



**Attachment 4: Toronto Police Services Board Year End 2021
Update on the 81 Recommendations for Police Reform**

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Chair

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December 20, 2021

Mr. Chris Murray
City Manager
4th Floor, East Tower, City Hall
100 Queen Street West
Toronto, ON M5H 2N2

Dear Mr. Murray:

**Re: 2021 Year End Update on the Toronto Police Services Board's 81
Recommendations for Police Reform**

At its August 18, 2020 meeting, the Toronto Police Services Board (the Board) unanimously approved a report titled "Police Reform in Toronto: Systemic Racism, Alternative Community Safety and Crisis Response Models and Building New Confidence in Public Safety", which included 81 recommendations for police reform across a number of areas, including alternative community response models, budget transparency, conduct accountability and others. This report responded to public calls, as well as to Council's motion CC22.2, adopted at its meeting of June 29, 2020, which comprised 36 items related to police reform.

Since the approval of the report, the Board and the Toronto Police Service (the Service) have dedicated substantial resources to implementing the 81 recommendations, while transparently reporting to the public on the progress of the implementation process.

The attached update report provides an up-to-date snapshot of this implementation process. As it demonstrates, as of the end of 2021, 51 recommendations (63%) have been implemented or addressed. A further 25 recommendations (31%) are expected to be completed in 2022. The remaining five recommendations (6%) are longer-term projects that are expected to be implemented by the end of 2024. Among these long-term

projects is the evaluation of the effectiveness and impact of the implementation of the 81 recommendation.

The report also outlines, in Appendix 'A', additional reforms that have been initiated by the Service throughout this period, in an effort to respond not only to the letter of the 81 recommendations, but also to their spirit.

The Board is grateful to you and other City Staff who have been working closely with us throughout this period to ensure alignment of our and the City's various efforts in the area of community safety. We look forward to continuing this fruitful collaboration.

Yours truly,

A handwritten signature in black ink, appearing to read "Jim Hart".

Jim Hart
Chair

A handwritten signature in blue ink, appearing to read "Ryan Teschner".

Ryan Teschner
Executive Director and Chief of Staff



POLICE REFORM PROGRAM

TORONTO POLICE SERVICES BOARD

YEAR END 2021 UPDATE ON THE 81 RECOMMENDATIONS
FOR POLICE REFORM

AS OF NOVEMBER 2021

Working Towards Transparency

Update for progress in Q3 and Q4 of 2021

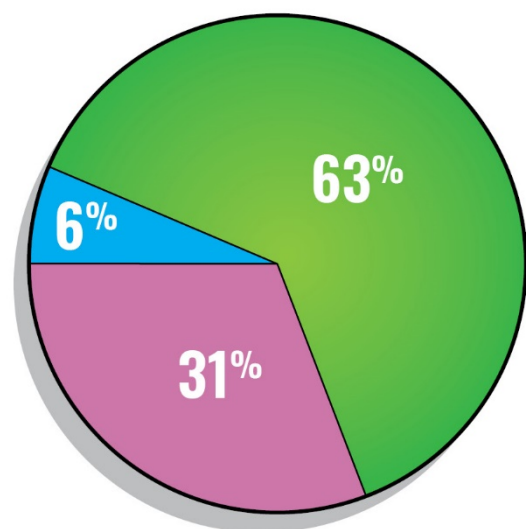
Toronto Police Service (T.P.S.) continues to make progress in our efforts to implement comprehensive police reform since the Toronto Police Services Board (T.P.S.B.) unanimously approved its 81 recommendations on August 18, 2020.

This report focuses on progress made during Q3 and Q4 of 2021. The most notable progress made in this period was on Police Budget and Budgetary Transparency and Police Training. Work is also progressing well with the independent auditing performed by the City of Toronto Auditor General's Office and the preparatory work for the Community Crisis Support Service pilots to be launched in 2022.

Although more work is to be done, the strides we are making demonstrate our commitment to transparency and accountability and strengthening trust with all of Toronto's many communities. We continue to collaborate and stay in dialogue with our community partners, the T.P.S.B., and all levels of government, particularly the Toronto City Council, around anti-black racism, mental health, equitable policing, accountability and reform.

The changes we are making reflect those critical conversations and the community priorities highlighted from the considerable feedback we received from thousands of Torontonians. While the 81 recommendations represent a foundation for essential police reform, the continued identification, development and implementation of other initiatives outside of the recommendations demonstrates that T.P.S. and the T.P.S.B. are living up to the commitment made jointly by the Board and the Service for continual improvement when the 81 recommendations were brought forward in August 2020.

- 51** Recommendations Implemented or Addressed
- 25** Recommendations to be Implemented or Addressed by end of 2022
- 5** Long Term Recommendations to be Implemented or Addressed by the end of 2024



Completion by %

By the end of 2022, 94% of recommendations are expected to be implemented or addressed.

Our Progress by Theme

Police reform is no easy task. The work plan is multi-faceted and wide-ranging and includes recommendations with short, medium and long-term implementation timelines, focused on the ever-important objective of building and strengthening trust with members of all of Toronto's communities.

The 81 recommendations have been broken into ten different themes.

The recommendations within each theme are being completed by various units within the Toronto Police Service.

Alternative Community Safety Response Models, 12 recommendations

2 • 4 • 6 • 7 • 8 • 9 • 10 • 11 • 12 • 3 • 5 • 1

Police Budget and Budgetary Transparency, 11 recommendations

14 • 15 • 16 • 17 • 18 • 19 • 20 • 21 • 23 • 22 • 13

Ensuring Change, 10 recommendations

72 • 73 • 74 • 75 • 76 • 77 • 80 • 78 • 79 • 81

Conduct Accountability, 9 recommendations

43 • 45 • 47 • 48 • 50 • 44 • 46 • 49 • 51

Police Training, 8 recommendations

52 • 53 • 54 • 55 • 56 • 57 • 58 • 59

Information Sharing and Transparency, 8 recommendations

35 • 36 • 37 • 40 • 41 • 39 • 42 • 38

Independent Auditing and Service Accountability, 7 recommendations

24 • 25 • 26 • 27 • 30 • 28 • 29

Consultation with Experts and Communities, 6 recommendations

60 • 61 • 62 • 63 • 64 • 65

Building Public Confidence, 6 recommendations

66 • 67 • 68 • 69 • 70 • 71

Chief Selection Criteria, 4 recommendations

33 • 31 • 32 • 34

- Initiatives Implemented or Addressed
- Initiatives Implemented or Addressed by End of 2022
- Initiatives Implemented or Addressed by End of 2024

Alternative Community Safety Response Models

2 • 4 • 6 • 7 • 8 • 9 • 10 • 11 • 12

3 • 5

1

The 81 Police Reform recommendations included working on alternate response models: Mobile Crisis intervention Team (M.C.I.T.), the City's Community Crisis Support Service pilot and the T.P.S. Call Diversion Pilot. These models complement each other and are in various stages of implementation.

Mobile Crisis Intervention Team (M.C.I.T.) Expansion Program

This program, which is a collaborative partnership between the Toronto area hospitals and the T.P.S., is now underway with substantial program enhancements ranging from training, oversight, and operational coverage. The last component, a new M.C.I.T. uniform design based on input from community members, external committees, and hospital partners, has been implemented. M.C.I.T. members are now wearing the newly designed uniform.

Community Crisis Support Service Pilot

As per City Council item EX. 20.1 and recommendations from the T.P.S.B., the T.P.S. has collaborated with the City of Toronto to support the development and implementation of the Community Crisis Support Service (C.C.S.S.) Pilot. This pilot will provide a non-police, community-led response model as an alternative to mental health crisis calls in Toronto.

This project aims to develop and deliver a plan to triage and divert crisis, well-being, and other appropriate calls to the C.C.S.S. utilizing community anchor partners in the identified catchment areas to provide mental health and social services. The new process would result in:

- The creation of new call triage and diversion processes as well as standard operating procedures for various units within the T.P.S. to interface with the C.C.S.S. teams.
- Decreased barriers and improved connection for individuals looking for support in accessing and receiving appropriate and timely care and interventions.
- Enhanced connections between T.P.S. staff and community support services for situations involving behavioural health issues; and,

- Improved data collection about who, when, and how people request and access services can be leveraged to inform needs-based investments in the mental health and social support service systems.

A Memorandum of Understanding has been developed to help establish an operational framework for this significant pilot. The C.C.S.S. Implementation Working Groups consisting of representatives from T.P.S., 211 Call Centre and the City of Toronto, continue to meet weekly.

911 Crisis Call Diversion Pilot (C.C.D.P.)

Out of its Operating Budget, T.P.S. launched the 911 Crisis Call Diversion Pilot (C.C.D.P.) with the Gerstein Crisis Centre in September 2021. The pilot will run for one year in the catchment areas of 51, 52 and 14 Division. The pilot consists of a co-located Gerstein crisis worker within the T.P.S. Communications Centre, starting with 10hrs per day, seven days per week, and expanding to 20hrs of coverage per day. The Gerstein co-located crisis worker can:

- De-escalate the caller successfully and refer to a non-police response.
- Connect callers with mental health support services in their network.
- De-escalate the situation and keep the caller on the phone until help is on the scene.

As of November 2021, approximately 38 events have been successfully diverted from police response to a crisis worker. In 11 events, the crisis worker assisted in de-escalating a situation while police were on route to the call for service.

Subject to evaluation, this pilot will assist in accelerating the success of the C.C.S.S. pilot as learnings can carry over to the C.C.S.S., and further integration between both pilots may lead to more appropriate responses to callers.

Police Budget and Budgetary Transparency

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The T.P.S.B. approved the new Budget Transparency Policy at its July 2021 meeting.

In January 2021, the Service posted a detailed program-specific line-by-line breakdown of the 2021-operating budget on the T.P.S. Budget webpage. Subsequently, the Service converted its budgetary data to a machine-readable, open data format to provide the public with better

access to information. These machine-readable data sets were finalized and posted on the Service's website in September 2021 and on the City of Toronto's website in November 2021.

Ensuring Change

72 • 73 • 74 • 75 • 76 • 77 • 80 78 79 • 81

In this theme, recommendations focused on ensuring that the progress on Police Reform Recommendations is visible to the public and that an audit will be implemented for approved recommendations. Additionally, reports reflecting on the implementation status of related change initiatives were accepted by the Board. These include recommendations made by The Police and Community Engagement Review (P.A.C.E.R.) report, Race-Based Data Collection Policy, the Independent Review of Police Encounters with People in Crisis, the Inquest into the Death of Andrew Loku, recommendations made by the Auditor-General in previous reports, the T.P.S. Mental Health and Addictions Strategy, and The Way Forward.

Conduct Accountability

43 • 45 • 47 • 48 • 50 44 • 46 • 49 • 51

Recommendations were adopted to ensure that possible misconduct of Toronto police officers is appropriately investigated and addressed in a transparent and accountable manner. The Service expanded the capacity of its Professional Standards Information system (P.S.I.S.) with add-on applications to support early identification, heightened member monitoring, the inclusion of critical incident exposure, quality data input, and better workflow concerning investigations.

The notice of scheduled Tribunal Hearings and Decisions are now available on the T.P.S. public-facing website for the Disciplinary Hearing Office. Additionally, a link is provided to Ontario Civilian Commission on Police Services (O.C.C.P.S.) and Office of the Independent Police Review Director (O.I.P.R.D.) web pages for information concerning pre-December 2020 matters, where these decisions are already posted. A link to the O.I.P.R.D. statistical dashboard is also provided. A copy of tribunal decisions is posted on the T.P.S. disciplinary hearing webpage, and all other non-mandated decisions are available upon request for nominal transcription and photocopying costs.

In collaboration with Service members, T.P.S.B. staff developed a new policy, combining existing uniform and civilian recruitment and promotion policies. The new policy includes guidance on requirements for recruits and candidates for promotions, including an increased emphasis on the disciplinary history of promotional candidates. The policy also sets out reporting requirements to ensure transparency for the Service's recruitment and promotional processes.

The development of the policy, which the Board accepted at its September 2021 meeting, was done in consultation with the Toronto Police Association and the Senior Officers Organization.

Police Training

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The Service's Equity, Inclusion & Human Rights Unit delivered anti-Black racism training sessions to the Board Members and Board Office staff. Additional training sessions for Service members concerning anti-Black racism and other human rights issues have been scheduled periodically on an on-going basis.

The Toronto Police College is committed to developing and updating training through consultations and engagements with subject matter experts and community partners. Fair, unbiased, compassionate service delivery through de-escalation and cultural competence remain foundational concepts in the curriculum.

A full report on the recommendations that addressed police training was submitted to the Board at its September 2021 meeting. This report contains the following points for consideration:

- That Anti-Black racism becomes a permanent component of annual retraining and in-service training for all members.
- The development of a community engagement strategy, establishing a Community Advisory Panel for Training (C.A.P.F.T.), and completing a training curriculum framework to support an organizational culture committed to delivering fair and unbiased police services to Toronto's diverse communities and populations.
- The integration of lived experiences of mental health and addiction issues through collaborations with racialized, indigenous, LGBTQ2S+, immigrant and refugee community members skilled in training.

- In addition, a review of training content was conducted to ensure that it adheres to the requirements highlighted within the recommendations.

Information-Sharing and Transparency

35 • 36 37 • 40 • 41 • 39 • 42 38

Information-sharing and transparency are essential to building and maintaining public confidence. It is also fundamental to good police governance and the improvement of service delivery.

Recommendations in this theme focused on ensuring that the public has visibility to information without compromising the Service's ability to maintain public safety.

Processes within T.P.S. have been modified to ensure that up-to-date procedures of public interest that govern the interaction of police with the public, including the Use of Force procedure are available on the T.P.S. public-facing webpage.

Work is also underway to ensure that regularly updated datasets from the Service's open data portal are also available on the City of Toronto's open data portal. Files currently available in PDF format only are being converted into appropriate digital formats.

The Service commenced an extensive process to establish clear and transparent plans for analysis; the Service engaged external stakeholders, the Community Advisory Panel and internal data partners to consider different perspectives before conducting the analysis.

Independent Auditing and Service Accountability

24 • 25 • 26 • 27 • 30 28 • 29

At its January 2021 meeting, the Board approved the Memorandum of Understanding with the City of Toronto Auditor General to conduct Audits of the T.P.S. on the Board's behalf, based on a risk-based work plan developed independently by the Auditor General.

The Service continues working co-operatively with the Auditor General's team, recently finalizing the final Terms of Reference (T.O.R.). Since February, the Service has provided over 940 documents, manuals, policies and extracted data for the 911 Operations Audit and three additional for the Assessing Policing Responsibilities and Service Areas Audit. Members of

Strategy and Risk Management (S.T.M.) meet regularly with the Auditor General’s team to ensure a consistent, accurate communication flow and continually provide as much information as possible to assist the team with the ongoing audits.

A report was also received at the July 2021 Board meeting on how diversity in human resources is being prioritized and achieved within the T.P.S., including with respect to recruitment, hiring and promotion for both civilian and uniform positions at all ranks and classifications. Further updates will be provided at regularly scheduled intervals.

Consultation with Experts and Communities

60 • 61 • 62 • 63 • 64 • 65

The 81 Police Reform Recommendations included strengthening the community consultative structures. It brought along the permanency of the Anti-Racism Advisory Panel (A.R.A.P.) and the Mental Health and Addictions Advisory Panel (M.H.A.A.P.).

The Board approved the individuals presented as new members of the Board’s A.R.A.P. at their February 2021 meeting. Ainsworth Morgan (Board Member) and Anthony Morgan were appointed as A.R.A.P. Co-Chairs for three years. M.H.A.A.P. will be monitoring the implementation of the recommendations and provide advice to the Board.

Due to restrictions associated with COVID-19, the development of a Policy Forum, which is the final recommendation in this theme, is currently on hold.

Building Public Confidence

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Recommendations in this theme include developing and applying an anti-racism lens to existing and future T.P.S. procedures. Additionally, recommendations include developing communication strategies and social media campaigns to increase public awareness of their rights and the different types of crisis response services available in Toronto, including police-based response and non-police response models.

Chapter 1 of T.P.S. procedures has been reviewed with an anti-racism lens. A framework to apply this lens to T.P.S. Service governance is currently under review. The recommendations within this theme will be finalized in 2022.

The Service, working together with members of Pacer 2.0, completed most of its deliverables for the “Know Your Rights” campaign and website. The final communication strategy for this campaign will be fully prepared by March 2022.

In addition to the outward-facing campaign, the Service’s training curriculum incorporates the following areas:

- Anti-Black Racism Training
- Integrated Lived Experiences
- Fair and Unbiased Service Delivery
- Mental Health Crisis Response Training

Chief Selection Criteria

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The 81 Police Reform Recommendations included a focus on selecting the next Chief of Police for Toronto. There was an emphasis on the qualifications, skills, and experience required for the next Chief to reform policing and successfully ensure a rigorous community consultation process. The public Consultation firm Environics was selected at the October 2020 Toronto Police Services Board meeting and conducted public consultations on the Chief Selection process, which concluded in April 2021. The Toronto Police Services Board has worked with members of the City’s Police Reform Unit, Confronting Anti-Black Racism Unit, and the Indigenous Affairs Office to inform the development of the consultation process.

The next phase of the Chief selection process is an executive search, which Boyden Canada will manage. It is expected to launch the executive search publicly, including the Candidate profile and criteria, between Q2 and Q3 of 2022.

Appendix A: Additional Policing Reform Initiatives and Successes

Body-Worn Camera Program

Officers on the frontline are now equipped with body-worn cameras, providing an unbiased, independent account of police and community interactions. With approximately 2,000 cameras deployed to date, this technology is an investment in the Service's commitment to delivering accountable and transparent policing services.

Substantial Changes to Strip Search Policy

The Service implemented significant changes in how our members conducted Strip Searches. These essential changes have resulted in a widespread reduction in the number of Strip Searches that the T.P.S. performs. The strip search rate per 100 bookings reduced from 59.6 per 100 bookings in 2017 to 4.3 per 100 bookings in 2021. The T.P.S. continues to monitor the impact of the changes to the policy. Reforming the Service's strip search procedures ensures that all strip searches are justified and monitored appropriately, which the O.I.R.P.D. referred to as a 'best in class' model.

Video Bail Expansion Continues

The Service continues to modernize, innovate, and enhance collaboration opportunities with our partners and stakeholders. In partnership with the Ministry of the Attorney General, the Service has undertaken the complex process of implementing video bail throughout several police stations within the Service. This project successfully launched in 14 and 23 Division in 2020 and strategically expanded to 51 and 43 Division in 2021. As the T.P.S. prepares to expand into 32 Division, we will continue to streamline the prisoner management process resulting in reduced risks and reduced prisoner management costs.

Missing Persons Investigations

On April 13, 2021, the Independent Civilian Review into Missing Person Investigations, led by Judge Epstein, released its report entitled Missing and Missed (Report). In her Report, Judge Epstein made 151 recommendations to improve the Service's policies, procedures, training, education, professional development, and culture. The recommendations also focus on developing improved relationships and creating partnerships between the Service and Toronto's diverse communities through collaborative efforts and transparent processes.

Progress since June 2021:

The Missing and Missed Implementation Team was assembled in July 2021 and will be advising the T.P.S. throughout the process with a modernized community-centric approach. The team consists of seven community representatives, four former members of Judge Epstein's Community Advisory Group, and police representatives from the T.P.S., Peel Regional Police Service and the Ontario Provincial Police.

The T.P.S. also created a dedicated Project Team of 16 Service members who work full-time on facilitating the implementation of the recommendations. Together with the Implementation Team and the Service's and Board's recommendation leads, the Project Team has been designing a comprehensive implementation plan outlining the road map and associated milestones of each of the 151 recommendations. Developing a website and an online Implementation tracking dashboard is also underway, with the first progress report due on December 31, 2021.

In partnership with academics recommended by Judge Epstein and Information Technology Command, the Project Team is developing a prototype Assessment Tool to respond to missing person cases by police officers and district special constables. Additionally, a review of current processes and procedures is underway to identify changes required to align with those recommended in the review.