provides an overview of the hate crimes committed in 2020, as well as the various hate crime related education, training, and community outreach initiatives that were undertaken by the H.C.U. and other units within the Service.

Discussion:

In 2020, the H.C.U. continued its ongoing efforts to focus on building and enhancing community partnerships, including with respect to encouraging the public reporting of hate crimes. Internal education of service members, as well as external education, continued to be priorities as well.

In response to 2020's challenging environment, the H.C.U. monitored emerging trends, such as hate crimes against the Asian and Black communities. In compliance with physical distancing measures, the H.C.U. utilized technological resources to move community outreach and consultations onto virtual platforms.

In 2020, there was an unprecedented increase in the total number of hate crimes reported to the Toronto Police Service. In comparison to 2019, the number of reported occurrences increased from 139 to 210, representing a difference of approximately 51%. During the ten-year period, between 2011 and 2020, the average number of reported hate crime occurrences is approximately 152 per year.

In response to the concerning 51% increase in hate crime reporting, the Service expanded the H.C.U. in 2020 to increase its investigative capacity and strengthen the relationship between the Service and marginalized communities. This expansion provided two additional positions within the Security Section, specifically dedicated to hate-related investigations.

The fluctuation in the number of reported hate crimes and the community groups that are victimized may be attributed in various instances, to multiple factors including international events, community educational programs, and hate crime training.

In 2020, the global coronavirus health crisis and high-profile events in the United States are believed to be key contributing factors to the increase in hate crime reporting.

Mischief to property, assault, and criminal harassment were the three most frequently reported criminal offences motivated by hate in 2020. As in past years, these offences occurred in a variety of different locations and settings including streets/laneways, public transportation, dwelling places, business/retail, the internet, schools, parks, and religious places of worship.

The H.C.U. recognizes that despite community outreach efforts and investigative successes, under reporting continues to present a challenge that affects the H.C.U.'s ability to investigate and prevent hate motivated offences in various communities.

In an effort to overcome these challenges in 2020, H.C.U. members attended and/or provided internal, local and provincial hate crime training on topics relating to hate crime laws and trends, investigative strategies, prosecution of hate crimes, and the community impact of hate crimes. The attendees included members of the Toronto Police Service and other local and national police services, government and nongovernment partners, as well as community members. Details of community outreach and education initiatives are included in the report.

Finally, the H.C.U. also collaborates with the Toronto Police Service's Community Policing Engagement Unit and community organizations for the purposes of education, public safety, and to address community concerns specific to hate crimes.

Conclusion:

The Report provides the Board with a comprehensive statistical overview of the hate crimes reported and investigated in the City of Toronto throughout 2020.

Acting Deputy Chief Myron Demkiw, Specialized Operations Command, will be present to answer any questions that the Board may have regarding this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*original copy with signature on file in Board office



Toronto Police Service 2020 Annual Hate Crime Statistical Report

Intelligence Services, Hate Crime Unit

Intelligence Services, Hate Crime Unit remains dedicated to the achievement of its complementary objectives: the prevention and thorough investigation of hate motivated offences and the pro-active education of others to enable them to recognize and combat hate.

Our goal is to encourage mutual acceptance amongst communities and to safeguard the freedoms, safety and dignity of all persons as guaranteed by the Charter of Rights and Freedoms.



Executive Summary

The *Toronto Police Service Annual Hate Crime Statistical Report* is an annual report that provides statistical data about criminal offences that are committed against persons or property which are motivated by bias, prejudice, or hate based on the victim's race, national or ethnic origin, language, colour, religion, sex/gender, age, mental or physical disability, sexual orientation, or gender orientation or expression, or on any other similar factor, within the City of Toronto.

The report explains the mandate of the Toronto Police Service Hate Crime Unit and the methodology that is used by the Hate Crime Unit to collect the statistical data. The data is based on hate crimes that were reported to the Toronto Police Service between January 1, 2020 and December 31, 2020.

The report also provides an overview of the training and education that was provided to the Toronto Police Service's police officers with respect to hate crimes in 2020, as well as the various community outreach initiatives that were undertaken by the Hate Crime Unit and other units within the Toronto Police Service.

In 2020, there was an increase in the total number of hate crime occurrences reported to the Toronto Police Service. In comparison to 2019, the number of reported occurrences increased from 139 to 210 representing an increase of approximately 51%. Over the past ten years, between 2011 and 2020, the average number of reported hate crimes is approximately 152 per year.

The number of arrests related to hate crimes in 2020 increased from 23 persons arrested in 2019 to 41 persons arrested in 2020. Notably, a significant percentage of reported hate crime occurrences in 2020 involve incidents of mischief to property (i.e. graffiti) in circumstances where there was limited or no suspect description available. These occurrences frequently transpired without the victim or any witnesses present. These factors present considerable challenges to these types of investigations and arresting suspects.

In 2020, the Jewish community, followed by the Black community, the Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) community, and the Asian/Chinese communities were the most frequently victimized groups. The three most frequently reported criminal offences motivated by hate in 2020 were mischief to property, assault, and criminal harassment. The Jewish community and the Black community were the most frequently victimized groups for mischief to property occurrences. The Asian/Chinese and South Asian/Indian communities, were the most frequently victimized groups for assault occurrences. The LGBTQ community was the most frequently victimized group for criminal harassment occurrences.

There are multiple factors that can affect the fluctuation in the number of reported hate crimes and the different community groups that are victimized. These factors include



Toronto Police Service – Hate Crime Unit
Annual Hate Crime Statistical Report
2020



international events, community educational programs, hate crime training, and increased reporting.

The Toronto Police Service experienced an unprecedented increase in hate crime reporting in 2020. Global events including the COVID-19 pandemic, first reported in Wuhan, China; and the killing of George Floyd, an African-American man, who died while in police custody on May 25, 2020, in Minneapolis, United States, are believed to be contributing factors to the 51% increase in hate crime reporting in 2020.

Of note, in 2020 there was an increase in the number of:

- anti-Asian/anti-Chinese hate crimes; an increase from 3 in 2019 to 15 in 2020
- hate crimes committed online; an increase from 8 in 2019 to 21 in 2020
- anti-Black hate crimes; an increase from 13 in 2019 to 43 in 2020

Specifically, there was an increase in the number of anti-Black hate crimes reported in June 2020, the month following the killing of Mr. Floyd (see chart below).

Anti-Black Hate Crimes (Comparison Chart 2020-2019)

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
2020	3	0	1	1	3	13	3	4	1	7	4	3	43
2019	1	0	1	1	2	3	1	2	0	0	1	1	13

In response to a trend of anti-Black hate crime occurrences between the months of June and November 2020, the Service initiated a hate crime project team in October 2020. The project team was comprised of investigators from 55 Division, 52 Division, 11 Division, and members from the Hate Crime Unit to conduct criminal investigations and comprehensive reviews, specifically relating to the presence of nooses and/or anti-Black graffiti reported at construction sites and/or other locations in Toronto.

The Toronto Police Service recognizes that education and training are key components of hate crime prevention and reporting. In response to the increase of hate crime reporting in 2020, the HCU participated in a number of hate crime initiatives internally and externally with government agencies, academics, and community groups to promote hate crime education, awareness and reporting. These initiatives include virtual hate crime seminars, developing educational materials, and community consultations.

When more than one identifiable group (i.e. Catholic and Ukrainian) was targeted in an incident the occurrence was categorized as multi-bias. In 2020, 19 of the 210 hate occurrences were categorized as multi-bias. In 2019, 15 of the 139 hate occurrences were categorized as multi-bias.

An identifiable group is defined by section 318(4) of the *Criminal Code* as, “Any section of the public distinguished by colour, race, religion, national or ethnic origin, age, sex, sexual orientation, gender identity or expression, or mental or physical disability”.



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Since the publication of the first Hate Crime Statistical Report in 1993, hate crimes have been most commonly motivated by the following five factors: race, religion, sexual orientation, multi-bias, and nationality.



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I. Introduction

The Toronto Police Service (the Service) Hate Crime Unit (HCU) is a subunit of Intelligence Services – Security Section. The Security Section consists of Intelligence officers, specialized hate crime investigators, a civilian analyst and researchers. The HCU was established in 1993 and its responsibilities include collecting, analyzing and publishing data on reported hate crimes. Further aspects of the HCU mandate are detailed below.

In response to the concerning 51% increase in hate crime reporting in 2020, the Service expanded the HCU to increase its investigative capacity, and strengthen the relationship between the Service and marginalized communities. This expansion provided two additional positions within the Security Section, specifically dedicated to hate-related investigations.

Additionally, the Detective Sergeant in charge of Intelligence Services –Security Section has the discretion to assign additional officers from Intelligence Services to assist in the investigation and prevention of hate-motivated crimes, thereby assisting the HCU, as they deem necessary.

In making such a determination on a case-by-case basis, the Detective Sergeant considers factors such as the opportunity to raise awareness and educate members of the community regarding hate-motivated crimes, and the capacity of a specific division to investigate specific hate-related occurrences.

Mandate:

The mandate of the Hate Crime Unit is to:

- Provide assistance and expertise to all investigations and prosecutions of hate crimes;
- Investigate and liaise with the Ministry of the Attorney General in relation to hate propaganda cases;
- Maintain an information base of hate occurrences and arrests to assist Divisional analysts and investigators;
- Assist in developing public education programs in partnership with other members of the Service and the community; and,
- Act as a central focus for the dissemination of information and provide support to Divisional/District Hate Crime Coordinators, other police services, government agencies and the community.



Toronto Police Service – Hate Crime Unit
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Members of the HCU are responsible for reviewing all suspected hate occurrences to ensure consistent identification/classification and to ensure a thorough investigation is conducted. All relevant information is recorded and analyzed which aids in determining overall hate crime trends and patterns.

The analysis of occurrences and this report are then used to develop Service-wide strategies to address hate crimes in the community from a crime prevention/enforcement perspective as well as from an educational perspective.

In 2018, the Service initiated a deployment transformation whereby Divisions in certain areas of Toronto were amalgamated to Districts. A Hate Crime Coordinator is assigned to each Division and/or the newly amalgamated District. The Hate Crime Coordinators are referred to as the Divisional/District Hate Crime (DDHC) Coordinators.

The DDHC Coordinators maintain responsibility for tracking and assisting hate crime investigations within their respective District or Division. The HCU provides investigative support to the DDHC Coordinators and to other units when requested or necessary to support the investigation and if required, arrange for expert witnesses to attend court.

The Service provides all members with *Procedure 05-16 Hate/Bias Crime*. Procedure 05-16 provides direction to front line officers and investigators to assist them in properly identifying, recording and investigating hate crimes. Consistent with this procedure, officers are required to notify the HCU of any hate-motivated occurrences.

Additionally, the HCU utilizes internal police software to search all police records for hate-motivated occurrences. In this manner, the HCU ensures that all hate-motivated occurrences and arrests are captured and reviewed for accuracy.



II. Methodology

Service Procedure 05-16 - Hate/Bias Crime requires all suspected hate-motivated occurrences to be reviewed by HCU investigators to ensure proper identification and classification. Every occurrence is classified using categories based on the criteria listed in section 718.2(a)(i) of the *Criminal Code*: “race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, or gender orientation or expression, or any other similar factor”.

The comments and/or actions of a suspect during an incident can be a significant determination regarding his or her motive and bias; however, it is sometimes difficult to classify an occurrence with complete accuracy. Additional criteria considered when classifying occurrences may include the victim’s perception of the incident, culturally significant dates, symbols, history of the community and current world events.

In some cases, the suspect can be completely unaware of the victim’s actual background and incorrectly assume the victim belongs to a particular group. Due to this fact, the victim becomes a target based on the suspect’s misperception. For example, there have been cases where individuals have been wrongly perceived by the suspect as being members of the LGBTQ community and become victims of hate-motivated assaults. Similarly, in other cases, victims have been targeted due to their association with members of certain identifiable groups, though the victims themselves are not members of those groups.

While it is recognized that every individual has multiple aspects to their identity, more than one of which could be cause for an offender to target them, it is the practice of the HCU to classify a hate occurrence based on the best known information that exists relevant to the offender’s perception of the victim.

In cases where there are multiple criminal offences committed during one event, only the charges directly related to the hate occurrence are included for the purpose of data collection in this report. For example, if an occurrence involved an allegation of a suspect assaulting a person based on the person’s religion, and upon his arrest, the suspect was found to be in possession of a controlled substance – only the assault charge would be categorized as a hate-motivated charge, not the drug-related charge.



Limitations

The HCU recognizes that in evaluating this report, the information contained herein is an analysis of reported hate-motivated crime within the City of Toronto and may not reflect the actual number of hate crimes occurring in Toronto.

Under-reporting continues to present a challenge that affects the HCU's ability to investigate and prevent hate-motivated offences in various communities. As a result, the HCU continues to recognize that working with communities and media outlets to encourage and assist victims to report these crimes is an essential aspect of its mandate. The HCU continues to meet and consult with a variety of established community organizations involved in anti-hate advocacy and is continuously reaching out to new groups.

The number of hate crimes recorded varies from year to year and is influenced by a wide range of factors that are not always easily discernible. As previously mentioned, the reluctance to report victimization significantly impacts statistical data and the interpretations extrapolated and concluded from that data. Victims may be reluctant to report hate crimes for several reasons, including, but not limited to:

- The victim may not recognize that the crime was motivated by bias or hate;
- Fear of retaliation;
- Uncertainty of the criminal justice system's response;
- The victim may fear his/her sexual orientation may be exposed to family members or his/her employer; and/or,
- Embarrassment and humiliation of being victimized.

Community Impact

Hate crimes have a disproportionately greater effect on their victims than other types of crimes. Hate-motivated crimes have longer lasting serious side-effects for society as a whole. A hate-motivated crime not only victimizes the individual, but also the entire group the person belongs to, resulting in the increased isolation, stress and vulnerability of that particular group.

If police do not respond to reports of hate crimes immediately and appropriately, these crimes can lead to increased social discord between opposing groups and possible retaliation.

Conversely, a timely and effective police response can have a positive and lasting influence on the relationship between police and the communities we serve. Positive



relationships such as these have the ability to have extensive benefits in other aspects of public safety.

Hate Category Codes

As previously stated, every occurrence is classified using categories based on the criteria listed in section 718.2(a)(i) of the *Criminal Code*: “race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, or gender identity or expression, or any other similar factor”.

The hate category codes used throughout the tables and charts of this report are as follows: RA-race/colour, MU-multi-bias, ET-ethnicity, NA-nationality, AG-age, SEX-sex, LN-language, DI-disability, SO-sexual orientation, RE-religion and SF-similar factor.

Offences in the **race (RA)** category include people targeted because of an obvious visible difference, often the colour of their skin, or other physical characteristics relating to race.

Occurrences where more than one of the identifiable groups has been targeted are categorized as **multi-bias (MU)**. This occurs when a suspect’s comments and/or actions are directed towards more than one victim group. For example, a hate propaganda flyer that targets Muslims, Canadians and First Nations members will be categorized as multi-bias.

Hate-motivated occurrences are categorized as **ethnicity (ET)** to denote offences where the victims share a common cultural or national tradition or refer to victims by their birth origin rather than their present nationality.

The **nationality (NA)** category is used when a victim is targeted specifically because of his or her perceived nationality.

The sex/gender (**SEX**) category is used when a victim is targeted because of the sex or gender that they are perceived to belong to (male, female, Trans or Transgender). **Trans** or **Transgender** is an umbrella term referring to people with diverse gender identities and expressions that differ from stereotypical gender norms. It includes but is not limited to people who identify as Transgender, Trans woman (male-to-female), Trans man (female-to-male), Transsexual, cross-dresser, gender non-conforming, gender variant or gender queer.

The categories of **age (AG)**, **language (LN)**, **disability (DI)**, **sexual orientation (SO)** and **religion (RE)** are typically clear in terms of why the victims have been targeted and therefore are often more easily categorized.

In **similar factor (SF)** occurrences, hatred can focus on members of a group who have significant points in common and share a trait that is often integral to the dignity of the person. The shared trait is common to a group not just an individual. An example of any



other similar factor includes but is not limited to members of a particular profession (i.e. priests or nuns).

Criminal Code - Hate Provisions

The hate propaganda sections of the *Criminal Code* list specific offences including advocating genocide (section 318), public incitement of hatred (section 319(1)), and wilful promotion of hatred (section 319(2)). Additionally, the mischief sections of the *Criminal Code* include section 430(4.1) which creates the offence of mischief in relation to certain types of property including buildings or structures primarily used for religious worship, and buildings or structures primarily used by an “identifiable group” for certain other listed purposes. Finally, section 718.2(a)(i) of the *Criminal Code* requires a court that imposes a sentence (for *any* offence) to take into consideration, “evidence that the offence was motivated by bias, prejudice or hate based on race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, or gender orientation or expression, or on any other similar factor”.

“Hate propaganda” is defined in section 320(8) of the *Criminal Code* as: “any writing, sign or visible representation that advocates or promotes genocide or the communication of which by any person would constitute an offence under section 319”.

“Identifiable group” is defined in section 318(4) of the *Criminal Code* as: “any section of the public distinguished by colour, race, religion, national or ethnic origin, age, sex, sexual orientation, gender identity or expression, or mental or physical disability”.

The hate propaganda sections of the *Criminal Code* originally defined “identifiable group” as a section of the public distinguished by “colour, race, religion, ethnic origin or sexual orientation”.

The definition of “identifiable group” was expanded in 2014 to also include sections of the public distinguished by “national origin, age, sex, or mental or physical disability”.

In 2017, *An Act to amend the Canadian Human Rights Act and the Criminal Code* (Bill C-16) received Royal Assent which added “gender identity or expression” to the *Criminal Code* provisions dealing with hate propaganda and aggravating factors in sentencing.

The consent of the Attorney General is required for hate propaganda prosecutions.

Mischief to Religious Property, Educational Institutes, etc.

In 2001, under the *Anti-Terrorism Act*, a new provision was added to the *Criminal Code*, section 430(4.1), which allows the courts to impose more severe penalties for the criminal offence of mischief to religious property.

In December 2017, Bill C-305 *An Act to amend the Criminal Code (mischief)* received Royal Assent. Bill C-305 amended section 430(4.1) of the *Criminal Code*, which dealt



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with mischief in relation to religious property. The amendment broadened the definition of property covered by section 430(4.1) and added to the protected groups within the section.

Section 430(4.1) of the *Criminal Code* states:

Everyone who commits mischief in relation to property described in any of paragraphs (4.101)(a) to (d), if the commission of the mischief is motivated by bias, prejudice or hate based on colour, race, religion, national or ethnic origin, age, sex, sexual orientation, gender identity or expression or mental or physical disability, is guilty of an indictable offence and liable to imprisonment for a term not exceeding ten years; or is guilty of an offence punishable on summary conviction.

For the purposes of subsection (4.1), property is defined in Section 430(4.101) as:

(a) a building or structure, or part of a building or structure, that is primarily used for religious worship — including a church, mosque, synagogue or temple —, an object associated with religious worship located in or on the grounds of such a building or structure, or a cemetery;

(b) a building or structure, or part of a building or structure, that is primarily used by an identifiable group as defined in subsection 318(4) as an educational institution — including a school, daycare centre, college or university —, or an object associated with that institution located in or on the grounds of such a building or structure;

(c) a building or structure, or part of a building or structure, that is primarily used by an identifiable group as defined in subsection 318(4) for administrative, social, cultural or sports activities or events — including a town hall, community centre, playground or arena —, or an object associated with such an activity or event located in or on the grounds of such a building or structure; or

(d) a building or structure, or part of a building or structure, that is primarily used by an identifiable group as defined in subsection 318(4) as a residence for seniors or an object associated with that residence located in or on the grounds of such a building or structure.



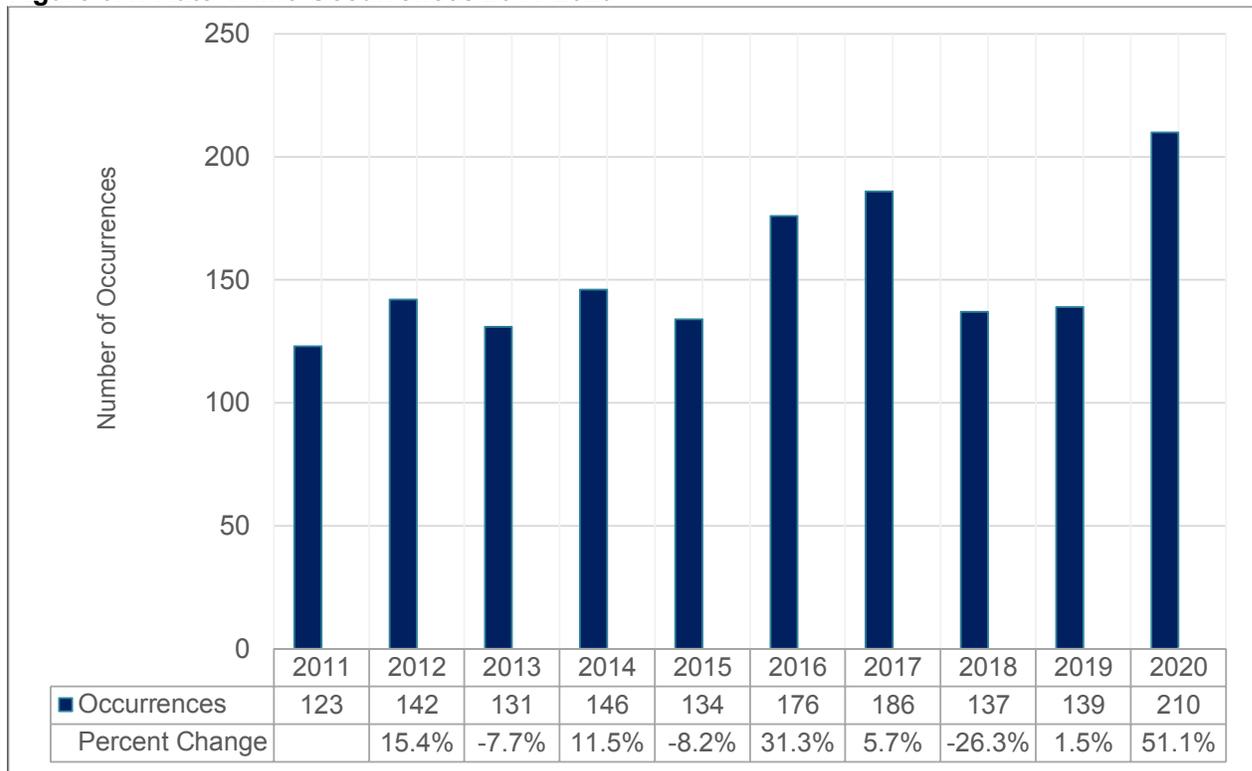
III. Results

Reported Hate Crime Occurrences

The Service recorded a total of **210 hate-motivated occurrences in 2020**, and this figure represents a **51% increase to the 139 hate-motivated occurrences reported in 2019**.

Overall, the number of occurrences in 2020 is higher than the ten year average of 152 occurrences (Figure 3.1).

Figure 3.1: Hate Crime Occurrences 2011-2020

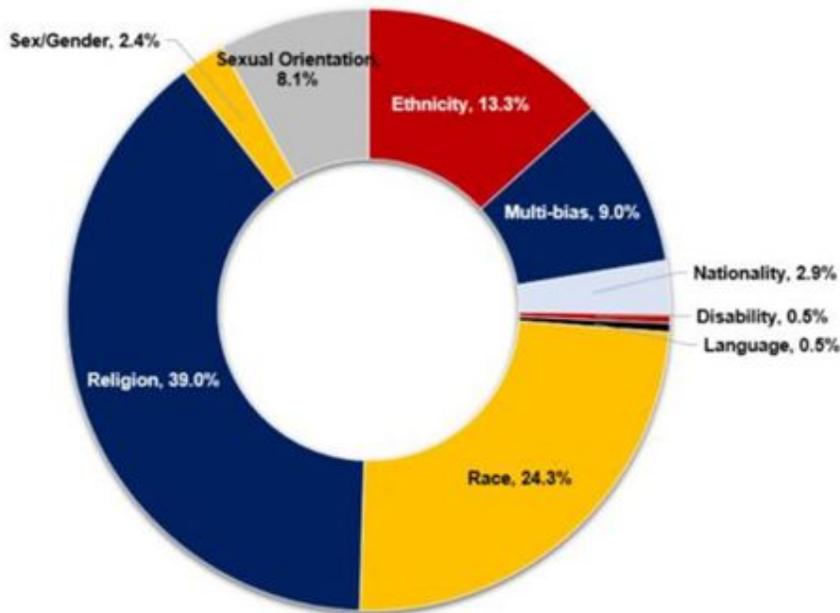




Motivation of Hate Crime Victimization

Religion, race and ethnicity were the predominant motivation factors for hate crimes in 2020. These factors were present in the following approximate proportions: religion 39%, race 24%, and ethnicity 13% (Figure 3.2).

Figure 3.2: Breakdown by Hate Category 2020



Note: Figure 3.2 is based on the total number of hate crimes reported in 2020 (Figure 3.1).

Age, and Similar Factor compose 0% of the hate occurrences in 2020.

Table 3.3: Total Hate Crimes 2020-2011

Year	AG	DI	ET	SEX	LN	MU	NA	RA	RE	SF	SO	TOTAL
2020		1	28	5	1	19	6	51	82		17	210
2019			10	9		15	7	17	63		18	139
2018			3	8		21	8	17	69		11	137
2017			7	6	1	27	2	41	86		16	186
2016			7	6		14	8	26	66		18	145
2015			6	2		10	6	25	58		27	134
2014			1	3		14	19	22	63		24	147
2013			12			10	6	25	58		27	130
2012			5			21	11	26	59	1	19	142
2011			3			18	12	20	47		23	123

Note: Figures highlighted in grey represent the three most victimized categories within the year specified.



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Hate Crime Reporting Targeting Sex/Gender Category

In 2014, the Canadian Center for Justice Statistics (CCJS) published the Hate Crime Consultations and Recommendation Report. One of the recommendations made in this report was for police services to report hate crimes targeting members of the Transgender community under either the sex and/or gender category for the purpose of comparability across jurisdictions.

For the purpose of uniform crime reporting across Canada, the Service adopted the CCJS recommendation. Hate crimes targeting members of the Transgender community have been categorized under the sex category since the 2014 report (Table 3.3 refers). Prior to 2014, the Toronto Police Service Annual Hate Crime Statistical Report categorized hate crimes against members of the Transgender community under the sexual orientation category.



IV. Criminal Offences- Hate-motivated

In 2020, the most prevalent hate-motivated occurrences were for the offences of mischief to property, assault, and criminal harassment. Assault and criminal harassment occurrences were all offences that were unprovoked by the victims. As in past years, these offences occurred in a variety of different locations such as: schools/universities; business/retail; and parks (refer to Appendix B for a complete and detailed list of 2020 offences and offence locations).

Mischief to Property

Mischief-related offences represented a significant portion of the occurrences, accounting for 109 of the 210 occurrences. In comparison to 2019, the total proportion of mischief to property occurrences to all reported occurrences decreased from approximately 53% in 2019 to approximately 52% in 2020.

Vandalism and graffiti were the two primary forms of mischief reported and the most common offence locations were street/laneway, dwellings, parks, business/retail, and the Internet (Appendix B). The Jewish community and the Black community were the predominant victim groups for mischief occurrences in 2020.

Assault

There were a total of 50 assault occurrences motivated by hate reported in 2020 compared to 25 in 2019. The proportion of assault occurrences to all reported hate crimes increased from 18% in 2019 to 24% in 2020.

The hate categories that were targeted the most were Ethnic Origin, Nationality, Race, and Religion (44 out of the 50 assault occurrences). The Asian and South Asian communities, specifically Chinese and Indian communities, followed by the Black community were the predominant victim groups for assaults in 2020 (refer to Appendix D for summary statistics of victim groups and offences).

Criminal Harassment

There were a total of 16 criminal harassment occurrences motivated by hate in 2020 as compared to 9 in 2019. The proportion of criminal harassment occurrences to all reported hate crimes increased from 6% in 2019 to 8% in 2020.

The LGBTQ community were the predominant victim group for criminal harassment occurrences in 2020. Sexual Orientation and Sex/Gender were the reported motivation factors for this offence (Appendix D).



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The Internet

The Internet, including social media, provides a platform for individuals to connect and communicate their beliefs and opinions, while maintaining a level of anonymity. At times, these platforms are utilized to disseminate hate propaganda. Users are able to spread hate, and misinformation, in an accessible and instantaneous way to a far-reaching global audience.

In 2020, 21 online hate crime occurrences were reported, in comparison to 8 occurrences in 2019. This figure represents approximately 10% of the total hate-motivated occurrences in 2020 compared to 6% in 2019.

Physical-distancing, a public health measure implemented during the global health pandemic, allowed new opportunities for individuals and groups, such as religious organizations, advocacy groups, and special interest groups, to social network and host online conferences.

In April 2020, due to the increasing trend of online meeting disruptions, including “hacking”, and online display of hateful and/or indecent content, the Service’s Intelligence Services and Sex Crimes Units released an educational video, *Hacking of Online Meetings: How to Protect Yourself*. The video provided tips on how to safely host and/or participate in virtual meetings, and report criminality (<https://www.youtube.com/watch?v=6oRq6-2lqLo>).

In 2020, the Service noted a rise in the number of online hate investigations specifically relating to virtual meetings. Nine of the 21 hate occurrences committed online were in relation to the disruption of online meetings.

When potential criminality is identified, the HCU draws on other Service resources, including support from Coordinated Cyber Centre and the Technological Crime Sections of Intelligence Services.

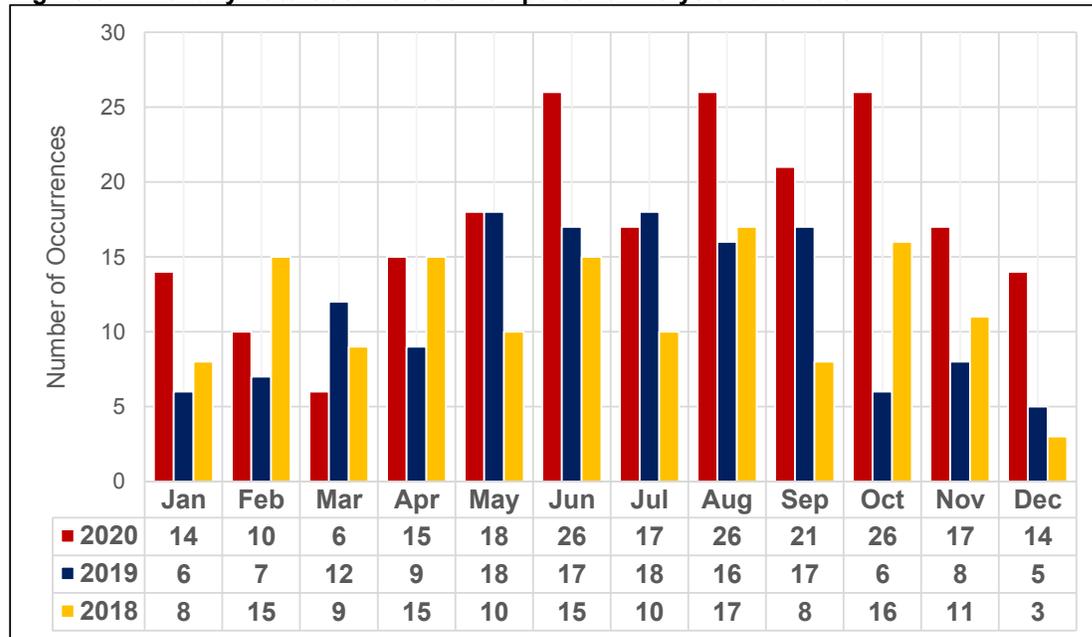


V. Patterns of Hate-motivated Offences

Monthly Activity of Hate Occurrences

In 2020, the months with the highest number of hate-motivated occurrences were June, (26), August (26), and October (26). The months with the lowest activity were March (6) and February (10) (Figure 5.1 refers).

Figure 5.1: Monthly Hate Occurrences Comparative Analysis 2018-2020



Hate Occurrences by Division

The Divisions with the highest numbers of reported hate crime occurrences were 51 Division, 32 Division, 22 Division, and 52 Division reporting 29, 27, and 23 each respectively in 2020 (Table 5.2 refers).

In 2020, nearly all Divisions experienced an increase in the number of hate occurrences compared to 2019 (a decrease was observed in 12 Division and 41 Division, while reported incidents remained the same in 23 Division and 43 Division). Appendix C refers to the 2020 Breakdown of Offences by Division.

Table 5.2: Hate-motivated Crimes by Division 2019-2020

Year	11	12	13	14	22	23	31	32	33	41	42	43	51	52	53	54	55	Total
2020	9	1	9	15	23	2	11	27	7	6	6	6	29	23	8	16	12	210
2019	3	2	4	13	9	2	10	16	2	10	4	6	25	14	5	4	10	139



VI. Commonly Victimized Groups

Community Victimization

Victim groups are categorized by the suspect’s perception. The victim group most targeted in 2020 was the Jewish community with 63 occurrences. The Black, LGBTQ, and Chinese communities were the next most targeted victim groups reporting 43, 21, and 12 occurrences respectively (Figure 6.1 and Table 6.1).

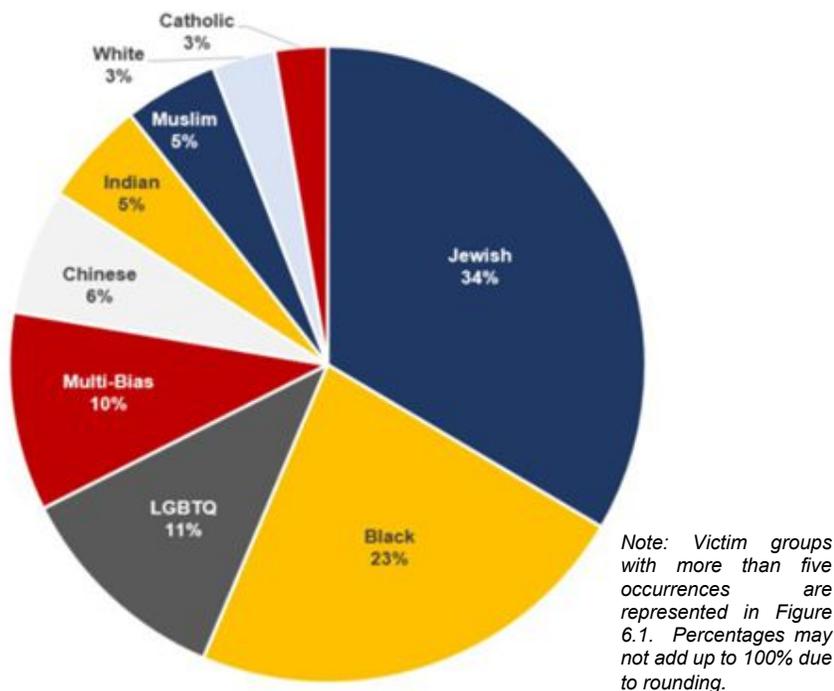


Table 6.1: 2020 Hate Crime Occurrences by Victimized Group, 2020

Jewish	63
Black	43
LGBTQ	21
Multi-Bias	19
Chinese	12
Indian	10
Muslim	9
White	6
Catholic	5
Asian	3
Christian	3
Brown	2
Israeli	2
Sikh	2
African	1
Armenian	1
Azerbaijani	1
Female	1
Hindi	1
Hispanic	1
Mental/Physical Disability	1
Filipino	1
South Asian	1
Turkish	1

Breakdown of Victim Groups Targeted in Multi-Bias Occurrences

When more than one identifiable group is targeted, the occurrence is categorized as multi-bias. In 2020, there were 19 hate occurrences classified as multi-bias, in comparison to 15 in 2019.

Of the 19 hate occurrences that were categorized as multi-bias in 2020, the Jewish community was targeted in 14 occurrences and the Black community was targeted in 13 (Tables 6.2 and 6.3).



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Table 6.2: Victim Groups Targeted in Multi-Bias Occurrences

Victim Group	Number of Occurrences
Black/Jewish	9
Black/Asian	1
Black/Chinese	1
Black/Jewish/Disability	1
Black/South Asian	1
Canada/USA	1
Chinese/LGBTQ	1
Jewish/Chinese	1
Jewish/Israeli	1
Jewish/LGBTQ	1
Jewish/LGBTQ/Filipino	1
TOTAL	19

The Asian and Chinese communities were targeted in 4 of the 19 multi-bias occurrences. The LGBTQ community was targeted in 3 of the 19.

Notably, since 2005, religion, race, sexual orientation and sex/gender have been the most common motivation factors for hate crime victimization (Table 6.3).

Table 6.3: Total Hate Occurrences Including Multi-Bias Occurrences

Community Group	Bias Type	Victimized Group	Number of Occurrences	Total Occurrences
Jewish	Religion Multi-Bias	Jewish	63	77
		Jewish/Black	9	
		Jewish/Black/Disability	1	
		Jewish/Chinese	1	
		Jewish/Israeli	1	
		Jewish/LGBTQ	1	
		Jewish/LGBTQ/Filipino	1	
Black	Race Multi-Bias	Black	43	56
		Black/Jewish	9	
		Black/Asian	1	
		Black/Chinese	1	
		Black/Jewish/Disability	1	
		Black/South Asian	1	
Asian/Chinese	Ethnic Origin Multi-Bias	Asian	3	19
		Chinese	12	
		Asian/Black	1	
		Chinese/Black	1	
		Chinese/LGBTQ	1	
		Chinese/Jewish	1	
LGBTQ	Sex/Gender Sexual Orientation Multi-Bias	LGBTQ	21	24
		Chinese/LGBTQ	1	
		Jewish/LGBTQ	1	
		Jewish/LGBTQ/Filipino	1	



Religion, Race, Ethnic Origin, and Sexual Orientation

The highest percentage of the 210 reported hate criminal occurrences in 2020 were motivated by religion (39%; 82 occurrences), followed by race (24%; 51 occurrences), ethnic origin (13%; 28 occurrences), and sexual orientation and sex/gender (10%; 22 occurrences). Notably, this is the first year that ethnic origin was one of the top three motivating factors for hate crime.

The religious groups most victimized in 2020 were the Jewish and the Muslim communities. In 63 of the 82 hate occurrences involving religion, the victims were members of the Jewish community. In 9 of the 210 hate crime occurrences, the victims were members of the Muslim community.

Of the 63 hate crime occurrences in which religion was the motivating factor, mischief to property offences, such as graffiti and damage to property accounted for 46 of the reports (refer to Appendix D for Breakdown by Victim Group and Offence).

For the 51 hate crime occurrences in 2020 where race was the motivating factor, the Black community was the most frequently victimized group, accounting for 43 of the 51 occurrences. These occurrences were mainly, mischief under \$5000 (20); assault (7); and mischief interfere with property (4) (Appendix D).

In 2020, the LGBTQ community was victimized in 21 of the 210 hate crime occurrences. Sexual orientation and sex/gender were the two motivating factors. The occurrences mainly included the following offences: criminal harassment (10); mischief under \$5000 (5); assault (3); and utter threats - bodily harm/damage (3) (Appendix D).

The ethnic group most victimized in 2020 was the Asian community. Of the 28 hate crime occurrences in which ethnicity was the motivating factor, Asian communities, in particular, the Chinese community, were victimized in 15 of the 28 occurrences. These occurrences included the following offences: assault (8); mischief under \$5000 (4); assault with weapon (1); robbery (1); and utter threats – bodily harm/death (1).

In comparison, the total percentage of hate occurrences targeting the Asian community and the Chinese community increased from 2% in 2019 to 7% in 2020.

In all of these assault occurrences, the victims were subject to derogatory comments and were either punched, pushed, or spat on by the suspect(s) during the assault. Of the 15 hate occurrences victimizing the Chinese community, there were 5 occurrences, assault (2) and mischief-related (3), wherein the suspects expressed blame on China for the COVID-19 pandemic.



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Table 6.4: 2020 Hate Crime Offence Breakdown by Category

Offence	Disability	Ethnicity	Language	Multi-Bias	Nationality	Race	Religion	Sex/Gender	Sexual Orientation	Total
Assault		17	1		1	9	7	1	2	38
Assault With Weapon		3		1	2	3		1		10
Assault Peace Officer							1			1
Aggravated Assault						1				1
Criminal Harassment		1		1		2	2	3	7	16
Disturbing Religious Worship/Meeting				2		2	5			9
Harassing Communications						3	1			4
Mischief Under \$5000		5		13	3	20	45		5	91
Mischief Interfere with Property				1		5	3			9
Mischief to Data						1				1
Mischief to Religious Property							8			8
Public Incitement of Hatred							1			1
Robbery		1								1
Utter Threats - Person		1		1		4	4		3	13
Utter Threats - Property							2			2
Wilful Promotion of Hatred	1					1	3			5
Total	1	28	1	19	6	51	82	5	17	210



VII. Accused / Suspect Identification

Accused/suspect information is typically provided by victims, witnesses, video evidence, and forensic evidence. The Service’s Forensic Identification Services (FIS) unit plays a significant role in collecting physical evidence such as DNA and fingerprints at crime scenes. Service Procedure 05-16 Hate/Bias Crime requires all police officers investigating a hate crime to protect the scene and secure all relevant evidence including items such as posters, graffiti, recordings, and clothing for forensic examination. Furthermore, officers are required to photograph the scene where the graffiti is found or when evidence cannot be readily detached or retrieved.

In 2020, victims and witnesses were able to provide information on accused/suspect identification in 101 of the 210 total hate occurrences, accounting for 48% of the occurrences. It is often very difficult to identify suspects, as hate crimes often occur without witnesses present.

Moreover, many hate crimes occur without the victim present, as in the case of hate-motivated graffiti or mischief. For example, in 2020, victims and/or witnesses were able to provide accused/suspect information in approximately 23% of the total mischief to property occurrences, accounting for 25 of the 109 hate-motivated mischief occurrences.

Among accused and suspected persons, males form the dominant offender group with 87 identified in 2020 compared to 14 females. Among identified persons committing hate offences, the largest group consisted of males in the 26-40 year age group (Tables 7.1 and 7.2).

Since 2003, the dominant offender group has been males, specifically in the 18-25 year age group with the exception of 2008, 2015 and 2019 when the dominant offender groups were persons in the 9-17 years, over 40 years, and 26-40 years of age group, respectively.

Table 7.1 2020 Accused Identification Specific to Age and Gender

Gender	Under 12 yrs.	12-18 yrs.	19-25 yrs.	26-40 yrs.	Over 40 yrs.
Female	-	-	1	1	3
Male	-	1	2	22	15

Note: The table above is based on the sex and age group of those charged with hate criminal offences in 2020. There were a total of 45 occurrences where criminal charges were laid on a suspect.



Table 7.2 Suspect Identification Based on 2020 Victim/Witness Statements

Gender	Under 12 yrs.	12-18 yrs.	19-25 yrs.	26-40 yrs.	Over 40 yrs.
Female	2	1	1	3	2
Male	-	3	15	22	7

Note: The figures represented in the suspect identification table are based on victim/witness suspect descriptions. The above table does not include eight additional occurrences in which the victim/witnesses identified seven male suspects and one female suspect but were unable to determine their age.

VIII. 2020 Arrests/Charges

As in previous years, offenders may be charged with a number of offences, not all of which are hate-motivated. Only charges relating directly to hate-motivated criminal offences are included in Table 8.1.

The number of hate-motivated arrests increased in 2020 with 41 persons arrested for hate-motivated offences as compared to 23 persons arrested in 2019.

A total of 77 hate-motivated criminal charges were laid against 41 persons arrested in 2020 as compared to 36 hate-motivated charges being laid against 23 persons in 2019. The 77 hate-motivated criminal charges in 2020 were in relation to 45 hate-motivated occurrences (Table 8.1).

Table 8.1: 2020 Hate Charges Laid by Offence Type

Offence Type	Charges
Assault	18
Assault Peace Officer	1
Aggravated Assault	1
Assault – Bodily harm	1
Assault with a Weapon	16
Criminal Harassment	13
Mischief Under \$5000	5
Mischief Over \$5000	1
Mischief to Religious Property, Educational Institutions, etc.	3
Mischief Interfere with Property	2
Theft Under	1
Utter Threats – Bodily Harm	3
Utter Threats – Death	11
Weapons Dangerous	1
Total	77



IX. Sentencing

The following court dispositions include all criminal proceedings which concluded in the judicial system in 2020. The dispositions include hate crime cases that commenced between 2016 and 2020.

The dispositions include custodial sentences, significant time spent in pre-trial custody, suspended sentences, and periods of probation with conditions including counselling, peace bonds and weapons prohibitions.

Due to the ongoing global pandemic, a significant number of criminal proceedings that were before the courts in 2020 were suspended and adjourned, beginning in March of 2020. A likely result of this is that there were significantly fewer hate crime cases that concluded in the judicial system in 2020, compared to recent years.

Historical Cases 2016-2019

In 2020, there were four criminal cases involving four accused persons that concluded before the courts. These cases originated from incidents that transpired between 2016 and 2019.

These four cases were completed as follows: three cases were concluded with a finding of guilt, and one case concluded with an acquittal. (Appendix A - Table A.2).

There are currently three hate motivated criminal cases remaining before the courts arising from incidents that occurred in 2017 and 2018.

2020 Cases

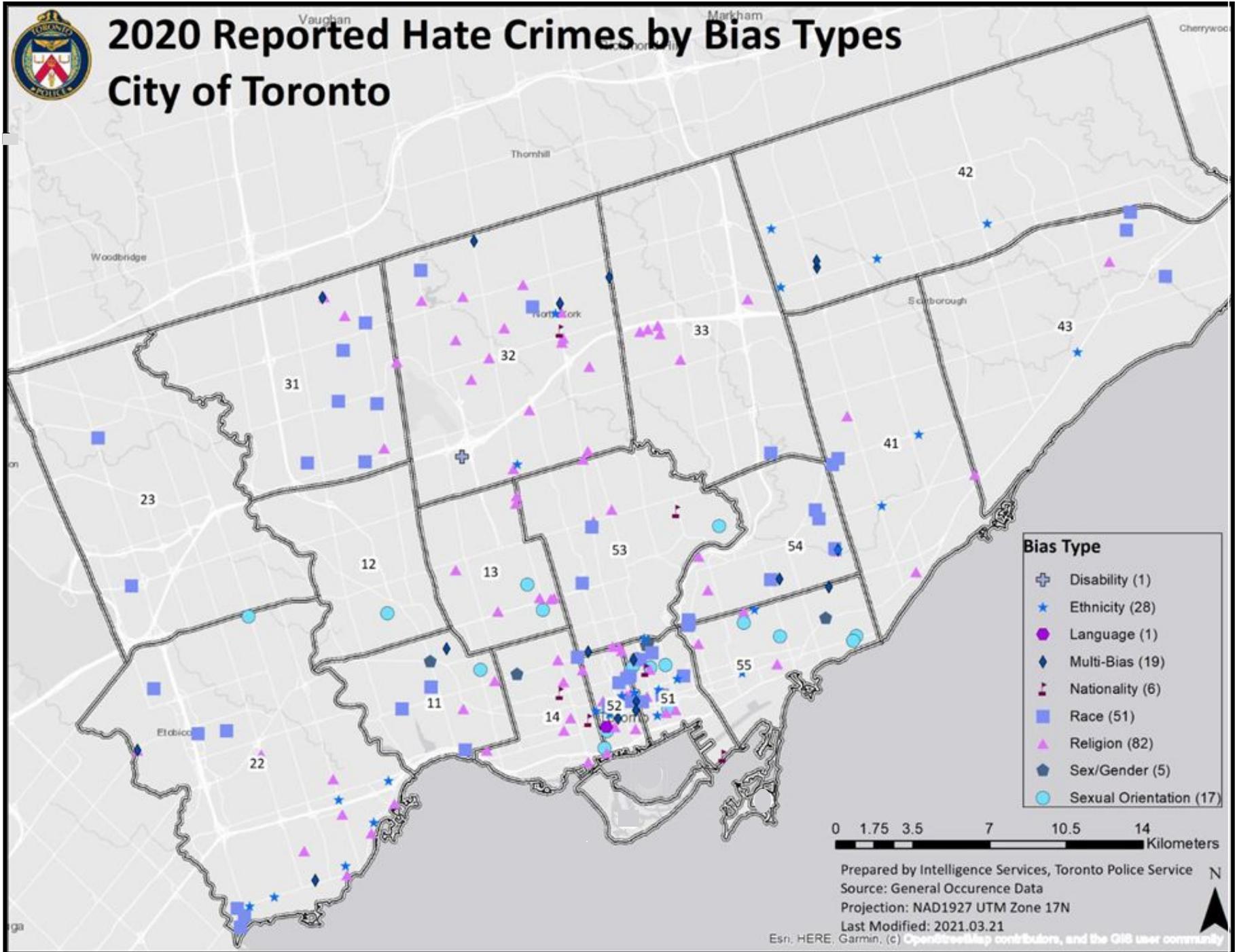
In 2020 there were 45 hate motivated criminal cases brought before the courts resulting in a total of 41 accused persons and 74 hate motivated charges laid in 2020.

One of these 45 cases concluded in a withdrawal. (Appendix A - Table A.1).

At year-end of 2020, there are 59 hate motivated criminal prosecutions pending before the courts; 44 cases from 2020, 11 cases from 2019, two cases from 2018 and a case remaining from 2016, and 2017.



2020 Reported Hate Crimes by Bias Types City of Toronto





XI. Toronto Population and Demographics

Toronto, with a population of 2.9 million people, is one of the most multicultural cities in the world and ranked seventh on The Economist Intelligence Unit’s – Global Liveability Index 2019.¹

The 2016 and 2011 Census Profile, conducted by Statistics Canada provides the most current information regarding the population (Figure 11.1)² and religious affiliation information for Toronto (Figure 11.2).³

Figure 11.1: Visible Minority Population in Toronto
(Source: Statistics Canada, 2016 Census of Population)

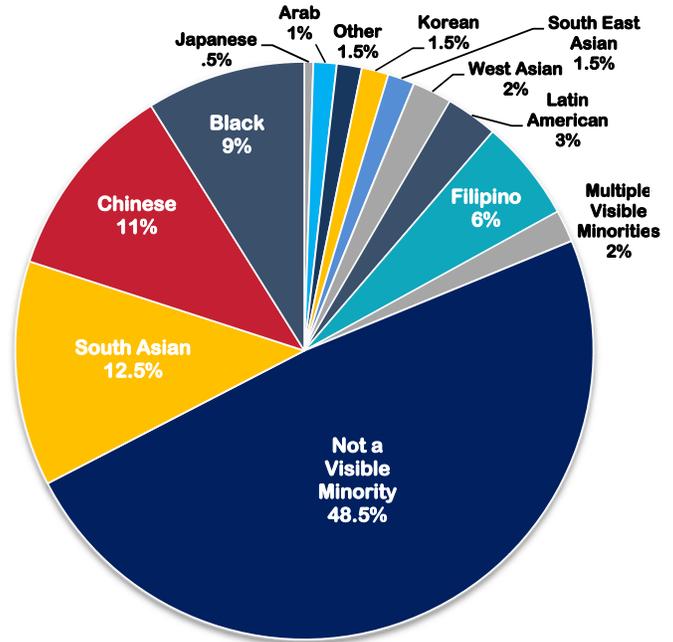
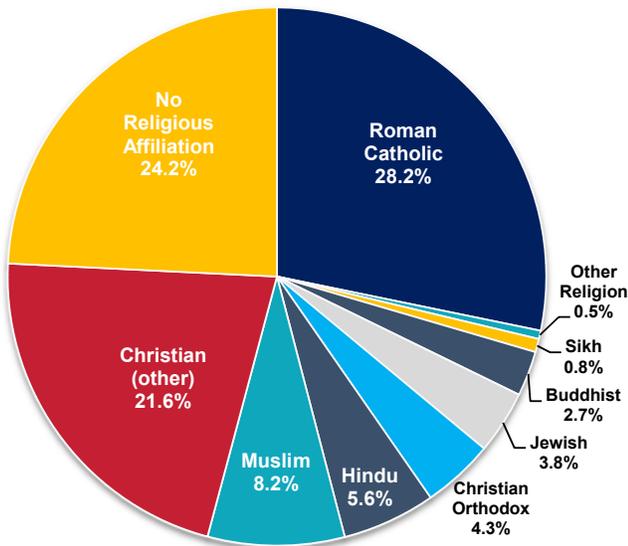


Figure 11.2: Religious Affiliations in Toronto
(Source: Statistics Canada, 2011)



In 2016, 51.5% or 1,385,855 people belonged to a visible minority group, this is the first time this figure surpassed 50 per cent in the city of Toronto. This figure is up from 46.9 per cent in 2006.⁴ (Figure 11.1)

As noted earlier in the report, the most targeted groups in Toronto in 2020 were the Jewish community, followed by the Black community, LGBTQ community, and Chinese/Asian community:

¹ City of Toronto:2019:World Rankings for Toronto:<https://www.toronto.ca/city-government/data-research-maps/toronto-progress-portal/world-rankings-for-toronto/economist-intelligence-unit-global-liveability-index-2019/> (accessed March 31, 2020).

² Statistics Canada. 2017. Toronto, C [Census subdivision], Ontario and Toronto, CDR [Census division], Ontario (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E> (accessed March 31, 2020).

³ Statistics Canada. 2013. Toronto, CMA, Ontario (Code 535) (table). National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa. Released September 11, 2013. <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/index.cfm?Lang=E> (accessed March 31, 2020).

⁴ City of Toronto Backgrounder-2016 Census:<https://www.toronto.ca/wp-content/uploads/2017/12/8ca4-5.-2016-Census-Backgrounder-Immigration-Ethnicity-Housing-Aboriginal.pdf> (accessed March 31, 2020).



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- The Jewish community constitutes 3.8% of the population in the City of Toronto⁵ but was victimized in approximately 30% of the total hate crimes;
- The Black community constitutes 8.9% of the population in the City of Toronto⁶ but was victimized in approximately 20% of the total hate crimes; and,
- The Chinese community constitutes 11% of the population in the City of Toronto⁷ and 7% of hate crimes in 2020 victimized the Chinese and Asian community.

According to the 2014 Canadian Community Health Survey (CCHS) conducted by Statistics Canada, 1.7% of Canadian adults between the ages of 18 and 59 reported themselves to be homosexual and 1.3% reported themselves to be bisexual.⁸

It is of significance to note the CCHS relies upon a large sample of respondents, is not divided by region, and does not include an option for transgendered individuals; therefore, this rate is likely underreported and not an entirely accurate representation of the population of the LGBTQ community in Toronto.

Despite the lack of statistics in this area, what is known is that the LGBTQ community was victimized in approximately 10% of the total hate crimes in 2020.

⁵ Statistics Canada. 2013. Toronto, CMA, Ontario (Code 535) (table). National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa. Released September 11, 2013. <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/index.cfm?Lang=E> (accessed March 31, 2020).

⁶ Statistics Canada. 2013. Toronto, CMA, Ontario (Code 535) (table). National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa. Released September 11, 2013. <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/index.cfm?Lang=E> (accessed March 31, 2020).

⁷ Statistics Canada. 2013. Toronto, CMA, Ontario (Code 535) (table). National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa. Released September 11, 2013. <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/index.cfm?Lang=E> (accessed March 31, 2020).

⁸ Statistics Canada. 2014. Same-sex couples and sexual orientation... by the numbers. https://www.statcan.gc.ca/eng/dai/smr08/2015/smr08_203_2015#a3 (accessed on March 31, 2020).



XII. Hate Crime Unit Education and Community Outreach Initiatives

Intelligence Gathering and Investigative Support Role

The HCU exchanges information through its networks within the Service, as well as with provincial, national and international police services and other law enforcement agencies.

In 2020, the HCU continued to be an active partner of the provincial Hate Crime and Extremism Investigative Team (HCEIT). The HCEIT consists of members from fifteen Ontario police services that receive provincial funding for the joint collection and sharing of information, enforcement and education on hate crimes. In 2020, representatives included members from the following police services:

- Brantford Police Service
- Durham Regional Police Service
- Guelph Police Service
- Halton Regional Police Service
- Hamilton Police Service
- London Police Service
- Niagara Regional Police Service
- Ontario Provincial Police
- Ottawa Police Service
- Peel Regional Police
- Stratford Police Service
- Toronto Police Service
- Waterloo Regional Police Service
- Woodstock Police Service and
- York Regional Police

In order to ensure public safety and/or assess the presence of criminality, the HCU attended and monitored events involving potential hate activity as well as public demonstrations with political or ideological overtones where the involved groups were strongly opposed to one another.

The HCU provided police Divisions with ongoing investigative support, case tracking and relevant intelligence exchange.

Training and Education

In 2020, HCU members participated in provincial and local hate crime and extremism training relating to hate crime laws and trends, investigative strategies, and the prosecution of hate crimes. HCU members attended this training with members of various police services, community agencies, and other partners. These training opportunities took place in Ottawa, Toronto, York Region, and Kingston.

In 2012, the Ontario Police College (OPC) in partnership with HCEIT created an Advanced Hate Crime Investigators Course for police officers. The course focuses on an enhanced understanding of the investigation of hate crimes and the application of federal legislation to hate propaganda investigations. The course was offered at OPC in May



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and October 2020, and was attended by members from various Ontario police services, including members from TPS. TPS HCU members delivered training to the attendees. This training will continue in 2021.

In November 2020, the HCU hosted the annual DDHC meeting virtually to review and discuss hate crime laws, trends, issues, and investigative challenges.

In addition, throughout 2020 the HCU liaised with members of the community including schools/universities, government, and community organizations on the subject of hate-motivated crimes and incidents.

Community Consultations and Outreach

In 2020, the HCU consulted with many diverse community organizations and representatives for the purposes of consultation, education, mediation for public order and safety and to address community concerns specific to hate crimes.

In February 2020, the Centre for Israel and Jewish Affairs and the United Jewish Appeal Federation of Greater Toronto held a one-day conference, *Combating Online Hate: Legal Perspectives*, in Toronto. The conference was attended by community leaders, legal professionals, and police officers. The HCU participated in a panel discussion, *Policing Online Hate and Extremism*, to discuss hate crimes, investigative challenges, and the impact of online hate on communities.

In September 2020, the HCU participated in a virtual meeting of the Canadian Commission on Democratic Expression (CCDE), a three-year initiative, led by the Public Policy Forum (PPF). The CCDE was created *to examine and provide informed advice on how to maximize participation in democratic expression in the digital sphere and how to mitigate any obstacles to this free exchange of reliable information, including but not limited to measures to counter hate and disinformation*. Discussion topics included the effectiveness of existing hate crime *Criminal Code* provisions and investigative challenges. In January 2021, the PPF publicly released its final report, *CCDE Harms Reduction: A Six-Step Program to Protect Democratic Expression Online*.

In September 2020, the HCU participated in a roundtable discussion with the Minister of Justice and Attorney General of Canada on the topic of combating hate and legal remedies for victims of online hate.

In response to the increase of hate crime reporting in 2020, the HCU partnered with the Community Partnerships and Engagement Unit (CPEU) to host virtual hate crime seminars to promote public awareness and reporting to members of:

- the Chief's Black Community Consultative Committee (CCC) during a town hall meeting, July 2020
- the Chief's Asia Pacific CCC and the Philippine Consulate, December 2020



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- the Chief’s Muslim CCC, December 2020
- the Chief’s Chinese CCC, September 2020 (multi-lingual presentation)

Since 2013, Humber College has partnered with the Service to independently evaluate the Neighborhood Community Officer Program (NCOP). Neighborhood policing is the cornerstone of community policing in the City of Toronto. The program has been responsible for embedding TPS officers directly into communities and has provided opportunities to build and sustain strong and positive partnerships with community leaders. In 2018, the Service introduced “The Way Forward”, this document has become the blue print to link the police to communities through partnerships and problem solving.

With this as the focus, the HCU and CPEU partnered with Humber College in December 2020, to develop a Hate Crime Pamphlet Challenge. The challenge was presented to Humber College students because of the youth and diversity of students enrolled in the Business of Advertising program. The key goals of the Challenge were to design a pamphlet that would assist in raising hate crime awareness and encourage reporting. The Challenge was funded by HCEIT, and the pamphlet will be publicly available in electronic and hard copy format in 2021. In addition, the pamphlet will be promoted and disseminated through CPEU to:

- Community Response Unit Officers;
- Neighborhood Community Officers;
- Community Relations Officers;
- Crime Prevention Officers;
- Auxiliary Officers;
- Community Consultative Committees;
- Community Police Liaison Committees;
- Youth In Policing Initiative Program Students;
- Furthering Our Community by Uniting Services Partners;
- City of Toronto Social Agencies; and
- Non-Government Organizations (NGO’s).

The HCU continued its partnership with the Service’s Lesbian Gay Bisexual Transgender Queer Two-Spirit (LGBTQ2S) Liaison Unit to provide local and international education on LGBTQ2S awareness including support of the Report Homophobic Violence Period (RHVP) Program and the Trans Media Campaign. The RHVP campaign is a public awareness and education campaign which focuses on youth aged 13 to 25 years and addresses the issue of homophobic and transphobic bullying and violence.

RHVP is an initiative of the Service’s LGBTQ2S Community Consultative Committee and was developed in 2007 by the Service in partnership with a large number of community partners and community service providers.

The Trans Media Campaign was initiated in 2014 by the LGBTQ2S Liaison Unit in partnership with Corporate Communications to increase reporting, decrease attacks



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against the Trans community, educate Service members about the Trans community and improve the relationship between the Service and the Trans community. In 2015, Crime Stoppers partnered with Trans Media Campaign members to address hate crimes against the Trans community. The Trans Media Campaign formally launched via social media, printed materials, community newspapers and the Service's intranet in June 2016.

Throughout 2020, HCU members and DDHC Coordinators assisted and/or provided crime prevention and safety awareness in several areas including hate crime and criminal extremism within their local Divisions and Districts to places of worship, community groups, and at town hall meetings.

Media Outreach

HCU members continue to provide interviews to local and national media on a variety of hate crime issues upon request.

The HCU is committed to the prevention and investigation of hate-motivated crimes and to the education of our police and community partners. Open consultation with the community in a mutually supportive manner is recognized as the most effective way of achieving these goals.



Appendix A - Completed Hate Court Dispositions

The dispositions set out in Table A.1 and Table A.2 below include all hate criminal proceedings which concluded in the court system in 2020. The occurrences that led to these criminal proceedings transpired between 2016 and 2020.

Persons are at times charged with a number of offences, not all of which are hate-motivated. Some of the cases below include non-hate-motivated charges such as failure to comply probation; however, all charges (hate and non-hate) have been listed in Table A and B to accurately reflect sentencing dispositions.

Table A.1: 2020 Completed Cases (2020 occurrences)

Charge	Disposition
2020	
1. Utter Threat	1. Withdrawn – common law peace bond – 12 months

Table A.2: 2020 Completed Cases (2019 – 2016 occurrences)

Charge	Disposition
2019	
1. Utter Threats	1. Found guilty - 2 years probation, 10 year firearm/weapons prohibition
2. Assault	2. Found guilty – 6 months pre-trial custody, 2 years probation, 10 year firearm/weapons prohibition
3. Mischief Under \$5000	3. Found guilty – 2 years probation, 10 year firearm/weapons prohibition
1. Utter Threats	1. Found guilty - conditional sentence – 12 months probation



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Charge		Disposition	
2018			
2. Mischief Under \$5000		Found guilty – 1 month conditional sentence, 18 months probation	

Charge		Disposition	
2016			
1. Aggravated Assault		1. Acquittal	



Appendix B – Offences by Premise Type

Premise	Assault	Assault w Weapon	Assault Peace Officer	Aggravated Assault	Criminal Harassment	Disturbing religious worship/meeting	Harassing Communication	Mischief interfere with property	Mischief to Data	Mischief to Religious Property	Mischief Under \$5000	Public Incitement of Hatred	Robbery	Utter Threats - Person	Utter Threats - Property	wilful promotion of hatred	Total
Apartment Building (Common Area, Residence, Garage)	2	2			6						17			2			29
Business/Retail	2	1			2			1			13	1		2			22
Community Centre						1					1						2
Government	1										3			1			5
Homeless Shelter/Mission		1															1
House (Garage, Vehicle)					1	1		1			6						9
Internet (Telecommunications, Social Media)						7	4		1					3	2	4	21
Medical Facility	2										1						3
Parks		1	1		1						10						13
Public Transit	7	1			2			2			15		1	3			31
Religious Place of Worship										8	1						9
Schools (Universities, Private, Public)					2			3			9						14
Street/Laneway	24	4		1	2			2			15			2		1	51
Total	38	10	1	1	16	9	4	9	1	8	91	1	1	13	2	5	210



Appendix C - 2020 Breakdown of Offences by Division and by Victim Type

11 Division	9 Occurrences
Black	Assault
Black	Disturbing religious worship/meeting
Black	Disturbing religious worship/meeting
Black	Wilful Promotion of Hatred
Christian	Mischief to Religious Property
Jewish	Mischief Under \$5000
Jewish/Black	Mischief Under \$5000
LGBTQ-Male	Criminal Harassment
Trans - Female	Assault

12 Division	1 Occurrence
LGBTQ - Male	Mischief Under \$5000

13 Division	9 Occurrences
Catholic	Mischief to Religious Property
Jewish	Disturbing religious worship/meeting
Jewish	Disturbing religious worship/meeting
Jewish	Disturbing religious worship/meeting
Jewish	Mischief Interfere with Property
Jewish	Mischief Under \$5000
Jewish	Mischief Under \$5000
LGBTQ - Female	Criminal Harassment
LGBTQ-Male	Mischief Under \$5000

14 Division	15 Occurrences
African	Assault w Weapon
Black	Assault
Catholic	Mischief to Religious Property
Catholic	Mischief to Religious Property
Catholic	Mischief to Religious Property
Christian	Mischief Under \$5000
Female	Assault w Weapon
Israeli	Mischief Under \$5000
Jewish	Mischief Interfere with Property
Jewish	Mischief to Religious Property
Jewish	Mischief Under \$5000
Jewish	Mischief Under \$5000
Jewish/Israeli	Mischief Under \$5000
LGBTQ - Female	Criminal Harassment
Muslim	Criminal Harassment

22 Division	23 Occurrences
Black	Assault
Black	Mischief Interfere with Property
Black	Mischief Under \$5000
Black	Mischief Under \$5000
Black	Mischief Under \$5000
Black/Jewish	Mischief Under \$5000
Hispanic	Assault
Indian	Assault
Jewish	Assault
Jewish	Mischief Under \$5000
Jewish	Wilful Promotion of Hatred
Jewish/Black	Mischief Under \$5000
LGBTQ - Male	Utter Threats - Person
Sikh	Assault
South Asian	Assault
White	Mischief Interfere with Property

23 Division	2 Occurrences
Black	Mischief Under \$5000
Black	Mischief Under \$5000

31 Division	11 Occurrences
Black	Harassing Communication
Black	Harassing Communication
Black	Mischief Interfere with Property
Black	Mischief to Data
Black	Mischief Under \$5000
Brown	Utter Threats - Person
Canada/USA	Mischief Interfere with Property
Jewish	Harassing Communication
Jewish	Mischief Under \$5000
Muslim	Utter Threats - Person
Muslim	Utter Threats - Person



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32 Division	27 Occurrences
Azerbaijani	Mischief Under \$5000
Black	Mischief Under \$5000
Black	Mischief Under \$5000
Black	Mischief Under \$5000
Chinese	Assault
Chinese	Mischief Under \$5000
Jewish	Assault
Jewish	Disturbing religious worship/meeting
Jewish	Disturbing religious worship/meeting
Jewish	Mischief Under \$5000
Jewish	Public Incitement of Hatred
Jewish	Utter Threats - Person
Jewish	Utter Threats - Property
Jewish	Wilful Promotion of Hatred
Jewish/Black	Disturbing religious worship/meeting
Jewish/Black	Mischief Under \$5000
Jewish/Black	Mischief Under \$5000
Jewish/LGBTQ/Filipino	Mischief Under \$5000
Mental/Physical Disability	Wilful Promotion of Hatred

33 Division	7 Occurrences
Black	Assault
Jewish	Mischief Under \$5000
Jewish	Wilful Promotion of Hatred

41 Division	6 Occurrences
Black	Assault
Black	Mischief Under \$5000
Indian	Assault
Indian	Mischief Under \$5000
Jewish	Mischief Interfere with Property
Jewish	Mischief Under \$5000

42 Division	6 Occurrences
Armenian	Criminal Harassment
Asian	Assault
Black/Jewish	Mischief Under \$5000
Chinese	Assault
Chinese	Mischief Under \$5000
Jewish/Chinese	Mischief Under \$5000

43 Division	6 Occurrences
Black	Criminal Harassment
Black	Mischief Interfere with Property
Black	Mischief Under \$5000
Jewish	Mischief Under \$5000
Muslim	Assault
Filipino	Assault w Weapon

51 Division	29 Occurrences
Asian	Utter Threats
Black	Assault
Black	Mischief Under \$5000
Black	Mischief Under \$5000
Black	Utter Threats - Person
Black	Utter Threats Person
Brown	Assault
Chinese	Assault
Chinese	Assault
Chinese	Robbery - Other
Indian	Assault
Indian	Assault
Indian	Assault w Weapon
Israeli	Mischief Under \$5000
Jewish	Assault
Jewish	Assault Peace Officer
Jewish	Mischief Under \$5000
Jewish	Mischief Under \$5000
Jewish/LGBTQ	Mischief Under \$5000
LGBTQ - Male	Criminal Harassment
LGBTQ - Male	Mischief Under \$5000
LGBTQ - Male	Mischief Under \$5000
LGBTQ - Male	Utter Threats - Person
LGBTQ-Male	Assault
Muslim	Utter Threats - Person
Sikh	Assault
Trans-Female	Criminal Harassment
Trans-Female	Criminal Harassment
White	Aggravated Assault



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52 Division	23 Occurrences
Asian	Assault w Weapon
Asian/black	Assault w Weapon
Black	Mischief Under \$5000
Black	Mischief Under \$5000
Black/Jewish	Mischief Under \$5000
Catholic	Assault
Chinese	Assault
Chinese	Assault
Chinese	Mischief Under \$5000
Hindi	Assault
Jewish	Mischief Under \$5000
LGBTQ-Male	Criminal Harassment
Muslim	Mischief to Religious Property
Muslim	Mischief to Religious Property
Muslim	Mischief Under \$5000
South Asian/Black	Utter Threats - Person
White	Assault w Weapon
White	Utter Threats - Person

53 Division	8 Occurrences
Black	Assault
Chinese/LGBTQ	Criminal Harassment
Jewish	Mischief Under \$5000
Jewish	Mischief Under \$5000
Jewish	Mischief Under \$5000
LGBTQ-Male	Assault
Turkey	Assault w Weapon
White	Assault w Weapon

54 Division	16 Occurrences
Black	Assault w Weapon
Black	Criminal Harassment
Black	Harassing Communication
Black	Mischief Interfere with Property
Black	Mischief Under \$5000
Chinese	Mischief Under \$5000
Christian	Mischief Under \$5000
Jewish	Criminal Harassment
Jewish	Mischief Under \$5000
Jewish	Mischief Under \$5000
Jewish/Black/Disability	Disturbing religious worship/meeting
White	Assault

55 Division	12 Occurrences
Black /Jewish	Mischief Under \$5000
Black/Chinese	Mischief Under \$5000
Chinese	Assault
Indian	Assault
Jewish	Mischief Under \$5000
Jewish	Mischief Under \$5000
LGBTQ/Male	Criminal Harassment
LGBTQ - Male	Criminal Harassment
LGBTQ - Male	Mischief Under \$5000
LGBTQ - Male	Utter Threats - Person
Muslim	Utter Threats - Property
Trans- Male	Criminal Harassment



Appendix D - 2020 Breakdown by Victim Group and Offence

Bias Type	Victim Group	Number of Occurrences	Offence	Number of Occurrences
Disability <i>1 Occurrence</i>	Mental/Physical	1	Wilful Promotion of Hatred	1
	Ethnicity <i>28 Occurrences</i>			
	Armenian	1	Criminal Harassment	1
	Asian	3	Assault	1
			Assault w Weapon	1
			Utter Threats	1
	Chinese	12	Assault	7
			Mischief Under \$5000	4
			Robbery	1
	Hispanic	1	Assault	1
	Indian	9	Assault	7
			Assault w Weapon	1
			Mischief Under \$5000	1
	Filipino	1	Assault w Weapon	1
	South Asian	1	Assault	1
Language <i>1 Occurrence</i>	Hindi	1	Assault	1
Multi-Bias <i>19 Occurrences</i>	Black/Asian	1	Assault w Weapon	1
	Black/Chinese	1	Mischief Under \$5000	1
	Black/Jewish	9	Disturbing Religious Worship/Meeting	1
			Mischief Under \$5000	8
	Canada/USA	1	Mischief Interfere with Property	1
	Chinese/LGBTQ	1	Criminal Harassment	1
	Jewish/Black/Disability	1	Disturbing Religious Worship/Meeting	1
	Jewish/Chinese	1	Mischief Under \$5000	1
	Jewish/Israeli	1	Mischief Under \$5000	1
	Jewish/LGBTQ	1	Mischief Under \$5000	1
	Jewish/LGBTQ/Filipino	1	Mischief Under \$5000	1
	South Asian/Black	1	Utter Threats - Person	1



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Bias Type	Victim Group	Number of Occurrences	Offence	Number of Occurrences
Nationality <i>6 Occurrences</i>	African	1	Assault w Weapon	1
	Azerbaijani	1	Mischief Under \$5000	1
	Indian	1	Assault	1
	Israeli	2	Mischief Under \$5000	2
	Turkish	1	Assault w Weapon	1
Race <i>51 Occurrences</i>	Black	43	Assault	7
			Assault w Weapon	1
			Criminal Harassment	2
			Disturbing Religious Worship/Meeting	2
			Harassing Communication	3
			Mischief Interfere with Property	4
			Mischief to Data	1
			Mischief Under \$5000	20
			Utter Threats - Person	2
	Wilful Promotion of Hatred	1		
	Brown	2	Assault	1
			Utter Threats - Person	1
	White	6	Aggravated Assault	1
			Assault	1
			Assault w Weapon	2
Mischief Interfere with Property			1	
Utter Threats - Person			1	



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Bias Type	Victim Group	Number of Occurrences	Offence	Number of Occurrences
Religion <i>82 Occurrences</i>	Catholic	5	Assault	1
			Mischief to Religious Property	4
	Christian	3	Mischief to Religious Property	1
			Mischief Under \$5000	2
	Jewish	63	Assault	3
			Assault Peace Officer	1
			Criminal Harassment	1
			Disturbing religious worship/meeting	5
			Harassing Communication	1
			Mischief Interfere with Property	4
			Mischief Under \$5000	42
			Public Incitement of Hatred	1
			Utter Threats - Person	1
			Utter Threats - Property	1
	wilful promotion of hatred	3		
	Muslim	9	Assault	1
			Criminal Harassment	1
Mischief to Religious Property			2	
Mischief Under \$5000			1	
Utter Threats - Person			3	
Sikh	2	Assault	2	
Sex/Gender <i>5 Occurrences</i>	Female	1	Assault w weapon	1
	Trans - Male	1	Criminal Harassment	1
	Trans - Female	3	Assault	1
			Criminal Harassment	2
Sexual Orientation <i>17 Occurrences</i>	LGBTQ - Female	2	Criminal Harassment	2
	LGBTQ - Male	15	Assault	2
			Criminal Harassment	5
			Mischief Under \$5000	5
			Utter Threats - Person	3



Toronto Police Services Board Report

March 30, 2021

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

Subject: Response to the motion re: Toronto Police Service Intercultural Development Program and the application of the Intercultural Development Inventory Assessment Tool

Recommendations:

It is recommended that the Toronto Police Services Board (Board) approve the proposed next steps outlined in this report.

Financial Implications:

As part of the evaluation contained in this report, an Intercultural Developmental Inventory (I.D.I.) assessment was completed in February 2021 by 49 Inspectors promoted in 2018 (27) and 2020 (22). The total cost for DiversiPro Inc. to administer this assessment and provide individual feedback and coaching was \$21,646, plus taxes. This included the cost of the I.D.I. assessment of \$41.75 per person and an individual feedback session on the results of the assessment of \$400 per member for a one-hour session.

If the I.D.I. tool is to be used going forward in 2021, the Toronto Police Service (Service) can anticipate a cost of approximately \$400 per person for members who would like individual feedback and coaching. Illustratively, 300 assessments and feedback sessions would cost approximately \$120,000.

Funds for this purpose will be identified within the Service's 2021 operating budget, through the reprioritization of existing funds within the People and Culture pillar.

Background / Purpose:

In 2014, the Service engaged in a competitive procurement process to support the development of an Intercultural Development Program, in response to

recommendations 16, 17, and 18 of the Police and Community Engagement Review (P.A.C.E.R.) report.

P.A.C.E.R. Recommendations #16-18:

- 16) That the Service develop and implement an intercultural development program.
- 17) 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.
- 18) That the Service mandate an intercultural development assessment of all persons making application for employment with, or for promotion within, the Service.

In response to the recommendations, a contract was awarded to DiversiPro, Inc. and IDI, L.L.C., in April 2014. The scope of this engagement included conducting an organization-wide assessment of intercultural competency, defined as the ability to identify personal perspective and adapt behaviour toward cultural differences and similarities.

Between September 2014 and February 2015, the assessment was conducted using the I.D.I. tool, a proprietary assessment tool developed by Dr. Hammer, IDI, L.L.C. All Service members were invited to voluntarily complete the 50-question assessment tool. The responses of each member who took the survey generated a report. The tool assessed the individual's mindset and capacity with respect to cultural differences. Those members who identified themselves when they took the I.D.I. also had access to an individual feedback session with a Qualified Administrator (Q.A.) from DiversiPro Inc., where they received in-depth feedback on their personal profile as well as a customized development plan. By the end of 2016, 866 members completed the I.D.I. assessment and 212 (24%) of these members also completed an individual feedback session.

In March 2015, the vendor provided the Service with a report, 'Final Report: I.D.I. Assessment Project on Building Intercultural Competence with the Toronto Police Service', which based on the participants responses, presented an assessment of the organization and a set of recommendations (See Appendix 1).

Since 2015, the Service has gone through significant changes, including an 18 month moratorium on hiring and promotions, which impacted the organizational strategic priorities. *The Way Forward* report, approved by the Board in 2017, provided the blueprint for the Service's modernization program. In November 2018, 24 members were trained as Q.A.s with a view that intercultural competence coaching would occur by Service members to cadets.

In 2019, the Diversity and Inclusion Unit was enhanced and reprofiled into the Equity, Inclusion and Human Rights (E.I.H.R.) unit to advance a progressive equity agenda for the Service. In alignment with these changes, it was necessary to review the previous work on the Service's intercultural development needs, through the lens of current priorities, needs, and commitments of the Service to identifying and eliminating systemic racism, addressing workplace harassment and discrimination, and embedding equity and inclusion within the Service.

At the Board meeting in November 2020, an update was provided on the 81 Recommendations for Police Reform. Included in this update was recommendation 74 regarding the P.A.C.E.R. report. That update included information on recommendation 17 and 18 of the P.A.C.E.R. report, in which it stated that the Intercultural Development Plan with DiversiPro Inc. had been discontinued.

Board Motion:

Following a written deputation from Mr. Hamlin Grange, principal consultant of DiversiPro Inc., the Board passed a motion directing the Chief of Police to complete the following actions in order to determine the future of the program within the Service:

1. Meet with representatives of DiversiPro Inc. regarding the Intercultural Development Inventory (I.D.I.), to discuss the concerns identified in the Service's summary;
2. Review the DiversiPro Inc. authored 2015 I.D.I. Assessment and Report and the recommendations contained therein;
3. Meet with a cross-section of Service members who originally completed the I.D.I. assessment and the recently trained and licenced Q.A.s to better understand their feedback and experience with the I.D.I.; and
4. Report back to the Board on:
 - a. The outcomes of the meeting with DiversiPro Inc.;
 - b. The status of the recommendations that were made as part of the 2015 I.D.I. Assessment and Report;
 - c. The outcomes of the meetings with a cross-section of Service members who originally completed the I.D.I. assessment and the recently licenced Q.A.s; and
 - d. A comprehensive rationale of next steps, taking into account 1, 2 and 3.

Discussion:

Action Taken in Response to the Board Motion:

This report addresses the four requests from the Board outlined above:

1. A meeting was held on December 17, 2020 between Mr. Grange (DiversiPro Inc.) and representatives from the Service, including Deputy Chief Shawna Coxon and members of E.I.H.R. The discussion focused on the purpose of the I.D.I. assessment tool and the "Final Report" that was presented to the Service in

March 2015. It was agreed that, in early January 2021, the I.D.I. assessment would be administered to the 49 recently promoted Inspectors (from the 2018 and 2020 process) and that a survey would be conducted with those officers after the completion of the I.D.I. process to assess the effectiveness of the I.D.I. tool.

On February 5, 2021, a follow-up meeting was held between E.I.H.R. and Mr. Grange where the Board minutes and the motion were discussed, including the requirements for a response to the Board. Mr. Grange was advised that E.I.H.R. would assess other tools for their suitability to use in an Intercultural Development Plan. The I.D.I. assessment of the 49 Inspectors was discussed, and Mr. Grange advised that he would provide a report on the aggregate I.D.I. results from the 49 Inspectors in March 2021. Mr. Grange was also advised that the Service would conduct a survey in the first week of March with the 49 Inspectors and was invited to provide relevant questions to include in that survey. Mr. Grange provided questions which were incorporated in the survey.

2. The status of the recommendations made as part of the 2015 I.D.I. final report is included in *Appendix 1*. Of the 16 recommendations made by Mr. Grange, seven are considered complete, four are considered in progress and five are under review in terms of applicability in the Service's current environment.
 3. In order to understand the perspectives and experiences of the Service members who participated in the I.D.I. Program, E.I.H.R. together with Strategy Management developed and implemented two surveys:
 - a. a survey with members who originally participated in the I.D.I. assessment in 2014;
 - b. a survey with 49 newest Inspectors promoted through the 2018 and 2020 process who completed the I.D.I. assessment in January 2021.
- a. Below are the key findings of each survey at high level. **Appendix 2** and **Appendix 3** provide detailed results. These findings and the proposed path forward have also been discussed with the P.A.C.E.R. committee. **Survey with members who participated in 2014 I.D.I. Program**

A survey was sent out in January 2021 to the 586 members who participated in the I.D.I. assessment in 2014 and whom are still with the Service. Of those, 317 members responded to the survey (54%). The survey was designed to understand the perspectives and experiences of Service members who experienced the I.D.I. Program in the following capacities:

- members who only completed the I.D.I assessment tool and received a report on their profile (group 1) (n=195);
- members who completed the I.D.I assessment tool, received a profile report and participated in a individual feedback session with a Q.A. from DiversiPro Inc. (group 2) (n=59).; and
- members who were trained as Q.A.s in November 2018 (n=10).

Of the 317 respondents, 63 (20%) reported that they could not remember completing the I.D.I. assessment tool.

Key Results:

- In general, about 70% of group 1 and 80% of group 2 agreed that the tool helped them in the following areas: (Appendix 2/Figure 1).
 - provided them with a greater overall understanding of what intercultural competencies mean and how important they are;
 - helped them to be aware of their intercultural competencies and how they can affect their work; and
 - recognize their own biases.
- 55% of group 1 felt the tool was helpful to the Service in its effort to become bias free and to the Service as a whole, while almost 70% in group 2 felt that way (Appendix 2/Figure 2).
- 40% of group 1 and 80% in group 2 said they found the information useful in personal and professional development.
- The perspectives of internal Q.A.s were divided (note: the results need to be carefully considered, as they are based on a very small sample) (Appendix 2):
 - About half of the Q.A.s who completed the survey did not feel they were adequately trained for this role. They were also not sure about the benefit to the Service of having internal administrators;
 - More than half felt that being a Q.A. was helpful for their personal and professional development;
 - Most respondents also said they would recommend being a Q.A., although most of them did not conduct any feedback session with Service members.

b. Survey with Inspectors who participated in 2021 I.D.I. Program

In January 2021, all 49 of the newest promoted Inspectors (2018 and 2020) took part in the I.D.I. assessment, and 47 (96%) of these members also participated in the individual feedback session. In February 2021, a survey was conducted with these Inspectors and was designed to understand their perspectives and experiences. Twenty seven or 55% of the Inspectors responded to the survey.

Key Results:

- 88% said the I.D.I. tool provided them with a greater overall understanding of intercultural competencies.
- 74% said it helped them be more aware of their own intercultural competencies and how it affects their work.

- 56% said it helped them recognize their own biases.
 - 50% felt that the I.D.I. tool would be helpful to the Service in its efforts to become bias free or helpful to the Service in general.
 - 74% found the individual feedback helpful in general, and 60% felt it would help them develop personally or professionally.
 - The open-ended survey questions also provided the respondents with the opportunity to provide more insights into the I.D.I. Program and the types of supports they find helpful in their roles (See Appendix 3).
 - While appreciating the overall I.D.I. Program as an opportunity for reflection and honest conversations, respondents emphasized that the Program was too generic and did not provide concrete support; and
 - When asked about types of supports to support in their roles, respondents emphasized the need for concrete supports such as: advice on specific cultures and/or customs, how to handle human rights complaints with practical scenarios, skillsets to prep them to understand, accept and support inclusiveness. They also suggested to rely on internal resources and structures to provide these supports such as consultations with E.I.H.R., various Internal Support Networks and Community Consultative Committees, champions who identify with specific cultures and would like to share their experiences and teach their colleagues.
4. In light of the findings above, it was decided that the continuation of the I.D.I. assessment would be beneficial to incorporate into the current recruitment and promotional processes for the balance of the year. This provides time to implement and assess other complementary efforts occurring within the Service (augmenting training, reviewing the promotional process etc). There are a range of next steps outlined below that will support the Service not only to assess the extent to which the I.D.I. tool responds to the Service's evolving needs, but also to identify other viable options that would allow the Service to advance the transformational work to reform.

- a. Continue with the I.D.I. tool for the 2021 uniform promotional processes, including the in-progress Staff Sergeant and upcoming Sergeant process. Similar to the Inspector process, this would be voluntary for members.
- b. Initiate the use of this tool and feedback sessions for the 2021 cadets and any lateral hires.
- c. Conduct a survey after each cadet class and promotional processes on member's experience and perspectives on the tool, insights gained and how this will benefit the Service and the member professionally and personally.
- d. In parallel, the Service is proceeding with augmenting existing training, in part as a response to the 81 police reform recommendations. Efforts have been made and others are currently underway by the Toronto Police College to add more community based experiential learning and cultural competence topics into the cadet and leadership curriculums.
- e. Request Mr. Grange to provide an aggregate assessment by January 2022 of the results in order to understand the profile and cultural competence of the candidates that are being hired and promoted. This will help inform additional training needs and adjustments as well as identify other tools and supports needed.
- f. In parallel, research best practices, other tools for consideration and explore how best to leverage existing in-house resources such as Internal Support Networks and Community Consultative Committees to advance cultural competence within the Service.
- g. Prepare a report to the Board summarizing the efforts listed above, results of surveys, and paths forward by April 2022.

Conclusion:

It is recommended that the Board receive the findings and approve the proposed next steps outlined in this report towards the I.D.I. Program.

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

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*original copy with signature on file in Board office

Appendix 1: Status of the recommendations from the 2015 I.D.I. Assessment Report

	Recommendation	Status	Comments
1	Individual I.D.I. Profile feedback is offered to any T.P.S. member who completed the I.D.I. as part of this Assessment Project.	Complete	During the period of the contract with DiversiPro, all persons who completed the I.D.I. assessment tool were offered an opportunity to participate in the individual feedback session.
2	For identified T.P.S. members, in addition to the one-hour individual profile debrief session, up to three follow-up intercultural coaching sessions should be offered.	Under review	This would have required additional funding outside of the contract with DiversiPro. Also, it was felt that this type of training should not be made mandatory. There was a concern from officers that if they were identified for further follow-up sessions, it may stigmatize the officers for future advancement.
3	After being accepted as a recruit into the T.P.S., new members should be required to complete the I.D.I. and receive the necessary ongoing coaching and development of their intercultural competence.	Under review	In 2016, 44 new recruits were offered the opportunity to take part in the I.D.I. assessment program. 40 completed the both the assessment and the feedback session. The Service entered a hiring moratorium for approx. 18 months. The Service is considering to implement this recommendation in 2021 to recruits, and newly promoted Sergeants and Staff Sergeants.
4	Identified T.P.S. members should be required to participate in three, one-day intercultural competence development workshops (alternatively, six ½ day workshops) over the course of one-year.	Under Review	The Service is reviewing additional resources to increase cultural competence more broadly through the College's training curriculums. Following the results of the 2021 assessments, a more targeted approach will be reviewed again.
5	Community immersion activities should be facilitated by community resources and intercultural experts.	In Progress	This recommendation closely ties to the Police Reform recommendation # 54 T.P.S. is currently revising its Coach Officer Program. As part of the new recruits' introduction to their new Division, they will be required to participate with their coach officer in a community cultural immersion activity. E.I.H.R. has coordinated these experiences with various community organizations across the city.
6	Culturally diverse Peer mentoring groups to help Members address issues or problems that involve cultural differences should be established.	Complete	The T.P.S. has created numerous Internal Support Networks (I.S.N.'s) that cover the following: Black East Asian South Asian LGBTQ2S+

	Recommendation	Status	Comments
			<p>Women Cancer No Boundaries (Mental Health)</p> <p>E.I.H.R. oversees these I.S.N.'s.</p> <p>A procedure has been developed guiding the creation of new I.S.N.'s (14-18).</p>
7	Diversity, inclusion, and intercultural competence development should be assigned to a Senior Executive Officer (S.E.O.).	Complete	The Equity, Inclusion and Human Rights unit was reprofiled in 2019. All projects and processes are sponsored and supported by each Command Officer and SMT members.
8	Two to four Intercultural Experts should be hired to work within T.P.S. under the new S.E.O. of Diversity, Inclusion, and Intercultural Competence.	Complete	Since 2018, the E.I.H.R. unit has hired 7 experts in the field of equity, diversity and inclusion.
9	T.P.S. should incorporate cultural resources.	Complete	<p>E.I.H.R. employs 2 members whose specific roles are community engagement and equity and stakeholder relations. These members are in regular contact with external cultural resources that provide current perspectives and insights into changing community needs.</p> <p>The Community Partnership and Engagement Unit employs liaison officers that are responsible for engaging cultural resources on an ongoing basis. The Service also co-hosts a number of community consultative groups that are organized in part by cultural affiliation.</p>
10	T.P.S. should develop a database of external cross-cultural professionals.	Complete	<p>Every Division maintains a list of community resources both at an individual and organizational level. As well, Community Partnerships and Engagement Unit maintains a list of city-wide cultural experts.</p>
11	T.P.S. should establish an intercultural "hot line" for Members to call to get situational insights around navigating cultural differences from the database of external cross-cultural professionals.	Complete	<p>E.I.H.R. was created to support members in equity, inclusion and human rights issues. An email address has been set up and is being utilized by members to reach out to E.I.H.R. and get support.</p> <p>An internal website has also been created for members to be able to access information.</p> <p>In addition, members have access to situational insights around navigating cultural differences through the I.S.N.'s which were created to provide:</p>

	Recommendation	Status	Comments
			<ul style="list-style-type: none"> mentoring and/or coaching • networking • team building • providing support and encouragement • planning and implementing social, cultural, and educational opportunities • developing professional skills • enhancing recruitment to the I.S.N. • information sharing. <p>Additional supports will be reviewed based on member feedback.</p>
12	Review and revise T.P.S. policies and procedures related to specific job functions to ensure they are inclusive when working in diverse communities. Policies and procedures must support culturally responsive policing in ways that do not compromise the mission of law enforcement or the safety of Member, bystanders or subjects.	In Progress	<p>The Service committed to reviewing all of its procedures with a gender diversity and trans inclusion lens which was completed in early 2020.</p> <p>In Q3 – 2020, the Service had begun to review all of its procedures with an equity lens. This process is currently ongoing.</p>
13	Specific individuals at the Toronto Police College should become certified Qualified Administrators of the I.D.I. to be able to administer the I.D.I. and to give appropriate feedback and coaching when necessary or requested by T.P.S. Members.	Under Review	<p>In 2018, 24 members were trained as Qualified Administrators in order to conduct feedback sessions with recruits.</p> <p>In order to maintain their licence, each Q.A. would need to requalify on an annual basis.</p> <p>This recommendation is being reviewed taking into consideration and feedback from the Q.A. members and feedback received on the confidentiality of the results which could impede a member's desire to be candid and engaged.</p>
14	A permanent internal cross-functional group composed of members of the T.P.S. – including senior officers, police association members and civilian members – should be established and adequately resourced to actively promote the goals of the Intercultural Development Program within the Service. This group would report directly to the new Senior Executive Officer of Diversity, Inclusion, and Intercultural Competence.	In Progress	<p>There are a number of cross cultural committees currently set up, internal and externally facing, made up of senior members, civilians, external community members and are chaired by senior officers and Command.</p> <p>E.I.H.R. will review the mandate of these groups and work with the various executive sponsors on options to address intercultural development objectives</p>
15	The Intercultural Development Program should be promoted by the Service more actively and intentionally as a professional development opportunity for T.P.S.	In Progress	A plan to leverage this tool for 2021 is underway, followed by a final evaluation and potential options analysis in 2022.

	Recommendation	Status	Comments
	Members rather than a remedial or corrective measure for Members.		
16	T.P.S. should re-administer the I.D.I. as a post-test in 2018.	Under Review	In January 2021, the T.P.S. mandated that 49 Inspectors who had been promoted in 2018 and 2020 complete the I.D.I. assessment. This was done for professional development of these senior officers and conduct an assessment of the I.D.I. program as is the subject of this report.

Appendix 2: Intercultural Development Inventory (I.D.I) Assessment Tool Survey Results - 2014 I.D.I. Program

This Appendix compiles the findings from the survey completed by Service members who originally participated in the I.D.I. Program in 2014 and are still with the Service.

Methodology

In January 2021, Equity, Inclusion & Human Rights (E.I.H.R.) together with Strategy Management developed and disseminated a survey to the 586 Toronto Police Service (Service) members who participated in the I.D.I. Program in 2014 and are still with the Service. The survey was designed to understand the perspectives and experiences of Service members who experienced the I.D.I. Program in the following capacities:

- members who completed the I.D.I assessment tool only;
- members who completed the I.D.I assessment tool and participated in a one-on-one feedback session with a Qualified Administrator; and
- members who were trained as Qualified Administrators.

The survey response rate was 54%, 317 members completed the survey. Of these:

- 195 respondents (62%) reported they completed the I.D.I. assessment tool only;
- 59 respondents (19%) reported they completed the I.D.I assessment tool and participated in a one-on-one feedback session;
- 63 respondents (20%) reported they completed the I.D.I assessment tool but didn't remember if they participated in a one-on-one feedback session;
- Out of the total number of respondents, 10 reported they were trained as Qualified Administrators (five of these participated in a one-on-one feedback session).

It is important to note that a 'don't remember' option was included for some questions in the survey a few hours after the survey was opened. While not ideal, this was done to address concerns raised by several respondents that they did not remember about participating in the I.D.I. Program and hence they would not be able to respond to several survey questions. About 70 members already completed the survey by the time the new option was available. The percentage of those who did not remember is therefore underestimated in the results presented throughout this Appendix.

Not all respondents provided answers to all questions applicable to their experience with the I.D.I. Program and therefore, the total number of responses vary across the questions.

Key findings:

1. Respondents' perspectives on the I.D.I. assessment tool

Service members who completed the I.D.I. assessment tool were asked a range of questions to understand to what extent the tool supported them with their intercultural competencies. As shown in Figure 1, the majority of respondents either 'agreed' or 'strongly agreed' that completing the I.D.I assessment tool:

- provided them with a greater overall understanding of what intercultural competencies mean and how important they are (59% agreed and 12% strongly agreed);
- helped them to be aware of their intercultural competencies and how they can affect their work (58% agreed and 12% strongly agreed); and
- helped them to recognize their own biases (53% agreed and 9% strongly agreed).

Approximately, one in five respondents said they couldn't remember if the I.D.I. assessment tool assisted them in these three areas.

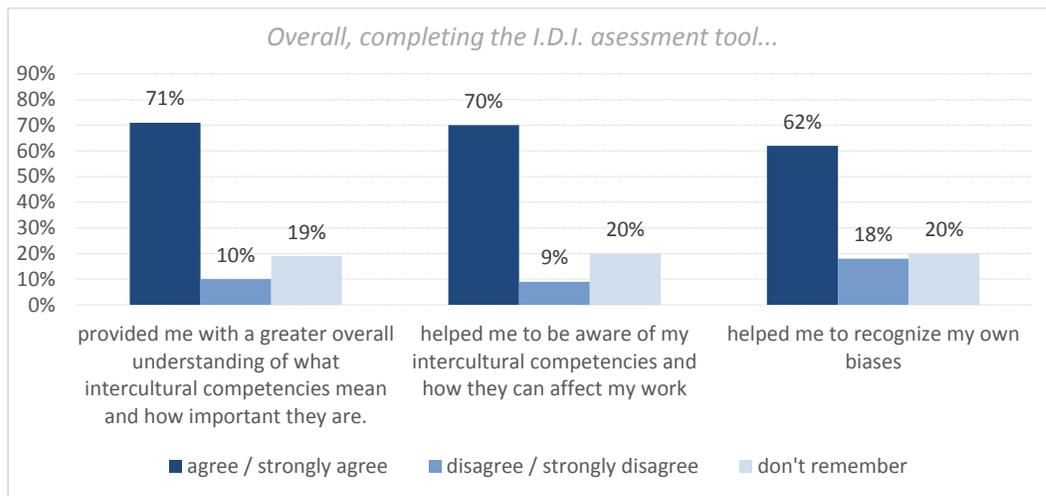


Figure 1: Overall, completing the I.D.I. assessment tool ... (N = 303 – 313)

Over three-quarters (79%) of respondents said they would recommend completing the tool to others.

In addition to the relevance of the I.D.I assessment tool at the individual level, Service members were also asked about the usefulness of the tool at the organizational level.

As shown in Figure 2, the majority of respondents felt the I.D.I assessment tool was helpful to the Service as a whole and in its effort to become bias-free. However, about one-third of respondents said they were not sure how helpful the tool was to the Service in these areas.

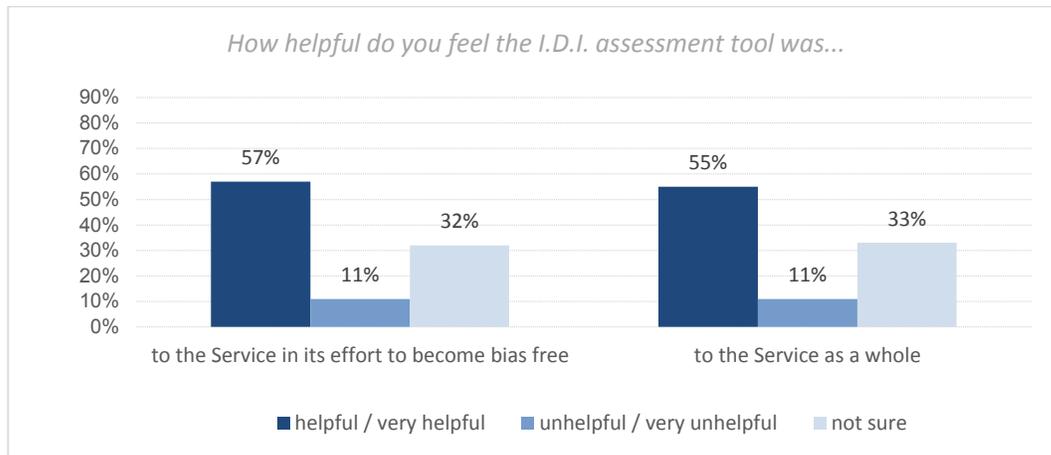


Figure 2: How helpful do you feel the I.D.I. assessment tool was ... (N = 305 – 307)

Those respondents who experienced the I.D.I. Program only by completing the I.D.I. assessment tool and did not have any follow up were asked whether the tool helped them with various aspects of professional and personal development (Figure 3):

- About 40% of respondents who only completed the I.D.I. assessment tool said that they were able to apply the feedback they received after completing the tool to develop their cultural competencies, work more effectively with diverse groups, build respectful relationships with colleagues and/or members of the public, and more broadly helped them to develop professionally and personally;
- Roughly the same percentage (approximately 40%) of respondents didn't remember whether they were able to apply the feedback they received in any of those aspects mentioned above.



Figure 3: Were you able to apply the feedback you received after completing the I.D.I. assessment tool to help you (N = 202 – 205)

Overall, 43% of respondents who completed only the I.D.I. tool found the feedback they received from DiversiPro after completing the assessment tool either ‘very helpful’ or ‘helpful’ and a similar percentage said they ‘didn’t remember’ (43%) if they found the feedback helpful.

2. Respondents’ perspectives on the feedback sessions

Service members who completed the I.D.I. assessment tool also had the opportunity to participate in a one-on-one feedback session with a Qualified Administrator to receive in-depth feedback on their personal profile as well as a customized development plan. Almost one-fifth of the respondents (19%) said they had participated in a feedback session, whereas another fifth (20%) said they did not remember if they had participated in a feedback session.

Over three-quarters of respondents who participated in a feedback session said that the feedback they received helped them (Figure 4):

- develop their cultural competencies (82%);
- develop professionally (78%);
- develop personally (83%);
- be more effective working with diverse groups at their job (78%); and
- build mutually respectful relationships with colleagues and/or members of the public (76%).

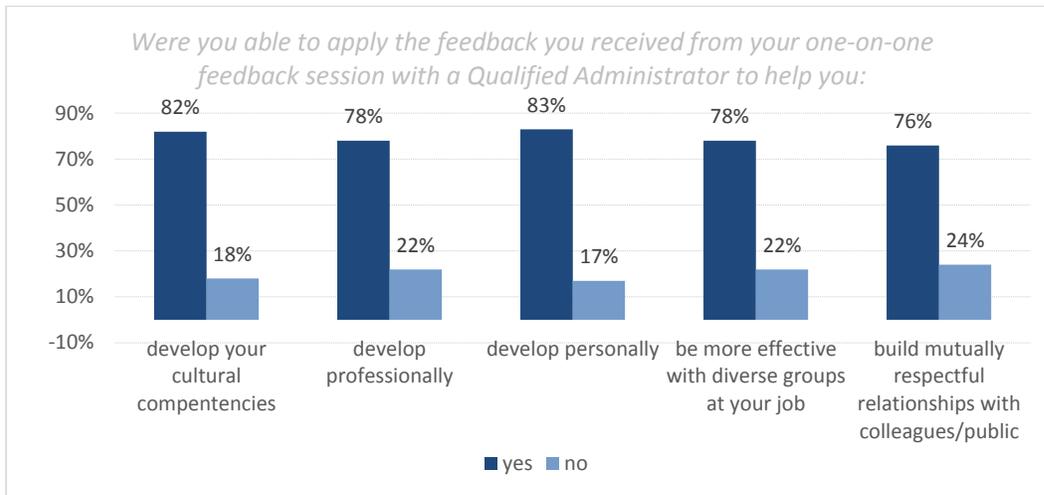


Figure 4: Were you able to apply the feedback you received from your one-on-one feedback session with a Qualified Administrator to help you: (N = 55)

Furthermore, most respondents appreciated the feedback sessions:

- 85% of respondents found the feedback received either ‘very helpful’ (22%) or ‘helpful’ (63%); and
- 84% of respondents said they would recommend participating in a feedback session with a Qualified Administrator to others.

The respondents who participated in feedback sessions were also more likely to see the benefits of the I.D.I. assessment tool than those who did not participate in a session. As shown in Figure 5:

- 85% compared to 70% either agreed or strongly agreed that the tool provided them with a greater understanding about intercultural competencies;
- 81% compared to 71% either agreed or strongly agreed that the tool helped them to be aware of their intercultural competencies and how they can affect their work; and
- 79% compared to 63% either agreed or strongly agreed that the tool helped them to recognize their own biases.

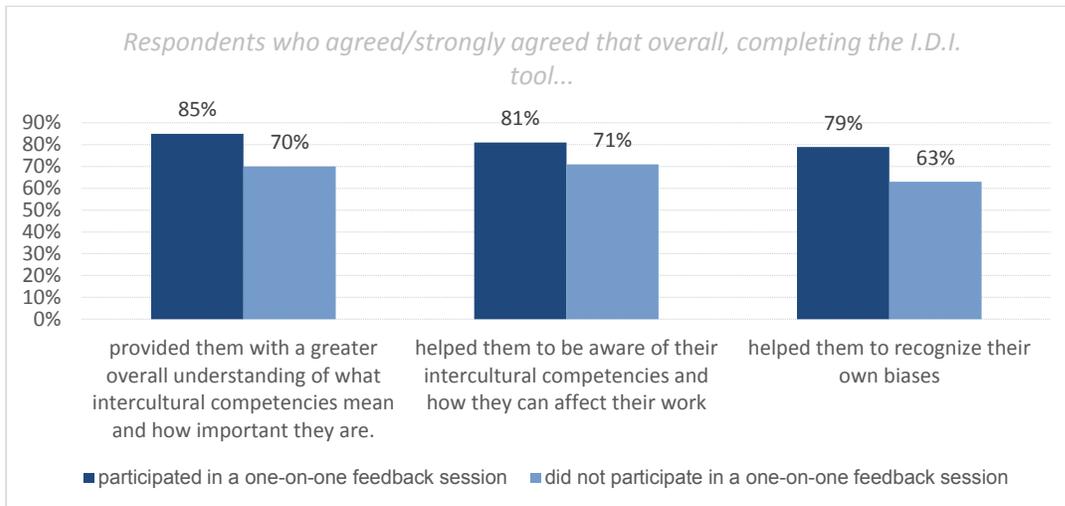


Figure 5: Respondents who agreed/strongly agreed that overall, completing the I.D.I. tool ...

Those who participated in a feedback session were also more likely to see the value of the I.D.I. tool at the organizational level than those who did not participate in a feedback session (Figure 6):

- 70% compared to 54% found the tool either helpful or very helpful to the Service in its efforts to become bias-free; and
- 64% compared to 53% found the tool either helpful or very helpful to the Service as a whole.

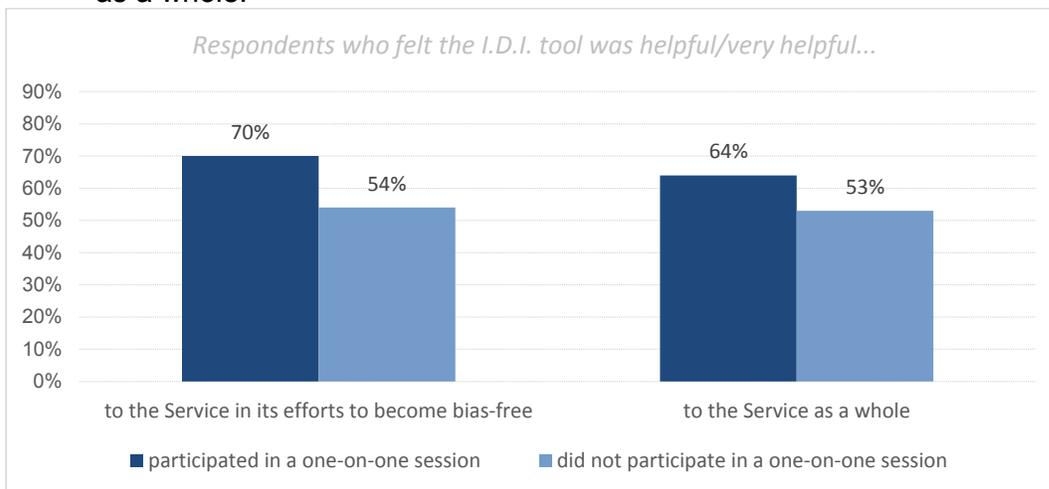


Figure 6: Respondents who felt that the I.D.I. tool was helpful/very helpful...

To understand the potential barriers to participating in feedback sessions, the survey asked the respondents who did not take a session to identify their main reasons for not participating. The main reasons provided were:

- “I received all the info I needed by completing the I.D.I. assessment tool” (23%);
- “No one got back to me when I tried to book a feedback session” (18%); and

- “I couldn’t find a time that worked for my schedule among the options offered (12%).

It is also important to note that about one quarter of the respondents (24%) did not remember if they participated in a feedback session.

3. Internal Qualified Administrators’ perspectives

The results in this section are based on a very small sample (10) as just under half of the 22 members trained as Qualified Administrators took the survey. Furthermore, most of them (7 out of 10) said they did not conduct any feedback sessions.

About half of the Qualified Administrators who completed the survey didn’t feel they were adequately trained for this role and were not sure about the benefit to the Service of having internal administrators:

- 6 out of 10 felt that the training received didn’t adequately prepare them to conduct feedback sessions; and
- 5 out of 10 were not sure whether it was helpful for the Service to have Qualified Administrators.

At the same time, more than half of the Qualified Administrators who completed the survey found being a Qualified Administrator helpful for their personal and professional development and said they would recommend it to others:

- 6 out of 10 felt that being a Qualified Administrator helped them develop professionally and be more effective working with diverse groups in their jobs;
- 7 out of 10 felt that being a Qualified Administrator helped them develop personally; and
- 8 out of 10 said they would recommend being a Qualified Administrator to others.

Appendix 3: Intercultural Development Inventory (I.D.I) Assessment Tool Survey Results - 2021 I.D.I. Program for Inspectors

This Appendix compiles the findings from the survey completed by the Inspectors who participated in the I.D.I. Program in 2021.

Methodology

In March 2021, Equity, Inclusion & Human Rights (EI&HR) together with Strategy Management developed and sent out a survey to the 49 Inspectors who participated in the I.D.I. Program in 2021. These officers completed both the I.D.I assessment tool and participated in a one-on-one feedback session with a Qualified Administrator from DiversiPro. The survey was designed to understand the participant's perspectives about the program and their experiences participating in the program.

The survey response rate was 55%, 27 members completed the survey.

Key findings:

1. Respondents' perspectives on the I.D.I. assessment tool

Inspectors were asked a range of questions to understand to what extent the I.D.I. assessment tool supported them with their intercultural competencies. As shown in Figure 1, the majority of respondents either 'agreed' or 'strongly agreed' that completing the I.D.I assessment tool:

- provided them with a greater overall understanding of what intercultural competencies mean and how important they are (69% agreed and 19% strongly agreed),
- helped them to be aware of their intercultural competencies and how they can affect their work (56% agreed and 19% strongly agreed), and
- helped them to recognize their own biases (48% agreed and 7% strongly agreed)

About four in ten, however, did not agree that completing the I.D.I. assessment tool helped them recognize their own biases (37% disagreed and 7 % strongly disagreed).

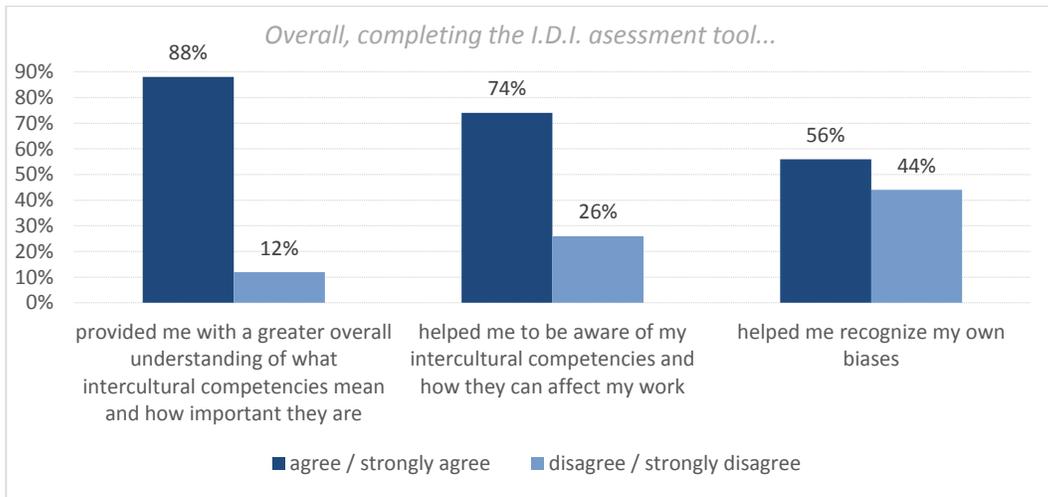


Figure 1: Overall, completing the I.D.I. assessment tool ... (N = 27)

Just over half (56%) of the respondents said they would recommend completing the I.D.I. assessment tool to others. About four in ten (44%), however, would not recommend completing the tool.

In addition to the relevance of the I.D.I. assessment tool at the individual level, the respondents were also asked about the usefulness of the tool at the organizational level.

As shown in Figure 2, just under half of the respondents (48%) felt the I.D.I. assessment tool was helpful to the Service as a whole and in its effort to become bias-free, whereas 41% felt it was unhelpful to the Service in these areas.

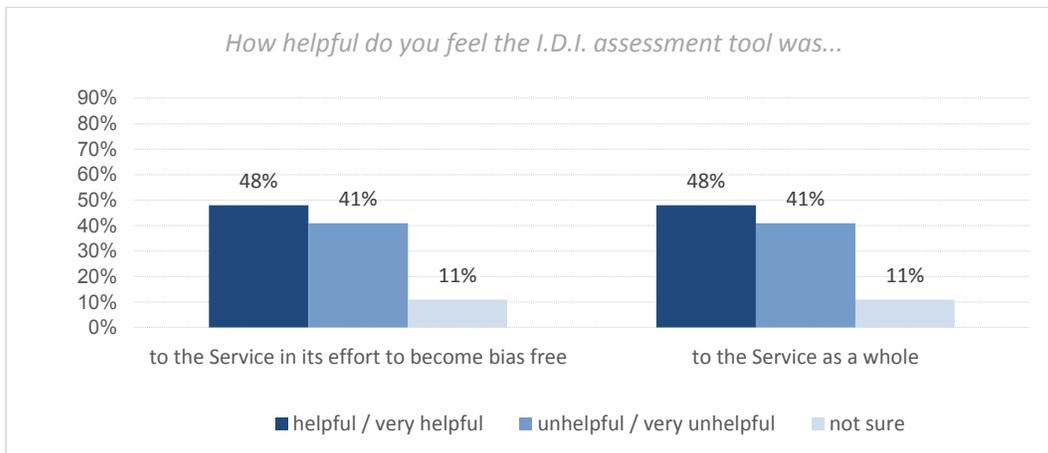


Figure 2: How helpful do you feel the I.D.I. assessment tool was ... (N = 27)

2. Respondents' perspectives on the feedback sessions

With respect to the one-on-one feedback sessions, almost all (93%) respondents felt that they were able to fully engage in the process, and approximately 8 in 10 (81%) felt they were able to connect the feedback they received during their session to their own experiences.

When asked, overall, how helpful did they find the feedback they received from their one-on-one feedback session with DiversiPro, almost three-quarters (74%) said they found it either helpful (52%) or very helpful (22%). A quarter, however, did not find the feedback helpful (Figure 3).

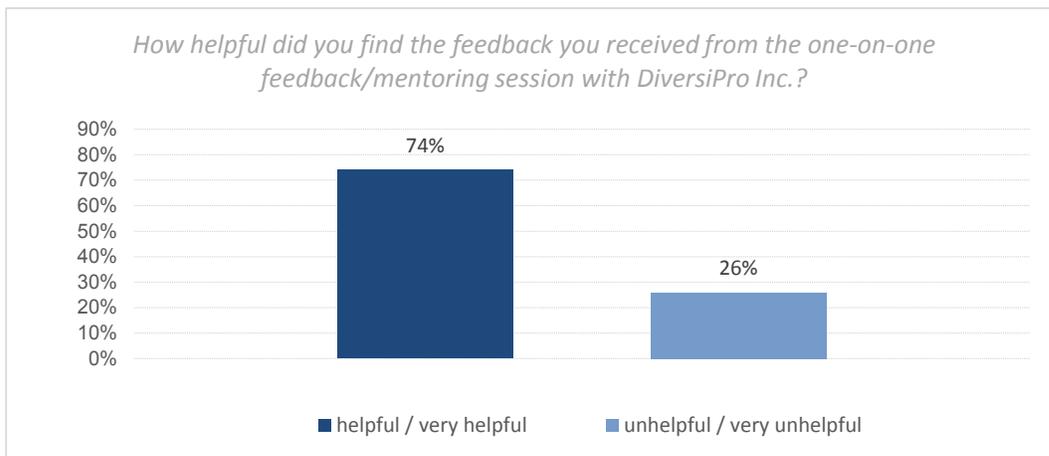


Figure 3: How helpful did you find the feedback you received from the one-on-one feedback/mentoring session with DiversiPro Inc.? (N = 27)

Roughly 6 in 10 respondents felt they will be able to apply the feedback they received from their one-on-one feedback session to help them (Figure 4):

- develop their cultural competencies (63%),
- develop professionally (59%),
- develop personally (63%),
- be more effective working with diverse groups at their job (56%), and
- build mutually respectful relationships with colleagues and/or members of the public (59%).

Roughly 4 in 10, however, felt they would not be able to apply the feedback in any of the areas mentioned above (Figure 4).

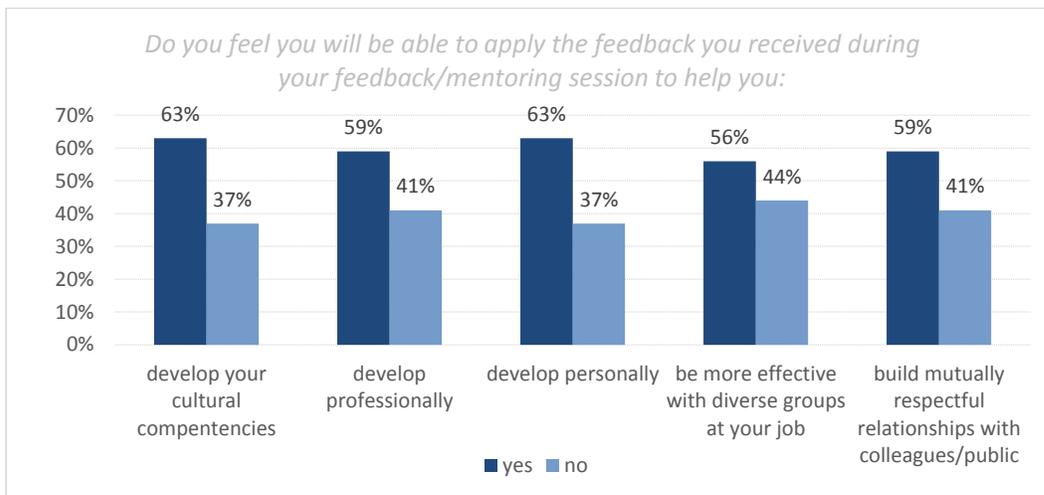


Figure 4: Do you feel you will be able to apply the feedback you received during your one-on-one feedback/mentoring session to help you: ... (N = 27)

Just under two-thirds of respondents (63%) said that, based on their experience, they would recommend participating in a one-on-one feedback session to others. Over one third, however, would not recommend the session to others.

3. Respondents' perspectives on the overall program

As shown in Figure 5, roughly 6 in 10 respondents felt that participating in the overall I.D.I Program helped them improve their skills and/or knowledge regarding intercultural competencies (63%) and to apply these skills and/or knowledge to their work (59%). At the same time, about 4 in 10 respondents felt that participating in the Program did not help them improve their skills and/or knowledge regarding intercultural competencies (37%) and to apply these skills and/or knowledge to their work (41%).

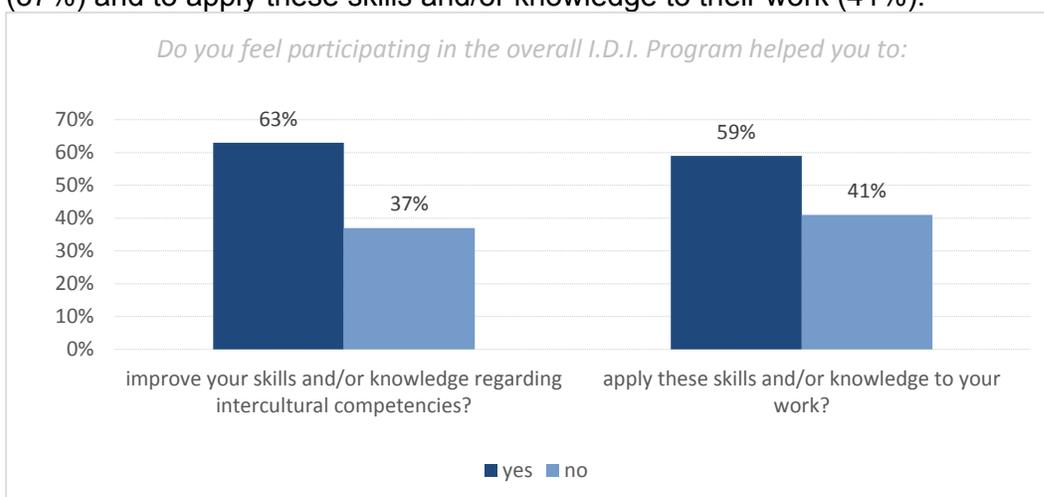


Figure 5: Do you feel participating in the overall program helped you to: ... (N = 27)

Just under two-thirds of respondents also felt the I.D.I. Program was either helpful (15%) or very helpful (48%) for their own development. Over one third, however, felt the Program was neither helpful (33.3%) nor very helpful (3.7%).

Respondents were also asked how important they felt the overall I.D.I Program is for leaders of the Toronto Police Service. As shown in Figure 6, approximately one-quarter (26%) said it was very important and just under half (48%) said it was somewhat important. About one-quarter (26%) felt it was not very important to the Service.

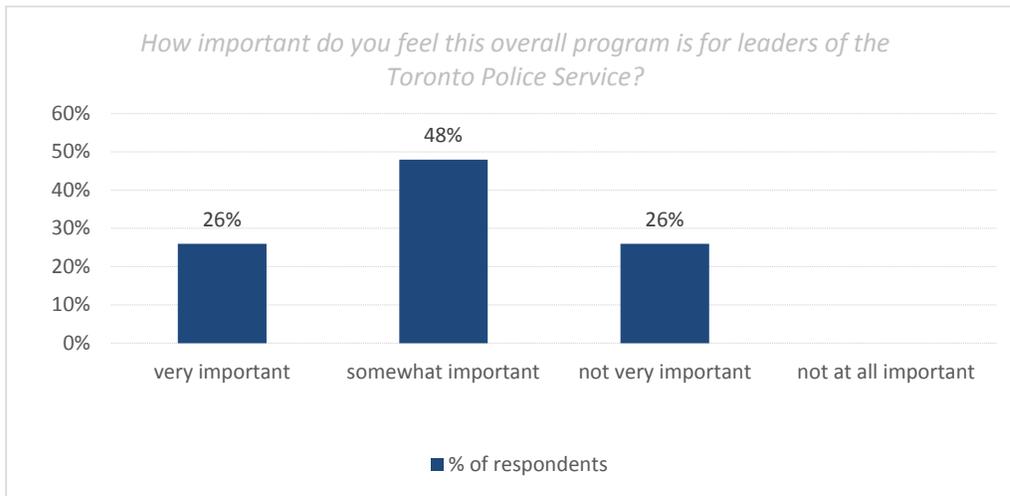


Figure 6: How important do you feel this overall program is for leaders of the Toronto Police Service? (N = 27)

Most respondents (81%) said there weren't any areas they hoped would have been covered in the I.D.I. Program that were not. However, of those who said there were, the feedback highlighted the need for the Program to provide more specificity and flexibility:

- *“I had hoped the IDI would have helped me to learn to develop others and bring them along on the spectrum. I was also hoping the IDI would help me to understand which cultures I needed to be more accepting of”;*
- *“specific cultures”;* and
- *“The questions were structured for canned/inflexible selections, and the consequent report offered a canned/inflexible “assessment” of assumed behaviours. It is only during the prescribed one-on-one session that any meaningful dialogue can occur, and that may only reinforce held or perceived assumptions. The human contact held more value than an IDI questionnaire that didn't break the surface for meaningful feedback for self-improvement ideas.”*

The open-ended survey questions also provided the respondents with the opportunity to provide more insights into the I.D.I. Program and the types of supports they find helpful in their roles:

- **I.D.I. Program – an opportunity for reflection and honest conversations through one-on-one sessions:**
 - In general, respondents appreciated the Program as an opportunity for reflection on own perceptions and biases: *“Very helpful in providing introspection to improve and strive towards reaching the mindset of being adaptable”, “It provides an opportunity for you to reflect on your thoughts and perceptions...”, “Opens your eyes and understanding into how you perceive and deal with other cultures”.*
 - The one-on-one sessions were appreciated as an opportunity to better understand the assessment and to have an honest conversation: *“The tool itself is insightful, but the one-on-one debrief/counselling really brings it full circle”, “It was helpful having the follow up conversation and have an honest conversation about how to move forward and where I am on the continuum”, “The one-on-one was where I learned the most”.*
- **I.D.I. Program – too generic and not providing concrete support:**
 - At the same time, the respondents emphasized that the Program was too generic and many did not feel they received concrete support: *“It did not provide specific direction, it was too generic”, “Overall, I do not believe that the process provided a substantial outcome to justify the investment”, “It does not significantly help an individual unpack the ‘why’ behind some behaviour or mindset. This process barely investigates deep reflection of one’s intercultural development. In my opinion, the IDI is delivering the ingredients without providing the recipe and/or cooking instructions”.*
- **Types of supports related to diversity, equity, cultural awareness and human rights to help members in their roles:**
 - **Concrete supports:** When asked about the kinds of supports that would be helpful in their roles, the respondents emphasized the need for concrete supports such as: advice on specific cultures and/or customs, how to handle human rights complaints with practical scenarios, skillsets to prep them to understand, accept and support inclusiveness.
 - **Rely on internal resources and structures:** Respondents also emphasized the need to rely on and utilize the internal resources and existing structures to get the supports they need such as: consultations with E.I.H.R., various Internal Support Networks and Community Consultative Committees, champions who identify with specific cultures and would like to share their experiences and teach their colleagues.



Toronto Police Services Board Report

March 11, 2021

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

Subject: 2020 Operating Budget Variance for the Toronto Police Service, Year Ending December 31, 2020

Recommendation:

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto (City) Chief Financial Officer and Treasurer, for information and inclusion in the City's overall variance report to the City's Budget Committee.

Financial Implications:

At its December 16, 2019 meeting, the Board approved the Toronto Police Service's (Service) budget request at \$1,076.2 million (M) (Min. No. P237/19 refers).

Subsequently, City Council, at its February 19, 2020 meeting, approved the Service's 2020 operating budget request at the same amount.

For the year ended December 31, 2020, the Service achieved a favourable net operating variance of \$2.6M.

Background / Purpose:

The purpose of this report is to provide the Board with the Service's 2020 final year-end operating budget variance.

Discussion:

COVID-19:

Since mid-March, the COVID-19 pandemic greatly impacted how the Service conducts its operations and has altered demands for service. Specifically:

- Service facilities have been closed to the public;
- most courts were shut down for a period of time;
- City special events were cancelled;
- members were in self-isolation for periods of time;
- personal protective equipment purchases increased substantially;
- new social distancing rules were created that require enforcement; and
- workplace adjustments to prevent COVID-19 spread were and continue to be made.

Despite the foregoing, the Service was still required to provide responsive public safety services to the communities we serve. This resulted in both service delivery challenges and financial impacts.

The year-end net favourable financial impact due to COVID-19 was \$9.7M. This was mainly due to premium pay costs savings as a result of courts being closed and reduced medical/dental costs due to service providers being closed during portions of the pandemic.

Pandemic impacts included:

- an increase in the lieu banks of members taking less time off, causing a financial pressure;
- additional vacation pay liability at year end due to greater vacation carry-forwards;
- the on-going need for personal protective equipment, sanitizer, decontamination supplies, enhanced cleaning services, etc.; and
- changes that were required to work processes and public spaces to protect the health and safety of our members and the public.

These financial impacts and the Service's response to them are discussed in more detail below.

Financial Controls Already Implemented:

In the Service's COVID-19 response, several steps were taken to ensure that cost containment measures were put in place, balancing operational need with fiscal discipline:

- *Incident Command Model* – as part of the incident command system model, the Service's Emergency Management and Public Order (E.M.P.O.) unit was set up in the COVID-19 Command Centre to oversee all COVID-19 related non-salary

purchases. This ensures that the Service has a coordinated approach for approving and securing the supplies, equipment and services necessary for our response, and that all purchases are operationally necessary and in line with the Service's response strategy.

- Emergency Purchases Justification Form – a form was developed by the Finance & Business Management unit for emergency purchases (non-competitive purchases greater than \$5,000 and competitive purchases greater than \$25,000). This form is completed by the Incident Command Centre and has multi-purposes, such as:
 - ensuring all steps have been taken to identify synergies or the availability of required items within the Service first before purchasing them;
 - outlining why the item is urgent and operationally necessary at this time for the purposes of addressing public and member health and safety;
 - addressing where the items will be used, if applicable, after the COVID-19 response;
 - justifying, if applicable, why a non-competitive purchase was necessary; and
 - ensuring all appropriate reviews and approvals for the purchases.
- Civilian Hiring – All vacant civilian positions were reviewed before starting the hiring process, to determine if filling the position could be put on hold or deferred. Only those positions that were deemed critical from a service, risk mitigation, cost savings or legislated perspective were posted. The impact of the COVID-19 pandemic on the position was also considered in terms of the immediate need to fill the position.

Some mass hiring classes were put on hold such as Auxiliaries and the Youth In Policing Initiative (Y.I.P.I.), and other classes were deferred to later in the year (e.g. District Special Constables) to better balance resources with service demands.

- Vacation – In an effort to address wellness and contain costs, the Command team encouraged all members to use their vacation time where operationally feasible. Members were instructed to meet with supervisors to discuss the use of both 2020 vacation and carry-over time from 2019.
- Travel - All non-essential travel was put on hold.
- Training - was limited to where it is required for policing or to maintain required designations and certifications.

Additional Controls and Offset Measures:

Other measures considered to control expenditures and offset costs for 2020 and into 2021 include:

- the need for new or continued contract resources;
- reductions/deferrals in the Service’s capital program; and
- review of accounts to determine whether any spending can be reduced or deferred without creating risks or service implications.

The following chart summarizes the variance by expenditure and revenue category, and provides the COVID-19 impact for each category. Details regarding these categories are discussed in the section that follows.

Category	2020 Budget (\$Ms)	Year-End Actual (\$Ms)	Non COVID-19 Fav / (Unfav) (\$Ms)	COVID-19 Fav / (Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Salaries	\$807.7	\$798.0	\$6.1	\$3.6	\$9.7
Premium Pay	\$49.6	\$54.7	(\$16.6)	\$11.5	(\$5.1)
Benefits	\$224.8	\$214.3	\$5.5	\$5.0	\$10.5
Non Salary	\$83.6	\$75.1	\$11.3	(\$2.8)	\$8.5
Contributions to / (Draws from) Reserves	\$19.4	\$39.5	(\$20.1)	\$0.0	(\$20.1)
Revenue	(\$109.0)	(\$101.6)	\$0.2	(\$7.6)	(\$7.4)
Total Net Before Grants	\$1,076.1	\$1,080.0	(\$13.6)	\$9.7	(\$3.9)
Net Impact of Grants	\$0.1	(\$6.4)	\$6.5	\$0.0	\$6.5
Total	\$1,076.2	\$1,073.6	(\$7.1)	\$9.7	\$2.6

Salaries:

Salaries were underspent by \$9.7M.

Salaries	2020 Budget (\$Ms)	Year-End Actual (\$Ms)	Non COVID-19 Fav / (Unfav) (\$Ms)	COVID-19 Fav / (Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Uniform	\$598.6	\$596.2	\$1.8	\$0.6	\$2.4
Civilian	\$209.1	\$201.8	\$4.3	\$3.0	\$7.3
Total Salaries	\$807.7	\$798.0	\$6.1	\$3.6	\$9.7

Uniform Officers - The 2020 approved budget included funding for 341 uniform hires and assumed that there would be 230 uniform officer separations during the year. Total hires were 213 and the final year-end separations totalled 199. The budgeted vs actual hires is shown below.

Timing	Budgeted	Actual	Difference
April	60	60	0
August	126	78	(48)
December	130	50	(80)
Laterals	25	25	0
Total	341	213	(128)

The reduction in hires in August, as compared to budget, was due mainly to fewer separations in the early part of the year. The reduction in hires in December was a result of a decrease in average planned deployment levels during the 2021 operating budget process (4,988) as compared to what was forecast for 2021 during the 2020 budget process (5,038).

COVID-19 Impact - The Service budget included ten lateral hires from other police services in May 2020. Due to COVID-19, these police services were not able to provide the necessary background information to the Service that is required to process the applications for these lateral hires. As a result, these lateral hires were replaced with cadets in the August class, resulting in a net savings of \$0.6M.

Civilians - The 2020 approved budget included funding to continue the hiring of Special Constables, Communications Operators and Bookers to approved staffing levels. In addition, funding was included to backfill civilian vacancies such as Court Officers and information technology staff and to continue hiring in support of transformation initiatives. While the Service continued to fill critical positions, many of the positions were filled through internal promotions thereby creating other vacancies. In addition, a greater than anticipated number of civilians were successful in obtaining cadet positions in the December 2019 and April 2020 recruit classes. While the Service significantly ramped up its hiring capacity in the weeks before COVID-19, it took longer than anticipated to staff some positions and to backfill current year separations and internal movements. Therefore, civilian salaries were underspent by \$4.3M. The longer than anticipated hiring timelines have, however, resulted in civilian premium pay pressures (pre-pandemic) as described below. In addition, deferring the filling of positions to help mitigate the financial pressure on the Service and not being able to fill key vacancies in a timely manner, resulted in operational service pressures and increased risk in those areas where the vacancies reside, and impacted work on some projects/initiatives. While overtime has been approved to ensure key services continued to be provided, this is not a sustainable solution from a financial and employee wellness perspective.

COVID-19 Impact - The Service limited hiring to priority vacancies in order to contain costs and not add to the budget pressures at the City. However, due to the past hiring freeze, the Service had a high vacancy rate and had to continue to fill required positions in order to effectively operate and support the delivery of core public safety services. With social distancing, personal contact was greatly reduced or eliminated, and

therefore the Service had to conduct interviews and background assessments over the phone or through video conference. This process took longer and the timing of hires was thereby delayed. As a result of the foregoing, the Service had an additional favourable variance of \$3.0M in civilian salaries as a result of the pandemic.

Premium Pay:

Premium pay was overspent by \$5.1M.

Premium Pay	2020 Budget (\$Ms)	Year-End Actual (\$Ms)	Non COVID-19 Fav / (Unfav) (\$Ms)	COVID-19 Fav/(Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Uniform	\$44.4	\$46.2	(\$12.0)	\$10.2	(\$1.8)
Civilian	\$5.2	\$8.5	(\$4.6)	\$1.3	(\$3.3)
Total Premium Pay	\$49.6	\$54.7	(\$16.6)	\$11.5	(\$5.1)

Premium pay is incurred when staff are required to work beyond their normal assigned hours, such as for:

- extended tours of duty (e.g. when officers are involved in an arrest at the time their shift ends);
- court attendance scheduled for when the officer is off-duty; and
- call-backs (e.g. when an officer is required to work additional shifts to ensure appropriate staffing levels are maintained or for specific initiatives).

The Service’s ability to deal with and absorb the impact of major unplanned events (e.g. demonstrations, emergency events, and homicide / missing persons) relies on the utilization of off-duty officers which results in premium pay costs.

The 2020 operating budget included an opening premium pay pressure of approximately \$20M, as the Service experienced an unfavourable premium pay variance of \$14.1M in 2019 and the Service’s approved 2020 operating budget included a \$6.0M decrease to the premium pay budget. For uniform premium pay, it was anticipated that moving to new shift schedules and filling more vacancies would help reduce the requirement for premium pay. The implementation of the new shift schedules, along with an increase in divisional staffing levels as compared to 2019, contributed to a reduction in divisional call-backs, resulting in some premium pay savings. However, these savings were partially offset by increases in premium pay spending in investigative units to conduct criminal investigations. Uniform premium pay was therefore still overspent by \$12M. While premium pay is still required to meet service demands, this level of premium pay expenditure is not sustainable from a financial, operational and member well-being perspective.

Additional premium pay was also incurred as units addressed critical workload issues resulting from a significant number of civilian staff vacancies across the Service. Civilian overtime and call-backs are authorized when required to ensure deadlines are met, key service levels maintained, and tasks completed in order to ensure risks are mitigated and additional hard dollar costs are avoided. Civilian premium pay was overspent by \$4.6M. The higher than budgeted civilian premium pay expenditures were fully offset by savings in civilian salaries.

COVID-19 Impact - Due to court closures for part of the year and reduced special events, the Service had significant savings (\$11.5M) in premium pay as result of the pandemic. These savings in premium pay, realized as a result of the pandemic, have allowed the Service to substantially offset the significant premium pay pressures faced by the Service in 2020 – however, this is not sustainable.

Benefits:

Benefits were underspent by \$10.5M.

Benefits	2020 Budget (\$Ms)	Year-End Actual (\$Ms)	Non COVID-19 Fav / (Unfav) (\$Ms)	COVID-19 Fav/(Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Medical / Dental	\$44.5	\$39.7	\$0.0	\$4.8	\$4.8
O.M.E.R.S. / C.P.P. / E.I. / E.H.T.	\$139.4	\$137.8	\$1.4	\$0.2	\$1.6
Sick Pay Gratuity /C.S.B./L.T.D.	\$21.5	\$17.0	\$4.5	\$0.0	\$4.5
Other (e.g., W.S.I.B., life insurance)	\$19.4	\$19.8	(\$0.4)	\$0.0	(\$0.4)
Total Benefits	\$224.8	\$214.3	\$5.5	\$5.0	\$10.5

Favourable variances in the O.M.E.R.S. /C.P.P. /E.I. /E.H.T. category totalled \$5.5M and resulted from reduced civilian staffing levels. The favourable variances in Sick Pay Gratuity/ C.S.B/L.T.D were offset by reduced draws from reserves.

COVID-19 Impact - The Service saw a reduction in-group benefit costs associated with physiotherapy, chiropractor, massages, and non-emergency dental services as social distancing resulted in the reduction or closure of many of these services. This, along with a \$0.2M reduction in statutory benefits, saved an additional \$5.0M.

Non-Salary:

Non-salary expenditures were underspent by \$8.5M.

Non Salary	2020 Budget (\$Ms)	Year-End Actual (\$Ms)	Non COVID-19 Fav / (Unfav) (\$Ms)	COVID-19 Fav/(Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Vehicles (e.g. gas, parts)	\$13.3	\$12.1	\$1.6	(\$0.4)	\$1.2
Information Technology	\$31.2	\$32.1	(\$0.3)	(\$0.6)	(\$0.9)
Contracted Services	\$13.0	\$6.5	\$6.5	\$0.0	\$6.5
Uniforms and outfitting	\$9.4	\$9.5	(\$0.1)	\$0.0	(\$0.1)
Other	\$16.7	\$14.9	\$3.6	(\$1.8)	\$1.8
Total Non Salary	\$83.6	\$75.1	\$11.3	(\$2.8)	\$8.5

The favourable variance in vehicles was mainly a result of lower than budgeted gasoline costs. The unfavourable variances in information technology costs were offset from recoveries and fees. The offsetting favourable variances can be found in the Revenues section below. A portion of the budget for Contracted Services is funded from reserves (e.g. legal and modernization) and these type of expenditures can fluctuate from year to year. However, these fluctuations usually have a net zero budget impact as variances in accounts funded from reserves have the exact opposite impact on the associated draws from reserves. The favourable variance in Other (e.g. office supplies, training, business travel, equipment) was a result of the Service reducing expenditures wherever possible in order to avoid adding to the City's overall financial pressures.

COVID-19 Impact - The Service needed to ensure its members had the equipment and supplies to keep them and the community safe as they do their work. As a result, there was an on-going need to purchase gloves, masks, sanitizer and other supplies, equipment and services to keep our members, their workspace, their vehicles and equipment, free from contamination. All of these measures required funds that were not budgeted and therefore had to be absorbed, causing a pressure for the Service.

In order to enhance health and safety in the workplace, other actions to protect our members and enable physical distancing were taken. These measures required the installation of protective barriers and the reconfiguration of the workspace in some areas, as well as the expanded use of one-person patrol vehicles. These measures were not included in the Service's budget and therefore caused a COVID-19 related financial pressure.

Contributions to / (Draws from) Reserves:

The final variance in this category is \$20.1M unfavourable.

Reserves Category	2020 Budget (\$Ms)	Year-End Actual (\$Ms)	Non COVID-19 Fav / (Unfav) (\$Ms)	COVID-19 Fav/(Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Contribution to Reserves:					
Collective Agreement Mandated - Central Sick, Sick Pay Gratuity & Post-Retirement Health	\$17.1	\$17.1	\$0.0	\$0.0	\$0.0
Legal	\$0.9	\$0.9	\$0.0	\$0.0	\$0.0
Insurance	\$10.2	\$10.2	\$0.0	\$0.0	\$0.0
Vehicle & Equipment	\$22.3	\$22.3	\$0.0	\$0.0	\$0.0
Contribution to Reserves	\$50.5	\$50.5	\$0.0	\$0.0	\$0.0
Draws from Reserves:					
Collective Agreement Mandated - Central Sick, Sick Pay Gratuity & Post-Retirement Health	(\$22.9)	(\$11.0)	(\$11.9)	\$0.0	(\$11.9)
Legal & Modernization	(\$8.2)	\$0.0	(\$8.2)	\$0.0	(\$8.2)
Draws from Reserves	(\$31.1)	(\$11.0)	(\$20.1)	\$0.0	(\$20.1)
Contributions to / (Draws from) Reserves	\$19.4	\$39.5	(\$20.1)	\$0.0	(\$20.1)

As part of the annual operating budget process, the Board and Council approve contributions to and draws from reserves. The various reserves are established to provide funding for anticipated expenditures to be incurred by the Service, and to avoid large swings in costs from year to year. The Service contributes to and/or draws from the following reserves: City Sick Pay Gratuity; City Insurance; Vehicle and Equipment; Central Sick; Post-Retirement Health; Cannabis; Modernization; and Legal.

In 2020, the Service made all required contributions to its reserves. However, there was a \$20.1M unfavourable variance in draws from reserves. Two separate factors contributed to this unfavourable variance. Firstly, reduced spending in reserve-funded expenditures meant that the corresponding draw was also reduced. For example, sick pay gratuity costs were less than planned, therefore the draw was less than planned, resulting in a net zero variance. The second contributing factor was a result of not fully drawing from the reserve funding sources, taking into account the need to balance funding for the current year with the need to help sustain the future health of the reserves. Outlined below, are the actions taken regarding the Post-Retirement Health, Legal, Modernization, Cannabis and Central Sick reserves.

In order to come in at a zero percent increase for the 2021 Operating budget, the Service made a number of balancing actions to offset the 2021 budget pressures. These actions included reductions to the 2021 budgeted reserve contributions for the Post-Retirement Health reserve. However, the cost of the Post-Retirement Health Reserve benefit is projected to increase significantly in the coming years. As a result, the Service did not make any draws from this reserve during 2020, resulting in an

unfavourable revenue variance of \$1.7M. This allows the Service to continue to maintain the adequate funds in this reserve.

The Service had initially planned to increase the contribution to the legal reserve in 2021. However, the 2021-budgeted contribution to the Legal reserve was ultimately kept at 2020 levels. As legal costs can vary significantly from year to year, the Service did not make any of the \$0.8M in eligible draws from the Legal reserve during 2020, thereby maintaining an adequate balance going into 2021.

The Modernization reserve was established in 2017 to provide a source of funding to help enable modernization and transformation initiatives so that the Service can achieve a more effective, efficient and value added police service. In Council's approval of this reserve, the purpose statement allowed contributions to be made only through any year-end surplus funds of the Service. As modernization and reform initiatives are expected to be ongoing, the Service withdrew none of the eligible \$0.1M in spending in order to keep sufficient funding to meet requirements in 2021 and future years.

The Service developed a framework for measuring and tracking the impact of cannabis legalization on the Service, which includes, but is not limited to the following:

- targeting illegal dispensaries;
- training;
- impact on front-line demands; and
- processing and destruction of seized cannabis.

For 2020, \$0.4M was spent on cannabis related enforcement, closure of illegal dispensaries, training and destruction of seized cannabis. The Ministry of Finance has provided funds to the City from the Ontario Cannabis Legislation Implementation Fund (O.C.L.I.F.), which the City has placed in reserve. Municipalities must use their O.C.L.I.F. funding to address the implementation costs that directly relate to the legalization of recreational cannabis. The balance of O.C.I.F. funding is limited to the amounts contributed to by the Province. In order to maintain funds in the reserve to meet future requirements, zero funds were withdrawn during 2020.

In order to achieve a zero percent increase in the 2021 Service-wide Operating budget, the 2021-budgeted contribution to the Central Sick reserve was cut in half. As a result, the Service did not make any draws from this reserve during 2020, resulting in an unfavourable revenue variance of \$4.2M. This allows the Service to continue to maintain the adequacy of funds in this reserve.

Revenue:

Revenues were \$7.4M unfavourable.

Revenue Category	2020 Budget (\$Ms)	Year-End Actual (\$Ms)	Non COVID-19 Fav / (Unfav) (\$Ms)	COVID-19 Fav/(Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Provincial Recoveries	(\$52.3)	(\$52.3)	\$0.0	\$0.0	\$0.0
Fees and Recoveries (e.g., paid duty, secondments, and reference checks.)	(\$31.3)	(\$25.6)	\$1.9	(\$7.6)	(\$5.7)
Paid Duty - Officer Portion	(\$24.7)	(\$23.4)	(\$1.3)	\$0.0	(\$1.3)
Miscellaneous Revenue	(\$0.7)	(\$0.3)	(\$0.4)	\$0.0	(\$0.4)
Total Revenues	(\$109.0)	(\$101.6)	\$0.2	(\$7.6)	(\$7.4)

Year to date recoveries to mid-March for the paid duty administrative fees and reference checks were greater than expected. As a result, the Service had anticipated a favourable variance in fees and recoveries prior to COVID-19. Additional favourable variances in fees and recoveries were to fund specific associated expenditures.

COVID-19 Impact – A large portion of the unfavourable variance, \$3.3M, is associated with recoverable premium pay for officer off-duty attendance at Provincial Offenses Act courts, which are currently closed. The loss of this recovery resulted in a net zero variance, as premium pay spending was favourable by the same amount. The remaining unfavourable variance of \$4.3M was from other items such as criminal reference checks and paid duty administrative fees, as there was less demand for paid duties and vulnerable sector screenings.

Grants:

The net favourable variance for Grants was \$6.5M.

Grants	2020 Budget (\$Ms)	Year-End Actual (\$Ms)	Non COVID-19 Fav / (Unfav) (\$Ms)	COVID-19 Fav/(Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Expenses:					
Guns & Gangs	\$5.0	\$1.8	\$3.2	\$0.0	\$3.2
Community Safety & Policing	\$0.0	\$7.7	(\$7.7)	\$0.0	(\$7.7)
Other	\$0.0	\$1.8	(\$1.8)	\$0.0	(\$1.8)
Total Grant Expenses	\$5.0	\$11.3	(\$6.3)	\$0.0	(\$6.3)
Revenues:					
Guns & Gangs	(\$4.9)	(\$5.2)	\$0.3	\$0.0	\$0.3

Community Safety & Policing	\$0.0	(\$10.3)	\$10.3	\$0.0	\$10.3
Other	\$0.0	(\$2.2)	\$2.2		\$2.2
Total Grant Revenues	(\$4.9)	(\$17.7)	\$12.8	\$0.0	\$12.8
Net Impact From Grants	\$0.1	(\$6.4)	\$6.5	\$0.0	\$6.5

Grant funding generally results in a net zero variance, as funds are provided for expenditures to achieve specific purposes. However, a net favourable variance was achieved in this category since a number of permanent, funded positions were assigned to provincially supported programs and as a result were covered by the grant, and therefore these positions were not all backfilled. Savings were realized due to the following grants: Guns and Gangs (\$3.5M), Community Safety & Policing (\$2.6M) and the Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet (\$0.4M). Efforts are being made to backfill positions through adjustments in the hiring strategy that will take into consideration the timing of the grant terms, in order to alleviate the resource strain from these programs.

The Service is sometimes aware of grant opportunities prior to budget approval; however, revenue and expenditure budgets cannot be set up if the grant contracts are not approved. In addition, as the provincial fiscal year ends on March 31, versus December 31 for the Service, unspent provincial grant funding from 2019 is carried forward into the first quarter of 2020. The amounts being carried forward are not finalized until well after year-end. As a result, the base budgets for grants are often zero and the grants are reflected as in year funding, unless they are multi-year grants with assured funding and can be budgeted yearly.

COVID-19 Impact - There were no changes in grant funding due to COVID-19.

Conclusion:

The Service's 2020 year-end surplus is \$2.6M. This amount will be returned to the City. The financial impacts of COVID-19 resulted in a favourable variance \$9.7M. These savings, due to COVID-19, allowed the Service to substantially offset pressures, to come in at a year-end surplus. However, these savings will not continue and the level premium pay expenditures against the premium pay budget will therefore continue to create a significant funding pressure for the Service.

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

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*original copy with signature on file in Board office



Toronto Police Services Board Report

March 10, 2021

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

**Subject: Capital Budget Variance Report for the Toronto Police Service -
Period Ending December 31, 2020**

Recommendations:

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto's (City) Chief Financial Officer and Treasurer for information and inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

Toronto City Council (Council), at its meeting of February 19, 2020, approved the Toronto Police Service's (Service) 2020-2029 capital program at a net amount of \$21.7Million (M) and gross amount of \$50.3M for 2020 (excluding carry forwards), and a 10-year total of \$202.9M net and \$587.2M gross. Please see Attachment A for more details.

Table 1 – Summary of 2020 Budget and Expenditures

Category	2020 Gross (M's)	2020 Net (M's)
2020 approved program excluding carry forward	\$50.3	\$21.7
2019 carry forwards	\$29.9	\$14.8
Total 2020 available funding	\$80.3	\$36.5
2020 Projection	\$53.8	\$19.2
Variance to available funding	\$26.5	\$17.2
Carry forward to 2021	\$20.0	\$12.1
Spending rate	67%	53%

Note: due to rounding, numbers presented may not add up precisely

The 2020 gross spending rate is 67%. From the 2020 gross under-expenditure of \$26.5M, \$20M will be carried forward to 2021 and the remaining balance of \$6.5M will be returned to the City or the Vehicle and Equipment reserve.

Table 2 - Summary of 2020 funding that will be returned to the City

Project name	Amount (000's)	Source of Funding	Reason
State-of-Good-Repair (S.O.G.R.)	\$1,350.0	Capital From Current (C.F.C.) funding	As per City's direction to find offsetting savings from C.F.C. this project was slowed down
Peer to Peer Site	\$288.9	Debt funding; will be returned to the City	Project completed below budget
TPS Archiving and Connected Officer	\$39.3	Debt funding; will be returned to the City	Project completed below budget
32 Division	\$2,477.3	Debt & Development Charges (D.C.) funding; will be returned to the City	Project cancelled
12 Division Renovation	\$375.0	Debt funding; will be returned to the City	Project cancelled
Automated Fingerprint Identification System	\$1,472.0	C.F.C. funding; will be returned to the City	Project completed below budget
Additional Vehicles & Property Racking	\$139.7	Debt funding; will be returned to the City	Project completed below budget
Connected Officer, Livescan, Divisional Parking Lot Network, Closed Circuit Television	\$299.1	Vehicle and Equipment Reserve – will be returned to the Reserve	Project completed below budget
Total	\$6,441.3		

Background / Purpose:

The purpose of this report is to provide the Board with the status of the Service's capital projects as at December 31, 2020.

COVID-19 Impact on Capital projects:

In an effort to offset the City's financial pressures stemming from decreased revenues and increased costs from COVID-19, City Finance staff have requested that all Agencies, Boards, Commissions and Departments (A.B.C.D.s) review their capital programs for potential deferral of non-essential projects and cancellation of projects without a firm economic justification, and if contractually possible.

To this end, and as a result of COVID-19 and other developments, the Service is continuously reviewing all of the projects in our current capital program, to determine if they are still required and whether they should be revised, delayed, deferred or cancelled. Savings that have been found to date to help manage the City's pressures are identified in this variance report.

Discussion:

Attachment A provides the Service's approved 2020-2029 capital program.

Attachment B provides the Service's variance report as at December 31, 2020 with a status summary of the ongoing projects from 2019 as well as project description and status for projects that started in 2020.

Key Highlights / Issues:

As part of its project management framework, the Service tracks the project risk and issues to determine the status and health (i.e. Green, Yellow, and Red) of capital projects. The overall health of each capital project is based on budget, schedule and scope considerations. The colour codes are defined as follows:

- Green - on target to meet project goals (scope/functionality), on budget and schedule and no corrective action is required
- Yellow - at risk of not meeting certain goals, some scope, budget and/or schedule issues, and minimal corrective action is required
- Red - high risk of not meeting goals, significant scope, budget and/or schedule issues, and extensive corrective action is required.

Table 3 - 2020 Capital Budget Variance Report as at December 31, 2020 (\$000s)

Project Name	2020 Cash Flow		Variance (Over)/ Under	Spending Rate	Carry Forward to 2021	Overall Project Health
	Available to Spend	Projected Actuals				
Debt - Funded Projects						
Facility Projects:						
54/55 Divisions Amalgamation	1,000.0	91.5	908.5	9%	908.5	Red
41 Division	2,154.0	503.6	1,650.4	23%	1,650.4	Red
32 Division Renovation	2,500.0	22.7	2,477.3	1%	0.0	Cancelled
12 Division	375.0	0.0	375.0	0%	0.0	Cancelled
Communication Center Consulting	500.0	0.0	500.0	0%	500.0	Red
Peer to Peer Site	285.1	-3.8	288.9	-1%	0.0	Green
District Policing Program - District Model	2,326.6	1,327.3	999.3	57%	999.3	Yellow
Information Technology Modernization Projects:						
Transforming Corporate Support	1,717.6	341.4	1,376.3	20%	1,376.3	Yellow
ANCOE (Enterprise Business Intelligence and Global Search)	1,881.7	1,539.7	342.0	82%	342.0	Green
Connected Officer	288.4	286.5	1.9	99%	0.0	Green
Body Worn Camera - Phase II	2,500.0	2,423.0	77.0	97%	77.0	Green
Next Generation (N.G.) 9-1-1	5,028.1	433.5	4,594.6	9%	4,594.6	Red
Replacements/ Maintenance/ Equipment Projects:						
State-of-Good-Repair	5,695.3	2,984.2	2,711.1	52%	1,361.1	Yellow
Radio Replacement	4,640.2	4,521.6	118.6	97%	118.6	Green
Additional Vehicles	6,750.0	6,620.6	129.4	98%	0.0	Green
TPS Archiving	163.4	126.0	37.4	77%	0.0	Green
Property & Evidence Warehouse Racking	40.0	29.8	10.2	74%	0.0	Green
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3,053.0	0.0	3,053.0	0%	1,581.0	Red
Total Debt - Funded Projects	40,898	21,247	19,651	52%	13,509	
Lifecycle Projects (Vehicle & Equipment Reserve)						
Vehicle Replacement	7,872.4	7,621.2	251.2	97%	251.2	
IT- Related Replacements	15,653.6	12,948.1	2,705.4	83%	2,705.4	
Other Equipment	15,836.1	11,961.0	3,875.1	76%	3,575.9	
Total Lifecycle Projects	39,362.1	32,530.4	6,831.7	83%	6,532.6	
Total Gross Expenditures	80,260.5	53,777.7	26,482.8	67%	20,041.4	
Less other-than-debt Funding						
Funding from Developmental Charges	(4,437.4)	(2,035.7)	(2,401.7)	46%	(1,408.5)	
Vehicle & Equipment Reserve	(39,362.1)	(32,530.4)	(6,831.7)	83%	(6,532.6)	
Total Other-than-debt Funding	(43,799.5)	(34,566.0)	(9,233.4)	79%	(7,941.1)	
Total Net Expenditures	36,461.0	19,211.7	17,249.3	53%	12,100.4	

The subsequent section provides project updates for key, on-going projects and includes high-level project descriptions for new projects within the 2020-2029 program.

Facility Projects:

Due to COVID-19, there have been delays in planned construction schedules, including labour and critical supply chain disruptions, delays in obtaining required permits as well as possible funding shortfalls from the City of Toronto. These factors played a significant role in the progress of the Service's facility related projects. Projections will be updated as more information becomes available, and as previously indicated, the Service is conducting a review of the projects in its current capital program to determine if any should be revised, deferred or cancelled.

54/55 Divisions Amalgamation (Red):

- The process of rezoning, environmental assessment of site and soil conditions are complete.
- The consultant, W.Z.M.H. Architects, is currently preparing a design brief and block plans for use in the upcoming construction management R.F.P.
- Construction will commence by the second quarter of 2022.
- Similar to the 41 Division project (discussed below), preliminary estimates for the 54/55 amalgamated divisional facility have been revised based on information that is more current and has been adjusted to \$50.5M, which is \$11.3M higher than the preliminary estimate.
- The higher cost estimate for this project is reflected in the Service's Board and Council approved 2021-2030 capital program.
- The current plan is to return the 54 and 55 divisional properties back to the City, once the building is constructed and operational.
- The status of the project remains Red, as project timelines are behind schedule and the total construction cost increased. In 2021, the baseline will be adjusted to reflect the revised timeline and costing.

41 Division (Red):

- The construction management services contract for the new 41 Division was approved by the Board at its May 2020 meeting (Min. No. P54/20 refers).
- Based on current budget estimates developed with the benefit of the architectural consultant and construction manager now on board to design, manage and oversee the construction, the total estimated construction cost of \$50.5M for this facility is \$11.6M higher than the preliminary estimate. This is due to a more detailed and firmer scope/program for the facility and significantly higher construction costs from when the original estimate was prepared. In addition, the

complexity of the phased construction that requires the demolition of a significant portion of the existing 41 Division facility and constructing a new building while continuing to operate as a fully functional division is also a significant factor in the increased cost of the project.

- The higher cost estimate for this project is reflected in the Service's Board and Council approved 2021-2030 capital program.
- Numerous Value Engineering sessions (cost saving efforts) have been held with the construction manager and consultants, and some cost reductions have been achieved. However, the total construction cost is still much higher than originally estimated.
- The Schematic Design was approved by Command on November 23, 2020. The project has moved into the Detailed Design Phase.
- Phase 1 of demolition is expected to start by the second quarter of 2021.
- The overall status of the project is Red as project timelines are behind schedule and the total construction cost has increased. In 2021, the baseline will be adjusted to reflect the revised timeline and costing.

Communication Centre Consulting (Red)

- This project provides funding to acquire external expertise to assist the Service with a comprehensive review of all the requirements for a new Communication Centre, taking into account the impact of Next Generation (N.G.) 9-1-1 and other key considerations.
- The existing location for Communications Services (C.O.M.) has reached the maximum capacity for personnel, workspace and technology. The current facility cannot accommodate the anticipated expansion that will be required as a result of N.G. 9-1-1.
- The estimated cost for a new Communication Centre facility is not included in the Service's 2020-2029 capital program, as the Service is going to engage external expertise as an important first step to moving this project forward. The external expert would conduct a comprehensive analysis of the impact of technological changes from N.G. 9-1-1, population growth, shifts in calling behaviour (text versus voice, videos), staffing requirements, location, size, and backup site.
- The status of this project is Red, as 2020 funding has not been utilized. In 2021, the baseline will be adjusted to reflect the revised timeline and costing.
- A Request for Proposal (R.F.P.) for consulting services has closed and a contract has been awarded to AECOM Canada Limited. The project team is going through the mandatory background screening process. The feasibility and design work will commence once all staff have been cleared. A project kick off

meeting was held in January, site verification and information gathering has commenced.

District Policing Program – District Model (Yellow)

- The remote appearance video bail pilot project was implemented at 14 and 23 Divisions in collaboration with the Ministry of the Attorney General (M.A.G.) and other external agencies. The expansion of the video bail pilot to 43 and 55 Divisions is now underway.
- The review of operational processes continues to focus on opportunities to improve service delivery. This work includes system enhancements for shift schedule-related activities, the investigative review processes, charge processing, the standardization of non-emergency event processes, etc. All these efforts allow the front-line officers to more efficiently respond to higher priority emergency calls, as well as proactively engage the community, and support policing initiatives that promote community safety.
- The project is being re-evaluated or re-scoped in light of the reforms that are already underway.

Information Technology Modernization Projects:

Transforming Corporate Support (Human Resource Management System (H.R.M.S.) and Time Resource Management System (T.R.M.S.) (Yellow)

- The Service will update the time and labour system through a technical upgrade of the current TRMS application.
- A project charter and high-level implementation plan has been developed and approved by all parties.
- Project start up and procurement activities are currently underway.
- Continuous improvements to the H.R.M.S. functionality, reports and processes will continue in 2021 to address gaps and increase process maturity.
- The status of this project is changed from Red to Yellow as the go-forward plan, project charter and scope has been completed.

Analytics Centre of Excellence (A.N.C.O.E.) program; Enterprise Business Intelligence (E.B.I.) and Global Search (Green)

E.B.I.

- The A.N.C.O.E. program delivered streamlined service processes that made data and analytics products available to front-line members, management, and the

public. This included enhancements to the reporting database and data marts for existing Service requirements from various operational data sources.

- Analytical reporting environments for internal members have been established. The program delivered new and enhanced Power B.I., geospatial and reporting technologies.
- Other deliverables completed in 2020 include the completion of the E.B.I. requirements with new dashboards, reports and geographic information system (G.I.S.) mapping solutions, the development of phase 1 of the Situational Awareness solution, and the multi-server purchases for the G.I.S. platform.

Global Search

- The Service's Records Management System (R.M.S.) was changed on November 5, 2013, from e.C.O.P.S. to Versadex. Since that time, users have not been able to concurrently perform an integrated search of the current Versadex R.M.S. and the legacy databases through a single interface.
- With the production implementation of this platform, members of the Service will be able to conduct searches of internal systems more quickly and comprehensively and retrieve critical operational information.
- At the end of 2020, the A.N.C.O.E. program delivered the pilot phase of Global Search, providing search capabilities on Versadex and Legacy data to the Service.
- The project will deliver ongoing enhancements to the search platform based on member feedback and user experience best practices and will be complete in 2023.

Body Worn Cameras (B.W.C.) (Green)

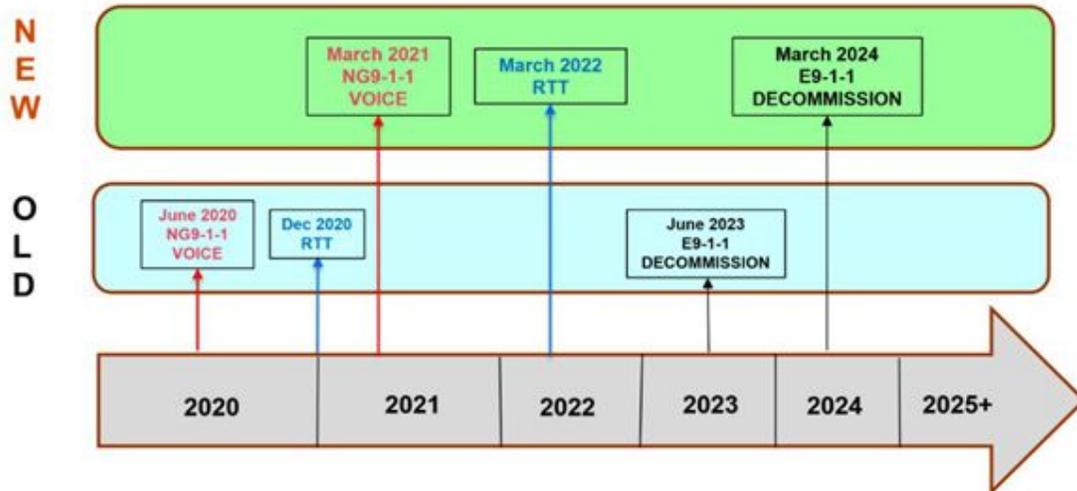
- The contract award for this project was approved by the Board at its August 2020 meeting (Min. No. P129/20 refers) and implementation of the solution commenced in 23 Division immediately thereafter.
- 607 front-line police officers in 23 Division, 12 Division, 11 Division, 22 Division, those assigned to the Community Response Unit at 52 Division and the Public Safety Response Team have been trained and issued body-worn cameras.
- From the week of January 25, 2021, body-cameras roll out started to front-line officers in 31 Division, 14 Division and 52 Division.

Next Generation (N.G.) 9-1-1 (Red)

- As per the Canadian Radio-television and Telecommunications Commission (C.R.T.C.) mandate, Canadian telecommunications service providers will be

upgrading their infrastructure to N.G. 9-1-1 Voice and Text Capable Networks. However, due to the COVID-19 pandemic and the resulting measures taken to contain it, the Commission understands that the maintenance of current networks, including current 9-1-1 networks, is being prioritized over work relating to the deployment of N.G. 9-1-1 networks.

- The original and revised N.G. 9-1-1 deadlines are as follows:



- The new N.G. 9-1-1 solution, as proposed by Comtech Solacom (Solacom), was approved by the Board at its September 2020 meeting (Min. No. P133/20 refers).
- The R.F.P., as originally issued on December 13, 2019, will constitute the basis for the legal contract with Solacom.
- After a thorough legal analysis (performed by a third party law firm on behalf of the Service), the following have been agreed upon with Solacom and signed off by both parties:
 - Commercial Agreement
 - Software License Agreement
- A Purchase Order has been issued to Solacom.
- A Project kick-off meeting took place January 21, 2021.
- Pending any COVID-related delays or unplanned interruptions, it is anticipated that the solution will be implemented by early 2022 and will go live shortly thereafter.
- The Status of this project is changed to Red due to delays in project timing and spending. In 2021, the baseline will be adjusted to reflect the revised timeline.

Replacements/ Maintenance/ Equipment Projects:

All projects in this category are on budget and on time except for the replacement of the Automated Fingerprint Identification System. No other significant variance to report. Please refer to Attachment B for the list of projects.

Automated Fingerprint Identification System (A.F.I.S.) (Red)

- The current A.F.I.S. is a 2011 model first deployed in January 2013, with end of life as of December 31, 2020
- The new contract award to IDEMIA was approved by the Board Delegates on April 28, 2020.
- This project will have significant funding savings, as the cost is \$1.6M compared to the \$3.1M that was budgeted. The surplus of \$1.5M will be returned to the City at the end of 2020.
- The status of this project is, however, Red as project timing is behind schedule. It is expected that the implementation of the new A.F.I.S. will take over eight months. In 2021, the project baseline will be adjusted to reflect the revised timeline.

Lifecycle Projects (Vehicle and Equipment Reserve):

Table 4 – Summary of vehicle and equipment lifecycle replacement (\$000s)

Project Name	Carry Forward from 2019	2020 Budget	Available to Spend	Year End Actuals	YE Variance (Over)/ Under	Carry Forward to 2021	Total Project Cost	
							Budget	Life to Date
Vehicle Replacement	428.4	7,444.0	7,872.4	7,621.2	251.2	251.2	On-going	On-going
IT- Related Replacements	3,620.6	12,033.0	15,653.6	12,948.1	2,705.4	2,705.4	On-going	On-going
Other Equipment	9,812.1	6,024.0	15,836.1	11,961.0	3,875.1	3,575.9	On-going	On-going
Total Lifecycle Projects	13,861.1	25,501.0	39,362.1	32,530.4	6,831.7	6,532.6		

Projects listed in this category are funded from the Vehicle and Equipment Reserve (Reserve), which is in turn funded through annual contributions from the Service and Parking Enforcement operating budgets. The Reserve has no impact on the capital program at this time, as it does not require debt funding. Items funded through this reserve include the regular replacement of vehicles and information technology equipment, based on the deemed lifecycle for the various vehicles and equipment.

It is important to note that as the Service modernizes, new systems that have been implemented over the years (e.g. In-Car Camera program, data and analytics initiatives)

and increasing storage requirements (e.g. to accommodate video), have put significant pressure on this Reserve, as the amount of equipment with maintenance and replacement requirements continues to increase year over year. This in turn puts pressure on the operating budget, as increased annual contributions are required to ensure the Reserve can adequately meet the Service's vehicle and equipment requirements.

While the Service has taken steps to create efficiencies, the amount of equipment that must be replaced continues to increase. The Service will continue to review all projects planned expenditures to address the future pressures, including additional contributions that may be required. The Service is also exploring other options (e.g. cloud) for more efficient and potentially less costly data storage.

Significant variances resulting in carry forwards of funding are:

- \$0.6M - Furniture Lifecycle – Provincial contract is not being extended. Developing R.F.P. to secure a new vendor. A large number of furniture replacement requests are currently on hold due to COVID-19
- \$1.4M - Servers Lifecycle – Procurement of some equipment deferred to 2021 due to COVID-19 and resource constraints
- \$0.7M - IT Business Resumption – Procurement of some equipment deferred to 2021 due to COVID-19 and resource constraints
- \$0.6M - Mobile Workstations – There have been delays in the procurement process for workstations and mounting solutions. A Request for Quotation (R.F.Q.) has been completed and the contract award was approved at the Board's October 2020 meeting
- \$0.4M - Digital Video Asset Management (D.V.A.M.) I, II – there have been delays in the planned lifecycle replacement of equipment in some divisions due to COVID-19
- \$0.4M - Automatic Vehicle Locator (A.V.L.) – Installation costs for equipment deferred to 2021
- \$0.7M - Conducted Energy Weapon (C.E.W.) – Delays in the receipt of equipment in 2020
- \$0.4M - Wireless Parking System – Acquisition and implementation of certain items are delayed due to COVID-19

Conclusion:

As of December 31, 2020, from the available gross funding of \$80.3M, \$53.8M was utilized. From the gross under-expenditure of \$26.5M, \$20M will be carried forward to 2021 and the remaining balance (\$6.2M) will be returned to the City and Vehicle and Equipment Reserve (\$0.3M).

Resourcing constraints that still exist from the hiring moratorium, competing operational priorities and the impact of the current COVID-19 pandemic situation have had an ongoing impact on many of the projects and it is anticipated that planned future activities could also be affected, but hopefully to a lesser extent.

Projects will continue to be monitored on an ongoing basis and known issues will continue to be actively addressed. The Board will be kept apprised of any major issues as projects progress as well as proposed capital program changes.

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

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*original copy with signature on file in Board office

APPROVED 2020-2029 Capital Program Request (\$000s)														Attachment A		
Project Name	Plan to end of 2019	2020	2021	2022	2023	2024	Total 2020-2024 Request	2025	2026	2027	2028	2029	Total 2025-2029 Forecast	Total 2020-2029 Program	Total Project Cost	
Work In Progress																
State-of-Good-Repair - Police		2,500	4,400	4,400	4,400	4,400	20,100	4,400	4,400	4,400	4,400	4,400	22,000	42,100	42,100	
Transforming Corporate Support (HRMS, TRMS)	7,744	500	500				1,000							1,000	8,744	
District Policing Program - 54/55 Amalgamation	1,184	0	5,019	6,508	11,296	10,375	33,198	4,843	0	0	0	0	4,843	38,041	39,225	
District Policing Program - 32 Renovation	4,990	1,000	4,950	0	0	0	5,950	0	0	0	0	0	0	5,950	10,940	
District Policing Program - 41 Division	2,956	0	12,723	12,800	10,449	0	35,972	0	0	0	0	0	0	35,972	38,928	
District Policing Process Improvement	2,900	1,322	3,041	1,707	0	0	6,070	0	0	0	0	0	0	6,070	8,970	
ANCOE (Enterprise Business Intelligence, Global Search)	10,842	585	485	485	485	0	2,040	0	0	0	0	0	0	2,040	12,882	
Radio Replacement	25,176	4,509	5,074	3,292	0	0	12,875	0	0	14,141	4,250	6,025	24,416	37,291	62,467	
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3,053	0	0	0	0	0	0	3,053	0	0	0	0	3,053	3,053	6,106	
Next Generation (N.G.) 9-1-1	500	4,750	5,700	0	0	0	10,450	0	0	0	0	0	0	10,450	10,950	
Body Worn Camera - Phase II	1,032	2,250	1,500	0	0	0	3,750	0	0	0	0	0	0	3,750	4,782	
TPS Archiving	510	140					140	0	0	0	0	0	0	140	650	
Total, Work In Progress	60,886	17,556	43,392	29,192	26,630	14,775	131,545	12,296	4,400	18,541	8,650	10,425	54,312	185,857	246,743	
Upcoming Projects																
District Policing Program - 13/53 Amalgamation New Build		0	400	6,316	16,596	12,896	36,208	4,164	0	0	0	0	4,164	40,372	40,372	
District Policing Program - 22 Division New Build		0	0	0	0	0	0	400	6,316	15,396	12,996	5,292	40,400	40,400	40,400	
District Policing Program - 51 Division Major Expansion		0	0	0	0	0	0	0	1,300	3,240	1,460	0	6,000	6,000	6,000	
Additional Vehicles		6,750	0	0	0	0	6,750	0	0	0	0	0	0	6,750	6,750	
Communication Centre - New Facility Assessment	0	500	0	0	0	0	500	0	0	0	0	0	0	500	500	
Property & Evidence Warehouse Racking	0	40	0	0	1,000	0	1,040	0	0	0	0	0	0	1,040	1,040	
Total, Upcoming Capital Projects:	0	7,290	400	6,316	17,596	12,896	44,498	4,564	7,616	18,636	14,456	5,292	50,564	95,062	95,062	
Other than debt expenditure (Draw from Reserve) for Life Cycle Replacement																
Vehicle and Equipment	70,786	7,444	7,484	7,453	7,300	7,351	37,032	7,047	10,537	6,937	6,937	6,937	38,395	75,427	146,213	
Remote Operated Vehicle (ROV) Marine unit	109	0	0	0	0	0	0	110	0	0	0	0	110	110	219	
Workstation, Laptop, Printer- Lifecycle plan	38,815	3,800	3,287	4,233	1,970	5,496	18,786	5,095	4,493	2,770	3,674	6,183	22,215	41,001	79,516	
Servers - Lifecycle Plan	43,749	2,941	4,384	3,075	4,113	6,512	21,025	4,678	3,825	3,825	3,825	3,825	19,978	41,003	84,752	
IT Business Resumption	20,846	787	2,297	660	2,716	2,163	8,623	831	2,824	2,824	2,824	2,824	12,127	20,750	41,596	
Mobile Workstations	24,696	500	500	0	300	10,044	11,344	1,000	0	0	300	9,144	10,444	21,788	46,484	
Network Equipment	19,056	2,900	1,750	2,250	3,750	4,350	15,000	0	5,750	8,300	2,350	2,350	18,750	33,750	52,806	
Locker Replacement	3,561	0	540	540	540	540	2,160	540	540	540	540	540	2,700	4,860	8,421	
Furniture Replacement	9,660	0	500	500	500	500	2,000	500	475	500	500	500	2,475	4,475	14,135	
Automatic Vehicle Locator (A.V.L.)	1,422	1,750	0	0	0	0	1,750	1,750	0	0	0	0	1,750	3,500	4,922	
In - Car Camera	4,263	0	500	2,750	3,025	0	6,275	0	0	0	0	0	0	6,275	10,538	
Voice Logging	1,461	0	0	0	0	500	500	0	0	0	0	0	0	500	1,961	
Electronic Surveillance	2,259	0	0	0	0	1,090	1,090	0	105	0	205	0	310	1,400	3,655	
Digital Photography	758	314	316	0	0	0	630	314	316	0	0	0	630	1,280	2,018	
Digital Video Asset Management (D.V.A.M. I & II)	4,137	1,060	1,890	665	855	385	4,855	326	1,825	650	650	650	4,101	8,956	13,093	
Property & Evidence Scanners	63	0	0	0	0	0	0	43	0	0	0	0	43	43	106	
Divisional Parking Lot Network (D.P.L.N.)	499	1,500	0	0	0	0	1,500	0	1,700	0	0	0	1,700	3,200	3,699	
Small Equipment (e.g. telephone handset)	1,220	750	750	0	0	0	1,500	0	750	750	0	0	1,500	3,000	4,220	
Small Equipment - test analyzers	866	0	580	580	0	0	1,160	0	0	0	0	0	0	1,160	2,026	
Small Equipment - In Car Camera (I.C.C.) Microphones	314	150					150						0	150	464	
Small Equipment - Video Recording Equipment	866	20	70	64	78	40	272	72	82	70	58	60	342	614	1,480	
Small Equipment - Video Recording Property & Video Evidence Management	6	47	30	17	0	47	141	30	17	30	17		94	235	241	
Small Equipment - Auditorium Audio and Visual Equipment	0	0	0	500	0	0	500	0	0	0	500	0	500	1,000	1,000	
Radar Unit Replacement	936	9	15	12	195	79	310	178	52	231	99	0	560	870	1,806	
Livescan Machines	540	0	0	0	0	0	0	540	0	0	0	0	540	540	1,080	
Wireless Parking System	3,738	0	0	5,023	0	0	5,023	0	0	5,023	0	0	5,023	10,046	13,784	
Closed Circuit Television (C.C.T.V.)	701	275	275	0	0	0	550	300	300	0	0	0	600	1,150	1,851	
Automated External Defibrillator (A.E.D.s.)	23	118	3	12	3	31	167	3	14	3	14	3	27	204	227	
Conducted Energy Weapon (CEW)	1,302	675	675	0	1,210	0	2,560	1,350	0	0	1,210	0	2,560	5,120	6,422	
Marine Vessel Electronics	481	0	0	785	0	0	785	0	0	600	0	0	600	1,385	1,866	
Connected/Mobile Officer	0	461	824	1,551	1,236	1,570	5,642	1,236	1,588	1,236	1,607	1,236	6,903	12,545	12,545	
Total Reserve Projects:	257,129	25,501	26,670	30,670	27,791	40,698	151,330	25,943	35,218	34,264	25,310	34,252	154,987	306,317	563,446	
Total Gross Projects	318,015	50,347	70,462	66,178	72,017	68,369	327,373	42,803	47,234	71,441	48,416	49,969	259,863	587,236	905,251	
Funding Sources:																
Vehicle and Equipment Reserve	(257,129)	(25,501)	(26,670)	(30,670)	(27,791)	(40,698)	(151,330)	(25,943)	(35,218)	(34,264)	(25,310)	(34,252)	(154,987)	(306,317)	(563,446)	
DC and Grant funding applicable to Connected officer	(2,632)						0		1,029	75	1,491	1,236		3,831	1,199	
Development charges Funding	(30,610)	(3,149)	(18,185)	(14,531)	(12,332)	(6,776)	(52,973)	(6,790)	(6,368)	(6,430)	(6,558)	(2,719)	(28,865)	(81,838)	(112,448)	
Total Funding Sources:	(290,371)	(28,659)	(42,855)	(45,201)	(40,124)	(47,474)	(204,303)	(32,733)	(40,597)	(40,619)	(30,377)	(35,735)	(180,021)	(384,324)	(674,699)	
Total Reserve Projects:	(287,129)	(25,501)	(26,670)	(30,670)	(27,791)	(40,698)	(151,330)	(25,943)	(34,193)	(34,189)	(23,818)	(33,016)	(151,156)	(302,486)	(559,615)	
Total Net Debt-Funding Request:		21,697	27,607	20,977	31,894	20,895	123,070	10,070	6,677	30,822	18,039	14,234	79,842	202,912	230,556	

2020 Capital Budget Variance Report as at December 31, 2020 (\$000s)

Project Name	Carry Forward from 2019	2020 Cash Flow			Variance (Over)/ Under	Last Funding/ Return to Reserve	Spending Rate	Carry Forward to 2021	Total Project Cost		Status	Start Date	End Date		Overall Project Health	Comments
		Budget	Available to Spend	Projected Actuals					Budget	Life to Date			Planned	Revised		
Debt - Funded Projects																
Facility Projects:																
54/55 Divisions Amalgamation	1,000.0	0.0	1,000.0	91.5	908.5	0.0	9%	908.5	39,224.8	275.3	Delayed	Jan-17	Dec-24	Dec-25	Red	Please refer to the body of the report
41 Division	2,154.0	0.0	2,154.0	503.6	1,650.4	0.0	23%	1,650.4	38,928.0	1,055.6	Delayed	Jan-18	Dec-22	Dec-23	Red	Please refer to the body of the report
32 Division Renovation	1,500.0	1,000.0	2,500.0	22.7	2,477.3	2,477.3	1%	0.0	10,940.0	372.9	Cancelled	Jan-19	Dec-21	Dec-21	Cancelled	This project is cancelled and is no longer required. Funding will be returned to the City
12 Division	375.0	0.0	375.0	0.0	375.0	375.0	0%	0.0	9,000.0	0.0	Cancelled	Jan-19	Dec-21	Dec-21	Cancelled	This project is cancelled and is no longer required. Funding will be returned to the City
Communication Center Consulting	0.0	500.0	500.0	0.0	500.0	0.0	0%	500.0	500.0	0.0	Delayed	Jan-20	Dec-20	Jun-21	Red	Please refer to the body of the report
Peer to Peer Site	285.1	0.0	285.1	-3.8	288.9	288.9	-1%	0.0	19,646.2	19,632.3	Completed	Jan-14	Dec-19	Dec-19	Green	This project is completed below budget and the surplus funding will be returned to the City
District Policing Program - District Model	1,004.6	1,322.0	2,326.6	1,327.3	999.3	0.0	57%	999.3	8,970.0	2,022.7	Delayed	Jan-18	Dec-23	Dec-22	Yellow	Please refer to the body of the report
Information Technology Modernization Projects:																
Transforming Corporate Support	1,217.6	500.0	1,717.6	341.4	1,376.3	0.0	20%	1,376.3	8,742.5	6,558.3	Delayed	Jan-14	Dec-20	Dec-21	Yellow	Please refer to the body of the report
ANCOE (Enterprise Business Intelligence and Global Search)	1,296.7	585.0	1,881.7	1,539.7	342.0	0.0	82%	342.0	12,881.6	11,104.7	On Time	Jan-15	Dec-18	Dec-23	Green	Please refer to the body of the report
Connected Officer	288.4	0.0	288.4	286.5	1.9	1.9	99%	0.0	2,980.8	2,978.9	On Time	Jan-17	Dec-20	Dec-20	Green	Project is on time and on budget
Body Worn Camera - Phase II	250.0	2,250.0	2,500.0	2,423.0	77.0	0.0	97%	77.0	4,782.0	3,054.9	Delayed	Jan-17	Dec-20	Dec-21	Green	Please refer to the body of the report
Next Generation (N.G.) 9-1-1	278.1	4,750.0	5,028.1	433.5	4,594.6	0.0	9%	4,594.6	10,950.0	655.4	Delayed	Jan-19	Dec-21	Dec-21	Red	Please refer to the body of the report
Replacements/ Maintenance/ Equipment Projects:																
State-of-Good-Repair	3,195.3	2,500.0	5,695.3	2,984.2	2,711.1	1,350.0	52%	1,361.1	on-going	on-going	Delayed	on-going	on-going	on-going	Yellow	This is to maintain the safety, condition and customer requirements of existing buildings as well as technology upgrade. The Service has developed a work-plan to use these funds to optimize service delivery and enhance efficiencies for both buildings and technology improvements. The Service continues to work on SOGR priority projects and programs
Radio Replacement	131.2	4,509.0	4,640.2	4,521.6	118.6	0.0	97%	118.6	38,050.5	29,565.9	On Time	Jan-16	on-going	on-going	Green	This is for lifecycle replacement of radios and is on time and on budget
Additional Vehicles	0.0	6,750.0	6,750.0	6,620.6	129.4	129.4	98%	0.0	6,750.0	6,620.6	On Time	Jan-20	Dec-20	Dec-20	Green	This project provides for 90 additional cars for the revised shift schedule as well as to meet the needs of district special constables. The cost includes the vehicle cost as well as the cost of various operational systems, such as in-car cameras, automated vehicle location system, mobile workstations, etc. This project is complete and surplus funds will be returned to the City
TPS Archiving	23.4	140.0	163.4	126.0	37.4	37.4	77%	0.0	650.0	612.6	On Time	Jan-18	Dec-18	Dec-20	Green	The new high-density mobile storage unit for the Property and Video Evidence Management Unit has been installed and is operational.
Property & Evidence Warehouse Racking	0.0	40.0	40.0	29.8	10.2	10.2	74%	0.0	1,040.0	29.8	Completed	Jan-20	Dec-20	Dec-20	Green	This project provides for high density and pushback racking. This project is on time and on budget.
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3,053.0	0.0	3,053.0	0.0	3,053.0	1,472.0	0%	1,581.0	6,106.0	2,704.1	Delayed	Jan-19	Dec-20	Dec-20	Red	Please refer to the body of the report
Total Debt - Funded Projects	16,052	24,846	40,898	21,247	19,651	6,142	52%	13,509	220,142	87,244						
Lifecycle Projects (Vehicle & Equipment Reserve)																
Vehicle Replacement	428.4	7,444.0	7,872.4	7,621.2	251.2	0.0	97%	251.2	On-going	On-going	On-going					
IT- Related Replacements	3,620.6	12,033.0	15,653.6	12,948.1	2,705.4	0.0	83%	2,705.4	On-going	On-going	On-going					
Other Equipment	9,812.1	6,024.0	15,836.1	11,961.0	3,875.1	299.1	76%	3,575.9	On-going	On-going	On-going					
Total Lifecycle Projects	13,861.1	25,501.0	39,362.1	32,530.4	6,831.7	299.1	83%	6,532.6								
Total Gross Expenditures	29,913.5	50,347.0	80,260.5	53,777.7	26,482.8	6,441.3	67%	20,041.4								
Less other-than-debt Funding																
Funding from Developmental Charges	(1,288.4)	(3,149.0)	(4,437.4)	(2,035.7)	(2,401.7)	-993.3	46%	(1,408.5)								
Vehicle & Equipment Reserve	(13,861.1)	(25,501.0)	(39,362.1)	(32,530.4)	(6,831.7)	(299.1)	83%	(6,532.6)								
Total Other-than-debt Funding	(15,149.5)	(28,650.0)	(43,799.5)	(34,566.0)	(9,233.4)	(1,292.4)	79%	(7,941.1)								
Total Net Expenditures	14,764.0	21,697.0	36,461.0	19,211.7	17,249.3	5,149.0	53%	12,100.4								



Toronto Police Services Board Report

March 11, 2021

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

Subject: Operating Budget Variance Report for the Toronto Police Service Parking Enforcement Unit, Year Ending December 31, 2020

Recommendations:

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto (City) Chief Financial Officer and Treasurer for information and inclusion in the City's overall variance report to the City's Budget Committee.

Financial Implications:

At its December 16, 2019 meeting, the Board approved the Toronto Police Service Parking Enforcement Unit (P.E.U.) operating budget request at \$49.2 Million (M) (Min. No. P237/19 refers).

Subsequently, City Council, at its February 19, 2020 meeting, approved the P.E.U.'s 2020 operating budget at the same amount.

For the year ended December 31, 2020, the P.E.U. achieved a favourable net operating variance of \$3M.

Background / Purpose:

The P.E.U. operating budget is not part of the Toronto Police Service (Service) operating budget. While the P.E.U. is managed by the Service, the P.E.U.'s budget is maintained separately in the City's non-program budget. In addition, revenues from the collection of parking tags issued accrue to the City, not the Service.

The purpose of this report is to provide the Board with information on the P.E.U.'s final year-end variance.

Discussion:

The following chart summarizes the \$3M favourable variance by category of expenditure and revenue, followed by information on the variance for salary and non-salary related expenses. The impact of COVID-19 is also shown for each category.

Category	2020 Budget (\$Ms)	Year-End Actual (\$Ms)	Non COVID Fav/(Unfav) (\$Ms)	COVID-19 Fav/(Unfav) (\$Ms)	Total Fav / (Unfav) (\$Ms)
Salaries	\$32.9	\$32.1	\$0.5	\$0.3	\$0.8
Benefits	\$8.0	\$7.9	\$0.1	\$0.0	\$0.1
Total Salaries & Benefits	\$40.9	\$40.0	\$0.6	\$0.3	\$0.9
Premium Pay	\$2.4	\$0.9	\$0.3	\$1.2	\$1.5
Materials & Equipment	\$1.7	\$1.1	\$0.5	\$0.1	\$0.6
Services	\$5.7	\$5.4	\$0.3	\$0.0	\$0.3
Total Non-Salary	\$7.4	\$6.5	\$0.8	\$0.1	\$0.9
Revenue (e.g. T.T.C., towing recoveries)	(\$1.5)	(\$1.2)	\$0.0	(\$0.3)	(\$0.3)
Total Net	\$49.2	\$46.2	\$1.7	\$1.3	\$3.0

Salaries and Benefits (\$0.9M Favourable):

The final favourable variance for salaries and benefits before the COVID impact, was \$0.6M. The P.E.U. budget assumed hiring would take place at a sufficient pace to fully staff parking enforcement and support staff positions. Three recruit classes were budgeted for the year. However, in addition to regular parking enforcement attrition, several parking enforcement officers were successful in obtaining other positions within the Service (e.g. police officers and special constables). As a result, the P.E.U. was slightly below its funded strength of parking enforcement officers, on average, during the year.

COVID-19 Impact – The P.E.U. budget included funding for three Parking Enforcement Officer (P.E.O.) classes in 2020. The first class was hired as scheduled, while the second class, which was scheduled for July, was deferred to November and was merged with the December class, resulting in a savings of \$0.3M. It should be noted that it takes several weeks of training before a newly hired P.E.O. is independently issuing tickets.

Premium Pay (\$1.5M Favourable):

Historically, nearly all premium pay at the P.E.U. is related to enforcement activities, such as special events or directed enforcement activities. Directed enforcement activities are instituted to address specific problems. All premium pay expenditures are approved by supervisory staff and carefully controlled. A favourable variance of \$0.3M was achieved in premium pay, excluding the COVID-19 impacts noted below.

COVID-19 Impact – The impact of the pandemic resulted in reduced parking tag enforcement. As a result, premium pay spending was reduced, resulting in additional premium pay savings of \$1.2M.

Materials, Equipment and Services (\$0.9M Favourable):

The favourable variance in materials and equipment was mainly a result of gas prices being lower than budgeted. The favourable variance in the cost of services was mainly due to less than anticipated maintenance costs for the handheld ticketing devices.

COVID-19 Impact – Expenditures associated with COVID-19 were approximately \$20,000 and were limited to cleaning supplies and services. However, these additional costs were more than offset by reduced expenditures associated with lower parking tag issuance (e.g., tag rolls, batteries for handheld ticketing devices, and vehicle maintenance). Personal protective equipment was supplied by the Service.

Revenue (\$0.3M Unfavourable):

Revenues include towing recoveries, contributions from reserves, and recoveries from the Toronto Transit Commission (T.T.C.). The recoveries from the T.T.C. are for premium pay expenditures that are incurred to enforce parking by-laws on T.T.C. right of ways, which are necessitated by continued weekend subway closures for signal replacement maintenance. There is no variance with respect to Non-COVID revenues.

COVID-19 Impact – The P.E.U. recovers costs associated with administering the pounds operations from towing operators. With the onset of COVID-19, the number of vehicles impounded has decreased significantly, resulting in lower administrative fees. This resulted in a revenue loss of \$0.3M.

Conclusion:

The P.E.U. 2020 year-end surplus is \$3.0M, comprised of a favourable \$1.7M variance from non-COVID activities and a favourable \$1.3M financial impact as a result of COVID. This surplus will be returned to the City.

Parking tag issuance is monitored by the City on a weekly basis, and the City considers the reductions in tags and associated revenues due to the COVID-19 pandemic, in determining the City's overall year-end financial position.

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

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*original copy with signature on file in Board office



Toronto Police Services Board Report

March 31, 2021

To: Chair and Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director and Chief of Staff

Subject: Operating Budget Variance Report for the Toronto Police Services Board, Year Ending December 31, 2020

Recommendations:

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto's (City) Chief Financial Officer and Treasurer for information and inclusion in the variance reporting to the City's Budget Committee.

Financial Implications:

The Board's year-end variance is \$25,900.

Background / Purpose:

The Board, at its December 16, 2019 meeting, approved the Toronto Police Services Board's 2020 operating budget at a net amount of \$1,930,400 (Min. No. P237/19 refers).

Subsequently, City Council, at its February 19, 2020 meeting, approved the Service's 2020 operating budget at the same net amount; however, the Council approved budget included an additional \$1.0M gross, zero net, to fund the expanded scope of the Missing Persons Investigations Review, discussed further below.

The purpose of this report is to provide information on the Board's 2020 projected year-end variance.

Discussion:

The final year-end variance is a surplus of \$25,900. Details are discussed below.

The Board and Board Office have absorbed COVID-19 impacts and modernized our approaches in light of the pandemic.

While COVID-19 has had a significant impact on the way the Board conducts its business and how it interacts with the public, the net financial impact has been marginal on the Board's budget because of innovative approaches the Board Office has taken in pivoting to a virtual environment.

The Board Office has leveraged technology and facilitated virtual Board meetings during the period of the pandemic, in line with the advice from Toronto Public Health. These virtual Board meetings have also continued to ensure that members of the public can effectively engage with the Board through the virtual deputation process, and that members of the public and media can listen live to Board meetings through a YouTube livestream. Fortunately, the costs associated with establishing this virtual meeting approach have been negligible (in that existing technology has been used or adapted to suit the Board's purpose) or internally absorbed. As a result, no variances were incurred due to COVID-19.

In addition, all staff from the Board Office successfully made the transition to remote work quickly and efficiently. All members of the Board Office staff team are equipped with the necessary technology to work remotely. The costs associated with this have been absorbed within the budget allocation, without the need to incur any additional significant expenses. This has allowed members of the staff team to provide a consistent and high level of service in discharging their professional responsibilities.

Variations by expenditure category

The following chart summarizes the Board's variations by expenditure category. Details regarding these categories are discussed in the sections that follow.

Expenditure Category	2020 Budget (\$000s)	Year-End Actual (\$000s)	Fav/(Unfav) (\$000s)
Salaries & Benefits	\$1,330.3	\$1,258.5	\$71.8
Non-Salary Expenditures	\$600.1	\$646.0	(\$45.9)
Total	\$1,930.4	\$1,904.5	\$25.9

Salaries & Benefits

Board Staff, similar to Service Staff, have salary steps and progress through the salary steps as they accrue seniority. At the time of budget preparation it was assumed that all Board Staff would be at the top of their salary range, as it was unknown at what salary step new staff would be placed. The favourable variance of \$72K was due to some Board Staff not yet being at the top step of their salary range in 2020. Of course, as Board Staff progress through their respective salary steps, these salary and benefits budgeted funds will be necessary in the future.

Non-salary Expenditures

The majority of the costs in this category are for arbitrations/grievances and City charge backs for legal services. As the costs associated with the Chief of Police public consultation and executive search were not anticipated nor the quantum known during budget preparation, there was an unfavourable variance in the non-salary category.

Grievances, Arbitrations and associated legal expenditures

The majority of the costs in the Board's non-salary budget are for arbitrations/grievances and City charge backs for legal services. It is not possible to predict or control the number of grievances filed or referred to arbitration, as filings are at the discretion of bargaining units. In order to address this uncertainty and ensure adequate financial resources are available to respond to these matters when they arise, the 2020 budget includes a \$424,800 contribution to the Legal Reserve for costs related to independent legal advice required. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets, so that the Board ultimately has funds available in the Reserve for these variable expenditures.

City Legal Services

While the Board uses external legal counsel for labour relations and other matters, where external counsel is required, the Board also obtains legal services from the City of Toronto's Legal Services Division. Prior to 2020, City Legal Services recovered the costs of providing these services through an interdepartmental chargeback to the Board. As a part of the City's plan to modernize the budget process, a policy change has been made that required the removal of interdepartmental charges and recoveries from the 2020 operating budget request and the restatement of the 2019 approved budget. An interdepartmental charge or recovery is a payment made from one Agency or Department in the City to another for the delivery of goods or services. However, as the amount of legal services the Board requires can put a significant strain on City Legal Services, it was subsequently decided that City Legal Services would still receive cost recovery for the Services they provide to the Board. The costs of these services would be funded from the Board's Legal Reserve. In order to facilitate the cost recovery, the Board's gross operating budget was increased by \$575,700, the estimated cost of legal services to be provided by the City for 2020. This results in a net zero increase to the Board's approved operating budget, as the cost would be funded from the Board's Legal Reserve.

Chief of Police Public Consultation and Selection Process

The Board authorized commencing the process for two outside professional firms to assist the Board with (i) broad public consultation to determine what criteria should be used in selecting Toronto's next Chief of Police, and (ii) executive search services. The Board, at its October 22, 2020 meeting, approved the Chief of Police Selection Process – Contract Award to Environics to Deliver Public Consultation Services (Min. No. P160/20 refers). Costs for the public consultation process are estimated to be \$75,000

and evenly divided between 2020 and 2021. Subsequently, the Board, at its meeting of November 24 2020, approved the Chief of Police Selection Process – Contract Award to BESC Toronto Inc. (Boyden) to Deliver Executive Search Services (Min. No. P184/20 refers). Costs for the executive search process are estimated to be \$75,000 and to occur mainly during 2021. For 2020, the expenditure incurred with respect to the Chief of Police consultation and selection process was \$27,700 and was absorbed from within the Board Office budget. Every effort will be made to absorb costs associated with this process in 2021 from within the Board Office budget.

Missing Persons Investigations Review

The Board, at its June 21, 2018 meeting, approved the Missing Persons Investigation Review Working Group – Review’s Terms of Reference and Budget Report (Min. No. P112/18 refers). The Board approved terms of reference for an independent review of the policies, practices and actions of the Board and the Toronto Police Service in relation to missing person reports and investigations. The Board also approved a request to the City of Toronto’s Executive Committee to allocate and transfer to the Board funding for the review in an amount not to exceed \$3.0M and that such funds be made available to the Board beginning in 2018 and until the conclusion of the Review. Subsequently, Toronto City Council, at its July 23, 2018 meeting, approved up to \$3.0M for the Missing Persons Investigations Review. The Review was expected to require funding over the 2018, 2019 and 2020 budget years.

During 2019 and as a result of legal developments associated with the criminal proceeding involving Bruce McArthur, it became evident that the interests of the community would best be serviced if the scope of the review were to be expanded. The cost of expanding the scope of the review, estimated at \$1.0M, was approved by City Council at its meeting of February 19, 2020, to be funded from a \$1.0 million draw from the Tax Rate Stabilization reserve, bringing the total estimated cost of the review to \$4.0M. Costs incurred from 2018 to 2019 totalled \$1.6M. For 2020, it was projected that \$2.3M in costs would be incurred and, as a result, \$2.3M was included in the Council approved 2020 Board operating budget being funded from the Tax Rate Stabilization Reserve. The Board only draws on the reserve to the extent needed to fund the expenditure associated with the Review.

The expanded scope of Independent Civilian Review into Missing Persons Investigations will have a high positive equity impact for many equity-seeking groups. With the expansion, the Review can now include an examination of the specific circumstances involving the investigations into the disappearances of victims associated with Bruce McArthur, which were previously excluded due to criminal proceedings being active at the time the Terms of Reference were established for this Review. The expanded scope will mean that additional significant and valuable experiences and perspectives of individuals, including members of the City’s LGBTQ2S+ community, and some of Toronto’s most marginalized and vulnerable communities, can be included in this Review, and will directly impact the recommendations that will be made. The expanded scope will ensure that the Review’s ultimate conclusions and

recommendations are developed having regard to the specific and unique context of the Review, and informed by the people most impacted by the circumstances that gave rise to it, leading to recommendations aimed to promote efficient, effective and bias-free policing and improved trust between the Toronto Police Service and members of the affected communities.

As a result of recent developments and police reform efforts, the complexity and range of issues increased as compared to when the Review began its work. The Review ultimately advised that the additional time and budget funding are required for its work – including its final report and recommendations – to be responsive to this evolving context. As a result, the Board at its meeting of November 24, 2020, approved a request to extend the timeline of the Review to March 31, 2021 and to forward a request to the City of Toronto’s Executive Committee to transfer to the Board additional funding, not to exceed \$700,000, to help facilitate the completion of the review (Min. No. P185/20 refers). This request was approved by Toronto City Council. These additional costs were anticipated to be incurred mainly during 2021.

The Board established this Review in order to facilitate an independent and comprehensive examination of relevant issues. In the end, the Board, the Service and the communities the Service serves require a report that will lead to improvements in missing persons investigations specifically, and policing in Toronto more generally.

The Board will only draw on the reserve to the extent needed to fund the expenditure associated with the review. For 2020, the expenditure and offsetting reserve draw was \$2,206,000.

Conclusion:

The 2020 year-end favourable variance for the Board is \$25,900. This variance is a result of salaries being less than anticipated because not all salary steps for each of the Board Staff have been achieved in 2020; however, the favourable variance in salaries is partially offset by the costs incurred due to the *Chief of Police Public Consultation and Selection Process*, and in future years, the allocation to the salary budget will be necessary as permanent Board Office staff progress through the applicable stage increases.

Respectfully submitted,



Ryan Teschner
Executive Director and Chief of Staff



Toronto Police Services Board Report

March 23, 2021

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

Subject: Annual Report: 2020 Toronto Police Service's Consulting Expenditures

Recommendation(s):

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

Financial Implications:

The 2020 actual consulting expenditures totalled \$1.45 Million (M) (\$1.06M for operating and \$0.39M for capital).

Funding for the expenditures detailed in this report were paid for out of the 2020 Toronto Police Service (Service) operating budget or capital budget. The expenditures referenced in this report are net of the harmonized sales tax (H.S.T.) rebate.

Background / Purpose:

At its meeting of February 20, 2003 (Min. No. P45/03 refers), the Board requested that the Service report all consulting expenditures on an annual basis. In addition, at its meeting of March 23, 2006 (Min. No. P103/06 refers), the Board requested that future annual reports be revised so that capital consulting expenditures are linked to the specific capital project for which the consulting services were required. City of Toronto (City) Finance also requires the annual reporting of consulting expenditures in their prescribed format, so that the City's Chief Financial Officer and Treasurer can provide a consolidated report to City Council. New requirements on why consultants were used have been recently added to the report format.

This report provides details of the 2020 consulting expenditures for the Service's operating and capital budgets, in the City's prescribed format and based on the definition of consulting services provided by the City, defined as follows:

“any firm or individual providing expert advice/opinion on a non-recurring basis to support/assist management decision-making in the areas of technical, information technology, management/research and development (R.&D.), external lawyers and planners, and creative communications.”

The information contained in this report has already been forwarded to the City as a requirement of the City’s year-end accounting process, and the timing of the Board meetings did not allow for this report to be forwarded to the Board in advance of the City’s February 28, 2021 deadline.

Discussion:

The operating budget for consulting services is developed using zero-based budgeting. As such, 2020 expenditures for consulting services are mainly based on requirements identified during the 2020 budget process.

The Service has taken steps to manage the use of consultants and only contract for these services when:

- The skills/expertise are not available in-house;
- There is not a permanent requirement for the expertise/skill set; or
- There is a need to obtain independent/third party advice on an issue or initiative.

The actual consulting expenditures funded from the 2020-operating budget totalled \$1.06M, net of H.S.T. rebate. This represents a 40% decrease in consulting expenditures from 2019 (\$1.77M). The following table summarizes the nature of the expenditures with the 2020 details reflected in Attachment A.

Nature of Expense / Initiative	2020 Amount	2019 Amount
Legal Services	\$256,125	\$50,209
Information Technology/Technical	\$259,659	\$504,152
Management/Research & Development	\$455,128	\$1,092,046
Creative Communications	\$87,421	\$119,613
Total	\$1,058,333	\$1,766,020

The actual consulting expenditures funded from the 2020 capital budget totalled \$0.39M net of H.S.T. rebate. This amount represents technical, operational, and legal procurement advice required for the following projects, with additional details included in Attachment B:

- technical, operational and legal advice for Body Worn Camera;
- technical advice for Next Generation 9-1-1;
- technical advice for the proposed development of D54/D55 site; and
- technical advice for the Mobile Workstation Life Cycle program.

Capital projects generally involve multi-year cash flow requirements, and the 2020 expenditures may therefore represent only a portion of the total contract value.

Conclusion:

Consulting expenditures are funded from the Service's operating and capital budgets and are reported annually to the Board and the City. The Service ensures that consulting services are used only where necessary and beneficial.

Details of the 2020 consulting expenditures for the Service's operating and capital budgets are provided in Attachments A and B, respectively.

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

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*original copy with signature on file in Board office

2020 Consulting Services Expenditure - Operating Divisions, Agencies, and Corporations
Attachment A

Expense Category	Contract / P.O. / D.P.O. Date (mm/dd/yyyy)	Contract / P.O. / D.P.O. Number	Consultant Name	Description of Work	Why Consultant's Services Needed	2020 Expenditure	2019 Expenditure
						\$	\$
Technical	03/19/2018	6046628	Michael Ciszmar & Associates	To provide guidance and recommend solutions for architecture and systems planning activities.		0	234,048
Sub-total						-	234,048
Information Technology	03/02/2020	6050270	Gartner Canada	To provide recommendations and roadmap to improve the maturity of the Toronto Police Service's (T.P.S.) Information Lifecycle Management (I.L.M.).	External consultants were considered as an optimal option to provide objective analysis of T.P.S. data storage and retention needs; to use their expertise in formulating an I.L.M. strategy and framework in quick turnaround.	188,256	0
Information Technology	06/13/2017	47020734, 9077813, 9208282	Gartner Canada J. McGrath	To facilitate the development of the 2017-2019 Information Technology Strategic and Business Plan.		0	228,960
Information Technology	06/24/2019	47022226, 9237411	Teramach Technologies Inc.	To provide technical advice and research for solutions related to Next Generation 9-1-1 Project.	Specialized skill set and expertise are required to align with best practices.	71,403	41,144
Sub-total						259,659	270,104
Management / Research & Development	08/02/2019	6049279	Deloitte L.L.P.	To provide an assessment of policies, procedures, and programs in relation to harassment and discrimination.	Specialized skill set and expertise are required to align with best practices.	111,936	20,352

**2020 Consulting Services Expenditure - Operating Divisions, Agencies, and Corporations
Attachment A**

Expense Category	Contract / P.O. / D.P.O. Date (mm/dd/yyyy)	Contract / P.O. / D.P.O. Number	Consultant Name	Description of Work	Why Consultant's Services Needed	2020 Expenditure	2019 Expenditure
						\$	\$
Management / Research & Development	07/22/2019	47022301, 9306905	Diabsolut Inc.	To assess and analyze strategies used in the development of Change Management Plans, and integrate them into various project plans.	Specialized skill set and expertise are required to align with best practices.	10,685	110,167
Management / Research & Development	05/01/2019	47022245, 9285397, 9296308, 9301234, 9307323,	Edelman P.R. Worldwide Canada Inc.	To develop and deliver strategic communication plans for the Culture Change Program.	Expertise required to ensure best practice and program delivery	189,836	399,751
Management / Research & Development	10/18/2019	6049690	Galabuzi, Grace-Edward	To assist the T.P.S. in developing curriculum for the delivery of race-based data collection, training, and conduct an assessment and evaluation of Anti-Black Racism training.	Expertise required to ensure best practice and program delivery	4,070	13,941

**2020 Consulting Services Expenditure - Operating Divisions, Agencies, and Corporations
Attachment A**

Expense Category	Contract / P.O. / D.P.O. Date (mm/dd/yyyy)	Contract / P.O. / D.P.O. Number	Consultant Name	Description of Work	Why Consultant's Services Needed	2020 Expenditure	2019 Expenditure
						\$	\$
Management / Research & Development	06/06/2019	47022202, 9299506	Gallager McDowall Associates	To review and evaluate submissions for new and existing civilian positions and make recommendations.	Job evaluation is a legal and collective agreement requirement. External consulting services in the area of job evaluation are required pursuant to existing Memoranda of Agreement and the Collective Agreements in force between the Toronto Police Services Board (T.P.S.B.) and the Toronto Police Association (T.P.A.)/Senior Officers Organization (S.O.O.). There are strategic labour relations reasons for securing independent third party evaluations of jobs, including the ability to influence more favourable outcomes for the T.P.S.B. than would otherwise be possible with competing management versus association positions on evaluation results.	11,754	12,090
Management / Research & Development	08/02/2018	6047358	Goodwin Consulting Service Inc.	To develop the culture change plan and build the road map for the future.		0	50,832

**2020 Consulting Services Expenditure - Operating Divisions, Agencies, and Corporations
Attachment A**

Expense Category	Contract / P.O. / D.P.O. Date (mm/dd/yyyy)	Contract / P.O. / D.P.O. Number	Consultant Name	Description of Work	Why Consultant's Services Needed	2020 Expenditure	2019 Expenditure
						\$	\$
Management / Research & Development	11/16/2020	3599205, 6051116	Goodwin Consulting Service Inc.	To provide communications advice, on urgent basis, to assist with time-sensitive projects.	External consultant was used due to an ongoing, extremely high volume workload in the Corporate Communications unit. The unit is undergoing change to build capacity, as approved by the Board, to limit the need for external support.	15,371	0
Management / Research & Development	02/16/2017	47020475, 3568807, 9097418, 9132218, 9190080, 9190081, 9216265, 9216261, 9216323, 9266256, 9268885	Korn Ferry Hay Group Limited	To develop a competency framework required to support Human Resources modernization project.		0	391,663
Management / Research & Development	06/07/2016	47019970, 9292045	Mercer (Canada) Limited	To develop employee benefits strategies and recommendations on the employee health program.	Expertise required to conduct audit on our benefits carriers and regulatory services to ensure best practice and program delivery.	6,087	23,437
Management / Research & Development	09/11/2015	47021192, 9126325, 9208084,	Mercer (Canada) Limited	To develop a review of existing Job Evaluation process and reporting of recommendations for efficiencies.		0	69,813

2020 Consulting Services Expenditure - Operating Divisions, Agencies, and Corporations Attachment A

Expense Category	Contract / P.O. / D.P.O. Date (mm/dd/yyyy)	Contract / P.O. / D.P.O. Number	Consultant Name	Description of Work	Why Consultant's Services Needed	2020 Expenditure	2019 Expenditure
						\$	\$
Management / Research & Development	03/30/2020	47022840, 9303242, 9357085	Wellesley Institute	To provide support on key T.P.S. projects managed by the Equity, Inclusion and Human Rights unit to inform T.P.S.' race-based strategy, the unit's overall strategy and a systemic review of T.P.S.' recruitment processes.	Expertise required to ensure best practice and program delivery	105,389	0
Sub-total						455,128	1,092,046
Legal (External Lawyers & Planners)	12/31/2020	6051696	Borden Ladner Gervais L.L.P.	To provide input, analysis, research and assist in drafting materials for the Ontario Human Rights Tribunal (O.H.R.T.) application.	External counsel was retained for a required short turnaround due to limited resources in Legal services.	9,904	0
Legal (External Lawyers & Planners)	11/19/2020	3599365	Butt, David	To provide consultation on getting possible injunction.	External counsel was retained for this matter due to counsel's in-depth knowledge of the issues and the immediate need to intervene. The need could not have been reasonably met due to limited resources in Legal Services.	3,425	0
Legal (External Lawyers & Planners)	04/10/2018	6046733, 6048723	Ceyssens & Bauchman	To provide advice to T.P.S. members regarding Police Services Act issues.		0	4,070

**2020 Consulting Services Expenditure - Operating Divisions, Agencies, and Corporations
Attachment A**

Expense Category	Contract / P.O. / D.P.O. Date (mm/dd/yyyy)	Contract / P.O. / D.P.O. Number	Consultant Name	Description of Work	Why Consultant's Services Needed	2020 Expenditure	2019 Expenditure
						\$	\$
Legal (External Lawyers & Planners)	01/17/2020	3589692, 3592672, 3597008, 3598104, 3599318	Henein, Hutchison L.L.P.	To provide legal advice and consultation on alleged forgery of will and reward protocols.	External counsel has been retained for this matter due to limited resources in Legal Services.	5,449	0
Legal (External Lawyers & Planners) -	04/09/2019	3579787, 3585769, 3581921, 3587155, 3588732	Henein, Hutchison L.L.P.	To provide consultation for a high profile homicide ongoing case based on an Ontario Human Rights Commission (O.H.R.C.) inquiry.		0	5,617
Legal (External Lawyers & Planners)	04/09/2019	3579793, 3581921, 3586442, 6049723, 6049950	Henein, Hutchison L.L.P.	To provide consultation for a high profile homicide ongoing case based on an O.H.R.C. inquiry.		0	19,338
Legal (External Lawyers & Planners)	03/02/2020	6050136, 6050263, 6050505	Henein, Hutchison L.L.P.	To provide consultation and legal advice on various issues surrounding O.H.R.C. inquiry.	External counsel has been retained due to the level of expertise; as well as cost saving measure.	224,357	0
Legal (External Lawyers & Planners)	01/17/2020	3600560	Lerners L.L.P.	To provide consultation regarding underlying litigation and criminal proceedings, considering procedural steps and possible injunction.	External counsel was retained for this matter due to the immediate need to intervene and the limited resources in Legal Services.	4,630	0
Legal (External Lawyers & Planners)	12/15/2020	3600392	Lerners L.L.P.	To provide consultation on possible libel suit and defamation for a T.P.S. member.	External counsel was retained for their expertise in defamation cases and due to the limited resources in Legal Services.	8,360	0

2020 Consulting Services Expenditure - Operating Divisions, Agencies, and Corporations

Attachment A

Expense Category	Contract / P.O. / D.P.O. Date (mm/dd/yyyy)	Contract / P.O. / D.P.O. Number	Consultant Name	Description of Work	Why Consultant's Services Needed	2020 Expenditure	2019 Expenditure
						\$	\$
Legal (External Lawyers & Planners)	09/27/2019	3600392, 6051169	Lesage, Patrick	To provide recommendations regarding a conflict of interest arising from T.P.S.B. questionnaire.		0	18,032
Legal (External Lawyers & Planners)	04/16/2019	6048724	Miller Thompson L.L.P.	To provide consultation for legal matter involving members and use of memorial wall.		0	3,152
Sub-total						256,125	50,209
Creative Communications	10/01/2018	6047554	Deloitte L.L.P.	To develop and design customized individual talent sourcing strategies, marketing strategies, and branding for recruitment initiatives.		0	119,613
Creative Communications	11/16/2020	47023224, 9350939, 9351004, 9351044, 9351361	Navigator Limited	To provide strategic communication advice in relation to Policing Reform.	A specialized skill set is required.	87,421	0
Sub-total						87,421	119,613
Total - Division / Agency / Corporation						1,058,333	1,766,020

**2020 Consulting Services Expenditure - Capital
Divisions, Agencies, and Corporations
Attachment B**

Expense Category	Contract / P.O. / D.P.O. Date (mm/dd/yyyy)	Contract / P.O. / D.P.O. Number	Consultant Name	Description of Work	Why Consultant's Services Needed	2020 Expenditure	2019 Expenditure
						\$	\$
Technical	12/31/2020	P.O. not required per Schedule A of the Purchasing Bylaw.	Build Toronto Inc.	To provide investigations and reports on geotechnical engineering recommendations pertaining to the proposed development of Division 54/55 site.	Consultant's services were essential to meet legislated requirements. The completed work informs T.P.S. of required remediation of issues and subsequent design of the building.	91,518	0
Technical	03/12/2018	6046593	400525 Ontario Limited	To develop and propose a preferred long-term plan regarding the use of the 700 MHz broadband spectrum for Public Safety Broadband.		0	91,080
Technical	05/12/2020	3593431, 6050801	Softchoice L.P.	To provide expert opinion and report on airbag compliance testing for Mobile Workstation Lifecycle.	Specialized skill set and expertise are required to align with best practices.	38,923	0
Technical	04/08/2019	47022143, 9293266, 9296854, 9299270, 9307307, 9315447	Teramach Technologies Inc.	To provide a business process review, training and implementation strategies for the Body Worn Camera Project.	Specialized skill set and expertise are required to align with best practices.	60,583	117,426
Sub-total						191,024	208,506
Information Technology	06/24/2019	47022226, 9237411	Teramach Technologies Inc.	To provide technical advice and research for solutions related to the Next Generation (NG9-1-1) Project.	Specialized skill set and expertise are required to align with best practices.	135,227	41,144
Sub-total						135,227	41,144
Management / Research & Development	08/19/2019	6049357	Bell Canada	To provide an operational review, including a complete process mapping and traffic analysis to provide recommendations to improve delivery of contact centre services.	Specialized skill set and expertise are required to align with best practices.	0	45,792

**2020 Consulting Services Expenditure - Capital
Divisions, Agencies, and Corporations
Attachment B**

Expense Category	Contract / P.O. / D.P.O. Date (mm/dd/yyyy)	Contract / P.O. / D.P.O. Number	Consultant Name	Description of Work	Why Consultant's Services Needed	2020 Expenditure	2019 Expenditure
						\$	\$
Management / Research & Development	09/12/2017	6045611, 6050451	H.K.A. Global Canada Inc.	To provide oversight and evaluate the competitive procurement of Body Worn Camera Project.	A Fairness Commissioner was hired to oversee the project, ensuring fair process on the selection of vendor.	22,516	40,881
Management / Research & Development	08/27/2019	6049411	Ian Martin Information Technology	To conduct a Privacy Impact Assessment for the Body Worn Camera Project, providing recommendations to mitigate risks.	Specialized skill set and expertise are required to align with best practices.	7,408	48,021
Management / Research & Development	07/01/2019	47022255, 9243355	Kasian Architecture Ontario Inc.	To undertake an internal organizational review to provide recommendations for realignment and efficiencies to reduce overcrowding and maximize use of space.	Specialized skill set and expertise are required to align with best practices.	0	11,295
Sub-total						29,924	145,989
Legal (External Lawyers & Planners)	09/25/2020	3597291, 6051566	Deeth Williams Wall L.L.P.	To review and provide expert opinion and on Solacom software license Agreement.	City Legal recommended use of outside counsel to review New Generation 9-1-1 Solutions Agreement.	35,138	0
Legal (External Lawyers & Planners)	02/05/2019	6048331	Procurement Law Office Professional	To provide legal and procurement advice in regards to the Body Worn Camera Project.	An independent objective review is required to assist with the procurement process and selection of vendor for the Body Worn Camera project.	4,681	157,512
Sub-total						39,819	157,512
Creative Communications						0	0
Sub-total						-	-
Total - Division / Agency / Corporation						395,994	553,151



Toronto Police Services Board Report

March 26, 2021

To: Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director and Chief of Staff

Subject: Annual Report: Toronto Police Services Board's 2020 Consulting Expenditures

Recommendation(s):

It is recommended that the Board receive this report for information.

Financial Implications:

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

Background / Purpose:

At its meeting on February 20, 2003, the Board approved a motion requiring the reporting of all consulting expenditures on an annual basis (Min. No. P45/03 refers).

This report provides details of the 2020 consulting expenditures for the Toronto Police Services Board, in the City's prescribed format and based on the definition of consulting services provided by the City. The City's definition of consulting services is as follows:

any firm or individual providing expert advice/opinion on a nonrecurring basis to support/assist management decision making in the areas of technical, information technology, management/research and development (R&D), external lawyers and planners, and creative communications.

Discussion:

The information contained in this report has already been forwarded to the City, as the completion of the Service's year-end accounting process and the timing of the Board meetings did not allow this report to be forwarded to the Board in advance of the City's February 28, 2021 deadline.

Conclusion:

It is, therefore, recommended that the Board receive this report for information.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "R. Teschner".

Ryan Teschner
Executive Director and Chief of Staff

Expense Category	Contract / PO / DPO Date (mm/dd/yyyy)	Contract / PO / DPO Number	Consultant Name	Description of Work	Why Consultant's Services Needed	2020 Expenditure	2019 Expenditure
Management /Research & Development - CE 4089	01/01/2018	47021249 CRO 9205749	Jen Finan	To assist in the development of Transgender inclusive policies, procedures, orders and forms.	An expertise is required to ensure best practice and program delivery.	0	1,018
Management /Research & Development - CE 4089	08/12/2019	47022282 and CRO 9250503	Ty Smith	To assist in the development and evaluation of Transgender inclusive, policies, procedures, orders and forms.	An expertise is required to ensure best practice and program delivery.	0	15,000
Management /Research & Development - CE 4089	04/23/2020	PO 3592935	Barnes Management Group	To assist in the Board's strategic planning and goal setting.	An expertise is required to ensure best practice and program delivery.	3,561.60	0
Management /Research & Development - CE 4089	12/31/2020	PO 9361673	J Wallace Skelton Consulting	To provide in the development of Transgender inclusive policies, procedures, orders, forms and training.	An expertise is required to ensure best practice and program delivery.	51,229.80	0
Sub-total						54,791	16,018
Legal (External Lawyers & Planners) - CE4091	01/01/2017	Contract 47020535 CRO 9298522	Hicks Morley Hamilton Stewart	To provide expert advice/legal opinion on general employment and labour relations issues.	An independent objective review is required.	49,764	65,387
Sub-total						49,764	65,387
Total - Division / Agency / Corporation						104,555	81,405



Toronto Police Services Board Report

March 4, 2021

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

Subject: Chief's Administrative Investigation into the Vehicle Injuries to Complainant 2020.32

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive the following report.

Financial Implications:

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

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) investigates an incident involving serious injury or death, provincial legislation requires the Chief of Police, of the relevant police service, to conduct an administrative investigation. This is the Chief's report in respect of this incident.

Discussion:

On June 24, 2020, an officer was on foot conducting speed enforcement at the intersection of Kingston Road and Lakehurst Drive.

The officer was observing traffic travelling eastbound on Kingston Road and enforcing the posted 50 km/hr speed limit. Kingston Road is four lanes wide in this area, with two eastbound and two westbound lanes, separated by a divided raised median.

The officer was in full uniform and wearing a high visibility yellow reflective vest with the word “**POLICE**” on the front and back. The officer was operating a Light Detection and Ranging (L.I.D.A.R.) laser speed-measuring device.

At 1550 hours, the officer observed a Chevrolet Malibu (Chevrolet) travelling eastbound on Kingston Road in the curb lane at what appeared to be excessive speeds. The officer measured the Chevrolet’s speed and obtained a reading of 75 km/hr at a distance of 150 metres west of his position. The officer stepped out onto Kingston Road and directed the driver of the Chevrolet to stop. The driver complied with the officer’s direction and stopped his vehicle in the eastbound curb lane.

A Ford Ranger pickup (Ford) which was travelling directly behind the Chevrolet also came to stop in the curb lane.

A male, later identified as Vehicle Injury Complainant 2020.32 (2020.32) was operating a 2001 Harley Davidson motorcycle eastbound in the curb lane. 2020.32 failed to stop and drove directly into the back of the stopped Ford. This collision resulted in 2020.32 and his motorcycle being thrown into the adjacent passing lane, directly in front of a Mazda 3 (Mazda) that was travelling eastbound on Kingston Road in the passing lane.

The Mazda struck 2020.32 as he lay on the roadway.

The officer ran over to 2020.32 and immediately rendered medical assistance to him. Toronto Paramedic Services (Paramedics) were notified, attended the scene and transported him to St. Michael’s Hospital. 2020.32 was examined by a physician, diagnosed and treated for several serious injuries.

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated one officer as a subject officer; two other officers were designated as witness officers.

In a letter to the Toronto Police Service (Service) dated February 4, 2021, Director Joseph Martino of the S.I.U. advised, “*the file has been closed and no further action is contemplated. In my view, there were no grounds in the evidence to proceed with criminal charges against the subject officer.*”

In his report to the Attorney General Director Martino articulated this decision in part as follows:

“I am satisfied on reasonable grounds that the SO was in the lawful discharge of his duties when he decided to stop the Malibu for a speeding infraction. Thereafter, despite what appears to have been a late stop signal directed at CW #1, the driver of the Malibu, the evidence falls short of establishing any criminal negligence on the part of the SO in the performance of his duty. While the SO may have been very close to the Malibu when he first stepped onto the roadway, the fact remains that both CW #1 and CW #2 had seen the officer and were able to come to safe, albeit quick, stops. As for

why the Complainant was not similarly able to bring his vehicle to a stop, the answer appears to have had something to do with less than careful driving on his part. Thus, there is some evidence that the Complainant was weaving in and out of the curb and passing lanes on the approach to Lakehurst Drive, and riding the “line” that is, cradling the lanes. On this record, while it might have been that the SO ought to have allowed for a greater stopping distance before signaling traffic to pull over, his failure to do was something less than a marked and substantial deviation from a reasonable level of care in the circumstances”.

“In the result, while I accept that the SO’s conduct set in train a series of events that resulted in injuries to the Complainant, I am satisfied that the officer comported himself within the limits of care prescribed by the criminal law”.

The S.I.U. Director’s public report to the Attorney General can be found by the following link:

http://www.siu.on.ca/en/directors_report_details.php?drid=1059

Summary of the Toronto Police Service’s Investigation:

Professional Standards Support (P.S.S.) and Traffic Services Unit (T.S.V.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

The investigation examined the circumstances of the vehicle injuries in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The P.S.S. and T.S.V. investigation reviewed the following Service procedures:

- Procedure 07-01 (Transportation Collisions)
- Procedure 07-03 (Life Threatening Injury/Fatal Collisions)
- Procedure 07-10 (Speed Enforcement)
- Procedure 10-06 (Medical Emergencies)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)

The P.S.S. and T.S.V. investigation also reviewed the following legislation:

- *Police Services Act* Section 113 (Special Investigations Unit)
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)

The P.S.S. and T.S.V. investigation determined that the Service’s policies and procedures associated with this vehicle injury were lawful, in keeping with current

legislation, and written in a manner, which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

The P.S.S. and T.S.V. investigation determined the conduct of the designated officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable Service procedures. Although the officer's enforcement activities set in motion the chain of events that followed, this investigation did not find evidence that the officer was performing his duties in an unsafe manner or otherwise acted contrary to Procedure 07-10 (Speed Enforcement).

Acting Staff Superintendent Rob Johnson, Strategy & Risk Management, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*original copy with signature on file in Board office



Toronto Police Services Board Report

March 4, 2021

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury to Complainant 2020.33

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive the following report.

Financial Implications:

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

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) investigates an incident involving serious injury or death, provincial legislation requires the Chief of Police, of the relevant police service, to conduct an administrative investigation. This is the Chief's report in respect of this incident.

Discussion:

On July 25, 2020, at approximately 1300 hours, two plainclothes officers from 52 Division, were in the area of Dundas Street West and Simcoe Street.

The officers observed what they believed to be a hand-to-hand drug transaction between an unknown male and another male, identified as Custody Injury Complainant 2020.33 (2020.33). The officers approached 2020.33 with the intention of investigating him for what they believed was the sale of illegal drugs.

2020.33 was operating a bicycle and as the officers approached, he attempted to flee north on Simcoe Street. The officers gave chase on foot. 2020.33 crashed into a construction barricade as he was fleeing and despite the crash, continued to flee on foot from the officers.

The officers caught him and tackled him to the ground. During the process of arresting 2020.33, the officers observed a small baggie with a dark substance within. During the struggle to secure 2020.33's arms and hands, he shoved the baggie within his waistband.

2020.33 was subdued, handcuffed and placed under arrest. A frisk search (formerly known as Level 2) only revealed another baggie with marijuana and a set of brass knuckles. Other officers arrived on scene and 2020.33 was walked across Dundas Street West to 52 Division for further investigation and processing on criminal charges.

Upon his arrival at 52 Division, 2020.33 was paraded before the booking Sergeant. The arresting officers requested a strip search (formerly known as Level 3) be conducted, as they were concerned about 2020.33 having secreted the baggie of unknown drugs within his clothing or somewhere upon his person. The strip search was conducted and no other drugs were located. 2020.33 was breathing heavily despite the passage of time after the arrest and when questioned, he advised that he had suffered a lung injury some time prior and this heavy breathing was the result of the exertion from running and his fight to resist arrest. 2020.33 when questioned in the booking process denied the ingesting of any drugs.

2020.33 was lodged in the cells at 52 Division while the arresting officers returned to the arrest area to retrace their steps to try to locate any discarded evidence.

The officers did not locate any drugs along the pursuit route or at the scene of the arrest. They called the station to advise the Sergeant of these results and suggested that they believed that 2020.33 might have swallowed the drugs. They recommended that he be taken to a hospital out of an abundance of caution for his health.

At about the same time, 2020.33 began to wave his hands in the cells and booking officers reacted by attending the cell where he was detained. They observed 2020.33 in medical distress and they removed him from the cells and called 9-1-1 for Toronto Paramedic Services (Paramedics) to attend the station.

2020.33 was moved to the booking area. 2020.33 then admitted to officers that he had swallowed a quantity of drugs and began to suffer a seizure. One of the booking police constables administered a dose of Naloxone to 2020.33 and upon arrival of Paramedics, 2020.33 was transported to Mount Sinai Hospital for diagnosis and treatment. Upon arrival at the hospital, 2020.33 suffered cardiac arrest. He was revived by medical personnel and admitted to the hospital.

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated two officers as subject officers; four other officers and two special constables were designated as witness officers.

In a letter to the Toronto Police Service (Service), dated February 21, 2021, Director Joseph Martino of the S.I.U. advised that the investigation was completed, the file has been closed and no further action is contemplated.

The S.I.U. published a media release on February 23, 2021. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=6385

The Director's Report of Investigation is published on the link; https://www.siu.on.ca/en/directors_report_details.php?drid=1089

Summary of the Toronto Police Service's Investigation:

Professional Standards Support (P.S.S.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

P.S.S. examined the injury in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The P.S.S. investigation reviewed the following Service procedures:

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 08-05 (Naloxone)
- Procedure 10-06 (Medical Emergencies)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)
- Procedure 15-01 (Use of Force)
- Procedure 15-02 (Injury/Illness Reporting)
- Procedure 15-17 (In-Car Camera System)

The P.S.S. investigation also reviewed the following legislation:

- *Police Services Act* Section 113 (Special Investigations Unit)
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- Ontario Regulation 926 Section 14.3 (Use of Force Qualifications)

The P.S.S. investigation determined that the Service's policies and procedures associated with the custody injury were lawful, in keeping with current legislation, and written in a manner, which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

The conduct of the officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable Service procedures.

Acting Staff Superintendent Rob Johnson, Strategy & Risk Management, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*original copy with signature on file in Board office



Toronto Police Services Board Report

March 4, 2021

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

**Subject: Chief's Administrative Investigation into the Custody
Death of Complainant 2020.18**

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive the following report.

Financial Implications:

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

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) investigates an incident involving serious injury or death, provincial legislation requires the Chief of Police, of the relevant police service, to conduct an administrative investigation. This is the Chief's report in respect of this incident.

Discussion:

On April 17, 2020, at 2013 hours, Toronto Police Service (Service) Communications Services (Communications) received a call for an assault in progress at Victoria Street. The complainant advised Communications they could hear two males fighting in a unit on the 12th floor with one of the males screaming, "*He is going to kill me.*" It was reported that a male was observed leaving the apartment with an obvious injury while the other male stayed inside the unit.

The Service's Priority Response Group (P.R.G.) officers who were working in 51 Division were dispatched to the call.

The P.R.G. officers arrived at Victoria Street and met with the male victim (the victim) who was in the lobby of the building. The victim was bleeding from his head and was receiving first aid from the building concierge. The victim reported to the officers that his friend, identified as Custody Death Complainant 2020.18 (2020.18) had been staying with him for a few days and when the victim had asked him to leave he became violent and assaulted him. While being attacked the victim managed to escape the apartment and was followed into the hallway by 2020.18. Other residents of the 12th floor had heard the commotion and attempted to intervene and assist the victim but had objects thrown at them by 2020.18. The victim managed to make his way down to the building lobby where he reported the assault to the concierge.

The victim also advised the officers that 2020.18 had been consuming methamphetamine.

The officers formed reasonable grounds to arrest 2020.18 for Assault and Assault with a Weapon and attended the unit to arrest him.

The officers knocked on the door of the unit and attempted to communicate with 2020.18 through the door. 2020.18 threatened the officers from within the apartment and could be heard smashing items in the apartment. 2020.18 did not comply with the officers directions to exit the apartment.

The officers attempted to open the door to the unit which was unlocked but barricaded from the inside. The officers continued to communicate with 2020.18 who either did not respond or responded with threats towards the officers.

Recognizing they were dealing with a violent barricaded person who may also be in crisis due to the consumption of illicit drugs the officers requested the attendance of additional units, a Supervisor and the Emergency Task Force (E.T.F).

At 2043 hours, additional units from 51 Division responded to the call including an officer assigned to the Mobile Crisis Intervention Team (M.C.I.T.). This officer is a trained M.C.I.T. officer with training in de-escalation techniques.

For approximately 30 minutes the M.C.I.T. officer attempted to negotiate 2020.18's peaceful surrender. 2020.18 continued to throw items at the door, threaten officers and clearly indicated he did not intend to surrender. 2020.18 did not comply with the M.C.I.T. officer's request to exit the unit nor did he allow officers to enter.

At 2112 hours, E.T.F. Special Weapons Team 4 arrived at the unit and took over negotiations with 2020.18. Tactical Paramedics also accompanied the E.T.F. team and stood by on the 12th floor.

The E.T.F are specially trained to manage and safely resolve situations involving barricaded people.

Within minutes of arriving and taking over negotiations thick black smoke began to emanate from the unit. E.T.F. officers attempted to force entry into the apartment with a pry bar but were repelled by thick smoke emanating from within the apartment. Other E.T.F. officers who had positioned themselves on a neighboring balcony could see into the unit and observed 2020.18 set fire to a couch which he had pushed up against the door.

All officers on scene refocused their efforts on evacuating the other residents of the 12th floor while members of Toronto Fire Services (T.F.S.) made entry into the apartment to suppress the fire.

Shortly after entering the unit, T.F.S. discovered 2020.18, whose vital signs were absent.

2020.18 was removed from the apartment and handed over to the Tactical Paramedics who immediately commenced first aid.

Paramedics were unable to revive 2020.18 and he was pronounced deceased at the scene.

The scene was secured and the S.I.U. was notified and invoked its mandate.

The S.I.U. designated one officer as a subject officer; twelve other officers were designated as witness officers.

In a letter to the Service dated February 16, 2021, Director Joseph Martino of the S.I.U. advised, *“the file has been closed and no further action is contemplated. In my view, there were no grounds in the evidence to proceed with criminal charges against the subject officer.”*

In his report to the Attorney General Director Martino articulated this decision in part as follows;

“Once at the unit, it appears the officers conducted themselves with due care and regard for the Complainant’s health and well-being. The SO was a member of the MCIT and trained in techniques of de-escalation. During the half-hour or so that the SO led the negotiations with the Complainant, he appears to have put his training to use attempting to defuse the situation. As attested by residents in the neighbouring apartments, the SO spoke calmly and reassuringly to the Complainant. His posture was one primarily focused on helping the Complainant with whatever was causing him upset as opposed to law enforcement. That the SO was ultimately unable to mollify the Complainant was not for want of trying.”

“I am also unable to find fault with the deployment of the E.T.F. The team is specifically trained to handle high-risk barricade situations of the type involving the Complainant.

They had just assumed carriage of the operation when the Complainant started a fire in the unit and quickly shifted focus on a rescue operation. Officers were directed to evacuate neighbouring units as E.T.F. personnel attempted to force their way into the residence via the front and rear doors. Regrettably, those efforts were stymied by what appears to have been a fast spreading fire and they prudently pulled back to allow firefighters to deal with the situation. Though the firefighters acted quickly to suppress the fire, the damage to the Complainant, unfortunately, had been done.”

“On the aforementioned-record, there is little if anything to suggest that the officers fell short in their duty of care to the Complainant. Their decision-making throughout the intervention was reasonable, as was the manner in which they set about trying to safely take him into custody, first, and then rescue him from the fire. Accordingly, as I am not satisfied on reasonable grounds that the SO or any of the other officers were derelict in their conduct, there is no basis for proceeding with criminal charges. The file is closed.”

The S.I.U. Director’s public report to the Attorney General can be found by the following link:

http://www.siu.on.ca/en/directors_report_details.php?drid=1079

Summary of the Toronto Police Service’s Investigation:

Professional Standards Support (P.S.S.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

This investigation examined the circumstances of the custody death in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The P.S.S. investigation reviewed the following Service procedures:

- Procedure 01-01 (Arrest);
- Procedure 04-02 (Death Investigations);
- Procedure 04-16 (Death in Police Custody);
- Procedure 05-07 (Fire Investigations);
- Procedure 06-04 (Emotionally Disturbed Persons);
- Procedure 08-03 (Injured on Duty Reporting);
- Procedure 10-05 (Incidents Requiring the Emergency Task Force);
- Procedure 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-17 (In-Car Camera System).

The P.S.S. investigation also reviewed the following legislation:

- *Police Services Act* Section 113 (Special Investigations Unit)
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)

The P.S.S. investigation determined that the Service's policies and procedures associated with this custody death were lawful, in keeping with current legislation, and written in a manner, which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

The P.S.S. investigation determined the conduct of the designated officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable Service procedures.

Acting Staff Superintendent Rob Johnson, Strategy & Risk Management, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*original copy with signature on file in Board office



Toronto Police Services Board Report

March 19, 2021

To: Chair and Members
Toronto Police Services Board

From: James Ramer, M.O.M
Chief of Police

**Subject: Response to the Jury Recommendations from the
Coroner's Inquest into the Death of Mr. Rui-Filipe Nabico**

Recommendations:

It is recommended that the Toronto Police Services Board (Board):

- (1) receive the following report for information; and
- (2) forward a copy of the following report to the Chief Coroner for the Province of Ontario.

Financial Implications:

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

Background / Purpose:

A Coroner's inquest into the death of Mr. Rui-Filipe Nabico was conducted in the City of Toronto during the period October 26 to November 4, 2020. As a result of the inquest, the jury found the manner of death was accidental; and made 23 recommendations, with recommendations 11 to 23 being directed to the Toronto Police Service (Service).

The purpose of this report is to inform the Board of the Service's review for potential implementation of the jury recommendations.

The following is a summary of the circumstances of the death of Mr. Rui-Filipe Nabico and issues addressed at the inquest, as delivered by Dr. Bob Reddoch, Presiding Coroner.

Summary of the Circumstances of the Death:

Rui Nabico was 31 years old and living in Toronto at the time of his death. On November 4, 2016, Toronto Police received an emergency 911 call at approximately 12:06 p.m. for a male who was reported to be yelling and waving knives over his head in a Toronto neighbourhood. When two police officers arrived on scene, the male, later identified as Mr. Nabico, was lying prone on the grass near a residential building. He had knives in each hand and was holding them above his head. Police ordered him to drop the knives, and he dropped them in the grass near his head. As police approached, he put both hands under his body. One officer knelt on Mr. Nabico's lower back and struggled to bring his arms behind his back to apply handcuffs, but with no success. The other officer stood near Mr. Nabico's head, aiming his service rifle. A third officer arrived and deployed a Conducted Energy Weapon (C.E.W.), the two barbs attaching to Mr. Nabico's back and right side. After the C.E.W. deployment, an officer was able to extricate the left arm, but he lost control before the handcuff could be applied, and Mr. Nabico brought his hand back under his body. The C.E.W. electrical current was recycled twice more, and officers then succeeded in extricating his hands, applying handcuffs, and bringing Mr. Nabico into a sitting position. Shortly thereafter, officers noted that Mr. Nabico appeared to be in medical distress. They called for a rush on the ambulance (having called for the ambulance immediately following the discharge of the C.E.W.) and started chest compressions. Paramedics arrived, confirmed absent vital signs, continued with life support measures, and transported him to St. Joseph's Health Centre where resuscitation was continued. With no return of spontaneous circulation, efforts were terminated, and Mr. Nabico was pronounced dead by the emergency department physician at 12:59 p.m.

A post mortem examination was performed on November 5, 2016. It revealed an underlying cardiomyopathy (heart condition) of undetermined origin. Toxicology revealed cocaine and its metabolite in femoral blood.

Mr. Nabico's death while being detained by police required a mandatory inquest under the Coroners Act.

The jury sat for eight days, during which time they heard evidence from 14 witnesses, reviewed 20 exhibits, and deliberated for six hours in reaching their verdict.

Discussion:

Professional Standards Support (P.S.S.) – Governance was tasked with preparing responses for the jury recommendations directed to the Service from the Coroner's Inquest into the death of Mr. Rui-Filipe Nabico.

Service subject matter experts from the Toronto Police College (T.P.C.), Communications Services (Communications), Information Technology Services (I.T.S.), Wellness Unit, Equity Inclusion & Human Rights (E.I.&H.R.), Talent Acquisition, the

Body-Worn Camera Implementation Team, and Community Partnerships and Engagement Unit (C.P.E.U.) contributed to the responses contained in this report.

For the purposes of reporting the Service's responses, a chart summarizing the status of each recommendation with a comprehensive response is attached to this report (See – Appendix B).

Conclusion:

As a result of the Coroner's inquest into the death of Mr. Rui-Filipe Nabico and the subsequent 13 of 23 jury recommendations directed to the Service, a review of Service governance, training and current practices has been conducted.

In summary, the Service has implemented eight (8) of the recommendations, with four (4) recommendations being implemented in an alternative form, and one (1) recommendation remaining under consideration for potential implementation.

The Service continues to strive for excellence in providing its members with the latest technology, equipment, best practices, and training, in order to safely resolve dangerous encounters and mitigate the potential for harm, whenever feasible.

Acting Staff Superintendent Rob Johnson, Strategy & Risk Management, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

*original copy with signature on file in Board office

Attachments:

Appendix A – Jury Verdict & Recommendations (Nabico Inquest)

Appendix B – Status and Response to Nabico Inquest Recommendations

Verdict Explanation

Inquest into the Death of Rui-Filipe NABICO

Dr. Bob Reddoch, Presiding Coroner
October 26 – November 4, 2020
Coroner's Courtroom B
25 Morton Shulman Avenue
Toronto, ON M3M 0B1

Opening comment:

This verdict explanation is intended to give the reader a brief overview of the circumstances surrounding the death of Rui Nabico along with some context for the recommendations made by the jury. The synopsis of events and coroner's comments herein are based on my recollection of the evidence presented, as presiding coroner in consultation with Coroner's Counsel, and on what I believe to be the jury's findings of fact from that evidence. This explanation has been written to assist in understanding the intent of the various recommendations so that recipient organizations, agencies, and ministries of government might be in a better position to consider their implementation.

Participants:

Counsel to the Coroner:	Mr. Julian Roy Counsel Office of the Chief Coroner 25 Morton Shulman Avenue Toronto, ON M3M 0B1
Investigating Officers:	Detective Constable Monica Wenzlaff, Detective Constable Ann Murden, Detective Constable Scott Lambert, and Detective Constable Alin Badiu Provincial Inquest Unit 25 Morton Shulman Avenue Toronto, ON M3M 0B1
Coroner's Constables:	Detective Constable Monica Wenzlaff and Acting Detective Caroline Derouet Provincial Inquest Unit 25 Morton Shulman Avenue Toronto, ON M3M 0B1

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Parties with Standing:	Represented by:
Nabico Family	Mr. William V. Reid Counsel 203-16 Industrial Parkway South Aurora, ON L4G 0R4
PC Jeff Hynek PC Colin Hendry	Mr. Jimmy Lee Counsel 300-350 Bay Street Toronto, ON M5H 2S6
Det. Jason Taylor	Mr. Gary Clewley Counsel 703-350 Bay Street Toronto, ON M5H 2T7
Toronto Police Service and Chief of Police	Ms. Gail Glickman Mr. Jerry Leung Counsel 40 College Street Toronto, ON M5G 2J3
Toronto Police Service Board	Mr. Mark Siboni Counsel Metro Hall, Stn. 1260 55 John Street Toronto, ON M5V 3C6
Ministry of the Solicitor General	Mr. Brian Whitehead Counsel 501-655 Bay Street Toronto, ON M7A 0A8

Summary of the Circumstances of the Death

Rui Nabico was 31 years old and living in Toronto at the time of his death. On November 4, 2016, Toronto Police received an emergency 911 call at approximately 12:06 p.m. for a male who was reported to be yelling and waving knives over his head in

a Toronto neighbourhood. When two police officers arrived on scene, the male, later identified as Mr. Nabico, was lying prone on the grass near a residential building. He had knives in each hand and was holding them above his head. Police ordered him to drop the knives, and he dropped them in the grass near his head. As police approached, he put both hands under his body. One officer knelt on Mr. Nabico's lower back and struggled to bring his arms behind his back to apply handcuffs, but with no success. The other officer stood near Mr. Nabico's head, aiming his service rifle. A third officer arrived and deployed a conducted energy weapon (CEW), the two barbs attaching to Mr. Nabico's back and right side. After the CEW deployment, an officer was able to extricate the left arm, but he lost control before the handcuff could be applied, and Mr. Nabico brought his hand back under his body. The CEW electrical current was recycled twice more, and officers then succeeded in extricating his hands, applying handcuffs, and bringing Mr. Nabico into a sitting position. Shortly thereafter, officers noted that Mr. Nabico appeared to be in medical distress. They called for a rush on the ambulance (having called for the ambulance immediately following the discharge of the CEW) and started chest compressions. Paramedics arrived, confirmed absent vital signs, continued with life support measures, and transported him to St. Joseph's Health Centre where resuscitation was continued. With no return of spontaneous circulation, efforts were terminated, and Mr. Nabico was pronounced dead by the emergency department physician at 12:59 p.m.

A post mortem examination was performed on November 5, 2016. It revealed an underlying cardiomyopathy (heart condition) of undetermined origin. Toxicology revealed cocaine and its metabolite in femoral blood.

Mr. Nabico's death while being detained by police required a mandatory inquest under the *Coroners Act*.

The jury sat for eight days, during which time they heard evidence from 14 witnesses, reviewed 20 exhibits, and deliberated for six hours in reaching their verdict.

Scope and Focus of the Inquest – see Appendix A.

Verdict:

Name of Deceased:	Rui-Filipe Nabico
Date and Time of Death:	November 4, 2016 at 12:59 p.m.
Place of Death:	St. Joseph's Health Centre, Toronto, Ontario
Cause of Death:	Sudden Arrhythmic Death Following Deployment of an Electronic Control Device in a Man with Cardiomyopathy and Cocaine Toxicity
By What Means:	Accident

Recommendations:

To the Ministry of the Solicitor General:

1. The Ministry of the Solicitor General should revise and renew the Provincial Use of Force Model (2004) as soon as possible. In particular, the Model should explicitly include an emphasis on de-escalation as a foundational principle.

Coroner's Comments:

The jury heard evidence that the Ontario Use of Force Model (2004) is a graphical representation of the various elements involved in the process by which a police officer assesses a situation and acts in a reasonable manner to ensure officer and public safety. It has served as a framework for use-of-force training at the Ontario Police College and the Toronto Police College. Police are trained that, if it is safe to do so, they should use communication and de-escalation as their primary approach to critical situations, but this priority is not necessarily reflected in the Model's graphical representation or in its explanatory document. A revision of the Model has recently been submitted to the Ministry for review.

2. The Ministry of the Solicitor General should consider revising the Provincial Use of Force Model (2004) to include Conducted Energy Weapons (CEWs) and new technologies or equipment as they are implemented.

Coroner's Comments:

The jury heard evidence that, when the 2004 Model was developed, CEWs were only being used in certain police tactical units or by supervisors. They are now issued to all front-line Toronto Police officers.

3. The Ministry of the Solicitor General should consider revising the Provincial Use of Force Model (2004) to include the category of "Less Lethal" to distinguish between the intermediate and lethal weapons.

Coroner's Comments:

The jury heard evidence that, in the 2004 Model, the use of firearms is considered lethal force, whereas other weapons such as CEWs, shotguns firing rubber buckshot or beanbag rounds, impact weapons, or aerosols are grouped as intermediate weapons. These intermediate weapons are also commonly referred to as less-lethal weapons.

4. The Ministry of the Solicitor General should include non-police experts and professionals in the review and renewal of the Provincial Use of Force Model.

Coroner's Comments:

The jury heard evidence that there is value, when revising use-of-force models, in including expert opinions from sectors other than policing.

5. The Ministry of the Solicitor General should consider renaming the Use of Force Model in order to communicate that its purpose is to respond to critical situations without resort to the use of force.

Coroner's Comments:

The jury heard evidence that the vast majority of police encounters with the public in Ontario are resolved without the application of force. Further to Recommendation 1, the foundational principle of approaching critical situations without the use of force is not reflected in the Model's name.

6. The Ministry of the Solicitor General should consider regularly mandated reviews of the Use of Force Model based on current research and statistical information to evaluate the model's effectiveness.

Coroner's Comments:

The jury heard evidence that it has been 16 years since the Ontario Use of Force Model was revised. In recent years, research processes have been developed to collect statistical data on the use of force to better inform changes in the Model. The jury recommends using this research to guide a review of the Model on a mandated schedule as opposed to on an ad hoc basis.

7. The Ministry of the Solicitor General should consider establishing a provincial database of use of force incidents and make the database available to police services and relevant non-policing experts and professionals and allow a means by which they could provide input.

Coroner's Comments:

The jury heard evidence that data on police use of force are not universally collected by or shared with all police services or other stakeholders who are in a position to inform changes in use-of-force practices.

8. The Ministry of the Solicitor General should consider enhancing the provincial use of force reporting form to ensure that police officers record their efforts at de-escalation prior to the use of force, or their reasons for not engaging in de-escalation.

Coroner's Comments:

The jury heard evidence that police are required to submit to their Chief of Police a use of force reporting form whenever they use force in the performance for their duties. The current form does not specifically require that efforts to de-escalate, or the reason for not de-escalating, be recorded by the police officer responsible for using force.

9. The Ministry of the Solicitor General should consider regularly reviewing the minimum standards of training in the use of CEWs and enhanced emphasis on "judgement."

Coroner's Comments:

The jury heard evidence that CEW training for police officers comprises an initial course of training followed by yearly re-training. A portion of this training is dedicated to judgment in deciding when best to use or to avoid using this weapon. The jury heard evidence regarding the Toronto Police Service's efforts to augment the judgment portion of the training.

10. The Ministry of the Solicitor General should expedite the implementation of Body-Worn Cameras (BWCs) for police services which have purchased and arranged funding for BWC assets, including data storage, by funding deployment, training, and implementation for all front-line officers in Ontario in order to ensure the time required to equip officers with BWCs is not inhibited by daily operational needs.

Coroner's Comments:

The jury heard evidence that in June 2016, the Toronto Police Service published the results of a pilot project that explored the benefits, challenges, and issues surrounding the use BWCs by its officers. The decision was made to proceed with implementation, and the plan is for most or all front-line police officers to be routinely using BWCs by August 2021. The jury heard from several witnesses about the benefits of video evidence of police encounters with members of the public in ensuring transparency and accountability.

To the Ministry of the Solicitor General and the Toronto Police Service:

11. The Ministry of the Solicitor General and the Toronto Police Service should advocate for additional research on the issue of whether persons in crisis or those who are intoxicated by stimulants, experiencing "excited delirium", or are obese are at increased risk of death arising from the deployment of CEWs.

Coroner's Comments:

The jury heard evidence that, through various physiological mechanisms, deployment of a CEW may increase the risk of a fatal cardiac arrhythmia in individuals who have underlying conditions that also pose such a risk. Such underlying conditions may include cardiomyopathy, obesity, and intoxication with stimulants like cocaine or methamphetamine. Excited delirium, also known as agitated delirium, is a syndrome closely associated with stimulant intoxication and is characterized by agitation, aggression, unexpected physical strength, and acute distress that can lead to cardiorespiratory collapse and death. The jury heard evidence that police officers are not currently provided training with respect to these potential risks.

12. The Ministry of the Solicitor General and the Toronto Police Service should incorporate the findings of the research-based evidence when training on the use of CEWs.

Coroner's Comments:

This follows from Recommendation 6 regarding data collection and research.

To the Toronto Police Service:

13. The Toronto Police Service should implement the use of BWCs by front line police officers as soon as possible. Training on the use of BWCs should include instruction on the importance of such cameras for ensuring accountability and transparency as well as improving public confidence in policing.

Coroner's Comments:

This follows from Recommendation 10.

14. The Toronto Police Service should continue to explore and consider enhancing the In-Car Camera System (ICCS) by adding side cameras on police vehicles.

Coroner's Comments:

The jury heard evidence that, much like BWCs, the ICCS is a tool that can improve the oversight of police interactions with the public and enhance transparency. In this case, there were several barriers that limited the efficacy of the ICCS, including positioning of police vehicles in a way that a front-facing camera could not adequately record the critical events.

15. The Toronto Police Service should enhance instruction on alternatives to the traditional police challenge, to facilitate more effective communication with persons experiencing crisis.

Coroner's Comments:

The jury heard evidence that the 2004 Model refers to the Police Challenge, "Police, don't move!" It is to be delivered loudly and clearly when police present a firearm in response to a threat to life or a threat of serious bodily harm. Police testified that, when they encounter a person in crisis, their initial verbal interaction with the individual is dictated by the circumstances. In cases where there is little risk of harm to anyone, police may choose a softer tone of voice and attempt to reason with the individual. In this case, police testified that they interpreted the scene as representing a higher threat level since Mr. Nabico was armed with knives, and they opted for loud, simple verbal challenges such as, "Police, don't move!" and "Drop the knives!" The jury heard evidence that the traditional Police Challenge may present a barrier to engaging in de-escalation with a person in crisis.

16. The Toronto Police Service should continue and enhance cross-training of officers by experts in the community (e.g., Indigenous peoples, marginalized and vulnerable populations, etc.).

Coroner's Comments:

The jury heard evidence that the Ontario Police College and Toronto Police College currently incorporate curricula on the special challenges and potential biases in police interactions with Indigenous peoples, racialized individuals, and emotionally-disturbed persons.

17. The Toronto Police Service should consider expanding physical control in the Use of Force Model and enhancing training of officers to include alternative tactics and distractions.

Coroner's Comments:

The jury heard evidence that the 2004 Model refers to methods of physically controlling an individual that do not involve the use of a weapon. These range from soft techniques that are control oriented and have a lower probability of causing injury (e.g., verbal distractions, restraining techniques, non-resistant handcuffing) to hard techniques that are intended to stop a subject's behaviour and have a higher probability of injury (e.g., empty hand strikes or kicks). Between these extremes may be other painful distractions such as pinching.

18. The Toronto Police Service should include formal orientation to the neighbourhoods within their division for front-line officers.

Coroner's Comments:

The jury heard evidence from one officer that a barrier to him quickly arriving at the scene in this case was a lack of familiarity with the neighbourhood.

19. The Toronto Police Service should enhance instruction on ICCS operation to explicitly include positioning of police vehicles to capture the best footage of a scene.

Coroner's Comments:

The jury heard evidence from police officers that they were aware of the importance of the ICCS but they were not explicitly trained to position their vehicles in a way that optimizes the camera angle when they arrive at a scene.

20. The Toronto Police Service should consider including an accountability process to increase transparency with respect to use/misuse of the BWCs and ICCS.

Coroner's Comments:

The jury heard evidence that the current Toronto Police Procedure 15-17 (In-Car Camera System) is explicit on what officers shall and shall not do with respect to

operation of the ICSS. Although it is not described within this policy what the accountability process is if an officer fails to meet these operational standards, there is a general accountability process that applies to all professional standards within the Toronto Police Service.

21. The Toronto Police Service should consider expanding the number of Mobile Crisis Intervention Team (MCIT) units and recruitment of persons with mental health training into and within police services.

Coroner's Comments:

The jury heard evidence that the MCIT is a collaborative partnership between practicing hospitals and the Toronto Police Service. The program partners a specially trained police officer and a mental health nurse that may assist in responding to calls for service involving individuals experiencing a mental health crisis. The parameters for involving the MCIT are outlined in Policy 06-04 (Emotionally Disturbed Persons). Currently in Toronto there are insufficient resources for the MCIT to be available on a 24-7 basis.

22. The Toronto Police Service should consider requiring front line officers to satisfy regular psychological evaluations.

Coroner's Comments:

The jury heard evidence that prospective police officers undergo a psychological evaluation as part of recruitment and hiring, but there is no formal process for psychological re-evaluation during the course of their employment unless the officer is deployed with certain specialized units.

23. The Toronto Police Service should consider delivering real time dispatch information to the in-car computer screen to avoid having to "refresh" for updates.

Coroner's Comments:

The jury heard evidence that, while police are responding to a high-priority call, they receive updates on the status of the scene by radio and by typed messages from dispatch on their in-car computer screen. With all the distractions of responding with lights and sirens in city traffic, it is possible to miss some of these audio updates, and the computer screen requires manual refreshing to be current.

Closing comment:

In closing, I reiterate that this document has been prepared solely for the purpose of assisting interested parties in understanding the jury's verdict and providing some context for its recommendations so that their intent might be better understood. The comments are based on my personal recollection of the evidence, and on what I believe to be the jury's findings of fact. Should the reader contest any of my recollection of the evidence, I would defer to the official recording maintained by the Office of the Chief Coroner.



Dr. Bob Reddoch
Presiding Coroner

2020-11-13

NABICO Inquest Recommendations – T.P.S. Responses

Legend

B.W.C.	Body-Worn Camera
C.A.M.H.	Center for Addiction and Mental Health
C.E.W.	Conducted Energy Weapon
C.P.K.N.	Canadian Police Knowledge Network
C.R.U.	Community Response Unit
D.C.S.O.	Divisional Crisis Support Officer
E.I.H.R.	Equity, Inclusion and Human Rights Unit
I.R.C.	Incident Review Committee
I.S.T.P.	In-Service Training Program
L.G.B.T.Q.2.S.	Lesbian, Gay, Bisexual, Transgender, Transsexual, Queer, Questioning, and Two-Spirit
M.H.A.A.P.	Mental Health and Addictions Advisory Panel
M.C.I.T	Mobile Crisis Intervention Team
N.C.O.	Neighbourhood Community Officer
P.R.U	Primary Response Unit
P.S.R.T.	Public Safety Response Team
T.A.	Talent Acquisition
T.P.C.	Toronto Police College
T.P.S.	Toronto Police Service
T.P.S.B	Toronto Police Services Board

Response Categories

T.P.S. Concur	–	Implemented
T.P.S. Concur in part	–	Implemented in an alternative form
T.P.S. Concur	–	Implemented in part
T.P.S. Concur	–	Under consideration
T.P.S. Does not concur	–	Implemented in an alternative form

Nabico Coroner's Inquest Recommendation	T.P.S. Response
<p data-bbox="254 267 898 329">#11 - To the Ministry of the Solicitor General and the Toronto Police Service:</p> <p data-bbox="254 370 915 605">The Ministry of the Solicitor General and the Toronto Police Service should advocate for additional research on the issue of whether persons in crisis or those who are intoxicated by stimulants, experiencing "excited delirium", or are obese are at increased risk of death arising from the deployment of C.E.W.s.</p>	<p data-bbox="940 267 1373 297">T.P.S. Concurs – Implemented</p> <p data-bbox="940 337 1850 505">The T.P.S. is committed to continuous learning and improvements in all areas of policing. The T.P.C. continually reviews, develops, and updates training to ensure officers are equipped with the knowledge, skills, and abilities needed to provide appropriate responses and service delivery to communities we serve.</p> <p data-bbox="940 545 1850 846">Members of the T.P.S., including T.P.C. instructors and section heads, sit on various committees and working groups at the municipal, provincial, and national levels to help enhance training and related standards for the T.P.S. and its partners. Over the past several years, the T.P.C. has worked collaboratively with community partners and subject matter experts to design effective training in the areas of human rights, profiling, mental health, community engagements, emotional intelligence, critical thinking, and “excited delirium”.</p> <p data-bbox="940 886 1850 1360">The T.P.S. has advocated for additional research into the use and safety of C.E.W.s. At a public consultation hosted by the T.P.S.B. on October 18, 2017, the Zero Death/Zero Harm Committee presented the “Achieving Zero Harm/Zero Death – An Examination of Less-Lethal Force Options, including the Possible Expansion of Conducted Energy Weapons (C.E.W.s)” report. The report discussed less lethal options deployed by the T.P.S., exploring other options and proposed to expand the deployment of C.E.W.s to P.R.U. constables and constables from designated specialized units. The report included research and discussion on other less lethal use of force options, de-escalation and negotiation, medical research, the expansion proposal, and transparency and accountability. The report concluded that through proper policy, procedures, training, and accountability, the C.E.W. is an important use of force option that</p>

Nabico Coroner's Inquest Recommendation	T.P.S. Response
	<p>can help maintain public and officer safety, and assist with its goal of zero harm/zero death.</p> <p>In addition to advocating for external research, the T.P.S. collects, tracks, and reviews the submitted Use of Force and C.E.W.s reports. This information is collected and reviewed by the Use of Force Analyst at the T.P.C. Usage trends and anecdotal evidence collected from individual occurrences are used in scenario based training which is given to officers receiving both C.E.W. and annual I.S.T.P..</p> <p>Further to the work done by the Use of Force Analyst, the I.R.C. is a panel of T.P.S. stakeholders whose mandate is to review incidents where force was used by members of the T.P.S. The panel is comprised of members from the T.P.C., Specialized Emergency Response – Emergency Task Force, Corporate Risk Management, East Field Command, West Field Command, and Emergency Management & Public Order – Public Safety. The I.R.C. assess the effectiveness of the T.P.S.'s training, practices, and associated T.P.S. Governance, reporting its finding to the Senior Management Team and Corporate Risk Management.</p> <p>Additionally, the T.P.C. and Wellness Unit will be advocating for further research to the M.H.A.A.P. to the Board. Specifically, on the issue of whether persons in crisis or those who are intoxicated by stimulants, experiencing 'excited delirium', or are obese are at increased risk of death arising from the deployment of C.E.W.s. The M.H.A.A.P. is comprised of internal and external stakeholders with expertise and focus on issues concerning mental health and addictions. Among the membership are representatives of academia, the medical community, community agencies, and social services.</p>

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<p>#12 - To the Ministry of the Solicitor General and the Toronto Police Service:</p> <p>The Ministry of the Solicitor General and the Toronto Police Service should incorporate the findings of the research-based evidence when training on the use of C.E.W.s.</p>	<p>T.P.S. Concurs – Implemented</p> <p>Further to the T.P.S. response to recommendation #11, any findings of the above research are reviewed by Corporate Risk Management and the T.P.C. to identify any applicable opportunities to incorporate into training for members. In addition, the T.P.C. may work with various T.P.S. stakeholders, for example the Wellness Unit, to act as a partner resource, as needed, for interpretation of research findings or any other input required.</p> <p>Currently, officers are trained that when a C.E.W. is used, whether in Drive Stun Mode or Full Deployment, they shall request the attendance of paramedics and monitor the subject until their arrival. This mandatory direction is contained in T.P.S. Procedure 15-09 "Conducted Energy Weapons". In addition, officers are taught about positional asphyxia and "excited delirium". This information has been incorporated into T.P.S. Procedure 01-01 "Arrest".</p>
<p>#13 - To the Toronto Police Service:</p> <p>The Toronto Police Service should implement the use of B.W.C.s by frontline police officers as soon as possible. Training on the use of B.W.C.s should include instruction on the importance of such cameras for ensuring accountability and transparency as well as improving public confidence in policing.</p>	<p>T.P.S. Concurs – Implemented</p> <p>The T.P.S. is currently in the process of implementing the use of B.W.C.s by frontline police officers. In August of 2020, the T.P.S. received approval from the T.P.S.B. to move forward with Axon Canada in the delivery of a Service-wide B.W.C. solution.</p> <p>Prior to being deployed in the community, officers are required to complete the B.W.C. internal training. Training consists of a pre-course eLearning module, followed by 12 hours of in-class training, which includes familiarization with the hardware, guided discussions, instructor-led demonstrations, and scenario incident response training. Officers will learn to use the B.W.C. system to help increase officer safety and accountability, improve the quality of evidence for</p>

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	<p>investigative and court purposes, and offer protection of all officers from unwarranted accusations of misconduct in the lawful performance of their duties.</p> <p>In order to complete the training successfully, officers must demonstrate sound ability in using the B.W.C. equipment, an ability to use the video storage software, and use the B.W.C. in compliance with all T.P.S. procedures. New T.P.S. Procedure 15-20 "Body-Worn Camera" has been developed to provide officers with direction on the use of B.W.C.s. Procedure 15-20 requires officers to ensure that the totality of any interaction is recorded unless exempt, exemptions are detailed in the procedure. In an ongoing commitment to transparency and building public trust, the T.P.S. released Procedure 15-20 to the public. The procedure and other information and updates about B.W.C.s are available on the T.P.S.'s website.</p> <p>In addition to the above, the T.P.S. is also exploring other technological options (from Axon) to ensure the recording of interactions. For example, the new C.E.W. model (Taser 7) has the ability to connect to the B.W.C. and start recording when the C.E.W. is powered on. In conjunction with the Taser 7 deployment, the T.P.S. will also be deploying a new technology (from Axon), Signal Sidearm, which will also start recording when an officer draws their firearm from their holster. The ability of both the Taser 7 and the Signal Sidearm to turn on the recording of the BWC, are safeguards for those volatile situations where an officer has inadvertently forgotten to begin recording as prescribed by procedure. It should also be noted that the B.W.C. has a 30 second pre-record buffer, with no audio, similar to the I.C.C.S. technology.</p> <p>The B.W.C. implementation across all divisions is ongoing and expected to be completed by the end of 2021. At the time of this</p>

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	<p>report, 850 officers have successfully completed training, and it is expected that another 1500 will receive training by the end of 2021.</p>
<p>#14 - To the Toronto Police Service:</p> <p>The Toronto Police Service should continue to explore and consider enhancing the In-Car Camera System (I.C.C.S.) by adding side cameras on police vehicles.</p>	<p>T.P.S. Concurs – Under Consideration</p> <p>The T.P.S. is taking this recommendation under consideration. Currently the T.P.S. is using the Panasonic Arbitrator In-Car Camera System. Presently, Panasonic does not offer a purpose built side mount camera solution for its Arbitrator 360° HD.</p> <p>The current system is capable of utilizing more than two cameras for input. An available option would be to add two more rear mount cameras to the interior of the police vehicle facing out the rear passenger windows. However, this is a challenge due to limited space because of the security cage. Another concern with this option is that the camera view, through the side windows, can be obscured by dirt, rain, snow, and other external factors.</p> <p>In the summer of 2020, the T.P.S. began a proof of concept utilizing all weather security cameras mounted to the roof of a police vehicle in a side mount configuration. To date, the testing has been successful, and the cameras mounted to the roof have proven superior to the currently available side mounted cameras. The proof of concept is transitioning into the second phase with the new Vision Zero team continuing the testing. It is anticipated that the testing will be completed by July 2021.</p> <p>The T.P.S.'s current I.C.C.S. is due for lifecycle in 2021. However, the I.C.C.S. team anticipates that the T.P.S. will be going to the market with a Request for Information (R.F.I.) to ensure that an optimal system is selected for both the T.P.S. and the community. It</p>

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	is anticipated that the T.P.S. will be seeking to have all marked police vehicles equipped with side mounted cameras in the future.
<p>#15 - To the Toronto Police Service:</p> <p>The Toronto Police Service should enhance instruction on alternatives to the traditional police challenge, to facilitate more effective communication with persons experiencing crisis.</p>	<p>T.P.S. Concurs – Implemented</p> <p>The Police Challenge is a mandatory component of training required under the Policing Standards Manual Ontario. There are several reasons why this challenge is used, these include, but are not limited to:</p> <ul style="list-style-type: none"> • The Police Challenge provides a clear concise announcement “police”, followed by an immediate direction “don’t move!”; • This command is usually followed by a subsequent command (e.g. “drop the knife”); • The Police Challenge is primarily used by an officer when their firearm is drawn and pointed at a subject displaying or actively engaging in a behaviour that will or is likely to cause serious bodily harm/death; • The Police Challenge alerts other officers in a clear and consistent way that an officer’s firearm is likely out and pointed at a subject displaying or actively engaging in a behaviour that will or is likely to cause serious bodily harm/death; and • The command is short, clear, and easily remembered by officers especially when they are involved in high stress situations. <p>While the T.P.S. follows the required legislated training, the T.P.C. also focuses on de-escalation methods and communication strategies that are central to T.P.S. training.</p>

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	<p data-bbox="940 298 1839 396">Officers receive training on many de-escalation and communication strategies that start with their initial police training at the Ontario Police College and enhanced at the T.P.C.</p> <p data-bbox="940 435 1839 639">The research and development of T.P.S.'s mental health and de-escalation programming has been largely guided by the M.H.A.A.P. In recent years, in part to the M.H.A.A.P. input, key advisory bodies, reports, and inquest recommendations have been considered in our mental health and de-escalation training. The T.P.C. has placed a strong emphasis on de-escalation training year after year including:</p> <ul data-bbox="984 678 1839 954" style="list-style-type: none"> <li data-bbox="984 678 1360 711">• Crisis Resolution (2014); <li data-bbox="984 721 1549 753">• Negotiator Workshop – Primary (2015); <li data-bbox="984 763 1591 795">• Negotiator Workshop – Secondary (2016); <li data-bbox="984 805 1591 837">• Mental Health and Communication (2017); <li data-bbox="984 847 1535 880">• Mental Health Awareness (2018); and <li data-bbox="984 889 1839 954">• Surviving Verbal Conflict/Crisis Resolution and De-Escalation (2019) <p data-bbox="940 1000 1839 1269">The above was integrated into scenario based training where the theory is practiced and tested. Officers learned to use techniques such as; minimal encouragers, open ended questions, mirroring/reflecting, emotional labelling, paraphrasing, "I" messages, and effective pauses. These techniques may be used in conjunction with the Police Challenge, providing officers options in eliminating barriers to communication, in order to successfully and safely resolve a potentially dangerous situation.</p>

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<p>#16 - To the Toronto Police Service:</p> <p>The Toronto Police Service should continue and enhance cross-training of officers by experts in the community (e.g., Indigenous peoples, marginalized and vulnerable populations, etc.).</p>	<p>T.P.S. Concurs – Implemented</p> <p>The T.P.C. continues to incorporate curricula on special challenges and potential biases in police interactions including, but not limited to, with Indigenous people, racialized individuals, and persons in crisis.</p> <p>The T.P.S. continues to work with community partners such as; Toronto Public Health, Toronto Community Housing, For Youth Initiative, and Unison Community Health Centre, who assist and provide feedback with the I.S.T.P.. Recently, the T.P.C. has also consulted and worked with the Confronting Anti-Black Racism unit from the City of Toronto and the Aboriginal Consultative Committee. In addition to consultations, community partners and subject matter experts are also engaged in delivering training.</p> <p>The Community Advisory Panel for Training will launch in the spring of 2021, in response to recommendations 52 to 58 in the report entitled “Police Reform in Toronto: Systemic Racism, Alternative Community Safety and Crisis Response Models and Building New Confidence in Public Safety”. This report was presented to the T.P.S.B. on August 18, 2020 (Min. No. P129/20 refers). The engagement strategy seeks to consult with members of our communities with subject matter expertise and/or lived experience to enhance our training curriculum.</p> <p>The below training has been incorporated into the yearly I.S.T.P. and includes:</p> <ul style="list-style-type: none"> • Community Perspective on Policing (2016); • Modern Policing (2016); • Disengagement and De-escalation (2017);

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	<ul style="list-style-type: none"> • Persons in Crisis (2017); • Persons with Disabilities (2018); • Every Contact Matters (2018); • Accommodation and Bias (2019); • Confronting Anti-Black Racism (2019); • Visible and Non-visible Disabilities (2019); • Anti-Black Racism and its Effects on Policing (2020); • Indigenous People of Canada (2020); • Autism Spectrum (2020); and • Down Syndrome (2020). <p>In 2019, additional course material was added for both uniform and civilian members. This material included: Anti-Black Racism, Visible and non-Visible Disabilities, Bias Avoidance, and Emotional Intelligence. Further to the above training provided during I.S.T.P., recruits receive training about Bias Avoidance during their Basic Constable Program. In 2021, the I.S.T.P. will repeat training in Anti-Black Racism, Indigenous People of Canada, and Persons with Disabilities.</p> <p>Further to the above, units within the T.P.S. have also assisted the T.P.C. in developing and delivering enhanced and specialized training. For example, the T.P.C. and E.I.H.R. co-developed and delivered the 2020 Anti-Black Racism and its Effects on Policing curriculum through the I.S.T.P. Further to this training, in 2021, the units have co-developed, and will deliver, an Anti-Black Racism curriculum to address themes that arose in the Anti-Black Racism and its Effects on Policing session. Moving forward, the two units will continue to work together and co-develop an online Anti-Black</p>

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	<p>Racism module in addition to other equity, inclusion and human rights topics, which will be delivered to all T.P.S. members.</p> <p>E.I.H.R. functions as a resource for the T.P.S. on all equity and inclusion programs, providing training and development, as well as monitoring and reporting. E.I.H.R. spearheads best practices in community policing to develop a world-class system, culture, and practices for a progressive and modern T.P.S. In addition to working with the T.P.C. on Service-wide training, E.I.H.R. also assists with unit specific training. For example, E.I.H.R. and Community Partnerships and Engagement Unit produced a module as part of the two-day training for the D.C.S.O.s on mental health and Black, Indigenous, and L.G.B.T.Q.2.S. communities. In addition, the two units also produced a full day Trauma Informed Anti-Oppressive Approach to Crisis Intervention curriculum and three-hour modules on mental health in Black, Indigenous and L.G.B.T.Q.2.S. communities as part of the M.C.I.T. training. These examples of curriculum development included stakeholder consultation through the Community Consultative Committees, which include Indigenous, Black and L.G.B.T.Q.2.S. community members.</p>
<p>#17 - To the Toronto Police Service:</p> <p>The Toronto Police Service should consider expanding physical control in the Use of Force Model and enhancing training of officers to include alternative tactics and distractions.</p>	<p>T.P.S. Concurs in part– Implemented in alternative form</p> <p>The Ontario Use of Force Model is province-wide and cannot be altered by any individual police service. The model is only a graphical representation that assists officers in articulating their use of force. The model includes a broad range of options within the physical control area that span between soft and hard techniques, with options too numerous to list. The developers of the model had the forethought to keep options open.</p>

Nabico Coroner's Inquest Recommendation	T.P.S. Response
	<p>Alternative tactics and distractions are included as options within the definition of the model, as a physical control technique. The model does not propose what specific response(s) should be used for a specific, or series of, subject behaviour(s). For example, the model does not propose or suggest officers punch (physical control hard) a subject that is assaultive versus using de-escalation (verbal and non verbal strategies) versus using a C.E.W. (intermediate force option). Officers must assess, plan, and act to the situation, articulating what option(s) they used and why. The most wanted outcome is compliance by the subject. Officers receive training to use de-escalation strategies first, and continue to do so as long as tactically safe for the subject(s), public, and officer(s). There may be situations where using verbal or non-verbal de-escalation strategies first may not work (e.g. a surprise attack on officers with a knife), and often officers must balance the risks in a split second.</p> <p>The current Ontario Use of Force Model identifies two levels of physical control: soft and hard. In general, physical control means any physical technique used to control the subject that does not involve the use of a weapon. Soft techniques are control oriented and have a lower probability of causing injury. They may include restraining techniques, joint locks and non-resistant handcuffing. Hard techniques are intended to stop a subject's behaviour or to allow application of a control technique and have a higher probability of causing injury. They may include empty hand strikes such as punches and kicks.</p> <p>The T.P.C. Defensive Tactics Program has included a number of physical control techniques over the years. In addition to "soft" and "hard" physical control techniques, the program also includes intermediate physical control techniques that provide officers with options that fall in between "soft" techniques, such as escort</p>

Nabico Coroner's Inquest Recommendation	T.P.S. Response
	<p>positions, and “hard” techniques such as empty hand strikes. Some of these intermediate physical control techniques include, but are not limited to the following examples:</p> <ul style="list-style-type: none"> • Standing positional control against a wall or other vertical surface with joint and/or limb manipulation; • Controlled takedowns combined with positional control from the top position, may include knee on beltline, chest to chest positioning; and • Standing control with arm manipulation, such as the hammerlock arm bar. <p>These types of positions and techniques are often used in combination to safely establish physical control over a resistant subject. Since physical altercations are dynamic, officers will often be required to transition between softer and harder techniques depending on the effectiveness of the technique and the subject's subsequent behavior. Soft physical control techniques can be escalated to harder physical control techniques if necessary, but may not include the harder techniques further along the spectrum if the intermediate techniques are effective. Conversely, hard physical control techniques must also be de-escalated once the officer is able to establish control over the subject.</p> <p>Hard and soft techniques may also fall into this intermediate physical control area of the use of force continuum. All physical techniques can be applied in a more forceful or less forceful manner depending on the situation. This methodology is always discussed and reinforced throughout the Defensive Tactics Training Program as well as the entire I.S.T.P.</p>

Nabico Coroner's Inquest Recommendation	T.P.S. Response
<p>#18 - To the Toronto Police Service:</p> <p>The Toronto Police Service should include formal orientation to the neighbourhoods within their division for frontline officers.</p>	<p>T.P.S. Concurs – Implemented</p> <p>From an operational perspective, all probationary constables work with Coach Officers and part of their Probationary Constable Training is to learn the areas in their division. Training requirements are detailed in Procedure 14-01 “Skills Development & Learning”, which includes at least 10 weeks training assigned to P.R.U., five (5) weeks in Divisional Traffic, and 10 weeks in the C.R.U., allowing probationary constables to become better oriented in their division as part of their training program. In addition to training received, officers also have a number of different resources available to them to assist with geographic areas; such as, through mobile workstations, Connected Officer devices, neighbourhood maps, and previous orientations with experienced officers.</p> <p>Police vehicles are equipped with mapping through the Computer Assisted Dispatch system on their in-car computer system. When dispatching an event, the dispatcher will always broadcast the information in the same order and the same manner:</p> <ol style="list-style-type: none"> 1. The unit's call sign being dispatched; 2. The zone of the event; 3. The location of the event; and 4. The location of the event repeated. <p>Each division is subdivided into zones. A zone is a pre-defined, fixed geographical area that does not change, similar to a grid on a map. Zones aid in determining which P.R.U. will be assigned to an event located within that geographical area and can help police officers in knowing the approximate location of an event based on the zone information.</p>

Nabico Coroner's Inquest Recommendation	T.P.S. Response
	<p>When dispatched to an event, the in-car computer has a map feature which allows officers to see the location of the event, marked by a star. When assigned to an event, if the officer requires routing information to the event, they can get directions from their current location.</p> <p>Further to the available tools in the police vehicle, if the officer has access to a Connected Officer device, they have additional access to mapping tools in and outside of their vehicle. When dispatched to a call, the officer has the ability to navigate from within the "Hexagon Mobile Responder" application, to navigate to Google maps which creates a route to the call from their current location. As the device is mobile, the officer can utilize the directions when the location dictates that the officer must attend on foot.</p> <p>Connected Officer devices have been deployed to members at 12 Division, 23 Division, 31 Division, 41 Division, 42 Division, 43 Division, 51 Division, 55 Division, and shortly will be deployed to 14 Division, and the P.S.R.T. Furthermore, all N.C.O.s have received Connected Officer devices across divisions.</p> <p>In addition to the above training and tools, each division also has N.C.O. positions within the C.R.U. Officers selected for the N.C.O. position are experienced frontline officers who have been assigned to the division for some time. When officers are assigned to a respective neighbourhood they have had previous experience of the division's geography. These officers are the focal point of resource knowledge in their respective divisions and will be helpful to anybody seeking information on points of interest within a given neighbourhood in the City of Toronto.</p>

Nabico Coroner's Inquest Recommendation	T.P.S. Response
<p>#19 - To the Toronto Police Service:</p> <p>The Toronto Police Service should enhance instruction on I.C.C.S. operation to explicitly include positioning of police vehicles to capture the best footage of a scene.</p>	<p>T.P.S. Concurs – Implemented</p> <p>It should be noted that there are a number of factors involved with positioning a police vehicle, other than capturing footage on the I.C.C.S., including public safety and officer safety.</p> <p>Although it may not be feasible to position the police vehicle due to the scene and safety reasons, the T.P.S. Procedure 15-17 “In-Car Camera System”, permits officers to modify the position of the front camera where it is necessary to record a specific event.</p> <p>Currently all recruits have received I.C.C.S. training before being deployed to the field. Recruits are given instruction in the classroom, as well as in the vehicle, about “framing” what is being captured in the I.C.C.S. and that they would want to have the best view on camera for what is relevant. Vehicle positioning is discussed but not physically taught.</p> <p>In addition to “framing”, officers are trained to utilize the flexibility of the front camera mount to reposition the camera from side to side and up and down. Officers are shown how to do this and there have been recorded examples of officers applying this training. In most circumstances, the scene dictates where the officer can position a police vehicle. Therefore, it is a more viable option for officers to reposition the camera than move the police vehicle into a position to afford a better recording.</p> <p>In the near future, the training and functionality of the I.C.C.S. may be further assisted should the upcoming lifecycle of the I.C.C.S. include additional cameras as described in the response to recommendation #14.</p>

Nabico Coroner's Inquest Recommendation	T.P.S. Response
	<p>Furthermore, as indicated in the response to recommendation #13, the T.P.S. is currently implementing B.W.C.s for all frontline officers. With the rollout of B.W.C.s to frontline officers, there will be more video footage from different standpoints available.</p>
<p>#20 - To the Toronto Police Service:</p> <p>The Toronto Police Service should consider including an accountability process to increase transparency with respect to use/misuse of the B.W.C.s and I.C.C.S.</p>	<p>T.P.S. Concurs – Implemented</p> <p>The T.P.S. has recently updated it's governance to include direction and accountability processes with respect to the use/misuse of the B.W.C.s and I.C.C.S.</p> <p>T.P.S. Procedures 15-17 "In-Car Camera System" and 15-20 "Body-Worn Camera" provide mandatory direction for members to follow and comply with. These procedures were reviewed and amended as necessary, to reflect current practices and are currently available to the public on the T.P.S. website.</p> <p>Additionally, Chapter 13 – Appendix A "Unit Level Criteria/Conduct Penalties" has been amended to reflect standardized penalties/actions for the misuse of both I.C.C.S. and B.W.C.s. This procedure establishes minimum penalties of eight (8) hours for constables and 16 hours for supervisors.</p> <p>Further to the direction provided in procedures, the T.P.S. also utilizes technology to increase the use and transparency of both B.W.C. and I.C.C.S. As described in the response to recommendation #13 and #14, the T.P.S. is currently using and exploring new technical options that act as safeguards to ensure that incidents are properly recorded as required.</p>

Nabico Coroner's Inquest Recommendation	T.P.S. Response
<p>#21 - To the Toronto Police Service:</p> <p>The Toronto Police Service should consider expanding the number of Mobile Crisis Intervention Team (M.C.I.T.) units and recruitment of persons with mental health training into and within police services.</p>	<p>T.P.S. Concurs – Implemented</p> <p>In 2019, the M.C.I.T. Steering Committee worked with stakeholders, including the Province of Ontario's Ministry of Health to advocate for funding for additional nurses, to allow for the expansion of the current M.C.I.T. program. The Ministry of Health has recently provided partner hospitals with additional funding for the purpose of expanding the M.C.I.T. program in 2021. The M.C.I.T. Steering Committee has been meeting to discuss deployment models to ensure expansion is both evidence informed and data driven. The expansion of the program in 2021 will see an increase to the numbers of teams deployed, as well as hours of coverage.</p> <p>The M.C.I.T. Steering Committee is expanding, in alignment with recommendation 8 from the "Police Reform in Toronto: Systemic Racism, Alternative Community Safety and Crisis Response Models and Building New Confidence in Public Safety" report, to allow for more fulsome strategic discussion (Min. No. P129/20 refers). The M.C.I.T. Strategic Steering Committee will include membership of Community agencies, City of Toronto's Confronting Anti-Black Racism unit, M.H.A.A.P., and persons with lived experience in order to further integrate service delivery and multi-sector coordination across the city. The expanded committee will assist in continuous program improvement including further expansion efforts through strategic recommendations.</p> <p>The current M.C.I.T. program requires all nurses and officers assigned to the M.C.I.T. to complete a mandatory 40 hour M.C.I.T. Level 1 course. In 2021, the M.C.I.T. Level 1 course will increase to 80 hours of training to include a comprehensive module on Equity Inclusion and Human Rights, and encompasses mental health response in relation to the black and L.G.B.T.Q.2.S. communities,</p>

Nabico Coroner's Inquest Recommendation	T.P.S. Response
	<p>and intergenerational trauma experienced by Indigenous communities. A training module on Patient Advocacy has also been added to discuss the rights of mental health consumer survivors within the Ontario <i>Mental Health Act</i> and Judicial System, with a focus on equity and human rights.</p> <p>Further to the above, the T.P.S. is taking steps to build upon already established de-escalation approaches and include the creation of new job selection criteria and evaluation process for M.C.I.T. officers. The selection process will help to identify officers with determined attributes, such as empathy, compassion, and positive behaviours towards persons with mental health and addictions.</p> <p>The T.P.S. continues to work in partnership with the T.P.S.B., the City of Toronto and community partners to develop alternative, innovative and collaborative models of responding to persons in crisis.</p> <p>The T.P.S. is expanding its response to persons in crisis with the creation of the D.C.S.O. program. The D.C.S.O. program launched in February 2021, with a goal of having four (4) trained D.C.S.O.s per shift. All D.C.S.O.s are assigned to P.R.U. platoons, making this a 24 hour program. The D.C.S.O.s work in tandem with the M.C.I.T. or other P.R.U./C.R.U. units to provide support, guidance, counselling, assistance, and direction to persons who have experienced, or are experiencing, mental health crises. All D.C.S.O.s will receive two and a half (2.5) days of specialized training that will help increase their understanding of the different conditions that can influence crisis, the impact of racialized bias on mental health and response to police involvement, increase community referrals and resources, and de-escalate people in crisis. The D.C.S.O.s will be assigned to special solo vehicles that only respond to people in crisis</p>

Nabico Coroner's Inquest Recommendation	T.P.S. Response
	<p>or priority calls, and when not assigned to these details can support traffic initiatives and directed patrols.</p> <p>In addition to M.C.I.T.s and D.C.S.O.s, the T.P.S. in partnership with Gerstein Crisis Centre and the 911 Communications Centre is currently developing the Crisis Call Diversion Program, which is scheduled to start July 5, 2021. This program will provide an alternative to persons in crisis calls that do not have a public safety component. This model will also provide opportunities for the early initiation of de-escalation techniques for events requiring responses to mental health and addiction crisis.</p> <p>Further to the above, when reviewing new candidate applications to the T.P.S., T.A. seeks individuals who have training, education, or working experience in the mental health field. When screening the applications, T.A. takes this training or experience into consideration and does consider the applicant more competitive in the process. The T.P.S. hires individuals with mental health training and/or experience in that area as a part the preferred qualifications in potential candidates.</p> <p>Additionally, the T.A. recruiting team regularly conducts General Information Sessions for applicants. During each session, applicants are advised by the recruiting team that mental health training and/or education can increase the applicants' competitiveness. It is suggested they consider self-development and continued education through courses such as Mental Health Awareness by C.A.M.H. and Mental Health First Aid by St. John's Ambulance, Suicide Prevention, Effective Communication and De-escalation courses, as well as any C.P.K.N. relevant courses. Furthermore, during these sessions, recruiters discuss the importance of personal mental</p>

Nabico Coroner's Inquest Recommendation	T.P.S. Response
	<p>health and wellness being as important as their physical fitness and wellbeing.</p> <p>T.A. continues to review the T.P.S.'s recruiting and hiring practices, looking for ways to increase and/or improve recruiting and identifying successful candidates for the T.P.S., while making sure we are meeting the needs of the T.P.S. and the Communities we serve.</p>
<p>#22 - To the Toronto Police Service:</p> <p>The Toronto Police Service should consider requiring frontline officers to satisfy regular psychological evaluations.</p>	<p>T.P.S. Does not concur – Implemented in an alternative form</p> <p>The T.P.S.'s Wellness Unit has reviewed this recommendation and advised that regular psychological evaluations for frontline officers is not practicable nor feasible with the T.P.S.'s current structure, funding, and staffing model.</p> <p>Although the T.P.S. is not able to consider regular psychological evaluations for frontline officers at this time, the T.P.S. is exploring how to enable members to achieve this through normalizing seeking help and promoting the use of the psychological services benefits through the extended health benefits provider. Members of the T.P.S. are encouraged to participate in ongoing psychological self-care throughout their career. Additionally, members are encouraged to seek help with a provider that they are comfortable with and in an area that is convenient for them. Most members, when asked, would like to be able to choose their mental health provider and build a relationship for ongoing care rather than be told who to see and when by the T.P.S.</p> <p>The T.P.S. does have several Wellness programs that include check-ins with a T.P.S. psychologist for members that are assigned to a number of high-risk units, including Homicide, Child Exploitation, and Sex Crimes. These programs are under regular evaluation and</p>

Nabico Coroner's Inquest Recommendation	T.P.S. Response
	<p>are continuously growing in response to our ongoing commitment to psychological health and safety for our members.</p> <p>There is a strong focus on developing a culture of high performance health, safety, and wellbeing, whereby seeking to normalize self-care and mental health support for members. The T.P.S. is actively engaged in several proactive programs, such as, promoting mindfulness, annual mental health checks, and seeking support when in need. T.P.S. Procedure 08-04 "Members Involved in a Traumatic Critical Incident" ensures that members involved in traumatic critical incidents are given appropriate and sufficient support at the onset and conclusion of the incident and that notification of a supervisory officer is mandatory. The procedure also outlines the Service's traumatic critical incident support process, which includes defusing and debriefing sessions and, where required, the opportunity for professional assistance in dealing with critical incident stress. In addition, for officer-involved shooting incidents there are post incident firearms exposure sessions. Further to this, T.P.S. Procedure 08-14 "Psychological Health and Wellness" details the T.P.S. commitment to fostering and maintaining a positive mental health culture for all members, and has developed a number of evidence-based programs designed to ensure attention to the mental health and wellness of members in the workplace.</p> <p>There are many resources available to members both proactively and reactively. These resources include, but are not limited to:</p> <ul style="list-style-type: none"> • Critical Incident Response; • Peer Support; • Debriefing and defusing following incidents; • Chaplaincy supports;

Nabico Coroner's Inquest Recommendation	T.P.S. Response
	<ul style="list-style-type: none"> • Short term psychological support for members with internal psychologists; • Referral resources to external supports; • Employee and Family Assistance Plan programs; • Digital mental health supports; and • Annual member benefits for psychological counselling at the provider of their choice. <p>The T.P.S. continually explores new options to support the various mental health needs of its members.</p>
<p>#23 - To the Toronto Police Service:</p> <p>The Toronto Police Service should consider delivering real time dispatch information to the in-car computer screen to avoid having to "refresh" for updates.</p>	<p>T.P.S. Does not concur – Implemented in an alternative form</p> <p>Although the T.P.S. recognizes the importance for responding officers to receive all the necessary information in a timely manner, an automatic refresh of the typed messages to the in-car computer can also result in missed communication. In particular, during more dynamic calls where a lot of information is received in a short period of time, an automatic refresh setting would mean that the computer screen would constantly be moving, and information could be missed or difficult to follow.</p> <p>The Coroner's notes highlighted the potential for officers to miss some of the audio updates due to the distraction of responding with lights and siren in city traffic, and that the computer screen requires a manual refresh.</p> <p>The current vendor software used by the T.P.S. for typed dispatch messages in vehicles does not have the capability of an automatic refresh function. However, the current process is more beneficial, as the radio updates provide officers with live updates as the</p>

Nabico Coroner's Inquest Recommendation	T.P.S. Response
	<p>information is received, and the typed messages allow officers to control the advancement of the screen to ensure no information is missed. There may be situations where an officer is unable to read the typed messages, however, this is why radio updates are critical.</p> <p>Alternatively, the T.P.S. has been rolling out Connected Officer devices to P.R.U. officers. These devices utilize a mobile application, "Hexagon Mobile Responder", which allows officers to receive the typed dispatch message to a mobile device, when they are in and/or out of their vehicles. This application has an automatic refresh functionality, notifying officers when a dispatched event is updated.</p> <p>In addition to the above, the dispatcher and/or call taker, has the ability to make text in the typed message stand out using the "Normal/Critical tab" on the Computer Assisted Dispatch system. This functionality can be used to make important information stand out in the event text.</p> <p>When officers are responding to a large-scale dynamic event, and specifically when arriving on scene, officers may not have the time to read through typed messages. However, the current systems in place provides various opportunities for the officers to obtain the information needed for attending a call.</p>

**Toronto Police Services Board
Virtual Public Meeting
April 22, 2021**

**** Speakers' List ****

Opening of the Meeting

1. Confirmation of the Minutes from the Public Meeting on March 23, 2021

Deputations: Albert Venczel
Kris Langenfeld

2. Mobile Crisis Intervention

Deputations: John Sewell ([written submission included](#))
Toronto Police Accountability Coalition

Doris Fulton
Derek Moran ([written submission included](#))
Jack Gemmell ([written submission included](#))
Law Union of Ontario

Miguel Avila
Nicole Corrado ([written submission only](#))

8. 2020 Budget Variance Reports

Deputations: Kris Langenfeld
Derek Moran ([written submission included](#))

9. Reports regarding consulting expenditures

Deputations: Albert Venczel
Kris Langenfeld

10. Chief's Administrative Investigative Reports

Deputation: Albert Venczel

11. Response to the Jury Recommendations from the Coroner's Inquest into the Death of Mr. Rui-Filipe Nabico

Deputations: Kris Langenfeld
Nicole Corrado ([written submission only](#))

Toronto Police Accountability Coalition
tpac.ca , info@tpac.ca

To: Toronto Police Service Board

April 19, 2021.

Subject: item 2, April 22 Board agenda,
Mobile Crisis Intervention Teams

Please replace our letter of April 18 with this letter.

We wish to depute on the above noted item.

There are two problems with the recommendations from the chief:

1. The proposed spending on the expanded MCIT for 2021 is \$2.75 million, of which \$970,000 comes from the province, and the remainder from the police operating budget.

In June 2020, Toronto City Council decided that the police should be detasked of responding to calls involving those in mental crisis, and that this task, and the money needed for it should be turned over the community agencies such as the Gerstein Centre. We believe that this decision should be respected, and rather than the police service expanding its existing service as proposed (including extensive training of officers in dealing with such issues) , these funds should be released to the city so that community agencies can use them to create units available to respond to these calls.

There are substantial problems for those in crisis when police deal with these calls. That is clearly seen in Item 11 on the current agenda where a person in mental crisis was killed by police actions.

These fatal encounters will only stop when police are de-tasked with responding to these calls and community agencies are empowered - and funded - to make such responses. This should start now, with the funds the

police wish to allocate to an expanded police service being turned over to the city, to be made available to these agencies.

2. The proposal continues to see MCITs not as first responders, but only being called in once police make the situation `safe.' As we know from past events, police making the situation `safe' has sometimes led to the death of the person in crisis.

This policy needs to be changed immediately. MCITs should be made first responders.

The report by Judge Gloria Stein, `Missed and Missing', released last week concludes that police require `transformative' change, that police culture needs to be addressed, that de-tasking is required with the investigation of those missing largely turned over to civilian agencies, and that the board should take a much stronger approach to controlling police operational policies. The Board and the service has endorsed and supported these conclusions.

Now is the time for the Board to show that it means what it says. It should agree with the City Council directive and agree that instead of new funds being provided to police responses to those in mental crisis, those funds should be provided to social agencies which will make those responses.

Yours very truly,

John. Sewell for
Toronto Police Accountability Coalition.

So in this report it mentions - “Teaching Points: Residential Schools”

[Bill's Variety Ltd. et al. v. City of Galt](#), 1975 CanLII 438 (ON SC)

Superior Court of Justice — Ontario

1975-07-17 | 19 pages

underpass — closing — business — exemplary damages — by-law

[...] **In Rookes v. Barnard**, [1964] 1 All E.R. 367, Lord Devlin at p. 410 states that there are certain categories of cases in which an award of exemplary damages can serve a useful purpose in vindicating the strength of the law: [...] **The first category is oppressive, arbitrary or unconstitutional action by the servants of the government** ... the servants of the government are also the **servants of the people** and the use of their power **must always be subordinate** to their **duty of service**. [...]

[Gagne v. The Queen](#), 1992 CanLII 8583 (FC)

1992-04-02 | 49 pages | cited by 3 documents

probationary period — ex — clerk — grievance — réception et aux dossiers

[...] “The **first category is oppressive, arbitrary or unconstitutional action** by the **servants** of the **government**. [...] I should not extend this **category** — I say this with particular reference to the facts of this case — to **oppressive action** by private corporations or individuals. [...] In the case of the **government** it is different, for the **servants** of the **government** are also the **servants of the people** and the use of their power **must always be subordinate** to their **duty of service**.” [...]

So in this report it also mentions - “Teaching Points: Reconciliation – moving forward to build trust with the Indigenous communities.” (twice)

[Mercer v. Attorney General for Ontario](#), 5 SCR 538, 1881 CanLII 6 (SCC) — 1881-11

Supreme Court of Canada — Canada (Federal)

provinces — escheat — revenues — lands — legislatures

[...] **The sovereign chosen by society holds the land in trust for the people, as a fidei commissum**. [...] Did the king exercise that right in his capacity of sovereign; in other words, as a **royal prerogative**? [...]

[Canson Enterprises Ltd. v. Boughton & Co.](#), [1991] 3 SCR 534, 1991 CanLII 52 (SCC) —

Supreme Court of Canada — Canada (Federal)

breach of fiduciary duty — equity — damages — compensation — common

[...] The **beneficiary is under no duty to the trustee** any more than the plaintiffs here were under any duty to the defendant solicitor. [...]

The same trustee/ agency construction may be made by the court when one or more powers are given to the trustee, but they cannot be described as significant discretions; **on all essential matters the trustee is directed.**

In *Finlay v. Fellows* (1867), 14 Gr. 66 (U.C. Ch.), the word “request” was held to give rise to a trust, and in *Re Lowe* (1925), 28 O.W.N. 97 (Ont. Div. Ct.), **the words “I direct” without any restricting context were held to be as imperative as any words could be.**

Officers not bound to see to trust
32 No officer or person employed in the inscription, registration, transfer, management or redemption of any securities, or in the payment of any interest thereon, is bound to see to the execution of any trust, expressed or implied, to which such securities are subject, or is liable in any way to any person for anything so done by the officer or person so employed. R.S.O. 1990, c. F.12, s.

Not bound to execute trusts

59 Her Majesty and a fiscal agent or registrar acting as such are not bound to see to the execution of any express or implied trust to which any securities are subject.

Valard Construction Ltd. v. Bird Construction Co., 2018 SCC 8, [2018] 1 SCR 224

Supreme Court of Canada — Canada (Federal)

2018-02-15 | 38 pages | cited by 22 documents

bond — trust — beneficiaries — material payment bonds — existence

[...] In general, wherever it could be said to be to the unreasonable disadvantage of the beneficiary not to be informed of the trust's existence, the trustee's fiduciary duty includes an obligation to disclose the existence of the trust. [...] While this arises most frequently in cases where the beneficiary's interest under the trust is conditional upon attaining the age of majority,[15] equity imposes upon trustees a duty to disclose to beneficiaries the existence of the trust in a variety of circumstances.[16]

PSALMS 4:5

“Offer the sacrifices of righteousness, and put your trust in the LORD.”

KING JAMES VERSION (KJV)

PROVERBS 29:25

“The fear of man bringeth a snare: but whoso putteth his trust in the LORD shall be safe.”

KING JAMES VERSION (KJV)

In Re Provincial Fisheries, 1896 CanLII 76 (SCC), 26 SCR 444

Supreme Court of Canada — Canada (Federal)

1896-10-13 | 140 pages | cited by 56 documents

rivers — provinces — navigable waters — fisheries — fishing

[...] And in The Queen v. Lord[195], Peters J., delivering the judgment of the Supreme Court of Prince Edward Island, said: [...] With respect to these public rights, viz., navigation and fishery, the King is, in fact, nothing more than a trustee of the public, and has no authority to obstruct, or grant to others any right to obstruct or abridge the public in the free enjoyment of them.

R. v. Hess (No. 2), 1949 CanLII 242 (BC CA)

1949-01-25 | 15 pages | cited by 15 documents

bail — jurisdiction — detained — acquitted — constitutional

[...] **Chief Justice Coke advising the King** on behalf of the Judges said (Lord Campbell's Lives, supra, pp. 380 et seq.) [...] : "So **the King cannot arrest any man** as laid down in the Year-Book-1 H. VII 7, 4, 'for the party cannot have any remedy against the King' . . . [...]

So in this report it mentions - "Teaching Points - History of slavery in Canada"

Instructions for the Government of Armies of the United States in the Field (Lieber Code). 24 April 1863.

SECTION II : PUBLIC AND PRIVATE PROPERTY OF THE ENEMY -- PROTECTION OF PERSONS, AND ESPECIALLY OF WOMEN, OF RELIGION, THE ARTS AND SCIENCES -- PUNISHMENT OF CRIMES AGAINST THE INHABITANTS OF HOSTILE COUNTRIES - ART. 42.

Art. 42. **Slavery**, complicating and confounding the ideas of property, (that is of a ' thing ',) and of personality, (that is of ' humanity ',) exists according to **municipal** or local law **only**. The law of nature and nations has never acknowledged it. The digest of the Roman law enacts the early dictum of the pagan jurist, that "so far as the law of nature is concerned, all men are equal." Fugitives escaping from a country in which they were **slaves**, villains, or serfs, into another country, have, for centuries past, been held free and acknowledged free by judicial decisions of European countries, even though the **municipal** law of the country in which the **slave** had taken refuge acknowledged **slavery** within its own dominions.



ed Scott v. Sandford, (ful... x J Dred Scott v. Sandford, (ful... x +

https://supreme.justia.com/cases/federal/us/60/393/case.html

USTIA US Supreme Court

Slavery, being contrary to natural right, **is created only by municipal law**. This is not only plain in itself, and agreed by all writers on the subject, but is inferable from the Constitution and has been explicitly declared by this court. The Constitution refers to slaves as "persons held to service in one State, under the laws thereof." Nothing can more clearly describe a status created **by municipal law**. In *Prigg v. Pennsylvania*, 10 Pet. 611, this court said: "The state of slavery is deemed to be a **mere municipal regulation**, founded on and limited to the range of territorial laws." In *Rankin v. Lydia*, 2 Marsh. 12, 470, the Supreme Court of Appeals of Kentucky said:

"Slavery is sanctioned by the laws of this State, and the right to hold them under our **municipal regulations** is unquestionable. But we view this as a right existing by positive law of a **municipal character**, without foundation in **the law of nature** or the **unwritten common law**."



Police Services Act, R.S.O. 1990. x +

https://www.ontario.ca/laws/statute/90p15

"board" means a **municipal** police services board; ("commission de police")

LAW UNION OF ONTARIO

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April 21, 2021

Chair Jim Hart
Toronto Police Services Board
40 College St.
Toronto, ON M5G 2J3

**Re: Item 2: April 22, 2021 agenda, Toronto Police Services Board
MCIT Program Expansion Plan and 911 Crisis Call Diversion Pilot**

Dear Chair Hart:

We are writing to express our concern that:

1. The proposed MCIT Program Expansion Plan will only serve to further entrench the Toronto Police Services in the role as the primary responder to mental health crises at the expense of the development of Alternative Community Safety Response Models being developed by the City of Toronto and other community organizations and service providers. The long-term goal should be to get the police out of the mental health business as much as possible. This Plan does not address this goal or make provision for a transition to other non-police-based models. Instead, the Plan includes more staff, new uniforms, new vehicles, an ambitious and expensive training program, and an increased police budget. We regard MCIT as a short-term solution to a long-term problem. We remind the Board that temporary fixes have the unpleasant habit of becoming permanent programs.
2. The proposed 911 Crisis Call Diversion Pilot will not divert enough calls for a non-police response. The current proposal is that a crisis worker collocated with the 911 Centre “may action mental health related calls for service” subject to many exceptions. The exceptions are broad and virtually all encompassing. Any call where there is a “perceived ... risk of violence” are excluded as are calls involving threats to property, “violent tendencies,” overdoses, public nudity, and non-violent domestic incidents. Implicitly excluded are well-being checks. We anticipate that the crisis worker’s decision will be subject to override by the 911 staff and supervisors, further limiting the number of calls diverted. Finally, this is merely a one-year pilot program. A half-hearted effort to divert 911 calls will likely spell the end of the pilot.
3. There is a lack of transparency about the relationship between the MCIT program and the Countering Violent Extremism (CVE) component of the FOCUS table program. The proposed M.C.I.T. Level 1 Course Training Standard references “FOCUS/CVE” training with little explanation, including no explanation of what CVE stands for. Counter-radicalization programs like CVE have come under heavy criticism in the UK and US for indiscriminate targeting of communities (usually Muslim), rampant civil rights abuses, intrusive and unjustified surveillance, and extensive privacy breaches. The MCIT program should avoid any association with CVE.

Yours Truly,



Jack Gemmell
For the Policing Subcommittee of the Law Union of Ontario

The new MCIT uniforms and minivan designs are really nice. They are minimal, friendly, discrete, and do not evoke sensory overload. The blue uniforms look more like scrubs, and the black minivans with the discrete logos look like a family vehicle. I like that these new designs were created with survey feedback from persons with lived experience.

Thank you for having two people with lived experience on the new MCIT Steering Committee. Lived experience needs to be part of the MCIT training too. While there are persons with lived experience on the chronic depression and police officers with PTSD courses, there does not seem to be any persons with lived experience on the training sessions regarding other neurological conditions like schizophrenia, autism, FASD, etc.

I noticed that there is a 180 minute combined Autism and FASD and Child and Youth Mental Health Training Module. Neither autism nor FASD are mental illnesses. They are lifelong neurodivergent experiences. Autism and FASD are very different neurodevelopmental differences. Autism and FASD need to be divided into separate 90 minute training modules or sessions.

Autistic adults and adults with FASD must be part of the discussion. Autistic persons and persons with FASD do not outgrow autism or FASD. The training can not just focus on autism and FASD in children and youth.

I would like persons with the condition being discussed to be included as presenters on each training module or session. People with lived experience give insight that doctors and other professionals can never fully grasp.

Nicole Corrado

I just wanna say by me speaking at this meeting this shall not be deemed to be in any way my consent express or implied and doing so is fraud God Bless Her Majesty the Queen and long live Her Majesty the Queen - and let the record show as "INDIVIDUAL" mentioned in Premier Ford's Stay-at-Home order is defined as a "NATURAL PERSON" in the Legislation Act of Ontario, if I have ever led the Toronto Police Services and/or this Board to believe in any way that i am a "NATURAL PERSON," then that would be a mistake, and that i ask all of you to please FORGIVE ME?

So in this report it says - "The Board Office has leveraged technology and facilitated virtual Board meetings during the period of the pandemic, in line with the advice from Toronto Public Health."

As Dr. de Villa has consistently said that her health advice is based on - "THE SCIENCE," that being the evidence, the scientific literature, peer-reviewed studies, I wanted to share with the board, that Dr. de Villa has explained to David Rider of the Toronto Star that: "Science is a very careful process, and it does rely very heavily on PEER-REVIEW, and ensuring that appropriate methodology is being followed before you can actually land particular conclusions."

https://youtu.be/oCCEsXRX_48?t=928

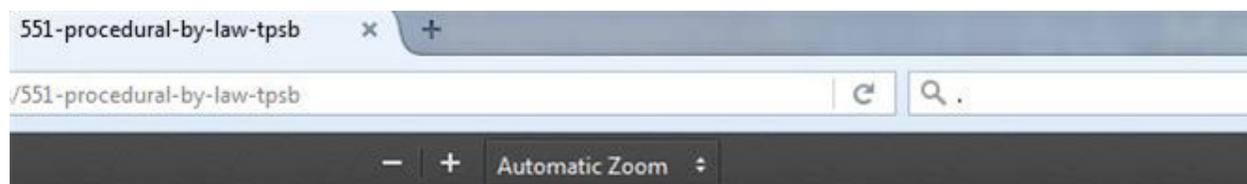
"These virtual Board meetings have also continued to ensure that members of the public can effectively engage with the Board through the virtual deputation process, and that members of the public and media can listen live to Board meetings through a YouTube livestream."

Lac La Ronge Indian Band v. Canada, 1999 SKQB 218
Court of Queen's Bench for Saskatchewan — Saskatchewan
1999-11-30 | 246 pages | cited by 7 documents
lands — land — treaty — acres — reserves

[...] Within itself the word "depute" contains the notion of superior and inferior. [...] The former possesses authority, but passes it on or shares it with the latter. [...] In each instance it is necessary to ascertain what authority was conveyed to the deputy. [...]

depute, *n.* Scots law. A person appointed to act in an official capacity or as another official's representative.

depu·ta·tion /,depju:'teɪʃən/ *noun* a group of people appointed to represent others, usu. for a specific purpose; a delegation.



- (l) "Deputation" means an address to the Board or its Committees at the request of a person or representative of a group or organization wishing to speak;

 **Diana Achim** <Diana.Achim@tpsb.ca>
To: 'Derek Moran'

 Jul 30 at 7:56 PM 1

Good afternoon,

The Procedural By-law was adopted by the Board after consultation with Board staff including legal counsel. The contents of legal advice in drafting the by-law, including sources consulted in drafting definitions and other provisions, is covered by solicitor-client privilege, but the report which speaks to the background of the by-law can be found here:

<http://www.tpsb.ca/component/jdownloads/send/42-2017/554-february-23>. This report (dated February 13, 2017) provides information on, among other things, the kinds of sources consulted and purpose of the by-law as a whole, and provides guidance to the extent I can on behalf of the Board.

Respectfully,

DIANA ACHIM

Board Administrator _____

Alberta (Municipal Affairs) v Alberta (Information and Privacy Commissioner), 2019 ABQB 274

2019-04-17 | 10 pages | cited by 6 documents

solicitor-client privilege — legal advice — communications — client — lawyers

[...] [8] In the context of drawing differences between solicitor-client privilege and litigation privilege, **the Supreme Court reiterated that solicitor-client privilege applies to confidential communications between a solicitor and client when legal advice is sought**, whether or not in relation to litigation. [...] **The scope of the privilege does not extend to communications: (1) where legal advice is not sought or offered; (2) where it is not intended to be confidential; or (3) that have the purpose of furthering unlawful conduct**: see Solosky, supra, at p. 835. [...] **These Reasons do not disclose solicitor-client privileged information**, inadvertently or otherwise. [...]

The tragic Taser related death of Mr Rui-Filipe Nabico clearly identifies the problem with having an armed police response to calls regarding persons in a mental health or substance use crisis.

The SIU seems to give the same bulk response every time; “the person was armed”, “the police did nothing wrong”. Both arguments have been debunked time and again. Tasers can be deadly, especially when a person has an underlying heart condition.

There are social workers, psychiatrists, persons with lived experience, and other professionals who can safely and peacefully de-escalate highly agitated persons without using Tasers, including persons who are holding a knife or other object.

The MCIT is listed as a second response, rather than a Primary Response. It is likely that a person in crisis may become escalated or even injured or killed by a poorly trained first responder before an MCIT team arrives.

The MCIT training only involves a two day course, compared to the college and university training that medical professionals have, or the lived experience of a person with a mental health condition.

We desperately need an unarmed highly trained civilian first response program for mental health calls regarding a person displaying aggression.

Nicole Corrado