



The following *draft* Minutes of the special meeting of the Toronto Police Services Board held on April 29, 2013 are subject to adoption at its next regularly scheduled meeting.

MINUTES OF THE SPECIAL PUBLIC MEETING of the Toronto Police Services Board held on **APRIL 29, 2013** at 4:00 PM in Council Chambers, Toronto City Hall, Toronto, Ontario.

PRESENT:

Dr. Alok Mukherjee, Chair
Mr. Michael Thompson, Councillor & Vice-Chair
Mr. Michael Del Grande, Councillor & Member
Ms. Marie Moliner, Member
Dr. Dhun Noria, Member
Ms. Frances Nunziata, Councillor & Member

ABSENT:

Mr. Andrew Pringle, Member

ALSO PRESENT:

Mr. William Blair, Chief of Police
Mr. Albert Cohen, City of Toronto - Legal Services Division
Ms. Karlene Bennett, Acting Board Administrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE SPECIAL PUBLIC MEETING
OF THE TORONTO POLICE SERVICES BOARD HELD ON
APRIL 29, 2013**

#P125 PUBLIC CONSULTATION – PROFESSIONAL STANDARDS PRIORITY

The Board was in receipt of the following report April 05, 2013 from Alok Mukherjee, Chair:

Subject: PUBLIC CONSULTATION - PROFESSIONAL STANDARDS PRIORITY

Recommendation:

It is recommended that the Board determine whether there is a need to establish a Toronto Police Service priority focussed on integrity, ethics, professional standards and enhanced customer service.

Financial Implications:

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

Background/Purpose:

At its meeting held on March 27, 2013, the Board approved the following motion:

2014-2016 BUSINESS PLAN

THAT, as part of the public consultations that will be held by the Board and the Toronto Police Service during the development of the 2014 - 2016 Business Plan, the Board host a public consultation meeting on the evening of Monday, April 29 at City Hall to focus on whether there is a need for the Board to establish a Toronto Police Service priority related to integrity, ethics, professional standards and enhanced customer service.

This meeting will not seek to hear or to address concerns about individual police conduct. There are provisions in the Police Services Act which set out the process which must be followed with respect to the filing of complaints. Rather, this meeting will focus on systemic issues with respect to the professional provision of police service in the City of Toronto (Min. No. P56/13 refers).

The *Police Services Act* requires that the Board develop a business plan at least once every three years. The business plan addresses the objectives, core business and functions of the police service and provides a road map for adequate and effective police services for our city. The Act also requires that the Board conduct community consultations in the course of preparing its business plan.

In preparing the Business Plan the Board must identify Service Priorities, which provide a road map for adequate and effective police services for our city. To do so, environmental scans and a number of public consultations are conducted to examine a number of policing issues within the city. Information collected from these consultations is used to identify and develop Service priorities.

The current 2013 Business Plan Service Priorities are as follows:

- Focusing on Child & Youth Safety
- Focusing on Violence Against Women
- Focusing on People with Distinct Needs
- Targeting Violence, Organized Crime, & Gangs
- Delivering Inclusive Police Services
- Focusing on Service Delivery
- Addressing Community Safety Issues
- Ensuring Pedestrian & Traffic Safety
- Focusing on Police Interaction with Individuals Experiencing Mental Illness

Two current priorities, “Delivering Inclusive Police Services” and “Focusing on Service Delivery” include components of professional standards and customer service; however, this consultation on April 29, 2013, will examine whether these priorities as they exist are adequate or whether a new priority dealing specifically with the issue of ethics, integrity and professionalism should be created.

This meeting will not hear or address concerns about the conduct of individual police officers, as there are provisions in the *Police Services Act* which set out the process that must be followed with respect to the filing of complaints. Rather, we are asking stakeholders to provide suggestions with respect to the elements or components of a specific Professional Standards Priority dealing with this issue.

A copy of the 2013 Service Priorities is attached to this report for information. It is expected that the community consultation will assist the Board in determining whether there should be a specific priority in the new Business Plan focussing on systemic issues with respect to the professional provision of police services in the City of Toronto.

Conclusion:

Therefore, it is recommended that the Board determine whether there is a need to establish a Toronto Police Service priority focussed on integrity, ethics, professional standards and enhanced customer service.

The following persons were in attendance and delivered deputations to the Board:

- **Zestaline Kim, North York Community House***

Cont'd

- **Jim Mercer***
- **Miguel Avila**
- **Kathleen Chung***
- **Steph Guthrie, Women in Toronto Politics***
- **Beth Agnew***
- **Janet Sherbanowski and Jeff Paulin, Crime Prevention Association of Toronto***
- **Walter Kohut***
- **Tim Lambrinos, Executive Director, Adult Entertainment Association of Canada**
- **Marco LaMacchia, Toronto Police Accountability Coalition***
- **Melanie Bobrowski**
- **Ben Lau, Co-Chair Chinese Community Consultative Committee***
- **Janice Solomon***
- **Maria Kasstan**
- **Norm Gardner**
- **Veronica Salvatierra**
- **Jennifer Lafontain**

***written submission also provided; copy on file in the Board office.**

The Board was also in receipt of written submissions from the following:

- **Cathy Byrd, Co-Chair Community Police Liaison Committee, 14 Division**
- **Barbara Spyropoulos, Community Police Liaison Committee, 12 Division**

Copies of the foregoing written submissions are on file in the Board office.

Following the deputations, the Chair advised deputants that their submissions will be reviewed and their recommendations will be forwarded to the Board's Business Planning Steering Committee to be considered in preparation of the Service priorities for the 2014-2016 Business Plan. An overview of the recommendations/suggestions presented by the deputants is appended to this minute.

The Board received the deputations and the written submissions, received the foregoing report and approved the following Motions:

- 1. THAT the Board approve developing a priority entitled "Professional Standards" that focuses on integrity, ethics, professional standards and enhanced customer service to be included in the list of priorities for the 2014-2016 Business Plan; and**
- 2. THAT the Business Planning Steering Committee develop the goals, performance objectives and indicators arising from this priority and ensure that the Professional Standards Priority permeates all of the 2014-2016 priorities.**

**Public Consultation – Professional Standards Priority
Special Board Meeting, April 29, 2013**

Overview of Recommendations Presented by Deputants

The following is an overview of recommendations/suggestions presented by deputants.

- **Improve communication with police with the objective of improved public trust, increased transparency and reduced fear of police**
- **Community sub stations should be utilized**
- **Better customer service**
 - **Need to establish that there is value in community policing**
 - **Less aggression – TAVIS vs. community officers (TAVIS more aggressive)**
- **Need matrix to measure qualitative policing**
- **Public perception of discipline of police officers may not be in keeping with reality**
 - **i.e. limitations imposed on penalties**
- **Communicate penalties to public with justification of the level of penalty**
- **Public perception of police feeds fear of police officers and apprehension on the part of the public**
- **Stop unprofessional behaviour such as illegally parking police cars, which is bred from a sense of entitlement**
- **Police must be held to a higher standard**
- **Non-military approach to policing should include values, spirituality, etc.**
- **Police are not responding to requests for service**
- **Police need in-depth training in online crime and use of social media**
- **There is no accountability for police actions**
- **Unsatisfactory complaints process**
- **Police handling of information is defective**
 - **perception that false, misleading and defamatory information is being captured and placed on police databases in perpetuity**
- **The Board needs to set the standards and the Command need to follow through**
- **Board needs to use its oversight and authority to ensure integrity and ethics are in place**
- **Change in thinking is needed- move away from antiquated managerial processes**
 - **Move away from a culture of ends-oriented thinking to means-oriented thinking**
- **Managerial job descriptions and evaluations must include an on-going and rigid commitment to values and ethics**
- **Internal inquiries need to proceed in a more timely manner**

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- **Officers that are “written up” should receive retraining and or counselling early in the process**
- **Questionable conduct of officers with respect to professionalism, ethics, integrity and customer service should be on their records**
 - **possible penalty could include reduced pay**
- **Officers need to receive accurate and honest standards-based evaluation that is based on professional conduct and is linked to promotion, their ability to work overtime and paid duty**
- **Utilize CPLCs more**
- **CPLC community interactions must be broader and more inclusive**
- **Workplace bullying is a trend which drives unprofessional behaviour**
 - **Board needs to establish mechanisms to eliminate internal and external bullying**
 - **Start with anonymous surveying of members to scope out issues**
- **Establish complaint mechanisms that allow members to report contravention of rules**
- **Service needs to establish same day service for reference check clearance letters**
- **Board needs to adopt policy that officers will comply with SIU laws, regulations and directives or face disciplinary action**
- **The head of the Service’s Professional Standards Unit should be a civilian**
 - **eliminate police investigating police**
- **There should be no time limit placed on when penalties can be imposed on police officers that engage in unprofessional conduct**
- **police officers should be psychologically tested**
- **Change the way customer service is delivered by the police to the public**
 - **need client-friendly service provision**
 - **emphasize empathy and customer service in the delivery of police services**
 - **starts with training of new recruits and apply concept to on-going training of police officers**
- **Utilize volunteers, business and community leaders to raise awareness of service priorities amongst community members**
- **Downtown traffic enforcement is under resourced**
 - **it should be considered a priority**
- **disconnect between budget (available resources) and public expectation**
- **Board should develop policy for in-car camera system**
- **Board need to address post-traumatic stress experienced by police in order to address police perceptions of the public**
- **Extend probationary period of police officers**
- **There is no succession planning for police officers in community which results in officer turnover and in needing to continually rebuild relationships**
- **Board should implement positive models of policing which involve an integrated holistic approach to delivering police services**
- **Hiring strategies should include gender, race, etc.**

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- **Board should ensure minority voices are represented and supported**
- **True community partnership involves fluidity and recognizes that partnership includes cooperation and compromise**
 - **Cannot constantly redraft/redefine the standards of one partner, i.e. police**
- **Officers deliver exemplary service with great dignity and respect**
- **Police have developed numerous relationships with youth and, in a number of cases, have become positive role models**
- **A professional standards priority that is too specific can be counterproductive and can lead to constant complaints and ridicule of procedures and policies**
 - **could result in less proactive and community-oriented policing**
- **Board should consider service wide restorative justice programs**
 - **cost effective and can be completely volunteer driven**

Service Priorities

With the Service Priorities, the Toronto Police Services Board and the Toronto Police Service determine where to focus our resources and activities. This is done within the context of our commitment to community safety, the responsibilities mandated by the *Police Services Act* and other legislation, and within the framework provided by the Service's own Vision Statement, Mission Statement, and Values. Our Priorities do not represent all that the Service will work on in the next year. **Our Priorities represent those areas within our mandated responsibilities to which we will give extra emphasis.**

The Priorities are not restrictive or exclusive. While specific populations within the city are the focus of some of the Priorities, this does not mean that issues faced by these groups under other Priorities will not be addressed. Similarly, the needs of those who are not specifically identified in the Priorities will not be ignored.

Within each area of Priority, we have stated particular goals we wish to achieve. Partnerships will play a vital role in accomplishing these goals, and we will continue to work with other City departments, with schools and school boards, with community members and groups (including youth), with community service agencies and organizations, with the business community, with agencies and departments of the Provincial and Federal governments, with other police services and law enforcement agencies, and with many others. Partnerships will be essential since many issues and problems cannot be addressed solely by the Police Service – we are all responsible for ensuring that Toronto remains a good and safe place to live, work, and visit.

The Priorities and Goals reaffirm the commitment of both the Board and the Service to community policing and to the provision of equitable, non-biased policing services.

The Service's Priorities are:

- ✓ *Focusing on Child & Youth Safety*
- ✓ *Focusing on Violence Against Women*
- ✓ *Focusing on People with Distinct Needs*
- ✓ *Targeting Violence, Organized Crime, & Gangs*
- ✓ *Delivering Inclusive Police Services*
- ✓ *Focusing on Service Delivery*
- ✓ *Addressing Community Safety Issues*
- ✓ *Ensuring Pedestrian & Traffic Safety*
- ✓ *Focusing on Police Interaction with Individuals Experiencing Mental Illness*

Focusing on Child & Youth Safety

Violence committed upon and by youth continues to be an issue of great concern for the community and the Toronto Police Service. It is vital that we work to address the safety and security needs of children and youth. The safety of youth in schools, bullying, youth non-reporting of victimization, and the need to build trust and positive relationships with youth were all identified as issues of concern in the Environmental Scan and consultations.

Goals:

Increase Safety in and around schools and promote student trust and confidence in police.

Performance Objectives/Indicators:

- increase in student perception of safety in and around school
- increase in proportion of students who feel comfortable talking to police
- decrease in assaults, robberies, and weapons offences on school premises

Provide youth with crime prevention and safety information, and encourage reporting.

Performance Objectives/Indicators:

- increase in proportion of students who say they received some crime prevention/ safety information
- increase in proportion of students who would be willing to report a crime to police
- an increase in the number of crimes that are reported by youth
- increase in proportion of students who would be willing to provide information to police about a problem or a crime

Reduce the impact and effects of bullying and cyber-bullying.

Performance Objectives/Indicators:

- increase in proportion of students who received information on bullying and/or cyber-bullying
- decrease in proportion of students who say they were victims of bullying and cyber-bullying
- decrease in the proportion of student who say they are concerned about bullying in/around their school

Focusing on violent crime, prevent and decrease the victimization of children and youth.

Performance Objectives/Indicators:

- decrease in number of children (0-11 years) victimized by violent crime
- decrease in number of youth (12-17 years) victimized by violent crime

Focusing on Violence Against Women

Women who have been victimized by violence remain a focus for the Toronto Police Service. The Service will continue to improve response to victims of domestic and family violence by providing needed supports and by increasing trust and confidence in the Police Service's ability to meet the diverse needs of victims.

Goal:

Focusing on domestic violence:

- (a) Improve the provision of support, follow-up information, and referrals to victims, and
- (b) increase reporting by victims.

Performance Objectives/Indicators:

- increase in perception of agency workers of improved provision of follow-up information by police
- increase in perception of agency workers of improved provision of referrals by police
- increase in perception of agency workers of trust/confidence in police
- increase in number of domestic occurrences reported to police
- increase the number of referrals to Victim Services (domestic violence involved)

Focusing on People with Distinct Needs

The concerns of and issues related to people with distinct needs were raised in a number of consultations held with the public and have been discussed in the Environmental Scan. Once again, the need to build trust between the police and these people was highlighted. With the aim of fostering mutually respectful and beneficial relationships, the Police Service is committed to providing professional and non-biased service to all those who need them.

Goals:

Develop trust between the police and groups such as seniors, Aboriginal people, newcomers to Toronto, and homeless people.

Performance Objectives/Indicators:

- increase in perception of agency workers (dealing with each of the listed groups) of trust/confidence in police
- increase in perception of agency workers (dealing with each of the listed groups) of police understanding of the needs of their client population

Ensure that all victims of violence, including the families and friends of victims if appropriate, have access to victim services and support.

Performance Objectives/Indicators:

- increase in the number of referrals to Victim Services

Targeting Violence, Organized Crime, & Gangs

In the Service's community survey, people have identified guns and gangs as two of the most serious policing problems in Toronto. Drugs have also been identified as a serious problem for some neighbourhoods. In consultations with the public and with Service members, participants also stressed drug distribution and use as sources of violence and crime, and as having a strong negative impact on the quality of life in those affected communities. The Police Service is committed to enforcement activities that will address these critical issues affecting community safety.

Goals:

Reduce violent crime, especially shootings, and illegal gun activity.

Performance Objectives/Indicators:

- decrease in number of shootings
- decrease in number of robberies
- increase in number of firearms seized
- decrease in rate of violent crime
- increase in community perception of police effectiveness in dealing with gun crimes

Reduce the availability and impact of drug activity on neighbourhoods.

Performance Objectives/Indicators:

- increase in number of persons charged with drug offences
- decrease in proportion of community concerned about drugs in their neighbourhood
- increase in community perception of police effectiveness in enforcing drug laws

Delivering Inclusive Police Services

Although the members of the Service generally enjoy the good opinion of our communities, we must always strive to preserve and improve this positive regard. The manner in which members interact with the community, and each other, can be a major factor in the success of a police service. The Toronto Police Service is committed to providing, internally and externally, equitable and professional services. Further, recognizing and valuing the diversity of the city, the Police Service must ensure that we continue to strive to be representative of the communities we serve.

Goals:

Provide professional, high quality, customer-focused service to members of the community.

Performance Objectives/Indicators:

- decrease in number of public complaints
- increase in community satisfaction with the time it took to respond to their call
- increase in community perception of police professionalism during contact
- increase in community satisfaction with police during contact

Ensure interactions with other Service members are professional, non-biased, and respectful.

Performance Objectives/Indicators:

- decrease in member perception of internal discrimination
- decrease in number of internal complaints related to harassment and discrimination
- increase in proportion of members who say they are satisfied with their work environment
- training on the revised performance appraisal form (Human Rights section) incorporated into Supervisory and Leadership courses

Focusing on Service Delivery

As is detailed in the *Police Services Act*; the Toronto Police Service is committed to providing a full range of policing services to our community. However, in this time of fiscal constraint, the Service must remain cognizant of the cost of providing services. The Service must therefore ensure that it adequately provides those services which are demanded by the community in the most efficient and effective manner possible. In addition, it is important that community members better understand the scope of policing services that can be provided and how to most effectively access these services.

Goals:

Manage community expectations of police service through communication and education.

Performance Objectives/Indicators:

- increase in proportion of community who say they are aware of the different services offered by front-line policing functions
- increase in proportion of community who say they understand when to call the non-emergency line rather than 9-1-1
- increase in proportion of community who say they are aware of that the TPS provides an alternate form of response for some non-emergency calls

Continue to review services being delivered, business processes, and staffing levels/types within the context of resources available, community needs, and providing services of value to the public.

Performance Objectives/Indicators:

- number of services and/or business processes reviewed
- number of units or functions for which appropriate staffing levels and types have been determined

Addressing Community Safety Issues

Members of the community should feel safe, without fear of danger, crime, intimidation, or harassment, as they go about their daily routines. While traditional safety concerns are still present in our communities, more and more, the threats posed and opportunities afforded by the ever increasing use of technology in society are of significant importance in the delivery of police services. The Toronto Police Service is committed to developing the necessary skills and processes to take advantage of the advancements in technology to better address the investigation of crimes which use or involve technology.

Goal:

Continue to develop and improve the Service's ability to address and analyze crimes committed involving or using technology.

Performance Objectives/Indicators:

- definitions determined
- Service capability to track and analyse crimes involving or using technology
- officer perception of Service ability to investigate crimes involving or using technology

Ensuring Pedestrian, Cyclist, & Driver Safety

The traffic on Toronto's roadways affects almost everyone within the City and is a consistent theme at public meetings. It has also been identified by members of the community in the Service's telephone survey as one of the most serious problems affecting neighbourhoods. The safety of pedestrians, cyclists, and drivers and the safe and efficient flow of traffic are, therefore, of significant concern to the Toronto Police Service. Mobilizing local communities to respond to local traffic problems will assist in sustaining successful efforts and improving neighbourhood roadway safety.

Goal:

Increase traffic enforcement and education to better protect the safety of pedestrians, cyclists, and drivers.

Performance Objectives/Indicators:

- decrease in number of road-related injuries to pedestrians
- decrease in number of road-related injuries to cyclists
- decrease in number of road-related injuries to drivers
- increase in pedestrian perception of safety
- increase in cyclist perception of safety
- increase in driver perception of safety

Focusing on Police Interaction with Individuals Experiencing Mental Illness

Dealing with individuals experiencing mental illness is a continuing challenge for police. The requirement for Service members to better understand and more effectively address the immediate and specific needs of these individuals is a priority for the Service. In addition to developing internal information systems and effective training, the Service is committed to building stronger and more collaborative partnerships with professional mental health service providers to ensure the safety and appropriate care of individuals experiencing mental illness.

Goals:

Ensure safe outcomes for all emotionally disturbed persons during interactions with police.

Performance Objectives/Indicators:

- decrease in proportion of MHA interactions involving an injury (sustained either prior to or during apprehension)
- decrease in severity of injury during MHA interactions

Development of reliable data collection and analysis.

Performance Objectives/Indicators:

- identify data required for necessary and appropriate analysis
- identify process and system changes required
- assess feasibility of making recommended changes to processes and systems

Enhance member training for professional and respectful interactions with emotionally disturbed persons.

Performance Objectives/Indicators:

- revise training to reflect a broader understanding of mental health issues
- include consumer/survivor and stakeholder input into training
- increase in officer awareness of community resources for the purpose of referral
- increase proportion/number of officers aware of MCIT
- increase proportion/number of EDP-related calls where MCIT is dispatched
- increase in proportion/number of officers who say that the training they received helped them in interacting with emotionally disturbed persons

Enhance co-ordination of services offered by police and community service agencies.

Performance Objectives/Indicators:

- increase in agency workers who say the working relationship between their agencies and the police service has improved
- increase in proportion/number of officers who say that support services for emotionally disturbed persons were readily available when required
- increase in proportion of agency workers who say that police and agency services are well co-ordinated

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APRIL 29, 2013**

#P126 ADJOURNMENT

Alok Mukherjee
Chair