



Public Meeting

Thursday June 21, 2018

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

PUBLIC MEETING – AGENDA
Thursday, June 21, 2018 at 1:00 PM
Auditorium 40 College Street, 2nd Floor

www.tpsb.ca

1. Call to Order
2. Declarations of Interest under the *Municipal Conflict of Interest Act*.
3. Confirmation of the Minutes from the meeting held on May 17, 2018

Presentation(s)

4. June 14, 2018 from Andy Pringle, Chair
Re: Missing Persons Investigations Review Working Group – Review’s Terms of Reference and Budget

Appendix A
Appendix B

Ms. Breese Davies and members of the Working Group will deliver a presentation with respect to this report.

Items for Consideration

5. March 19, 2018 from Mark Saunders, Chief of Police
Re: Request for a Review of a Complaint Investigation Pertaining to a Policy of the Toronto Police Service – Professional Standards Case Number PRS-064381
6. May 11, 2018 from Mark Saunders, Chief of Police
Re: Recommendation for Payment of Legal Indemnification Case No. 2130-17
7. May 11, 2018 from Mark Saunders, Chief of Police
Re: The Way Forward (T.W.F.) First Quarterly Update for 2018

8. May 15, 2018 from Mark Saunders, Chief of Police
Re: [New Job Description – Psychological Assistant, Wellness](#)

9. May 18, 2018 from Mark Saunders, Chief of Police
Re: [Special Constables Appointments Toronto Community Housing Corporation – May 2018](#)

10. May 24, 2018 from Mark Saunders, Chief of Police
Re: [Police Reference Check Program - Establishment of Criminal Record and Judicial Matters Checks Process and Proposed Fee](#)

11. May 24, 2018 from Mark Saunders, Chief of Police
Re: [Architectural Services – Pre-qualification Vendors](#)

12. May 28, 2018 from Mark Saunders, Chief of Police
Re: [Response to the Jury Recommendations from the Coroner’s Inquest into the Death of Mr. Andrew Loku](#)

13. June 1, 2018 from Mark Saunders, Chief of Police
Re: [Outstanding Board Reports](#)

Consent Agenda

14. April 12, 2018 from Andy Pringle, Chair
Re: [Central Joint Health and Safety Committee Meeting Minutes](#)

15. May 23, 2018 from Mark Saunders, Chief of Police
Re: [Public Reporting of Special Investigations Unit Investigations](#)

16. May 23, 2018 from Mark Saunders, Chief of Police
Re: Sexual Harassment Provisions of the Occupational Health & Safety Policy

17. May 25, 2018 from Mark Saunders, Chief of Police
Re: Annual Report: 2017 Training Program

18. May 29, 2018 from Beverly Romeo-Beehler, Auditor General
Re: Toronto Police Service – Results of 2018 Follow-Up of Previous Audit Recommendations

19. May 31 2018 from Andy Pringle, Chair
Re: City of Toronto Council – Expanded Gaming at Woodbine Racetrack – City Conditions

20. May 19, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative Investigation into the Vehicle Injuries to Ms. Amanda Argentino, Ms. Jennifer Brown, Mr. Austin Dell, Mr. Daniel Powell and Mr. Jamie Last

21. June 1, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative Investigation into the Custody Death of Mr. Richard Brefo

22. June 1, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative Investigation into the Custody Death of Mr. Blair Swanek

23. June 1, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative Investigation into the Death of Mr. Alexandre Boucher

24. June 1, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative Investigation: Vehicle Injuries to Mr. Shamar Morrison

25. June 1, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative Investigation: Firearms Injury to Mr. John Doe (12-TFI-006)

26. June 1, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative Investigation into the Custody Death of Mr. Dean Ferrio

27. June 1, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative Investigation into the Custody Injury of Mr. Jeffrey Rodaro

28. June 1, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative Investigation into the Custody Injuries to Mr. Abdul Mohamud

29. June 1, 2018 from Mark Saunders, Chief of Police
Re: Chief's Administrative Investigation: Injury to Mr. David Tonner

Correspondence

30. May 8, 2018 from Marie-France Lalonde, Minister, Ministry of Community Safety and Correctional Services
Re: Correspondence to OAPSB regarding Bill 175, the *Safer Ontario Act, 2018*

Adjournment

Next Meeting

Date: Thursday, July 19, 2018 at 1:00 PM

Members of the Toronto Police Services Board

Andy Pringle, Chair
Jim Hart, Councillor & Vice-Chair
Uppala Chandrasekera, Member
Ken Jeffers, Member

Marie Moliner, Member
John Tory, Mayor & Member

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



Toronto Police Services Board Report

June 14, 2018

To: Members,
Toronto Police Services Board

From: Andy Pringle
Chair

**Subject: Missing Persons Investigations Review Working Group –
Review’s Terms of Reference and Budget**

Recommendation(s):

It is recommended that the Board:

1. Approve as draft the Terms of Reference for a Review (attached as Appendix B) as proposed by the Missing Persons Investigations Review Working Group and included in the attached report from the Missing Persons Investigations Review Working Group and Ms. Breese Davies, Facilitator (attached as Appendix A);
2. Direct the Reviewer, once retained, to review the Terms of Reference and report back to the Board on proposed changes to the Terms of Reference, if any, as the Reviewer may deem necessary;
3. Seek input from the stakeholders, including the Missing Persons Investigations Review Working Group, on any changes proposed, prior to the Board approving the final Terms of Reference; and
4. Forward a request to the City of Toronto’s Budget Committee to allocate and transfer to the Toronto Police Services Board funding for the Review in an amount not to exceed \$2.5M and that such funds be made available to the Board beginning in 2018 and until the conclusion of the review in 2019.

Financial Implications:

The Missing Persons Investigations Review Working Group has estimated that the budget for the Review will amount to \$2.5M. There are no funds available in the Toronto Police Services Board’s approved 2018 operating budget.

Background / Purpose:

The Board, at its meeting of March 22, 2018, approved the establishment of a working group mandated to advise the Board with respect to structural and process options for an independent external review or reviews into systemic concerns related to missing persons investigations. (Min. No. P37/18 refers).

At that time, the Board received a number of deputations and written submissions and approved the following Motions:

1. THAT the TPSB Chair report to the April 2018 meeting on the composition of a working group mandated to advise the TPSB with respect to structural and process options for an independent external review or reviews. The working group should consist of not more than 4 members including a member of the TPSB as well as 3 external members. In order to identify the three external members, the Chair will consult the community including: organizations which work with sex workers, harm reduction and homeless populations, and groups representing Indigenous people and LGBTQ communities, including the Alliance for South Asian AIDS Prevention. In addition the Board will obtain a facilitator to assist the working group;
2. THAT the working group report to the TPSB at its June 2018 public meeting. Its report should include:
 - a. Identifying the best possible form of such an external review or reviews, including one commissioned by the Board, for example, and/or one conducted by a third party, such as the Ontario Independent Police Review Director (OIPRD).
 - b. Discussion with respect to the possible terms of references, including:
 - i. Toronto Police Services practices and actions related to past missing persons investigations, subject to any legal restrictions;
 - ii. TPSB policies, TPS procedures, protocols, training and organizational structures related to missing persons investigations, which will not include any information or discussion of the McArthur investigation and possible trial proceedings;
 - iii. Any systemic concerns, especially those which related to bias against people based on protected grounds outlined in the Ontario Human Rights Code; and
 - iv. National and international best practices into missing persons investigations.
 - c. Anticipated costs of such a review and timelines associated therewith; and

At its meeting of April 18, 2018, the Board named the following individuals as the Working Group Members (Min. No. P66/18 refers):

- Ken Jeffers, Board Member, Toronto Police Services Board
- Shakir Rahim, Board Member, Alliance for South Asian AIDS Prevention
- Sara Mainville, Partner, Olthuis Kleer Townshend LLP
- Monica Forrester, Engagement Coordinator, Maggie's Toronto Sex Workers' Action Project

In addition, the Board named the Facilitator as Ms. Breese Davies of Breese Davies Law.

Discussion:

The Working Group, as facilitated by Ms. Davies, has met over the past month and has drafted the attached report, which includes proposed Terms of Reference for a Review, as well as a budget. As the report at Appendix A notes, it is anticipated that the Review will conclude in September 2019. It is anticipated the Board will appoint a Reviewer in the near future. I am recommending that the Board direct the Reviewer, once retained, to review the Terms of Reference and report back to the Board on proposed changes to the Terms of Reference, if any, as the Reviewer may deem necessary. As part of this process, I am recommending that the Board seek input from the stakeholders, including the Missing Persons Investigations Review Working Group, on any changes proposed, prior to approving the final Terms of Reference.

Conclusion:

Therefore, it is recommended that the Board approve as draft the Terms of Reference for a Review (attached as Appendix B) and proposed budget as drafted by the Missing Persons Investigations Review Working Group and included in the attached report from the Missing Persons Investigations Review Working Group and Ms. Davies (attached as Appendix A).

It is also recommended that the Board direct the Reviewer, once retained, to review the Terms of Reference and report back to the Board on proposed changes to the Terms of Reference, if any, as the Reviewer may deem necessary. It is further recommended that the Board seek input from the stakeholders, including the Missing Persons Investigations Review Working Group, on any changes proposed, prior to approving the final Terms of Reference.

Lastly, it is recommended that the Board forward a request to the City of Toronto's Budget Committee to allocate and transfer to the Toronto Police Services Board funding for the review in an amount not to exceed \$2.5M and that such funds be made available to the Board beginning in 2018 and until the conclusion of the review in 2019.

Respectfully submitted,

Andy Pringle
Chair

Att.

Appendix A

June 14, 2018

Andy Pringle
Chair
Toronto Police Services Board
40 College St.
Toronto, ON M5G 2J3

Dear Chair Pringle,

Report of the Working Group - Independent External Review with respect to Toronto Police Service Missing Person Investigations (“Working Group”).

We are pleased to provide this letter as the report of the Working Group.

By way of an overview, the Working Group is making two recommendations for the Board’s consideration:

1. that the Toronto Police Services Board (“the Board”) commission an Independent Review of policies, practices, protocols and actions of the Board and the Toronto Police Service (“the Service”) in relation to missing person reports and investigations with the terms of reference attached; and
2. that \$2.5 million be allocated to fund the review.

Working Group Process

The Working Group consisted of one Board member and three external members. The Board consulted with organizations which work with sex workers, harm reduction and homeless populations, and groups representing Indigenous people and LGBTQ communities, including the Alliance for South Asian AIDS Prevention, to identify the three external members. The members of the Working Group are:

Ken Jeffers, Board Member, Toronto Police Services Board

Shakir Rahim, Board Member, Alliance for South Asian AIDS Prevention

Sara Mainville, Partner, Olthuis Kleer Townshend LLP

Monica Forrester, Engagement Coordinator, Maggie's Toronto Sex Workers' Action Project

Breese Davies, a criminal and constitutional lawyer, was retained as the facilitator for the Working Group.

The Working Group met 7 times over a 4-week period starting on April 27, 2018.

In keeping with the Board's motion, the Working Group focused its efforts on identifying the best possible form of an external review or reviews of missing person investigations. To that end, the Working Group considered the respective merits of a review commissioned by the Board, a Public Inquiry, a systemic review conducted by the Ontario Independent Police Review Director (OIPRD) and an Inquiry by the Ontario Human Rights Commission.

The Working Group relied upon its members' subject matter expertise and took into consideration prior community discussions that Working Group members had participated in. The concerns of affected communities were top of mind for the Working Group throughout its process. The Working Group was also mindful of the need to protect the integrity of ongoing criminal investigations and criminal prosecutions.

The Working Group met with Ryan Teschner, Review Counsel to Independent Civilian Review into Matters Relating to the G20 Summit ("G20 Review") conducted by the Honourable Mr. John Morden. The Working Group also spoke with Mark Sandler, Counsel to the OIPRD, and received correspondence from the Chief Commissioner of the Ontario Human Rights Commission.

The Working Group shared the proposed terms of reference with the Service and the Ministry of the Attorney General. The Working Group considered the comments and feedback received from both the Service and the Ministry of the Attorney General in crafting its final recommendations.

The Working Group appreciates the information and assistance it received from all parties. The Working Group arrived at its final recommendations through its independent judgment.

The Working Group used a consensus approach to their deliberative process. As a result, the Working Group members unanimously approved the draft terms of reference attached and the budget recommendation.

Recommendation for an Independent Review

After thorough and lengthy deliberations, the Working Group is recommending that the Toronto Police Services Board ("the Board") commission an Independent Review that

will look at policies, practices, protocols and actions of the Board and the Service in relation to missing persons reports and investigations.

The Working Group's preference would have been to recommend a full Public Inquiry be held to address the concerns raised by the communities about missing person investigations generally and the investigation into Bruce McArthur. However, the mandate of the Working Group expressly states that any recommended review "will not include any information or discussion of the McArthur investigation and possible trial proceedings." The Working Group, therefore, concluded that an Independent Review commissioned by the Board is most appropriate having regard to its mandate.

The Working Group identified a number of benefits of the Board commissioning an Independent Review. First, with an Independent Review, the Board can establish terms of reference that will reflect the community perspectives, address concerns identified by the affected communities and preserve the integrity of ongoing investigations and prosecutions. The Working Group feels that the draft terms of reference provided strikes this important balance.

Second, an Independent Review also allows the Board to decide who would be the best person to conduct the review. The Working Group developed criteria for making recommendations for who might conduct the Review:

- 1 Reputation for excellence in legal and analytical skills, including knowledge of human rights, policing, criminal and administrative law;
- 2 Independence, fairness and objectivity; and
- 3 Understanding of the diversity within the communities that will be most impacted by the review and the historic context of the relationships those communities have had with the Toronto Police Service.

The Working Group made recommendations to the Chair of the Board about who might be appointed to conduct the Review. However, the process of appointing the Reviewer is beyond the scope of the Working Group's Mandate.

Third, an Independent Review permits the Board to direct and shape the manner in which the Review will be conducted. For example, the Board can, as the Working Group has recommended, direct the Reviewer to involve members and organizations within the affected communities throughout the process. The Board can also require the Reviewer to engage in community consultations.

Finally, an Independent Review will ensure that the Review is and perceived to be truly independent from the Service.

Once the best approach to a review was determined, the Working Group then turned its attention to drafting terms of reference. Attached to this letter you will find draft terms of reference. The Working Group recommends that the Board adopt the attached terms of reference for the Independent Review.

By way of a very brief overview of the proposed terms of reference, the focus of the Review will be on the process by which people are reported missing (or not), the manner in which missing person reports are received and investigated by the Service, and the relationship between the Toronto Police Service, the LGBTQ2S+ communities, and other communities as is relevant to missing person investigations.

In keeping with the Board's motion to not include any information or discussion of the McArthur investigation and possible trial proceedings, the Terms of Reference make clear the Review will not look at how or when Bruce McArthur became a suspect, police contact with Bruce McArthur, or the police investigation once he became a suspect. The terms of reference also make clear that the Review must not prejudice any ongoing police investigation or criminal prosecution and it is anticipated that the Reviewer will consult with both the Service and the Ministry of the Attorney General of Ontario for that purpose.

Subject to the overarching requirement that the review not prejudice any criminal ongoing investigation or prosecution, the terms of reference contemplate that the Review will look at Project Houston and the missing person investigations of Skandaraj Navaratnam, Abdulbasir Faizi, Majeed Kayhan, Salim Esen, Andrew Kinsman, Alloura Wells and Tess Richey. The review will also examine barriers that prevented Dean Lisowick and Kirushna Kumar Kanagaratnam from being reported missing.

The terms of reference also require the Reviewer to propose a timeline for any recommendations made as well as an oversight model to monitor compliance with any recommendations that are adopted by the Board or the Service. These provisions are intended to address the view within affected communities that recommendations of some past reviews have not been effectively implemented or monitored.

Budget Recommendation

The Working Group is also recommending the Board allocate a budget of \$2.5 million for this Review.

As you will appreciate, it is difficult to accurately predict the budget for a project of this size. However, the Working Group considered the G20 Review to inform its estimate.

The Working Group received information that the Board spent \$1.6 million on the G20 Review. The Honourable John Morden completed his review in June 2012. We received information that the real cost of that review was \$1.8 million. According to the Bank for Canada inflation calculations, if the G20 Review were conducted in 2018, it would have cost \$1.97 million.

The Working Group is recommending a larger budget for the current review for a number of reasons:

1. The length of the review is comparable to the G20 Review.

Working Group is recommending the Review be completed within 15 months. The G20 Review lasted approximately 18 months.

2. The complexity of the issues is comparable to the G20 Review.

The Working Group appreciates that the G20 Review required coordination with a number of police forces and involved a very complex police operation. While each individual missing person investigation will be less complicated, the number of cases this review will likely consider is much larger. The Working Group appreciates it is difficult to directly compare the two reviews but is of the opinion that the complexity of the reviews will be comparable.

3. The draft terms of reference contemplate a robust community consultation process

The draft terms of reference contemplate that the Reviewer will engage in a comprehensive consultation process with individuals, groups and organizations within a variety of intersecting communities in Toronto including but not limited to the LGBTQ2S+, South Asian, Middle Eastern, Black, Indigenous and other marginalized communities. By contrast, the G20 Review held a small number of community consultation sessions. There will likely be significant cost associated with organizing and conducting appropriate community consultations.

It is also recommended that the Reviewer hire an Advisor who will organize and facilitate the community consultation process. This is an additional expense that was not part of the G20 Review budget.

4. The draft terms of reference contemplate additional human resources

In addition to the Community Consultation Advisor mentioned above, the proposed terms of reference contemplate that the Reviewer will engage a committee of advisors from affected intersecting communities, including but not limited to the LGBTQ2S+ communities, the South Asian and Middle Eastern communities, the sex trade and the homeless communities in the City of Toronto, to ensure the community perspective is adequately considered throughout the

Review. This may involve significant additional cost that was not part of the G20 Review process.

5. Additional funds may be required for overhead and office staff

Depending on who is chosen to be the Reviewer, there might be a need to rent office space and provide office staff for the review. The Working Group received information that these costs were absorbed into the counsel fees for the G20 Review because both the Reviewer and his counsel were associated with a law firm at the time. No office space was rented and no administrative staff were hired for the G20 review.

If the chosen Reviewer does not have office space adequate for the purpose of the review, additional funds will be required to rent office space and to hire basic administrative staff to run the office.

The Working Group and facilitator are pleased to present this Report and the draft recommendations to the Board and would welcome an opportunity to answer any questions you or other Board members might have.

The Working Group understands that should the Board commission a Review as proposed, the appointed Reviewer will be given an opportunity to examine and comment on the proposed terms of reference. The Working Group would like to be consulted on any changes to the terms of reference that are proposed by the Reviewer.

Yours truly,

Ken Jeffers
Shakir Rahim
Sara Mainville
Monica Forrester
Breese Davies

Encl.

Appendix B

Toronto Police Services Board

Terms of Reference for the Independent Civilian Review into Missing Person Investigations

WHEREAS the Toronto Police Services Board (“the Board”) is responsible, pursuant to section 31(1) of the *Police Services Act*, R.S.O. 1990, c. P.15 (“the Act”), for the provision of adequate and effective police services in the City of Toronto;

AND WHEREAS the Board must, pursuant to section 31(1) of the Act, generally determine after consultation with the Chief of the Toronto Police Service (“the Chief”) objectives and priorities with respect to police services for the City of Toronto, establish policies for the management of the Toronto Police Service (“the Service”) and direct the Chief and monitor his performance;

AND WHEREAS the Board may express its opinion or make suggestions to the Chief of Police on any aspect of policing in the municipality, and make recommendations regarding, but not direct, operational matters of the Toronto Police Service;

AND WHEREAS a number of people, and in particular members of the LGBTQ2S+ communities in the City of Toronto, have gone or been reported missing and have later been identified as victims of serious violence;

AND WHEREAS Project Houston, the Toronto Police Service’s 18-month investigation into the disappearance of three missing men who have now been identified as victims of serious violence, was closed in April 2014 having found no evidence of criminal conduct;

AND WHEREAS members and groups within the LGBTQ2S+ communities in the City of Toronto have expressed concern over the manner in which the Toronto Police Services handle and have handled missing person investigations, including concerns that the handling of missing person investigations in the City of Toronto may have been tainted by implicit or explicit, specific and systemic bias;

AND WHEREAS there are intersections of minorities within the LGBTQ2S+ communities, including South Asian, Middle Eastern, 2-spirited, other racialized

individuals, as well as those who are either homeless or work in the sex trade that are particularly vulnerable and require an improved approach to policing relationships;

AND WHEREAS the Board recognizes the need to repair its relationship with the LGBTQ2S+ communities in the City of Toronto and to foster ongoing positive relations with members and organizations within those communities;

AND WHEREAS the Board created a Working Group consisting of one Board member and three external members to advise the Board on the structural and process options for an independent external review or reviews;

AND WHEREAS the Working Group has recommended that the Board commission an independent review of Board policies as well as Service procedures and practices in relation to missing person investigations, particularly those involving individuals from the LGBTQ2S+, immigrant, Aboriginal, South Asian, Middle Eastern, Black, homeless and other marginalized communities;

AND WHEREAS the Board believes it would be beneficial and of assistance to the Board in carrying out its responsibilities pursuant to section 31(1) of the Act to conduct a Review of the manner in which the Service conducts missing person investigations and to conduct a Review of the adequacy of the Board's policies related to missing person investigations;

THEREFORE the Board is appointing a Reviewer to conduct an Independent Review into Board policies as well as Service procedures and practices in relation to missing person investigations, particularly those involving individuals from the LGBTQ2S+, immigrant, homeless and other marginalized communities;

AND to conduct the Review, the Reviewer will be provided with such resources as are required, and be authorized by the Board to engage lawyers, experts, advisors, researcher and other staff as the Reviewer deems appropriate, at reasonable remuneration, as approved by the Board;

AND the Chief will cooperate fully with the Reviewer in conducting the Review and will instruct members employed by the Service to cooperate fully with the Reviewer conducting the Review as deemed necessary;

AND the Chair and members of the Board will cooperate fully with the Reviewer in conducting the Review and will instruct all members employed by the Board to cooperate fully with the Reviewer in conducting the Review;

AND the Reviewer may request any person, organization, the Chief and any member employed by the Board or the Service to provide relevant information or records for the

Review where the Reviewer believes that person or organization has such information or record in his, her, their, its possession, custody or control;

AND the Reviewer may hold such meetings, interviews and consultations, and may make such procedural decisions with respect thereto, as the Reviewer deems advisable in the course of the Review;

AND the Reviewer, prior to commencing and throughout the Review, will consult with the Ministry of the Attorney General for Ontario, specifically Andrew Locke, Regional Director of Toronto Region or his designate (hereinafter "MAG"), in relation to any ongoing criminal prosecutions in order to ensure no criminal prosecution is prejudiced by this Review;

AND the Reviewer will consult with members, groups and organizations within the LGBTQ2S+ community, including those who have filed missing person reports in the past, and will engage an advisor to assist with the design and implementation of the community consultations;

AND the Reviewer will ensure that adequate accommodations and supports are available to maximize community participation in the consultation process, including receiving submissions from various stakeholders, community groups and organizations;

AND the Reviewer will engage a committee of advisors from affected communities, including but not limited to the LGBTQ2S+ communities, the South Asian and Middle Eastern communities, the sex trade and the homeless communities in the City of Toronto, to ensure the community perspective is adequately considered on all matters prior to commencing and throughout the Review;

AND the Reviewer will establish and maintain a website and may use other technology to promote accessibility and transparency to the public;

AND the Reviewer will provide regular reports to the public, through the website or other means, on the status of the review, the contents of which cannot prejudice any ongoing criminal investigation or criminal prosecution;

AND the Reviewer will conduct the Review without prejudicing any ongoing criminal investigation or criminal prosecution, including but not limited to the criminal prosecutions of Bruce McArthur and Kalen Schlatter, and will make a report to the Board without expressing any conclusion or making any recommendation regarding the civil or criminal responsibility of any person or organization;

AND in particular to ensure that any ongoing criminal proceedings involving Bruce McArthur are not prejudiced, when examining Project Houston and the missing person investigation of any alleged victim of Bruce McArthur, the Reviewer will not examine any

facts after September 1, 2017, when it was determined that Bruce McArthur was a suspect, nor will the Reviewer examine any of the police contact with or consideration of Bruce McArthur, including as a person of interest, whether before or after September 1, 2017, nor will the Reviewer examine how the police determined the identity of any specific suspects;

AND the Reviewer may produce an interim report at the Reviewer's discretion and will produce a final report containing the Reviewer's findings, conclusions and recommendations and deliver it to the Chair and members of the Board for distribution to the public at or before the Board meeting in September 2019;

AND the report will be prepared in a form appropriate for release to the public, pursuant to the *Municipal Freedom of Information and Protection of Privacy Act*;

AND these Terms of Reference should be interpreted in a manner consistent with the jurisdiction of the Board to ensure a broad and comprehensive Review in accordance with the Terms of Reference;

AND in the event that the Reviewer is unable to carry out any individual term of these Terms of Reference, the remainder of these Terms of Reference will continue to operate, it being the intention of the Board that the provisions of these Terms of Reference operate independently;

AND the subject matter of the Review will be:

1. A review of Board by-laws, policies and practices, including *The Way Forward* and any related reports that may have been considered by the Board, dealing with or relevant to missing person investigations and community relations to determine whether they are adequate to ensure effective, efficient and bias-free responses to missing person reports.
2. Without prejudicing any ongoing police investigation or criminal prosecution, a review of Service procedures, practices, protocols and actions in relation to missing person investigations, including but not limited to a review of Project Houston and the missing person investigations of Skandaraj Navaratnam, Abdulbasir Faizi, Majeed Kayhan, Salim Esen, Andrew Kinsman, Alloura Wells and Tess Richey, with a specific focus on
 - a. When a missing person event or report becomes a missing person investigation;
 - b. Whether adequate resources are dedicated at the Divisional and/or Service level to missing person investigations at inception and throughout the course of the investigation;

- c. Whether culturally competent expertise is available to or relied upon by the Service for missing person investigations, including but not limited to expertise around gender identity, gender expression, race, ethnic origin and intersectionality;
- d. Whether the policies and practices adequately protect against implicit or explicit bias or discrimination (at the individual and systemic level) against members of the LGBTQ2S+ and other marginalized groups;
- e. Whether the Service is conducting missing person investigations in a unbiased, non-discriminatory manner, including consideration of the exercise of discretion by members of the Service in relation to decisions to record a person missing, or launch, resource and/or terminate missing person investigations and the experience of those who file missing persons reports with the Service;
- f. Whether there is adequate information sharing within the Service and between police services to ensure that similarities and links between missing person investigations can be identified quickly and effectively;
- g. Whether the Service has procedures, practices or protocols that limit who will be considered and/or investigated as a missing person and whether those polices are based on discriminatory or biased considerations;
- h. Whether the Service has procedures, practices or protocols and whether members of the public believe the Service has procedures, practices or protocols that intentionally or unintentionally discourage marginalized people, including but not limited to those without legal status in Canada or who are homeless, from being reported missing – including, without prejudicing any ongoing criminal investigation or criminal prosecution, an examination of what prevented Dean Lisowick and Kirushna Kumar Kanagaratnam from being reported missing;
- i. How and when the Service decides to advise or caution the public, or specific communities, about public safety concerns that arise from missing person investigations, including but not limited to information about suspected links or connections between missing person cases;
- j. How public messaging around missing person investigations is developed and whether cultural competence expertise is available or relied on by the Service in drafting public communications;
- k. How information about missing person investigations and policies surrounding missing person investigations are communicated internally within the Service and whether those methods of communication are effective; and

- I. Whether effective policies, procedures, and practices are in place to ensure adequate investigative consideration of serial killers, especially based on missing person reports where there is no evidence of foul play.
3. A review of past and current Service procedures, practices and protocols for developing and maintaining relationships with individuals and organizations within the LGBTQ2S+ communities, including
 - a. The roles, responsibilities and efficacy of the LGBTQ Liaison Officer;
 - b. The roles, responsibilities and efficacy of relevant Board and Service Advisory Committees or Working Groups in terms of maintaining and promoting communication between the Service and the LGBTQ2S+ communities;
 - c. The scope and efficacy of consultations and communications with members and organizations within the LGBTQ2S+ communities about missing person investigations;
 - d. The extent to which the Service engages or consults with individuals and groups that reflect the diversity within the LGBTQ2S+ communities;
 - e. The extent to which the police call upon organizations within the LGBTQ2s+ (or other relevant communities) to assist with missing person investigations at any stage;
 - f. The extent to which individuals and organizations within the LGBTQ2s+ communities are advised of public safety concerns arising from missing person reports and investigations, including but not limited to information about possible links between cases;
 - g. The views and perceptions of members of the LGBTQ2S+ and other marginalized communities about the manner and substance of public communications by the Service about missing person investigations;
 - h. The experience of members of the LGBTQ2S+ and other marginalized communities reporting concerns to the police, including but not limited to the experience of individuals with non-heteronormative sexual expressions (such as those who participate in public cruising or BDSM), and whether there are actual or perceived barriers in relation to their willingness or ability to share information with the police; and

- i. The accessibility, transparency and effectiveness of any complaint process for identifying concerns on the part community members or groups about biased policing or discriminatory practices.
4. A review of current training of Service members in relation to missing person investigations, bias-free policing and community liaison to determine whether it adequately addresses
 - a. Cultural competence to respond to missing person reports within the LGBTQ2S+ communities;
 - b. Intersectionality and its impact on marginalization; and
 - c. Protecting against biased assumptions being made about individuals reported missing based on their race, sexual orientation, immigration status or similar grounds.
5. A review of the efficacy of current training in relation to missing person investigations in ensuring that concepts taught are being operationalized by Service.
6. A review of formal and informal complaints made in the past 10 years to the Service, the Board or the OIPRD related to missing person investigations.
7. A survey and review of prior reports dealing with missing person investigations in Canada, relations between the LGBTQ2S+ community and the police, and the duty on the police to notify the public of potential safety threats (including but not limited to *Out of the Closet: Study of Relations Between the Homosexual Community and the Police*, 1981, *Bernardo Investigation Review*, 1996, *The Review of the Investigation of Sexual Assaults – A Decade Later*, 2010 and the Report of the *Missing Women Commission of Inquiry* in British Columbia in 2012) to determine if past recommendations have been implemented and/or effective and if not, why past recommendations have not been implemented by the Board and/or Service.
8. A review of national and international best practices in relation to missing person investigations, bias-free policing and maintaining positive working relationships with marginalized communities.

AND the Reviewer will make recommendations as the Reviewer deems fit for the mandate of the review and terms of reference, including but not limited to recommendations on:

1. Board policies and Service procedures relating to receiving and recording missing person reports, and conducting effective, efficient and bias-free missing person investigations;

2. Board policies and Service procedures related to the collection of data about the effectiveness of missing person investigations, including the satisfaction of those who filed or attempted to file missing person reports;
3. Board policies and Service procedures to ensure adequate training of Service members in relation to missing person investigations and bias-free policing;
4. Board policies and Service procedures that will ensure that members of the Service will be evaluated in relation to their skills relevant to cultural competence and bias-free policing and that the results of any such evaluations will be taken into account when making hiring and promotional decisions;
5. Board policies and Service procedures that will ensure appropriate remedial and disciplinary measure are taken if members of the Service engage in biased or discriminatory conduct when receiving or investigating missing person reports;
6. Board policies and Service procedures to create a framework for ensuring participation of members and organizations within the LGBTQ2S+ communities in the process of monitoring and implementing any recommendations adopted by the Board and Service; and
7. A framework for measuring, monitoring and publicly reporting on the effectiveness of any recommendations that are implemented by the Board or Service, including giving consideration to a model for independent oversight of compliance and continuing community consultation;

AND the Reviewer will propose a timeline for the implementation of each recommendation.



Toronto Police Services Board Report

March 19, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Request for a Review of a Complaint Investigation
Pertaining to a Policy of the Toronto Police Service –
Professional Standards Case Number PRS-064381**

Recommendations:

It is recommended that:

- (1) the Toronto Police Services Board (Board) determine whether to concur with the decision that no further action was required with respect to the complaint; and
- (2) the complainant, the Independent Police Review Director and I be advised in writing of the disposition of the complaint, with reasons.

Financial Implications:

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

Background / Purpose:

The Board has received a request to review the disposition of a complaint about a policy of the Toronto Police Service (T.P.S.).

Legislative Requirements:

Section 63 of the *Police Services Act* (P.S.A.) directs the Chief of Police to review every complaint about the policies of or services provided by a municipal police force that is referred to him or her by the Independent Police Review Director.

The Chief of Police shall, within 60 days of the referral of the complaint to him or her,

notify the complainant in writing of his or her disposition of the complaint, with reasons, and of the complainant's right to request that the Board review the complaint if the complainant is not satisfied with the disposition. A complainant may, within 30 days after receiving the notice, request that the Board review the complaint by serving a written request to that effect on the Board.

Board Review:

Section 63 of the P.S.A. directs that upon receiving a written request for a review of a complaint previously dealt with by the Chief of Police, the board shall:

- (a) advise the Chief of Police of the request;
- (b) subject to subsection (7), review the complaint and take any action, or no action, in response to the complaint, as it considers appropriate; and
- (c) notify the complainant, the Chief of Police, and the Independent Police Review Director in writing of its disposition of the complaint, with reasons.

Complaint:

On October 12, 2016, the complainant filed a complaint with the Office of the Independent Police Review Director (O.I.P.R.D.) in which she reported that the T.P.S. would not destroy her fingerprints and photograph after her criminal charges were withdrawn.

The complaint was classified by the O.I.P.R.D. as a complaint about a policy of the T.P.S. and assigned it back to the T.P.S. for investigation.

The investigator concluded the investigation on June 19, 2017, with the disposition that action was taken to improve the policy around requests for fingerprint destruction.

Also, section 63(4) of the *Police Services Act* (P.S.A) directs that the Chief of Police shall, upon his or her disposition of a complaint (about a policy or service), submit a written report to the Board and to the Independent Police Review Director respecting the disposition, with reasons.

In order to comply with Section 63(4) of the P.S.A., the Board was informed about the disposition of the complainant's policy complaint at its confidential meeting held on July 27, 2017 (Min. No. C105/17 refers).

On February 28, 2018, the Board received the complainant's request for a review of this matter. In her request, the complainant referred to an original request for a review submitted in July 2017, however the Board could not locate that request.

The Chief's Decision:

This complaint arises from an incident for which the complainant was arrested on February 5, 2012.

That matter proceeded through the courts and was resolved on September 25, 2012, when the complainant entered into a Peace Bond for a period of one year. As a result, the criminal charges were withdrawn.

On February 2, 2016, the complainant applied to the T.P.S. to have her fingerprints and photograph destroyed. On February 16, 2016, the T.P.S. denied that request. In that correspondence, the complainant was informed of how she can request a review of that decision through contacting the manager of the T.P.S. Records Management Services unit.

As a result, the complainant contacted a legal clinic and a request for a review was submitted.

The T.P.S. received this request and processed it as a new request for the destruction of the complainant's fingerprints and again denied the request based on the same grounds as before, that being the offences that the complainant had been charged with were designated as primary and secondary offences as defined in section 487.04 of the *Criminal Code*.

The complaint investigator determined that the T.P.S. decision not to destroy the complainant's fingerprints had not been reviewed as her request for a review had been processed as a new request and not a review request.

The investigator reviewed the decision and determined that it would be appropriate to destroy the fingerprints in this case and, as a result, the T.P.S. submitted that recommendation to the Royal Canadian Mounted Police (R.C.M.P.).

On February 23, 2017, the T.P.S. sent correspondence to the complainant's legal clinic informing them that the request for destruction had been submitted to the R.C.M.P. and that the T.P.S. will send additional correspondence once a decision has been received.

On April 5, 2017, the R.C.M.P. did destroy the complainant's fingerprints and photograph and on May 11, 2017, the T.P.S. sent correspondence to the complainant's legal clinic informing them of this.

The Canadian Police Information Centre (C.P.I.C.) is the central database where Canada's law enforcement agencies can access information regarding persons who are charged with crimes. As a result of the complainant's record being destroyed, there is no longer an entry regarding her charges on C.P.I.C.

The investigator also reviewed the intake process for requests for fingerprint destruction

and changes were put in place to ensure that new requests are separated from requests for a review, which was what the complainant had submitted.

The complaint was concluded with the disposition that action was taken.

In this case I am satisfied with the investigator's findings and the review by Corporate Risk Management.

Conclusion:

The complaint was classified by the O.I.P.R.D. as a complaint about a policy of the T.P.S.

Pursuant to the notice provided; the complainant requested that the Board review my decision. It is the Board's responsibility to review this investigation to determine if they are satisfied that my decision to take no further action was reasonable.

In reviewing a policy or service complaint, subsection 63(7) of the P.S.A. directs that a Board that is composed of more than three members may appoint a committee of not fewer than three members of the Board, two of whom constitute a quorum for the purpose of this subsection, to review a complaint and to make recommendations to the Board after the review and the Board shall consider the recommendations and shall take any action, or no action, in response to the complaint as the Board considers appropriate.

Subsection 63(8) of the P.S.A. directs that in conducting a review under this section, the Board or the committee of the Board may hold a public meeting respecting the complaint.

To assist the Board in reviewing this matter, Board members will receive confidential information in a separate report.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board members may have regarding this report.

Respectfully submitted,

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

MS:mr



Toronto Police Services Board Report

May 11, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Recommendation for Payment of Legal Indemnification
Case No. 2130-17**

Recommendation:

It is recommended that the Toronto Police Services Board (Board) approve payment of the legal account from Brauti Thorning Zibarras, L.L.P. (B.T.Z.) in the amount of \$158,428.12, for the representation of the Toronto Police Service (Service) members, through the Toronto Police Association (T.P.A.), in a Coroner's Inquest.

Financial Implications:

If approved, the legal indemnification claim in the amount of \$158,428.12 will be paid out of the Service's Legal Reserve, which is funded from the Service's operating budget.

Background / Purpose:

Members of the Service, through the T.P.A., were granted standing in a Coroner's Inquest. The T.P.A. has requested payment of its legal fees in the amount of \$158,428.12. The purpose of this report is to recommend payment of the claim.

Discussion:

This report corresponds with additional information provided on the Confidential Agenda.

Conclusion:

Article 12:04 of the Uniform Collective Agreement states:

"A member whose conduct is called into question in the course of an inquiry under the Coroners Act or as an alleged offender in a hearing

before the Criminal Injuries Compensation Board because of acts done in the attempted performance in good faith of his/her duties as a police officer shall be indemnified for the necessary and reasonable legal costs incurred in representing his/her interests in any such inquest or hearing in the following circumstances only:

- (a) Where the Chief of Police and/or the Board does not provide counsel to represent the member at the inquest or hearing at the Board's expense; or*
- (b) Where the counsel provided by the Chief of Police or the Board to represent either or both of them along with the member is of the opinion that it would be improper for him/her to act for both the Chief of Police or the Board and the member in that action."*

The Uniform Collective Agreement provides for indemnification for legal fees incurred by individual members. In this case, B.T.Z. represented members of the Service as a group, through the T.P.A.

The Coroner in this matter, in conjunction with counsel for the parties, decided that the scope of the inquest would not only examine the specific circumstances surrounding the individual's death, but also a range of systemic issues. As a result, the T.P.A. was granted standing in order to address these issues of importance to Service members as a group, as distinct from the complementary role played by counsel for the Chief of Police and counsel assigned to the individual officers involved in the matter.

The City Solicitor has deemed the legal costs billed by B.T.Z. as "necessary and reasonable legal costs". Accordingly, it is recommended that the Board approve payment of this account.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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

MS:PM:nl

Filename: Recommendation for Payment Legal Indem 2130-17.doc



Toronto Police Services Board Report

May 11, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: The Way Forward (T.W.F.) First Quarterly Update for 2018

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board) receive this report, and forward a copy to the City of Toronto's Executive Committee for information.

Financial Implications:

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

Savings Estimates:

The T.T.F. identified total estimated savings of \$100 Million (M) over three years.

To date, the Service is estimating the realization of approximately \$88M in operating savings and cost avoidance by the end of 2018. It should be noted that these savings are the result of action taken on T.T.F. recommendations as well as action taken by the Service to achieve a 0% operating budget increase in both 2017 and 2018. Some of these savings and cost avoidance/deferrals are not sustainable (e.g., alternative funding/bridging strategies). In addition, investments (e.g. establishment of special constable positions, connected officer implementation, and transition to the District operating model) will now have to be made and the necessary funding provided, in order to start achieving the modernization objectives of The Way Forward report.

The hiring moratorium represents approximately \$58M of these savings; \$5.0M in 2016, an estimated \$28.3M in 2017 and an anticipated \$24.5M savings in 2018.

The remaining savings of approximately \$30M are a result other management actions to reduce costs (e.g. reductions in the number of vehicles and other equipment, reductions to contracted services and computer maintenance, reduced caretaking services levels), alternative funding/bridging strategies (e.g. funding from capital and reserves) and other unspecified budget reductions that have been supplemented through provincial modernization grant funding.

The total estimated savings to date, particularly those budgeted for 2018, will be monitored and adjusted up or down, as more definitive information becomes available.

Cost Estimates:

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

The implementation of the various T.T.F. recommendations is a large and complex endeavour which will require a significant amount of work and time. Members from across the Service have been redeployed to the T.T.F. team to assist in the implementation of the T.T.F. recommendations. The Service is tracking the value of these resources as part of its overall project management framework.

In addition to internal budgeted resources, external resources have been engaged to support project management, strategic communications and procurement. Total costs incurred from 2016 to March 31, 2018 were \$2.3M. Funds were expended from the operating budget (\$1.37), the capital budget (\$0.45M), and the Board's special fund (\$0.5M).

Other external costs include \$7.3M of software, equipment and specialized services that are being funded through the 2017-2018 Policing Effectiveness and Modernization grant (P.E.M.), provided by the Ministry of Community Safety and Correctional Services (Ministry). For example: \$2.6M was approved for the Connected Officer program and \$0.8M was approved for each of data analytics related initiatives and HR Transformation. The 2018-2019 P.E.M. grant application has not yet been approved by the Ministry. However, the Service's application includes funding requests to continue with the aforementioned modernization initiatives, among others. Subsequent to the Ministry approval, further information on the 2018-2019 P.E.M. will be provided to the Board.

Background / Purpose:

The Strategy Management Unit (S.T.M.) and the respective Command officers are responsible for the successful delivery of the modernization initiatives outlined in the Business Plan.

As requested by the Board, the purpose of this quarterly report is to provide stakeholders with status updates on the implementation of the recommendations to March 31, 2018. This includes details regarding achievements and progress, as well as risks or issues that require mitigation or further escalation.

As requested by the Board at the meeting held on January 18, 2018 (Min. P04/18 refers) , this report will address Council motions 4, 5, 6, 7, 8, 9, and 10 with respect to the status of the transfer to the City of responsibility for provision of beach lifeguard services and school crossing guards.

Additionally, City Council requested the Toronto Police Services Board to report to the City's Executive Committee with a progress update on implementation of the Transformational Task Force recommendations in the first quarter of 2018. Accordingly, it is recommended that this report be forwarded to the City's Executive Committee, for information.

Discussion:

Our first year is behind us and 2018 started with the same energy and drive to implement the 32 recommendations. As in any environment where so much change is occurring, some initiatives have begun to wind down and our focus is therefore shifting to other areas that are gaining momentum. This is a natural progression as initiatives move through the different project management phases. We are starting to reap the benefits of a leadership team that has been strengthened through collaboration and a shared strategic vision. As we continue to move forward, it will be important to maintain focus and keep true to our intended outcomes as outlined in *The Way Forward*.

The following focuses on developments over this first quarter of 2018:

New Policing Model

The Community Investigative Support Unit (C.I.S.U.) was implemented in 22 Division. Current efforts involve supporting 14 Division for their planned Q2 implementation, as well as evaluation and measurement of the overall adoption and outcomes across the Service.

Preliminary discussions between the Service, Toronto Police Association (T.P.A.) and Board have resulted in significant progress on more efficient scheduling. The first deliverable will be the adoption of a new Primary Response shift schedule in 54/ 55 Divisions, slated to take effect on June 4, 2018. Officers in these divisions will be given the choice to voluntarily work the new schedule, and evaluation frameworks are being developed to monitor and assess its effectiveness. These metrics will measure the ability of the schedule to meet both operational demands and address member wellness issues.

New Divisional Boundaries have been identified in collaboration with Senior Officers and were recently approved by Command for further planning. A Project Manager has been hired to assist with the planning and implementation of this project and a comprehensive Service wide plan will be developed in collaboration with internal and external stakeholder groups. Engagement activities continue, to ensure awareness, solicit feedback, and set clear expectations that this is a multi-year initiative.

Amalgamation of the 32/33 Criminal Investigative Bureau (C.I.B.) is underway. The staffing requirements have been determined and work space and equipment needs are being addressed.

The collaboration between the Service and the City to finalize the shared model of response to non-emergency calls continues to be positive. The response model to non-emergency calls is intended to be adopted by both the City (311 Toronto, Municipal Licensing & Standards (M.L.S.) and Transportation Services) in the coming months. Work is also underway to develop a coordinated approach to public education and promotion of the appropriate number to call for non-emergency assistance.

Work on the Vulnerable Persons Registry (.V.P.R.) is continuing with the development of a comprehensive communications strategy and launch plan.

A Project and Change Management Specialist has been hired to support the work on the Neighbourhood Officer Program. Focus groups and workshops have been held and the results of these sessions will be available by the end of April. Additional milestones are as follows:

- Preliminary uniform designs have been approved for Neighbourhood Officers and prototypes are being developed.
- Crime prevention materials have been developed ranging from various forms of print medium to short vignettes.
- S.T.M. along with Community Partnerships and Engagement Unit (C.P.E.U.) are engaging internal stakeholder groups to solidify the program vision, desired outcomes, and implementation plan and project governance.

Partnerships and Service Reallocation

With respect to the Lifeguard and Crossing Guard programs, City Council motions 4 through 10 on November 7, 2017 (EX28.5) have been reviewed and the directives are in alignment with implementation activities.

Lifeguard Program

The Service and the City are working together to draft a service level agreement for continued maintenance and storage assistance. The Service will continue to prepare

equipment required for the 2018 Lifeguard Program and will provide maintenance and storage assistance to the City through to 2019. Expenses and hours incurred by the Service are being tracked for cost recovery. Documentation for the purchase of a motorized vessel to replace decommissioned boats has been submitted for approval.

Crossing Guard Program

The Service continues to be engaged by the City as it works on the transfer of the program. Communication has been sent to the existing Crossing Guards, Unit Commanders and coordinators, updating them on the status of the program transfer. The Request for Quotation (R.F.Q.) for backfill services has been posted by the City and will be closing on May 15th, 2018. The Service is working with the City on the draft Request for Proposal (R.F.P.) to secure a vendor for City-wide Crossing Guard services in fall 2019.

Alternative Service Delivery

Ernst & Young (E.Y.) continues its review on the viability of alternative service delivery options for Parking Enforcement and Court Services. The Service facilitated numerous requests for information, data and expenses, and assisted with coordinating site visits and interviews. Internal communication was sent to members with an update on the progress of the analysis.

The hiring moratorium has been lifted and uniform and civilian hiring has resumed on a strategic basis. This includes communications operators, strategic promotions and special constables, in alignment with the T.T.F. report.

Technological Improvements

Smart phone devices were successfully deployed to all officers within 51 Division. These officers have been utilizing their mobile devices to capture digital evidence, resulting in improved customer service and improved resource allocation efficiency. Feedback from members is actively being incorporated into operational business processes. On-site training with members at the Division is continuing to assist with functional uses of their mobile devices while business process development with Communication Services is underway. Next steps include, continued development of Service governance, processes and a sustainability model, determining the next division(s) for deployment, identifying funding for remaining project phases, deploying remaining applications on devices, and training new recruits at the Toronto Police College.

At its January 31 and February 1, 2018 meetings, City Council approved the updated Vision Zero Road Safety Plan directing Transportation Services to proceed with automated speed enforcement (A.S.E.) and the next steps required to implement the

program. The Service continues to monitor the progress and how it relates to recommendation #14: Using Traffic Technology Enforcement to Improve Community Safety.

Various Business Intelligence initiatives are underway including:

- Global Search - vendor selected, development version installed. GeoEvent server deployment in discussion;
- ArcGIS Portal was upgraded; and
- Situational awareness project requirement gathering and proof of concept deployment completed.

A business case regarding the Information Technology (I.T.) assessment has been completed by Information Technology Services Unit (I.T.S.). The business case has been approved with the scope to develop an I.T. benchmarking study and a supply/demand remediation plan. The results of this assessment and the I.T. strategic plan and road map are expected to be completed and presented by Q3 2018.

Culture Change, Human Resources

The Organizational Cultural Assessment (O.C.A.) survey has concluded with a 45% response rate. Input was also received through roundtable discussions and virtual town halls with external stakeholders. Survey results and input is being analysed by the external consultants engaged for this initiative, and those findings will be shared internally and externally. The Service intends to review the findings in detail and develop a comprehensive plan to address the gaps identified. In support of next steps, additional Policing Effectiveness and Modernization Grant (P.E.M.) funding was requested for the next phase of this project.

People Plan initiatives have been launched include the Competency Framework, Performance Management, the Mentorship / 360 Program, the development phase 1 of Uniform Job Descriptions, and Modernized Core Values. Ongoing initiatives include the Organizational Structure Implementation, the Service Delivery Transformation implementation, and the Accommodation Strategy development. Recently initiated work includes the People & Culture Communications Strategy, the Promotional Process, Succession Planning, and the People Dashboard. Talent Acquisition Strategy development and Service Deployment Strategy development have been put on hold. Several projects are dependent on receiving 2019 – 2019 P.E.M. funding.

Recruitment of the Human Resources (H.R.) leadership team continues. Interviews for managerial roles in Wellness and Talent Acquisition are in progress. Selection of a Labour Relations Manager and an H.R. Business Partnerships Manager is now complete.

Accountability and Engagement

As discussed above, a number of engagement activities were incorporated into project activities (e.g. Divisional Boundaries, Neighbourhood Officer, Culture Assessment, etc.). Between late February and mid-March 2018, S.T.M. Implementation Team conducted a series of engagement sessions with Staff Sergeants (S/Sgts) and Detective Sergeants (D/Sgts). The objective of these sessions was to increase awareness and understanding of the modernization initiatives. Every S/Sgt and D/Sgt in the Service was invited to sign up for one of seven sessions held in multiple locations across the city. General feedback was positive in terms of appreciation for in-person engagement and a general request for continued engagement was received. The main areas of feedback were in regards were staffing concerns, request for more detailed timelines, better communication overall, and a desire to be to be involved in the modernization process.

S.T.M. worked with the Command and Senior Management Team to finalize membership for Executive Steering Committees. These committees will further strengthen the alignment across organizational pillars and assist with the identification and elimination of implementation obstacles.

Next Steps

Next steps include:

- The development of a clear vision and implementation plan for the Neighbourhood Officer Program and a comprehensive stakeholder engagement plan.
- The development of a detailed implementation plan for executing the new boundaries.
- The development of expansion plans for the Connected Officer Initiative.
- Dissemination of the O.C.A. and a subsequent stakeholder engagement plan.
- Continued collaboration with the T.P.A. and Board regarding alternate shift schedules.
- Continued engagement with Service membership.
- Collaboration with the Service's Finance and Business Management to further quantify anticipated costs (as it may represent additional 2018 – 2020 budget pressures) and benefits/savings associated with the implementation of the T.T.F recommendations.

For your reference, attached is a progress update on each of the recommendations, which will be posted online and accessible to all internal and external stakeholders ([Scorecard](#)) (<http://www.torontopolice.on.ca/scorecard>)

Conclusion:

As we enter into the second year of implementation, the S.T.M. team will be incorporating lessons learned and best practices into the daily operation of the Unit and the implementation plans of each initiative.

Respectfully submitted,

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

Modernization Process Updates



LEGEND

TIMELINES

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

BUDGET

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

SCOPE

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

STAKEHOLDERS

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

PROJECT STAFFING

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



On Track

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



At Risk

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



Off Track

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

Recommendation #1: Connected Officer

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

Project Lead(s)	SGT J. Apostolidis, PC W. Darwish, CIV M. Vincent, PC A. Goodine	Sponsors	D/C P. Yuen, D/C S. Coxon, CAO T. Veneziano
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PROJECT HEALTH ● On Track ◆ At Risk ■ Off Track **Anticipated End Date: 2019+ (multiple phases)**

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

Progress in Last 90 Days

- Deployment to all officers at 51 Division with mobile devices successful.
- Feedback from members has been incorporated into continuous development of efficient business process.
- Continuous on-site training with members at D51, to assist them with functional use of their mobile devices.
- Business process development with Communications members to satisfy efficient impact to dispatchers.
- Members at D51 have been utilizing their mobile devices to capture digital evidence, resulting in improved customer service and improved resource allocation efficiency.
- Continued development of Service Governance

Progress in Next 90 Days

- Determine next divisional deployment through Command.
- Identify source of funding for remaining phases of project.
- Continue business process development with members from 51 Division.
- Collect metrics and user feedback.
- Deploy remaining applications intended to be deployed in Q1 2018.
- Continue collaboration with stakeholder agencies to achieve common goals.
- Training will be delivered to new recruits at the Toronto Police College.

Beyond 90 Days

- Deploy to second division (yet to be determined)
- Collaboration with the Toronto Police College to integrate training for new members.
- Research to continue into mobile work station towards a modernized solution for 2020

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

Toronto Police Service support the new service delivery model with a strengthened capacity to collect, measure, and evaluate data from a wide range of internal and external sources, including an improved capacity to model demand and workload as well as analytics of large complex data sets ("big data"). With this ability, the Service will be better able to deliver evidence-based policing services, in a way that is proportional, appropriate, and sustainable.

Project Lead(s)	CIV I. Williams	Command Sponsors	D/C J. Ramer, D/C S. Coxon, CAO T. Veneziano
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PROJECT HEALTH										Anticipated End Date: 2019	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Definition of scope of the Crime data warehouse to be clarified by TPS & IBM. A Project Change Request was created to reallocate additional IBM resources from existing milestones.	
At Risk	At Risk	At Risk	At Risk	At Risk	On Track	On Track	On Track	On Track	On Track		

Progress in Last 90 Days

- Global Search - vendor selected, development version installed.
- GeoEvent server deployment in discussion.
- ArcGIS Portal upgraded.
- Pushpin Development version installed and being tested.
- Finalize centralized geodatabase requirements.
- Situational awareness project requirement gathering/proof of concept deployment.

Progress in Next 90 Days

- Global Search proof of concept underway.
- Pushpin finalization and training.
- Finalize centralized geodatabase testing.
- GIS Steering Committee to be established.

Beyond 90 Days

- Global Search proof of concept ongoing with working group.
- Pushpin deployment.

Recommendation #3: Disband TAVIS

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

Project Lead(s)	SGT J. McCall	Sponsors	A/S/SUPT F. Bergen, A/INSP G. Watts
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PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: Jan 2017

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

Progress in Last 90 Days

- Completed as of January 2017

Progress in Next 90 Days

N/A

Beyond 90 Days

N/A

COMPLETED

Recommendation #4: Risk Assessment for Priority Response

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

Project Lead(s)

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

Command Sponsors

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

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
At Risk	At Risk	On Track	On Track	On Track	On Track	On Track	On Track	On Track	On Track	Still awaiting direction on the location and scope of the Priority Response pilot, either 32/33 or 12/23/31. Discussions with the City regarding the diversion of non-emergency calls are ongoing. The City must have the proper resources in place to manage the expected increase of calls and service requests.

Progress in Last 90 Days

- Decision was made by Command to move Consolidated CIB model to 32/33 Division instead of 12, 23, 31 Division.
- Continued collaboration between TPS and the City to finalize the shared model of response to non-emergency calls .
- The response model to non-emergency calls is intended to be adopted by both the City (311 Toronto, MLS and Transportation Services) and TPS (Communications Services, Public Safety Command).
- The joint working group is assessing City and TPS call data in order to estimate the impact of future changes.

Progress in Next 90 Days

- Confirmation to be obtained about which Division(s) will host the pilot for the Priority Response Model. Direction will also be obtained regarding the scope and length of time that the model will be piloted. Communication Services will need to be updated as this will have an impact upon their operations.
- Collaboration between the TPS and the City will continue. The shared model of response will be finalized and work will continue by the TPS and the City to adopt the model.

Beyond 90 Days

- Pilot of priority response model in chosen Division(s), monitoring and support followed by evaluation and review, adoption of shared City/TPS approach to non-emergency calls.

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

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

Project Lead(s)	SGT P. Jones, PC K. Bassett, CIV M. Everest	Command Sponsors	D/C P. Yuen, D/C S. Coxon
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PROJECT HEALTH										Anticipated End Date: 2019	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	CISUs have now been launched in every division except for 14 and 52. Although a date has not yet been chosen, plans are underway to launch a CISU in 14 Division during Q2 2018. The status of 52 Division continues to be that a CISU is not feasible there at this time.							
											

Progress in Last 90 Days

- New CISUs Implemented in 22.
- Assisted 14 Division to prepare for the launch of a CISU in Q2 2018.
- Provided ongoing guidance to all CISU's to ensure standardized processes and worked with Human Resources to resolve issues that are preventing Business Intelligence from completing development of the CISU Dashboard statistical tool.
- Held the first CISU Coordinators Working Group meeting and identified outstanding issues that need to be resolved.
- Continued to work towards completion of the Vulnerable Person's Registry
- Progress has also been made in relation to 311 related calls. A new Agreed Response Model has been finalized and awaiting sign-off from Steering Committee

Progress in Next 90 Days

- Working with HR to resolve issue preventing BIA from obtaining accurate CISU statistics
- Assist with the training of 14 CISU personnel and the rollout of that unit.
- Develop a launch plan for the Vulnerable Persons Registry including an extensive internal and external communications plan.
- The team has also begun an additional workstream regarding Online Parking Complaints. Further work on this project will continue during Q2.

Beyond 90 Days

- Launch of the CISU Dashboard tool.
- Marketing, awareness and launch of the Vulnerable Persons Registry.
- Ongoing marketing and communication regarding 311/911 response.

Recommendation #6: Improved Public Safety Response

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

Project Lead(s)

INSP F. Barredo

Command Sponsors

D/C J. Ramer

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: May 2017

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

Progress in Last 90 Days

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

Progress in Next 90 Days

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

Beyond 90 Days

N/A

COMPLETED

Recommendation #7: More Efficient Scheduling

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

Project Lead(s) S/SGT Dave Ecklund

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

PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2019+ (multiple phases)

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

Progress in Last 90 Days

- Recent positive and progressive meetings have been held between the TPS and the TPA to look at suitable alternatives to the current Compressed Work Week (CWW) Schedule. .

Progress in Next 90 Days

- Positive and progressive meetings between the TPS and the TPA will continue.
- Members will be engaged and involved in piloting and testing new potential shift schedules to determine member satisfaction balanced appropriately with demand for service.

Beyond 90 Days

- Pilot divisions/districts are expected to be selected to test potential new shift schedules that are more efficient and effective than the current CWW.

Recommendation #8: More Effective Deployment in Vehicles

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

Project Lead(s)	S/SGT Dave Ecklund	Command Sponsors	TPSB, D/C B. McLean, D/C S. Coxon
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PROJECT HEALTH										Anticipated End Date: 2019+ (multiple phases)	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	The progression of this recommendation is dependent on discussions taking place between the TPA and the TPSB. A more effective deployment of officers will be dependent on the success of other TTF recommendations. Until these other recommendations are put into place, this recommendation should be placed on hold.	
■	■	●	●	◆	◆	◆	◆	●	●		

Progress in Last 90 Days

- There has been no progress in that last 90 days.

Progress in Next 90 Days

- Progress in this period is not expected as other recommendations will have to be fully implemented and evaluated in order to determine the requirement and scope of this recommendation.

Beyond 90 Days

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

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

Project Lead(s) S/SGT J. Darbyshire

Command Sponsors D/C J. Ramer

PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2018

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
■	■	◆	◆	●	●	◆	◆	■	■	An appropriate staffing model is required to fully assess the risks to the City's special events. Requests for resources have been made. At present, full adoption of the risk-based approach remains critically dependent on changes to Provincial statutes and legislation.

Progress in Last 90 Days

- There has been no progress on this recommendation in the last 90 days.
- Work on this recommendation was suspended pending the injection of suitable resources.
- The matter had been escalated to the Deputy Chief in an effort to find a long term solution.

Progress in Next 90 Days

- Currently under review by Special Events to determine how to move forward given its current staffing environment.

Beyond 90 Days

- Work on this recommendation is suspended pending the review by Special Events however a review in the next 90 days will determine the requirements and scope of this work.

Recommendation #10: A More Efficient Retail Response

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

Project Lead(s)	S/SGT M. Perreault	Command Sponsors	D/C J. Ramer
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PROJECT HEALTH										Anticipated End Date: N/A	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period		
●	●	●	●	●	●	●	●	●	●		

Progress in Last 90 Days

- RECOMMENDATION REMOVED

Progress in Next 90 Days

Beyond 90 Days

DISCONTINUED

Recommendation #11: Disband the Transit Patrol Unit

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

Project Lead(s)	SGT J. McCall	Sponsors	A/S/SUPT F. Bergen, A/INSP G. Watts
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PROJECT HEALTH										Anticipated End Date: Jan 2017	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period		
●	●	●	●	●	●	●	●	●	●		

Progress in Last 90 Days

- Unit disbanded as of Jan 2017

Progress in Next 90 Days

Beyond 90 Days

COMPLETED

Recommendation #12: Alternate Delivery of the Lifeguard Program

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

Project Lead(s)	CO S. Cairns	Sponsors	A/S/SUPT F. Bergen, A/INSP G. Watts
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PROJECT HEALTH										Anticipated End Date: 2019	
● On Track ◆ At Risk ■ Off Track											
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period		
●	●	●	●	●	●	●	●	●	●		

Progress in Last 90 Days

- TPS will continue to prepare equipment required and will provided assistance throughout the 2018 season.
- Expenses and hours spent on the Lifeguard program by the TPS are being tracked for cost recovery.
- Document and quote for the purchase of a motorized vessel to replace decommissioned boats submitted for approval.
- Marine Unit staff worked alongside Project Manager from PFR on drafting service level agreement.

Progress in Next 90 Days

- TPS will continue to work with City on the transfer of the program ensuring they have all equipment, vessels and service level agreements have been put in place.
- Expenses and hours will be tracked for cost recovery.

Beyond 90 Days

- TPS will continue to work with the City on full transfer of the program.

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

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

Project Lead(s)	CO S. Cairns	Sponsors	D/C P. Yuen, CAO T. Veneziano
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PROJECT HEALTH										Anticipated End Date: 2019	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period		

Progress in Last 90 Days

- TPS has worked with the Project Manager from the City of Toronto Transportation Services on a project charter, communications plan, draft RFI, and internal and external communications regarding the transfer of the program.
- Update on the transfer of the program sent to existing guards, and internal update sent to Unit commanders and coordinators.
- Information requested from the City provided to them for drafting of the RFI and RFQ

Progress in Next 90 Days

- Procurement call documents (RFI/RFQ) will be issued by the City.
- TPS will continue to be a part of the various committees and Executive Steering Committee working on the transfer of the program. .

Beyond 90 Days

- TPS will continue to work with the City on full transfer of the program.
- It is expected that the TPS will no longer be required to backfill vacant Crossing Guard locations with uniformed members beyond August 2018.
- This duty will be performed by the successful vendor of the Crossing Guard contract.

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

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

Project Lead(s)	SGT J. Apostolidis, PC W. Darwish, CIV M. Vincent, PC A. Goodine	Command Sponsors	D/C P. Yuen, CAO T. Veneziano
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PROJECT HEALTH										 On Track  At Risk  Off Track		Anticipated End Date: 2019	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS			
Last Period	Current Period	Last Period	Current Period										
													

Progress in Last 90 Days

- At its January 31 and February 1, 2018 meeting, City Council approved the updated Vision Zero Road Safety Plan directing Transportation Services to proceed with ASE and the next steps required to implement the program.

Progress in Next 90 Days

- Continued partnership with City of Toronto to ensure success of project

Beyond 90 Days

- Continued partnership with City of Toronto to ensure success of project

Recommendation #15: Overhauling Paid Duties

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

Project Lead(s) S/SGT J. Darbyshire

Command Sponsors D/C J. Ramer

PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2019

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

Progress in Last 90 Days

- There has been no progress on this recommendation in the last 90 days.
- Work on this recommendation was suspended pending the allocation of suitable resources .

Progress in Next 90 Days

- STM will be working with Public Safety Operations to address resourcing challenges surrounding this recommendation.

Beyond 90 Days

- Work on this recommendation is suspended pending the review.

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

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

Project Lead(s)	Consultant L. Muller, CO S. Cairns	Command Sponsors	D/C J. Ramer, D/C S. Coxon, D/C P. Yuen, CAO T. Veneziano
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PROJECT HEALTH										On Track At Risk Off Track		Anticipated End Date: 2019+ (multiple phases)	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS			
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Stakeholder engagement has been minimal. The only person working on this project has resigned from the Service. There is only one person working on the consolidation of the CIBs. Finding suitable replacements are in the process. An external Project Manager has been appointed to assist with implementation.			

Progress in Last 90 Days

- **Boundaries and Facilities Realignment:** A business case has been prepared and is ready for submission in regards to the naming conventions for the new 10 districts. This is the first phase. The initial scoping for Phase II ("Planning for new District Model") has commenced. Phase III - dates TBD.
- **CIBs Amalgamation** of 32/33 is currently underway. The staffing requirements have been determined and work space and equipment planning is underway.
- **54/55 Amalgamation** CIBs amalgamated; Lessons learned produced for further implementations.
- **AVLS:** get update from Michelle and Kerry; Greg will be talking to Communications Manager to determine a way forward.

Progress in Next 90 Days

- **Boundaries and Facilities Realignment:** After the approval of the new naming conventions for the districts the individual pillars and units that are affected by the name changes can start the planning process to incorporate those new names along with preparing for the consolidation of the divisions. Complete first cut of work breakdown structure for implementation of Boundaries & Facilities Realignment. Initiate further consultations with stakeholders.
- **CIBs:** Central South District (32/33 Divisions) will have a consolidated CIB operating out of 32 Division. Amalgamation of 22/11 (South West District) is planned for June 2018, however serious issues have arose in regards to radio bands and prisoner management. The June date may not be attainable.
- **54/55 Amalgamation:** Consolidation of PRU, CRU, MCU in district model

Beyond 90 Days

- Continuation of the planning phase for the new district model.

Recommendation #17: More Accessible and Transparent Information and Services

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

Project Lead(s)	CIV I. Williams	Command Sponsors	D/C J. Ramer, D/C S. Coxon, D/C P. Yuen
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PROJECT HEALTH										Anticipated End Date: 2017+ (multiple phases)	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	N/A	

Progress in Last 90 Days

- 2014 to 2017 major crime indicator data published.

Progress in Next 90 Days

- Continuing to work with City of Toronto for traffic related data.
- Continuing partnerships for ongoing updates.
- Implement dashboards and storymaps for external consumption

Beyond 90 Days

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

Recommendation #18: Moratorium on Hiring and Promotions

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

Project Lead(s)	CO S. Cairns	Command Sponsors	D/C B. McLean, CAO T. Veneziano
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PROJECT HEALTH										Anticipated End Date: 2019	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Initial analysis indicates that the rate of attrition continues at a higher rate than previous years. Members are concerned about the impact of the hiring and promotions moratorium on various operations. Strategic Hiring Strategy along with Communication Strategy currently underway to alleviate concerns.	
At Risk	At Risk	At Risk	At Risk	On Track	On Track	At Risk	At Risk	On Track	On Track		

Progress in Last 90 Days

- The Service has moved away from this recommendation and has established a Strategic Hiring Strategy.
- 20 Cadets have been hired and are currently being trained, with recruitment ongoing.
- 20 new positions were hired in Communications Services.
- Several critical civilian vacancies have been filled, such as Manager, Enterprise Architecture, Director Finance & Business Management, and others are in the process of being filled.
- 28 Constables were promoted to Sergeant.
- Civilian promotions included EFAP & Peer Support Team Lead, Fingerprint examiners, and an Information Security Officer.

Progress in Next 90 Days

- Continued execution of the Strategic Hiring Strategy, which includes the hiring of Cadets for the April 2018 class.

Beyond 90 Days

- As the Service has transitioned to a 'Strategic Hiring Strategy' and has commenced hiring cadets for 2018, this recommendation will be suspended pending further developments.

Recommendation #19: Assessing Information Technology Requirements

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

Project Lead(s) CIV C. Giannotta

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

PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2017 – 2020

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
◆	◆	◆	◆	●	●	●	●	●	●	Funding and Statement of Work approval process extended the timeline .

Progress in Last 90 Days

- Business case created and was approved to execute a 4.1 Conduct IT Benchmarking Study and 4.2 Develop and Implement Supply/Demand Remediation Plan.

Progress in Next 90 Days

- Execute Statement of Work for 4.1 Conduct IT Benchmarking Study and 4.2 Develop and Implement Supply/Demand Remediation Plan.

Beyond 90 Days

- Work on preparing the budget plan for the rest of the 2018 to 2020 IT Strategic Plan.

Recommendation #20: Alternate or Shared Delivery of Court Services

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

Project Lead(s)	CO S. Cairns	Command Sponsors	D/C S. Coxon, CAO T. Veneziano
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PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EY reports that they remain on track according to the timeline that was presented to the City
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
●	●	●	●	●	●	●	●	●	●	

Progress in Last 90 Days

- EY has continued work on the cost benefit analysis. TPS has facilitated numerous requests for information, data, and expenses as well as site visits and interviews. Internal communications sent to members with an update on the progress of the work being completed by EY.

Progress in Next 90 Days

- EY will continue work on the draft report.

Beyond 90 Days

- Recommendations coming from the EY report will be considered.

Recommendation #21: Alternate or Shared Delivery of Parking Enforcement

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

Project Lead(s)	CO S. Cairns	Command Sponsors	D/C P. Yuen, CAO T. Veneziano
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PROJECT HEALTH										Anticipated End Date: 2019	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	EY reports that they remain on track according to the timeline that was presented to the City.	
●	●	●	●	●	●	●	●	●	●		

Progress in Last 90 Days

- EY has continued work on the cost benefit analysis.
- TPS has facilitated numerous requests for information, data, and expenses as well as site visits and interviews.
- Internal communications sent to members with an update on the progress of the work being completed by EY.

Progress in Next 90 Days

- EY will continue work on the draft report.

Beyond 90 Days

- Recommendations coming from the EY report will be considered.

Recommendation #22: Alternate or Shared Delivery of Background Screenings

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

Project Lead(s)	CO S. Cairns	Command Sponsors	D/C B. McLean
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PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2017

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

Progress in Last 90 Days

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

Progress in Next 90 Days

Beyond 90 Days

COMPLETED

Recommendation #23: Investment in 9-1-1

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

Project Lead(s)

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

Command Sponsors

D/C S. Coxon, CAO T. Veneziano

PROJECT HEALTH



On Track



At Risk



Off Track

Anticipated End Date: 2019+ (multiple phases)

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
◆	◆	●	●	●	●	●	●	◆	◆	Conducted discussions with the City to provide information for next steps.

Progress in Last 90 Days

- Still waiting information from the federal government regarding NG 9-1-1 technology, to develop a more informed costing assessment for NG 9-1-1 to inform the discussion regarding potential 9-1-1 cost recovery fees.

Progress in Next 90 Days

- Continued engagement with Communications Services to determine what steps are being taken within the telecommunications industry to implement NG 9-1-1.

Beyond 90 Days

- Information is required from the federal government regarding next generation 9-1-1 software and practices.
- A Board Letter will be drafted requesting that a formal position is obtained from the City in the following two areas:
 - 1) Direction from the Provincial Government outlining their position in relation to 911 Cost Recovery fees.
 - 2) The City's ability to implement a 911 Cost Recovery fee under the authority of the City of Toronto Act in lieu of provincial legislation

Recommendation #24: Comprehensive Culture Change and Human Resource Strategy

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

Project Lead(s)	SGT. R. Baker, PEO E. Ratnakumar	Command Sponsors	D/C B. McLean, D/C S. Coxon
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PROJECT HEALTH										Anticipated End Date: ONGOING	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	MNP Consultants were funded by the PEM Grant to complete the Organizational Culture Assessment.	
◆	◆	◆	●	●	●	◆	◆	●	●		

Progress in Last 90 Days

- Surveys were distributed internally and externally. Internal survey participation rate was 45%. Feedback from surveys, discussions and virtual town halls was reviewed and summarized by MNP Consultants.
- A final report will be produced which will include current and desired future state organizational culture with identified gaps
- Action plans and recommendations will be provided at the April board meeting.
- The findings in the report will be socialized with multiple stakeholder groups
- A transition plan is being developed to ensure appropriate business owners are identified to successfully implement recommendations.

Progress in Next 90 Days

- A further PEM grant application has been submitted to enable implementation of recommendations provided in the report in 2018 and moving forward
- Successful implementation and subsequent stakeholder adoption (resources) is dependent on this PEM grant approval

Beyond 90 Days

- A further PEM grant application has been submitted to enable implementation of recommendations provided in the report in 2018 and moving forward.

Recommendation #25: Public Engagement Strategy

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

Project Lead(s)	SGT K. Lee, PC D. Cox	Sponsors	A/S/SUPT F. Bergen, A/INSP G. Watts
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PROJECT HEALTH										Anticipated End Date: ONGOING	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Virtual Town halls were funded by PEM Grant to conduct opinion polls on the Organizational Cultural Assessment.	
●	●	●	●	●	●	●	●	●	●		

Progress in Last 90 Days

- Virtual Town Halls conducted regarding the Organizational
- Cultural Assessment reaching over 17,000 citizens of Toronto. Polling questions were answered and
- discussions were had about the culture of the Toronto Police.
- Information provided was added to the assessment due later this month.

Progress in Next 90 Days

- Webinar to be conducted on Neighbourhood policing initiatives and crime prevention communications.

Beyond 90 Days

- Continued external stakeholder engagement through use of several vehicles of communication- such as social media, webinars and virtual town halls.

Recommendation #26: Service Engagement Strategy

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

Project Lead(s)	SGT K. Lee, PC D. Cox	Sponsors	A/S/SUPT F. Bergen, A/INSP G. Watts
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PROJECT HEALTH										Anticipated End Date: ONGOING	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Face to Face S/Sgt engagement sessions led by S/Sgts from Strategy Management afforded an opportunity to provide updates on modernization efforts as well as receive live feedback and answers to questions among the rank and file.	
●	●	●	●	●	●	●	●	●	●		

Progress in Last 90 Days

- Seven 'S/Sgt Engagement Sessions' were held throughout the City.
- With over 130 S/Sgts and D/Sgts in attendance, the sessions provided updates on the modernization process.
- The S/Sgts were asked to pass on the information to their respective Units .

Progress in Next 90 Days

- Webinar to front line officers on the boundary realignment initiative.
- This will be an opportunity to update members on the criteria used for boundary realignment, and announce the approved boundary lines from Command.
- A report based on the feedback from the S/Sgts and D/Sgts will be compiled and presented to Command.

Beyond 90 Days

- Continued internal stakeholder engagement with all members of the TPS throughout the ranks.
- Increased face-to-face engagement with members based on feedback received through staff sergeant surveys to improve their awareness of progress being made on the various recommendations.

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

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

Project Lead(s)	SGT K. Lee, PC D. Cox	Command Sponsors	D/C J. Ramer, D/C B. McLean
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PROJECT HEALTH										Anticipated End Date: ONGOING	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Ongoing communication between members of Strategy Management and the TPA.	
●	●	●	●	◆	◆	◆	◆	●	●		

Progress in Last 90 Days

- Members of Strategy Management have been meeting with the TPA and SOO to keep them informed of modernization efforts.

Progress in Next 90 Days

- Continued meetings with the TPA and SOO

Beyond 90 Days

- Joint and mutually agreed upon messaging between TPS, TPA and SOO for our members.

Recommendation #28: Establishing New Pathways of Accountability

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

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

● On Track
 ◆ At Risk
 ■ Off Track

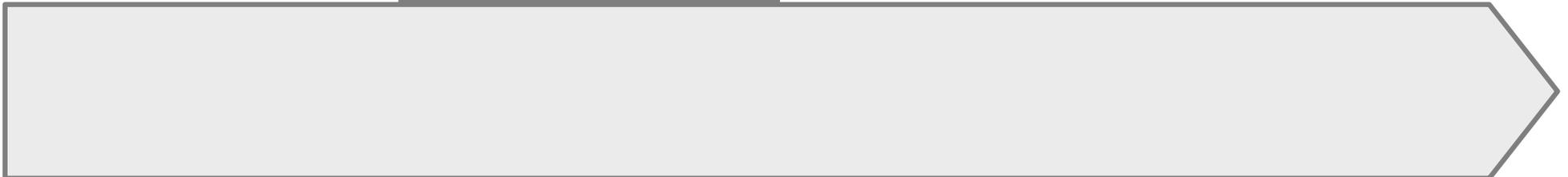
Anticipated End Date: 2020

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	Project staffing issues are affecting progress with this recommendation. Next steps currently being evaluated. No major issues/risks are foreseen at this time.

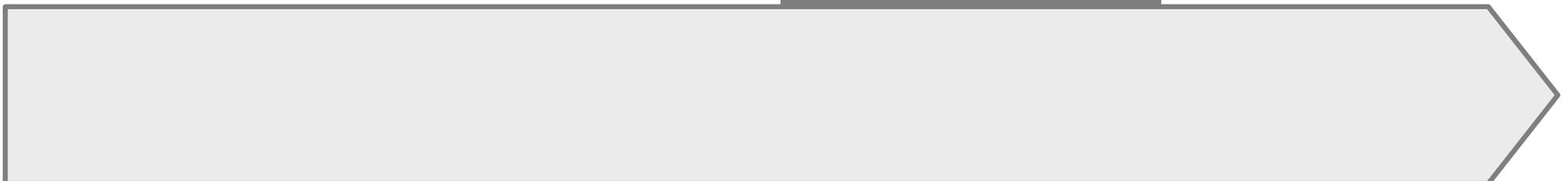
Progress in Last 90 Days



Progress in Next 90 Days



Beyond 90 Days



Recommendation #29: Board-Appointed Change Management Advisor

We are recommending that the Board appoint an independent advisor with strong experience in complex change management to provide it with advice and perspective.

Project Lead(s)	TPSB	Sponsors	TPSB
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PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2018

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
●	●	●	●	●	●	●	●	●	●	The Board approved the retention of Mr. Jim Rankin of Randstad Technologies, as the Organizational Change Management consultant to support the Board's role in overseeing the implementation of the final report of the Transformational Task Force entitled <i>Action Plan: The Way Forward</i> .

Progress in Last 90 Days

- Jim Rankin, an independent Change Management Advisor, has been hired by the TPSB and is currently working with STM.

Progress in Next 90 Days

- Mr. Rankin will continue to assess change management practices within the TPS and offer guidance based on his expertise and experience.

Beyond 90 Days

Recommendation #30: People Management Strategy

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

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

Project Lead(s)	HR Consultant Silvia Stancovic	Command Sponsors	D/C B. McLean
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PROJECT HEALTH										Anticipated End Date: 2019	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Budget transitioned to yellow as a precaution, recognizing that ongoing funding for several projects is based on PEM 2 approvals. Project staffing transitioned to yellow due to the need for a permanent Manager of Talent Acquisition to develop/finalize the strategies for Talent Acquisition and Service Deployment initiatives.	

Progress in Last 90 Days

- Launched: **Competency Framework, Performance Management, the Mentorship/360 Program, Phase 1 of Uniform Job Descriptions, and Modernized Core Values.**
- People Plan initiatives on hold include the Talent Acquisition Strategy development, and the Service Deployment Strategy development.
- Initiated initiatives include the P&C Communications Strategy, the Promotional Process, Succession Planning, and the People Dashboard.
- Recruitment of the HR leadership team continued - interviews for the managerial roles in Wellness and Talent Acquisition are in progress.
- Selection of a Labour Relations Manager and a HR Business Partnerships Manager has been completed. Completed the PEM Grant application for 2018.

Progress in Next 90 Days

- Above initiatives transitioning to operations towards a final completion.
- Transition to phase 2 of the development of Uniform Job Descriptions expected to begin in April.
- Planning and project chartering for the recently initiated People Plan initiatives, including the P&C Communications Strategy, the Promotional Process, Succession Planning, and the People Dashboard.
- Final selection of Wellness and Talent Acquisition Managers. Complete background for Manager, HR Business Partnerships. Onboarding of all new P&C managers.

Beyond 90 Days

- The People Plan initiatives transitioning to operations towards a final completion date include the Competency Framework, Performance Management, the Mentorship / 360 Program, and Modernized Core Values.
- Ongoing work in phase 2 of the development of Uniform Job Descriptions.
- Planning and project chartering to be completed for the People Plan initiatives including the P&C Communications Strategy, the Promotional Process, Succession Planning, and the People Dashboard. Next phase of projects to begin. Continued onboarding of all new P&C managers.
- Unit Transition plans developed and finalized for all HR units as part of the P&C Service Delivery transformation project.

Recommendation #32: Modernization Scorecard

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

Project Lead(s)	SGT K. Lee, PC D. Cox	Sponsors	A/S/SUPT F. Bergen
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PROJECT HEALTH										Anticipated End Date: ONGOING	
TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS	
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period		
●	●	●	●	●	●	●	●	●	●		

Progress in Last 90 Days

- N/A

Progress in Next 90 Days

- N/A

Beyond 90 Days

- N/A

Recommendation #33: Neighbourhood Officer

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

Project Lead(s)	PC D. Gracey	Command Sponsors	D/C P. Yuen, D/C S. Coxon
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PROJECT HEALTH

● On Track
 ◆ At Risk
 ■ Off Track

Anticipated End Date: 2019

TIMELINES		BUDGET		PROJECT SCOPE		STAKEHOLDERS		PROJECT STAFFING		EXPLANATION OF INDICATORS
Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	Last Period	Current Period	
◆	●	●	●	●	●	◆	◆	◆	●	STM is currently in the process of developing an internal and external engagement strategy. An external Project Manager has been hired for the Neighbourhood Officer project. The City of Toronto has seconded an employee to the team to assist with implementation.

Progress in Last 90 Days

- Interim Crime Prevention material submitted by Lansdowne Technologies; results of focus groups facilitated by Forum Research are due mid-April
- BSEEN have been contracted to create 6 '1-2 minute' Crime Prevention short videos. Topics selected by CPEU Crime Prevention liaison and STM
- University of Toronto Professor William Watson and two grad students were awarded this contract to develop Neighbourhood Partnership Framework
- Clothing and Equipment Committee/Command approved the preliminary uniform designs uniforms. Prototypes anticipated arrival by June 2018)
- Initial 115 bikes with enhanced lighting and siren to be delivered to March 31. Will be issued to CRU units in 14/51/52/53 to assist with "Downtown plan"
- 'Onboarding' of new Project Manager

Progress in Next 90 Days

- Humber Neighbourhood Policing research report will be released by April 2018 and symposium will include members of TPS
- Finalize Neighbourhood Officer Program model
- Develop an implementation and communication plan for expansion of the Neighborhood Officer Program
- Create working groups and Advisory Committee to assist with next phase of implementation
- Delivery of standardized crime prevention materials will be by Lansdowne; will be accessible to NO's and members of the public.
- Wear trials and analysis of new proposed uniform designs will be conducted by June 2018.

Beyond 90 Days

- Working groups fully initiated and completing assigned
- Phased implementation commences once all requirements are in place



Toronto Police Services Board Report

May 15, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: New Job Description – Psychological Assistant, Wellness

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board) approve the attached new civilian job description and classification for the position of Psychological Assistant, Wellness (A07095).

Financial Implications:

At its meeting on October 26, 2017, the Board approved the modernization plan for Human Resources (Min. No. P228/17 refers). The Psychological Assistant, Wellness position was one of 29 positions identified as a priority for hiring in Phase One of the modernization plan, and the 2018 operating budget included the impact of this initiative.

Background / Purpose:

The Toronto Police Service (Service) hired its first Corporate Psychologist on August 16, 2005. Initially incorporated within the Occupational Health and Safety (O.H.S.) Unit, the Corporate Psychologist position was created without dedicated clerical support. As the Corporate Psychologist's responsibilities grew, it was recognized that clerical support was required to ensure efficiency of service delivery. In response, a Unit Clerk-Typist A04 (35 hour) position was assigned to the Corporate Psychologist, effective May 9, 2006.

As the mandate of the Corporate Psychologist grew to include an expanding range of wellness supports to members, the Psychological Services section of Human Resources was created to highlight its contributions to psychological health and wellness that are distinct from traditional O.H.S. functions. In 2008, the new Psychological Services section of Human Resources was relocated to the third floor of Headquarters in order to emphasize its distinct function. In addition, a second Corporate Psychologist was hired to increase the section's ability to respond to new requests for psychological service delivery.

When initially assigned to the Corporate Psychologist in 2006, the Unit Clerk-Typist position was assigned to ensure the provision of basic clerical support to the Corporate Psychologist. In the past decade, the role of the Psychological Services section has increased dramatically as attention has become increasingly focused on the wellness needs of the Service's uniform and civilian members. During this time, the Corporate Psychologists have become involved in a range of specialized selection activities, including not only new Constable psychological evaluation but also the evaluation of prospective members to the Emergency Task Force, the Critical Incident/Peer Support team, and members interested in deployment on overseas secondment. In addition, Psychological Services has developed and delivered programs designed to address members' wellness needs. In 2017, over 400 members from across the Service attended wellness visits at Psychological Services and over 160 clinical consultation visits were scheduled.

As the role of the Psychological Services has grown, so has the complexity of the demands on the Unit Clerk-Typist position assigned to the section. This position continues to be responsible for the provision of basic clerical support to the section, including the coordinating and scheduling of the doctors' appointments. In doing so, the Unit Clerk-Typist is required to triage requests for clinical service delivery according to urgency and with sensitivity to indicators of heightened risk, including suicide risk. When the Corporate Psychologist is involved in selection activities, the Unit Clerk – Typist provides explanation to candidates regarding the parameters of informed consent, including a description of the limits of confidentiality and measures taken to ensure the protection of privacy. In addition, the Unit Clerk – Typist administers and scores psychometric tests completed by new Constable applicants and by applicants for membership to specialized teams. Working under the supervision of the Corporate Psychologists, the Unit Clerk – Typist is trained in the administration of both pencil and paper questionnaires as well as individually-administered cognitive testing, a role that in healthcare settings is typically assigned to a Psychometrist or a master's level Psychological Associate.

It is recognized that the current job responsibilities of the Unit Clerk – Typist position assigned to Psychological Services exceed those described within the job description. A job description for a new Psychological Assistant, Wellness (A07095) position has been recommended. As this is a new position, Board approval is required.

Discussion:

The incumbent initially assigned to Psychological Services remained in the Unit Clerk – Typist position until November 11, 2014, when she successfully competed for a position as a civilian Instructor at the Toronto Police College. At that time, the vacant position was posted internally, but no members applied. Although several members expressed initial interest, they indicated that, given the scope and responsibility of the job, the A04 classification of the position was a deterrent to application. After a brief period without clerical support, a temporary employee was hired to the Unit Clerk-Typist position in

December, 2014. Since 2015, a total of three temporary employees have been incumbents in the position. Two of these employees have left to assume positions elsewhere and, while loyal to the section, the current incumbent is aware of his temporary status and the need to secure a permanent position. Each time that a new employee is assigned to Psychological Services, there is disruption to service delivery and a need for urgent training and supervision, particularly regarding psychometric functions and the management of clinical risk.

In order to provide necessary stability to Psychological Services at a time when its scope of responsibility and prominence in the Service is increasing, it is necessary to attract and retain a qualified candidate who is able to provide both clerical services and clinical psychometric support to the section. In support of this goal, a new job description has been prepared to reflect the enhancements to the role and responsibilities of the position that have occurred since the creation of the Psychological Services section in 2008.

The new job description for Psychological Assistant, Wellness is attached (see Appendix A). The position has been evaluated using the Service's job evaluation plan and has been determined to be a Class A07 (35 hour) position within the Unit A Collective Agreement. The current salary range for this position is \$66,345.68-\$74,057.45 per annum, effective January 1, 2018.

Conclusion:

It is therefore recommended that the Board approve the job description and classification for the position of Psychological Assistant, Wellness (A07095). Subject to Board approval, the Toronto Police Association will be notified accordingly, as required by the Collective Agreement and this position will be staffed in accordance with the established procedure.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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

MS/cv

Attach (1)

Filename: Board Report – New Job Description – Psychological Assistant Wellness.doc

Appendix A

	TORONTO POLICE SERVICE JOB DESCRIPTION	Date Approved: Board Minute No.: Total Points: 409 Pay Class: A07
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JOB TITLE:	Psychological Assistant	JOB NO.:	NEW
BRANCH:	Human Resources Command	SUPERSEDES:	
UNIT:	Wellness	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Psychological Services	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Corporate Psychologists	DATE PREPARED:	2018.04.19

SUMMARY OF FUNCTION: Provides administrative support to the Corporate Psychologists and other staff of the Psychological Services section of the Wellness unit.

DIRECTION EXERCISED: Provides guidance, supervision and direction to members attending Psychological Services regarding psychometric tests, consent forms, personal history questionnaires and clinical practice guidelines.

MACHINES AND EQUIPMENT USED: Workstation with associated software and other office equipment as required.

DUTIES AND RESPONSIBILITIES:

1. Triage requests for clinical service according to the urgency of the response needed and with sensitivity to indicators of heightened risk, including suicidal ideation.
2. Screens incoming calls, determines importance/priority and provides assistance and/or directs calls to appropriate member of the section. Solicits information from callers (respecting issues of confidentiality) to leave an accurate and complete message for the appropriate Psychologist.
3. Manages and optimizes the schedules of the Corporate Psychologists, ensuring that there is adequate time for clinical and administrative duties. Monitors and responds accordingly to routine confidential e-mails received by the Corporate Psychologists.
4. Provides explanation to candidates regarding the parameters of informed consent that govern participation in selection evaluations conducted at Psychological Services, including a description of the limits of confidentiality and responds to queries from candidates. Supervises the completion of consent forms and the administration of a personal history questionnaire.
5. Administers and scores psychometric tests completed by new constable candidates and applicants for membership to special teams, including the administration of pencil and paper tests/questionnaires and individually-administered cognitive testing, with responsibility for recording behavioural observations in the clinical record.
6. Ensures the secure and confidential storage of psychological test materials and other clinical records. Upon the receipt of signed consent, coordinates and ensures the secure and confidential electronic transmission of psychological test data and reports to Psychologists acting on behalf of external police services in accordance with the Psychologist Guidelines of the OACP Constable Selection System.
7. Acts as liaison to the Talent Acquisition unit and to Psychologists on contract to the Toronto Police Service for the purpose of new constable psychological evaluation.

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points: 409
Pay Class: A07

JOB TITLE:	Psychological Assistant	JOB NO.:	NEW
BRANCH:	Human Resources Command	SUPERSEDES:	
UNIT:	Wellness	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Psychological Services	NO. OF INCUMBENTS IN THIS JOB:	1
REPORTS TO:	Corporate Psychologists	DATE PREPARED:	2018.04.19

DUTIES AND RESPONSIBILITIES: (cont'd)

8. Maintains up-to-date records, files, and computerized information systems, including a variety of outcome databases compiled by Psychological Services.
9. Attends Employee and Family Assistance Plan (EFAP) Committee meetings and takes, transcribes, edits, and distributes minutes.
10. Assists with the development and monitoring of the unit budget, monitors expenditures, prepares departmental purchase orders and requisitions on System Applications and Products (SAP) software; verifies the accuracy of invoices submitted by the contracted Psychologists and EFAP provider (Shepell-fgi) and processes for payment; prints management reports.
11. Updates and maintains time and attendance records on TRMS; co-ordinates annual leave entitlements and maintains the appropriate records.
12. Assists with the preparation of Board reports and submissions to internal reviews, audits, and year-end reports and proofreads and edits correspondence, documents, and presentations.
13. Maintains and updates filing systems and procedure manuals and purges documents and clinical records as described in the Records Retention Schedule and the Professional Practice Standards of the College of Psychologists of Ontario.
14. Coordinates attendance of unit personnel at courses and training sessions, makes travel arrangements and prepares expense statements.
15. Assists with the organization of seminars, conferences and meetings hosted by Psychological Services.
16. Maintains awareness of Toronto Police Service procedures, strategic priorities, unit specific policies and professional practice standards and guidelines that govern psychological service provision and the conduct and administration of programs offered by Psychological Services.
17. Performs any other duties and tasks inherent to the position, as assigned by the Corporate Psychologists.

.../2

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



Toronto Police Services Board Report

May 18, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Special Constable Appointments – May 2018

Recommendation:

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

Financial Implications:

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

Background / Purpose:

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

The Service has received a request from the T.C.H.C. to appoint the following individuals as special constables:

Table 1 Name of Agency and Special Constable Applicant

Agency	Name
Toronto Community Housing Corporation	Adil AHMED
Toronto Community Housing Corporation	Alain ARAKAZA
Toronto Community Housing Corporation	Shaoyuan CHEN
Toronto Community Housing Corporation	Nicholas De GUZMAN
Toronto Community Housing Corporation	Francis Di LEO
Toronto Community Housing Corporation	Brandon GARCIA
Toronto Community Housing Corporation	Yazdan KHORSAND
Toronto Community Housing Corporation	Dongjin KIM
Toronto Community Housing Corporation	John PASCENTE
Toronto Community Housing Corporation	Normy PIERRE
Toronto Community Housing Corporation	Atanas Stefan RAFAELLO
Toronto Community Housing Corporation	Partap SANDHU
Toronto Community Housing Corporation	Hardeep SIDHU
Toronto Community Housing Corporation	Raul VALLADARES

Discussion:

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

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

The T.C.H.C. has advised the Service that the above individuals satisfies all of the appointment criteria as set out in their agreement with the Board. The agency approved strength and current complement is indicated below:

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

Agency	Approved Strength	Current Complement
Toronto Community Housing Corporation	160	101

Conclusion:

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

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

Respectfully submitted,

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

MS:ao

BoardReportTCHCMay2018.docx



Toronto Police Services Board Report

May 24, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Police Reference Check Program - Establishment of Criminal Record and Judicial Matters Checks Process and Proposed Fee

Recommendations:

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

- (1) approve the establishment of a fee of \$20.00 for the new Criminal Record and Judicial Matters Checks for the purpose of employment and volunteer opportunities, effective November 1, 2018; and
- (2) forward a copy of this report to the City of Toronto Executive Committee for its approval.

Financial Implications:

There are no significant financial implications from the recommendations in this report. However, the Service will continue to monitor the current staffing level's ability to properly meet the volume of requests received for all three levels of checks, within the established time frames.

Background / Purpose:

Bill 113, known as the *Police Record Checks Reform Act (Act)*, passed third reading in the Ontario Legislature and subsequently received Royal Assent on December 3, 2015. On May 7, 2018, the Ministry of Community Safety and Correctional Services distributed a general information memorandum to advise a proclamation date of November 1, 2018 for when the *Act* will come into force.

Prior to the passing of the *Act*, each police service had its own criteria and manner of handling the various types of police record check requests. The directives outlined in the *Act* establish a standardized approach to the broader police record check requirements across the province.

The *Act* specifies both the manner in which an individual must request the check, and how the police record check provider must respond. A method to govern searches in policing databases is described within the *Act* relating to three different types of police record check requests.

The types of record checks that police services must conduct under the *Act* are as follows:

1. Criminal Record Checks;
2. Criminal Record and Judicial Matters Checks; and
3. Vulnerable Sector Checks

The Service's P.R.C.P. currently offers both Criminal Record Checks and Vulnerable Sector Checks to individuals, based on the established fees approved by the Board at its June 9, 2011 meeting (Min. No. P157/11 refers).

The purpose of this report is to establish a fee for the new Criminal Record and Judicial Matters Check.

Discussion:

The *Act* requires all Police Services in Ontario to offer all three types of checks resulting in the Service introducing a secondary level of screening known as the Criminal Record and Judicial Matters Check.

Each successive level of screening offers additional criminal record information. Both Level 1 - Criminal Record Checks and Level 2 - Criminal Record and Judicial Matters Checks disclose criminal convictions. Additionally, the Level 2 check includes a collection of outstanding court information such as warrants, charges and judicial orders.

The Schedule to the *Act* outlines the type of information that is authorized for disclosure for each type of police record check. The impact this new level of screening will have on the demands for service is not fully known at this time.

In order to help determine the impact on staffing resources required as a result of the new Level 2 check, Records Management Services (R.M.S.) undertook a time study to determine the average amount of time it would take to complete a Level 1 Criminal Record Check compared to a Level 2 Criminal Record and Judicial Matters Check. The results of the study showed a processing time difference of one minute between Level 1 and Level 2 checks.

Based on the foregoing and the fact the total number of Level 1 and Level 2 checks are not expected to increase significantly, the Service is not asking for any additional

positions at this time. Similar to Level 1 checks, the proposed fee for Level 2 checks will be set at \$20.00.

R.M.S. will monitor the time being taken to complete the Criminal Record and Judicial Matters Check and the ability of the P.R.C.P. to complete the Level 1 and Level 2 requests. If at any time it is determined that additional staff are required to meet the demands of the secondary level of screening, the Board will be approached for the consideration of an increase in fees for the Level 2 Criminal Record and Judicial Matters Check, to cover the increased cost to provide the service.

The Toronto Police Service proposed price list for the 3 levels of Record Checks; if approved will be:

Type of Screening	Employment	Volunteer
Criminal Record Check	\$20.00	\$20.00
Criminal Record and Judicial Matters Check	\$20.00	\$20.00
Vulnerable Sector Check (V.S.C.)	\$65.00	\$20.00
V.S.C. Expedited Service	\$110.00	\$65.00

The Royal Canadian Mounted Police mandates police services to perform Level 3 Vulnerable Sector Checks for residents within their respective jurisdiction only. A similar policy for Level 1 Criminal Record Checks and Level 2 Criminal Record and Judicial Matters Checks does not exist. Currently, police services have the discretion to provide Level 1 and Level 2 record check services to individuals outside of their respective municipal boundaries. The Service currently offers the Level 1 Criminal Record Check to any person making such a request, regardless their city of residence, and will apply the same service for Level 2 checks.

Conclusion:

The *City of Toronto Act* allows the Board to implement a fee to recover costs incurred to administer the provision of certain services. This report provides the Board with recommendations for the provision of records check services, specifically a fee for a newly established Criminal Record and Judicial Matter check. The recommendation is being made as a result of the newly enacted Bill 113, the Police Record Checks Reform Act, and requires City Council approval as well.

The Service will perform a review of the current fees in 2019, including whether Level 1 and Level 2 checks should be restricted to City of Toronto residents only, and will report to the Board, as necessary.

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

Respectfully submitted,

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

Filename: Introduction of Criminal Record and Judicial Matters Check to the Police
Reference Check Program and Proposed Fee



Toronto Police Services Board Report

May 24, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Architectural Services – Pre-qualification Vendors

Recommendation:

It is recommended that the Toronto Police Services Board approve the six pre-qualified vendors listed below for the provision of architectural services for various renovation and construction projects at Toronto Police Service facilities, for a period of three years commencing July 1, 2018:

1. Rebanks Pepper Littlewood Architects Inc.
2. W.H.Z.M. Architects
3. Parkin Architects Limited
4. Aecom Canada Ltd.
5. C.S.&P. Architects
6. Stantec

Financial Implications:

There are no immediate financial implications related to the recommendation contained in this report. The selected pre-qualified architectural firms will be given the opportunity to participate in the tendering process for future projects undertaken by the Toronto Police Service (Service). The cost of architectural services required would be funded from new build, renovation and state of good repair projects in the Service's approved capital program, or in the operating budget as appropriate.

Background / Purpose:

The Transformational Task Force (T.T.F.) final report entitled, "*Action Plan: The Way Forward*" contains a number of recommendations aimed at modernizing the Service's public safety delivery model, encompassing a phased redesign of the Service's facility infrastructure and an overall reduction in the Service's facilities footprint. To achieve these objectives and to optimize service delivery, identified facilities will be consolidated and the construction of new facilities or renovations to existing facilities will be required. This will result in a more cost-effective facilities infrastructure and allow the Service to

return to the redundant or aging facilities to the City (Min. No. P12/18 refers). It also supports and is in line with the City-wide Real Estate Transformation.

The implementation of the T.T.F. recommendations and other Service requirements will require relocation of personnel, furniture and equipment, building redesign (exterior and interior), small and large scale renovation projects, and the development of detailed plans for the building and outfitting of new facilities.

Architectural specialists will assist the Service with detailed programming studies, site inspections, scope development, drawings, design options (including furniture/equipment design layout), budget projections and construction schedules.

The purpose of this report is to establish a roster of architectural firms to participate in the tendering process for various projects undertaken by the Service. Up front Board approval of the roster will help facilitate and shorten the turnaround timeframe for competitive bids for future projects requiring architectural expertise, and will streamline the overall process for new builds and renovations.

Discussion:

On January 31, 2018, the Service's Purchasing Services unit issued a Request for Pre-Qualification (R.F.P.Q.) - number 1254865-18, to establish a list of pre-qualified architects to provide architectural services to various Service projects on an as needed basis. The request was advertised on MERX, an electronic tendering site, with a closing date of February 23, 2018. A total of 18 responses were received from vendors that accessed the R.F.P.Q. document from MERX.

The R.F.P.Q. indicated that the six architectural firms that met the minimum threshold of 75 percent and achieved the highest scores would be permitted to bid on future projects. The pre-qualified vendors (consultants) would provide full architectural design services, and will retain speciality consultants as necessary to carry out the work described in each Request for Quotation or other procurement process. The particulars of these expectations and requirements are outlined in the R.F.P.Q. Scope of Service section.

A selection committee comprised of members of Facilities Management and Purchasing Services evaluated the vendor responses based on a number of weighted criteria, including the following:

- Statement of Understanding (10 points)
- Respondent's profile, and years of experience (15 points)
- Work Experience and type of work (10 points)
- Project team and experience (10 points)
- Project leads experience (10 points)
- Project Profile and Client References (10 points)

- Project methodology: schedule, budget, communication, quality assurance, risk management (20 points)
- Client expectations: tools, instruments (10 points)
- Repeat customers (5 points)

Within each of these weighted criteria, points were assigned by the evaluators based on a definitive, numerical scoring system.

Should it be necessary to validate or clarify information provided by the respondent, the selection committee reserved the right to interview the respondent and contact references not submitted with the vendor's submission.

Conclusion:

Following an in-depth evaluation of vendor respondent submissions, six architectural firms have been identified to participate in the tendering process for various future renovation and construction projects to be undertaken by the Service. The detailed scope of work will be outlined on a project to project basis. The pre-qualified vendor list will be valid for a three-year period commencing July 1, 2018.

Vendors will be subject to performance evaluations during and at the substantial completion of each project.

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

Respectfully submitted,

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

EP

Filename: Architectural Services_Pre-qualified Vendors.docx



Toronto Police Services Board Report

May 28, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Response to the Jury Recommendations from the
Coroner's Inquest into the Death of Mr. Andrew Loku**

Recommendation(s):

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

- (1) receive the following report, 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:

At its meeting on August 24, 2017, the Board received correspondence from the City Solicitor's Office entitled "Final Report: Inquest into the Death of Mr. Andrew Loku – Verdict and Recommendations of the Jury". This report summarized the outcome of the Coroner's Inquest into the death of Mr. Andrew Loku (Min. No. P183/17refers).

The inquest was conducted in the City of Toronto (City) during the period of June 5 to June 30, 2017. As a result of the inquest, the jury made 39 recommendations, with recommendations 1 - 15 being directed to the Toronto Police Service (Service). In addition, recommendation 23, which, though directed to the Ministry of Health and Long Term Care, is operational in nature and therefore, more appropriately directed to the Service.

The purpose of this report is to inform the Board of the Service's review and implementation of the jury's recommendations.

The following is a summary of the circumstances of the death of Mr. Andrew Loku and issues addressed at the inquest, as delivered by Mr. John Carlisle, presiding coroner.

Summary of the Circumstances of the Death:

Near midnight on July 5, 2015, Toronto Police were dispatched to 502 Gilbert Avenue to respond to a 911 call regarding a man armed with a hammer who had threatened to kill the caller's friend.

Two police officers arrived at the low rise apartment building and ran up the stairs to the third floor where they saw a man, later identified as Mr. Andrew Loku, who had a hammer in his hand.

The man was standing in the hallway next to a woman who went into one of the apartments.

Police issued several verbal commands to the man to drop his hammer but he failed to do so and advanced toward the two officers continuing to hold the hammer at which time one of the officers fired his pistol.

The man fell to the floor, dropping the hammer, at which time police began cardiopulmonary resuscitation.

Emergency Medical Services arrived on the scene shortly thereafter and took over resuscitation efforts, but at 12:25 am, despite all efforts, the man was pronounced dead at the scene.

A coroner was called and a post-mortem examination was conducted which revealed that the man died as a result of gunshot wounds to the left chest.

An inquest was held at the Coroner's Court in Toronto from June 5 to June 30, 2017. The jury heard from 28 witnesses, considered 37 exhibits and deliberated for 23.5 hours.

Discussion:

Professional Standards Support – Governance was tasked with preparing responses for the jury recommendations directed to the Service from the Coroner's Inquest into the death of Mr. Andrew Loku.

Service subject matter experts from the Toronto Police College (T.P.C.), Divisional Policing Support Unit (D.P.S.U.), Police and Community Engagement Review (P.A.C.E.R.) Team, Diversity and Inclusion, and Communication Services contributed to the responses contained in this report.

For the purposes of reporting the results, a chart summarizing the status of each recommendation with a comprehensive response is attached (See – Appendix B).

Conclusion:

As a result of the Coroner's inquest into the death of Mr. Andrew Loku and the subsequent jury recommendations, the Service has conducted a review of Service governance, training and current practices.

The Service has implemented, implemented in part, or implemented in an alternative form all 15 of the recommendations, as well as recommendation 23.

In summary, the Service responds to calls for service involving emotionally disturbed persons or the mentally ill using thorough, well-established practices and procedures. These practices and procedures are the result of the latest worldwide research, benchmarking, experience, consultation with subject matter experts, and inquest recommendations. The Service continues to provide training to all officers on interactions with emotionally disturbed persons to assist officers with developing appropriate responses. This training emphasizes communication and de-escalation skills, consistent with the Service's goal of zero deaths.

In terms of interactions with racialized communities, in particular Toronto's Black community, the Service recognizes this is multifaceted and will continue to leverage and work with the City with respect to the "Toronto Action Plan to Confront Anti-Black Racism", the Board's consultative committee of the black community and Ryerson University. Through these partnerships and collaboration, the Service will assess the incorporation of anti-black racism training into the Service's training curriculum to ensure it is in line with the City's overall plan and expectations. Further, the Service remains committed to delivering police services to all our communities and our members in a sensitive, professional, fair, impartial, ethical and bias-free manner.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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

MS/ec

File Name: Loku Inquest.docx

Attachments:

Appendix A – Jury Verdict & Recommendations (Loku Inquest)

Appendix B – Status and Response to Loku Inquest Recommendations

Appendix A

Verdict Explanation

Inquest into the Death of
Andrew Loku

Dr. John R. Carlisle, Presiding Coroner
June 5 – 30, 2017
Coroner's Courts
25 Morton Shulman Ave
Toronto, Ontario

Opening comment:

This verdict explanation is intended to give the reader a brief overview of the circumstances surrounding the death of Andrew Loku 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, as presiding coroner of the evidence presented, 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:

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Across Boundaries	Mr. Howard F. Morton Mr. Shane Martinez 31 Prince Arthur Ave. Toronto, ON M5R 1B2 416 418 6507
The Black Action Defence Committee	Mr. Selwyn Pieters Mr. Rick Frank 181 University Ave. Toronto, ON M5H 3M7 416-787-5928
The Toronto Police Association	Mr. Peter Brauti Mr. Michael Lacy Ms. Maureen Salama 151 Yonge St., Suite 1800 Toronto, ON M5C 2W7 416-362-4567
The Canadian Mental Health Association (Toronto Branch)	Ms. Breese Davies Mr. Owen Goddard 171 John St., Suite 101 Toronto, ON M5T 1X3 416-649-5061

Summary of the Circumstances of the Death:

Near midnight on July 5, 2015, Toronto Police were dispatched to 502 Gilbert Avenue to respond to a 911 call regarding a man armed with a hammer who had threatened to kill the caller's friend.

Two police officers arrived at the low rise apartment building and ran up the stairs to the third floor where they saw a man, later identified as Mr. Andrew Loku, who had a hammer in his hand.

The man was standing in the hallway next to a woman who went into one of the apartments.

Police issued several verbal commands to the man to drop his hammer but he failed to do so and advanced toward the two officers continuing to hold the hammer at which time one of the officers fired his pistol.

The man fell to the floor, dropping the hammer, at which time police began cardiopulmonary resuscitation.

Emergency Medical Services arrived on the scene shortly thereafter and took over resuscitation efforts, but at 12:25 am, despite all efforts, the man was pronounced dead at the scene.

A coroner was called and a post-mortem examination was conducted which revealed that the man died as a result of gunshot wounds to the left chest.

An inquest was held at the Coroner's Court in Toronto from June 5 to June 30, 2017. The jury heard from 28 witnesses, considered 37 exhibits and deliberated for 23.5 hours.

Verdict:

Name of the Deceased:	Andrew LOKU
Date and Time of Death:	July 5, 2015 at 0025H (12:25 AM)
Place of Death:	502 Gilbert Ave., Toronto
Cause of Death:	Gunshot Wounds to Left Chest
By What Means :	Homicide

Recommendations:

TO THE TORONTO POLICE SERVICE:

1. Using reputable, external educators and other experts, TPS should ensure that the Service develops and implements annual/regular training at division and platoon meetings with a focus on the equitable delivery of policing services. The training should acknowledge the social inequities and challenges faced by racialized communities and consumer survivors who have experienced mental health challenges and equip officers with skills needed to

provide appropriate responses and service delivery. Training topics should include, but not be limited to:

- Bias-free service delivery
- Social disparity
- Equitable outcomes for all
- Stress and fear inoculation techniques
- Mindfulness techniques
- De-escalation
- Crisis communication
- Negotiation
- Implicit bias
- Trauma informed approaches
- Anti-black racism
- Visible and invisible disabilities

Coroner's Comment:

The jury heard the Toronto Police Service has already incorporated most of the listed topics in its initial and yearly training (varying from year to year) at the Toronto Police College. They also heard that there is some training on a regular basis at the divisional and platoon levels. The jury felt that the listed topics should be included in these division and platoon level training sessions and that the material should be designed by experts and adult educators.

2. Measure the effectiveness of the above mentioned training in anti-Black racism and persons in crisis by requiring both a written and oral exam of the participants. Failure in such exams should result in requiring re-attendance at such training.

Coroner's Comment:

The jury heard that when training on these subjects, training officers are required to sign off attesting that the officers have met the training objectives. The jury felt that there should be both written and oral examinations and that failure in such examinations should require further training to be taken.

3. Mandate that all officers complete the Implicit Association Test as part of initial and requalification training.

Coroner's Comment:

The jury heard that psychologists have a test that can be administered which might help some persons to become more aware of implicit biases that they hold. The jury felt that this test should be taken by officers as part of initial training and any requalification training.

4. TPS should continue to emphasize the importance of planning in a crisis situation to identify the lead in communication.

Coroner's Comment:

The jury heard that current training emphasizes that, in communication with persons in crisis, it is preferable for one officer to speak to the person rather than more than one at once. The jury felt that one officer should be designated to be the one to speak to the person in crisis and that training in this best practice should continue.

5. Expose or continue to expose officers in training to the perspectives and lived experience of racialized communities, the Black community and individuals with mental health issues and/or addictions.

Coroner's Comment:

The jury heard that, by various means, the Toronto Police training programs attempt to expose officers to members of racialized and mental health consumer/survivor communities so as to better appreciate their perspectives on policing. The jury felt this should continue.

6. Review the Intercultural Development Program deployed by the Toronto Police Service and consider the continued use of the Intercultural Development Inventory or other similar tool, as well as in-house intercultural competence facilitators, to further the intercultural competence of Toronto Police Service members.

Coroner's Comment:

The jury heard that Toronto Police had carried out a pilot project involving the use of an instrument called the Intercultural Development Inventory. This required filling out a survey and then debriefing that with skilled facilitators. The jury felt that this program should be reviewed and that consideration should be given to continuing it despite some concerns regarding its practicality due to resource intensiveness.

7. Amend the annual Use of Force recertification to include qualification in areas such as mental health and/or addictions, anti-racism, particularly anti-black racism, implicit and unconscious bias, fear inoculation, de-escalation and crisis communication.

Coroner's Comment:

The jury heard that all officers are required to annually requalify in the use of force options provided to them. They also heard that the Toronto Police go beyond the provincial requirement and also provide training at that annual opportunity in other subjects selected annually. The jury felt that the listed topics should be included in the required requalification.

8. Continue to emphasize that where the police challenge is issued and the subject does not comply, where possible, alternative methods of communication, de-escalation, disengagement and containment should be attempted. For example, consider making it clear that lethal force will be used if commands aren't obeyed.

Coroner's Comment:

The jury heard that officers are trained to issue the "Police Challenge" when they are confronted with a weapon to clearly deliver the message in a way likely to be heard and understood. The phrase to be used is "Police, Don't Move". The jury felt that where this is done and the person with the weapon does not comply, some other approaches should be tried some of which they listed. They felt that, in the extreme, and where the person with the weapon is behaving in a way likely to require the use of deadly force, a warning that lethal force will be used if there is no compliance should be considered.

9. Consider the use of trained de-briefers to be deployed following exceptional critical incidents, having regard to any SIU investigation and the rights of officers, with a view to using the knowledge gained to inform de-escalation training. If resources permit, consider using the de-briefers in situations with positive outcomes as well as negative ones, even if they are less serious incidents, in order to learn from those occurrences.

Coroner's Comment:

The jury heard that debriefing after critical incidents takes place but is often limited by the requirements of Special Investigation Unit processes and by various forms of litigation which may follow such incidents. The jury felt that where it could be done to gain information about the incidents which might inform training, it should be done by persons trained to maximize the benefit. The jury also felt that consideration might be given to trying to do it in incidents which have good outcomes but did recognize that there are tens of thousands of these each year and that therefore volume and resources might be an issue.

10. Require Coach officers and Supervisory officers take the 5-day Mobile Crisis Intervention Team training. Make mental health and/or addictions and policing of racialized communities, in particular Toronto's Black community, a key component of Coach Officer training.

Coroner's Comment:

The jury heard that there is a training course for officers interested in becoming part of the Mobile Crisis Intervention Teams which are teams made up of one officer and a mental health professional who respond to some calls involving emotionally disturbed persons. Since coach officers who train newly activated officers and supervisors who oversee their work have so much influence on the practical training of new officers, they should take this training as well so as to appreciate better the issues mentioned.

11. Ensure that all patrol cars are equipped with less lethal weapons, e.g., CEW, sock or beanbag guns and that all officers are trained in the use of such weapons along with defensive equipment such as shields and helmets.

Coroner's Comment:

The jury heard that some of the less lethal weapons provided to first response officers are carried in some but not all first response police cars. They felt that such equipment should be carried in all cars and that all officers should be trained in its use.

12. Undertake a structural/cultural review and analysis to ensure that the Service has a clear policy with respect to serving and protecting persons with mental health or addiction issues and/or racialized persons, in particular, Black persons. The Chief's review and analysis should include input from experts in this field together with persons in the communities falling within the above-mentioned descriptors. Following this, the Chief shall clearly state the TPS policy and communicate it in detail to all officers and employees. The Chief shall ensure that all members through continuous training have a clear understanding of the Chief's mandate in this regard. Failure to follow the Chief's mandate should have consequences and sanctions.

Coroner's Comment:

The jury heard the concept of a structural/cultural review wherein the impetus for organizational change comes from the leadership of the organization informed by the members of the affected communities. The jury felt that this process should be adopted by the Toronto Police Service and should result in the enunciation of clear policy which should be implemented with measures to encourage compliance.

13. When making decisions about promotions, supervisors should consider an officer's skill and experience in dealing with Emotionally Disturbed Persons (EDPs), members of the Black community and racialized communities, including their ability to de-escalate and negotiate during crisis situations.

14. Encourage the Toronto Police Service to make use of the Gerstein Crisis Centre police telephone line when interacting with a person in crisis.

Coroner's Comment:

The jury heard that there is a crisis line for police and felt that it should be used when interacting with persons in crisis.

15. Consider additional funding and training for 911 operators in order to improve their skills in extracting more pertinent information during an emergency call. Consider beginning the de-escalation process during a 911 call.

Coroner's Comment:

The jury heard a recording of the 911 call in this death and felt that training for call takers might be augmented so as to permit some de-escalation techniques to be used at that stage.

TO THE TORONTO POLICE SERVICE BOARD:

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

Coroner's Comment:

The jury heard about the committee mentioned and felt it should be continued in the manner described.

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

Coroner's Comment:

Notwithstanding previous efforts in respect of the matters identified about which the jury heard, they felt that a further committee should be established with the terms and composition they specified.

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

Coroner's Comment:

Recognizing that there is already significant community involvement in education and training the jury felt that there should be a pilot study in two divisions with large populations of persons in the groups described wherein a more intensive involvement might take place to see if this reduced the number of "use of force" incidents. The jury heard that one of the limiting factors was that persons from those groups might have resource problems with more intensive participation as volunteers and felt that due regard should be had for this issue.

TO THE CANADIAN MENTAL HEALTH ASSOCIATION (CMHA-TORONTO BRANCH):

19. Offer education to the appropriate building superintendents and managers on information sharing policies; in particular, what sort of information ought to be shared with CMHA (Toronto Branch) housing or support workers about CMHA (Toronto Branch)

residential clients. In addition, it should deliver in-service training on how to better serve these clients.

Coroner's Comment:

The jury heard that the deceased was having serious problems with noise in the building made by certain of his neighbors to the extent that the superintendent of the building found him sleeping in the laundry room. This information was not given to CMHA. The jury felt that training should be offered to private sector superintendents in buildings not owned by CMHA but where they leased units for sublease to their clients such that CMHA would be more likely to learn of information pertinent to its providing necessary assistance to those clients.

20. Together with Across Boundaries study ways of ensuring that clients are able to access the services that they require across multiple agencies so that clients don't fall through the cracks'.

Coroner's Comment:

The jury heard that sometimes information and service was not as readily available to clients as it might have been due to uncertainty as to which agency was to be contacted or how that contact should be made for any particular kind of issue. The jury encouraged the agencies to study this issue and to try to find remedies.

TO THE MINISTRY OF HEALTH AND LONG TERM CARE/LHIN's:

21. Fund a province-wide telephone crisis support line staffed by people trained in crisis intervention or peer support to be available to clients in supportive housing and community mental health and addiction programs, 24 hours a day, 7 days per week.

Coroner's Comment:

The jury heard that there are and have been crisis lines available for persons in crisis to call whereby they may contact help or advice. These have been variable in their availability and some have only been able to provide limited hours or type of resource. Some have been unavailable at times. The jury felt that the Ministry should provide a province wide, expert, reliable and available resource of the kind described for the benefit of such persons.

22. Provide additional funding for a sufficient number of nurses to staff Mobile Crisis Intervention Teams (MCIT) in Toronto, 24 hours a day in each police division.

Coroner's Comment:

The jury heard that the limiting factor for the availability of the Mobile Crisis Intervention teams described above was the availability of nurses to support the teams. They heard that, with current resources, the hospitals which employ the nurses

cannot provide enough staffing to make teams widely available at all times. The jury felt that the Ministry should provide the necessary resources.

23. Together with the Toronto Police Service, explore all possible avenues to assess whether MCITs could be available as first responders in crisis situations, specifically including situations where weapons are involved.

Coroner's Comment:

The jury heard that currently MCIT teams do not respond to calls where weapons or significant danger are involved so as not to expose non-police trained mental health professionals to risk of bodily harm or death. The jury felt that the matter should be explored to see if there could be ways to allow teams to be first responders even where weapons were involved having regard to the employment conditions of the health workers as to occupational health and safety and other such concerns.

24. Fund and create a program to provide appropriate housing support to individuals suffering from noise sensitivity.

Coroner's Comment:

The jury heard that the deceased was a man suffering from Post-Traumatic Stress Disorder and was very sensitive to environmental noise. They heard that the ongoing dispute between him and his neighbors surrounding both making and receiving noise was central to him and had been exacerbated by the thin walled construction of the buildings where CMHA leased space for sublease to its clients. They understood the practical problems for CMHA in considering renovations for noise reduction in buildings it did not own but felt that the Ministry should create and fund a program to support people with noise sensitivity as a health concern with appropriate housing.

TO THE MINISTRY OF COMMUNITY SAFETY AND CORRECTIONAL SERVICE:

25. Using a research based approach, update provincial standards for de-escalation, crisis communication and bias-free police training.

26. Provide funding to research and establish appropriate benchmarks for measuring effectiveness and outcomes of current police response to persons in crisis.

Coroner's Comment:

The jury heard about the content and delivery of police training at the provincial level. They also heard the details of police actions during the confrontation with Mr. Loku. They felt that the Ministry should research and look into benchmarking the effectiveness of the training.

27. The Ontario Police College should consider additional training for police officers on de-escalation techniques, implicit bias awareness training, crisis intervention, mechanisms for combating stressful encounters and negotiation techniques.

Coroner's Comment:

The jury heard about the training delivered at the Ontario Police College and felt that the listed topics should be considered for additional training.

28. Consider requiring annual de-escalation, crisis communication and bias-free policing requalification, separate from any 'use of force' requalification based on developed provincial standards.

Coroner's Comment:

The jury heard about the annual training and requalification of all Ontario officers in their "Use of Force" options. The jury felt that consideration should be given to increasing the requirements for annual training and requalification to include the listed items.

29. Establish a provincial standard for the collection of race-based data pertinent to all interactions involving police and persons in crisis, including as a sub-set those interactions resulting in an application of use of force. This standard should be applicable to police services across the province and must include sustained funding for research to establish appropriate benchmarking for, the collection of and analysis of the data by an independent auditor.

Coroner's Comment:

The jury heard that there currently are no reliable statistics based on race relating to the described interactions between those in crisis and police. They felt that the described mechanisms should be adopted to provide better insight into these matters to inform policy and that this data should be independently audited.

30. Establish a provincial standard for the collection of data concerning emotionally disturbed persons pertinent to all interactions involving police and persons in crisis, including as a sub-set those interactions resulting in an application of use of force. This standard should be applicable to police services across the province and must include sustained funding for research to establish appropriate benchmarking for, the collection of and analysis of the data by an independent auditor.

Coroner's Comment:

The jury heard that there currently are no reliable statistics based on emotionally disturbed status of the person with whom police interact and relating to the described interactions between those in crisis and police. They felt that the described mechanisms should be adopted to provide better insight into these matters to inform policy and that this data should be independently audited.

31. Once the data in recommendations 29 and 30 has been analyzed and interpreted, the results should be made public in an accessible format. The data should be collected in a manner consistent with human rights principles and in consultation with affected communities and appropriate experts about the purpose, use, benefits and methods of collecting data.

32. The Police Services Act - Use of Force Report (UFR Form 1 2013/12), or its successor) should be amended to include the collection of race-based data including perceived race.

Coroner's Comment:

The jury heard that analysis of use of force reports required under the Police Act cannot assist with concerns about the statistical analysis of use of force as it applies to racialized communities because the race of the subject person is not recorded. They felt that it should be recorded.

33. The Use of Force Report (or its successor) should be redesigned to require officers to set out what de-escalation techniques were attempted before force was used.

Coroner's Comment:

The jury felt that data of the kind described would help inform policy and training.

34. Establish a provincial standard, in conjunction with police services and accredited academic institutions, for measuring the effectiveness of police training. This standard should be applicable to police services across the province and must include sustained funding for research to establish appropriate benchmarking for the collection and analysis of data. The province should ensure that any trends or indicators that are subsequently identified be used to inform the provincial standard on an ongoing basis. Data will be used to inform police training in municipalities that provide training additional to the Ontario Police College.

Coroner's Comment:

As mentioned above the jury were concerned when they contrasted the training with the facts of this death, that there might be issues concerning the effectiveness of the training which should be explored by the responsible Ministry.

35. Fund and continue to study the use and deployment of less-lethal use of force options such as, the CEW, sock rounds and the use of defensive equipment such as helmets and shields and to study the expanded use and deployment and related training on less-lethal use of force options to front-line officers as well as specialized teams.

Coroner's Comment:

The jury felt that the best chance of avoiding deaths in similar circumstances in future after all attempts at de-escalation had been properly tried and had failed, lay in the development and deployment of better less lethal use of force options as well as proper training for officers to use them. They felt that the Ministry should fund and study developing the best options for Ontario in this area.

36. Ensure that all front-line or “primary response” officers are trained and equipped with conductive energy weapons (CEWs known as “Tasers”).

Coroner’s Comment:

The jury heard that distribution of Conducted Energy Weapons (Taser) to front line officers is determined by local police authorities after being permitted by The Ministry. The jury heard about concerns regarding their deployment from some communities but felt that they should be deployed in order to prevent deaths in similar circumstances in future.

37. Study and consider implementing de-escalation techniques as used in other jurisdictions, particularly those in the U.K. for example, study and consider equipping officers with less lethal weapons.

Coroner’s Comment:

The jury heard about and saw video of de-escalation techniques using less lethal options in Britain and felt that the Ministry should study and consider approaches adopted in the UK.

38. Create a program to encourage, fund and support the participation of members of the mental health and addictions community, racialized communities and the Black community in training at the Ontario Police College, the Toronto Police College and the divisional level, and to participate in any standing or advisory committees.

Coroner’s Comment:

The jury felt that communities as listed could contribute their lived experience to training at all levels and that the Ministry should create a program to promote their participation.

39. Rename the Use of Force Model (e.g. Compliance Model) and redesign it to incorporate and emphasize communication, de-escalation, disengagement and containment and that the use of lethal force is a last resort.

Coroner’s Comment:

The jury heard evidence about the provincial use of force model and how it is used for training. They felt that the name emphasized the use of force and did not adequately incorporate the various de-escalation techniques nor convey the idea that use of lethal force should be seen as a last resort.

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 record maintained by the court reporter.



John R. Carlisle M.D., LL.B., FCLM
Coroner

Date

Appendix B

LOKU Report Recommendations – T.P.S. Responses

Legend

C.A.P.	Community Access Portal
C.E.W.	Conducted Energy Weapon
C.I.I.C.C.	Collection of Identifying Information in Certain Circumstances
C.P.K.N.	Canadian Police Knowledge Network
E.D.P.	– Emotionally Disturbed Person
E.T.F.	Emergency Task Force
F.I.P.	- Fair and Impartial Policing [©]
I.S.T.P.	– In Service Training Program
M.C.I.T	– Mobile Crisis Intervention Team
P.A.C.E.R.	- Police and Community Engagement Review
P.R.S.	Professional Standards
P.R.U	Primary Response Unit
S.I.U.	– Special Investigations Unit
T.P.C.	– Toronto Police College
T.P.S.	– Toronto Police Service
T.P.S.B	Toronto Police Services Board

Response Legend

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	–	
T.P.S. Does not concur	–	Implemented in an alternative form

Loku Coroner’s Inquest Recommendation	T.P.S. Response
<p>#1 – TO THE TORONTO POLICE SERVICE</p> <p><i>Using reputable, external educators and other experts, TPS should ensure that the Service develops and implements annual/regular training at division and platoon meetings with a focus on the equitable delivery of policing services. The training should acknowledge the social inequities and challenges faced by racialized communities and consumer survivors who have experienced mental health challenges and equip officers with skills needed to provide appropriate responses and service delivery. Training topics should include, but not limited to:</i></p> <ul style="list-style-type: none"> • <i>Bias-free service delivery</i> • <i>Social disparity</i> • <i>Equitable outcomes for all</i> • <i>Stress and fear inoculation techniques</i> • <i>Mindfulness techniques</i> • <i>De-escalation</i> • <i>Crisis communication</i> • <i>Negotiation</i> • <i>Implicit bias</i> • <i>Trauma informed approaches</i> • <i>Anti-Black Racism</i> • <i>Visible and invisible disabilities</i> 	<p>T.P.S. Concurs in part – Implemented in an alternative form</p> <p>The Service proactively and comprehensively educates its officers and is committed to continuous learning and improvement, to ensure the equitable delivery of policing services to all communities. The content of police training reflects the latest knowledge and practices and is developed in consultation with experts, community members, advocacy groups, agencies and institutions, mental health professionals and consumer survivors.</p> <p>In the divisional setting, the time available for annual/regular training is limited by resources, operational considerations and the compressed work week schedule. With 85 platoons, shift scheduling and a limited number of trainers at the College, it would not be possible to provide annual training at the division and platoon meetings.</p> <p>However, notwithstanding these limitations, the Service believes that when standardized training at the College is harmonized with platoon training, it can meet the training needs of its members. Platoon training is led by the divisional training sergeant and consists of training that is regulated through the College. A variety of methods can be used including class-room training, guest speakers, video and web based using the C.P.K.N. Additionally, the Service uses existing forums including Community Police Liaison Committees (consisting of local community members) to expose officers to speakers who can discuss personal experience, public expectations and community resources available. As well, any new information/updates from the College are disseminated at this time.</p> <p>The T.P.C. continually reviews, develops and updates training to</p>

Loku Coroner’s Inquest Recommendation	T.P.S. Response
	<p>ensure officers are equipped with the knowledge, skills and abilities needed to provide appropriate responses and Service delivery to all communities. T.P.C. instructors and section heads sit on various committees and working groups at the provincial and national level to help enhance training and related standards for the Service and its partners. Over the past several years 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 and critical thinking to name a few.</p> <p>For example, the T.P.S.B.’s Mental Health Sub-Committee has been pivotal in providing valuable content in relation to mental health training that has been incorporated into the Services I.S.T.P. In 2013 a panel of E.D.P. consumer/survivors spoke of their lived experience with mental illness as well as their encounters with police while in crisis.</p> <p>In 2014, training was further enhanced by the work of several mental health stakeholders in Toronto whose objective was to reduce and improve emotionally disturbed persons’ contact with police. They provided a forensic clinician’s description of disorders that officers would likely encounter on patrol, as well as communication strategies to encourage a peaceful resolution when encountering persons in crisis.</p> <p>Also in 2014, the Service invested in the Fair and Impartial Policing[®] (F.I.P.) training program, a proprietary curriculum developed by international experts external to the Service, which addresses implicit bias with a focus on racial and ethnic bias as well as biases based on factors such as gender, sexual orientation, religion and social-economic status. The course was designed and implemented to</p>

Loku Coroner’s Inquest Recommendation	T.P.S. Response
	<p>address the needs of all communities that the Service serves and to provide members with the tools to ensure the delivery of bias-free policing consistent with the Service’s Core Values. The one-day course was delivered to all uniform officers by 2015 and continues to be delivered to new recruits as well as auxiliary officers.</p> <p>In 2015, the Service did their annual evaluation on I.S.T.P., and gave consideration to all aspects of the Mental Health Commission of Canada’s 2014 Training and Education about Mental Health for Police Organizations (T.E.M.P.O.) document. T.P.C. consulted with experts in the fields of de-escalation, crisis negotiation, adult education and suicide intervention, taking into account the perspective of consumer survivors. The result was the development of the Negotiator Workshop, a scenario-based approach to training in which officers were introduced to the concepts, tactics and best practices of certified crisis negotiators with a focus on de-escalation and improving active listening skills.</p> <p>The Negotiator Workshop included input from a number of advisory bodies including:</p> <ol style="list-style-type: none"> 1. The Mental Health Sub-Committee of the Toronto Police Service’s Board. 2. The Mental Health Commission of Canada’s T.E.M.P.O. model (June 2014). 3. The Honourable Frank Iacobucci’s report for Chief Blair, Police Encounters With People In Crisis (July 2014). 4. The Mental Health Commission of Canada – Applied Suicide Intervention Skills Training

Loku Coroner’s Inquest Recommendation	T.P.S. Response
	<p data-bbox="1062 269 1814 334">5. The Mental Health Commission of Canada – Mental Health First Aid</p> <p data-bbox="1062 375 1829 440">6. Canadian Police College – National certifying body for crisis negotiation training</p> <p data-bbox="1018 480 1856 716">This scenario-based approach to training was praised by many stakeholders including the Centre for Addiction and Mental Health, University of Toronto, the P.A.C.E.R. training sub-committee and Dr. Terry Coleman from the Mental Health Commission of Canada as well as the officers who received it. For this reason, T.P.C. expanded and enhanced the Negotiator Workshop and continued to utilize it to train front line and plainclothes officers in 2016.</p> <p data-bbox="1018 756 1856 992">In 2016, T.P.C. instructors were involved in the creation of provincial training on the new Ontario Regulation 58/16, Collection of Identifying Information in Certain Circumstances. The training addressed racial profiling, the history of how those issues evolved, improved communication and empathy towards various communities, understanding and managing implicit bias, as well as respecting and complying with the Regulation itself.</p> <p data-bbox="1018 1032 1856 1369">Also, in 2016, an additional day of training was added to I.S.T.P. The third full day of training was designed to build upon the F.I.P. course and also to satisfy recommendations from both the P.A.C.E.R. report and the report by the Honourable Frank Iacobucci. The additional day of training continues to articulate the Service’s commitment to bias-free policing, through in-person presentations and dialogue between members and community representatives with the goal being to enhance cultural competence, improving member’s capacity to engage Toronto residents, particularly racialized community members and specifically black youth, in a professional,</p>

Loku Coroner’s Inquest Recommendation	T.P.S. Response
	<p>ethical and customer service oriented approach. Emphasis is placed on emotional intelligence and critical thinking in relation to investigative detention with an emphasis on collecting and articulating grounds. One important goal of the 2016 I.S.T.P. was to maximize public and police safety with a goal of zero harm and zero bias.</p> <p>In November of 2016, through the efforts of the Vulnerable Persons Coordinator at the Divisional Policing Support Unit, the Service formed a Disabilities Chief Community Consultative Committee. The committee is comprised of eight members, representing:</p> <ul style="list-style-type: none"> • Autism Speaks Canada • Canadian National Institute for the Blind • Bob Rumball Centre for the Deaf • Centre for Addiction and Mental Health • Learning Disabilities Association of Ontario • March of Dimes • Brain Injury Society of Toronto • Community Living Toronto <p>The Committee attended T.P.C. and participated in use of force training including taking part in scenario training and as a result have provided guidance and input on training and a number of Service Procedures. Several initiatives are also currently being developed or have been developed regarding education and training for Service personnel to be delivered in the form of training videos and C.P.K.N. online modules to allow for training at the divisional level. Topics include Autism, blindness/partially sighted awareness, and mental health awareness.</p> <p>In 2017, I.S.T.P. built upon the foundation of the 2016 program</p>

Loku Coroner’s Inquest Recommendation	T.P.S. Response
	<p>which involved emotional intelligence, critical thinking and de-escalation techniques as well as de-bunking stereotypes and treating all people fairly. The Negotiator Workshop techniques of the previous two years were also utilized. The intent of the 2017 program was to provide a cultural shift regarding issues of mental health and racial bias. The development of training content is a collaborative initiative and will continue in 2018 with the City of Toronto’s Community Safety and Wellbeing Unit – Community Development Workers. The two person panel attends day one of I.S.T.P. and assists with the debriefing portion of the role-playing scenario(s) module. The officers are observed executing role-playing scenarios, after which the external partners provide feedback in an open discussion format. The goal of the community participation is to enhance officers’ cultural competencies; in particular, understanding that the impact of community members’ lived experiences can influence the outcome of community/police relationships. The overall goal of the scenario role-playing module is to enhance all relationships through professional, ethical and bias free interactions with an emphasis on communication skills and a theme of “Why Every Contact Matters”.</p> <p>Training with respect to mental health has been enhanced to increase officers’ knowledge, skills, and abilities in the areas of coordination, containment, and communication strategies including principles and techniques of de-escalation. All Service training has been redesigned to emphasize de-escalation as an essential element of the Service’s response to emotionally disturbed persons, which supports the guiding principle of preservation of life.</p> <p>All sworn uniform officers receive the following on an annual basis as part of their I.S.T.P.:</p>

Loku Coroner’s Inquest Recommendation	T.P.S. Response
	<ul style="list-style-type: none"> • Communication and De-escalation: officers are shown the most effective means of communication when dealing with a person experiencing a crisis. Officers are reminded that de-escalation techniques should be attempted whenever possible. This is delivered through discussion in classroom settings and practiced in dynamic scenario based training. • Containment: officers are taught, whenever possible, to slow down the course of events in crisis situations and to consider the use of specialized response teams such as M.C.I.T. or E.T.F. or referral to outside resources or agencies. • Subject Safety: preservation of life is the highest priority. • Fear: officer fear management that includes recognition and mitigation strategies including discussions of officers’ fear responses during debriefings of practical scenarios that require de-escalation and communication techniques to defuse a crisis situation. • Stigma: the Service has incorporated the use of a video series developed by the T.P.C. and consumers to address and debunk stereotypes and stigmas concerning mental health. • Use of Force: the Use of Force Model is a decision making aid that trains officers to use the amount of force that is reasonable and necessary. • Firearm Avoidance: dynamic scenario training in which officers do not have to draw a firearm. Emphasis is placed on non-lethal means of stabilizing a situation and reducing the potential for over-reliance on lethal force.

Loku Coroner’s Inquest Recommendation	T.P.S. Response
	<p>With input from professor Judith Andersen at the University of Toronto the Service is working to implement evidence-based de-escalation and use of force training. The Service has participated in the professors International Performance Resilience and Efficiency Program (iPREP) training program which will assist officers to control stress and hone their split-second decisions during critical incidents. The iPREP measures and analyzes an officer’s sensory nervous system reading during highly realistic training sessions that simulate real life events. Each officer receives instruction from expert trainers tailored to their individual stress responses and delivered in a manner that maximizes learning and retention. The training provides officers with improved mental and physical control, leading to enhanced safety for officers and the communities they serve.</p> <p>In 2018, I.S.T.P. will build upon previous years focuses. Topics will include but are not limited to bias avoidance , prevention of discrimination, strategic disengagement, conflict de-escalation, reasonable suspicion, investigative detention, tactical communication, court testimony, note-taking, Charter of Rights and Freedom, Ontario Human Rights Code, Accessibility for Ontarians with Disabilities Act, levels of Service and the Warrior vs. Guardian mindsets, all of which will be incorporated through role-playing, scenarios and lectures. The Warrior mindset is an absolute necessity due to inherent dangers in policing, but it is only a small percentage of what we do. The Guardian mindset looks out for the community and strives for collaborative partnerships with members of our communities. The Service will continue to work closely with the community on the Mental Health Portfolio. As part of this commitment, in February 2018 the Service conducted its annual “Community Training Day” which involves members from the mental health community attending the Toronto Police College and</p>

Loku Coroner’s Inquest Recommendation	T.P.S. Response
	<p>observing the 2018 I.S.T.P. Community members will have the opportunity to provide input on the training and offer suggestions for improvement.</p> <p>The Service will continue to work with the City of Toronto with respect to the Toronto Action Plan to Confront Anti-Black Racism and the consultative committee of the black community in terms of anti-black racism (see recommendation #12). The City of Toronto is now currently in the process of selecting the Anti-Black Racism Senior Consultant with a final selection expected to be made by the end of May 2018. In the meantime, the role of the City’s Senior Policy and Research Officer has been filled and in addition, Ms. Aina-Nia Grant, is the new Manager to oversee the City’s Confronting Anti-Black Racism Strategy.</p> <p>In addition, the Service has partnered with Ryerson University who offered members combined online/classroom lectures on a number of topics such as, but not limited to, bias avoidance training (geared towards anti-black racism and implicit/explicit biases as well as gender violence/mental health community/LGBTQ community), and community engagement (see recommendation #12).</p>
<p>#2 – TO THE TORONTO POLICE SERVICE</p> <p><i>Measure the effectiveness of the above mentioned training in anti-Black racism and persons in crisis by requiring both a written and oral exam of the participants. Failure in such exams should result in requiring re-attendance at such training.</i></p>	<p>T.P.S. Concurs in part- Implemented in an alternative form</p> <p>The Service agrees that assessments of competencies and skills are integral to police training and currently uses established standards of measurement for evaluating training based on the four levels of the <u>Kirkpatrick Hierarchy of Evaluation</u>.</p> <p>The four levels include: reaction, learning, transfer and impact. The Service recognizes that learning cannot simply be measured by a pass or fail on an oral or written exam.</p>

Loku Coroner’s Inquest Recommendation	T.P.S. Response
	<p>Practical academia is subjective and should be measured by the understanding of concepts learned and transfer and synthesis of learning.</p> <p>Beginning in 2018, the Service will be implementing an incoming knowledge check on day one of I.S.T.P. The knowledge check will consist of 14 questions covering a broad range of topics (such as use of force, racial bias, C.I.I.C.C., crisis communication and de-escalation, responding to emotionally disturbed persons) that will identify a baseline of what officers know and their attitudes upon entry. That information will be utilized to consider areas requiring more emphasis and to effectively address the educational needs of the class. Upon completion of day one, officers will be required to complete a 14 question outgoing examination. If officer’s fail to show competence in this area, they will be required to receive additional training in the identified areas. In addition failure to show competence in the remaining two days of I.S.T.P. will result in officers having their use of force options removed/suspended until they are able to show competence in all areas.</p> <p>In addition, the Service employs a number of alternate exercises for oral/practical knowledge assessment, some of which include reviewing and interactive discussion of topics, active learning and practical exercises, presentations, dynamic scenarios and debriefs, participant course surveys, interviews with training co-ordinators and supervisors, and in-field training session observance of students by co-ordinators.</p>

Loku Coroner’s Inquest Recommendation	T.P.S. Response
<p>#3 – TO THE TORONTO POLICE SERVICE</p> <p><i>Mandate that all officers complete the Implicit Association Test as part of initial and requalification training.</i></p>	<p>T.P.S. Concurs –Implemented in part</p> <p>The F.I.P. curriculum training, taken by all Service officers, underscores that all people, even well-intentioned individuals, have biases and these biases are often unconscious or implicit and can influence choice and actions without conscious thinking or decision making.</p> <p>To enhance awareness and understanding of this concept, the Service offers the link to the Harvard Implicit Association Test (I.A.T) at several of the T.P.C. courses, including I.S.T.P. Members are strongly encouraged to complete the I.A.T. for self-awareness of attitudes and beliefs they may have. This will help members to better understand what implicit associations they are making non-consciously and how biases related to various social factors may overlap.</p>
<p>#4 – TO THE TORONTO POLICE SERVICE</p> <p><i>TPS should continue to emphasize the importance of planning in a crisis situation to identify the lead in communication.</i></p>	<p>T.P.S. Concurs – Implemented</p> <p>The I.S.T.P. delivered by the T.P.C. incorporates the importance of planning in a crisis situation. The annual three day training includes a number of scenario-based exercises that encourage officers whenever possible and time permitting to have a plan when entering into a crisis situation. The caveat is that situations can change dramatically. Officers are taught to continually assess the situation and readjust their plan accordingly.</p> <p>With respect to one officer communication with the person in crisis, since 2015, the I.S.T.P. Negotiator Workshop directly addresses that one officer, when feasible, act as the primary negotiator with the person in crisis. The workshop focuses on de-escalation and crisis</p>

Loku Coroner’s Inquest Recommendation	T.P.S. Response
	<p>negotiation and involves using active listening skills to improve officers’ chances of demonstrating empathy in order to build rapport with the goal of influencing a subject’s behaviour. Training scenarios also encourage and incorporate the identification of a secondary negotiator who could potentially take the lead if rapport is not developed with the primary negotiator. Officers are trained in both roles of the primary and secondary negotiator.</p> <p>The 2018 I.S.T.P. has instituted the Incident Response Lecture which speaks to the issue of planning in a crisis situation. Officers are trained in the area of managing imminence. If the situation dictates that the officer must take imminent action to protect one’s self or another person than the plan may be altered or quickly adjusted to bring the situation to a resolution. If the threat it not imminent and the officer has time, than they are trained to use their de-escalation training to plan for a resolution.</p>
<p>#5 – TO THE TORONTO POLICE SERVICE</p> <p><i>Expose or continue to expose officers in training to the perspectives and lived experience of racialized communities, the Black community and individuals with mental health issues and/or addictions.</i></p>	<p>T.P.S. Concurs – Implemented</p> <p>The Service’s 2013-2017 Police and Community Engagement Review (P.A.C.E.R.) was an undertaking that looked at all levels of the organization to find ways for widespread advancement in the area of bias-free police service delivery and resulted in the 2013 P.A.C.E.R. report which contained 31 recommendations to assist the Service with continuing to improve public safety while reducing social costs incurred during community engagements. The P.A.C.E.R. initiative remained active between 2013 and 2017. During this period, T.P.S. and community participants worked together to ensure effective and comprehensive implementation of the P.A.C.E.R. recommendations. P.A.C.E.R. recommendation #12 was to ensure all uniform officers and investigators receive training that includes, along with other topics:</p>

Loku Coroner’s Inquest Recommendation	T.P.S. Response
	<ul style="list-style-type: none"> • Tactical communication, strategic disengagement & conflict de-escalation, mediation and resolution, with a focus on people in crisis; and • Prevention of discrimination, racism and Black racism. <p>P.A.C.E.R. recommendation #12 also specified that this training should incorporate role-play and scenario-based training in relation to the Community Safety Note Procedure 04-14, and further that, all training involve community participation in training design, delivery and evaluation.</p> <p>Further to recommendation #1 and the additional day of I.S.T.P. training, the T.P.C. has worked extensively with community members and continues to work with them, as well as other stakeholders to maximize training opportunities for officers. This includes continuing the program of incorporating consumers’ lived experience into the I.S.T.P.</p> <p>As stated in recommendation #1, the extra training day also emphasizes the Service’s core values and commitment to bias-free policing, with in-person presentations and dialogue between members and community representatives. In this training component, members are exposed to a variety of scenarios through practical role-playing, video and judgement-simulator exercises which provide members with an opportunity to think critically about their courses of action while identifying reasonable steps that may avoid racially-biased policing.</p> <p>The development of the content and the scenarios was a collaborative initiative between T.P.C. staff and the P.A.C.E.R. advisory committee. Further, elements of diversity and inclusiveness are</p>

Loku Coroner’s Inquest Recommendation	T.P.S. Response
	<p>interwoven through all training and mentoring programs provided by the T.P.C.</p> <p>The Service will leverage the partnerships and work of the City, the Board’s consultative committee of the black community and Ryerson University to inform Service training with respect to anti-black racism (see recommendation #12). City of Toronto is now currently in the process of selecting the Anti-Black Racism Senior Consultant with a final selection expected to be made by the end of May 2018. In the meantime, the role of the City’s Senior Policy and Research Officer has been filled and in addition, Ms. Aina-Nia Grant, is the new Manager to oversee the City’s Confronting Anti-Black Racism Strategy.</p>
<p>#6 – TO THE TORONTO POLICE SERVICE</p> <p><i>Review the Intercultural Development Program deployed by the Toronto Police Service and consider the continued use of the Intercultural Development Inventory or other similar tool, as well as in-house intercultural competence facilitators, to further the intercultural competence of Toronto Police Service members.</i></p>	<p>T.P.S. Concurs – Implemented</p> <p>The Service remains committed to furthering the intercultural competence of Service members and, consistent with this recommendation, has:</p> <ul style="list-style-type: none"> • reviewed the Intercultural Development Program (I.D.P.) initially deployed in 2014, • considered the continued use of the proprietary Intercultural Development Inventory[®] (I.D.I.) or other similar tools; and • considered the use of in-house intercultural competence facilitators (i.e. Service members). <p>The Service has elected to:</p> <ul style="list-style-type: none"> • implement the next phase of its I.D.P., • continue to use the I.D.I., • identify a complement of Service members to be trained as

Loku Coroner’s Inquest Recommendation	T.P.S. Response
	<p>Qualified Administrator’s for the I.D.I.; and</p> <ul style="list-style-type: none"> • provide in-house training related to intercultural competence. <p>To be viable, the ongoing I.D.P. leverages the implementation experience of the original program and has been modified to ensure it is fiscally responsible and operationally sustainable.</p>
<p>#7 – TO THE TORONTO POLICE SERVICE</p> <p><i>Amend the annual Use of Force recertification to include qualification in areas such as mental health and/or addictions, anti-racism, particularly anti-Black racism, implicit and unconscious bias, fear inoculation, de-escalation and crisis communication.</i></p>	<p>T.P.S. Concurs – Implemented</p> <p>Further to recommendation #1, the Service’s annual I.S.T.P. addresses this recommendation.</p> <p>The I.S.T.P. includes training to ensure all members are provided with the skills to effectively deal with persons in crisis. The 10 core elements of the Memphis Model are incorporated into the Service’s I.S.T.P. training, which re-emphasizes the core principle of de-escalation as an essential element to the Service’s response to emotionally disturbed persons.</p> <p>As stated in recommendation #1, I.S.T.P. incorporates training in crisis communication and negotiation, de-escalation and containment measures. Communication and de-escalation are thoroughly discussed in the classroom setting and practiced in the dynamic scenarios involving mental health and crisis situations. The dynamic scenarios include dynamic video training and scenarios in both the outdoor tactical village and the indoor tactical area. While the focus of these exercises is de-escalation, teamwork and communication, officer fear management is also included; this includes recognition and mitigation strategies. The Service has participated in the iPREP train the trainer program which will assist officers to control stress and hone their split-second decisions during critical incidents. The iPREP measures and analyzes an officer’s sensory nervous system</p>

Loku Coroner’s Inquest Recommendation	T.P.S. Response
	<p>reading during highly realistic training sessions that simulate real life events. Attendees receive instruction from expert trainers tailored to their individual stress responses and delivered in a manner that maximizes learning and retention. The training provides officers with improved mental and physical control, leading to enhanced safety for officers and the communities they serve.</p> <p>Further to recommendation #1 and #5, through judgement training, practical exercises and simulator scenarios, I.S.T.P. covers awareness and bias avoidance training and reiterates the importance of maintaining neutral, bias free encounters that are respectful of the rights of all community members during all interactions.</p> <p>Failure to show competence in these or any other part of the I.S.T.P. program results in officers having their use of force options removed/suspended until they are able to show competence.</p>
<p>#8 – TO THE TORONTO POLICE SERVICE</p> <p><i>Continue to emphasize that where the police challenge is issued and the subject does not comply, where possible, alternative methods of communication, de-escalation, disengagement and containment should be attempted. For example, consider making it clear that lethal force will be used if commands aren’t obeyed.</i></p>	<p>T.P.S. Concurs – Implemented</p> <p>Officers are trained that if a subject does not comply with their initial direction, they are to attempt alternative communication strategies with the person. However, many situational factors can affect an officer’s attempt to de-escalate a situation, including the person’s condition, distance from the officer and their reaction in response to the officer’s commands. Officers are taught to try various communication strategies including, when feasible and consistent with safety, offering help and understanding. However, disengagement is not always an option and should only be used if the person is contained in a safe manner that allows for continued communication.</p> <p>"Police Don’t Move" is the standardized challenge for police officers</p>

Loku Coroner’s Inquest Recommendation	T.P.S. Response
	<p>when confronting someone who poses an imminent and dangerous threat to the officer. This provides clear and concise direction to the person as well as other officers who are on scene.</p>
<p>#9 – TO THE TORONTO POLICE SERVICE</p> <p><i>Consider the use of trained de-briefers to be deployed following exceptional critical incidents, having regard to any SIU investigation and the rights of officers, with a view to using the knowledge gained to inform de-escalation training. If resources permit, consider using the de-briefers in situations with positive outcomes as well as negative ones, even if they are less serious incidents, in order to learn from those occurrences.</i></p>	<p>T.P.S. Concurs In Part - Implemented in alternative form</p> <p>The Service recognizes the value of learning from past experience as part of continuous improvement in individual and corporate performance. As such, the Service will commit to attempt to find new ways to gain knowledge and best practices from previous events to further inform de-escalation training keeping in mind legal limitations and the psychological wellness of members.</p> <p>It should be noted that informal post-event debriefs routinely occur between Supervisors and subordinates at the local divisional level however, it’s recognized that there may be learnings that are not being captured. To that end, the Service will undertake to:</p> <ul style="list-style-type: none"> • develop trained de-briefers within the Police College staff; • through the informal post-event debriefs, that routinely occur at the local divisions, supervisory members will identify scenarios that have potential for a shared learning experience and forward those scenarios and lessons learned to the Police College; • The Police College will endeavour to incorporate the identified learning opportunity into the appropriate College courses, develop learning material based on the scenarios, or undertake a debriefing session. <p>As well, to help with achieving the goal of this recommendation the Service currently relies on established objective systems and</p>

Loku Coroner’s Inquest Recommendation	T.P.S. Response
	<p>processes which include:</p> <ol style="list-style-type: none"> 1. A review of the event by the Service’s P.R.S.-S.I.U. Liaison via a Section 11 investigation, P.R.S.-Criminal Section 11 report, the Use of Force Analyst and the Use of Force Committee to identify trends or possible gaps in training, equipment, or procedure, using documents and records including: <ul style="list-style-type: none"> • the Use of Force Report completed by involved officers when they use force that results in injury or when the officer uses certain force options such as the C.E.W. or firearm, • officer submitted reports including occurrences, injury reports, and arrest records, • officers’ memo books • results of officer interviews or testimony, and • any video evidence from both police and private sources. 2. At the conclusion of every practical exercise during scenario-based training, (which are based on real-life events) participants are probed for the reasons behind their decisions and they are given an opportunity to peer and self-critique their decisions and actions. This form of debriefing is a proven educational method that very effectively imbeds the training and the lessons. <p>Combined, the lessons learned from these processes help develop policy, procedures, practices, supervision and training.</p>

<p>#10 – TO THE TORONTO POLICE SERVICE</p> <p><i>Require Coach officers and Supervisory officers take the 5-day Mobile Crisis Intervention Team training. Make mental health and/or addictions and policing of racialized communities, in particular Toronto’s Black community, a key component of Coach Officer training.</i></p>	<p>T.P.S. Concurs in part – Implemented in an alternative form</p> <p>Given the training demands that the Service is under, this recommendation is not feasible. The Mobile Crisis Intervention Team training is a five day highly resource intensive course and only offered one time a year. While the Service does not have the capacity to offer this course more than once a year, the Service has expanded the number of allotted spaces for officers.</p> <p>In addition the following three courses offered at the T.P.C.: Coach Officer, Supervisory In Service Leadership and I.S.T.P include a 90 minute module on mental health as well as M.C.I.T. awareness training.</p> <p>Furthermore, in 2016, the Service implemented the Road to Mental Readiness (R2MR) training which was a program developed by the Department of National Defense and adapted by the Mental Health Commission of Canada. R2MR was created to spark transformational culture change and better mental health for Service members as well as to help decrease the stigma surrounding mental health to improve customer service and promote better engagement with our communities. R2MR training covers the mental health continuum model, providing information about barriers to care, resources available through the Service, practical skills for helping fellow members as well as resiliency strategies for promoting mental health and finding positive resolutions when dealing with persons in crisis.</p> <p>The R2MR includes an eight hour leadership program for all senior management. To date, over 2900 members have received this training including all Senior Officers.</p> <p>In 2017 and moving forward, post Ontario Police College (O.P.C.)</p>
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	<p>recruit training has a 90 minute session with the M.C.I.T. in which they discuss the teams function. This provides an awareness and purpose of the teams and how to engage them once they are deployed.</p> <p>Since 2015, Mental Health/Concurrent Disorder training is provided to all recruits in both pre-O.P.C. training and post O.P.C. training. Two addiction counselors from Lakeridge Health attend the T.P.C. for two 90 minute periods prior to any police centred training has begun. The training introduces new recruits to common language, stigma, empathy and misconceptions about Mental Health/Concurrent Disorders.</p> <p>Upon their return to the T.P.C. the Mental Health/Concurrent Disorders counselors return for another two periods to deliver training with respect to access to care, available resources and talk about specific consumer survivor stories. The training that the recruits have received with respect to Mental Health/Concurrent Disorders has shown to be very valuable and relatable when they are deployed.</p> <p>The Learning Development and Standards Section will develop a 90 minute module on Policing In Racialized Communities – “Why Every Contact Matters” within the Coach Officers training program.</p> <p>Lastly, as stated in recommendation #1 and #5, the additional day of I.S.T.P. training reiterates the Service’s commitment to delivering bias-free police services.</p>
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<p>#11 – TO THE TORONTO POLICE SERVICE</p> <p><i>Ensure that all patrol cars are equipped with less lethal weapons, e.g., CEW, sock or beanbag guns and that all officers are trained in the use of such weapons along with defensive equipment such as shields and helmets.</i></p>	<p>T.P.S. Concurs in part – Implemented in alternative form</p> <p>The Service continues to identify, research and review available and emerging less lethal use of force technologies and best practices. The Service is also a member of the Provincial Use of Force Committee, making recommendations to the government on such equipment.</p> <p>Currently each division has five Less Lethal Shotguns assigned and are deployed by qualified officers.</p> <p>The Service is studying the feasibility of equipping P.R.U. officers with shields as part of their personal protective equipment when responding to an assaultive person or a person armed with a weapon.</p> <p>By providing some measure of protection, shields may give officers the confidence to contain the situation and when safe to do so move closer to a threat to secure it without increasing the likelihood of using lethal force. However, while shields might initially protect officers from injury they do not by themselves disarm the person. At some point officers have to take physical control and disarm the person and this would be extremely difficult and risky while holding onto the shield because the officer would only have one hand available. This would make it challenging to access their handcuffs or other force options or even defend themselves if the shield is grabbed and the officer’s arm gets trapped. Dropping the shield, of course, defeats its purpose.</p> <p>When dealing with emotionally disturbed persons, officers are encouraged to de-escalate situations by attempting to build rapport. Presenting a shield from the outset could be perceived as a barrier and prevent officers from accomplishing this goal. However, the Service is examining situations where the shield would</p>
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	<p>be helpful. For example, introducing shields to an event that does not require immediate intervention may give officers the means to contain the person while other officers without shields wait to disarm and apprehend the person when it is safe to do so.</p> <p>To evaluate the effectiveness of this, the Service has acquired a number of shields and T.P.C. is developing the appropriate tactics and training. The Service has also canvassed other agencies for their experience with shields, however, at this time, the Service is not aware of any police service in Canada that has issued shields to its P.R.U. other than Halton Regional Police Service, which recently issued ballistic shields to its officers. These shields are designed for officer protection if there is a requirement to respond to an active attacker situation where a person may be armed with a weapon and actively causing harm to the public.</p> <p>The Service is aware that the New York City Police Department was exploring the use of shields for their P.R.U. but is not aware of any decision having been made to date. Reportedly, Scotland police have shields that are kept in most patrol vehicles for use against unarmed assaultive persons. So far the Service has not identified any published evaluations on the effectiveness of shields for PRU officers, including from Scotland.</p> <p>At its meeting on February 15, 2018, the Board approved the expanded deployment of up to 400 additional C.E.W.s to front-line officers (Min. No. P/19 refers). Training commenced on May 13, 2018.</p>
<p>#12 – TO THE TORONTO POLICE SERVICE</p> <p><i>Undertake a structural/cultural review and analysis to ensure that the Service has a clear</i></p>	<p>T.P.S. Concurs in part – Implemented in alterative form</p> <p>The Service remains committed to continually improving, in consultation with experts and community members, the structure and</p>

<p><i>policy with respect to serving and protecting persons with mental health or addiction issues and/or racialized persons, in particular, Black persons. The Chief's review and analysis should include input from experts in this field together with persons in the communities falling within the above-mentioned descriptors. Following this, the Chief shall clearly state the TPS policy and communicate it in detail to all officers and employees. The Chief shall ensure that all members through continuous training have a clear understanding of the Chief's mandate in this regard. Failure to follow the Chief's mandate should have consequences and sanctions.</i></p>	<p>culture of the organization with respect to serving and protecting all communities, including persons with mental health or addiction issues and racialized persons.</p> <p>This is consistent with the Toronto Police Service Mission Statement:</p> <p><i>We are dedicated to delivering police services, in partnership with our communities, to keep Toronto the best and safest place to be.</i></p> <p>To properly inform an appropriate implementation of this recommendation, the Service is leveraging its collaboration with Expert Working Groups, assembled by the City of Toronto.</p> <p>In September of 2017, Service members participated in and contributed to the below expert working groups, comprised of City/T.P.S. staff, along with Black community leaders, with a focus on the respective action item with regard to policing.</p> <ol style="list-style-type: none"> 1. Staff Training Working Group focused on staff training across City divisions using an Anti-Black Racism lens 2. Race-Based Data Working Group focused on the collecting and reporting on race-based data 3. Public Education Working Group focused on providing civic and public education using an Anti-Black Racism lens <p>Each Expert Working Group was tasked with delivering “a multi-year work plan” which was appended to the Toronto Action Plan to Confront Anti-Black Racism and was presented to the Executive Committee and City Council in November 2017. City Council accepted the plan.</p>
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	<p>Since the Expert Working Groups are comprised of leaders and experts from the Black community, the Service will continue to participate in, and contribute to, the implementation of the finalized Action Plan in order to properly inform the review and provide an analysis necessary to effectively implement this jury recommendation. The Toronto Action Plan to Confront Anti-Black Racism is a five year plan to leverage the talents, knowledge, and experiences of Black residents and Black organizations as partners in making municipal services, spaces and policies fully inclusive and accessible to Black Torontonians in both intent and practices. The Action Plan includes 22 recommendations and 80 actions to address five issue areas: children and youth development; health and community services; job and income supports; policing and the justice system; and community engagement and Black leadership.</p> <p>In addition, at its meeting on December 14, 2017, the Board approved the motion for the establishment of a new consultative committee composed of the black community to consider possible or identified disparities in services and outcomes for racialized persons and consider interventions to address any such disparities.</p> <p>Lastly, as mentioned in recommendation #1, the Service has partnered with Ryerson University who has offered a number of courses to Service members about diversity and bias avoidance. This curriculum will augment the Services existing training and also facilitate research opportunities for both the university and the Service.</p> <p>The Service will leverage the partnerships and work of the City, the Board’s consultative committee of the black community and Ryerson University to inform Service training with respect to anti-black racism. City of Toronto is now currently in the process of selecting the Anti-Black Racism Senior Consultant with a final selection</p>
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	<p>expected to be made by the end of May 2018. In the meantime, the role of the City’s Senior Policy and Research Officer has been filled and in addition, Ms. Aina-Nia Grant, is the new Manager to oversee the City’s Confronting Anti-Black Racism Strategy.</p> <p>With respect to persons with mental health or addiction issues, the Service has a formal Mental Health Statement of Commitment relating to people experiencing mental health issues:</p> <ol style="list-style-type: none">1. Members of the Toronto Police Service are committed to preserving the lives of people in crisis if reasonably possible. Our goal is the safety of every citizen and we aspire to preserve every life;2. In every encounter with a person in crisis, we are committed to taking all reasonable steps to attempt to de-escalate a potentially violent encounter, and to safely resolve such situations;3. Recognizing the increasing complexity of responding to persons in crisis and the role that we have been given in the Mental Health System, we remain committed to continuous self-improvement and innovation, in both policing and in mental health;4. We are committed to the elimination of stereotypes and the stigmatization that victimizes persons experiencing mental health issues through education of both our members and the public;5. We remain committed to involving people with mental health issues directly, where appropriate, in initiatives which affect them, including training and in the development of relevant
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	<p>police procedures;</p> <ol style="list-style-type: none">6. We will continue to work collaboratively with our partners in the Mental Health System, including individuals, community organizations, mental health organizations and hospitals;7. We are committed to institutional leadership in matters of policing and mental health, and will strive to become a pre-eminent police service in this field;8. We are committed to fostering and maintaining a positive mental health culture within the Toronto Police Service. <p>The Service is also currently engaged in the development of a Mental Health Strategy with regards to Service members’ interactions with community members who are apparently experiencing a mental health or addiction issue. A total of 4 facilitated sessions have been conducted with the Board’s Mental Health Sub-Committee for input and guidance. Community members including mental professionals have also provided input, along with TPS members. It is expected to be complete in 2018.</p> <p>In 2017, a survey was sent to agencies and organizations within the city that provide services to people who may be experiencing or have experienced mental health issues. The purpose of the survey was to get feedback on the working relationship with the police and co-ordination of services, as well as agency worker perceptions of how well the police do at dealing with people in crisis or people who appear to be experiencing mental health issues. The information from this survey will be provided to Service stakeholders for this issue.</p> <p>Additionally, to get officer feedback on the current I.S.T.P., a survey</p>
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	<p>was distributed to officers. The first section of the survey listed the various components of the I.S.T.P. and asked officers to note how valuable each component was in providing them with the information and tools they needed to assist them in the performance of their duties. Officers were also asked for suggestions to improve the delivery of the I.S.T.P. The second section of the survey noted that a focus of the I.S.T.P. was use of de-escalation to resolve encounters, and asked officers about the specific de-escalation techniques they regularly used and found effective. The information from this survey will be provided to the T.P.C. to assist in refining the content and delivery of the I.S.T.P.</p> <p>Further to recommendation #1 and “Every Contact Matters” there is a major effort by the Service to instill a client oriented culture, “Customer Service”, in all aspects of police training and practice for members who engage both internal and external clients.</p>
<p>#13 – TO THE TORONTO POLICE SERVICE</p> <p><i>When making decisions about promotions, supervisors should consider an officer’s skill and experience in dealing with Emotionally Disturbed Persons (EDPs), members of the Black community and racialized communities, including their ability to de-escalate and negotiate during crisis situations.</i></p>	<p>T.P.S. Concurs – Implemented in part</p> <p>Competency Framework Development and Implementation: In 2017, the Service partnered with industry leaders to develop a competency framework that would drive behaviours aligned with the Service’s transformational goals. Through research, consultations, focus groups, and engagement initiatives, eight core and leadership competencies were designed.</p> <p>Consultations and focus groups included members of the black community, the mental health community, youth advocates, human rights and police oversight leaders helped in developing the themes, the language and the behavior expectations.</p> <p>These competencies were organized into 4 clusters, including Our Mindset, Our Connections, Our Development, and Our Impact. Each</p>

	<p>competency provides behaviour expectations for the following categorization of employees:</p> <ul style="list-style-type: none"> • all members • supervisor/sergeant/staff sergeant • manager/inspector/superintendent • director; staff superintendent and command officers <p>The organization is embedding these competencies into all HR processes including recruiting, hiring, development, training and performance evaluation. The competencies have been embedded into the executive promotion process utilized in 2017.</p> <p>Performance Management Process and Tools: The Service’s Performance Management process has been significantly improved to promote the overall success of the Service and its employees. The new process will apply to all members of the Service, both civilian and sworn, at all levels of the organization. The process ties individual performance to the Service’s goals and is driven through the newly defined competency framework. The new performance management process and tools are designed to systematically, transparently and with accountability promote organizational values, measure expected behaviours and drive organizational performance. In 2018, this process is being piloted to senior leaders across the organization.</p> <p>New Promotional Process: in 2018, the Service is researching and developing a promotional process that is open, fair, transparent, merit based and relevant. The revised process will ensure the identification and promotion of employees with the knowledge, skills, abilities, behavioral competencies and experience that will enable them to lead the Service during times of increasing complexity, and to support the expectations of the communities we serve. Community expectations</p>
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	<p>will be included in the development of this process via community focus groups and the inclusion of recommendations such as the Loku inquest and the Iacobucci review.</p>
<p>#14 – TO THE TORONTO POLICE SERVICE</p> <p><i>Encourage the Toronto Police Service to make use of the Gerstein Crisis Centre police telephone line when interacting with a person in crisis.</i></p>	<p>T.P.S. Concurs – Implemented</p> <p>For the past 20 years, the Service has offered the Provincial Statuses Course six times a year and continues to do so. One of the topics covered on this course is the Mental Health Act, which includes a 90 minute presentation made by a social worker from the Gerstein Crisis Centre, who emphasises the need to be sensitive to the needs of vulnerable people who are in crisis.</p> <p>In addition, the service will be creating a Routine Order to remind and encourage members to utilize crisis centers (such as the Gerstein Centre) as a resource when interacting with a person in crisis. Members will also be reminded of the Service’s newly developed Community Access Portal (C.A.P.). This mapping tool created by the Service, is an effective tool available to Service members to connect the public to community resources, including mental-health services. Launched in May 2017, the “Community Asset Portal” (C.A.P.) developed by the Service’s Business Intelligence unit in collaboration with Ryerson University is a web application that shows users an up-to-date map of social services such as shelters, community resource navigators, and mental health and youth support services.</p> <p>The C.A.P. is a valuable reference tool that detects the location of users and allows them to see the resources in their vicinity, using a colour-coded map or by moving through a list of categories, such as Health or Food & Housing services. It also shows users how to get to the location by car, foot and public transit, as well as provides contact information.</p>

<p>#15 – TO THE TORONTO POLICE SERVICE</p> <p><i>Consider additional funding and training for 911 operators in order to improve their skills in extracting more pertinent information during an emergency call. Consider beginning the de-escalation process during a 911 call.</i></p>	<p>T.P.S. Concurs in part</p> <p>Currently, all Communication Operators undergo a rigorous training program for one year. This combines 16 weeks of classroom instruction and one-on-one training with experienced on-desk trainers.</p> <p>To ensure high standards and competency throughout the training program, testing is conducted at each level before candidates progress to the next stage.</p> <p>Successful candidates must demonstrate their ability to communicate concern and empathy for individuals in crisis while also taking action to ensure safety is maintained in emergencies.</p> <p>Following successful completion of the Call Taker and Dispatcher training programs, all Communication Operators receive continuous training on a yearly basis.</p> <p>As frontline responders, Communications Operators play a vital role in assessing high risk situations and coordinating resources in response to individuals in crisis.</p> <p>The Service’s communications training has always been based on improving operator skills and ensuring international best practices on de-escalation are met.</p> <p>The Service will review its existing training and work towards improving the de-escalation skills of 911 operators within our current funding and training programs.</p> <p>The Service will specifically work towards addressing</p>
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	<p>recommendations that were identified in the Loku Inquest by providing suitable training to the 911 operators.</p>
<p>#23 – TO THE MINISTRY OF HEALTH AND LONG TERM CARE/LHN’S (though directed to the Ministry contemplates participation by the Service)</p> <p><i>Together with the Toronto Police Service, explore all possible avenues to assess whether MCIT’s could be available as first responders in crisis situations, specifically including situations where weapons are involved”.</i></p>	<p>T.P.S. Concurs - Implemented in an alternative form</p> <p>Mobile Crisis Intervention Teams are collaborative partnerships between participating Toronto hospitals and the T.P.S. Each M.C.I.T. is comprised of one police officer and a mental health nurse.</p> <p>The Service is not aware of any model in other jurisdictions in which an M.C.I.T. comprised of a police officer and a nurse would be available as first responders to a crisis situation involving a weapon or any type of violence.</p> <p>Memorandums of Understandings (M.O.U.) have been signed between the Service and six partner hospitals. The M.O.U.s clearly set out that the safety of the nurses is the responsibility of the Service. Allowing an M.C.I.T. to become available as a “first responder in crisis situations, specifically including situations where weapons are involved” would contravene the Service’s existing M.O.U’s. At this time our current partner hospitals do not want their employees, the nurses, to be first responders. The Service has been advised that the Nurses’ Association of Ontario would additionally have concerns.</p> <p>M.C.I.T.s have traditionally been considered secondary responders. However, as the program has evolved since its inception in 2000, the M.C.I.T.s now operate as co-responders to a call that do not include weapons or any other identified safety concerns. This means, when appropriate, M.C.I.T. will respond simultaneously with P.R.U. It should be noted that even in these situations police officers will still make the initial contact and assess the situation with the M.C.I.T. following behind.</p>

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	<p>Additionally, M.C.I.T.s are able to attend situations involving weapons once the situation is deemed safe by responding officers. M.C.I.T.s stage at a nearby location and will respond to the call once the P.R.U. advises the scene is safe.</p>
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Toronto Police Services Board Report

June 1, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Outstanding Board Reports

Recommendation(s):

It is recommended that the Toronto Police Services Board (the Board) approve of the recommended action taken as described in Appendix A "Outstanding Reports".

Financial Implications:

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

Background / Purpose:

On Tuesday May 1st, 2018, the Chief's staff met with Board staff to review the current list of outstanding reports in an effort to identify which reports have either been superseded by another report, the matter has been determined to be concluded, or to provide a meeting date when the report will be brought forward for consideration. Appendix A provides a list of all outstanding reports with a recommendation identified in the 'action taken' column.

Discussion:

There have been a number of recent staffing changes in both the Chief's office as well as the Board office. In an effort to review outstanding reports and to identify efficiencies, the Chief's staff met with Board staff to discuss what action would be considered reasonable to clean up the track list created and owned by the Board office. Once this review was complete, staff discussed changes that could be made to the administrative process in receiving reports to streamline the process and ensure reports are submitted in a timely and reasonable manner. Some of these changes include, but are not limited to, electronic filing, authors and subject matter experts being present at

Board meetings, as well as the notification and follow up process at the conclusion of Board meetings.

Conclusion:

It is recommended that the Board approve of the disposition of each report as detailed in the “action taken” column in Appendix A.

Respectfully submitted,

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

Public Reports

Requested by the Toronto Police Services Board

Updated: includes February 22/18 meeting

Board Reference No's.	Issue - Pending Reports	Report Status	Response Required	Suggested Action
P394/07	SLIG – Community Policing Sub-Cttee <ul style="list-style-type: none"> <u>Issue:</u> respond to recommendations and propose process for implementation 	Report Due March 2008 Status outstanding	Chief	Strike – recommendations directed at MAG and MCSCS
P330/07	Fees for Training Services & By-Law <ul style="list-style-type: none"> <u>Issue:</u> outline the various fees that the Service intends to charge for training services, By-Law required. 	Report Due Jan. 2008 Status:.....outstanding	Chief	Response to be presented at Sept 2018 Board meeting
P21/08	Response to The Street Health Report 2007 <ul style="list-style-type: none"> <u>Issue:</u> develop a policy in response to recommendation no. 1 – homeless people 	Report Due May 2008 Status outstanding	Chair, in consultation with the Chief	Concluded – current governance address issue; specific policy not required
P106/08 P197/08	Public Transit and Public Housing <ul style="list-style-type: none"> <u>Issue:</u> report on the adequate and effective policing of public transit and public housing in Toronto within the meaning and scope of the PSA 	Report Due: (see below) Status: public transit received public housing January 2009 outstanding	Chief	Concluded– Reported on in annual report
P284/08 P31/09	Ombudsman Report - SIU <ul style="list-style-type: none"> <u>Issue:</u> comment on the recommend's re: serious injury & any other issues in terms of advocacy and policy making provide further report addressing issues raised in Min. No. P284/08 	Report Due: May 2009 Status:.....outstanding	Chief	Superseded – Legislative change
P279/08	Notification Procedures – Communicating	Report Due: future meeting	Chief	Concluded – current

Board Reference No's.	Issue - Pending Reports	Report Status	Response Required	Suggested Action
<u>P09/11</u>	<p>with Councillors</p> <ul style="list-style-type: none"> • <u>Issue:</u> provide a presentation on the provision of information & communication re: incidents in the community • <u>Issue:</u> to determine whether there can be a resolution to ensure timely notification to councillors • <u>Issue:</u> review forms used by Toronto Fire Services and indicate whether or not a similar program can be established between the TPS and the City 	<p>Status:</p> <p>Report Due: Jan. 2009 Status:.....outstanding</p> <p>Report Due: Feb. 03/11 Status:.....outstanding</p>	<p>Chair, in consultation with the Chief</p> <p>Chief</p>	<p>practices address issue</p>
<u>P333/08</u>	<p>Policy – Destruction of Photos, Fingerprints & Criminal History</p> <ul style="list-style-type: none"> • <u>Issue:</u> consider the comments and recommendations raised by Mr. Norton & the deputants & report back to Board 	<p>Report Due: March 2009 Status:.....outstanding</p>	<p>Chair, in consultation with the Chief</p>	<p>Concluded – current governance/policy address issue</p>
<u>P322/09</u>	<p>M.A.D.D. Donations</p> <ul style="list-style-type: none"> • <u>Issue:</u> Chief to review and report on the appropriateness of community donations to offset salary costs, etc • <u>Issue:</u> Chair to determine and report on whether or not a M.A.D.D. donation is consistent with Board's policy if changes req'd to the policy 	<p>Report Due: Feb. 2010 Status:.....outstanding</p> <p>Report Due: Feb. 2010 Status:.....outstanding</p> <p>Report Due: May 2011 Status:.....outstanding</p>	<p>Chief</p> <p>Chair, Police Services Board</p> <p>Chair and Chief</p>	<p>Concluded - Service governance clearly defines Donations and is in line with Board policy</p>

Board Reference No's.	Issue - Pending Reports	Report Status	Response Required	Suggested Action
P29/11	<ul style="list-style-type: none"> <u>Issue:</u> review Board's policy and TPS Procedure on donations and solicitations. 			
<u>P03/12</u>	<p>City's TPS Service Efficiency Review</p> <ul style="list-style-type: none"> <u>Issue:</u> review recommendations which may impact collective agreement and report back to the Board <u>Issue:</u> review recommendations pertaining to non-contractual issues in conjunction with the assessment being conducted by the TPS (Min. No.P257/11) 	<p>Report Due: April 2012 Status:.....outstanding</p> <p>Report Due: April 2012 Status:.....outstanding</p>	<p>Chair, Police Services Board</p> <p>Chief</p>	<p>Superseded by TTF</p>
C02/13	<p>Paid Duties – Review by Chair and Chief</p> <ul style="list-style-type: none"> <u>Issue:</u> review how paid duty rates are set, administration of paid duties – include review of criteria which must be met before an officer is eligible to engage in a paid duty, including minimum length of service 	<p>Report Due: March 2013 Status: outstanding</p>	<p>Chair and Chief</p>	<p>Superseded by TTF</p>
C203/13	<p>Paid Duties – Protocol</p> <ul style="list-style-type: none"> <u>Issue:</u> report on the protocol, responsibilities and expectations of police officers performing paid duties at construction sites and at locations where road repairs are being conducted 	<p>Report Due: Nov. 2013 Status:.....outstanding</p>	<p>Chief</p>	<p>Superseded by TTF</p>
P135/14	<ul style="list-style-type: none"> <u>Issue:</u> the criteria which are used to decide whether to provide paid duty 	<p>Report Due: Sept. 2014 Status:.....outstanding</p>	<p>TPSB Sub-committee</p>	<p>Superseded by TTF</p>

Board Reference No's.	Issue - Pending Reports	Report Status	Response Required	Suggested Action
	assignments, including the formula by which the number of officers to be assigned to a request for paid duty is determined			
P205/11 P21/12	Special Constable Agreements <ul style="list-style-type: none"> • <u>Issue:</u> review of special constable agreements • status report received P21/12 • status report received P243/12 • status report received P178/14 	Report Due: upon conclusion of the review Status:.....outstanding	Chief	
P216/10	Performance Standards <ul style="list-style-type: none"> • <u>Issue:</u> Chair and Chief to propose a process for a discussion with the Board and the Command on issues related to performance standards and submit it to the Board for approval. 	Report Due: Nov. 2010 Status:.....outstanding	Chair and Chief	To be determined
P61/13	Educational & Professional Development – Cost of Investment <ul style="list-style-type: none"> • <u>Issue:</u> whether the Board can request that a member remain with the TPS for a specific period of time following educational or professional development or agree to reimburse the Board for the cost – if the cost is significant 	Report Due: June 2013 Status:.....outstanding	Chair, Police Services Board, in consultation with the Chief	
C45/13	Review Use of Legal Force <ul style="list-style-type: none"> • <u>Issue:</u> Board's Mental Health Subcommittee to review use of legal force involving mental health incidents & provide results to the Board 	Report Due: May 2013 Status:.....outstanding	Chair, Police Services Board	Superseded by Loku inquest and previous inquests

Board Reference No's.	Issue - Pending Reports	Report Status	Response Required	Suggested Action
	recommendations with regard to Open Data and provide response to the Board			
P32/16	Action on Intimate Partner Violence Against Women <ul style="list-style-type: none"> Issue: respond to City Council Motions regarding TPS policies 	Report to: May 2016 Status:.....outstanding	Chief	Response to be presented at Sept 2018 Board meeting
P300/15	KPMG – <i>Opportunities for the Future for the Board's Consideration</i> <ul style="list-style-type: none"> Issue: the Task Force is to study reports from the past five years dealing with organizational change & potential efficiency measures to determine how best to modernize the structure and service delivery of the TPS June report should also include a review of traffic safety in school zones (Min. No. P312/15 refers) 	Interim Rpt recd June 2016 Additional Report: Dec. 2016 Status:.....outstanding	KPMG Chair & Chief Task Force	Superseded by TTF
P101/16	Correspondence Retention Policy <ul style="list-style-type: none"> Issue: review whether the retention policy for correspondence that relates to domestic violence should be extended beyond the current one-year period 	Report to: Aug. 2016 Status:.....outstanding	Chief	Response to be presented at Sept 2018 Board meeting
P140/16	Andrew Loku - Section 11 Reports Issue: in conjunction with body-worn camera report, procedures that govern handling of video evidence & extent that TPS procedures address SIU concerns	Report to: Sept. 2016 Status:.....outstanding BWC Rpt rec'd Oct 2016		Concluded - Response provided in Loku report
P282/16	Council Motion – Road Safety Plan <ul style="list-style-type: none"> Issue: respond to City Council recommendations regarding the 2017-2021 road safety plan 	Report to: Mar. 2017 Status:.....outstanding	Chief	Response to be presented at Sept 2018 Board meeting

Board Reference No's.	Issue - Pending Reports	Report Status	Response Required	Suggested Action
P270/16	External Mental Health Strategy <ul style="list-style-type: none"> <u>Issue</u>: to develop a strategy for addressing interactions with people mental health problems 	Report to: to be determined Status:	Chief, in consultation with the Board	Response to be presented at Oct 2018 Board meeting
P15/17	Council Motion – Info Sharing – TPS/TCHC <ul style="list-style-type: none"> <u>Issue</u>: provide the status of the MOU between the two agencies 	Report to: April 2017 Status:.....outstanding	Chief	Update to be presented at August 2018 Board meeting
P112/17	Special Constables <ul style="list-style-type: none"> <u>Issue</u>: to review the Special Constables agreements in conjunction with Ombudsman's report on the results of the investigation into the TTC's oversight of its Transit Enforcement Unit 	Report Due: Aug. 2017 Status:outstanding	Chair, in consultation with the Chief	
P84/17	City Council Decision – 2017 Capital & Operating Budget <ul style="list-style-type: none"> <u>Issue</u>: to respond to City Council's recommendations: 101 (city-wide boundary and facilities realignment), 272 (variance report), 273(Traffic Services officers on a ward-by-ward basis) and 274 (school resource officers) 	Report Due: July 2017 Status:outstanding	Chief	Strike- responded to via TTF quarterly report
P132/17	Parking Enforcement – Integration with 311 <ul style="list-style-type: none"> <u>Issue</u>: to respond to City Council Motion 	Report Due: Sept. 2017 Status:outstanding	Chief	Strike- responded to via TTF quarterly report
P137/17	Access to City Services – Undocumented Torontonians <ul style="list-style-type: none"> <u>Issue</u>: to respond to Motion on steps 	Report Due: Aug. 2017 Status: update report provided; waiting for info from CBSA	Chief	To be determine, update to be provided August 2018

Board Reference No's.	Issue - Pending Reports	Report Status	Response Required	Suggested Action
P182/17	<p>taken by TPS to investigate annual data immigration status checks, provide justification for such checks, include proposed timeline arising from full investigation.</p> <ul style="list-style-type: none"> Update report provided - awaiting response from CBSA 			
P149/17	<p>Police Use of Neighbourhood Assoc. in Specific Missing Person Investigations</p> <ul style="list-style-type: none"> <u>Issue</u>: respond current communication practices btw TPS, CPLCs & ratepayer Assoc. & how to improve info and communications btw these groups 	<p>Report Due: Oct. 2017</p> <p>Status:outstanding</p>	Chief	
P261/17	<p><u>Issue</u> - Chief to establish a steering committee to oversee a pilot project in 14 and 51 Divisions where there would be more intensive community involvement, education, and training (keeping in mind resourcing) concerning interactions with people who have racial and/or mental health and/or addiction differences; and Report to the Board recommending approval of the terms of reference of the pilot project and its resourcing</p> <p>Issue - Approve the establishment of a new committee to consider possible or identified disparities in services and</p>	<p>Report Due: Mar. 2018</p> <p>Status:</p> <p>Report Due: update rec'd P17/18</p> <p>Status: Ongoing</p>	<p>Chief</p> <p>Chair/Committee</p>	

Board Reference No's.	Issue - Pending Reports	Report Status	Response Required	Suggested Action
	outcomes for racialized persons ...membership and terms of reference to be determined, and reported in a future public Board report			
P203/17	Marijuana Arrests <u>Issue:</u> arrest statistics correlation with race	Report Due: Jan. 2018 Status:outstanding	Chief	Concluded- responded to via letter
P205/17	City Council TransformTO <u>Issue:</u> report to the Board with respect to the extent to which the goals, recommendations and strategies outlined in the TransformTO report are reflected in TPS programs, activities and strategies	Report Due: prior to Dec. 31, 2018 Status:	Chief	Response to be provided for Sept 2018 meeting
P226/17	Monthly Stats <ul style="list-style-type: none"> <u>Issue:</u> past recommendations referencing the collection of race-based statistics and a description of the Chief's strategy for implementing those recommendations Board staff develop a schedule of annual and semi-annual reports received by the Board and that the schedule be posted on the Board's website 	Report Due: ... Dec. 2017 Status:outstanding	Chief	
P241/17	City Council Member Motion – Denouncing Acts of Hate and Intolerance in Toronto <u>Issue:</u> request that the Chief report to the Board assessing the extent to which Service governance is consistent with City Council's commitment to human rights.	Report Due: Feb. 2018 Status.....outstanding	Chief	Response to be provided for Oct 2018 meeting
P259/17	City Council Motion - Cannabis Delivery	Report Due: Mar. 2018	Chief	Response to be provided

Board Reference No's.	Issue - Pending Reports	Report Status	Response Required	Suggested Action
	<p>Service Vendors <u>Issue:</u> Chief report to the Board”... on the actions taken to address illegal cannabis delivery services...” and that the Board forward the Chief’s report to the City Manager</p>	Status.....outstanding		for Sep2018 meeting
P263/17	<p>School Resource Program <u>Issue -</u> Chief in consultation with Board, consult with TDSB and TDCSB re appropriate role, if any for the TPS ... and report recommendations to March 22, 2018</p>	Report Due: Mar. 2018 Status,,,,,,,,,,,,outstanding	Chief	Concluded with the cancellation of SRO program
P04/18	<p>TTF Impacts on City Divisions <u>Issue –</u> resources to enforce HTA - TTF 1st quarterly 2018 rpt – include comments regarding transfer of lifeguards & crossing guards</p>	Report Due: TTF 1 st quarter in 2018 Status:	Chief	
P13/18	<p>Workplace Sexual Harassment <u>Issue –</u> report ongoing efforts to communicate sexual harass policy; and review/update procedures/practices....align with zero tolerance</p>	Report Due: March 2018 Status	Chief	Draft report being presented at June 2018 confidential
P18/18	<p>Issuance of Naloxone kits <u>Issue -</u> verbal update at the March 2018 & full report to April 2018 - ongoing implementation of officers being equipped with naloxone, incl. harm reduction model, SIU mandate, etc.</p>	Report Due: verbal update - March 2018 Full rpt, April 2018 Status	Chief	Full report being provided in Sept

Board Reference No's.	Issue - Pending Reports	Report Status	Response Required	Suggested Action
P19/18	<p>CEWs Issue – review and reporting required i.e. external review of international best practices. - additional info for quarterly reports - Refer to minute for details</p>	<p>Report Due: various Status</p>	<p>Chief</p>	
P33/18	<p>Missing Persons Investigations Issue – provide findings of the internal review into TPS missing persons investigations</p> <p>Issue - Board establish a process to receive community feedback on the internal review and on the broader matter of missing persons investigations, etc.</p>	<p>Report Due: TBD Status</p>	<p>Chief</p> <p>Chair</p>	<p>TBD</p>



Central Joint Health and Safety Committee

PUBLIC MINUTES

**40 College Street, 7th Floor Board Room
Thursday April 12, 2018
1:00 PM**

Meeting No. 62

Members Present

Chair Andy Pringle, TPSB & Co-Chair, CJHSC
Mr. Jon Reid, Director, TPA & Co-Chair, CJHSC
Deputy Chief Barbara McLean, TPS, Command Representative

Also Present

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

Chair for this Meeting: Andy Pringle, TPSB, Committee Co-Chair

Opening of the Meeting:

1. The Committee approved the public and confidential Minutes from the meeting that was held on November 30, 2017.

The Committee considered the following matters:

2. ANNUAL REVIEW OF TERMS OF REFERENCE

The Committee conducted its annual review of the Terms of Reference and agreed that no recommendations for amendments were necessary at this time.

A copy of the current *Terms of Reference* is on file with the Recording Secretary.

Status	<u>Resolved</u>
Action	The Committee agreed that this matter requires no further action at this time.

3. REVIEW OF OCCUPATIONAL HEALTH AND SAFETY POLICY

The Committee conducted its annual review of the TPSB's Occupational Health and Safety policy and agreed that no recommendations for amendments were necessary at this time.

A copy of the current policy is on file with the Recording Secretary.

Status	<u>Resolved</u>
Action	The Committee agreed that this matter has been resolved and requires no further action at this time.

4. NEW FORD TAURUS INTERCEPTOR SCOUT CARS

Concerns brought forward that many of TPS' taller members (defined as 6'2" or greater) are having difficulty entering and exiting the Ford Taurus Scout cars. A survey was conducted, and 323 of the 2,220 front line members (approx. 15%) identified as this height or taller.

Deputy Chief McLean provided an update.

Action taken since the last meeting:

Deputy Chief McLean advised that the Wellness Unit had conducted preliminary ergonomic assessments of the Ford Taurus and the Crown Victoria to evaluate the objective differences between the two vehicles. Deputy Chief McLean also advised that there have been discussions at the Ontario Police Health & Safety ("Section 21") Committee with Dr. Jack Callaghan of the University of Waterloo's Department of Kinesiology regarding the feasibility of a broader study to review this issue as it impacts police services throughout Ontario. Deputy Chief McLean will meet with Fleet Management to discuss interim solutions which would include evaluating the suitability of other vehicles. Deputy McLean will reach out to other jurisdictions regarding their experience with these vehicles.

Status	<u>On-Going</u>
Action	Deputy Chief McLean will meet with the CAO and Deputy Coxon to explore additional options and will report back to the Committee.

5. BARN SWALLOWS AT THE MARINE UNIT

Deputy Chief McLean advised the Committee that netting is in place and installation should be completed in May 2018.

Action taken since the last meeting:

Netting is being installed.

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

6. 31 DIVISION – IMPROVING ACCESS AT THE FRONT ENTRANCE

Deputy Chief McLean advised the committee that improved lighting has been installed at 31 Division. She said that the staff have expressed satisfaction with the improvements.

Action taken since the last meeting:

Lighting installed at 31 Division.

Status	31 Division – Improving Access at the Front Entrance <u>Resolved</u>
Action	The Committee agreed that this matter has been resolved and that no further action is required.

New Matter:

7. ISSUANCE OF NALOXONE KITS TO SPECIFIED UNIFORMED MEMBERS

Mr. Rob Duncan provided the Committee with an overview regarding equipping uniform Service members with Naloxone kits. Mr. Duncan advised the Committee that TPS is proceeding with deployment of Naloxone kits. He said the TPS is developing

governance which will include drafting Procedures and developing a reporting and tracking process.

Status	
Action	Additional update as required.

****CONFIDENTIAL MATTERS****

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

Next Meeting:

Date: To be determined

Time:

Location:

Members of the Central Joint Health and Safety Committee:

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



Toronto Police Services Board Report

May 23, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Public Reporting of Special Investigations Unit
Investigations**

Recommendation:

It is recommended that 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.) is notified of an incident involving serious Injury or death, section 11(1) of Ontario Regulation 267/10 directs that a Chief of Police shall conduct an administrative investigation.

This report informs the Board of the process surrounding the public reporting of those administrative investigations.

Discussion:

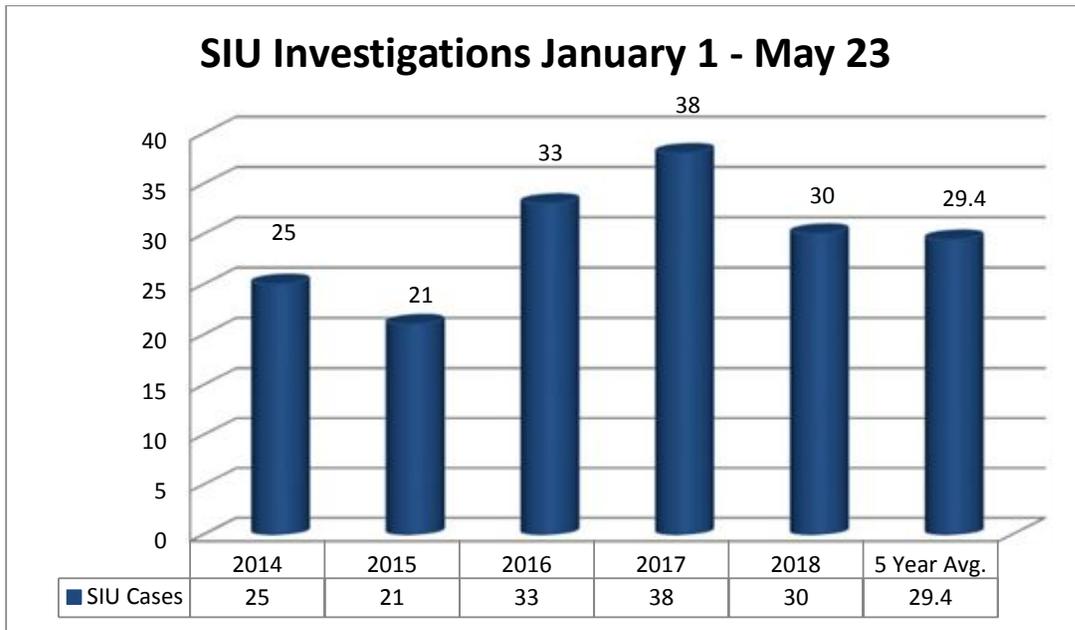
At its confidential meeting on May 19, 2016 (Min. No. C99/16 refers) the Board directed that the Chief submit public reports arising out of these administrative investigations as of the June 17, 2016, Board meeting.

Professional Standards Support is responsible for preparing these confidential and public reports. The unit reviewed their Board report process and has introduced administrative efficiencies.

These efficiencies, combined with staff focused on completing the reports, have resulted in a large number of public reports being presented at the June Board meeting. The large number of reports is not an indication of an increase in investigations but an effort to ‘catch up’ on outstanding reports.

Going forward, Professional Standards Support will be presenting the confidential report first followed by the public report at the following month’s meeting. Presenting the public report the following month will allow for any concerns raised in the confidential meeting to be addressed in the public report, if appropriate.

As of May 23, 2018, there have been 30 new S.I.U. cases. A five-year year-to-date comparison, as well as a five-year year-to-date average, is captured in the chart below:



As the chart indicates, there have been 30 cases year-to-date in 2018 which is consistent with the five-year average. The 30 cases also represent a reduction over the two previous years.

Conclusion:

This report details the process going forward for the public reporting of S.I.U. matters involving the Toronto Police Service. The report also provides the number of S.I.U. cases year-to-date and provides a five-year comparison

Respectfully submitted,

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

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Toronto Police Services Board Report

May 23, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Sexual Harassment Provisions of the Occupational Health & Safety Policy

Recommendation(s):

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

Financial Implications:

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

Background / Purpose:

At its meeting on January 18, 2018, the Board approved a Motion (Min. No. P13/18 refers) requesting that the Chief of Police report to the Board regarding:

1. Ongoing efforts to ensure that the portion of the Occupational Health & Safety Policy which pertains to workplace sexual harassment is communicated to and adhered to by all members both uniform and civilian; and
2. The Chief review and update as necessary Service procedures and practices to ensure they align with the current community expectation of zero tolerance of workplace sexual harassment.

Discussion:

In 2016, the provincial government passed Bill 132, which introduced amendments to the *Occupational Health & Safety Act*, creating new obligations and expectations for employers with respect to workplace harassment, including sexual harassment.

At that time, the Board's Occupational Health & Safety policy was updated to specifically include sexual harassment in the definition of workplace harassment. This change came into effect on July 21, 2016, and is contained in Board Minute P204/16.

The Governance Section of Professional Standards Support reviews all Service governance every three years in order to ensure that procedures are current; governance reviews are also conducted as required in response to changes to legislation or case law. Changes to Service governance are communicated to all members through a Routine Order.

Workplace harassment, including sexual harassment, is addressed through Procedure 08-12 "Workplace Harassment" and Procedure 13-14 "Human Rights". Section 1.9 of the Standards of Conduct also provides direction to Service members with respect to "Fairness, Discrimination, and Harassment".

In order to ensure compliance with the new legislation created through Bill 132, Service Procedure 08-12 "Workplace Harassment" was carefully reviewed and amended to reflect the updated requirements. The changes were communicated to members on August 29, 2016 in Routine Order 2016.08.29-0955. The Routine Order describes changes to definitions to specifically include sexual harassment under the workplace harassment umbrella, and added provisions explicitly prohibiting reprisal and addressing confidentiality as per the regulatory changes.

In February 2018, a second review of Procedure 08-12 was conducted in light of the Board's Motion to ensure its compliance with legislation.

This review also included an analysis of procedural content that was found to be in alignment with industry-standard best practices for workplace harassment policies, including:

- A Rationale section that provides a clear statement that the Service and the Board are committed to providing a workplace that is free of discrimination and harassment, including workplace sexual harassment, for all Service members.
- A scope that applies to harassment from internal and external sources, both during work and during off-hours.
- Language that is free from bias and stereotypes, and is inclusive for all Service members.
- Instructions to members that outline shared responsibilities to keep the workplace harassment free.
- Detailed responsibilities and instructions related to the reporting and investigation structure for incidents and complaints of workplace harassment.
- Instructions outlining a member's responsibilities related to confidentiality.

- Clear expectations about freedom from reprisal for members who report harassment.
- Direction to also comply with Procedure 13-14, Human Rights, when harassment includes a prohibited ground under the Ontario *Human Rights Code*.

Upon the completion of this second review, no further amendments to Procedure 08-12 were deemed necessary.

As part of the Service's ongoing commitment to providing education about expectations regarding zero tolerance of workplace harassment, including sexual harassment, a presentation was made to Senior Officers in December 2017 by a representative from Rubin Thomlinson LLP. The comprehensive seminar detailed employer obligations and the importance of eliminating these behaviours from the workplace.

Workplace harassment and sexual harassment are also covered on an ongoing basis through the Frontline Supervisor Training Course and the Supervisor In-Service Leadership Course delivered through the Toronto Police College in order to provide supervisors with the knowledge and training required to address issues in the workplace. In addition, the topic of workplace harassment is included in the Occupational Health & Safety presentations delivered to recruits at the Toronto Police College both before and after their training at the Ontario Police College.

Conclusion:

This report provides an update to the Board on matters relating to workplace sexual harassment policies and procedures for the Toronto Police Service. The procedure has been reviewed and found to be in compliance with current legislation and aligned with industry-standard best practices. The Service continues to be committed through governance and education to provide all members with an expectation for zero tolerance of workplace harassment, including sexual harassment.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

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

MS/rd

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Toronto Police Services Board Report

May 25, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Annual Report: 2017 Training Program

Recommendation(s):

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:

At the meetings of August 24, 1995 and January 20, 1999, the Board requested that the Chief of Police provide annual reports that assess the effectiveness of training programs (Min. Nos. P333/95 and P66/99 refer). This report describes the training delivered by the Toronto Police College (T.P.C.) during the year 2017.

Discussion:

The Toronto Police Service (T.P.S.) continues to meet the training needs of its police officers and civilian members by providing quality learning both internally and externally. Members of the T.P.S. receive training through a number of different means: training offered by the T.P.C. through traditional in-class course, unit-specific training, courses offered online in an e-learning format, and course tuition reimbursement for training offered by external learning institutions.

In past years, T.P.S. members have been reimbursed a percentage of their tuition for participating in post-secondary training offered through external training institutions. This program was suspended in 2016 due to budget restrictions. Members who had

prior approvals will continue to be reimbursed; however, no new applicants have been approved since the third quarter of 2016.

In the latter part of 2017, the T.P.S. and the Chang School at Ryerson University (Chang School) worked collaboratively to provide members with new and relevant learning opportunities for professional development and personal growth. This work stemmed from an initiative of the Transformational Task Force, and a subsequent Request for Proposals for an academic partnership to help modernize the Service's training programs.

Part of this initiative involved courses at the Chang School that align with the T.P.S.'s Vision Statement, which encourages members to be world leaders in policing through continuous learning, excellence, innovation, quality leadership and management. Courses on Bias Avoidance, Gender Violence, Black Community, L.G.B.T.Q. Community, Mental Health and Indigenous Communities, which are designed to establish the historical and theoretical underpinnings of community engagement, were chosen for members to take in 2018, as well as courses in change management, human resources, and project management. These courses will help members continue to be sensitive to the needs of our large urban city, while supporting the modernization of the Service. Both T.P.S. and the Chang School will continue developing this partnership in 2018.

Attached is a detailed report on the effectiveness of police training which provides an overview of T.P.C. operations and services and describes the results of an effectiveness study conducted on three courses delivered or sponsored by members of the T.P.C. This study focused on the transfer of knowledge acquired during the training to field units and its impact on T.P.S. and the community. The courses studied were:

1. Supervisory In-Service Leadership Course;
2. Provincial Statutes Course; and
3. Professional Development Course.

The Effectiveness of Police Training report is appended to this report as Appendix A.

Conclusion:

This report will provide the Board with an overview of the training provided by the T.P.C. during 2017.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

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

MS:sc

Filename: Annual Report – 2017 Training Program

APPENDIX A



**The Effectiveness of Policing Training
Toronto Police College
April 2018**

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Executive Summary:

The T.P.S. continues to meet the training needs of its members by providing quality learning opportunities from within the T.P.S., through partner organizations such as the Ontario Police College (O.P.C.) and through other outreach initiatives. In order to address the evaluation of T.P.S. training effectively, members at the T.P.C. apply the four-level Kirkpatrick Hierarchy of Evaluation which includes the following criteria:

1. Reaction;
2. Learning;
3. Transfer; and
4. Results.

Every course has a specific evaluation strategy. All courses are evaluated for reaction and learning at the time of delivery. Transfer and impact evaluations are much more labour intensive and are part of a long-term in-depth analysis. This long-term in-depth analysis was conducted on selected programs. Specifically, three training courses or programs delivered in 2017 were reviewed based on the above criteria. These courses were as follows:

1. Supervisory In-Service Leadership Course (TM0120);
2. Provincial Statutes Course (TT0020); and
3. Professional Development Course (TH0032).

T.P.S. training is an operational activity that supports identified needs, policies and statutes. The positive results measured by the transfer and synthesis of learning, as reported by members, is evidence that the teaching strategies employed by the T.P.C. have had a positive impact on learners. This analysis revealed that the training members received throughout 2017 made a difference in their abilities to perform their duties. Members also reported that the training they received was relevant to their job function and that they have applied the techniques they learned in their current roles. Members also consistently reported an increase in their confidence levels as well as a positive change in their performance.

The T.P.C. is continuing its efforts to meet and exceed the recommendations contained within the 2006 Auditor General's report entitled, "The Review of Police Training - Opportunities for Improvement". To this effect, the attached report highlights areas where courses offered at the T.P.C. have continued to evolve in order to address T.P.S. and community needs, as well as to incorporate academic adult education best practices. Finally, course delivery strategies have continued to expand, and liaisons with federal, provincial, and private partners have continued to grow throughout 2017, all of which have enhanced the ability of the T.P.C. to deliver high-quality and relevant training to members of the T.P.S. in a timely and effective manner.

Introduction:

The T.P.S. continues to meet the training needs of its members by providing quality internal learning opportunities, through partner organizations such as the O.P.C. and through other outreach initiatives. Members of the T.P.S. receive training through a number of different means including: training offered by the T.P.C. through traditional in-class instruction, unit specific training offered to members of a particular unit, courses offered on-line in an e-learning format, outreach training offered by the T.P.C. through a network of field training supervisors, and course tuition reimbursement for training offered through external learning institutions. A summary of the courses offered/completed is attached (see Appendices A and B).

Effectiveness Study:

Measuring the effectiveness of training is a complex and challenging process. Many variables, both external and internal, affect the performance of any organization. While inferences may be drawn that performance improvement is due to training, it is often difficult to prove cause and effect. In order to effectively address this issue, the T.P.C. applies the four-level Kirkpatrick Hierarchy of Evaluation which includes the following:

- **Reaction:** Did participants find the program positive and worthwhile? This level of evaluation, which occurs during and after the course, has many sub-parts relating to course content including format, the approach taken by the facilitator, physical facilities and audio-visual aids.
- **Learning:** Did participants learn? This level of evaluation determines whether a change in knowledge, skills, or attitude has occurred during and at the end of the training. To determine if there has been a change in one's knowledge, skills, or attitude, various types of evaluation are conducted at the beginning of the course, during, and at the conclusion of the course.
- **Transfer of Learning:** Did the learning translate into changed behaviours in the workplace? This level of evaluation determines whether the knowledge, skills, or change in attitude that was acquired during the training has been applied in one's role upon return to the work environment. Methods used to conduct this level of evaluation include course surveys that are sent to the learners at approximately six months after the completion of the course; interviews of the learners by the course coordinators; and in-field observation of the learners by the course coordinators.
- **Results of Learning:** Did the program have the desired impact? Assuming that the training program was intended to solve an organizational problem, this level of evaluation determines whether an existing problem has been resolved. This level of evaluation can also be conducted at the completion of a course that has been instituted as a preventative measure. Such an evaluation can be conducted

between six months to over a year after the training has occurred.

The four categories of evaluation are carried out at different times during and after the program:

1. Reaction: occurs during and after the program;
2. Learning: occurs prior to, during, and at the end of a training program;
3. Transfer of Learning: occurs back in the work environment after at least six weeks;
4. Results of Learning: cannot be measured for at least six months and may not occur for a considerable time after the delivery of a program.

A key part of the analysis is determining the effectiveness of training. Every course has a specific evaluation strategy listed in the course training standard; all are evaluated on the reaction and learning categories. Transfer and results evaluations are much more labour intensive. They are part of a long-term, in-depth analysis conducted on selected programs.

Scope of 2017 Transfer Study:

During 2017, three T.P.S. training courses were selected for review based on a number of considerations which included the number of members mandated to take the training and the regulatory requirements. These courses were selected as they explore evidence-based methods for understanding and responding to a range of functions within the T.P.S.

The courses chosen were as follows:

1. Supervisory In-Service Leadership Course (TM0120);
2. Provincial Statutes Course (TT0020); and
3. Professional Development Course (TH0032).

Methodology:

To address the transfer of knowledge, anonymous surveys were used to collect data on whether learning translated into changed behaviours in the workplace. Internet-based surveys were created using Class Climate software. The surveys were sent to each member who attended the courses and were completed anonymously on-line. The survey results were saved to the Class Climate database for analysis.

Findings by Course:

Supervisory In-Service Leadership Course (S.I.L.C.):

The S.I.L.C. is an eight-day course designed specifically for first and second level sworn and civilian supervisors. The course provides an array of critical leadership and management skills that are necessary for middle managers to effectively deal with the increasing challenges and responsibilities in today's ever-changing environment, as well as to gain in-depth organizational awareness. During the course, learners work collaboratively in applying theory to practical challenges. The Fair and Impartial Policing Mid-Manager course looks at implicit and explicit bias from the mid-manager lens. It helps in providing further personal and supervisory criticality in the leadership decision-making process.

This course examines the following:

- Shaping organizational Culture;
- Leading Individuals;
- Caretaking members after Trauma;
- Worker legislation Bill 168, Bill 132, Complaint Process;
- Regulation 58/16 – The Collection of Identifying Information in Certain Circumstances (C.I.I.C.C.);
- Talent Management;
- Labour Relations;
- Human Rights;
- Diversity and Inclusion;
- Non-Medical Accommodation;
- Performance Management Review Process;
- Social Media;
- Conflict resolution; and
- Office of the Independent Police Review Director (O.I.P.R.D.) Complaints.

Transfer of Learning:

In order to assess transfer of learning for the S.I.L.C, a survey was conducted to members who had completed the training in 2017. The respondents clearly indicated that they applied the knowledge gained in their training and provided ways in which they used this knowledge. The below questions were selected to highlight those areas where members were able to identify and apply the knowledge learnt.

The following table provides a detailed breakdown of the additional metrics used during this assessment.

To which Pillar were you assigned when you took the course in 2017?

Note: Respondents were allowed to select more than one Pillar because of the possibility of them transferring during the year; therefore, the totals may exceed 100%

Pillar	Breakdown in Percentage
Operational Support Services	61%
Corporate Risk Management	6%
Area Field	16%
Central Field	19%

The following questions were posed to members. A Likert Scale of 'Not At All' to 'Very Much' was used. The following results are an average of the aggregation of the responses where 0% would be 'Not At All' and 100% would be 'Very Much'.

Question	Result in Percentage
Do you feel that the knowledge you acquired from attending the S.I.L.C. has improved your overall confidence in performing your duties as a supervisor?	84%
Do you feel that the knowledge you acquired from attending the S.I.L.C. has prepared you to better engage with those you manage and supervise?	86%

The results of the evaluation show the S.I.L.C. course has had a significant impact in the confidence of members performing their duties and how they supervise members of this T.P.S.

From which of the topics were you able to apply knowledge?

Leadership Theories and Concepts:

Concept	Breakdown in Percentage
Equity Theory	65%
Group Cohesion	71%
Myers and Briggs Type Indicator (M.B.T.I.)	29%
Motivation through Consequences	39%
Intergroup Conflict	61%
Generational Differences	61%
Organizational Change Management	45%

Provincial Statutes Course:

The Provincial Statutes Course is a four-day course that provides an opportunity for police officers to be well-versed not only in T.P.S. procedures and existing and new provincial legislation, but also be able to justify their behaviour and investigative methodology by applying a sound understanding of Supreme Court hearing decisions and engage the public respectfully as per the *Canadian Charter of Rights and Freedoms*. This course also invites learners to explain themselves based upon the above mentioned legal framework in a confident and effective manner for their investigations, note-taking, case management and court testimony.

This course examines the following:

- Police Authorities;
- *Child and Family Services Act*;
- Ethics, Diversity and Integrity;
- *Mental Health Act*;
- *Highway Traffic Act*;
- *Liquor Licence Act and Regulations*;
- *Coroner's Act*;
- *Residential Tenancies Act*;
- *Police Services Act and Bill 103*;
- *Trespass to Property Act*; and
- Toronto Transit Commission Investigations.

Transfer of Learning:

In order to assess transfer of learning for the Provincial Statutes Course, a survey was conducted to members who had completed the training in 2017. The below questions were selected to highlight those areas where members were able to identify and apply the knowledge learnt.

The following tables provide a detailed breakdown of the additional metrics used during this assessment.

To which unit were you assigned when you took the course in 2017?

Note: Respondents were allowed to select more than one unit because of the possibility of them transferring during the year; therefore, the totals may exceed 100%.

Unit	Breakdown in Percentage
Community Safety Response (C.S.R.)	20%
Divisional Primary Response Unit	40%
Public Safety Response Team/Priority Response Group (P.S.R.T./P.R.G.)	20%
Other	20%

The following questions were posed to officers. A Likert Scale of 'Strongly Disagree' to 'Strongly Agree' was used. The following results are an average of the aggregation of the responses where 0% would be 'Strongly Disagree' and 100% would be 'Strongly Agree'.

Question	Breakdown in Percentage
I am more confident in assessing a suitable response when responding to a person in crisis.	72%
I am more prepared to testify in court and refer to related statutes and/or case law.	76%

Members surveyed have stated that they are making more appropriate choices when responding to a person in crisis.

The following questions were posed to officers. A Likert Scale of 'Never to Very Frequently' was used. The following results are an average of the aggregation of the responses where 0% would be Never and 100% would be Very Frequently

Questions	Breakdown in Percentage
I have applied the information I learned on the course in my currently assigned duties and/or in the course of one of my investigations.	76%
I have informed, assisted or provided information I learned on the course to a colleague.	68%

The respondents for the survey indicate that they not only applied the knowledge they have gained in the field but have also passed on this knowledge to their colleagues.

Professional Development Course:

The Professional Development Course is a three-day course designed to develop the careers of civilian members regardless of the years of tenure with the T.P.S. Through this course, participants will discuss topics that are deemed as being relevant in today's modernized organizations. Participants are provided with information that will enhance their professional knowledge and hone their skills in preparation for promotions, as well as enrich their confidence through the development of interpersonal and intrapersonal skills.

This course examines the following:

- How to be introspective with regards to increasing employee performance;
- Characteristics of effective teams and the stages of team growth;
- The impact of exceptional communication skills and the appreciation of being able to interpret others' non-verbal communication;
- Principled leadership;

- How to create realistic and attainable goals (both short and long-term) by applying the specific, measurable, attainable, realistic, and time specific (S.M.A.R.T.) model to one's personal development plan;
- The value of networking;
- Efficient preparation for interviews (e.g., how to identify the significant requirements within a job call);
- How to write a résumé; and the importance of doing mock interviews; and
- Strategies on how to proficiently manage situations that occur in the workplace such as dealing with adversity through to initiating self-promoting conversations with prospective supervisors.

Transfer of Learning:

In order to assess transfer of learning for the Professional Development Course, a survey of the members who completed the training in 2017 was administered. Respondents clearly indicated that what they learned in the course will be beneficial for their professional development. The below questions were selected to highlight those areas where members were able to identify and apply the knowledge learnt.

The following tables provide a detailed breakdown of the additional metrics used during this assessment.

To which Area/Pillar were you assigned when you took the course in 2017?

Note: Respondents were allowed to select more than one Area/Pillar because of the possibility of them transferring during the year so the totals may exceed 100%

Area/Pillar	Breakdown in Percentage
Finance and Business Management	22%
Operational Support Services	33%
Area Field	11%
Central Field	11%
Detective Operations	22%

The following questions were posed to the learners who were comprised of civilian members. A Likert Scale of 'Strongly Disagree' to 'Strongly Agree' was used. The following results are an average of the aggregation of the responses where 0% would be 'Strongly Disagree' and 100% would be 'Strongly Agree'.

Question	Breakdown in Percentage
I have had an opportunity to apply the new skills acquired from the Professional Development Course into my daily work.	78%
I have noticed a change in my behaviour (knowledge, skills, or attitude) with regards to my	78%

approach to my daily work activities.	
I have had an opportunity to apply the new skills acquired from the Professional Development Course into my daily work	78%
I have noticed a change in my self-confidence.	80%
My interactions and overall communication with members of my team have changed after taking the component, "Teamwork".	83%
I have created short and long-term goals as part of my personal development plan as taught in the component, "Personal Development Plan".	71%
The course component entitled, "Leadership" has made me feel more empowered to succeed.	73%

As a result of the feedback, members have identified an enhanced confidence in self-reflection and awareness. Members have also identified an improved approach to their interactions with others.

Toronto Police College Section Highlights:

Administrative Support Section

The Administrative Support Section is responsible for recording, maintaining and archiving accurate training records for all T.P.S. members. Administrative staff provides customer service and clerical assistance to all T.P.C. personnel. This section also provides assistance and direction to T.P.S. personnel, outside agencies and to our colleagues at O.P.C. and C.P.C.

This section is also responsible for:

- The delivery of Occupational Health and Safety Training;
- The coordination and administration of the First Aid with Cardio Pulmonary Resuscitation (C.P.R.) and Automated External Defibrillator (A.E.D.) training programs;
- Preparation and monitoring of T.P.C.'s Operational and Centralized Accounts annual budget;
- Training records management for internal and external courses taken by T.P.S. members; and
- T.P.S. member requests for external training and reimbursements.

Occupational Health and Safety:

The following first aid courses are offered and delivered by St. John Ambulance:

- Standard First Aid C.P.R. Level 'C' with A.E.D.;
- Standard First Aid C.P.R. Level 'C' with A.E.D.(Renewal);
- Marine Basic First Aid with C.P.R. Level 'C';
- Emergency First Aid C.P.R. Level 'C' with A.E.D.;
- Standard First Aid C.P.R. Health Care Provider (H.C.P.); and
- St. John Ambulance Instructor Development Program (I.D.P.).

The Occupational Health and Safety courses offered include the following:

- Occupational Health and Safety for Supervisors; and
- Occupational Health and Safety for Civilians.

In addition, the Public Services Health and Safety Association (P.S.H.S.A.) deliver Joint Health and Safety Committee (J.H.S.C.) Certification courses. Upon successful completion of both parts, members will become a certified J.H.S.C. member under the *Occupational Health and Safety Act* by the Ontario Ministry of Labour.

- J.H.S.C. Certification Part 1; and
- J.H.S.C. Certification Part 2.

The Occupational Health and Safety Training Co-ordinator represents the T.P.S. as a member of the Ontario Police Health and Safety Association and also at the national level via the Law Enforcement Occupational Safety and Health (L.E.O.S.H.) association annual forum.

Armament Section:

The Armament Section is responsible for approving, setting and maintaining standards of firearms training, qualification and tactical training exercises for T.P.S. members, and the purchase and maintenance of T.P.S. firearms and ammunition. The Section further undertakes research in firearms, Conducted Energy Weapons (C.E.W.) and officer safety equipment for the T.P.S. In 2017, the section was involved with the purchase of a new uniform duty holster which will be distributed to all T.P.S. officers in 2018. The section works closely with the Emergency Task Force (E.T.F.) to ensure that they have the necessary weapons and equipment to fulfil their mandate.

The following courses are delivered on an ongoing basis by members of the Armament and Use of Force Instructors. (In January of 2018, the Use of Force Instructors Section was renamed as the Incident Response Training Team):

- Conducted Energy Weapons Instructor and User;
- Shotgun Re-qualification and User;
- Glock 22 Pistol Training and Recertification;

- C8 Carbine User Course;
- MP 5 Sub Machine Gun;
- Glock 27 User Course;
- Recruit Firearms Training;
- Structured Range Pistol Practice; and
- Specialized Covert Firearms Training.

Use of Force Analyst:

The Use of Force Analyst is responsible for the research, co-ordination and dissemination of data used in the development of Use of Force course training materials. The Analyst also fulfils the function of Training Analyst in relation to Use of Force Reports and C.E.W. Reports, as submitted by T.P.S. officers.

Police Vehicle Operations (P.V.O.):

The T.P.S. employs a variety of specialized vehicles that include automobiles (including marked and unmarked police cars), trucks (wagons, command posts, property etc.), bicycles and all-terrain vehicles (A.T.V.). P.V.O. instructors are assigned full-time to vehicle training duties. In addition to the full-time instructors, there are sworn and civilian field trainers placed throughout the T.P.S.

Police officers, by the demands of their profession, are asked to perform far more difficult driving tasks than the average motorist on the road. Unique aspects of police driving can be broken down into three functions: patrol, emergency response and suspect apprehension pursuit.

These driving functions can be difficult to replicate during training. P.V.O. delivers specialized decision-based driver training programs which are developed by subject matter experts. These programs use driving simulation to train officers in patrol, emergency response and suspect apprehension pursuit training. The program is highly engaging with interactive classroom activities, simulation exercises and practical in-car training. The T.P.S. is the only police service in Ontario that currently uses a driving simulator to enhance the delivery of driver training to frontline officers, making the T.P.S. a leader within Ontario in this type of training.

The training is delivered to frontline officers in two learning streams. The Safe Skills and Emergency Driving Course is one day in length and refreshes members in the safe operation of police vehicles and Suspect Apprehension Pursuit (S.A.P.). The Police Officer Driving Course is delivered to members requiring remedial action due to at-fault involvement in a collision or S.A.P.

P.V.O. has a post-training reinforcement program. Every member who attends a P.V.O. course receives an email message providing quick access to a number of driving resources including reference manuals, videos and easy to follow driving tips in an

engaging format that encourages positive behaviours.

P.V.O. also provides additional training on the following courses:

- Supervisory In-Service Leadership Course;
- Coach Officer's Course;
- New Communications Operators Training;
- Communications Operators Refresher Training; and
- Auxiliary Police Officer Recruit Training.

P.V.O. administers the issuing of Blue Cards (permits to drive police vehicles) to T.P.S. members. A screening process and background checks are conducted to establish suitability to operate T.P.S. vehicles.

2017 Training Highlights:

Suspect Apprehension Pursuit (S.A.P.):

T.P.S. wide training was conducted in 2017 for all police officers in S.A.P. This training is a mandatory requirement for any officer who may engage in a pursuit. P.V.O. provides training for frontline officers, supervisors and civilian communications personnel. The training is accredited by the Ministry of Community Safety and Correctional Services. The training ensures members are conversant with T.P.S. procedure, with a focus on identifying risks associated with pursuits and instruction on alternative strategies. S.A.P. training is incorporated in all emergency vehicles driving instruction. Refresher training is required every two years.

Divisional Training Sessions:

P.V.O. continued delivery of Safe Driving and Suspect Apprehension Pursuit training day sessions for frontline platoons throughout the T.P.S. These sessions use case studies and videos to examine factors such as motivation, attitudes, perceptions and values to develop members' decision-making capacity.

Bicycle Patrol Training:

An annual requalification for all bicycle patrol officers throughout the T.P.S. continued. 532 bicycle riders were qualified, while bicycle related injuries have been reduced by over 70% since 2012.

Mobile Paid Duty On-Line Learning:

Police officers selecting mobile escort paid duties are required to successfully complete T.P.S. approved training. This training was developed by P.V.O. and is delivered in an on-line training module. The training covers authority and statutes, best practices and safe driving strategies for mobile paid duties.

Community Policing Section:

The Community Policing Section is responsible for the delivery of training to all police recruits, as well as training for T.P.S. members in the areas of Ethics, Professionalism, Customer Service, Coach Officer, Lateral Entry Officers, Auxiliary Police Recruit Training and first and second level sworn and civilian supervisors. This Section also assists in the delivery of Human Rights lectures, investigative training lectures and Wellness lectures as part of the In-Service Training Program (I.S.T.P.).

The Community Policing Section is responsible for the delivery of Wellness Programs to T.P.S. members (uniform and civilian). The Wellness Sub-Section is responsible for providing programs and training to support the Global Wellness initiatives, which include organizational health, fitness, nutrition, fatigue management and work-life balance.

The Community Policing Section also delivers training to officers and civilians covering a wide range of topics:

- Community Mobilization and Crime Prevention;
- Crime Prevention through Environmental Design;
- Auxiliary Officer Course;
- Lateral Entry Course;
- Ethics and Professionalism in Policing; and
- Frontline Supervisors Course.

Supervisory In-Service Leadership Course (S.I.L.C.):

The S.I.L.C. is designed specifically for first and second level sworn and civilian supervisors. The course provides an array of critical leadership and management skills that are necessary for middle managers to effectively deal with the increasing challenges and responsibilities in today's ever-changing environment, as well as to gain in-depth organizational awareness. During the course, learners work collaboratively in applying theory to practical challenges. The Fair and Impartial Policing Mid-Manager course looks at implicit and explicit bias from the mid-manager lens. It helps in providing further personal and supervisory criticality in the leadership decision-making process.

Leadership Training: O.P.C./T.P.C. Blended Frontline Supervisor:

This course provides newly promoted T.P.S. Sergeants with the basic knowledge they require to help them perform their new supervisory role. The O.P.C./T.P.C. Blended Frontline Supervisor Course is a combination of O.P.C. curriculum and T.P.S.-specific content. The course materials reflect the core competencies for a frontline supervisor as developed by the Police Sector Council. Curriculum delivery uses current adult education and online technology to engage the officers.

The O.P.C. Frontline Supervisor course is endorsed by the Ontario Association of Chiefs of Police. It is a proposed provincial standard for supervisory leadership training. The addition of T.P.S. information ensures supervisory curriculum specific to the T.P.S. environment. Emphasis is placed on the role of supervisors in creating a work space that supports the performance, discipline and psychological health of all members.

The Road to Mental Readiness (R.2.M.R.):

The R.2.M.R. Program was developed by the Department of National Defence and adapted by the Mental Health Commission of Canada (M.H.C.C.). R.2.M.R. offers two custom training programs: an eight hour course for those members in a supervisory/management role and a four hour course for the remaining members. Each program is designed to help decrease the stigma regarding mental illness, increase awareness and create a common language that is recognizable throughout the organization surrounding mental health.

R.2.M.R. is designed to spark transformational culture change and better mental health for members of emergency service agencies. This has the potential to positively impact the resiliency of all T.P.S. members and enhance overall job performance. Members of the T.P.S., who are trained in R.2.M.R., will have a better understanding of mental health issues, and as a result, are better equipped to find positive resolutions both within the T.P.S. and when working within our communities.

This training has been delivered to all recruits during Basic Constable Training at the O.P.C. since 2015 and has been rolled out in a majority of Ontario Police Services. This program teaches T.P.S. members and leaders about the mental health continuum model, enabling all members to be able to use a common language to address issues of mental health. The program provides information about barriers to care, resources available through T.P.S., practical skills for helping fellow members, and resiliency strategies for promoting mental health.

The eight hour leadership training is for all senior management, supervisors and managers (civilian and sworn), while six hours of primary training is designed for all police constables, detective constables and civilian support staff (non-supervisory). The primary training will be combined with the suicide prevention program to provide a full day of training at the T.P.C. This training was rolled out starting early in 2017 and will

continue into 2018. Approximately 3104 members completed this training in 2017.

Investigative Training Section:

The Investigative Training Section provides criminal investigative, traffic and provincial statute training to officers serving in uniform and detective functions within the T.P.S. The following courses are delivered on an on-going basis by members of this Section:

- General Investigations;
- Sexual Assault Investigations;
- Child Abuse Investigations;
- Sexual Assault/Child Abuse Update;
- Domestic Violence Investigations;
- Plainclothes Investigator/C.I. Handler Course (new);
- Introduction to Drug Investigations;
- Firearms Investigations;
- Youth Crime Investigations;
- Asset Forfeiture;
- Search Warrant Drafting;
- Death Investigators;
- Major Case Management (M.C.M.);
- PowerCase (M.C.M. software);
- Traffic Generalist;
- Provincial Statutes;
- Operation Pipeline/Convoy;
- Technical Collision Investigations;
- At Scene Collision Investigations;
- Impaired Driving Investigations;
- Financial Crimes Investigations;
- Interview Techniques; and
- Persuasion-Based Interviewing.

Native Women's Resource Centre – Sexual Violence Response Seminar:

In addition to the delivery of the standard courses as described above, the Investigative Training Section, in partnership with various police, community and government agencies, regularly facilitates a variety of seminars and workshops. This Section co-hosted a seminar in partnership with the Sex Crimes Unit, Aboriginal Peace Keeping Unit and the Native Women's Resource Centre–Sexual Violence Response Team. This one day training seminar was directed at divisional officers, primarily Neighbourhood Officers, Community Response Officers and Investigative and Family Violence Unit, as well as Public Safety Response (P.S.R.T.) and Primary Response Group (P.R.G.) officers. The objective was to provide officers with an awareness of Aboriginal

community history as well as the tools available to help support victims of sexual violence. Other community service providers who participated in the panel presentations were the Centre for Addiction and Mental Health (C.A.M.H.), Aboriginal Services, Covenant House and East Metro Youth Services.

Newly Developed Courses and Initiatives:

Plainclothes Investigator/Source Handler Course:

Traditionally, plainclothes training has been delivered in compartmentalized areas of plainclothes functions of investigative, source handling or tactical response. Historically, these “stand alone” courses generally focused on specific areas of plainclothes investigations often in isolation of each other. Recognizing that investigative and tactical concerns are often inter-related and overlap with one another, members of the Investigative Training Section collaborated with the In-Service Training Section, T.P.C. Source Management Section (Intelligence) and various subject matter experts from the field to create a course where all the above mentioned plainclothes functions would be integrated into one course with practical scenarios that are relevant to officers working in a plainclothes capacity.

The purpose of this new course is to provide training that will effectively equip officers with best practices to adequately respond to the many complexities of modern plainclothes investigations, and thereby mitigate risks and liability issues. This newly developed course includes topics of systematic briefings and debriefing, search warrant notes, operational plans as well as tactical training in executing dynamic search warrant entries, defensive tactics training, plainclothes specific firearm training on the range, practical application of vehicle containment, forensic training to take photographs at search warrants and an awareness component on countering violent extremism presented by members from Canada Security Intelligence Services (C.S.I.S.). This course also serves as a pre-requisite for Level Two confidential informant handler designation. Further, to supplement this training, the Investigative Training Section has created a web-based reference site which contains tools and contacts that assist plainclothes investigators. To date, this website has also become a valuable resource, being utilized by many members in the field.

Redesign of Courses:

This past year the Investigative Training Section reviewed several courses and rewrote the course training standards and lesson plans in order to align with the new Human Resources Management System’s online format requirements. This also gave the instructors the opportunity to incorporate adult learning theories and practices to more effectively promote synthesis and retention of learned materials by our members. Varied styles of instruction were incorporated, essentially moving away from the traditional lecture-based model of instruction and opting for a more “disruptive

classroom” environment. The objective of these instructional techniques is to enhance evidence and scenario-based learning environment with the prospect of continuing this practice of critical analysis in the officers’ daily police duties, as well as to improve student involvement and active engagement through individual, paired and group prerequisite reading, research and presentations. This included the development of a structured workbook which in turn becomes reference material for the students once the course has been completed.

Other activities include students actively conducting peer review and critiques, as well as the addition of a ‘Socratic walk’ outside of the confines of the building in order to encourage practical preparation for a mock court (or actual upcoming trials). The Traffic Generalist, Provincial Statutes, Impaired Investigations and Operation Pipeline Courses have all been updated with this new format, and feedback has been largely positive from both students and guest speakers.

Training Initiatives:

Collaborative Training with External Agencies and Community Partners:

Members of the Investigative Training Section have continued to involve themselves on various committees for the T.P.S. including:

- Sexual Assault Advisory Committee;
- Domestic Violence Advisory Committee;
- Ontario Association of Chiefs of Police (O.A.C.P.) Traffic Sub-committee;
- Ontario Major Case Management Working Group;
- Police and Community Engagement Review (P.A.C.E.R) Internal Advisory Committee;
- Level Three Search Working Group;
- Investigative Interviewing Working Group; and
- Ontario Police College Community of Practice (C.o.P.) working group (updating Provincial Adequacy Standards on General Investigative training).

Members also continue to maintain and develop partnerships with various external agencies. These partnerships include:

- Ministry of Transportation;
- Canadian Society of Evidence Based Policing;
- Ministry of Community Safety and Correctional Services;
- Alcohol and Gaming Commission of Ontario (A.G.C.O.);
- Correctional Service of Canada;
- Ministry of Housing;
- Children’s Aid Society (Toronto, Catholic, Jewish and Native);
- Criminal Intelligence Services Ontario (C.I.S.O);

- Border Enforcement Security Task Force (B.E.S.T.);
- Osgoode Hall Law School;
- Law Society of Upper Canada;
- Sexual Assault Nurse Examiners (S.A.N.E.);
- Sexual Assault Care Centres;
- Centre of Forensic Sciences;
- Multilingual Community Interpreter Services (M.C.I.S.);
- BOOST Child and Youth Advocacy Centre; and
- Toronto School Boards (Public and Separate).

The Child Abuse Course continues to be delivered in partnership with the Children's Aid Societies, where the students consist of both T.P.S. members and social workers from these agencies.

Investigative Mentorship Network:

As in previous years, members of the Investigative Training Section developed and delivered lectures on a variety of courses run by other sections within the T.P.C., including Leadership, Recruit, Coach Officer, I.S.T.P. as well as divisions and specialized units upon request. Some of the topics covered were domestic violence, sexual assault investigations, investigative detention, articulation, note taking and impaired driving. Instructors also continue to provide assistance, guidance and support to individual members and units upon request.

As such, in response to an identified need to assist officers in the development of skills in the area of court preparation and testimony, members of the Investigative Training Section have established the Investigative Mentorship Network in an effort to improve note taking and testimony. The objective and actions of this strategy are as follows:

- Conduct effective mock trials;
- Prepare officers for specific court cases;
- Mentor colleagues;
- Provide feedback to T.P.C. on effectiveness of current training strategies; and
- Encourage cultural shift wherein officers increasingly discuss and engage in these topics among themselves.

In-Service Training Section:

Police Use of Force training in the province of Ontario is mandated and informed by the Ministry of Community Safety and Correctional Services: Policing Standards Manual. These guidelines cover areas that are specific to the I.S.T.P. which is designed to exceed the basic requirements of an annual qualification. The *Police Services Act*, more specifically the Police Standards Manual sets out the framework for police training. The I.S.T.P. is responsible for delivering this training to both frontline and non-

frontline T.P.S. personnel.

During 2017, I.S.T.P. officers were taught that the vision of the T.P.S. is de-escalation and effective communication which is intended to reduce the intensity of a crisis with the goal of achieving compliance and a peaceful resolution. Officers are encouraged to think about “managing imminence”. If force is necessary to achieve compliance, ensuring that the appropriate level of force is used to minimize harm to both the public and the police, with our aspirational goal of achieving zero death. They were also taught that they must differentiate between potential threats and imminent threats and react appropriately while thinking about the possibility of officer-induced jeopardy, a term that is reinforced to officers, as recommended in the Iacobucci Report, that if it is not necessary for officers to rush into a situation, they should not do so. Continuing with this global theme, officers were taught the “Think, Act, Explain” concept when articulating their actions. Instructors further stressed that during their duties officers must assess imminence, what is the subject’s opportunity, ability, means and intent to cause harm? If a threat is imminent, the officer must act legally and appropriately. If any of these are missing then a threat is not imminent and force should not be applied.

In the spring of 2017, the In-Service Training Section commenced training and issuing Primary Response Unit (P.R.U.) officers with the Soft Leg Restraint (S.L.R.). By the end of 2017, approximately 300 P.R.U. officers had received the S.L.R. training. In 2018, the S.L.R. training was incorporated into the annual I.S.T.P.

As part of the T.P.S. modernization process, the T.P.C. In-Service Training Section changed its name in an effort to be contemporary and cognizant that words matter. One of the considerations was to rebrand our use of force instructors with language that is more indicative of what our intention is, which is to de-escalate situations and resolve incidents. The Section delivering the In Service Training Program (I.S.T.P.) recently changed its name to “Incident Response Training Team” (I.R.T.T.).

Learning Development and Standards Section:

The Learning Development and Standards Section (L.D.S.) provide training to both uniform and civilian members of the T.P.S. The section is responsible for eLearning, trainer accreditation, adult education, conferences, records coordination, the administration and support of field-training supervisors (known as The Learning Network or T.L.N.) and Quality Assurance (Q.A.).

In 2017, Supervisory Trainers continued to facilitate training as it relates to the mandatory additional day of I.S.T.P.; Recommendation 12, of the Police and Community Engagement Review (P.A.C.E.R.); and the Iacobucci Report, Bias Avoidance, Emotional Intelligence and Ontario Regulation 58/16, The Collection of Identifying Information in Certain Circumstances (C.I.I.C.C.).

Training Initiatives:

ELearning:

ELearning continues to be the most effective method of training the large number of T.P.S. members in a succinct time frame and with consistent information. Through our eLearning partner, the Canadian Police Knowledge Network (C.P.K.N.), training is delivered and tracked through a dedicated learning management system. All new members are required to complete a set of mandatory courses that are either a legislated requirement or required T.P.S. training.

In 2017, only pre-existing titles were used for mandatory training. However, development was started on several courses such as training for first responders in dealing with people with autism and persons who are hard of hearing and are visually impaired.

In-Service Training – Police and Community Engagement Review (P.A.C.E.R.) Recommendation 12:

Below are the requirements of Recommendation 12:

Recommendation #12: The T.P.S. will continue to ensure all uniform officers and investigators receive training that includes, but is not limited to:

- *Canadian Charter of Rights and Freedoms;*
- *Ontario Human Rights Code;*
- Articulable cause, reasonable suspicion and investigative detention;
- Police note-taking, case disclosure and court testimony;
- Customer service;
- Tactical communication, strategic disengagement and conflict de-escalation, mediation and resolution; and
- Prevention of discrimination, racism and Black racism.

The training incorporates role-play and scenario-based training in relation to Community Engagements. All training involves community participation in training design, delivery and evaluation.

The additional day of training was implemented in 2016. The content above was delivered as part of the 2017 I.S.T.P. and aims to expose our members to a variety of scenarios through practical role-playing, video and judgement-simulator exercises. This will provide them with an opportunity to think critically about their courses of action while identifying reasonable steps that may avoid racially-biased policing. Members are provided with an opportunity to enhance their learning about human rights, profiling, mental health, community engagements, emotional intelligence, critical thinking and

current legislation.

The Collection of Identifying Information in Certain Circumstances (C.I.I.C.C.) (O. Reg. 58/16)

In late 2016, the Province required all police chiefs within Ontario to provide training to virtually every police officer on their police service as it pertains to Ontario Regulation 58/16. The L.D.S. Section facilitated this training based on curriculum approved by the Director of the O.P.C.

The C.I.I.C.C. is a blended learning program that is being delivered to all police services in Ontario since January 1, 2017. This course is mandatory for T.P.S. police officers of all ranks.

The first part of the course was a classroom session, which was to be completed before the online portion, which is available through C.P.K.N. Members were to complete the classroom session before taking the online session. Members are only deemed to be trained after completing both components.

Course Training Standards:

The L.D.S. Section is responsible for reviewing Course Training Standards (C.T.S.) for courses taught at the T.P.C., as well as the substantial amount of training delivered by and within the T.P.S. specialized units. In addition to this function, the section manages the member training records in accordance with Provincial Adequacy Standards and the T.P.S. Skills Development and Learning Plan.

To ensure that standards are maintained, members of the L.D.S. Section deliver courses that teach best practices associated with course training standards. These courses include the Effective Teaching for Adult Learners Course and the Effective Presentation Course. These courses include instruction on topics dealing with lesson preparation, evaluation and documentation, instructional skills and adult education. When requested, the L.D.S. Section assists with reaction and learning evaluations for internal and external conferences.

In addition, the Section will be creating a committee made up of T.P.C. instructors to review the current C.T.S. template. Because all courses will be published on the online course catalogue, they will be viewed by all T.P.S. members. This creates the need to have a standardized C.T.S. in order to maintain catalogue structure. Additionally, the team will create an online course for all instructors with directions on how to complete a C.T.S., how to complete the lesson plans and the language style to be used.

Professional Development Course:

The Professional Development Course is a three-day course designed to develop the careers of civilian members regardless of the years of tenure with the T.P.S. Through this course, participants will discuss topics that are deemed relevant for today's modernized organizations. Participants are provided with information that will enhance their professional knowledge and hone their skills in preparation for promotions, as well as enrich their confidence through the development of interpersonal and intrapersonal skills.

This course examines the following:

- How to be introspective with regards to increasing employee performance;
- Characteristics of effective teams and the stages of team growth;
- The impact of exceptional communication skills and the appreciation of being able to interpret others' non-verbal communication;
- Principled leadership;
- How to create realistic and attainable goals (both short and long-term) by applying the specific, measurable, attainable, realistic, and time specific (S.M.A.R.T.) model to one's personal development plan;
- The value of networking;
- Efficient preparation for interviews (e.g., how to identify the significant requirements within a job call);
- How to write a résumé; and the importance of doing mock interviews; and
- Strategies on how to proficiently manage situations that occur in the workplace such as dealing with adversity through to initiating self-promoting conversations with prospective supervisors.

Effective Teaching for Adult Learners Course:

The Effective Teaching for Adult Learners Course is a five-day course designed to provide an intensive overview on various adult learning principles regarding teaching and learning and how to effectively construct and deliver a structured lesson. This five-day course is intended for T.P.S. members assigned to various dedicated training units who are required to deliver instruction on behalf of the T.P.S. The course is deemed as an equivalent to the O.P.C. Facilitating and Assessing Police Learning: New Blended Course for candidates taking the O.P.C.'s Use of Force Course.

Learners are introduced to the theory of Andragogy and the concept of experiential learning, the significance of creating a safe learning environment, instructional skills, learning style inventory, the significance of C.T.S., how to write measurable learning outcomes following the S.M.A.R.T. model which coincides with the development of lesson plans, implicit bias from the perspective of the instructor, the issue of disruptive learners and strategies to address said behaviour, evaluation methodologies, and how

to design a rubric.

Ethics and Inclusivity in the Workplace Course:

The Ethics and Inclusivity in the Workplace Course is a three-day course designed to provide civilian members with an overview on the complexity of ethics in the workplace and the realization that ethical situations in such an environment occur every day, regardless of the industry or sector. Despite the fact that people consider themselves to be fair, honest, and always wanting to “do the right thing”, sometimes good people become engrossed in workplace misconduct. When employees are involved in such an ethical dilemma, they need to know how to methodically eliminate unethical choices and select the best ethical alternative. This course also examines the significance of diversity and the importance of inclusion which ensures that every employee is treated respectfully, fairly and is given the same opportunities and resources for success which in turn contributes to the success of the T.P.S.

This course examines the following:

- Ethics and the components of an ethical workplace;
- Diversity and inclusivity;
- Equity and human rights;
- The significance of emotional intelligence;
- Ethical leadership;
- People with disabilities (visible and invisible);
- The impact of implicit bias in the workplace and strategies to offset it;
- The Six Pillars of Character
- The use of the Alternatives, Stakeholders, Consequences, and Tell Your Story (A.S.C.T.) model as a decision-making tool when faced with ethical dilemmas; and
- The importance of self-care and being inclusive with colleagues who are facing the challenge of mental health issues.

During the course, the learners are required to work collaboratively in applying the concepts to practical challenges. The final component is a film study which is an opportunity to critically review a film by encompassing the principles that were discussed throughout the course.

Conclusion:

T.P.S. training is an operational activity that supports identified needs, policies and statutes. The positive results measured by the transfer and synthesis of learning, as reported by members, is evidence that the teaching strategies employed by the T.P.C. have had a positive impact on learners. With a reported increase in knowledge and understanding of over 20%, this analysis revealed that the training members received

throughout 2017 made a difference in their abilities to perform their duties.

The T.P.C. is continuing its efforts to meet and exceed the recommendations contained within the 2006 Auditor General's Report entitled, "The Review of Police Training - Opportunities for Improvement". To this effect, the report attached to this Board Report highlights areas where courses offered at the T.P.C. have continued to evolve to address T.P.S. and community needs, as well as incorporate best practices in adult education. Finally, course delivery strategies have continued to expand, and liaisons with federal, provincial, and private partners have continued to grow throughout 2017, all of which have enhanced the ability of the T.P.C. to deliver quality and relevant training to members of the T.P.S. in a timely and effective manner.

Appendix A

2017 Courses Delivered by Toronto Police College and Online and Training Videos

Facility	Course	Title	Duration	Sessions	Completed
T.P.C. - Admin	S00237	H.R.M.S. for Training Instructors	1 Day	9	112
T.P.C. - Admin	TM0112	Occupational Health & Safety Civilian	1 Day	12	14
T.P.C. - Admin	TM0113	Occupational Health & Safety for Supervisors	1 Day	13	66
T.P.C. - Admin	TO0001	Basic Certification J.O.H.S.	3 Days	4	33
T.P.C. - Admin	TO0002	E.S.S. Police Specific Hazards	2 Days	5	56
T.P.C. - Admin	TR0001	First Aid & Cardio Pulmonary Resuscitation	2 Days	118	1,472
T.P.C. - Admin	TR0004	First Aid Renewal	1 Day	24	205
Sub-total				185	1,958
T.P.C. – Armament (A.R.M.)	100005	Less Lethal Weapons Requalification	8 Hrs	1	19
T.P.C. - A.R.M.	TF0002	Shotgun Training & Qualification	2 Days	3	36
T.P.C. - A.R.M.	TF0004	MP5 Recertification	1 Day	3	15
T.P.C. - A.R.M.	TF0010	Glock 27 Compact	1 Day	7	55
T.P.C. - A.R.M.	TF0028	C8 Carbine Requalification	1 Day	73	372
T.P.C. - A.R.M.	TF0032	X2 Taser User Course	2 Days	27	226
T.P.C. - A.R.M.	TF0035	C8 Patrol Rifle	4 Days	15	137

T.P.C. - A.R.M.	TU0084	Less Lethal Shotgun	10 Hours	54	356
Sub-total				183	1,216
T.P.C. – Community Policing (C.M.P.)	100007	Harassment Training for Senior Officers	4 Hrs	2	103
T.P.C. - C.M.P.	S00215	Social Media in Communications	2 Days	8	164
T.P.C. - C.M.P.	S00232	Versadex P.R.U. Refresher	1 Day	6	15
T.P.C. - C.M.P.	S00233	Versadex SPVR 1-day Course	1 Day	6	14
T.P.C. - C.M.P.	S00234	Versadex P.R.U. 3-day	3 Days	7	28
T.P.C. - C.M.P.	S00236	Versadex D.R.E. 2-day Refresher	2 Days	22	97
T.P.C. - C.M.P.	TH0036	Crime Prevention C. P.T.E.D.	35 Hours	2	25
T.P.C. - C.M.P.	TM0118	Road 2 Mental Readiness (R.2.M.R.) Supervisor	1 Day	93	1,146
T.P.C. - C.M.P.	TM0119	R.2.M.R. Non-Supervisor	1 Day	40	723
T.P.C. - C.M.P.	TM0120	Supervisory In Service Leadership	8 days	8	135
T.P.C. - C.M.P.	TM0121	R.2.M.R. Senior Officers	1 Day	5	61
T.P.C. - C.M.P.	TO0092	Autism Speaks & C.N.I.B. Train the Trainer	2 Hours	1	53
Sub-total				200	2,564
T.P.C. – Investigative (I.N.V.)	TC0003	Drug Investigation	3 Days	4	47
T.P.C. - I.N.V.	TC0005	Plainclothes Course	7 Days	1	-
T.P.C. - I.N.V.	TC0013	General Investigators-Blended	5 Days	7	92
T.P.C. - I.N.V.	TC0016	Youth Crime Investigators	3 Days	5	56

T.P.C. - I.N.V.	TC0027	S.A.C.A. Update	3 Days	3	10
T.P.C. - I.N.V.	TC0042	Domestic Violence Investigator	5 Days	5	174
T.P.C. - I.N.V.	TC0052	Death Investigators	5 Days	5	117
T.P.C. - I.N.V.	TC0081	Firearms Investigations	3 Days	3	103
T.P.C. - I.N.V.	TC0091	Search Warrant Drafting	3 Days	8	92
T.P.C. - I.N.V.	TC0092	Sexual Assault Investigators	10 Days	5	132
T.P.C. - I.N.V.	TC0093	Child Abuse Investigators Course	5 Days	6	112
T.P.C. - I.N.V.	TC0101	Managing Investigations Using PowerCase	10 Days	6	30
T.P.C. - I.N.V.	TC0102	Ontario Major Case Management - Full	8 Days	5	65
T.P.C. - I.N.V.	TC0110	Investigative Interviewing Part 1	5 Days	14	134
T.P.C. - I.N.V.	TC0111	Impaired Driving Investigation	4 Days	6	136
T.P.C. - I.N.V.	TC0116	Investigative Interviewing Part 2	5 Days	8	48
T.P.C. - I.N.V.	TC0118	Elder Abuse	5 Days	3	45
T.P.C. - I.N.V.	TC0119	Internet Facilitated Investigations L2	2 Days	7	114
T.P.C. - I.N.V.	TC0120	Internet Facilitated Investigations L3	3 Days	7	111
T.P.C. - I.N.V.	TC0124	Plainclothes Investigator/Sourc e Handler	9 Days	5	99
T.P.C. - I.N.V.	TO0014	Operation Pipeline / Convoy	2 Days	5	50
T.P.C. - I.N.V.	TT0017	Traffic Generalist Course	5 Days	6	65
T.P.C. - I.N.V.	TT0020	Provincial Statutes Course	5 Days	6	63
Sub-total				130	1,895

T.P.C. – In-Service Training (I.S.T.)	100002	Leg Restraints	4 Hrs	16	236
T.P.C. - I.S.T.	TF0024/36	X26 Taser Requalification	1.5 Hours	74	205
T.P.C. - I.S.T.	TF0025	Taser Instructor Course	2 Days	1	7
T.P.C. - I.S.T.	TF0033/37	X2 Taser requalification	4 Hours	92	428
T.P.C. - I.S.T.	TF0034/38	Glock 27 Requalification (in I.S.T.P.)	2 Hours	92	370
T.P.C. - I.S.T.	TU0045	School Lockdown Frontline Responders	4 Hours	11	175
T.P.C. - I.S.T.	TU0061	Reset Use of Force - 1 Year	1 Day	12	287
T.P.C. - I.S.T.	TU0062	Shotgun Requalification	6 Hours	2	21
T.P.C. - I.S.T.	TU0065	Use of Force E.T.F.	3 Days	16	95
T.P.C. - I.S.T.	TU0070	Senior Officer Use of Force	10 Day	37	80
T.P.C. - I.S.T.	TU0076	Booking Hall Safety ... Versadex	4 Days	8	46
T.P.C. - I.S.T.	TU0086/88	In-Service Training Program (I.S.T.P.)	3 Days	86	4,632
Sub-total				447	6,582
T.P.C. – Learning Development and Standards (L.D.S.)	LDS002	Teaching Effectiveness Certificate	90 Hrs	2	43
T.P.C. - L.D.S.	LDS008	Effective Teaching for Adult Learners	35 Hrs	5	57
T.P.C. - L.D.S.	LDS009	Collection I.D. Info Cert Circumstances	8 Hrs	4	15
T.P.C. - L.D.S.	TH0026	Organizational Development	3 Days	8	33
T.P.C. - L.D.S.	TH0031	Ethics & Inclusivity in the Workplace	3 Days	8	96
T.P.C. - L.D.S.	TH0032	Professional Development	3 Days	6	42

T.P.C. - L.D.S.	TM0032	Effective Presentation	4 Days	6	66
Sub-total				39	352
T.P.C. – Police Vehicle Operations (P.V.O.)	TV0001	Civilian Driving	1 Day	5	6
T.P.C. - P.V.O.	TV0003	Police Officers Vehicle Operations	2 Days	9	24
T.P.C. - P.V.O.	TV0004	Advanced Driving Course	4 Days	3	15
T.P.C. - P.V.O.	TV0019	Truck (Wagon) Operator	2 Days	3	3
T.P.C. - P.V.O.	TV0020	Command Post Course	2 Days	25	34
T.P.C. - P.V.O.	TV0023	Bicycle Patrol Officer	2 Days	54	142
T.P.C. - P.V.O.	TV0025	All - Terrain Vehicle Course	2 Days	9	28
T.P.C. - P.V.O.	TV0028	Bicycle Instructor	4 Days	2	12
T.P.C. - P.V.O.	TV0040	Driver Assessment	1 Day	13	13
T.P.C. - P.V.O.	TV0041	Truck Operator Train Trainer	4 Days	1	2
T.P.C. - P.V.O.	TV0042	Safe Skills Emergency Driving	10 Hours	64	216
T.P.C. - P.V.O.	TV0052	Blue Card	1 Hour	15	80
T.P.C. - P.V.O.	TV0055	Truck and Trailer - V.O.T.T.C	2 Days	2	2
T.P.C. - P.V.O.	TV0057	Advanced Bicycle Course	4 Days	7	21
T.P.C. - P.V.O.	TV0058	Motorcycle V.I.P. Escort	4 Days	1	9
T.P.C. - P.V.O.	TV0061	S.B.S. All -Terrain Vehicle	10 Hours	3	9
T.P.C. - P.V.O.	TV0062	Bicycle Crowd Management	1 Day	7	80
T.P.C. - P.V.O.	TV0063	Bicycle Instructor Recertification	10 Hours	11	53
T.P.C. - P.V.O.	TV0064	Bicycle Patrol Recertification	5 Hours	116	403

T.P.C. - P.V.O.	TV0065	Vehicle Dynamics Course	10 Hours	8	16
Sub-total				358	1,168
College Total				1,542	15,735
Canadian Police Knowledge Network (C.P.K.N.)	CP8000	Aboriginal Awareness	N/A	3	4
C.P.K.N.	CP8002	A.P.T. - Arrest	N/A	3	4
C.P.K.N.	CP8003	A.P.T. - Criminal Offences	N/A	1	1
C.P.K.N.	CP8004	A.P.T. - Domestic Violence	N/A	1	1
C.P.K.N.	CP8005	A.P.T. - Drugs	N/A	1	1
C.P.K.N.	CP8010	Basic Investigation Skills	N/A	1	1
C.P.K.N.	CP8012	Canadian Firearms Registry Online	N/A	1	1
C.P.K.N.	CP8013	C.N. Rail Incident Investigation Guideline	N/A	1	1
C.P.K.N.	CP8016	Coach Officer Training	N/A	1	1
C.P.K.N.	CP8025	Criminal Use of Diamonds	N/A	1	1
C.P.K.N.	CP8026	Crisis Intervention De-escalation	N/A	1	2
C.P.K.N.	CP8027	Critical Incident Stress Management	N/A	2	2
C.P.K.N.	CP8029	Deception Detection Tech	N/A	1	1
C.P.K.N.	CP8032	Federal Parolees & Communication Corrections	N/A	1	1
C.P.K.N.	CP8033	Fight Fraud on the Front Line	N/A	5	5
C.P.K.N.	CP8037	Firearms Verification	N/A	2	2

C.P.K.N.	CP8038	Forensic Evidence Collection	N/A	1	1
C.P.K.N.	CP8039	Forensic I.D. Pre-course	N/A	3	3
C.P.K.N.	CP8045	General Investigations Training Part 1	N/A	18	36
C.P.K.N.	CP8048	Hate Crimes Awareness	N/A	2	2
C.P.K.N.	CP8050	Identifying Staged Collisions	N/A	2	2
C.P.K.N.	CP8057	Intro to Criminal Intelligence	N/A	2	2
C.P.K.N.	CP8058	Intro to Human Trafficking	N/A	3	3
C.P.K.N.	CP8059	Intro to Major Case Management	N/A	2	2
C.P.K.N.	CP8065	Overview of Interceptions of Private Communications	N/A	1	1
C.P.K.N.	CP8066	Police Ethic & Accountability	N/A	1	1
C.P.K.N.	CP8069	Recognition of Emotionally Disturbed Person	N/A	4	5
C.P.K.N.	CP8074	Stolen Innocence	N/A	2	2
C.P.K.N.	CP8077	S.A.P. v.4 Refuser OL	N/A	27	39
C.P.K.N.	CP8078	Terrorism Event Pre-Incident Indicator	N/A	1	4
C.P.K.N.	CP8079	Terrorism New Dimension of Front Line Policing	N/A	7	7
C.P.K.N.	CP8080	The A.C.I.I.S. Query Online	N/A	2	4
C.P.K.N.	CP8083	Urban Gang Dynamics	N/A	1	1
C.P.K.N.	CP8085	Forensic D.N.A. Evidence	N/A	1	1
C.P.K.N.	CP8094	Intro to Criminal Intelligence Analysis	N/A	2	2

C.P.K.N.	CP8095	Suspect Apprehension Pursuits 13	N/A	10	11
C.P.K.N.	CP8100	Domestic Violence Investigation	N/A	3	3
C.P.K.N.	CP8108	Note Taking	N/A	66	274
C.P.K.N.	CP8109	Report Writing	N/A	2	2
C.P.K.N.	CP8119	Intro to Explosives Theory	N/A	2	2
C.P.K.N.	CP8123	Overview of the Y.C.J.A.	N/A	2	2
C.P.K.N.	CP8125	Supervisor H.A.S. - in 5 Steps	N/A	20	23
C.P.K.N.	CP8129	Customer Service in the Police	N/A	3	3
C.P.K.N.	CP8131	Workplace Harassment and Violence	N/A	2	2
C.P.K.N.	CP8132	Social Media: Covert Investigation	N/A	1	1
C.P.K.N.	CP8139	Sex Work and Sex Workers Aware	N/A	1	1
C.P.K.N.	CP8143	Elder Abuse	N/A	1	1
C.P.K.N.	CP8144	Youth at Risk	N/A	4	4
C.P.K.N.	CP8145	Dräger Alcotest 6810	N/A	2	2
C.P.K.N.	CP8148	Cyberbullying Awareness	N/A	1	1
C.P.K.N.	CP8149	Uniform Crime Reporting	N/A	3	3
C.P.K.N.	CP8150	Spit Hood Familiarization	N/A	2	4
C.P.K.N.	CP8151	Introduction to Disclosure	N/A	2	2
C.P.K.N.	CP8163	Courtroom Testimony Skills	N/A	83	325
C.P.K.N.	CP8166	Assessing Interpreting Dog Behaviour	N/A	3	3
C.P.K.N.	CP8173	Criminal Justice Info Management	N/A	3	3
C.P.K.N.	CP8175	Back in Step Help Homeless Veterans	N/A	40	52

C.P.K.N.	OP9000	Vol. 024 Life in the Fast Lane	N/A	3	4
C.P.K.N.	OP9001	Vol. 030 Blue Canaries	N/A	1	2
C.P.K.N.	OP9002	O.P.V.T.A. 036 Sins of Testifying	N/A	7	8
C.P.K.N.	OP9003	O.P.V.T.A. 037 Crack	N/A	4	4
C.P.K.N.	OP9005	O.P.V.T.A. 052 Notebook Confidential	N/A	3	3
C.P.K.N.	OP9006	Vol. 055 Guaranteed Safe Arrival	N/A	4	5
C.P.K.N.	OP9007	O.P.V.T.A. 061 Cop's Best Friend	N/A	9	10
C.P.K.N.	OP9008	O.P.V.T.A. 063 Active Killers	N/A	4	4
C.P.K.N.	OP9009	Vol. 065 Feeney Warrants	N/A	5	5
C.P.K.N.	OP9010	O.P.V.T.A. 068 Grow House Menace	N/A	4	4
C.P.K.N.	OP9011	Vol. 069 Video: Best Witness	N/A	4	4
C.P.K.N.	OP9012	Vol. 070 Conditional Sentences	N/A	4	4
C.P.K.N.	OP9013	O.P.V.T.A. 078 Edged Weapons	N/A	6	6
C.P.K.N.	OP9014	Vol. 079 Live Wires	N/A	2	2
C.P.K.N.	OP9015	O.P.V.T.A. 082 Meth Labs	N/A	4	4
C.P.K.N.	OP9016	Vol. 083 First Officer to Scene	N/A	3	3
C.P.K.N.	OP9019	Vol. 090 Suicide Intervention	N/A	6	6
C.P.K.N.	OP9020	Vol. 091 Death Notification	N/A	4	4
C.P.K.N.	OP9021	O.P.V.T.A. 104 Foot Pursuit	N/A	5	5
C.P.K.N.	OP9023	O.P.V.T.A. 096 Child Exploitation	N/A	3	3
C.P.K.N.	OP9024	Vol. 097 Seized Firearm Safety	N/A	5	5

C.P.K.N.	OP9025	O.P.V.T.A. 098 Field Interviews	N/A	6	6
C.P.K.N.	OP9027	O.P.V.T.A. 104 Domestic Violence	N/A	7	7
C.P.K.N.	OP9028	Vol. 105 Terrorism	N/A	2	2
C.P.K.N.	OP9029	Vol. 106 Investigating Threats of Communicable Diseases	N/A	2	2
C.P.K.N.	OP9030	O.P.V.T.A. 107 Motorcycle Enforcement	N/A	3	3
C.P.K.N.	OP9031	O.P.V.T.A. 109 Spontaneous Disorder	N/A	2	2
C.P.K.N.	OP9032	O.P.V.T.A. 110 Prescribed Drug Enforcement	N/A	1	1
C.P.K.N.	OP9033	O.P.V.T.A. 112/113 Faith Diversity	N/A	2	2
C.P.K.N.	OP9034	O.P.V.T.A. 115 Sex Offenders	N/A	3	3
C.P.K.N.	OP9035	Vol 116 Building Searches	N/A	5	5
C.P.K.N.	OP9037	O.P.V.T.A. 118 Warrantless Searches	N/A	4	4
C.P.K.N.	OP9038	O.P.V.T.A. 119 Liquor License Act	N/A	5	5
C.P.K.N.	OP9040	O.P.V.T.A. 121 Training to Succeed	N/A	5	5
C.P.K.N.	OP9041	O.P.V.T.A. 122 Search of Persons	N/A	3	3
C.P.K.N.	OP9042	O.P.V.T.A. 123 Firearm Seizures	N/A	3	3
C.P.K.N.	OP9043	Vol. 124 From Call to Court	N/A	5	5
C.P.K.N.	OP9044	Vol. 125 The Balanced Life	N/A	4	4
C.P.K.N.	OP9045	Vol. 126 Obstruct Police	N/A	9	9

C.P.K.N.	OP9047	O.P.V.T.A. 128 Trauma Doesn't Bleed	N/A	1	1
C.P.K.N.	OP9048	Vol. 129 Suspect Apprehension Pursuits	N/A	12	15
C.P.K.N.	OP9049	Vol. 130 S.M. for Policing	N/A	4	4
C.P.K.N.	OP9050	Vol. 131 Entry Warrants	N/A	6	6
C.P.K.N.	OP9052	Vol. 135 Impaired Driving	N/A	3	3
C.P.K.N.	OP9053	Vol. 136 Cover & Concealment	N/A	2	2
C.P.K.N.	OP9054	Vol. 140 Freeman on the Land	N/A	3	3
C.P.K.N.	OP9057	Vol. 088 The Driving Zone	N/A	4	4
C.P.K.N.	OP9058	Vol. 087 Armed & Dangerous	N/A	5	6
C.P.K.N.	OP9059	Vol. 100 Plastic Attack	N/A	6	6
C.P.K.N.	OP9060	Vol. 105 Terrorism Threat Within	N/A	2	2
C.P.K.N.	OP9061	Vol 110 Rx Enforcement for Patrol	N/A	5	5
C.P.K.N.	OP9062	Vol. 117 Psychosis	N/A	1	1
C.P.K.N.	OP9063	Vol. 120 Use of Force Concept Courts	N/A	5	5
C.P.K.N.	OP9064	Vol. 127 Conducted Energy Weapons	N/A	5	5
C.P.K.N.	OP9067	Vol. 141 Reliability Credibility	N/A	1	1
C.P.K.N.	OP9071	Vol. 144 Confidential Informant	N/A	1	1
C.P.K.N.	OP9072	Vol. 147 - Ebola 2014: Lessons	N/A	1	1
C.P.K.N.	OP9074	Vol. 145 - Metal Thefts Affect	N/A	1	1

C.P.K.N.	OP9076	Vol. 148– Investigative Detention Articulation	N/A	6	6
C.P.K.N.	OP9079	Vol. 153 - Chemical Suicide	N/A	1	1
C.P.K.N.	OP9080	Vol. 152 - Fentanyl	N/A	6	6
C.P.K.N.	OP9081	Vol. 056 - Containment for Ptl	N/A	1	1
C.P.K.N.	OP9082	Vol.154 - Sexting	N/A	2	2
C.P.K.N.	OP9083	Vol.155 - X2 C.E.W.	N/A	1	1
C.P.K.N.	OP9084	Vol. 149 - Police Suicide	N/A	2	2
C.P.K.N.	OP9085	Suspect Apprehension Pursuit 2017	N/A	324	3,085
C.P.K.N.	TO5000	A.O.D.A. - Working Together	N/A	1	1
C.P.K.N.	TO5000	A.O.D.A. Module 3 – Part 1	N/A	1	1
C.P.K.N.	TO5000	A.O.D.A. Module 3 – Part 2	N/A	1	1
C.P.K.N.	TO5000	A.O.D.A. Module 3 – Part 3	N/A	1	1
C.P.K.N.	TO5000	A.O.D.A. Module 3 – Part 4	N/A	1	1
C.P.K.N.	TO5000	Aboriginal Awareness	N/A	2	2
C.P.K.N.	TO5000	Back in Step Help Homeless Veterans	N/A	2	2
C.P.K.N.	TO5000	C.I.I.C.C. ELearning	N/A	26	326
C.P.K.N.	TO5000	Characteristics of an Armed Person	N/A	2	2
C.P.K.N.	TO5000	Crown Attorney Divisional Training – Articulation	N/A	2	2
C.P.K.N.	TO5000	Domestic Violence Risk Management (D.V.A.M.) System Update	N/A	2	2

C.P.K.N.	TO5000	Death Notification	N/A	4	6
C.P.K.N.	TO5000	Deception Detection Techniques	N/A	1	1
C.P.K.N.	TO5000	D.V.A.M. Report	N/A	23	62
C.P.K.N.	TO5000	Drinking and Driving	N/A	4	4
C.P.K.N.	TO5000	Explosives Awareness v2.0	N/A	1	1
C.P.K.N.	TO5000	F.O.S.: Dealing Potential Homicide	N/A	3	3
C.P.K.N.	TO5000	Fatigue Management	N/A	3	4
C.P.K.N.	TO5000	Frontline Supervisor Leadership	N/A	1	1
C.P.K.N.	TO5000	General Investigations Training Part 1	N/A	11	19
C.P.K.N.	TO5000	Graffiti Investigation	N/A	1	1
C.P.K.N.	TO5000	Healthy Eating	N/A	5	5
C.P.K.N.	TO5000	Hindu Religion: Item Religious Significance	N/A	2	3
C.P.K.N.	TO5000	I.C.C.S. Update Training	N/A	1	1
C.P.K.N.	TO5000	I.M.S. 100	N/A	2	2
C.P.K.N.	TO5000	Identifying Staged Collisions	N/A	1	1
C.P.K.N.	TO5000	Internet Facilitated Investigations– Level 1	N/A	27	501
C.P.K.N.	TO5000	Intro to Human Trafficking	N/A	2	2
C.P.K.N.	TO5000	Intro to Versadex	N/A	2	2
C.P.K.N.	TO5000	L.G.B.T. Issues	N/A	2	2
C.P.K.N.	TO5000	Matrimonial Real Proposal on Reserve	N/A	1	1
C.P.K.N.	TO5000	Mobile Paid Duty Escort Training	N/A	7	12
C.P.K.N.	TO5000	O.P.V.T.A. 036 Sins of Testifying	N/A	2	2

C.P.K.N.	TO5000	O.P.V.T.A. 037 Crack	N/A	1	1
C.P.K.N.	TO5000	O.P.V.T.A. 063 Active Killers	N/A	1	1
C.P.K.N.	TO5000	O.P.V.T.A. 068 Grow House Menace	N/A	1	1
C.P.K.N.	TO5000	O.P.V.T.A. 078 Edged Weapons	N/A	1	1
C.P.K.N.	TO5000	O.P.V.T.A. 082 Meth Labs	N/A	4	4
C.P.K.N.	TO5000	O.P.V.T.A. 098 Field Interviews	N/A	1	1
C.P.K.N.	TO5000	O.P.V.T.A. 104 Foot Pursuit	N/A	1	1
C.P.K.N.	TO5000	O.P.V.T.A. 109 Spontaneous Disorder	N/A	1	1
C.P.K.N.	TO5000	O.P.V.T.A. 112/113 Faith Diversity	N/A	2	2
C.P.K.N.	TO5000	O.P.V.T.A. 118 Warrantless Searches	N/A	1	1
C.P.K.N.	TO5000	O.P.V.T.A. 119 Liquor License Act	N/A	1	1
C.P.K.N.	TO5000	O.P.V.T.A. 121 Training to Succeed	N/A	1	1
C.P.K.N.	TO5000	O.P.V.T.A. 123 Firearm Seizures	N/A	1	1
C.P.K.N.	TO5000	O.P.V.T.A. 128 Trauma Doesn't Bleed	N/A	2	2
C.P.K.N.	TO5000	Police & Community Interaction	N/A	5	5
C.P.K.N.	TO5000	Police Response Track Level Emergency	N/A	3	3
C.P.K.N.	TO5000	Postal Insp– Security and Investigative Services	N/A	1	1

C.P.K.N.	TO5000	Recognition of an Emotionally Disturbed Person	N/A	2	2
C.P.K.N.	TO5000	Responding to Victims of I.D. Crime	N/A	1	1
C.P.K.N.	TO5000	Suspect Apprehension Pursuits v.4 Refresher Online	N/A	7	16
C.P.K.N.	TO5000	Stolen Innocence	N/A	2	2
C.P.K.N.	TO5000	Supervisor H.A.S. - in 5 Steps	N/A	3	4
C.P.K.N.	TO5000	Suspect Apprehension Pursuits 13	N/A	3	3
C.P.K.N.	TO5000	Terrorism Event Pre-Incident Incidents	N/A	1	1
C.P.K.N.	TO5000	Urban Gang Dynamics	N/A	1	1
C.P.K.N.	TO5000	Versadex O.I.C. Checklist	N/A	1	1
C.P.K.N.	TO5000	Vol. 024 Life in the Fast Lane	N/A	2	2
C.P.K.N.	TO5000	Vol. 030 Blue Canaries	N/A	1	1
C.P.K.N.	TO5000	Vol. 065 Feeney Warrants	N/A	1	1
C.P.K.N.	TO5000	Vol. 069 Video: Best Witness	N/A	2	2
C.P.K.N.	TO5000	Vol. 070 Conditional Sentences	N/A	3	3
C.P.K.N.	TO5000	Vol. 079 Live Wires	N/A	2	2
C.P.K.N.	TO5000	Vol. 083 First Officer to Scene	N/A	1	1
C.P.K.N.	TO5000	Vol. 087 Armed & Dangerous	N/A	1	1
C.P.K.N.	TO5000	Vol. 105 Terrorism Threat Within	N/A	3	4
C.P.K.N.	TO5000	Vol. 110 Rx Enforcement for Patrol	N/A	1	1

C.P.K.N.	TO5000	Vol. 116 Building Searches	N/A	1	1
C.P.K.N.	TO5000	Vol. 117 Psychosis	N/A	1	1
C.P.K.N.	TO5000	Vol. 120 Use of Force Concept Courts	N/A	1	1
C.P.K.N.	TO5000	Vol. 124 From Call to Court	N/A	1	1
C.P.K.N.	TO5000	Vol. 125 The Balanced Life	N/A	1	1
C.P.K.N.	TO5000	Vol. 126 Obstruct Police	N/A	1	2
C.P.K.N.	TO5000	Vol. 127 C.E.W.	N/A	2	2
C.P.K.N.	TO5000	Vol. 130 SM for Policing	N/A	2	2
C.P.K.N.	TO5000	Vol. 138 Every Step Counts	N/A	1	1
C.P.K.N.	TO5000	Vol. 141 Reliability and Credibility	N/A	1	1
C.P.K.N.	TO5000	Vol. 142 Federal Parolees	N/A	1	1
C.P.K.N.	TO5000	Vol. 143 C.E.W.	N/A	1	1
C.P.K.N.	TO5000	Vol. 144 Confidential Informant	N/A	1	1
C.P.K.N.	TO5000	Vol. 148– Investigative Detention Articulation	N/A	1	1
C.P.K.N.	TO5000	Vol. 149 - Police Suicide	N/A	1	1
C.P.K.N.	TO5000	Vol. 151 – C.E.W.s – x26P	N/A	1	1
C.P.K.N.	TO5000	Vol. 152 - Fentanyl	N/A	1	1
C.P.K.N.	TO5000	Vol. 153 - Chemical Suicide	N/A	1	1
C.P.K.N.	TO5000	Vol.154 - Sexting	N/A	1	1
C.P.K.N.	TO5000	Vol.155 - X2 C.E.W.	N/A	1	1
C.P.K.N.	TO5000	Worker H.A.S. - 4 Steps	N/A	2	2
C.P.K.N.	TP3001	Characteristics of an Armed Person	N/A	2	2

C.P.K.N.	TP3003	Crown Attorney Divisional Training – Articulation	N/A	16	16
C.P.K.N.	TP3004	Death Notification	N/A	7	8
C.P.K.N.	TP3005	Drinking and Driving	N/A	6	9
C.P.K.N.	TP3006	D.V.A.M. System Update	N/A	4	4
C.P.K.N.	TP3007	Fatigue Management	N/A	8	8
C.P.K.N.	TP3008	Healthy Eating	N/A	8	9
C.P.K.N.	TP3010	I.C.C.S. Update Training	N/A	1	1
C.P.K.N.	TP3011	In-Car Camera 2010	N/A	1	1
C.P.K.N.	TP3014	Police Response Track Level Emergency	N/A	9	10
C.P.K.N.	TP3015	Racially Biased Policing	N/A	4	10
C.P.K.N.	TP3016	Sikh Religion: Item of Religious Significance	N/A	6	6
C.P.K.N.	TP3017	Source Management	N/A	16	19
C.P.K.N.	TP3018	Threats to School Safety	N/A	1	7
C.P.K.N.	TP3019	Intro to Versadex	N/A	2	2
C.P.K.N.	TP3020	A.O.D.A. - Working Together	N/A	55	76
C.P.K.N.	TP3021	Hindu Religion: Items of Religious Significance	N/A	10	11
C.P.K.N.	TP3024	L.G.B.T. Issues	N/A	1	1
C.P.K.N.	TP3025	Items of Religious Significance: Islam	N/A	16	19
C.P.K.N.	TP3026	Worker H.A.S - 4 Steps	N/A	29	32
C.P.K.N.	TP3028	Versadex O.I.C. Checklist	N/A	1	1
C.P.K.N.	TP3029	F.O.S. Dealing Potential Homicide	N/A	33	37
C.P.K.N.	TP3030	Police & Community Interaction	N/A	22	27

C.P.K.N.	TP3032	A.O.D.A. Module 3 – Part 1	N/A	38	54
C.P.K.N.	TP3033	A.O.D.A. Module 3 – Part 2	N/A	34	50
C.P.K.N.	TP3034	A.O.D.A. Module 3 – Part 3	N/A	30	46
C.P.K.N.	TP3035	A.O.D.A. Module 3 – Part 4	N/A	31	50
C.P.K.N.	TP3036	I.M.S. - 100	N/A	2	2
C.P.K.N.	TP3037	I.M.S. - 100 - Final Assessment	N/A	1	6
C.P.K.N.	TP3039	Mobile Paid Duty Escort Training	N/A	82	125
C.P.K.N.	TP3040	ArcMap Training	N/A	1	1
C.P.K.N.	TP3041	D.V.R.M. Report	N/A	164	587
C.P.K.N.	TP3042	Internet Facilitated Investigations – Level 1	N/A	126	406
Sub-total				1,940	6,935
Total of College and Online Courses				3,482	22,670
Total for External Training				615	4,956
GRAND TOTAL				4,097	27,626

Appendix B

2017 Courses Completed by External Units & Conferences - Seminars &, Continuing Education (C.S.C.E.D.)

Facility	Course	Title	Duration	Sessions	Completed
F.M.T	S00162	Systems Applications & Products (S.A.P.)	2 Days	5	30
F.M.T	S00209	S.A.P. Unit Commander's Course	4 Hrs	4	7
Sub-total				9	37
S.T.M.	100009	Change Management Certification	4 Days	1	25
T.P.C. – S.T.M.	100010	Project Management (2 Days)	2 Days	2	37
Sub-total				3	62
C.O.M.	TO0044	Communications Operators Coaching & Mentoring Course	3 Days	2	33
C.O.M.	TS0002	Police Communications/ Call Taker Course	640 Hours	1	15
C.O.M.	TS0006	Police Communications/ Dispatcher Course	600 Hours	1	5
Sub-total				6	53
C.R.T.	TO0089	Fentanyl Awareness	0.5 Hours	77	547
C.R.T.	TO0090	M.A.G. Emergency Procedures	0.5 Hours	55	447
C.R.T.	TO0091	Fentanyl/M.A.G. E.P. Train the Trainer	2 Days	1	16
C.R.T.	TU0087	Court Officer Use of Force	1 Day	51	612
Sub-total				184	1,622
D.P.S.U.	TO0071	Auxiliary Use of Force Requalification	4 Hours	16	326
D.P.S.U.	TO0080	Mobile Crisis Intervention Team	5 Days	1	34
Sub-total				17	360
E.T.F.	TO1002	Advanced Rappel (Master) E.T.F.	5 Days	1	3

E.T.F.	TO1003	Rappel Instructors Course E.T.F.	5 Days	1	6
E.T.F.	TO1007	Basic Sniper/Observer Course E.T.F.	10 Days	1	2
E.T.F.	TO1010	Advanced Sniper/Observer Course E.T.F.	5 Days	1	7
E.T.F.	TO1015	Urban Sniper Ops E.T.F.	5 Days	1	9
E.T.F.	TO1016	E.T.F.- Tactical Breacher	5 Days	1	8
Sub-total				6	35
F.I.S.	TO0039	Intellibook/Livescan Fingerprinting	2 Days	2	6
T.P.C. - I.N.V.	TC0048	Scenes of Crime Officers Course	35 Days	8	82
Sub-total				10	88
I.N.T.	TC0057	Undercover Foundations Course	5 Days	1	25
Sub-total				1	25
M.A.R.	TO2003	M.A.R. Ice Rescue Specialist	4 Days	1	4
M.A.R.	TO2005	M.A.R. River Rescue	4 Days	1	8
M.A.R.	TO2007	M.A.R. Personal Watercraft	8 Hours	1	2
M.A.R.	TO2010	M.A.R. Airboat	10 Hours	1	4
M.A.R.	TO2011	M.A.R. Basic First Aid	2 Days	1	24
M.A.R.	TO2012	M.A.R. Chain Saw Safety Course	5 Hours	1	12
Sub-total				6	54
P.D.M.S.	TM0056	Rogers Centre Training Sergeants	3 Hours	4	146
P.D.M.S.	TM0059	Exhibition P.L. P.D. Training for Supervisors	2 Hours	3	52
P.D.M.S.	TM0060	Live Nation B.S. E.B. P.D.S. Supervisor Training	2 Hours	4	135
Sub-total				11	333
P.D.S.	TO0007	P.D.S.- General Purpose Dog Training	63 Days	1	1

P.D.S.	TO0008	P.D.S.- Canine Quarry Training Course	30 Hours	8	15
P.D.S.	TO0051	P.D.S.: Drug & Firearm Detection Dog	40 Days	1	1
Sub-total				10	17
T.P.S. - P.E.M.U.	TO0013	Safety of the Move	2 Days	1	8
Sub-total				1	8
P.S.U.	TO3001	P.S.U. Basic Tactical Course	10 Days	1	50
P.S.U.	TO3003	P.S.U. Basic Search Course	10 Days	1	14
P.S.U.	TO3008	P.S.U. Incident Management System 200	2 Days	8	78
P.S.U.	TO3009	P.S.U. Incident Management System 300	4 Days	3	28
P.S.U.	TO3011	P.S.U. Basic Emergency Management	2 Days	9	108
P.S.U.	TO3019	P.S.U. Block A Training	2 Days	5	215
P.S.U.	TO3020	P.S.U. L.R.A.D. Instructor	4 Hours	2	2
P.S.U.	TO3025	P.S.U. Use of Force/Fitness Requalification	8 Hours	5	218
P.S.U.	TO3027	P.S.U. Block B Training	2 Days	5	251
P.S.U.	TO3031	First Responder Operational Search Tactics	4 Days	10	167
Sub-total				49	1,131
Traffic Services (T.S.V.)	SFST-R	Standard Field Sobriety Test Refresher	8 Hrs	1	4
T.S.V.	SFST1	Standard Field Sobriety Test-Instructor	4 Days	1	1
T.S.V.	SFST2	Standard Field Sobriety Testing	4 Days	7	111

T.S.V.	TO0048	Traffic Collision Photography	10 Days	2	2
T.S.V.	TO0073	T.S.V. – A.S.D. Alcotest 6810	1 Hour	13	72
T.S.V.	TT0001	At Scene Collision Investigation	10 Days	1	12
T.S.V.	TT0002	Technical Collision Investigation	10 Days	3	32
T.S.V.	TT0005	Collision Reconstruction IV	10 Days	1	21
T.S.V.	TT0012	Stationary Radar	1 Day	3	25
T.S.V.	TT0014	Laser - Lidar	1 Day	4	13
T.S.V.	TT0027	Mobile Radar	1 Day	7	46
T.S.V.	TT0029	I8000 Annual Examination	1 Day	1	4
T.S.V.	TV0069	Police Motorcycle Operator L1	10 Days	1	1
T.S.V.	TV0070	Police Motorcycle Operator L2	5 Days	1	5
Sub-total				46	349
Y.I.P.I.	TR0033	Y.I.P.I. First Aid & C.P.R./A.E.D.	1 Day	10	219
Sub-total				10	219
Total				369	4,393
C.S.C.E.D.		132 Executive Leadership Institute	N/A	2	2
C.S.C.E.D.		2017 C.I.R.T./P.S.W. Sexual Harassment	N/A	1	26
C.S.C.E.D.		2017 I.A.I.T.S. Symposium	N/A	2	2
C.S.C.E.D.		2017 T.F. and A.R. Seminar	N/A	1	12
C.S.C.E.D.		2017 R.C.M.P. V.I.P. Workshop	N/A	1	2
C.S.C.E.D.		23 Annual I.A.C.P. Conference D.A.I.D.	N/A	1	1
C.S.C.E.D.		9.2 to 9.4 C.A.D. Delta Training	N/A	1	1
C.S.C.E.D.		A.B.L.E. Leadership and Conflict Resolution	N/A	1	1
C.S.C.E.D.		A.C.E. Analytics Basics (C.P.E.)	N/A	1	1
C.S.C.E.D.		A.C.U.C.W.1 Admin Cisco Unified Com	N/A	1	1

C.S.C.E.D.		Administrative Law and Ethics	N/A	1	1
C.S.C.E.D.		Advanced Casualty Care for Police	N/A	1	1
C.S.C.E.D.		Advanced Casualty Care Program	N/A	2	2
C.S.C.E.D.		Advanced Dynamic Vehicle Operations	N/A	2	2
C.S.C.E.D.		Advanced Undercover Techniques	N/A	1	1
C.S.C.E.D.		Advanced Explosive Forced Entry	N/A	1	1
C.S.C.E.D.		Anti-Corruption Workshop	N/A	1	3
C.S.C.E.D.		ArcG.I.S. 1: Introduction to G.I.S.	N/A	3	5
C.S.C.E.D.		ArcG.I.S. 2: Essential Workflows	N/A	2	4
C.S.C.E.D.		ArcG.I.S. for Field Work and Ops	N/A	1	4
C.S.C.E.D.		Astro25 IV and D Secure Communications	N/A	1	2
C.S.C.E.D.		Astro25 Security Patch Management	N/A	1	1
C.S.C.E.D.		Astro25 IV and D Conventional R.F. S.	N/A	1	1
C.S.C.E.D.		Basic Instructor/Facilitator	N/A	1	1
C.S.C.E.D.		Basic Locksmithing	N/A	1	1
C.S.C.E.D.		C.A.P.R.E. Second Annual Data Summit	N/A	2	2
C.S.C.E.D.		Certificate in Change Leadership	N/A	1	1
C.S.C.E.D.		C.F.C.E. Recertification Test	N/A	2	2
C.S.C.E.D.		Cisco Certified Network Associate	N/A	1	1
C.S.C.E.D.		C.I.T.I.G. 11	N/A	1	1
C.S.C.E.D.		Civil and Commercial U.A.S. Training	N/A	1	1
C.S.C.E.D.		Civil Military Cooperation Operator	N/A	1	1
C.S.C.E.D.		Commercial Vehicle Enforcement Officer	N/A	1	1

C.S.C.E.D.		Corbit 5 Foundation	N/A	1	1
C.S.C.E.D.		Collision Reconstruction Seminar	N/A	1	2
C.S.C.E.D.		Command Inst f/ LE Executives	N/A	3	16
C.S.C.E.D.		CompT.I.A. Network+ Certification	N/A	2	2
C.S.C.E.D.		Conf Web Paas for ArcGIS	N/A	1	1
C.S.C.E.D.		Confidential Informant Foundation	N/A	1	1
C.S.C.E.D.		Confidential Informant Handling	N/A	1	1
C.S.C.E.D.		Core HazMat Ops M.S. P.P.E. PC	N/A	1	1
C.S.C.E.D.		Core Pre-deployment Training	N/A	1	1
C.S.C.E.D.		C.O.S.O. Based Internal Auditing	N/A	1	1
C.S.C.E.D.		Coursera Mentor Community Training	N/A	1	1
C.S.C.E.D.		C.P.I.C. Maintenance Course	N/A	1	1
C.S.C.E.D.		C.P.T.E.D. for Houses of Worship	N/A	1	1
C.S.C.E.D.		Crime Prevention Academy	N/A	1	1
C.S.C.E.D.		Criminal Extremism	N/A	1	2
C.S.C.E.D.		Crisis Negotiator Seminar	N/A	1	1
C.S.C.E.D.		Crisis Negotiators Course	N/A	1	17
C.S.C.E.D.		Critical Incident Stress Debrief	N/A	1	1
C.S.C.E.D.		Cultural Competency	N/A	1	1
C.S.C.E.D.		D.C.U.C.I. Data Centre Unified Comp	N/A	1	1
C.S.C.E.D.		D.C.V.A.I. Implementing Cisco Data Cen	N/A	1	3
C.S.C.E.D.		D.F.I.R. NetWars Tournament	N/A	1	1
C.S.C.E.D.		Differentials	N/A	1	1

C.S.C.E.D.		Document Examination II	N/A	1	1
C.S.C.E.D.		Drug Impaired Driving Symposium	N/A	1	1
C.S.C.E.D.		Dry Gas Regulator Service /Repair	N/A	1	1
C.S.C.E.D.		Effective Facilitation(GK2657)	N/A	1	1
C.S.C.E.D.		Equity Policy Law and Planning	N/A	1	1
C.S.C.E.D.		Executive Leadership Institute	N/A	2	6
C.S.C.E.D.		Expert Witness Symposium	N/A	1	1
C.S.C.E.D.		Explicit Issues in Suicide Prevent	N/A	1	1
C.S.C.E.D.		Forensic Linguistic Workshop L.E.P.s	N/A	2	2
C.S.C.E.D.		Foundations of Leadership	N/A	1	1
C.S.C.E.D.		Foundations Violence R.A. /Management Workshop	N/A	1	1
C.S.C.E.D.		Fundamentals of Management	N/A	1	1
C.S.C.E.D.		Fundamentals of Emergency Management	N/A	1	1
C.S.C.E.D.		F.V.R.A.M. Workshop	N/A	1	2
C.S.C.E.D.		Gang Investigation and Interruption	N/A	1	1
C.S.C.E.D.		Genetec Security Centre 5.6	N/A	2	2
C.S.C.E.D.		Geospatial Analysis Project	N/A	1	1
C.S.C.E.D.		Gracie Survival tactics LII	N/A	1	1
C.S.C.E.D.		Hate Crime Seminar	N/A	1	13
C.S.C.E.D.		H.R. Metrics and Analytics Program	N/A	1	1
C.S.C.E.D.		I-8000 Calibration Adjust	N/A	1	1
C.S.C.E.D.		I-8000 Service Perspective	N/A	1	1

C.S.C.E.D.		I-9000 Calibration Adjust	N/A	1	1
C.S.C.E.D.		I-9000 Service Perspective	N/A	1	1
C.S.C.E.D.		I.C.N.D.1 Interconnecting Cisco Network	N/A	3	4
C.S.C.E.D.		I.C.N.D.2-Interconnect Cisco Network	N/A	1	1
C.S.C.E.D.		Implementing Cisco I.P. Routing	N/A	1	1
C.S.C.E.D.		Implementing Cisco IP Switched	N/A	1	1
C.S.C.E.D.		Implementing Cisco Wireless Network	N/A	1	1
C.S.C.E.D.		Indigenous Awareness Course	N/A	1	2
C.S.C.E.D.		Introduction to Intelligence	N/A	1	1
C.S.C.E.D.		Intl Trauma Conference	N/A	1	1
C.S.C.E.D.		Intro to Microsoft Access 2010	N/A	1	1
C.S.C.E.D.		Intro to Web Dev Arc G.I.S. A.P.I.	N/A	1	1
C.S.C.E.D.		Introduction to Mortgage Fraud	N/A	1	1
C.S.C.E.D.		I.P.M.B.A. EMS Cyclist Instructor	N/A	1	1
C.S.C.E.D.		I.P.M.B.A. Pol Cyclist Instructor	N/A	1	1
C.S.C.E.D.		I.T. Project Management	N/A	1	1
C.S.C.E.D.		I.T. Service Management	N/A	1	1
C.S.C.E.D.		Lawful Justification Training	N/A	2	3
C.S.C.E.D.		Leadership and Decision Making	N/A	1	1
C.S.C.E.D.		Leadership Development Course	N/A	1	1
C.S.C.E.D.		Leadership for Senior Living	N/A	1	1
C.S.C.E.D.		Leading Collaboratively	N/A	1	1

C.S.C.E.D.		Leading People to Effectiveness	N/A	1	1
C.S.C.E.D.		Leadership and Career Dev in Policing	N/A	1	1
C.S.C.E.D.		Light Duty Towing & Recovery	N/A	5	9
C.S.C.E.D.		Mental Health First Aid	N/A	3	3
C.S.C.E.D.		Microsoft Excel Level 2	N/A	2	2
C.S.C.E.D.		Managing Change Conflict and Communication	N/A	1	1
C.S.C.E.D.		Mobile Device Acquisition Analysis	N/A	1	1
C.S.C.E.D.		M.P.H. B.E.E. III Radar System	N/A	1	2
C.S.C.E.D.		N.A. Standard Inspection Course	N/A	1	8
C.S.C.E.D.		Network + Prep Course	N/A	2	4
C.S.C.E.D.		O.A.C.P. Constable Select System	N/A	1	1
C.S.C.E.D.		O.A.C.P. C.S.S.T. Essential Competencies Interview	N/A	1	1
C.S.C.E.D.		O.P.C.V.C.- Commercial Motor Vehicle Enforcement	N/A	5	16
C.S.C.E.D.		Opioid Use Disorder in P.C. Conference	N/A	1	1
C.S.C.E.D.		O.P.P. Homemade Explosives Workshop	N/A	1	2
C.S.C.E.D.		Overview of White Collar Crime	N/A	1	1
C.S.C.E.D.		Pilot Ground School Small U.A.V.	N/A	1	1
C.S.C.E.D.		Pistol Operator Course	N/A	1	1
C.S.C.E.D.		P.M.P. Certification Prep Course	N/A	1	1
C.S.C.E.D.		Police Explosive Technician and Radiography	N/A	1	1
C.S.C.E.D.		Police Psychology	N/A	1	1

C.S.C.E.D.		Politics of Organizations	N/A	1	1
C.S.C.E.D.		P.O.U. Commanders Course	N/A	1	1
C.S.C.E.D.		Program Management	N/A	1	1
C.S.C.E.D.		Project Management Professional-P.M.I.	N/A	1	1
C.S.C.E.D.		P.S.P./PA Representative Course	N/A	1	1
C.S.C.E.D.		R.2.M.R. Leadership	N/A	1	1
C.S.C.E.D.		R.2.M.R. Primary Program	N/A	1	1
C.S.C.E.D.		R.C.M.P. Fed Pol I.M.T.C.	N/A	1	1
C.S.C.E.D.		Red Kidnap Negotiators Course	N/A	2	2
C.S.C.E.D.		R.O.U.T.E.- Implementing Cisco I.P. Ro	N/A	1	1
C.S.C.E.D.		Research Methods Decision Making	N/A	1	1
C.S.C.E.D.		RT525G- Essentials I.B.M. R.P.T. V8.2	N/A	2	3
C.S.C.E.D.		RT545G- Essentials of I.B.M. R.F.T. JS	N/A	1	1
C.S.C.E.D.		RT545G-Essntls I.B.M. R.F.T. JS 8.0	N/A	1	2
C.S.C.E.D.		Safariland Holster Training	N/A	1	16
C.S.C.E.D.		Safe-Talk Train the Trainer	N/A	1	1
C.S.C.E.D.		Sector IT Security Conference	N/A	1	1
C.S.C.E.D.		Server & Virtualization Foundations	N/A	1	1
C.S.C.E.D.		Sex Crime Training	N/A	1	1
C.S.C.E.D.		Situation Table Learning Module	N/A	1	1
C.S.C.E.D.		Social Media Basics	N/A	1	1
C.S.C.E.D.		Standard Field Sobriety Test Course	N/A	1	1
C.S.C.E.D.		Suicide Aware & Prevention for Supervisors	N/A	1	1

C.S.C.E.D.		Suicide Bomber Intervention Tactics	N/A	1	1
C.S.C.E.D.		Tactical Rifle Basic Skills	N/A	1	1
C.S.C.E.D.		T.C.C.P.G.S. Small U.A.V. Systems	N/A	1	3
C.S.C.E.D.		The Guth M12V500 Simulator	N/A	1	2
C.S.C.E.D.		The Guth M2100 Simulator	N/A	1	2
C.S.C.E.D.		Theories of Leadership	N/A	1	1
C.S.C.E.D.		Threat Assessment Training	N/A	1	1
C.S.C.E.D.		Threat Assessment Training II	N/A	1	1
C.S.C.E.D.		U.A.V. Basic Training	N/A	2	6
C.S.C.E.D.		U.A.V. Pilot Ground School	N/A	1	1
C.S.C.E.D.		U.C.C.X.D.-Deploying Cisco Unified	N/A	1	1
C.S.C.E.D.		V.T.R.A. Level 2 Training	N/A	1	15
C.S.C.E.D.		Wheel Alignment Angles and Adjudicator	N/A	1	1
C.S.C.E.D.		W.I. Deploy-Deploy Cisco WiFi Ent	N/A	1	1
C.S.C.E.D.		Women's Leadership Institute	N/A	1	1
C.S.C.E.D.		Workplace Violence Awareness	N/A	1	1
Sub-total				193	358
C.I.S.O	I00002	Introduction to Intelligence	5 Days	2	5
C.I.S.O	I00004	Mobile Surveillance	15 Days	1	9
C.I.S.O	I00008	Technical Intrusion Detection	5 Days	1	1
C.I.S.O	I00010	Technical Techniques Orientation	12 Days	1	1
C.I.S.O	I00012	Covert Video Course	10 Days	1	1
C.I.S.O	I00015	Intro to Undercover Techniques	5 Days	1	4
C.I.S.O	I00019	Covert Operation Handler	5 Days	2	2

C.I.S.O	I00021	Intro to Technical Investigation	10 Days	1	1
C.I.S.O	I00022	Tech Intercept of Private Communications	25 Days	1	1
C.I.S.O	I00025	Electronic Tracking	5 Days	1	1
C.I.S.O	I00026	Digital Surveillance Photography	3 Days	1	2
C.I.S.O	I00027	Confidential Informant Development	5 Days	1	2
C.I.S.O	I00028	Confidential Informant Foundations	2 Days	2	14
Sub-total				16	44
C.P.C.	C00033	Senior Police Administration	15 Days	1	2
C.P.C.	C00052	Police Explosives Tech and Radio	34 Days	1	1
C.P.C.	C00060	Computer Forensic Examiner	15 Days	2	2
C.P.C.	C00062	Police Explosive Forced Entry Instructor	8 Days	1	2
C.P.C.	C00072	Using Internet as Intelligence Tool	5 Days	1	1
C.P.C.	C00074	Police Explosives Technician Senior Validation	5 Days	2	2
C.P.C.	C00078	Canadian Internet Child Exploitation	10 Days	1	1
Sub-total				9	11
T.P.C. -F.B.I		F.B.I. Law Enforcement Executive Development Association (L.E.E.D.A.) Executive Program	5 Days	1	50
T.P.C. - F.B.I		F.B.I. L.E.E.D.A. Command Leadership	5 Days	1	50
Sub-total				2	100
O.P.C.	P00004	Drug Investigation	17 Days	2	2
O.P.C.	P00019	Use of Force Trainer	15 Days	1	3
O.P.C.	P00024	Team Building	2 Days	3	36

O.P.C.	P00044	Search Warrant Course	5 Days	1	1
O.P.C.	P00056	Basic Bloodstain Pattern Recognition	5 Days	1	1
O.P.C.	P00059	Forensic Recovery of Human Remains	5 Days	1	2
O.P.C.	P00062	Applied Forensic Videography	5 Days	1	1
O.P.C.	P00067	Communication Centre Supervisor Course	10 Days	1	1
O.P.C.	P00073	Chemical Treatment and Florescent Technician	5 Days	1	3
O.P.C.	P00092	Front Line Supervisors Train the Trainer	10 Days	1	1
O.P.C.	P00096	Death Investigation Course	5 Days	1	2
O.P.C.	P00099	Emotional Intelligence Course	1 Day	3	40
O.P.C.	P00101	Gang Investigation Course	5 Days	2	7
O.P.C.	P00103	Influential Police Leadership	2 Days	1	3
O.P.C.	P00107	Photoshop for Forensics	5 Days	1	2
O.P.C.	P00122	Building Leadership through Strength and Self-awareness	1 Day	2	38
O.P.C.	P00123	Friction Ridge Analysis	10 Days	2	4
O.P.C.	P00127	Forensic Identification Recertification	1 Day	2	2
O.P.C.	P00136	Facilitating and Assessing Police Learning	3 Days	1	1
Sub-total				28	150
Total for External Training				248	663
Grand Total for External Training				617	5,056

Toronto Police Service – Results of 2018 Follow-up of Previous Audit Recommendations

Date: May 29, 2018
To: Toronto Police Services Board
From: Auditor General
Wards: All

SUMMARY

This report provides the results of our 2018 audit recommendation follow-up review. The purpose of the follow-up review is to determine the implementation status of audit recommendations made by the Auditor General to the Toronto Police Services Board.

Since 1999, the Auditor General has provided 14 audit reports to the Toronto Police Services Board. Based on the results of previous follow-up reviews, recommendations from the following audit reports have all been addressed:

- Parking Enforcement Review, October 3, 2011
- Review of Integrated Records and Information System, August 26, 2011
- Court Services Review, June 12, 2008
- Fleet Review, September 26, 2008
- Review of Police Training, Opportunities for Improvement, October 26, 2006
- Enterprise Case and Occurrence Processing System (eCOPS) Project Review, April 29, 2005
- Revenue Controls Review, January 8, 2002
- Vehicle Replacement Policy, June 21, 2000
- Review of Controls Relating to Overtime and Premium Pay, January 6, 2000
- Review of Parking Enforcement Unit, January 4, 2000
- Review of the Investigation of Sexual Assaults, Toronto Police Service, 1999 including first and second follow-up review during 2004 and 2010 respectively

The 2018 follow-up review included the following audit report to the Board:

Police Paid Duty – Balancing Cost Effectiveness and Public Safety, 2010
<http://www.toronto.ca/legdocs/mmis/2011/au/bgrd/backgroundfile-37754.pdf>

Only one audit recommendation from the above report was outstanding and needed to be included in this 2018 follow-up review. This recommendation has been determined as fully implemented.

With the closing of the last outstanding recommendation, all of the recommendations in the previously issued audit reports to the Police Services Board have been addressed.

RECOMMENDATIONS

The Auditor General recommends that:

1. The Toronto Police Services Board receive this report for information.

FINANCIAL IMPACT

There is no financial impact resulting from receipt of this report.

DECISION HISTORY

The Auditor General conducts an annual follow-up review to determine whether management has implemented recommendations in audit reports issued. The follow-up review is part of the Auditor General's Annual Work Plan.

We conducted this follow-up audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The Auditor General's annual follow-up review on outstanding audit recommendations requires that management provides a written response on the implementation status of each recommendation contained in the audit reports. Where management indicates that a recommendation is not implemented, audit work is not performed. For those recommendations reported by management as fully implemented, audit staff conduct additional analysis and testing, and review relevant information to verify management assertions.

Our verifications were based on the audit work conducted during the follow-up period, which is usually between March and April of each year.

For recommendations verified as fully implemented by audit staff, no further audit work will be conducted on those recommendations in subsequent follow-up cycles. Ongoing implementation and maintenance of audit recommendations, such as policy and procedure enhancements or improved controls, will rely on management's continuous efforts beyond the audit follow-up review. The Auditor General may decide to initiate a new review of areas previously audited.

COMMENTS

Table 1 outlines audit reports issued to the Toronto Police Services Board since 1999 that no longer have outstanding audit recommendations. Table 2 outlines the results of our current follow-up review.

Table 1: Previous Audit Reports With No Outstanding Recommendations

Report Title and Date	Total Issued	Previously Reported	
		Fully Implemented	Not Applicable
Parking Enforcement Review (October 3, 2011)	8	8	-
Review of Integrated Records and Information System (August 26, 2011)	7	7	-
Review of the Investigation of Sexual Assaults (1999) and two subsequent follow-up reviews in 2004 and 2010*	60	60	-
Court Services Review (June 12, 2008)	5	5	-
Fleet Review (September 26, 2008)	4	4	-
Review of Police Training, Opportunities for Improvement (October 26, 2006)	39	38	1
Enterprise Case and Occurrence Processing System (eCOPS) Project Review (April 29, 2005)	32	31	1
Revenue Controls Review (January 8, 2002)	5	5	-
Vehicle Replacement Policy (June 21, 2000)	3	-	3
Review of Controls Relating to Overtime and Premium Pay (January 6, 2000)	16	15	1
Review of Parking Enforcement Unit (January 4, 2000)	27	26	1
Total	206	199	7

*57 recommendations from the initial 1999 review and 3 new recommendations from 2010 follow-up review

Table 2: Results of the Current Follow-up Review

Report Title and Date	Total Issued	Previously Reported as Not Fully Implemented	Results of Current Review	
			Fully Implemented	Not Fully Implemented
Police Paid Duty – Balancing Cost Effectiveness and Public Safety (December 1, 2010)	10	1	1	-

Attachment 1 lists the fully implemented recommendation.

The 2018 follow-up review results of the above audit report are summarized below:

Police Paid Duty – Balancing Cost Effectiveness and Public Safety

In response to a request from the Toronto Police Services Board, the Auditor General conducted a review of the police paid duty system and issued a report entitled “Police Paid Duty - Balancing Cost Effectiveness and Public Safety.” The report was adopted as amended by the Board at its April 7, 2011 meeting.

The audit report contained 10 recommendations to improve the effectiveness and efficiency of the system, and officer compliance with police paid duty policies. During our previous follow-up reviews, seven of the 10 recommendations were verified as fully implemented and two recommendations were determined as no longer applicable. For the remaining one outstanding recommendation, which pertains to the need to track and recover paid duty equipment and rental costs, management reported in 2018 that this recommendation has been fully implemented. In 2010 when we conducted the paid duty audit, the Service received approximately \$900,000 in revenue from rental of police equipment such as vehicles, motorcycles, boats and horses for paid duty purpose.

In response to the 2018 follow-up review, management reported that the Service recently completed an analysis of costs associated with paid duty vehicles and found the current vehicle rental rate to be in-line with the costs of providing and maintaining the vehicles. The full management response is provided in Attachment 1 to this report.

Next Steps

The results of this follow-up review of outstanding audit recommendations will be included in a consolidated report to the City Audit Committee at its July 2018 meeting. The consolidated report will include a summary of our review of outstanding recommendations for all City Agencies and Corporations.

CONTACT

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SIGNATURE



Beverly Romeo-Beehler
Auditor General

ATTACHMENTS

Attachment 1: Recommendations – Fully Implemented

Recommendations – Fully Implemented

Division: Toronto Police Service
Report Date: March 23, 2011
Report Title: Toronto Police Service, Police Paid Duty - Balancing Cost Effectiveness and Public Safety

No.	Recommendation
005	The Chief of Police take steps to track paid duty equipment rental costs including direct and indirect costs, and ensure costs can be fully recovered from equipment rental revenue.



Toronto Police Services Board Report

May 31, 2018

To: Members, Toronto Police Services Board

From: Andy Pringle
Chair

**Subject: CITY OF TORONTO COUNCIL – EXPANDED GAMING AT
WOODBINE RACETRACK – CITY CONDITIONS**

Recommendation(s):

It is recommended that the Board request that the Chief of Police report to the Board, as requested by City Council, "...to provide estimates for incremental policing costs that may be required due to expanded gaming at Woodbine Racetrack."

Financial Implications:

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

Background/Purpose:

At its meeting held on April 24, 25 and 27, 2018, City Council considered a report from Executive Committee with respect to the expansion of gaming at Woodbine Racetrack and the conditions that the City had attached to its support for such an expansion.

The minutes detailing the City's consideration of this item are available at this link:
[Agenda Item History - 2018.EX33.2.](#)

Discussion:

In considering this item, Council approved a number of recommendations including a request that the Toronto Police Services Board provide estimates for incremental policing costs that may be required due to expanded gaming at Woodbine Racetrack.

Conclusion:

It is my recommendation that the Board request that the Chief of Police report to the Board, as requested by City Council, "...to provide estimates for incremental policing costs that may be required due to expanded gaming at Woodbine Racetrack."

Respectfully submitted,

Andy Pringle
Chair



Toronto Police Services Board Report

May 19, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Vehicle Injuries to Ms. Amanda Argentino, Ms. Jennifer Brown, Mr. Austin Dell, Mr. Daniel Powell and Mr. Jamie Last

Recommendation(s):

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.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

“The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.’s lead role in investigating the incident.”

Section 11(2) of the Regulation states:

“The purpose of the chief of police’s investigation is to review the policies of or services provided by the police force and the conduct of its police officers.”

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of its investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

Discussion:

On March 20, 2016, at approximately 0256 hours, a Sergeant of Toronto Police Service (T.P.S.) Traffic Services (T.S.V.) was operating a marked police vehicle, Fleet 60S1, when he observed a black 2009 Acura M.D.X. northbound on York Street at Front Street West.

A query through the Canadian Police Information Centre (C.P.I.C.) database indicated that vehicle was on file as stolen. The Sergeant requested additional units and continued to strategically follow the stolen Acura in his marked scout car.

The Acura continued northbound to Queen Street West where it turned right and began heading eastbound. The Acura remained east on Queen Street West until turning right again at Bay Street and heading southbound. From Bay Street the Acura turned right onto Queens Quay West and right onto northbound York Street, effectively completing a circle in the downtown core.

While following the Acura, the Sergeant observed that the vehicle did not speed, obeyed traffic signs and took no apparent action to avoid the officer as he followed behind. The Sergeant continued to update his location with T.P.S. Communications Services as he waited for backup to arrive.

At 0302 hours, the Sergeant was stopped behind the stolen vehicle facing northbound on York Street at a red traffic signal at Bremner Boulevard. The Sergeant now had another marked police vehicle behind him and others were visible traveling southbound on York Street to his location at Bremner Boulevard.

In an effort to avoid a pursuit, the Sergeant pulled out and positioned his vehicle, slightly angled, in front of the Acura while simultaneously activating the emergency lights.

The driver of the Acura, later identified Mr. London Murray, accelerated and struck the Sergeant’s vehicle. This disabled the Sergeant’s vehicle and the Acura fled eastbound on Bremner Boulevard to eastbound Lakeshore Boulevard West.

A marked police vehicle, Fleet T.A.V.52, approaching southbound, turned onto Bremner Boulevard with the intention of initiating a suspect apprehension pursuit of the suspect vehicle. However, by the time the officers turned onto Bremner Boulevard, the Acura was already out of sight. Despite the officers' efforts, the Acura could not be located in the area.

Several other responding officers would continue to check the area but that was the last time the Acura would be observed by police prior to it becoming involved in a collision.

The Acura, with four other passengers aboard, continued at a high rate of speed northbound on Bay Street.

As the Acura approached Wellington Street West, Mr. Daniel Powell was operating a 2015 Chevrolet Malibu westbound on Wellington Street West approaching Bay Street.

Mr. Powell was operating his vehicle as an Uber (rideshare vehicle) and had three passengers on board.

Mr. Powell proceeded westbound through the signalized intersection of Bay Street and Wellington Street West facing a green light and was struck by Mr. Murray who was travelling northbound on Bay Street. Mr. Murray disobeyed the red traffic signal for the northbound traffic and as a result caused the collision at 0303 hours.

At about 0304 hours, officers from 51 Division discovered the collision scene while traveling northbound on Bay Street.

All five occupants of the Acura were taken into custody and all parties involved in the collision were provided with medical assistance.

Officers from T.S.V. attended and assumed control of the collision scene. Once the injuries were reported to investigators, the S.I.U. was contacted and invoked its mandate.

The S.I.U. published media releases on March 20, 2016. The media releases are available at: https://www.siu.on.ca/en/news_template.php?nrId=2580
https://www.siu.on.ca/en/news_template.php?nrId=2581

The S.I.U. designated one officer as a subject officer; fourteen other officers were designated as witness officers.

In a letter to the T.P.S. dated August 1, 2017, Director Tony Loparco of the S.I.U. advised that the file has been closed and no further action is contemplated.

The S.I.U. published a media release on March 20, 2016 and August 2, 2017. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrId=3133

Summary of the Toronto Police Service's Investigation:

T.S.V. conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

The investigation examined the injuries in relation to the applicable legislation, service provided, procedures and the conduct of the involved officers.

The T.S.V. investigation reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest)
- Procedure 04-21 (Gathering/ Preserving Evidence)
- Procedure 07-01 (Transportation Collisions)
- Procedure 07-05 (Service Vehicle Collisions)
- Procedure 10-06 (Medical Emergencies)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)
- Procedure 15-02 (Injury/Illness Reporting)
- Procedure 15-10 (Suspect Apprehension Pursuits)
- Procedure 15-17 (In-Car Camera System)

The 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)
- Ontario Regulation 266/10 (Suspect Apprehension Pursuits)

The T.S.V. investigation determined that the T.P.S.'s policies and procedures associated with the suspect apprehension pursuit were found to be 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 T.P.S. procedures.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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

MS/da

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Toronto Police Services Board Report

June 1, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Chief's Administrative Investigation into the Custody
Death of Mr. Richard Brefo**

Recommendation(s):

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.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

“The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.’s lead role in investigating the incident.”

Section 11(2) of the Regulation states:

“The purpose of the chief of police’s investigation is to review the policies of or services provided by the police force and the conduct of its police officers.”

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of its investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

Discussion:

On December 1, 2015, at about 0902 hours, officers of 22 Division Primary Response Unit (P.R.U.) responded to an “unknown trouble” call at 2 Eva Road, Unit 2324.

The caller indicated that she was the mother of a victim of domestic violence and that her daughter was being held against her will at the above address. The daughter had sent her mother an e-mail on her laptop computer. The e-mail indicated that she was afraid of her boyfriend, later identified as Mr. Richard Brefo, and that he had assaulted her earlier in the morning. The daughter was hesitant to use her cellular telephone to call for help as Mr. Brefo was watching her and she feared another assault.

The officers arrived at the suite and knocked on the door. They received no response from within so they utilized the services of the concierge to access the unit. Once the door was unlocked, they encountered furniture stacked against the door that would prevent entry. The officers pushed their way into the unit, announcing their presence. The daughter, now seeing an opportunity to escape, ran to the officers. She had visible injuries and they removed her from the unit to the hallway and to safety.

The officers then re-entered the unit to arrest Mr. Brefo. They searched the entire unit and could not locate him. An officer searched the balcony, and peered over the railing and saw the body of a male sprawled on the roof of the parking garage 21 storeys below. The officer advised the dispatcher of their observations. Other attending officers with Toronto Paramedics Services (Paramedics) and Toronto Fire Services made their way to the roof top of the garage and located the male, later identified as Mr. Brefo. He was pronounced dead at the scene by Paramedics.

The S.I.U. was notified and invoked its mandate.

The S.I.U. published a media release on December 1, 2015. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=2472

The S.I.U. designated one officer, as a subject officer; eleven other officers were designated as witness officers.

In a letter to the T.P.S. dated September 1, 2016, Acting Director Joseph Martino of the S.I.U. advised that the investigation was completed and that the file has been closed and no further action was contemplated. Acting Director Martino advised there were “*no grounds in the evidence to proceed with Criminal charges against the subject officer*”.

Acting Director Martino commented on an aspect of the investigation by stating;

“Before closing the file, I note for the record what appears to have been an entry into the scene by investigating officers of the TPS when the matter was clearly one falling within the SIU’s jurisdiction.”

Investigative personnel from 22 Division attended the scene and the suite. The officers who had been in the suite dealing with the rescue of the daughter and the search for Mr. Brefo left prior to it being secured. The Investigative personnel were ensuring the integrity of the scene as per T.P.S. Procedures 04-21 (Gathering/Preserving Evidence) and 13-16 (Special Investigations Unit).

The S.I.U. published a media release on September 27, 2016. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=2800

Summary of the Toronto Police Service’s Investigation:

Professional I Standards Support (P.S.S.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

P.S.S. examined the use of force in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The P.S.S. investigation reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest)
- Procedure 01-03 (Persons in Custody)
- Procedure 04-02 (Death Investigations)
- Procedure 04-21 (Gathering/Preserving Evidence)
- 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)
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- Ontario Regulation 926 Section 14.2 (Use of Force Qualifications)

The P.S.S. investigation determined that the T.P.S.'s policies and procedures associated with the applied use of force were found to be 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 T.P.S. procedures.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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

MS/da

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Toronto Police Services Board Report

June 1, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Chief's Administrative Investigation into the Custody
Death of Mr. Blair Swanek**

Recommendation(s):

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.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

"The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.'s lead role in investigating the incident."

Section 11(2) of the Regulation states:

"The purpose of the chief of police's investigation is to review the policies of or services provided by the police force and the conduct of its police officers."

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of its investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

Discussion:

On May 13, 2017, officers attended the address of 1775 Weston Road, apartment 1505 for the purpose of apprehending Mr. Blair Swanek on an outstanding warrant for Failing to Comply with a Probation Order. The officers knocked on the door and had a conversation with an unidentified individual inside the apartment through the closed door. This individual advised that Mr. Swanek was not there and never opened the door.

The officers were leaving the apartment when a 9-1-1 call was broadcast over the radio for an unknown trouble at the same address. The caller advised there was a male lying on the ground at the rear of the building close to the garbage containers.

The officers attended, located the body of a male and identified him as Mr. Swanek. Officers attended apartment 1505 with building security to clear the apartment and found no other occupants.

Toronto Paramedic Services and Toronto Fire Services attended and pronounced the male dead at the scene.

The S.I.U. notified the T.P.S. and invoked its mandate.

The S.I.U. published a media release on May 14, 2017. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=3038

The S.I.U. did not designate any members of the T.P.S. as subject officers; four officers were designated as witness officers.

In a letter to the T.P.S. dated October 18, 2017, Director Tony Loparco of the S.I.U. advised that the investigation was completed and no further action was contemplated.

The S.I.U. published a media release on October 23, 2017. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=3333

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 use of force in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The P.S.S. investigation reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 04-02 (Death Investigations)
- Procedure 04-16 (Death in Police Custody)
- Procedure 05-11 (Fail to Comply/Fail to Appear)
- 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 14.2 (Use of Force Qualifications)

The P.S.S. investigation determined that the T.P.S.'s policies and procedures associated with the in custody death were found to be 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 T.P.S. procedures.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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

MS/da

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Toronto Police Services Board Report

June 1, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Death of Mr. Alexandre Boucher

Recommendation(s):

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.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

"The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.'s lead role in investigating the incident."

Section 11(2) of the Regulation states:

"The purpose of the chief of police's investigation is to review the policies of or services provided by the police force and the conduct of its police officers."

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of its investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

Discussion:

On February 2, 2016, at 1400 hours, a male, later identified as Mr. Alexandre Boucher, was in High Park, a short distance away from one of the walking paths in the south east corner of the park. He had in his possession a length of rope he had tied into a noose and thrown over a tree branch. Mr. Boucher attached the noose to his neck and was in the process of attempting to hang himself; he secured one end of the rope to the tree and slumped down into a semi kneeling posture.

These events were witnessed by a female who was using the same walking trail. She ran to a City of Toronto (City) Parks Department facility, a greenhouse, a short distance away and attempted to rouse the attention of city workers within the building. An employee advised her that he would send someone over to assist, but nobody attended.

The witness, realizing that she had her cellular telephone with her, placed a call to her husband who was at home just north of the park. He answered her call and responded by driving to the park.

While on route to the location, the husband saw a marked T.P.S. police vehicle parked at the north entrance to the park at Bloor Street West. He alleged that he approached the lone officer, told him the events that his wife had witnessed and requested the officer’s assistance.

The husband alleged that the officer told him to call 9-1-1 as he was already on another call. This conversation and the husband’s repeated demands were overheard by the wife over her cellular telephone as the husband had kept her on the line as he drove to the park.

The husband drove away and located his wife near the City greenhouse and with the assistance of city workers, went to the tree, observed Mr. Boucher slumped and apparently unconscious. They cut the rope to release pressure on Mr. Boucher’s neck and airway but to no avail.

At 1431 hours, the T.P.S. Communications Services received a 9-1-1 call for the event. Police, fire services and ambulance were dispatched to the call. Toronto Paramedics Services and Toronto Fire Services were the first responders on scene and attempted to revive Mr. Boucher who appeared to be vital signs absent. He was transported by ambulance to St. Joseph's Hospital where at 1524 hours, medical staff pronounced him deceased.

An officer of 11 Division operating marked police vehicle 1132, was assigned to the call at 1432 hours. An additional officer operating marked police vehicle 1142, was dispatched to the call at the same time. A Sergeant operating fleet 11S3 also responded to the call.

The officer arrived at the scene at 1441 hours, followed shortly by the other officer. The Sergeant arrived at 1443 hours and, upon speaking with the husband and wife, received information about the husband's efforts to have an officer attend to assist as he was entering the park. The husband then identified the officer.

The investigation into the suicide continued with 11 Division Criminal Investigation Bureau (C.I.B.) personnel attending as well as members of Forensic Identification Services (F.I.S.). The Coroner was notified and also attended the scene.

The Sergeant accompanied by the Officer-in-Charge of 11 Division, the Staff Sergeant, immediately dealt with the allegations from the husband and wife as an external complaint of conduct.

Evidence from the T.P.S.'s Automatic Vehicle Locator (A.V.L.) indicated that the officer's vehicle was stopped at the area indicted by the husband at approximately 1424 hours as he was calling his wife. The A.V.L. data also indicated that the officer's vehicle left that location and travelled north and west through the division until 1432 hours, when he responded to the assignment of the radio call at that time.

When the Senior Duty Officer was advised of the event and the issues surrounding the officer's actions, he notified the S.I.U. Designate. After assessing the circumstances of the event, the S.I.U. was notified and invoked its mandate.

The S.I.U. published a media release on June 23, 2016. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=2673

The S.I.U. designated one officer, as a subject officer; eleven other officers were designated as witness officers.

On June 22, 2016, Director Tony Loparco of the S.I.U. caused an information to be sworn to alleging one count of Criminal Negligence Causing Death, contrary to section 220(b) of the *Criminal Code* and one count of Failing to Provide the Necessaries of Life, contrary to section 215(2)(b) of the *Criminal Code* against the officer.

On August 4, 2016, Director Loparco had a third information sworn to alleging one count of Breach of Trust by Public Officer contrary to Section 122 of the *Criminal Code* against the officer.

On October 5, 2016, the Crown Law Office withdrew the Charges of Criminal Negligence Causing Death and Failing to Provide the Necessaries of Life against the officer.

The matter proceeded to trial for a charge of Breach of Trust. As a result, the officer was acquitted on January 25, 2018.

The S.I.U. published a media release on August 4, 2016. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=2713

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 event in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The P.S.S. investigation reviewed the following T.P.S. procedures:

- Procedure 04-02 (Death Investigations)
- Procedure 04-21 (Gathering/Preserving Evidence)
- Procedure 06-04 (Emotionally Disturbed Persons)
- 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)
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- Ontario Regulation 268/10 Section 2(1)(a)(xi) (Discreditable Conduct)
- Ontario Regulation 268/10 Section 2(1)(a)(ii) (Insubordination)
- Ontario Regulation 268/10 Section 2(1)(c)(i) (Neglect of Duty)

The P.S.S. investigation determined that T.P.S. procedures associated with the Emotionally Disturbed Persons and Medical Emergencies were found to be 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 outcome of the investigation by P.S.S. identified misconduct in that the subject officer was not in compliance with applicable provincial legislation and applicable T.P.S. procedures.

The T.P.S. procedures examined were found to be sufficient and did not require modification.

The conduct of the designated witness officers was in compliance with applicable provincial legislation and applicable T.P.S. procedures.

Prosecution Services issued a Notice of Hearing under the *Police Services Act* alleging one count of Discreditable Conduct, one count of Neglect of Duty and one count of Insubordination.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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

MS/da

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Toronto Police Services Board Report

June 1, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation: Vehicle Injuries to Mr. Shamar Morrison

Recommendation(s):

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.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

"The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.'s lead role in investigating the incident."

Section 11(2) of the Regulation states:

"The purpose of the chief of police's investigation is to review the policies of or services provided by the police force and the conduct of its police officers."

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of its investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

Discussion:

On January 19, 2016, at 1300 hours, officers of 13 Division were seated in a marked police van, Fleet 1304. This was a Dodge Caravan with no emergency lights, siren or video recording equipment.

The police officers were assigned a detail in 32 Division, which required them to attend various property owners of locations in 13 Division and obtain signatures for trespass notices. While in 32 Division, one officer decided to conduct an address check on Mr. Shamar Morrison, whom the officer had arrested on a warrant for theft of gas several weeks earlier. Mr. Morrison had provided the address of 650 Sheppard Avenue West, which was nearby the officers' location.

The address was a small two-storey building that looked like a commercial space; it did not appear to be a typical residential apartment.

There was a blue B.M.W. 750 Series vehicle parked facing the building. Mr. Morrison was known to drive a similar make and model B.M.W.

The officer drove northbound on Hove Street to the next street, which was Cocksfield Avenue, where he made a U-turn, returned to Sheppard Avenue, and pulled up adjacent to the rear of the building.

Less than a minute later, the B.M.W. drove onto westbound Sheppard Avenue in the curb lane. The B.M.W. did not have tinted windows; however, the officer could not identify the driver. The officer was also under the impression the driver had no idea of the police presence.

The driver of the B.M.W. continued on Sheppard Avenue West. He was 100 to 120 yards ahead of the officers, driving at a normal rate of speed. The driver continued turning onto numerous streets increasing his speed after each turn. When the driver of the B.M.W. turned onto Hove Street, he accelerated and the B.M.W. disappeared out of sight of the officer. A construction worker waived down the officers and advised that he

had seen the B.M.W. westbound at a high rate of speed and that it had disobeyed two stop signs. After that, he had heard a loud bang.

The officer made a U-turn back and continued driving westbound and arrived at the intersection of Wilmington Avenue and Combe Avenue. There had been a significant collision in the intersection and there was a tremendous amount of debris within the crash zone in the intersection and to the south.

A large white cube van and the B.M.W., both heavily damaged, had come to rest on the lawn of a house at the south west corner. Seven or eight minutes had passed since the officer had lost sight of the B.M.W. and the officer's arrival at the crash scene.

The officers requested the attendance of Toronto Fire Services and Toronto Paramedic Services. The officers called for additional units, including Traffic Services, and then taped off the scene and assisted with road closures.

An additional independent witness indicated that the B.M.W. drove westbound on Combe Avenue, at a high rate of speed, and made no attempt to stop at the stop sign at Wilmington Avenue. The cube van had been travelling southbound on Wilmington Avenue and as a result of the collision; both vehicles came to rest on the front lawn of the house.

Both drivers were extracted from their vehicles and transported to Sunnybrook Health Sciences Centre.

One of the firefighters on scene directed an officer to a silver semi-automatic firearm, three or four feet away from the driver's door of the B.M.W.

The driver of the B.M.W. was identified as Mr. Shamar Morrison and he suffered non-life threatening injuries that included two broken legs. He was charged with Dangerous Operation of a Motor Vehicle Causing Bodily Harm, Cause Bodily Harm by Criminal Negligence, Firearm—Unauthorized Possession, Possession of a loaded Prohibited or Restricted Firearm, Careless Storage of a Firearm, Unauthorized Possession of a Firearm in a Motor vehicle with Ammunition.

The driver of the cube-van, identified as Mr. John Walter Osterhout, received fractures throughout his body, and tears to various organs and blood vessels.

The S.I.U. was notified and invoked its mandate.

The S.I.U. published a media release on January 19, 2016. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=2524

The S.I.U. designated one officer as a subject officer; four other officers were designated as witness officers.

In a letter to the T.P.S. dated January 24, 2017, Director Tony Loparco of the S.I.U. advised that the file has been closed and no further action is contemplated.

The S.I.U. published a media release on February 13, 2017. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=2960

Summary of the Toronto Police Service's Investigation:

Traffic Services (T.S.V.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

The T.S.V. investigation examined the injury in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The T.S.V. investigation reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest)
- Procedure 01-03 (Persons in Custody)
- Procedure 04-21 (Gathering/Preserving Evidence)
- Procedure 07-01 (Transportation Collisions)
- Procedure 07-05 (Service Vehicle Collisions)
- 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 15-10 (Suspect Apprehension Pursuits)
- Procedure 15-17 (In-Car Camera System)

The 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)
- Ontario Regulation 266/10 (Suspect Apprehension Pursuits)

The T.S.V. investigation determined that the T.P.S.'s policies and procedures associated with the applied use of force were found to be 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 T.P.S. procedures.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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

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Toronto Police Services Board Report

June 1, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation: Firearms Injury to Mr. John Doe (12-TFI-006)

Recommendation(s):

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.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

"The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.'s lead role in investigating the incident."

Section 11(2) of the Regulation states:

"The purpose of the chief of police's investigation is to review the policies of or services provided by the police force and the conduct of its police officers."

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of its investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

Discussion:

On January 6, 2012, at 1227 hours, officers from 12 Division were on routine patrol in the vicinity of the Crossroad Plaza at Weston Road and Highway 401. The officers were paying special attention to the plaza in relation to recent break and enters and thefts from that area.

An officer saw a male, later identified as Mr. John Doe, leaning into a garbage bin at the rear of the plaza. The officers engaged Mr. Doe and attempted to investigate him for his activities.

Mr. Doe approached the driver’s side of the police vehicle. He would not respond when asked what he was doing in the dumpster. Mr. Doe removed his backpack, placed it on the ground and opened it. As the officers exited their vehicle, Mr. Doe produced a large knife, approximately ten to fifteen inches in length from inside the backpack.

Mr. Doe held the knife in his right hand and lunged toward one of the officers. The officer drew his issued Glock pistol and backed up to create a safe distance. The officer repeatedly ordered Mr. Doe to drop the knife. Mr. Doe was unresponsive to the commands and continued to walk toward the officer with the knife pointing toward the officer. Both officers continued to back up in an effort to maintain a safe distance and notified T.P.S. Communications Services (Communications) that support was required at their location. Mr. Doe stopped, reversed direction, and returned to where he had left his backpack, retrieved it and started to leave the area and walk toward Weston Road. The officers continued to follow at a distance with their firearms drawn; shouting commands for Mr. Doe to drop the knife.

The officers requested a road sergeant attend the scene with a Conducted Energy Weapon (C.E.W.). The two road sergeants responded and began to make their way to the scene. T.P.S. Communications also notified the Emergency Task Force (E.T.F.) to attend the scene. As Mr. Doe approached Weston Road, several officers had arrived and were in place to prevent him from entering traffic on Weston Road or Highway 401 or engaging any civilians. Additional officers from 12 Division arrived on scene to assist.

As Mr. Doe approached these additional officers, they also engaged Mr. Doe and ordered him to stop and drop the knife. He was unresponsive to the commands and continued to hold the knife and wave it in a threatening manner.

One of the officers saw Mr. Doe make a movement with the knife to thrust it at the officers. The officer feared for the safety of the other officers present, as well as members of the public in the area and those driving by on Weston Road. The officer noticed a change in the body language and facial expression of Mr. Doe. His eyes widened, he clenched his teeth, made a fist with his off hand and he moved closer toward the officers.

One officer discharged four rounds from his issued Glock pistol at Mr. Doe, striking him repeatedly. Mr. Doe fell to the ground and dropped the knife.

A Mobile Crisis Intervention Team (M.C.I.T.) attended at the scene. The team consisted of a police officer and a registered nurse. During the event the M.C.I.T. officer engaged Mr. Doe. The nurse remained a safe distance away. Once the shots were fired and Mr. Doe was subdued, the nurse immediately engaged and rendered first aid.

Emergency medical assistance was notified and Mr. Doe was arrested and transported to Sunnybrook Health Sciences Centre for treatment. He has survived his wounds and faces several criminal charges.

The scene was secured and the S.I.U. was notified and invoked its mandate.

The S.I.U. published a media release on January 6, 2012. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=1039

The S.I.U. designated one Police Constable as a subject officer. Eight other officers were designated as witness officers and subsequently interviewed by investigators from the S.I.U.

In a letter to the T.P.S. dated March 16, 2012, Director Ian Scott of the S.I.U. advised the investigation was complete, the file had been closed and no further action was contemplated.

The S.I.U. published a media release on March 20, 2012. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=1134

Summary of the Toronto Police Service's Investigation:

An investigator from the Professional Standards-Investigative Unit (P.R.S.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

The investigation examined the use of force and the injury in relation to the applicable legislation, service provided, procedures and the conduct of the involved officers.

The P.R.S. investigation reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest)
- 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 15-01 (Use of Force)
- Procedure 15-02 (Injury/Illness Reporting)
- Procedure 15-03 (Service Firearms)
- Procedure 15-09 (Conducted Energy Weapon)
- Procedure 15-17 (In-Car Camera System)

The P.R.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)
- Ontario Regulation 926 Section 9 (Discharge Firearm to Protect Life)

The P.R.S. investigation determined that the T.P.S.'s policies and procedures associated with the applied use of force were found to be 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 designated subject and witness officers was in compliance with the applicable provincial legislation regarding the Standards of Conduct and applicable T.P.S. procedures.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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

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Toronto Police Services Board Report

June 1, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Death of Mr. Dean Ferrio

Recommendation(s):

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.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

“The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.’s lead role in investigating the incident.”

Section 11(2) of the Regulation states:

“The purpose of the chief of police’s investigation is to review the policies of or services provided by the police force and the conduct of its police officers.”

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of its investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

Discussion:

On September 1, 2015, at 2115 hours, officers from 51 Division Primary Response Unit (P.R.U.) responded to an Unknown Trouble call at Yonge Street and Maitland Street. Several citizens contacted 9-1-1 stating that a male, subsequently identified as Mr. Dean Ferrio, was covered in blood and had thrown himself onto the roadway in the middle of Yonge Street. Mr. Ferrio continued to lay in the roadway yelling. At least one citizen who had called police believed that Mr. Ferrio had been struck by a vehicle.

Upon arrival at the scene, officers observed Mr. Ferrio lying in the roadway.

The officers assisted Mr. Ferrio to his feet and escorted him to the west sidewalk of Yonge Street. Mr. Ferrio was able to answer questions and identify himself as they assisted him; as they got to the sidewalk Mr. Ferrio became agitated.

Mr. Ferrio then attempted to slip away from the officers and a struggle ensued, which caused Mr. Ferrio and the officers to be pulled back onto Yonge Street. An officer, fearing for everyone’s safety, tripped Mr. Ferrio in order to get him on the ground where the officers were then able to gain control of him. Mr. Ferrio continued to struggle and scream while being controlled and handcuffed.

At 2123 hours, officers observed that Mr. Ferrio was in medical distress and placed him in the recovery position, while contacting Toronto Paramedic Services (Paramedics) and requesting an expedited response.

A Sergeant attended the scene as Mr. Ferrio was being treated by Paramedics.

The Sergeant was briefed by the officers on scene and began to investigate the circumstances and protect the scene. The Sergeant was not aware of the seriousness of Mr. Ferrio’s condition, nor was he aware of what had caused him to be in the middle of the roadway.

Shortly after commencing an investigation and taking steps to protect the scene, the Sergeant became aware of the severity of Mr. Ferrio’s condition, as Paramedics

requested a police assisted emergency run to hospital. The Sergeant then took steps to comply with T.P.S. Procedure 13-16 “Special Investigations Unit” and segregate officers as resources allowed.

Mr. Ferrio was taken to Toronto General Hospital where he was subsequently pronounced deceased by medical personnel.

The S.I.U. was notified and invoked its mandate.

The S.I.U. published a media release on September 2, 2015. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=2398

The S.I.U. designated one Police Constable, as a subject officer; ten other officers were designated as witness officers.

In a letter to the T.P.S. dated August 8, 2016, Director Tony Loparco 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 September 26, 2016. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=2798

Summary 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 circumstances surrounding 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 T.P.S. procedures.

- Procedure 01-01 (Arrest)
- Procedure 01-03 (Persons in Custody)
- Procedure 04-02 (Death Investigations)
- Procedure 04-16 (Death in Police Custody)
- Procedure 06-04 (Emotionally Disturbed Persons)
- 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 14.2 (Use of Force Qualifications)

The P.S.S. investigation determined that the T.P.S.'s policies and procedures associated with the applied use of force were found to be 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 T.P.S. procedures.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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

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Toronto Police Services Board Report

June 1, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury of Mr. Jeffrey Rodaro

Recommendation(s):

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.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

“The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.’s lead role in investigating the incident.”

Section 11(2) of the Regulation states:

“The purpose of the chief of police’s investigation is to review the policies of or services provided by the police force and the conduct of its police officers.”

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of its investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

Discussion:

On April 25, 2016, officers from 22 Division were dispatched to a radio call to 8 Dixfield Drive for a “see ambulance” radio call. A group of males were on the walkway and one male, later identified as Mr. Jeffrey Rodaro, had been aggressive and was punching a fence. It was further reported that Mr. Rodaro had passed out and hit his head but was now on his feet and walking to a nearby backyard.

Prior to officers arriving, Toronto Paramedic Services (Paramedics) reported that Mr. Rodaro was threatening them, advising he was going to get a weapon.

When the officers arrived on scene, Mr. Rodaro’s mother advised the officers that her son was now armed with a knife. Officers located Mr. Rodaro, who was being held by several youths, on the ground in the pathway.

Mr. Rodaro was placed under arrest for threatening the paramedics and as he was being escorted to the police car, Mr. Rodaro kicked one of the officers in the leg. Mr. Rodaro was then placed on the ground to prevent him from kicking the officer further and to gain better control of him.

Mr. Rodaro was brought to his feet and, as he was being escorted to the police car, he began to struggle, striking the same officer a second time.

Mr. Rodaro was placed onto a stretcher and restrained as the original call for service was that he had passed out and struck his head. Mr. Rodaro was examined by Paramedics and was cleared medically. He was removed from the stretcher and escorted to the police car.

Mr. Rodaro, again, assaulted the officer, hitting the same officer on the chin and nose. Mr. Rodaro, while being placed in the police car, struck his own face against the trunk several times.

Officers insisted that, because of Mr. Rodaro’s behaviour, he be transported to hospital for further examination. He was placed in the ambulance and was escorted by two

officers. Enroute to the hospital, Mr. Rodaro bit one of the escorting officer's arm and spit in the officer's eye.

Mr. Rodaro was transported to Etobicoke General Hospital where he was diagnosed and treated for a fractured nasal bone.

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated one Police Constable, as a subject officer; six other officers were designated as witness officers.

In a letter to the T.P.S. dated September 19, 2017, Director Tony Loparco of the S.I.U. advised that the investigation was completed, the file has been closed and no further action was contemplated.

The S.I.U. published a media release on September 20, 2017. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrld=3200

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 use of force and the injury sustained in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

P.S.S. investigation reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- 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 14.2 (Use of Force Qualifications)

The P.S.S. investigation determined that the T.P.S.'s policies and procedures associated with the applied use of force were found to be 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 the applicable provincial legislation regarding the Standards of Conduct and applicable T.P.S. procedures.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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

MS/da

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Toronto Police Services Board Report

June 1, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injuries to Mr. Abdul Mohamud

Recommendation(s):

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

Financial Implications:

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

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

"The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.'s lead role in investigating the incident."

Section 11(2) of the Regulation states:

"The purpose of the chief of police's investigation is to review the policies of or services provided by the police force and the conduct of its police officers."

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of its investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

Discussion:

On March 12, 2016, at 2110 hours, uniform police officers of 51 Division were approached by a citizen reporting that a male, later identified as Mr. Abdul Mohamud, was jumping on the roof of his car causing damage.

The officers located Mr. Mohamud a short distance away on Yonge Street and observed Mr. Mohamud sexually assaulting a female pedestrian.

Mr. Mohamud was then arrested for sexual assault and mischief and placed in the rear of the scout car. Mr. Mohamud was intoxicated and vomited on himself while in the car. As a precautionary measure the officers requested Toronto Paramedic Services. Mr. Mohamud was then transported to Mount Sinai Hospital by ambulance for further examination.

While at the hospital, Mr. Mohamud reported pain in his left ankle to medical staff and was diagnosed and treated for a fractured left fibula.

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated one Police Constable as a subject officer; five other officers were designated as witness officers.

In a letter to the T.P.S. dated September 28, 2017, Director Tony Loparco of the S.I.U. advised that the investigation was completed, the file has been closed and no further action was contemplated.

The S.I.U. published a media release on October 2, 2017. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=3251

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 use of force in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

P.S.S. investigation reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- 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 14.2 (Use of Force Qualifications)

The P.S.S. investigation determined that the T.P.S.'s policies and procedures associated with the applied use of force were found to be 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 T.P.S. procedures.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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

MS/da

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Toronto Police Services Board Report

June 1, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Chief's Administrative Investigation: Injury to Mr. David
Tonner**

Recommendation(s):

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.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

"The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.'s lead role in investigating the incident."

Section 11(2) of the Regulation states:

"The purpose of the chief of police's investigation is to review the policies of or services provided by the police force and the conduct of its police officers."

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of their investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

Discussion:

On January 11, 2016, at 0840 hours, officers from 41 Division, Primary Response Unit (P.R.U.), responded to a break and enter in progress call at 159 Kennedy Road. The complainant, a tenant living in the basement and knowing the homeowner was not home, heard an unknown person enter the main floor and contacted 9-1-1.

Upon arrival, officers secured a perimeter around the house, while two other officers entered the house. When the officers entered the residence, they observed property that was stacked up at the door, in preparation to be stolen.

The officers began a search of the residence and subsequently located the accused, later identified as Mr. David Tonner. Upon discovery, Mr. Tonner ran from the officers and exited the house out the front door.

The officers grabbed Mr. Tonner, who was attempting to scale the porch railing to flee. Mr. Tonner became assaultive and both the officers, along with Mr. Tonner, fell to the cement porch floor as the railing broke and gave way. Mr. Tonner continued to struggle and tuck his hands beneath his body, refusing commands to bring his arms to the rear. Two additional officers attended and assisted in the arrest of Mr. Tonner, as he continued to struggle by kicking at the officers.

A Sergeant attended, drew his Conducted Energy Weapon (C.E.W.), and issued a warning. Mr. Tonner continued his assaultive behaviour, and as a result, the Sergeant fully deployed his C.E.W., which was ineffective. The Sergeant then deployed the C.E.W. a second time, which was effective in stopping Mr. Tonner’s assaultive behavior.

Mr. Tonner then began to comply with the officer’s commands. He was arrested and handcuffed to the rear.

As a result of the altercation, Mr. Tonner suffered visible abrasions to the left side of his face, which appeared to have been caused by him falling onto the cement porch.

Toronto Paramedic Services (Paramedics) attended the scene, examined Mr. Tonner, and removed the C.E.W. probes. Mr. Tonner was medically cleared by Paramedics and returned to officers for transport to 41 Division, where he was paraded before the Officer-in-Charge, making no complaint of injuries.

Mr. Tonner was charged and held for a Show Cause Hearing. At 1500 hours, Mr. Tonner suffered an apparent seizure while in the cells. The seizure was witnessed by an officer.

Paramedics were immediately called and transported Mr. Tonner to the Scarborough Hospital-General Campus, where he was diagnosed and treated for a fracture to his upper maxilla bone (jaw), on the left side. He was released and returned to 41 Division.

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated one Sergeant, as the subject officer; 11 other officers were designated as witness officers.

In a letter to the T.P.S dated September 27, 2016, Director Tony Loparco, of the S.I.U., advised that the investigation was completed, the file has been closed and no further action is contemplated. Director Loparco stated there were no reasonable grounds to believe that the subject officer committed a criminal offence in the course of their interaction with Mr. Tonner.

The link to the S.I.U. Director's public Report of Investigation is not applicable in this case. The Director's Reports have not been published for all levels of injury prior to April of 2017.

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 use of force and the injury sustained in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The P.S.S. investigation reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest)
- Procedure 01-03 (Persons in Custody)
- Procedure 04-06 (Building Checks and Searches)
- Procedure 05-03 (Break and Enter)
- 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 15-09 (Conducted Energy Weapon)
- Procedure 15-17 (In-Car Camera System)
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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 T.P.S.'s policies and procedures associated with the applied use of force were found to be 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 T.P.S. procedures.

Deputy Chief Barbara McLean, Human Resources Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

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

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and Correctional Services**

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MC-2018-1124

May 8, 2018

Mr. Eli El-Chantiry
Chair
Ontario Association of Police Services Boards
180 Simcoe Street
London ON N6B 1H9

Dear Mr. El-Chantiry:

I am pleased to share with you that Bill 175, the *Safer Ontario Act, 2018*, received Royal Assent on March 8, 2018.

The *Safer Ontario Act, 2018*, repeals and replaces Ontario's *Police Services Act*, amends the *Coroners Act*, and creates, for the first time, the *Missing Persons Act, 2018*, and the *Forensic Laboratories Act, 2018*. It also creates new legislation related to the oversight of police, including the *Police Oversight Act, 2018*, the *Ontario Policing Discipline Tribunal Act, 2018*, and the *Ontario Special Investigations Unit Act, 2018*. These statutes fall under the purview of the Ministry of the Attorney General.

Passing this legislation is a momentous step for our government. It represents the first comprehensive review of the *Police Services Act* since 1990 and the largest policing transformation in a generation. The changes support our goal to build a proactive, sustainable and effective model of policing in Ontario.

The *Police Services Act, 2018*, will modernize our approach to community safety by mandating municipalities to undertake local community safety and well-being planning, improve police oversight, transparency and accountability, enhance civilian governance and respond to the needs and realities of Ontario's diverse communities.

The majority of provisions in the *Police Services Act, 2018*, will come into force on January 1, 2020. Sections 32 and 77 of the Act, related to constituting First Nation police service boards, will come into force on January 1, 2019. Until this time, the current legislative framework of the *Police Services Act* remains in force.

I want to thank the Ontario Association of Police Services Boards for advocating on behalf of your members and for recommending changes to help achieve our shared goal of a safer Ontario. I am pleased that we were able to work together to address some of the issues you previously raised and included in your submission to the Standing Committee on Justice Policy.

Mr. Eli El-Chantiry
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Recognizing that police service boards play an important role in establishing policies governing police in their communities, we amended the legislation to enable boards to make policies with respect to the deployment of members of the police service while being prohibited from developing policies or providing direction on the conduct of specific operations or specific investigations. This authority will support police service boards in providing strong and consistent civilian governance over policing in local communities and across the province.

In response to your position on collective agreement negotiations, an amendment was made to enable legal counsel and advisors to the bargaining committee and to the police service board to conduct bargaining sessions on behalf of the bargaining committee and police service board. This amendment will provide police service boards and bargaining committees increased flexibility and choice in relation to who participates and conducts bargaining sessions.

Additionally, to enhance good governance and accountability, board members will be required to complete training associated with governance before they exercise their board responsibilities. Board members will also be required to complete training that promotes and recognizes the diverse, multiracial and multicultural character of Ontario society, and the rights and cultures of First Nation, Inuit and Métis peoples.

I look forward to working together to develop the regulations required to bring these changes into effect and continuing our dialogue to ensure that Ontario's approach to policing aligns with community needs.

Thank you again for your support and ongoing efforts to build safer, stronger communities in Ontario.

Sincerely,



Marie-France Lalonde
Minister