



Virtual Public Meeting

**Tuesday,
March 23, 2021 at
9:00AM**

VIRTUAL PUBLIC MEETING AGENDA
Tuesday, March 23, 2021 at 9:00AM
Livestream at:
https://youtu.be/n3k4_WKZhBQ

Call to Order

Indigenous Land Acknowledgement

Declarations of Interest under the [Municipal Conflict of Interest Act](#).

1. Confirmation of the Minutes from the virtual public meeting held on [February 25, 2021](#).

Presentations

2. **Presentation of Awards to Members of the Toronto Police Service:**
 - 2.1 March 23, 2021 from Jim Hart, Chair
Re: [Annual Report – 2020 Mental Health Excellence Awards Granted by the Toronto Police Services Board](#)
 - 2.2 March 10, 2021 from Jim Hart, Chair
Re: [Annual Report – 2020 Robert Qualtrough Award](#)
3. **[Presentation regarding the Toronto Police Gun and Gang Strategy](#)**
To be presented by Acting Deputy Chief Myron Demkiw, Inspector Shannon Dawson, Inspector Dave Ecklund and Detective Sergeant Scott Purches
4. **[Presentation by Environics regarding public engagement for the Chief of Police selection process](#)**

Items for Consideration

5. February 10, 2021 from James Ramer, Chief of Police
Re: Special Constable Appointments – March 2021

6. January 9, 2021 from James Ramer, Chief of Police
Re: Request for Funds – Annual Community Events – 2021

7. March 5, 2021 from Ryan Teschner, Executive Director & Chief of Staff
Re: Toronto Police Services Board Nominee to the Ontario Association of Police Services Board's (OAPSB) Board of Directors & Request for Special Funds for the 2021 Virtual Spring Conference

Consent Agenda

8. **Reports concerning the Toronto Police Service's Organizational Structure**
 - 8.1 March 8, 2021 from James Ramer, Chief of Police
Re: Toronto Police Service – Revised Organizational Chart

 - 8.2 February 19, 2021 from James Ramer, Chief of Police
Re: Information Technology Command (I.T.C.) Structure – phase one

9. March 15, 2021 from James Ramer, Chief of Police
Re: Annual Report 2020: Use of Conducted Energy Weapons

10. February 1, 2021 from James Ramer, Chief of Police
Re: Annual Report: Labour Relations Counsel and Legal Indemnification: Cumulative Legal Costs from January 1 - December 31, 2020

11. February 15, 2021 from James Ramer, Chief of Police
Re: Toronto Police Service Audit & Quality Assurance Annual Report

12. February 22, 2021 from James Ramer, Chief of Police
Re: Annual Report: Write-off of Uncollectible Accounts Receivable Balances January 1, 2020 to December 31, 2020

13. February 18, 2021 from James Ramer, Chief of Police
Re: [Annual Report: 2021 Filing of Toronto Police Service Procedures](#)

14. March 4, 2021 from James Ramer, Chief of Police
Re: [Annual Report: 2020 Activities and Expenditures of Community Consultative Groups](#)

15. February 1, 2021 from James Ramer, Chief of Police
Re: [Annual Report: 2020 Secondary Activities](#)

16. February 23, 2021 from Jim Hart, Chair
Re: [Semi-annual Report: Toronto Police Services Board Special Fund Unaudited Statement: July to December 2020](#)

17. **Chief's Administrative Investigation reports**
 - 17.1 December 21, 2020 from James Ramer, Chief of Police
Re: [Chief's Administrative Investigation into the Alleged Sexual Assault of Sexual Assault Complainant 2019.09](#)

 - 17.2 December 19, 2020 from James Ramer, Chief of Police
Re: [Chief's Administrative Investigation into the Custody Injury to Complainant 2020.02](#)

 - 17.3 December 19, 2020 from James Ramer, Chief of Police
Re: [Chief's Administrative Investigation into the Custody Injury to Complainant 2020.03](#)

 - 17.4 December 19, 2020 from James Ramer, Chief of Police
Re: [Chief's Administrative Investigation into the Custody Injury to Complainant 2020.16](#)

 - 17.5 March 3, 2021 from James Ramer, Chief of Police
Re: [Chief's Administrative Investigation into the Custody Injury to Complainant 2020.21](#)

 - 17.6 March 3, 2021 from James Ramer, Chief of Police
Re: [Chief's Administrative Investigation into the Vehicle Injuries to Complainant 2020.24](#)

Adjournment

Next Meeting

Thursday, April 22, 2021

Time and location to be announced closer to the date.

Members of the Toronto Police Services Board

Jim Hart, Chair

Lisa Kostakis, Member

Michael Ford, Councillor & Member

Ainsworth Morgan, Member

Frances Nunziata, Vice-Chair & Councillor

Marie Moliner, Member

John Tory, Mayor & Member



Toronto Police Services Board Report

March 23, 2021

To: Members
Toronto Police Services Board

From: Jim Hart
Chair

**Subject: Annual Report – 2020 Mental Health Excellence Awards
Granted by the Toronto Police Services Board**

Recommendation(s):

It is recommended that the Board receive this report for information.

Financial Implications:

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

Background / Purpose:

Due to the COVID-19 pandemic, on September 24, 2020, the Toronto Police Services Board (Board) and the Toronto Police Service (the Service), in consultation with the Toronto Police Association (T.P.A.) and Senior Officers' Organization (S.O.O.), made the decision to postpone all awards ceremonies for the remainder of 2020 with the intention of recognizing Members and their meritorious service in the future.

Since then, we continue to face the challenges of the COVID-19 pandemic with ever-changing dynamics, but Service Members, both uniform and civilian, continue working to keep the City of Toronto safe and healthy, while putting their own safety at risk.

Although we normally hold in-person ceremonies to honour the meritorious and heroic events that occurred in the past year, we now acknowledge these Members and their extraordinary contributions in another way. In addition to Service Members, community partners such as those working within the Toronto Transit Commission, the Federal and Provincial Crown's Office, Canada Border Services Agency, Mobile Crisis Intervention Team nurses, parole officers and other police agencies continue to work collaboratively with us to make the City of Toronto the safest city and we are grateful for these invaluable partnerships.

Discussion:

The following Members were awarded the Mental Health Excellence Award during the period of January to December 2020.

Mental Health Excellence Award: an award granted to a group of police officers, civilian members, or a Service unit in conjunction with partnering agency/agencies that demonstrate excellence, compassion and respect in their interactions with members of the community who are experiencing mental illness.

It should be noted that the Community Co-Chairs of the Board's Mental Health and Addictions Advisory Panel (MHAAP), Jennifer Chambers and Steve Lurie, were consulted as part of the decision to award the MHEA to this year's recipients.

PC	JARDINE, Nathan (11048)	11 Division
PC	KRAJEFSKI, Cory (9279)	11 Division
PC	BRINDER, Noah (83173)	53 Division
PC	LEE, David (10539)	53 Division
PC	ROBINSON, Jamie (11303)	13 Division
PC	WONG, Aaron (10880)	13 Division

Group 1

On Thursday August 15th, 2019, Constables Nate Jardine and Cory Krajaefski attended an unknown trouble at St. Clarens Avenue. The information provided to the officers was that there was a female in crisis and was on the roof.

Once on scene the above officers located the female who was sitting on the edge of an overhang in the back. The overhang did not appear to be in good shape and was unable to withstand the weight that it was currently. Despite the structural issues with the overhang the officers had a real concern for the female's safety, PC Kr Jardine made their way onto the overhang to help the female in crisis.

While speaking to the female on the overhang the officers showed great empathy, compassion and were able to build a rapport with the female. After the female felt she could trust the officers she eventually agreed to come inside. The officers assisted her in getting off the edge safely and back inside on solid ground.

If it were not for the brave, courageous and selfless actions by Police Constable Krajaefski and Jardine, the female in question would have sustained serious injury.

Police Constables Jardine and Krajaefski should be commended for their actions as they maintained their composure during a very tense and volatile situation, placing the wellbeing of a stranger ahead of their own.

Group 2

On April 20, 2020, at approximately 0755 hours, officers from 53 Division responded to an unknown trouble radio call in the area of Bloor Street East and Rosedale Valley Road in the City of Toronto. A male was observed holding the outside railing of the Glen Road pedestrian bridge.

The responding officers arrived on scene and observed the person leaning off the bridge while clinging to the outside railing with one hand. The male appeared to be in distress, was visibly upset and stated that he did not want to live anymore. Police Constable David Lee and Noah Brinder made contact with the male and began negotiations. The officers remained calm and developed a good rapport with the individual. The officers' use of tactical communications and de-escalation techniques proved highly effective and they were able to negotiate and assist the individual to safety.

The male was apprehended under the *Mental Health Act* and transported to the hospital to be assessed. The individual suffers from P.T.S.D. and depression. The decisive and exemplary actions of these officers saved this person's life and these officers should be commended for their actions.

Group 3

On Monday April 13, 2020, officers from 13 Division responded to a call for unknown trouble in the area of Dufferin Street and the Belt Line Trail. Multiple citizens had made calls to police to advise that a female was seen standing on the ledge of the bridge over Dufferin Street. All of the callers indicated that it appeared that the female was in distress and was going to jump off of the bridge into the traffic below.

Multiple units arrived on scene and began blocking off traffic in order to secure and clear the roadway. Police Constable Jamie Robinson and Aaron Wong were two of the first units to arrive on scene and immediately made their way to the bridge to speak with the female. It became abundantly clear that the female was in crisis and needed assistance. Constable Robinson calmly engaged her in conversation and was able to build a rapport. He remained professional and spoke with compassion and empathy. Because of his actions, they were able to make a connection with her which resulted in her calming down and engaging in the conversation. Ultimately, this connection allowed the officers to slowly approach her and offer their hands. The female willingly took both of their hands and allowed them to assist her off the ledge of the bridge and to safety.

Multiple citizens had stopped to observe the incident as it was unfolding. Many of them began recording the incident on their cellphones. As the officers helped her down onto the bridge, members of the public began a heartfelt round of applause. This incident was very much in the public eye. Despite the fact that this was a very high stress situation, both officers remembered their training and applied it effectively to resolve the

situation with the best possible outcome. I commend the officers for their actions and professionalism throughout the incident.

Conclusion:

The purpose of the report is to provide a record of the Mental Health Excellence Award granted by the Toronto Police Services Board and to recognize the award winners in lieu of a presentation.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jim Hart". The signature is fluid and cursive, with a large initial "J" and a long horizontal stroke extending to the right.

Jim Hart
Chair



Toronto Police Services Board Report

March 10, 2021

To: Members
Toronto Police Services Board

From: Jim Hart
Chair

Subject: Annual Report – 2020 Robert Qualtrough Award

Recommendation(s):

It is recommended that the Board receive this report for information.

Financial Implications:

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

Background / Purpose:

Due to the COVID-19 pandemic, on September 24, 2020, the Toronto Police Services Board (Board) and the Toronto Police Service (the Service), in consultation with the Toronto Police Association (T.P.A.) and Senior Officers' Organization (S.O.O.), made the decision to postpone all awards ceremonies for the remainder of 2020 with the intention of recognizing members and their meritorious service in the future.

Since then, we continue to face the challenges of the COVID-19 pandemic with ever changing dynamics. It is hard to predict when life will return back to normal as we were used to it, that we were used to, but the Service Members, both uniform and civilian, continue working to keep the City of Toronto safe and healthy, while putting their own safety at risk.

Although we cannot hold in-person ceremonies to honour the meritorious and heroic events that occurred in the past year, we ask that we acknowledge these Members and their extraordinary contributions in another way. In addition to Service Members, community partners such as those working within the Toronto Transit Commission, the Federal and Provincial Crown's Office, Canada Border Services Agency, Mobile Crisis Intervention Team nurses, Parole Officers and other police agencies continue to work collaboratively with us to make the City of Toronto the safest city and we are grateful for

these invaluable partnerships.

Discussion:

The following member was awarded with a Robert Qualtrough Award during the period from January to December 2020.

The Robert Qualtrough Award is an award granted to police officers, civilian members, or a Service unit in conjunction with partnering agency/agencies that demonstrate excellence and leadership in promoting police-community partnerships.

This year's nomination goes to Det. Brian Smith for his remarkable work with the City of Toronto's FOCUS tables.

DET	SMITH, Brian (6723)	COS
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FOCUS stands for Furthering Our Community by Uniting Services and is an initiative led by the City of Toronto (the City), United Way Greater Toronto (U.W.G.T.) and Toronto Police Service (T.P.S.). Its aim is to reduce crime, victimization, harm and improves community resiliency. F.O.C.U.S. relies on situation tables where different agency representatives seek to cooperate and intervene in situations that are identified as being at an Acutely Elevated Risk (AER). These are situations deemed to involve an extremely high probability of harm or victimization.

F.O.C.U.S. Toronto was first established in 2013 upon seeing the successful implementation of the HUB Model in Prince Albert, Saskatchewan. Led by UWGT, City of Toronto and Toronto Police Service.

Since its inception in 2013, F.O.C.U.S. has expanded from one situation table at Rexdale to four situation tables across the various Toronto neighbourhoods.

Detective Brian Smith #6721 became the F.O.C.U.S. Coordinator for the Toronto Police Service in early 2016 and once in this role, Detective Smith wasted no time in building on the strength of previous established relationships and in fostering many new partnerships.

In 2019, Detective Smith led the way for FOCUS expansion into 31 Division, specifically the Black Creek area. It was a massive undertaking in partnership with the City and the UWGT. Detective Smith organized several information sessions where many new community organizations attended. These sessions highlighted Detective Smith's passion for F.O.C.U.S. Because of his tireless efforts in creating new relationships, 37 new agencies signed on with memorandums of understanding to be F.O.C.U.S. partner agencies for the new Black Creek table.

Detective Smith organized training sessions for these new partner agencies and members of 31 Division who all had to learn the process of how a F.O.C.U.S. table operates.

On November 7th, 2019, F.O.C.U.S. Black Creek officially launched.

At this first meeting a total of eight situations were tabled which is extraordinary. Since this first meeting, F.O.C.U.S. Black Creek has grown to now have over 60 partner agencies, and is now one of the strongest tables in the City of Toronto - this is remarkable considering that the table has only been active for 12 months.

There is no doubt that without the strong leadership, advocacy, and passion from Detective Smith, the expansion of F.O.C.U.S. Toronto into the Black Creek community would not have occurred. Just as important, the 37 new community partnerships that came from it would not have developed.

Detective Smith firmly believes in the positive impacts that F.O.C.U.S. Toronto partnerships have on the residents of the City of Toronto, and it is for this reason that he is being nominated for the Robert Qualtrough Award.

Conclusion:

The purpose of the report is to provide a record of the Robert Qualtrough award granted by the Toronto Police Services Board and to recognize the award winner in lieu of a presentation.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jim Hart", written in a cursive style.

Jim Hart
Chair



TORONTO POLICE GUN & GANG STRATEGY FRAMEWORK

Agenda



Community Call To Action

- Current Situation
- What we have heard from the community
- Strategic Goals and Objectives

Framework

- Areas of Emphasis
- Continuous Improvement
- Leveraging Crime Management Process

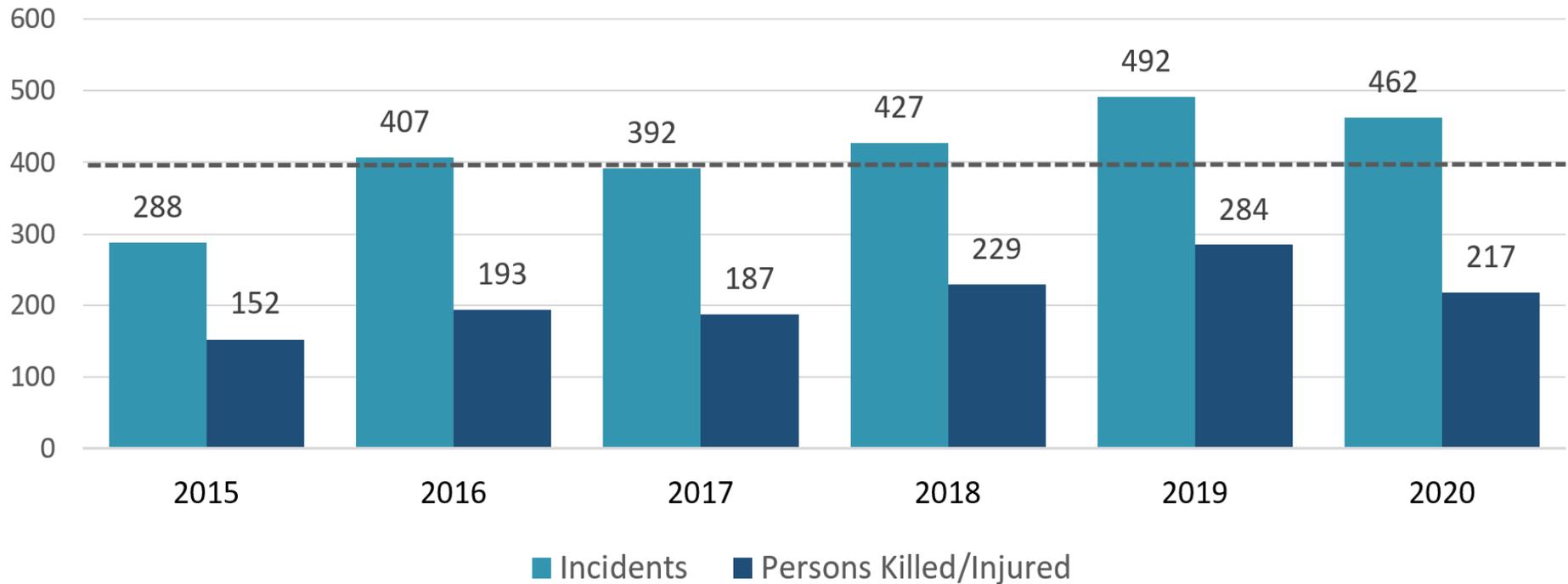
Next Steps

- Metrics
- Timelines
- Discussion

Current Situation



Shooting and Firearm Discharge Incidents & Injuries



From the Community



“We are looking for quality of policing, not quantity of policing.”

*Deputation
TPSB Meeting on October 22, 2020.*

“It has to be collaborative in terms of response; it has to focus on prevention and intervention.”

*Deputation
TPSB Meeting on October 22, 2020.*

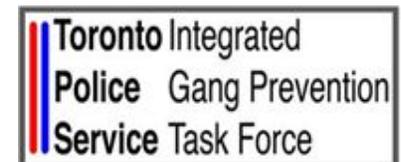
“It is clear that there needs to be a long term and coordinated strategy that focuses on new and existing spending with the express goal to reduce gang and gun violence.”

*Deputation
TPSB Meeting on December 15, 2020.*

Enforcement is necessary, however, it must be strategic.

There is a need to invest and focus on prevention and intervention efforts.

There is a need for greater coordination and collaboration within the TPS and between our service, stakeholders, service providers and the community.



Why residents believe gangs exist:

- **Poverty (58%),**
- **Lack of Activities (32%)**
- **Family Problems (32%)**

Top three concerns are:

- **Robberies (51%)**
- **Drug Activity (45%)**
- **Gang Activity (38%)**

Strategic Goals



The over arching aim of Toronto Police Service Gun and Gang Strategy Framework is the elimination of incidents of gun and gang violence in the City of Toronto.

The **strategic goals** of the Toronto Police Gun and Gang Strategy Framework are:

1. To provide a co-ordinated and effective approach to gun and gang activity in partnership with our communities and guided by the City of Toronto's *SafeTO - Community Safety and Wellbeing Plan*.
2. To implement organizational and operational changes to improve public trust and confidence.
3. To engage in a multi-sectoral and evidence-based response to gun and gang activity that includes a public health lens.

Objectives



The **objectives** of the Toronto Police Gun and Gang Strategy Framework are:

1. Long-term and sustained reduction in incidents of gang activity, shootings and gun deaths.
2. Increased trust and engagement with all communities in neighborhoods throughout Toronto.
3. A sustained process of co-ordination and continuous improvement in partnership with communities, stakeholders and service providers to reduce the harmful impact of gun and gang activity.

These strategic goals and objectives will be accomplished by focusing on, and continuously improving our **Prevention**, **Intervention**, and **Enforcement** efforts.

Prevention



Neighbourhood Community Officer Program

- Currently in 34 City of Toronto Neighbourhoods in all 16 TPS Divisions; 148 Constables and 12 Sergeants.

FOCUS – Toronto

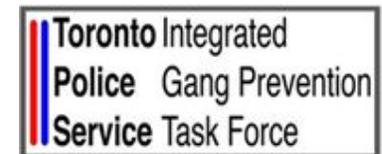
- There are five FOCUS tables in operation across the City; providing support to neighbourhoods in nine Divisions (D23, D31, D51, D41/42/43 and D11/D14/D52).



FOCUS
TORONTO

Gang Prevention

- Assist at-risk youth and gang members wishing to disengage by connecting them with resources.



#Engage416

- Intensive outreach in Toronto's northwest communities by the Integrated Gang Prevention Task Force.
- Engage and empower communities to educate, prevent, intervene, and suppress gang violence, human trafficking and sexual violence.

#ENGAGE416

Intervention



Public Safety Response Team (PSRT)

- Focuses on increased community engagement, prevention, intervention, and referral to gang exit strategy.
- Enhances early intervention with individuals at risk of becoming involved with gangs.
- Priorities include:
 - Attend areas of potential retaliation,
 - Bail Compliance Checks on firearm offenders, and
 - Co-ordination with Gang Exit program.



Human Trafficking – Sex Crimes Unit

- Street gangs often engage in human trafficking and exploitation.
- Through community outreach, offender apprehension, victim support, the Human Trafficking Unit actively contributes to reducing the impact of gun and gang violence.

Enforcement



Centralized Shooting Response Team (CSRT)

Centralized and consistent investigative response to all shootings. Enhanced collaboration and co-ordination with the Homicide Squad, other TPS units and partner agencies.

"I am very thankful to you & your team for all their efforts in keeping our neighborhood safe."

- Local Community Group

Focus on Strategic Enforcement

Strategic, community informed, and intelligence-led enforcement that enhances public safety while minimizing social cost.

Project Sunder

- 118 people charged, of which 101 were arrested **prior** to take down day
- 31 firearms, 7 kilos of cocaine, 2 kilos of fentanyl and \$300,000

Project Compound

- One firearm linked to 7 separate shootings started this project
- 11 people charged over the course of the investigation
- 7 firearms, over \$100,000 worth of drugs and cash seized



"This investigation utilized a proactive style of investigative techniques...highly focused [and] integrated...a number of varied enforcement protocols are not only essential but are absolutely critical...the enforcement strategies actually result in the prevention of violent crime in our communities."

- Superintendent Steve Watts

Continuous Improvement / Co-ordination



Crime Management to Ensure Co-ordination

- **Crime Traffic & Order Management (CTOM)** is the process to identify, prioritize and respond to local crime issues; to get the right resources and people, at the right places, at the right time.
- Continuously assess crime and disorder issues to implement strategies for prevention, intervention and enforcement, which may include the use of short term initiatives and appropriate local **“Summer Safety”** plans.

eCTOM - Crime Management Model

- eCTOM: Executive-Led Crime Traffic & Order Management, is a Service-wide, executive-led crime management process.
- Establishes a Service-wide crime management model to drive a co-ordinated and integrated response across the organization.
- Adaptable and scalable to evolving community safety issues.



Community Informed

The eCTOM process will be community informed.

As learned through local community input, Unit Commanders, NCO's, CPLC meetings, CCC's, and stakeholder consultations, the eCTOM process will ensure an effective response to the community's concerns.

Continuous Improvement / Co-ordination

Community Safety Partners Executive Team

To effectively co-ordinate efforts between city agencies, the Toronto Police Service will advance a **Community Safety Partners Executive Team** to include senior leadership from the City of Toronto, Toronto Community Housing, Toronto Public Health, and other relevant agencies.

Safe TO – Community Safety & Wellbeing Plan

Safe TO – the City of Toronto’s *Community Safety & Wellbeing* plan is under development and aims to shift from a focus on emergency response towards a culture of prevention.

Evaluation with a Public Health Lens

In consultation with Toronto Public Health explore an evaluation framework for the TPS approach to gun and gang activity.



Continuous Improvement / Co-ordination



Expanding Neighbourhood Community Officer Program

- Neighbourhood Community Officer Program expanding up to 10 additional neighbourhoods with up to 40 additional officers in 2021/2022.

Increasing Member Awareness

- Enhanced information flow from Investigators, Criminal Intelligence Analysts and Divisional Crime Analysts; including a recently enhanced *Pushpin* digital platform.
- Ongoing training on Gang Prevention and Gang Exit, as well as best practices in intelligence-led processes.



Review of the Field Intelligence Officer Program (FIO)

- Conduct a thorough review and evaluation of the FIO program to improve standardization of FIO activities and functions across the Service by developing clear and consistent guidelines and mandates.
- Continue the promotion and growth of the *Intelligence Cycle* and intelligence-led processes in collaboration with units across the Service, and with community safety partners.

Continuous Improvement / Co-ordination



External Gap Analysis

- A gap analysis will be explored to identify overlap, gaps and redundancies that may exist across service providers.
- This will increase the effectiveness of co-ordination and collaboration concerning gang prevention and intervention efforts.

Refine, Bolster & Leverage Existing Multi-Sectoral Interventions

- Leverage existing Gang Exit programming and FOCUS Toronto.
- Identify best practices that provide expedited access to supports to address gun and gang-related situations.

Independent Developmental/Process Evaluation

- Conduct an early-stage developmental/process evaluation of the strategy to assist in identifying barriers and facilitators in order to strengthen our approach to gang prevention and intervention.
- While conducting this assessment, identify and attend to issues proactively before they potentially become systemic in nature.

Enhance Prevention Efforts Through Technology

- Evolve the digitization of the referral process.
- Develop a framework for members to make referrals to relevant supports while mobile.

Continuous Improvement / Co-ordination



Enhancement of Bail Process & Systems

A deeper analysis of data is required to better understand what enhancements to the bail process may assist in community safety; protection of rights of all parties – the rights of those accused of crime and those who are victims require consideration.

Enhanced Community Engagement

- Community engagement to understand the lived experiences of residents impacted by gun and gang violence.
- To be recorded in a manner that can be captured and presented at Court as a part of bail considerations and sentencing.

Engage MAG to Seek Enhanced Conditions

- Engage the Ministry of the Attorney General to seek and justify enhanced bail conditions in firearm cases when bail is granted.
- When appropriate, seek conditions to compel offenders to access community supports while on bail to address root causes of crime and promote opportunities to break the cycle of offending.

Seek Opportunities to Engage Provincial & Federal Governments

The Toronto Police Service, in partnership with the Toronto Police Services Board and the City of Toronto, will seek opportunities to engage with the Federal and Provincial governments to champion meaningful reforms and policy enhancements to the bail process.

Metrics



Objectives	Sampling of Metrics
<p>Long term and sustained reduction in incidents of gang activity, shootings and gun deaths.</p>	<p>Reduction of shooting events year-over-year; measuring changes in communities over time. Reduction of shooting victims year-over-year; measuring changes in communities over time. Number of referrals to Gang Exit and FOCUS. Number of compliant and non-compliant offenders on bail. Gang Intervention prevention metrics. Number of firearm recidivists. Analysis of calls for service.</p>
<p>Increased trust and engagement with all communities in neighborhoods throughout Toronto.</p>	<p>Number of community outreach sessions, neighbourhood initiatives and events, including:</p> <ul style="list-style-type: none"> • presentations • town halls • media, social media appearances • internal and external training and education opportunities <p>Community perception of safety, trust and confidence in the police. Community safety & wellbeing indicators (service availability and gaps, community safety risks). Number of individuals referred to partner agencies such as FOCUS. Number of individuals identified based on defined community concerns (ie. addiction, mental health, domestic violence, child protection).</p>
<p>Sustained process of co-ordination and continuous improvement in partnership with communities, stakeholders and service providers that reduces the harmful impact of gun and gang activity.</p>	<p>Neighborhood Community Officer Program engagement metrics (eg. community referrals, time spent in each community). Measures of the continuity and sustainability of key strategy activities such as eCTOM. Identified scope and magnitude of participants from all sectors at meetings, including those participating in CTOM, eCTOM. Number of defined community safety risks identified by the community (including AER's, elevated public health, and quality of life concerns). Number of defined deployment strategies applied as a result of identified community risks. Number of referrals to social support services, including number of individuals, nature of risks identified.</p>

Timelines



Area of Emphasis	Activity	Timeline
Prevention	Continue to champion Gang Prevention and Gang Exit efforts	In progress
	Continue <i>Project #Engage416</i> and focused outreach	In progress ; ongoing through to 2023
	Expand the Neighbourhood Community Officer Program	Q2 of 2021 ; ongoing NCOP expansion
	Increase member awareness	In progress
	Analysis of data to support bail reform	Q3 of 2021 ; ongoing through 2021
	Enhance prevention efforts through technology	Research in progress
Intervention	FIO program review	Commence Q3 of 2021
	Continue to develop the Public Safety Response Team (PSRT)	In progress
Co-ordination & Collaboration	Enhance Crime Traffic Order Management (CTOM) process	Q2 of 2021 ; ongoing through 2021
	Implement eCTOM: Executive-Led Crime Traffic Order Management	Q3 of 2021 ; further development through Q4
	Advance the Community Safety Partners Executive Team	Q3 of 2021 ; further development through Q4
	Embrace and engage <i>Safe TO - Community Safety and Wellbeing Plan</i>	Q2 of 2021
	Engage Public Health	Q3 of 2021 , preliminary meeting to discuss
	Conduct a gap analysis	Expected to commence in Q3
	Refine, bolster and leverage existing multi-sectoral interventions	Expected to commence in Q4
	Independent developmental/process evaluation	Expected to commence in Q4



TORONTO POLICE GUN & GANG STRATEGY FRAMEWORK

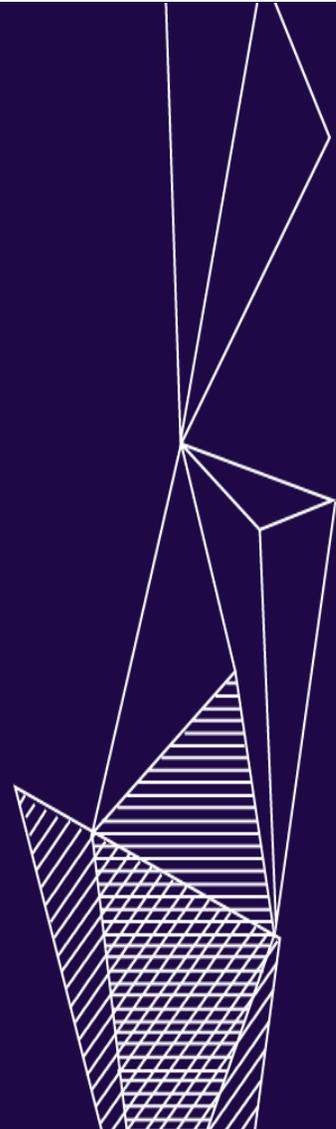
Appendix A – Crime Management Process





TPSB CHIEF OF POLICE: PUBLIC CONSULTATION UPDATE

BOARD PRESENTATION
MARCH 2021



ENVIRONICS
RESEARCH



IMAGE CREDIT:
UNSPLASH

PRE-CONSULTATION



Method: 45-minute interviews, conducted online via Zoom and WebEx platforms. One-on-one and small group settings (discussion guide in Appendix). Interviews took place between Jan 18th and February 8th, 2021.



Participants: 30 key stakeholders, including TPSB directors and staff, TPS employees, community organization leaders, and City of Toronto Staff and representatives.



Purpose: Connect with key stakeholders/communities to collect early feedback about proposed approach and topics of discussion.

PROCESS | CONSIDERATIONS



Reach out as broadly as possible to capture diverse voices in consultation.



Acknowledge different needs of different participant groups.



Ensure the candidate recruitment process is inclusive and diverse candidates are considered.



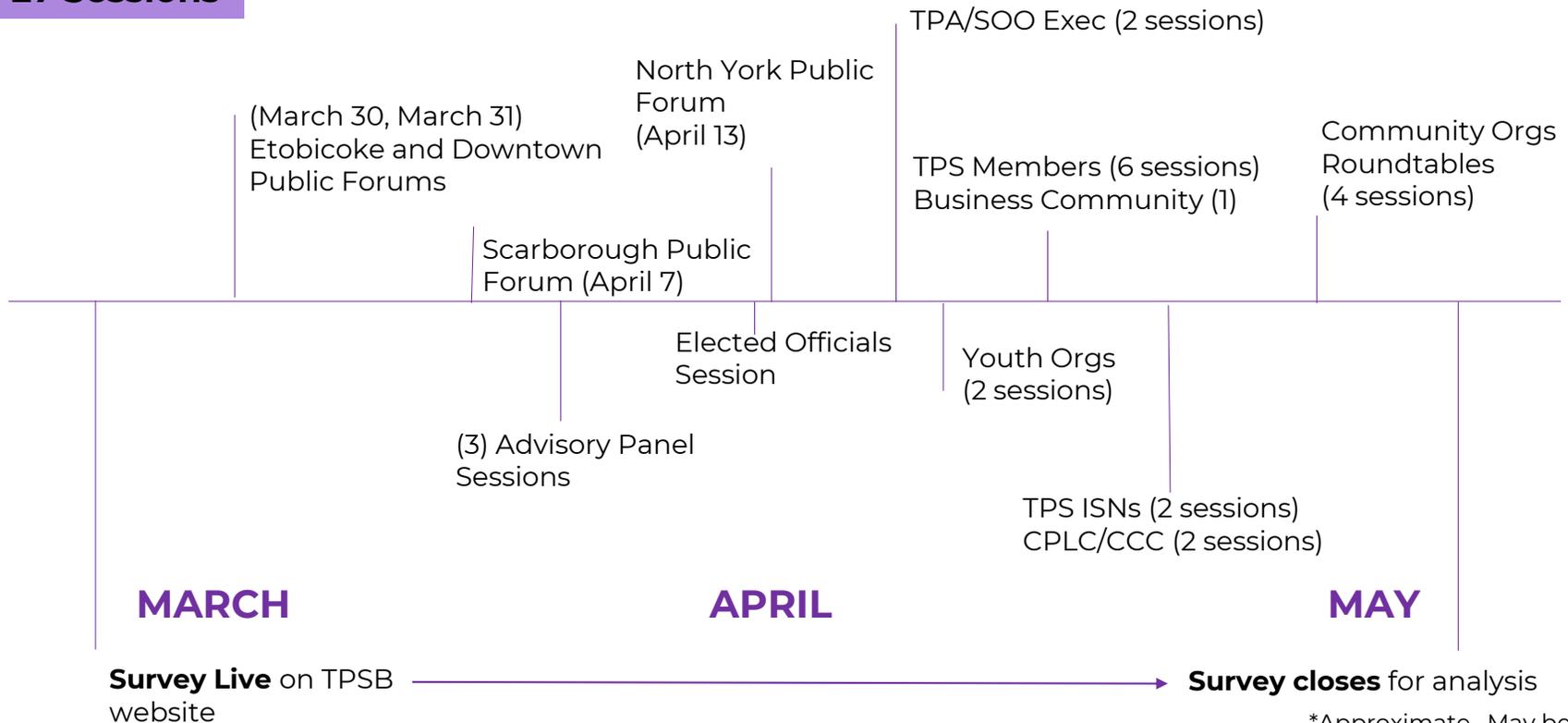
Maintain transparency throughout the process (consultation and recruitment).



Have conversations when it is optimal for stakeholders (considering capacity impacts of COVID-19).

KEY DATES* | CONSULTATION ACTIVITIES

27 Sessions



*Approximate. May be further impacted by COVID-19 restrictions.

PROPOSED APPROACH | PUBLIC ACTIVITIES

ACTIVITY	HOW?	WHO?
<p>VIRTUAL PUBLIC SESSIONS: FOUR GEOGRAPHIC REGIONS</p>	<p>4 sessions 2 hours each N=100 participants per discussion Total of n=400 participants Invited through Eventbrite, via hosted on Zoom</p>	<p>Residents of City according to four regions of residence: Scarborough, North York, Etobicoke and Downtown</p>
<p>ONLINE OPEN-LNK SURVEY: TORONTO RESIDENTS</p>	<p>Online open-link public survey Launched through the TPSB website</p>	<p>Available to all residents, City stakeholders and TPS members/representatives</p>

PUBLIC SESSIONS – PROPOSED AGENDA (2HRS)

- 1 **WELCOME & TERMS OF PARTICIPATION** - 10mins
- 2 **ISSUES DISCUSSION** - 25mins
- 3 **SMALL GROUP BREAK-OUT SESSIONS** – 35 mins
- 4 **SHARING BACK; PRIORITIZING QUALITIES AND CHARACTERISTICS** –
30 mins (including final polling activity)
- 5 **FEEDBACK ON THE PROCESS** – 15 mins
- 6 **WRAP UP** – 5 mins



NEXT STEPS

- Continue to invite and recruit participants to public and stakeholder sessions;
- Consultation calendar: Week of March 29 – Mid-May (approximate timeline*);
 - Provide updates to TPSB Office, which will be shared on TPSB website;
- Reporting in to follow completion of all consultation sessions (late Spring 2021).

*Timeline may be impacted further by COVID-19 restrictions.



Toronto Police Services Board Report

February 10, 2021

To: Chair and Members
Toronto Police Services Board

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

Subject: Special Constable Appointments – March 2021

Recommendation:

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

Financial Implications:

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

Background / Purpose:

Under Section 53 of the *Police Services Act*, the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Ministry. Pursuant to this authority, the Board has an agreement with U. of T. governing the administration of special constables (Min. No. P571/94 refers).

[The Service received a request from U. of T. to appoint the following individuals as special constables:](#)

Table 1 Name of Agency and Special Constable Applicant

Agency	Name	Status Requested	Expiry
U. of T. St. George Campus	Victoria Freitas	Appointment	N/A
U. of T. St. George Campus	Chris Kennelly	Appointment	N/A

Agency	Name	Status Requested	Expiry
U. of T. St. George Campus	Veronica Martins	Appointment	N/A
U. of T. St. George Campus	Jason Quan	Appointment	N/A
U. of T. St. George Campus	Taylor Thompson	Appointment	N/A
U. of T. St. George Campus	Phillip Warner	Appointment	N/A

Discussion:

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

The agreement between the Board and U. of T. requires that background investigations be conducted on all individuals who are being recommended for appointment and re-appointment.

The Service's Talent Acquisition Unit completed background investigations on these individuals and there is nothing on file to preclude them from being appointed as special constables for a five year term.

U of T. has advised the Service that the above individuals satisfy all of the appointment criteria as set out in their agreement with the Board.

U. of T. St. George Campus' approved and current complements are indicated below:

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

Agency	Approved Complement	Current Complement
U. of T. St. George Campus	50	36

Conclusion:

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

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

Respectfully submitted,

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

*copy with original signature on file at Board Office



Toronto Police Services Board Report

January 9, 2021

To: Chair and Members
Toronto Police Services Board

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

Subject: Request for Funds – Annual Community Events - 2021

Recommendation:

It is recommended that the Toronto Police Services Board (Board) approve an expenditure in the amount of \$78,500.00 from the Board's Special Fund, less the return of any funds not used, to support the Annual Community Events listed within this report.

Financial Implications:

The Board's Special Fund will be reduced by \$78,500.00, which is the total cost of expenditures related to the annual events listed in this report.

Background / Purpose:

The Board, at its meeting on July 22, 2010, granted standing authority to the Chair and the Vice Chair to approve expenditures from the Board's Special Fund for a total amount not to exceed \$10,000.00 per individual event for internal and community events annually hosted in whole or in part by the Board and the Toronto Police Service (Service). The Standing Authority would only apply to events that are identified in a list which is provided to the Board for information at the beginning of each calendar year (Min. No. P208/10).

This report provides the internal and external annual community events that are scheduled to take place in 2021.

Discussion:

COVID-19, remains a serious public safety issue causing the Service to reassess its operations and community engagement opportunities in 2021. The Community Partnerships and Engagement Unit (C.P.E.U.) will seek alternative methods to engage with communities within the parameters of the Reopening of Ontario Act (R.O.A.). This may include utilisation of venues where social distancing and attendance limits can be met, increased use of on-line platforms or other adjustments as may be required to ensure we can continue to effectively interact with communities. Any money not utilised will be returned to the Board.

With 2.93 million residents, Toronto is the largest city in Canada and the fourth largest city in North America.

The Board and the Service participate in and/or organize many community events and initiatives, both internally and externally throughout the year. These events serve to enhance community-police engagement by maintaining and strengthening collaborative and strategic community partnerships that are positive and constructive. This networking also serves to support the community, increases community engagement and public awareness, as well provides a unique opportunity for Service members and the public to join together and celebrate the diversity that makes Toronto a vibrant city.

The Board and the Service recognize the importance of positive interactions between members of the community and the police by engaging communities in various programs, initiatives and events. To demonstrate its commitment to community engagement, C.P.E.U. has been given the responsibility of coordinating all the Service's major events hosted at various locations throughout the city, including Headquarters. These events are intended to promote dialogue, continued partnerships and community engagements with members of our communities.

When establishing a budget for a particular/cultural event, the areas taken into consideration are as follows:

- Venue
- Refreshments
- Printing Requirements
- Exhibits and Displays
- Speakers
- Entertainment
- Honorariums
- Transportation
- Incidentals

Transportation / Incidentals

C.P.E.U. engages youth, volunteers and community members to assist with and participate in all of our annual events. These include members of our Youth in Policing Initiative (Y.I.P.I.), and members of our consultative committees. Many of these people reside in neighbourhood improvement areas across the city: they often times do not have the means or funds to attend and/or participate in our events.

Many of these individuals already donate their time and expertise, ensuring that our events are a success, and have proven time and time again to be beneficial partners of the Service's mission, principles, and goals by:

- Delivering an effective, efficient, and economical support mechanism to members of the Service;
- Providing liaison with external agencies in support of local community mobilization initiatives;
- Enlisting additional community support; and
- Providing assistance, education, and information to members of the Service and the public.

Due to the extensive hours required to plan many of our events, which involves set up and take down – the day can be a long one for these volunteers. Such incidentals might include light refreshments or a meal, Toronto Transit Commission (T.T.C.) fare, or a taxi ride home. This also ensures their safety to and from the events, and their wellbeing.

The following chart provides a list of annual events hosted/co-hosted by the Service that are scheduled to take place in 2021. The chart also provides a breakdown of the historical requests for funding for the years 2016 to 2020. Following a comprehensive trend analysis conducted by the C.P.E.U. management team, the spending projections for 2021 have been reduced by 32% when compared against 2020 budget estimates. Furthermore, alternative funding partnerships will be sought whenever feasible.

COMMUNITY PARTNERSHIPS AND ENGAGEMENT UNIT ANNUAL EVENTS						
	2016	2017	2018	2019	*d 2020	2021
Asian Heritage Month	\$5,000	\$6,000	\$6,000	\$6,000	\$8,000	\$3,000
Auxiliary Appreciation and Graduation Ceremonies	\$3,000	\$4,000	\$4,000	\$6,000	\$6,000	\$3,000
Black History Month	\$6,000	\$7,000	\$7,000	\$7,000	\$7,000	\$4,000

COMMUNITY PARTNERSHIPS AND ENGAGEMENT UNIT ANNUAL EVENTS						
	2016	2017	2018	2019	*d 2020	2021
Board & Chief's Pride Reception	\$3,000	\$4,500	\$4,500	\$4,500	\$4,500	\$3,000
Community Police Academy	***	***	***	\$8,000	\$8,000	\$2,000
Community-Police Consultative Conference	\$8,500	\$9,000	\$9,000	\$9,000	\$9,000	\$6,000
Day of Pink	***	***	\$5,000	\$5,000	\$5,000	\$1,500
International Francophone Day	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000	\$2,500
L.G.B.T.Q.2S Youth Justice Bursary Award	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
National Aboriginal Celebrations	\$5,000	\$6,500	\$6,500	\$6,500	\$6,500	\$3,000
National Victims of Crime Awareness Week	\$500	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Pride Month Celebrations	\$4,000	\$4,500	\$4,500	\$4,500	\$4,500	\$3,000
Toronto Caribbean Carnival Kick-Off Event & Float	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$5,500
Volunteer Appreciation Night	\$2,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Torch Run/Special Olympics	\$10,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Sub Total	\$65,000	\$69,500	\$74,500	\$84,500	\$86,500	\$48,500

OTHER TORONTO POLICE SERVICE ANNUAL EVENTS						
TITLE ^{*a}	2016	2017	2018	2019	^{*d}2020	2021
Chief of Police Fundraising Gala/ Victim Services Toronto	\$4,000	\$5,000 ^{*b}	\$4,000	\$4,000	\$4,000	\$4,000
Toronto Police Cricket Club	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	^{*c} \$10,000
United Way Campaign	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Youth in Policing Initiative Luncheon	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000
Total	\$93,000	\$98,500	\$103,500	\$113,500	\$115,500	\$78,500

^{*a} Cheques are payable to their respective titles and sent to the care of the Community Partnerships & Engagement Unit to be disseminated.

^{*b} In recognition of the 2017 Chief of Police Fundraising Gala/ Victim Services Toronto 10 year anniversary, the Board provided a onetime funding of \$5,000.00.

As per the Board's Special Fund policy, any funds not utilized will be returned to the Board.

^{*c} Since 2014, there has been no increase for the amount requested to support the Toronto Police Service Cricket Club. As a result, an increase in the amount of \$1,000.00 is being requested for this event. This event has grown significantly in participation and scope; therefore, the cost of successfully hosting it has increased, resulting in members having to be resourceful in order to ensure a successful outcome.

^{*d} In 2020, the Service was faced with a unique situation from the COVID-19 Pandemic, which resulted in numerous restrictions being put into place for the protection of everyone's health and safety. These restrictions prevented the Service from hosting their annual events, but several local initiatives continued, including supports to vulnerable populations, virtual presentations on hate crime, and several others. In total, the Service will be returning an estimated \$77,500.00 due to COVID restrictions.

Although a significant portion of the 2020 funding allocation was returned to the Board, innovative methods of successful engagement evolved as the year progressed. It is

anticipated that by expanding on the various approaches taken by the Service during 2020, the Service will be positioned to host/co-host all events identified above, at a total cost of \$78,500 during 2021. This represents a 32% reduction in year-over-year costs, and builds on strategies employed in the 2020 COVID-19 environment. Alternative funding partnerships will be sought whenever feasible. The Service will continue to reassess operations and utilize methods that effectively engage with all members of our communities in a manner that remains consistent with current health regulations.

All of the above noted requests for funding from the Board's Special Fund have been reviewed to ensure that they meet the criteria set out in the Board's Special Fund Policy and that they are consistent with the following goals of the Service:

- Be where the public needs the Service the most
- Embrace partnerships to create safe communities
- Focus on the complex needs of a large city

Conclusion:

The Toronto Police Service is one of the largest municipal police services in North America and is responsible for policing the most diverse city in the world with almost half of the city's current population was born outside of Canada. The city boasts 200 ethnic groups with over 140 languages spoken. As the most multicultural city in the world, the hosting of these cultural events enhances the Service's reputation by engaging in dialogue and forming positive relationships with the citizens of our city. These events provide all Torontonians a sense of belonging, acceptance, respect and access with an opportunity to interact with members of the Service.

C.P.E.U. continues to deliver strong community-police partnerships, based on mutual trust, respect, and understanding. These are essential for the safety and well-being of all members of our communities. The participation of the Board and the Service in these events reinforces a continued commitment to working with our diverse communities and also aims to foster mutual respect and collaborative relationships.

Deputy Chief Peter Yuen, Communities and Neighbourhoods Command & Priority Response Command, will attend to respond to any questions that the Board may have regarding this report.

Respectfully submitted,

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

*original copy with signature on file at Board Office



Toronto Police Services Board Report

March 5, 2021

To: Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director and Chief of Staff

Subject: Toronto Police Services Board Nominee to the Ontario Association of Police Services Board's (OAPSB) Board of Directors & Request for Special Funds for the 2021 Virtual Spring Conference

Recommendation(s):

It is recommended that:

1. That the Board nominate Chair Jim Hart to represent the Toronto Police Services Board, for a one-year term, on the OAPSB Board of Directors, and that the Board Office advise the OAPSB of the Board's nomination; and,
2. That, as an exception to its Special Fund Policy, the Board contribute \$3000.00 to sponsor the 2021 OAPSB Virtual Spring Conference.

Financial Implications:

The OAPSB will pay most reasonable and necessary costs incurred by members of its Board of Directors. The cost of sponsorship of the 2021 OAPSB Virtual Spring Conference will be borne by the Board's Special Fund, the current balance of which is approximately \$622,729.00.

Background / Purpose:

The OAPSB is the leading voice of police governance in Ontario, and the Board remains engaged with, and a contributor to the OAPSB's work on provincial police governance matters. The OAPSB serves its members and stakeholders, as well as the general public, by:

- helping local police service boards fulfill their legislated responsibilities, by providing training and networking opportunities, and facilitating the transfer of knowledge; and,
- advocating for improvements in public safety laws and regulations, practices and funding mechanisms.

The OAPSB membership includes police services board members, police and law enforcement officials, and others persons involved in policing and public safety.

In terms of workload and time commitment for a member of the Board of Directors, the following is an estimate of the requirements:

- the OAPSB Board of Directors meets 4-5 times per year, usually on weekday evenings for 4-5 hours;
- attendance at OAPSB-hosted events is expected, including the 2021 Spring Conference and AGM and the 2021 Fall Labour Seminar;
- attendance at Zone/Big 12 meetings: 2-3 per year, each is typically a ½ day; and,
- the OAPSB currently has 3 internal (voluntary) committees (that hold short meetings by phone) and participates on 18 provincial committees (usually the President and/or the OAPSB Executive Director is the representative).

As a result of the COVID-19 pandemic, the OAPSB has shifted to a virtual platform for all of its meetings and conferences. In addition, Zone 3 meetings did not take place and there are no plans, at this time, for these meetings to resume in 2021.

Discussion:

1. Nomination of Chair Hart

The by-laws of the OAPSB provide that one seat on its Board of Directors is reserved for a member of the Toronto Police Services Board. Chair Jim Hart is currently the Board's representative on the OAPSB Board.

The OAPSB bylaws state:

4.04 Nomination of Directors

Not less than forty-five (45) days prior to the annual meeting of members, each of the following shall notify the Board of its nominee or nominees for election to the board at such annual meeting:

- (i) Each Zone shall submit one nominee;
- (ii) The Big 12 (excluding Toronto) shall submit four (4) nominees; and
- (iii) The Toronto Police Services Board each shall submit one nominee.

At each such annual meeting, the representatives of the Police Services Boards operating pursuant to Section 10 of the PSA shall select and advise of three (3) nominees, one (1) selected by such Boards in Zones 1 and 1A, one (1) selected by such Boards in Zones 2 and 3 and one (1) selected by such Boards in Zones 4, 5 and 6.

4.05 Term of Office

Subject to the by-laws, the term of office for a director shall be one (1) year, and shall terminate at the close of the annual meeting held during such term. Provided, however, that a director shall be eligible to be re-elected for additional terms of office, but no director shall serve more than an aggregate of nine (9) consecutive terms.

The qualifications to be elected and hold office are the following:

4.02 Qualification of Directors

Any Member in good standing of the Association is eligible to run for and hold an elected position as a director on the Board; provided that such individual shall be eighteen (18) or more years of age; shall be a member of a Police Services Board in Ontario; and provided further that such individual shall, at the time of his election or within ten (10) days thereafter and throughout his term of office, be a member in good standing of the Association.

Provided, however, that not more than one (1) member of any Police Services Board in Ontario may be a Director at any one time.

2. OAPSB Spring Conference

The OAPSB's Annual Spring Conference and AGM is scheduled to take place from May 26 to 28, 2021. Given the COVID-19 pandemic, and in the best interest of the health and safety of its members, the OAPSB has opted to host its Spring Conference and AGM virtually again this year.

The virtual AGM will be an opportunity for professional development for Board members and Board Office staff, including the opportunity to discuss common issues with fellow Board colleagues from across Ontario, including the coming into force of the *Community Safety and Policing Act, 2019*.

For many years, the Board has sponsored the OASPB's annual conference. I am recommending that the Board continue to do so, and contribute \$3,000.00 that would be used towards supporting the Virtual Spring Conference & AGM. This sponsorship will assist the OAPSB in the costs of hosting this event. For this sponsorship, the Board will receive sponsorship recognition (*i.e.* logo placement on the OAPSB's website and printed material, electronic logo placement on screen during conference, one (1) virtual display booth, 2 conference passes and a two-minute introduction of a program speaker).

Funding received for OAPSB events is used to:

- Minimize costs to members attending the seminar;
- Offset the expenses related to delivering virtual event and training;
- Purchase of virtual technology;
- Support the marketing and outreach required to inform and communicate with members;
- Provide organization recognition on their website, eblasts and at the virtual event; and
- Deliver upgrades to education & training to membership.

Conclusion:

The Board's continued support for the provincial organization that is the voice of police governance is important. Through the nomination of Chair Hart, and sponsorship of the OAPSB's most significant annual event, the Board will continue to remain engaged and active in the work of the OAPSB.

Respectfully submitted,



Ryan Teschner
Executive Director and Chief of Staff



Toronto Police Services Board Report

March 8, 2021

To: Chair and Members
Toronto Police Services Board

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

Subject: Toronto Police Service – Revised Organizational Chart

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board) approve the revised organizational chart for the Toronto Police Service (Service).

Financial Implications:

The annual savings related to the elimination of two Commands is approximately \$1M, and is a result of a reduction in salaries, benefits and office related costs. The restructuring reflected in this report is also achieved through the redeployment of various existing positions and units at no additional cost to the Service.

Background / Purpose:

At its meeting on January 25, 2001, the Board requested that all organizational charts be submitted on an annual basis (Min. No. P5/01 refers).

In keeping with the Board's requirement, this report is being submitted to request the Board's approval for a revised organizational chart for the Service that contains restructuring changes aimed at enhancing the Service's ability to deliver on police reform and modernization priorities, while enhancing business-related service delivery functions.

Included in this report as an attachment are the existing and proposed organizational charts in appendix A & B.

Discussion:

The changes to the Service's current organizational structure are driven by:

- the need to improve operational synergies between units, and achieve a better alignment between commands and units that is consistent with best practices in public sector organizations;
- the need to address 2021 and future resource and budget constraints, while structuring the Service so as to enhance business-related service delivery functions;
- the need to better balance decision-making, division of work and accountabilities between different levels of leadership;
- the need to enhance, clarify and better align the delivery of public safety services, as well as internal corporate services and information management through the restructuring and consolidation of units that are naturally aligned; and,
- changes in command leadership, which has created a more immediate opportunity to review and better align services, processes, outcomes and accountabilities;
- .

The major change in the new organizational chart will be shrinking the executive layer (the command) of the Service, by reducing the number of command officers and their respective support offices from six to four, and redistributing units as required and appropriate, to the remaining commands pillars.

Specifically,

- the Human Resources Command will be eliminated as a stand-alone pillar, and the units in that command redistributed to other commands so as to integrate the Human Resources functions with the broader corporate functions of the Service (in a manner consistent with public sector best practice); and
- the Priority Response and Community and Neighbourhoods Commands will be consolidated into one command, the Community Safety Command, creating clear alignment and responsibility as well as a single point of accountability for both reactive and proactive public safety services and programs, under one Deputy Chief.

As proposed, the four new commands are:

- **Corporate Services Command**, led by the Chief Administrative Officer, and comprised of units supporting and providing internal corporate and related services to the entire organization, including finance and business management, human resources and legal services;
- **Information & Technology Command**, headed by the Chief Information Officer, responsible for information management, analytics and technology services throughout the organization;

- **Community Safety Command**, led by a Deputy Chief, and providing public safety services to the City, in partnership with the community and key stakeholders; and
- **Specialized Operations Command**, headed by a Deputy Chief, and providing investigative as well as public safety services of an emergent nature in support of front line operations.

As proposed, this new organization structure will result in many benefits for the way the Service operates, and delivers services to the public. These benefits include:

- reducing duplication and overlap and adding clarity to the responsibility for service delivery, both internal and external;
- reducing silos and fostering a greater level of collaboration so as to drive more effective and efficient implementation of Board and Service priorities;
- improving information flow by having units properly aligned;
- optimizing and distributing span of control more equitably and enabling greater focus on key responsibilities;
- more effectively enabling modernization and the implementation of the Board's police reform recommendations;
- modernizing linkages, as areas of innovation, information and technology will now report to one command officer, allowing for a more streamlined and integrated systems framework, as well as the rationalization and deployment of systems across the entire organization; and
- better enabling decision-making at the Chief and command level.

Additional details on the amendments are as follows:

Human Resources Command

This stand-alone command will be eliminated and its responsibilities redistributed to other commands so as to improve organizational alignment, specifically,

- The Corporate Risk Management Staff Superintendent position will be redeployed to the new Community Safety Command to constitute a third pillar in that command. The business units within Corporate Risk Management will be redistributed as follows:
 - a) Professional Standards will report to the Chief of Police, through the Strategy and Risk Management Staff Superintendent
 - b) The Toronto Police College will move to Corporate Services Command reporting to the Director of People & Culture
 - c) Professional Standards Support and all of its sub units will be moved as follows:
 - i. Awards will report to the Chief's Executive Officer
 - ii. Governance will move to report to the Staff Superintendent of Strategy and Risk Management

- iii. Prosecution Services will move to report to Legal Services
 - iv. The S.I.U. Liaison will report to the Superintendent of Professional Standards for administrative purposes. The Chief's S.I.U. Designate will remain with operational oversight of the Unit
 - v. Analysis & Assessment will move to the Analytics & Innovation unit under the new Director of Information Management who reports to the Chief Information Officer (C.I.O.). This new Director position was achieved through the redeployment of the Director, Operations Support position that is no longer needed as a result of that pillar being eliminated and the respective units redistributed
 - vi. Information Security will also report to the Director of Information Management
- People & Culture and all of its business units with the exception of the Business Partnerships unit will move to Corporate Services Command reporting directly to the C.A.O., consistent with best practices in other public sector organizations. The business units in this pillar following this move include: Equity, Inclusion & Human Rights; Labour Relations; People Strategy & Performance; Talent Acquisition; Wellness; and the Toronto Police College. The Business Partnerships unit is being eliminated.
 - Legal Services will move to Corporate Services Command reporting directly to the Chief Administrative Officer (C.A.O.), in a manner consistent with best practices in other public sector organizations.

Priority Response and Communities & Neighbourhoods Commands

These two commands will be consolidated into one command, and renamed Community Safety Command.

A third pillar overseen by a Staff Superintendent and constituted from the elimination of the Corporate Risk Management pillar will have units that previously reported to the East and West Field Commands report under it. The inclusion of this third pillar will allow the other two field Staff Superintendents to focus on the uniform Districts through a more even distribution of business units and assigned personnel, thereby strengthening the connection between corporate-level priorities and how those priorities manifest in the work of Districts and the Service's Divisions. The third pillar, Field Services, will have the following business units reporting to it:

- Priority Operations consisting of Toronto Police Operations Centre (T.P.O.C.) and Communications services
- Traffic Operations consisting of Traffic Services and Parking Enforcement
- Public Safety Response Team (P.S.R.T.) will be moved to the new Field Services pillar, reporting to a Staff Superintendent

- Community Partnerships & Engagement Unit (C.P.E.U.), which contains among its responsibilities the operational oversight of the Neighbourhood Community Officer program and the Mobile Crisis Intervention Teams (M.C.I.T.)

Court Services will move to the Public Safety Operations Staff Superintendent under the Deputy Chief of Specialized Operations Command.

Information Technology Command

To reflect the current business practice the Information Technology Command be renamed Information & Technology Command, and will consist of two pillars: Information Management and Information Technology Services.

Reporting directly to the C.I.O. will be an Inspector in charge of Business Relationship Management, with their mandate focusing on internal stakeholder engagement and change management including the oversight and implementation of the connected officer program. Business Change Management will also report under this business unit.

Effective September 21, 2020, Analytics and Innovation (A.& I.), Business Change Management (B.C.M.), and the Connected Officer (C.O.) moved from Strategy Management to Information & Technology Command. This is now formally reflected in the new organizational structure.

The new Information Management Pillar overseen by a Director will have the following business units reporting to it:

- The Project Management Office will move pillars within the command from Information Technology Services to the Information Management pillar
- Analytics & Innovation will move pillars within the command from Information Technology Services to the Information Management pillar
- Records Management Services Operations retains all but one of its sub units. Specifically, Canadian Police Information Centre (C.P.I.C.) Operations, Quality Control, C.P.I.C. Management, Training and Charge Processing remain. However, Printing & Courier Services will move to Facilities Management under the Director of Finance & Business Management in the Corporate Services Command. The Information Access sub unit within Records Management along with all of its sub units, Access & Privacy Section (A.P.S.), Criminal Records and Records Release - Police Reference Check Program (P.R.C.P.) will report to the Director of Legal Services
- Property & Video Evidence Management will move from reporting to the Director of Operations Support in the Corporate Services Command to the Director of Information Management in the Information & Technology Command
- Information Security that was housed in Professional Standards Support under the dissolved Corporate Risk Management Pillar, will now report to the Director of Information Management in Information & Technology Command

Technology and information management is a critical component to the Service's modernization. The Benefits Framework, established by the C.I.O., will allow the Service to prioritize and understand the benefit of technology projects that support some of our biggest priorities, such as Body Worn Cameras and technological tools which provide standardized and timely data to emergency management, analytics and intelligence teams amongst others.

These changes to the organizational structure were made to effectively support this new vision and to help consolidate Information Management and Information Technology Services into one area.

Corporate Support Command

To reflect the current business practice Corporate Support Command will be renamed Corporate Services Command.

As previously indicated, the Operations Support pillar which reports directly to the C.A.O. will be eliminated with the units reporting under it distributed within the command as well as to other commands in the new structure. This redistribution will accommodate enhanced efficiencies, including aligning unit responsibility and accountability. Remaining in the command are two business units, Facilities Management and Fleet and Materials Management that will now report to the Director of Finance & Business Management.

Employee Services currently reporting to the Director of Finance & Business Management will be moved to report to the Director of People & Culture thereby aligning all sub-units with similar mandates.

Legal Services and the People and Culture pillars will move from the Human Resources Command to the new Corporate Services Command, reporting directly to the C.A.O. This structure is consistent with best practice in other public sector organizations, and will ensure the internal 'business' functions are aligned and can be responsive to emerging priorities.

Audit and Quality Assurance which now reports administratively to the C.A.O. will be moved to be part of the Strategy and Risk Management pillar that reports to the Chief of Police.

Other pillars reporting to the Chief of Police include:

- Corporate Communications
- Strategy and Risk Management
- Disciplinary Hearing Office
- Chief's office

Conclusion:

This report provides the Board with the Service's new organizational chart for approval. The current and the new organizational charts are attached to this report as Appendix A and Appendix B respectively.

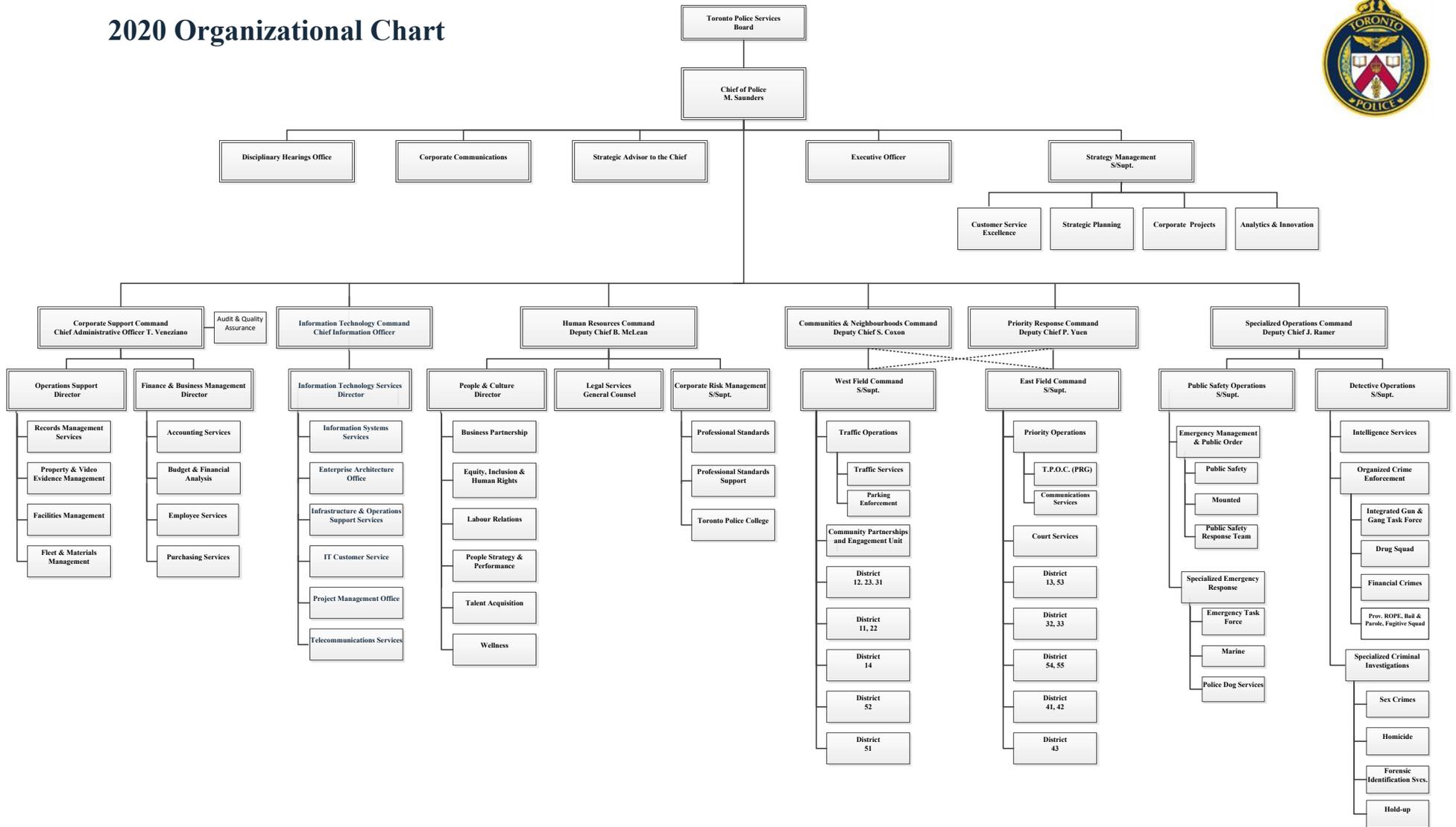
I will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

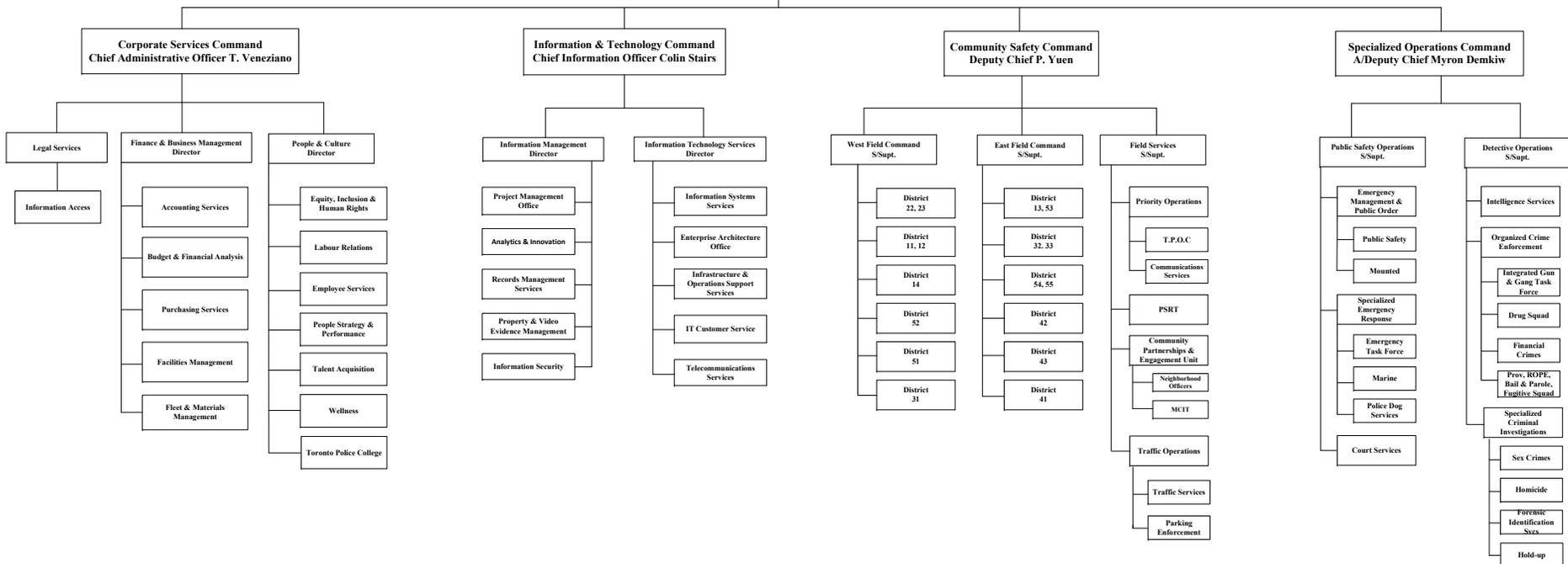
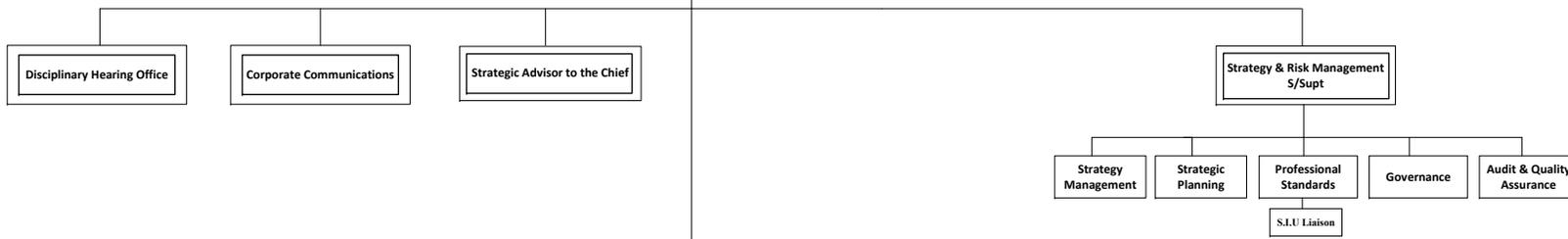
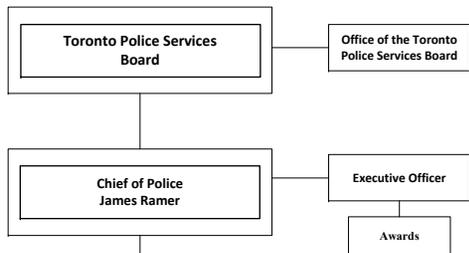
James Ramer, M.O.M.
Chief of Police

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2020 Organizational Chart



2021 Organizational Chart





Toronto Police Services Board Report

February 19, 2021

To: Chair and Members
Toronto Police Services Board

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

Subject: Information Technology Command (I.T.C.) Structure – phase one

Recommendation(s):

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

Financial Implications:

A phased-in approach to the reorganization of the I. T. C. structure is being recommended. The first phase is primarily focused on the shifting of existing units into the I.T.C. and a reallocation of existing budgeted positions.

Additional positions required in the restructuring that cannot be accommodated within the Service's current funding level will be requested as part of the 2022 operating budget submission.

Background / Purpose:

Within the context of broader transformational change at the Toronto Police Service (Service), information and technology plays an increasing and integral role in strategic planning. With the creation of the I.T.C. and the on-boarding of the new Chief Information Officer (C.I.O.), the Service has acknowledged the importance of progressive information and technology as a key component of modernization.

As part of this effort, the C.I.O.'s evaluation of the current structure, including capabilities, resourcing and short / long term strategies, resulted in the development of a Benefits Framework that provides the foundation and feeds the overall strategy for I.T.C. and the Service as a whole over the next 5 plus years. Implementation of this strategy requires realignment / restructuring of the Command.

The two main priorities in phase one are a new reporting structure, and the reorganization of Information Technology Services. Implementation of phase one will provide the opportunity for evaluation of resourcing requirements for the long-term vision.

Phase one will encompass the formalization of the transfer of the Analytics & Innovation (A.&I.) and Business Change Management (B.C.M.) units from the Strategy Management group to I.T.C.. It also includes the restructuring of existing sub-units, the reallocation of existing resources within I.T.C., and the creation of the new position of Manager, Change Management.

The purpose of this report is to provide the Board with information surrounding the phase one portion of the restructure and to outline further phases which are held back due to budgetary or timing considerations.

Discussion:

The Service's Information Technology Services (I.T.S.) structure has been focussed on control and stability, with dedicated teams for Governance, Architecture and Quality Assurance. While this structure has been effective in maintaining the status quo and mitigating failure and risk, it is not conducive to the innovation, collaboration and customer service which is required to move the organization forward.

Consultations by the C.I.O. throughout the Service have identified significant needs, opportunities and benefits – reorganizing I.T.C. into a product-centric structure will eliminate redundancies and overlaps, streamline decision-making and processes, improve alignment and collaboration with the business, increase accountability, and create the opportunity for innovation. Budgetary constraints and the disruption caused by the COVID-19 pandemic have made efficiency essential. Structural change under the I.T.C. will provide the basis for future innovation and allow the Service to maximize the utilization of I.T.C. resources.

The creation of the I.T.C. requires the establishment of a new reporting structure. Phase one of the reorganization will see the following units as direct reports to the C.I.O. – Information Technology (I.T.), the Project Management Office (P.M.O.), Analytics and Innovation (A.&I.), and a new Business Relationship Management Unit (B.R.M.). Also included in this direct report structure is a Chief Information Security Officer (C.I.S.O.) position. Aligning and building collaboration between these units, and from the whole of I.T.C. to our internal and external clients, is essential to delivering on the Service's business strategy within the limits of our human and financial capacities.

To increase the personal accountability of I.T.C. managers to their clients, each will be charged with ownership of a set of products / services which are consumed by our clients. Each manager will be responsible for architecture, quality, and governance within their product lines. There will continue to be focus on risk via an I.T. Risk

Management sub-unit. This change was endorsed and encouraged by Gartner in consultation with the C.I.O.

Information Technology

The move to a product-centric I.T. model requires aligning more closely to business requirements. As such, phase one of the restructure will see a reorganization of Information Technology Services, which will be comprised of the following sub-units:

- Policing Applications;
- IT Risk Management;
- Business Applications;
- Backend Infrastructure; and,
- Frontend / User Experience.

From a human resources perspective, support for the new structure will be a combination of reallocation and a continuation of work with Human Resources and the Service's Resource Management Committee on the vacancy / hiring plan for 2021 funded positions.

Project Management Office

The Project Management Office (P.M.O.) has been a sub-unit of I.T.S. In order to ensure alignment across the Command and Service, and to execute the objectives of the Benefits Framework and programs defined by the I.T.C. Strategy, this function will, in the interim, report directly to the C.I.O.

Analytics & Innovation

A.&I. remains the Service's centralized unit for analytics. Incorporation of the unit into the I.T.C. is essential to achieving the objectives of the Benefits Framework. The Analytics Centre of Excellence (A.N.C.O.E.) project has proven a great success both within and outside the Service, creating greater transparency and providing a key service to the organization. This has been especially true in supporting the 81 recommendations for Police Reform initiatives. The initial scope of the project has been completed, and A.N.C.O.E. is now an operational capability, providing a template of responsiveness and innovation which will be advanced and replicated throughout I.T.C. Ongoing work will include the development of novel analytics and open-data tools as defined by the Analytics Framework, currently in development.

Business Relationship Management Unit

Reporting to the Strategy Management Unit (S.T.M.), B.C.M. and Connected Officer were organizationally isolated from I.T.S., diminishing their effectiveness and limiting

their scope of action. The new structure brings these resources under a new sub-unit – Business Relationship Management (B.R.M.). Headed by an Inspector with direct report to the C.I.O., the mandate of the unit focusses on internal stakeholder engagement and change management. This move will broaden the B.C.M. team beyond Versadex and will consolidate support and coordination with policing applications.

The team is comprised primarily of sworn members, a key consideration in their role as liaisons to the Service; however, this makes the unit subject to turnover as officers are re-assigned. To anchor the team, provide linkage to I.T., and provide continuity, the new role of Manager, Change Management in B.R.M. will be created. A job description for this position is being developed and the position evaluated.

Chief Information Security Officer

As the Service moves towards a more progressive information technology model which takes advantage of new opportunities (Cloud technologies etc.), the organization's overall cyber security posture needs to be heightened. This requires specific skill sets and a more formal, structured, and holistic approach. The C.I.S.O. role is currently staffed by a seconded member of the Coordinated Cyber Centre (C3) unit, and is responsible for building the framework and overall program. Once the framework has been established, a determination will be made as to whether this position should permanently established.

Next Phases

The reorganization plan represents a paradigm shift in the I.T. structure that the Service has experienced over the last 20 years. Additional changes in subsequent phases will be required to achieve our objectives; however, as stated above, it is important that as each phase is implemented, evaluation of organizational requirements, opportunities, capacity, and capabilities continue to feed the long-term vision. As the implementation moves forward, consultation with units across the Service will continue.

I.T.C. will be seeking approval for additional positions and associated funding in the 2022 budget. Implementation of phase one will provide the baseline to determine these resourcing requirements, after which I.T.C. will come back to the Board with a report on next phases.

Conclusion:

The transformation of the Service's information management and technologies is key to furthering the overarching goal of greater transparency, accountability and efficiency. To realize this, a move away from the status quo through restructuring is required.

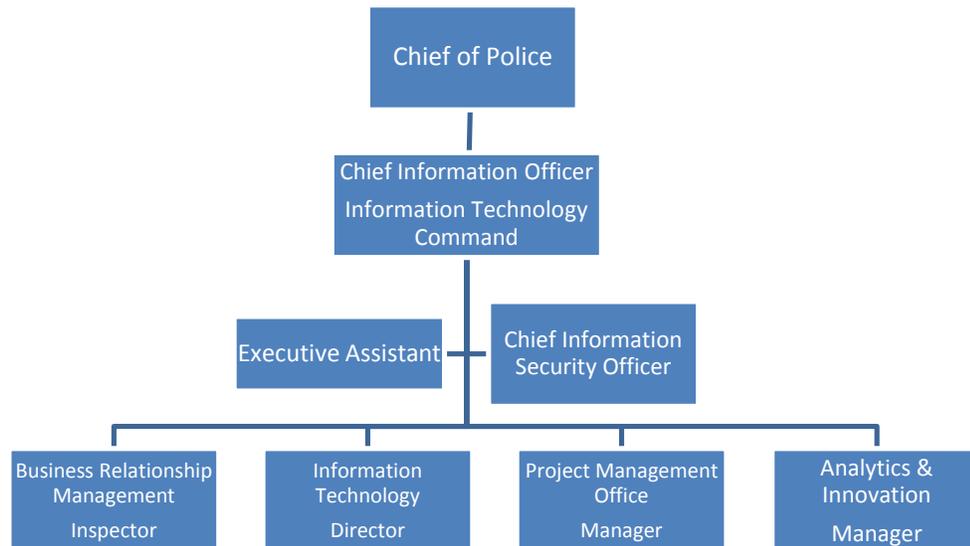
C.I.O. Colin Stairs, Information Technology Command, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

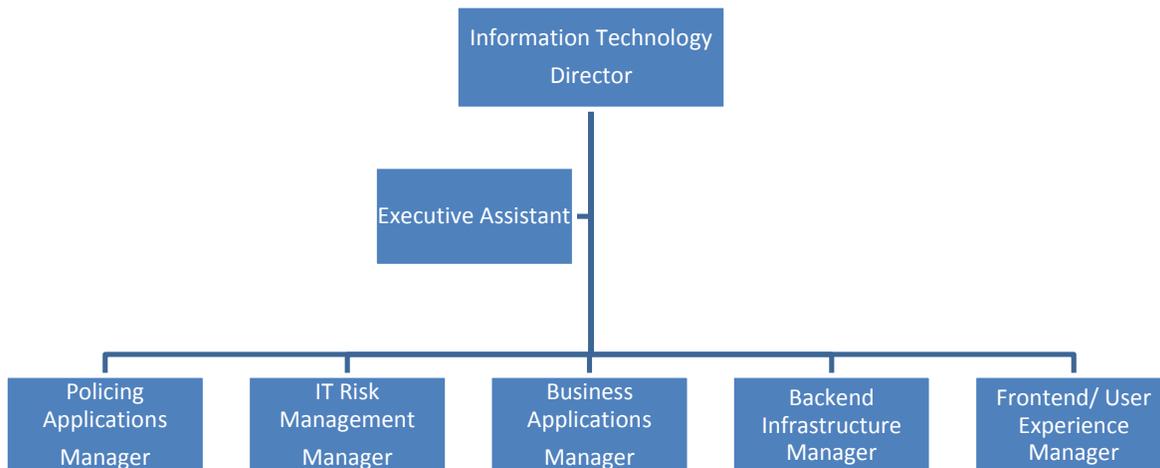
James Ramer, M.O.M.
Chief of Police

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Information Technology Command Organizational Structure – Phase 1



Information Technology Organizational Structure – Phase 1





Toronto Police Services Board Report

March 15, 2021

To: Chair and Members
Toronto Police Services Board

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

Subject: Annual Report 2020: Use of Conducted Energy Weapons

Recommendation:

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

Financial Implications:

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

Background / Purpose:

For 2021, the Chief is required to submit two interim reports and one annual report on Conducted Energy Weapon (C.E.W.) use. Refer to Min. No. P246/19 for a detailed four-year reporting schedule.

This report provides a review of C.E.W. use by Toronto Police Service (Service) officers for the period of January 1, 2020, to December 31, 2020, formatted into the applicable categories. It consists of two components: an explanation of terminology and information regarding the classification of data, and charts containing the aggregate data.

Discussion:

As of December 31, 2020, a total of 732 Service officers received the three-day In-Service Training Program. The number of officers receiving this training is significantly down from the 3,965 officers who received it in 2019. This is the result of training restrictions put in place due to the COVID-19 pandemic and the provincial state of

emergency. The Province has granted extensions to the Service in order to lengthen members' licences. This extension is for a period of 12 months thereby, allowing officers to continue to perform their duties.

As of December 31, 2020, 2,322 officers were qualified to use the Taser X-2 model which is currently the model being used in the field. Qualified C.E.W. users include members of the Emergency Task Force (E.T.F.), uniform frontline supervisors and police constables (P.C.'s), as well as officers assigned to high-risk units such as Emergency Management and Public Order (E.M.P.O.), Hold-Up, Intelligence Services, and Organized Crime Enforcement (including Drug Squad, Integrated Guns & Gang Task Force, Provincial Repeat Offender and Parole Enforcement (R.O.P.E.) and Fugitive Squad).

To provide context for this report and a greater understanding of the environment in which officers are working, it is important to look at some of the broad statistics.

As of December 31, 2020, Service officers attended 617,263 calls for service, of which 48,460 were calls involving violence. In 2020, officers arrested 21,714 persons for *Criminal Code* and / or *Controlled Drugs and Substances Act* offences, representing a decrease of 18.3% over 2019.

Of the total calls for service attended, 33,059 involved Persons in Crisis (P.I.C.), an increase of 7.7%, which resulted in 12,270 apprehensions under the *Mental Health Act* (M.H.A.), representing an increase of 4.2% over 2019 levels.

Calls for service involving P.I.C continue to show an increasing trend year over year. In 2018, officers attended 29,076 calls for service involving P.I.C., and in 2019, there were 30,689 calls of this type.

In accordance with the Ministry of the Solicitor General (Ministry) Standards and Service procedures, the C.E.W. threshold for deployment (full deployment or drive stun mode - direct application) is when the subject behaviour is assaultive, as defined by the *Criminal Code*. This includes threatening behaviour if the officer believes the subject intends and has the ability to carry out the threat, or where the subject presents an imminent threat of serious bodily harm or death, which includes suicide threats or attempts. Therefore, deployment of the C.E.W. is only utilized to gain control of a subject who is at risk of causing harm, not to secure compliance of a subject who is merely resistant

In 2020, a C.E.W was utilized 604 times during 488 separate incidents. These incidents involved 499 subjects. The data includes 13 incidents where demonstrated force presence was used against groups of two or more subjects. This data is further explored on page 19.

Unintentional discharges of C.E.W.s were excluded from the data contained within the charts, but are reported upon within the body of the report on page 24.

Types of Use

There are three methods of deploying a C.E.W.:

(1) Demonstrated Force Presence

The C.E.W. is un-holstered and/or pointed in the presence of the subject, and/or a spark is demonstrated, and/or the laser sighting system is activated. This mode is justified for gaining compliance of a subject who is displaying passive or active resistance and under certain conditions, may be effective in situations where a subject is assaultive or presents the threat of serious bodily harm or death.

(2) Drive Stun Mode

This term, coined by the manufacturer, describes when the device is placed in direct contact with the subject and the current is applied however, the probes are not fired. Due to the minimal distance between the contact points on the C.E.W., drive stun is primarily a pain compliance tool. This mode is only justified to gain control of a subject who is assaultive or where the subject presents an imminent threat of serious bodily harm or death.

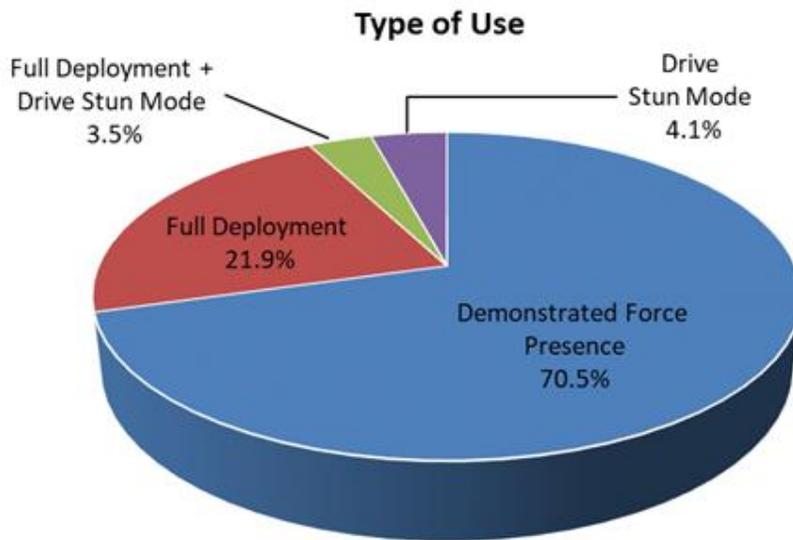
(3) Full Deployment

Probes are discharged at a subject and the electrical pulse applied. In this mode, the device is designed to affect the subject's nervous system by overriding both the sensory and motor functions causing incapacitation. As with drive stun, this mode is only justified to gain control of a subject who is assaultive or where the subject presents an imminent threat of serious bodily harm or death.

A person under the influence of drugs, alcohol, or in crisis may often possess a higher pain threshold. Traditional intermediate force options such as the baton, Oleoresin Capsicum (O.C.) spray and empty hand strikes rely on pain compliance to gain control of a subject.

The C.E.W. is designed to administer a measured electrical pulse across two electrodes, to overstimulate the motor nerves causing uncontrollable muscle contraction. This reduction in the ability to perform voluntarily movements is known as "neuro-muscular incapacitation" and is sustained for brief period of time, allowing officers a window of opportunity to safely secure the subject.

Under these circumstances, C.E.W.s are often more effective than other intermediate force options. The chart below illustrates the type of C.E.W. use as both a number and a percentage (demonstrated force presence, in drive stun mode, and full deployment).



Type of Use	#	%
Demonstrated Force Presence (DFP)	426	70.5
Full Deployment (FD)	132	21.9
Drive Stun Mode (DSM)	25	4.1
Full Deployment + Drive Stun Mode	21	3.5
Total Uses	604	100.0

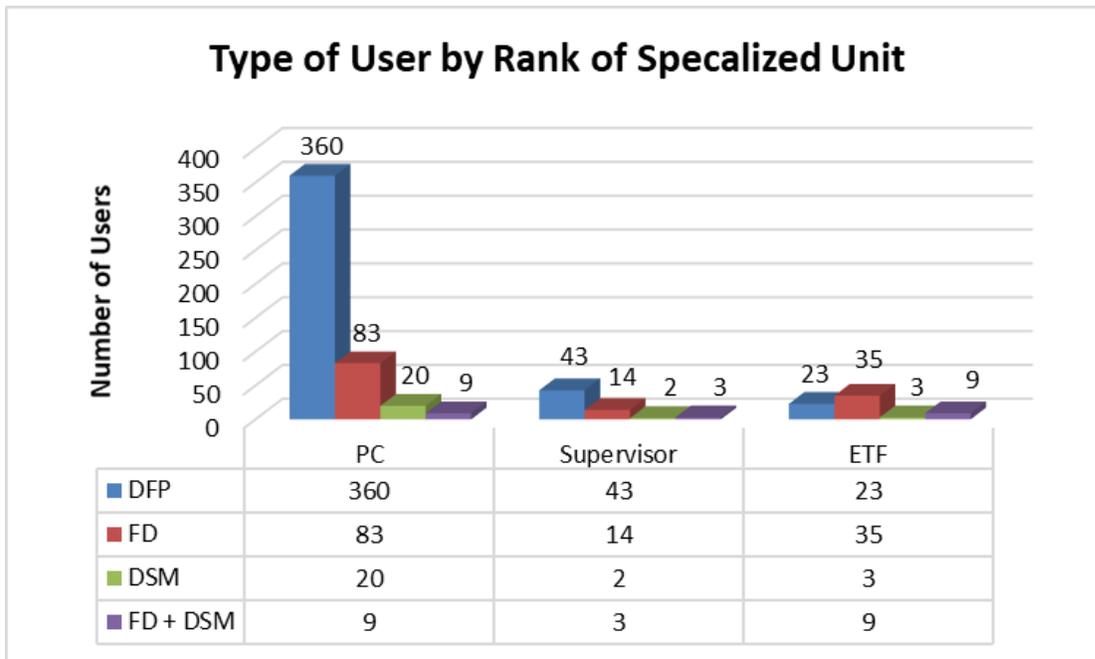
Demonstrated force presence was used 70.5% of the time followed by Full deployment 21.9% and Drive stun mode 4.1% of total uses.

Full deployment is the most effective application of the C.E.W. This provides officers greater distance, and increases the spread of the probes promoting a larger area of neuromuscular incapacitation. However, there are several impact factors when utilizing a C.E.W. in full deployment. If the person is wearing heavy / bulky clothing probes may not penetrate the layers or a single probe can miss / deflect from the target. Also, the conducting wires are breakable and contact during full deployment may be interrupted allowing the subject to once again become assaultive. Officers may have to also apply a drive stun mode (third point of contact) to maintain control of the subject. Instances where full deployment and drive stun were used in combination accounted for 3.5% of total uses.

Since the expansion of C.E.W.s to frontline Officers in 2018, the annual report includes separate reporting parameters by unit. E.T.F., uniformed members and members assigned to high risk units. Members of E.M.P.O. are included in the uniformed member categories.

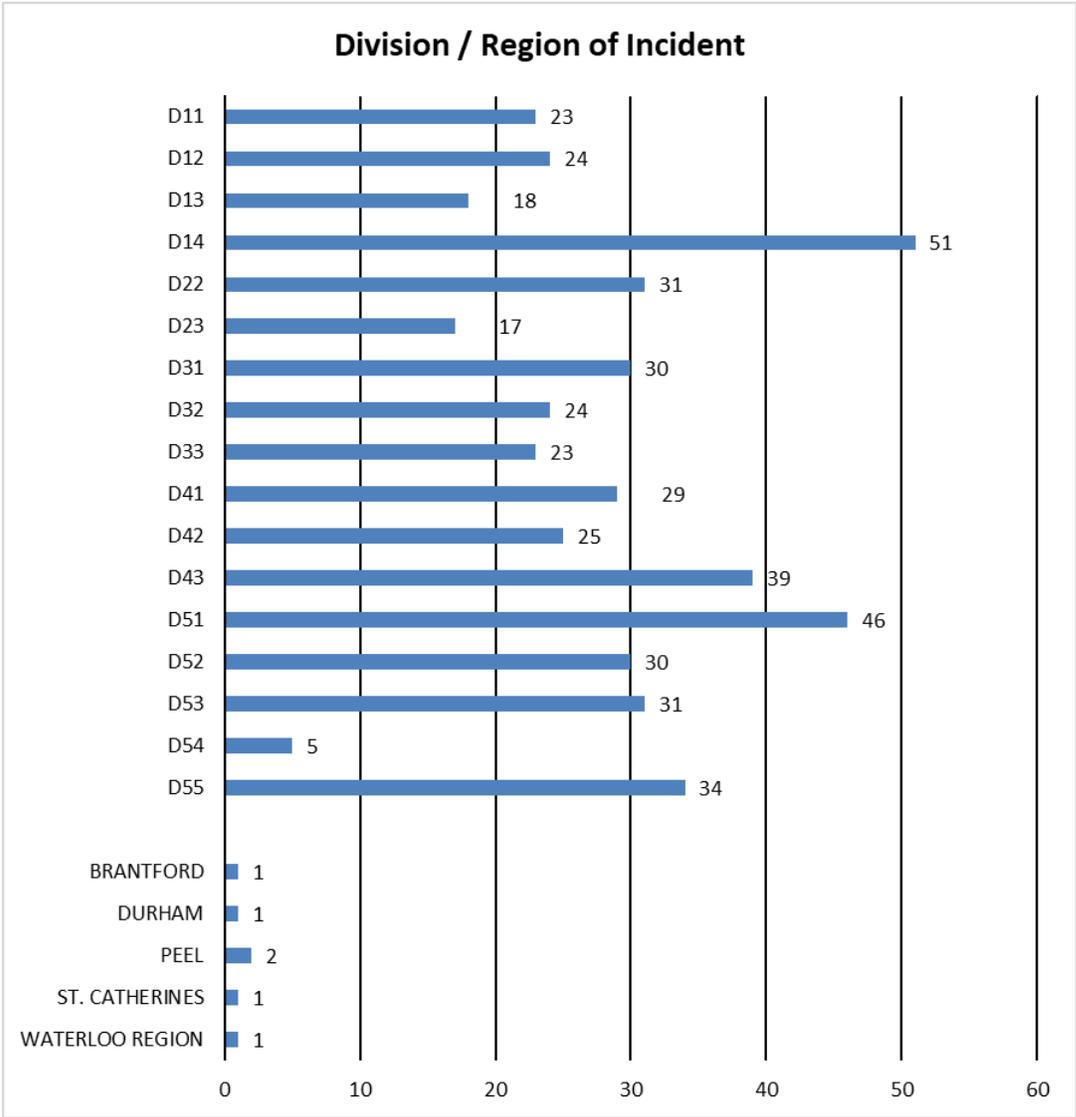
Due to the high-risk nature of their calls for service, members of the E.T.F. are the only users who reported a higher number of full deployments than demonstrated force presence. The E.T.F. is a support unit of Specialized Operations and often responds to calls for service where the initial dispatched officers have been unable to resolve a dangerous situation and specialized resources are required. The E.T.F. are also mandated to attend high-risk search warrants, barricaded persons and weapons calls.

The following chart refers to the types of use by rank or specialized unit.



Division

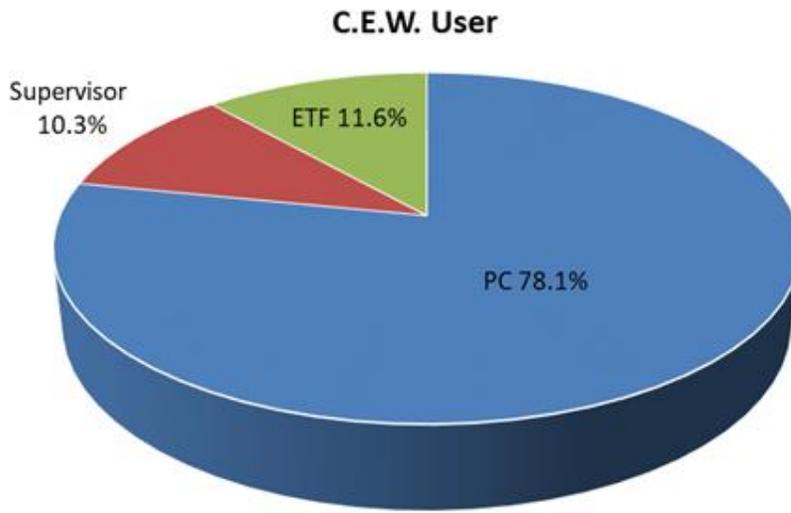
The following chart refers to the division within the City of Toronto, or to the location outside of Toronto, where Service members used a C.E.W. Due to the amalgamation of 54 Division and 55 Division, 54 Division currently maintains a Community Response Unit, Major Crime Unit and Traffic Enforcement Unit. The uniform member C.E.W. deployments that occurred within these geographical boundaries are now reported within the 55 Division category.



Occasionally investigations take our members outside the borders of Toronto. Regardless of where our members perform their policing duties, they are expected to follow Service procedures. In 2020, there were six incidents of C.E.W. use, which took place in neighboring municipalities. Three of the users are members of the R.O.P.E. unit. Two of the users are members of E.T.F. and one is a member of 22 Division. Four of the uses were full deployments, one was a drive stun and one was a demonstrated force presence.

C.E.W. Users

The following chart specifies the type of assignment and / or rank for each C.E.W. user as a percentage then as a number and percentage respectively. Of the 604 C.E.W. uses in 2020, P.C.s accounted for 472 or 78.1% of use. The E.T.F. accounted for the second highest number of uses at 70 or 11.6%. Frontline supervisors made up 10.3% of users.

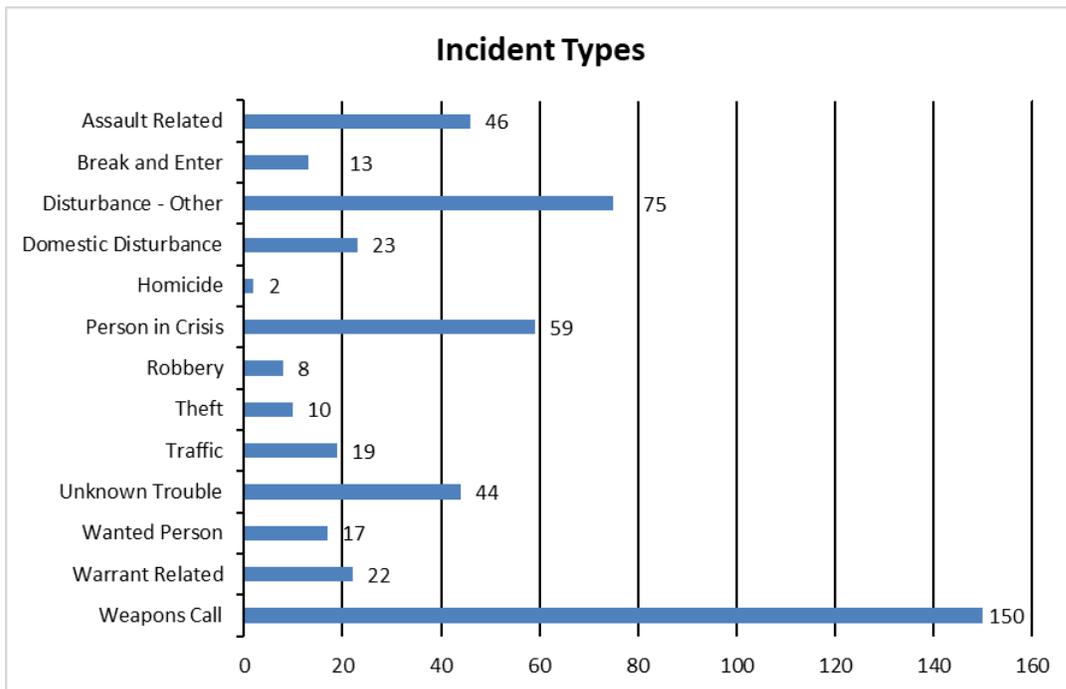


C.E.W. User

Type of User	DFP	FD	DSM	FD + DSM	Total	%
PC	360	83	20	9	472	78.1
Supervisor	43	14	2	3	62	10.3
ETF	23	35	3	9	70	11.6
Total Uses	426	132	25	21	604	100.0

Type of Incident

The following chart indicates the type of incident that officers were responding to when the C.E.W. was used. A description of the incident is based on the initial call for service received by the attending officers. This information is collected from the Use of Force Report (U.F.R. Form 1) that must be completed subsequent to each C.E.W. use, as mandated by Service Procedures 15-01, "Use of Force" and 15-09, "Conducted Energy Weapon". In cases where the original call type did not correspond with one of the denoted categories, the incident was placed into a category that best reflected the nature of the call.



Subject Condition at Time of C.E.W. Use

Officers often interact with people who are in crisis, under the influence of drugs and / or alcohol, or experiencing a mental health issue, as well as any combination of these. Officers categorize their perception of the condition of the person at the time of C.E.W. use on the applicable sections of the Conducted Energy Weapon Use Report (T.P.S. Form 584). An officer's perception is based on experience, knowledge, training, and observations made at the time of the incident. For the purpose of C.E.W. reporting, a P.I.C. also includes any person who has mental health issues. Below are the definitions of the various subject conditions.

- Person in Crisis (P.I.C.)

Means a person who suffers a temporary breakdown of coping skills but often reaches out for help, demonstrating that they are in touch with reality. Once a person in crisis receives the needed help, there is often a rapid return to normalcy.

Procedure 06-04, Emotionally Disturbed Persons

- Alcohol

A person believed to be under the influence of alcohol.

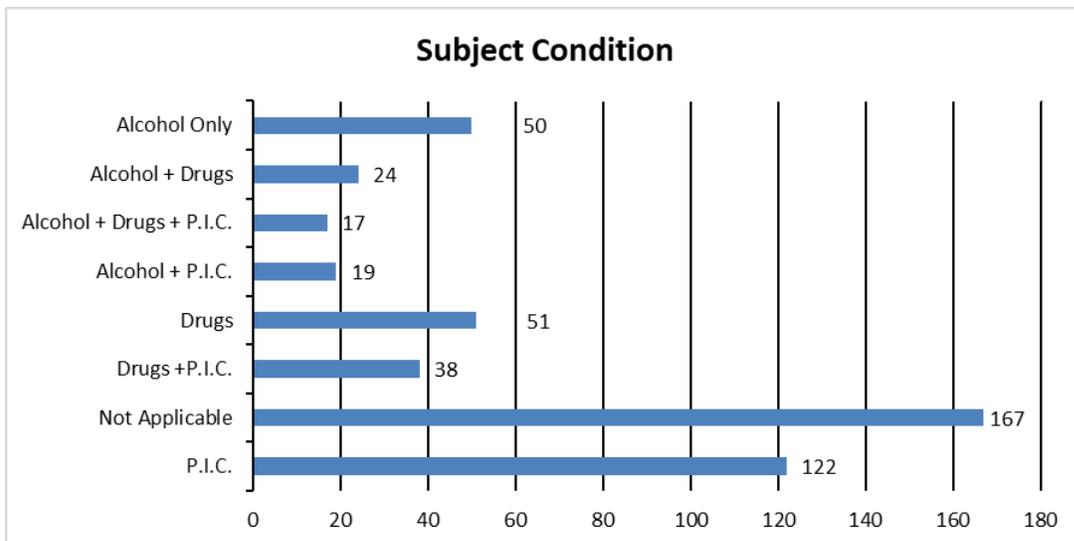
- Drugs

A person believed to be under the influence of drugs.

The chart below indicates a subject's condition as identified by the reporting officer on a T.P.S. Form 584. The "Not applicable" category refers to situations where an officer did not believe that there were any external factors affecting the subject's behaviour.

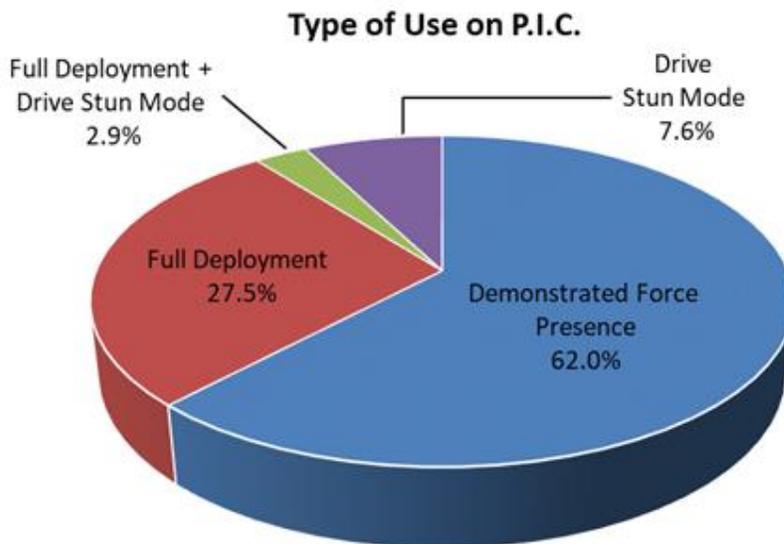
There were 13 incidents involving more than one person (group). Two group incidents involved subject behaviour that were consistent with alcohol use and one group incident involved subjects that appeared under the influence of drugs. Additionally, there were 8 animal (dog) incidents.

Of the 488 incidents of C.E.W. use, 122 or 25.0% involved persons whom officers believed were in crisis. The figure increases to 196 or 40.2% when P.I.C. were also believed to be under the influence of alcohol and / or drugs.



Type of Use on P.I.C.

The chart below indicates the type of C.E.W. use on P.I.C. who may or may not have also been perceived to be under the influence of the combined effects of alcohol and / or drugs. In 62.0% of cases, the type of use was reported as a demonstrated force presence. It should also be noted that of the 171 incidents of C.E.W. use on P.I.C.s, only five minor injuries resulted. These consisted of cuts, bumps or scrapes.



Type of Use on P.I.C.	#	%
Demonstrated Force Presence (DFP)	106	62.0
Full Deployment (FD)	47	27.5
Full Deployment (FD) + Drive Stun Mode (DSM)	5	2.9
Drive Stun Mode (DSM)	13	7.6
Total # of P.I.C. Incidents	171	100.0

The Service continues to see a year over year increase in calls for P.I.C. In 2020, officers attended 33,059 calls for service involving P.I.C., an increase of 7.7% over 2019. Of these, the C.E.W. was used in 171 incidents or 0.52% of calls of this type. This represents a slight decrease from 2019, which saw 221 incidents, or 0.7% of the total. To summarize, the Service attended more calls for P.I.C. yet used the C.E.W. less.

Mental Health Act Apprehensions

These incidents describe situations where a person was apprehended under the *Mental Health Act* (M.H.A.) and transported to a psychiatric facility for assessment. Out of 488 incidents, 27.3% resulted in apprehensions under the M.H.A. This is nearly identical to the percentage of apprehensions seen in 2019 (27.5%).

The data does not capture the results of the assessment by a physician and so further caution is warranted against concluding that those apprehended were, in fact, suffering from a mental health condition at the time.

Not all P.I.C. that come into contact with police result in apprehensions under the M.H.A. An apprehension may not occur if a P.I.C. voluntarily attends a hospital for assessment or if, during their interaction with police, they are no longer displaying behaviour consistent with the grounds required for an M.H.A. apprehension. Finally, it must be remembered that the C.E.W. was only used in response to the person's behaviour and not because of the person's condition.

The chart below specifies C.E.W. uses where people were apprehended under the M.H.A. The "Not Applicable" category refers to 13 group incidents and 8 uses on dogs and 1 malfunction.

Subject Apprehended Under the M.H.A.

Apprehension	#	%
Yes	133	27.3
No	333	68.2
Not Applicable	22	4.5
Total	488	100.0

As discussed earlier in this report, there were 12,270 M.H.A. apprehensions, an increase of 4.2% over 2019 levels. The use of the C.E.W. in 133 instances represents use in 1.08% of all apprehensions.

Subject's Behaviour/Threat Level

Subject behaviour during a C.E.W. incident is described within the context of the Ontario Use of Force Model (2004) under the following categories:

- Passive Resistant

The subject refuses, with little or no physical action, to cooperate with an officer's lawful direction. This can assume the form of a verbal refusal or consciously contrived physical inactivity.

- Active Resistant

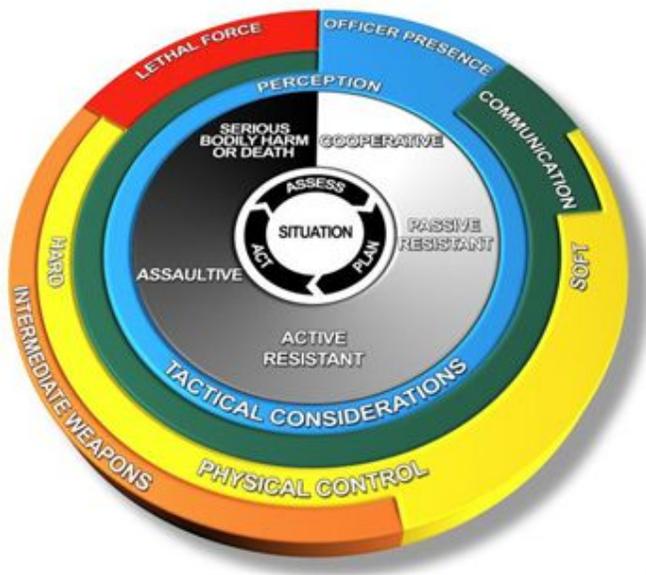
The subject uses non-assaultive physical action to resist an officer's lawful direction. Examples would include pulling away to prevent or escape control, or overt movements such as walking or running away from an officer.

- Assaultive

The subject attempts to apply, or applies force to any person, or attempts or threatens by an act or gesture to apply force to another person, if they have, or cause that other person to believe upon reasonable grounds that they have, the present ability to carry-out their purpose. Examples include kicking and punching, but may also include aggressive body language that signals the intent to assault.

- Serious Bodily Harm or Death

The subject exhibits actions that the officer reasonably believes are intended to, or likely to, cause serious bodily harm or death to any person, including the subject. Examples include assaults with a weapon or actions that would result in serious injury to an officer or member of the public, and include suicide threats or attempts by the subject.

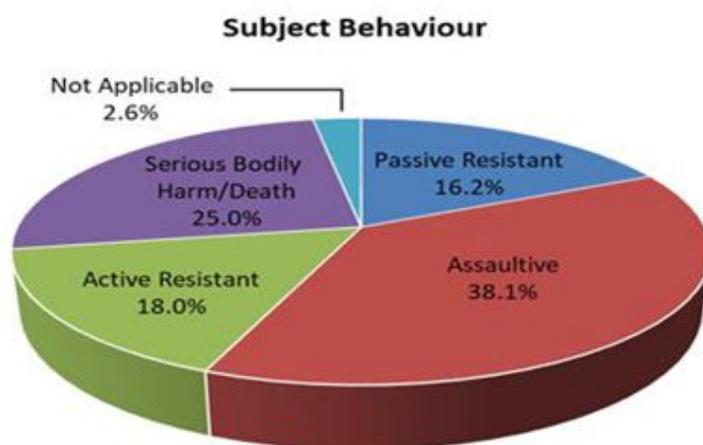


The 2004 Ontario Use of Force Model is used to assist officers in determining appropriate levels of force and articulation. It represents the process by which an officer assesses, plans, and responds to situations that threaten public and officer safety. The assessment process begins in the centre of the model with the situation confronting the officer. From there, the assessment process moves outward and addresses the

subject's behaviour and the officer's perception and tactical considerations. Based on the officer's assessment of the conditions represented by these inner circles, the officer selects from the use of force options contained within the model's outer circle. After the officer chooses, a response option the officer must continually reassess the situation to determine if his or her actions are appropriate and / or effective or if a new strategy should be selected. The whole process should be seen as dynamic and constantly evolving until the situation is brought under control.

A significant aspect of the model is Communication. This represents not only the constant and evolving evaluation of the incident by officers but also the emphasis on de-escalation and resolving incidents with the least amount of force necessary.

The following chart refers to subject behaviour as perceived by the C.E.W. user in the 604 situations where a C.E.W. was used.



Subject Behaviour	#	%
Active Resistant	109	18.0
Assaultive	230	38.1
Passive Resistant	98	16.2
Serious Bodily Harm/Death	151	25.0
Not Applicable	16	2.6
Total Incident #	604	100.0

In situations where a subject is displaying passive or active resistance, Service procedure prohibits officers from using a C.E.W. in any manner other than a demonstrated force presence.

In 38.1% of incidents, officers perceived the subject's behaviour to be assaultive and in 25% of the incidents, officers believed the behaviour included that which was likely to cause serious bodily harm or death.

In 2020, officers attended 617,263 calls for service; of which, 48,460 involved violence. Calls for service and violent calls both decreased 9.2% and 4.3% respectively, when compared to 2019. For all calls attended by officers in 2020, 604 involved C.E.W. incidents. The C.E.W. was used in 0.097% of all calls for service attended. Contrasting C.E.W. use with violent calls, this value increases to 1.24%.

Upon further review, some of the incidents officers faced involved life-saving interventions such as suicide attempts and others that invariably prevented subject and officer injury. The following paragraphs describe two such examples.

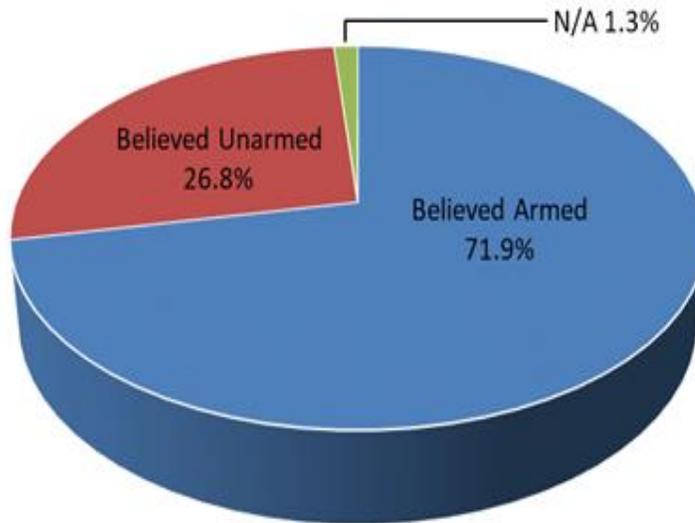
Example One: Police attended a threatening suicide call at a residence. The male told the call taker that he wanted to kill himself with a knife or have police kill him. The first attending unit was a solo officer. The person emerged from the residence holding a knife and was bleeding from self-inflicted stab wounds to his stomach. The person told the officer he wanted to die and asked the officer to shoot him. The person ignored the officer's attempts to verbally de-escalate the situation and began stabbing himself in the stomach. At this point, the officer was still alone. Fearing for the person's life, the officer successfully discharged the C.E.W. in full deployment mode at the male. The person was disarmed and apprehended under the M.H.A. Back up officers arrived and immediately commenced first aid while awaiting paramedics. The person was transported to Sunnybrook Health Sciences Centre for medical treatment and survived his injuries.

Example Two: Police responded to a threatening suicide call at a residence. Information was received that a man was cutting his wrists at that location. Police attended with paramedics and encountered the person who was holding a razor blade and was bleeding from several self-inflicted wounds to his wrists. Officers attempted to de-escalate the situation and asked him to drop the razor blade so he could be given treatment for his wounds. The person explained that he wanted to die. He refused to drop the razor blade and refused offers of medical assistance. The person asked for more time to make deeper cuts so that he could "bleed out". An officer drew their C.E.W. in the demonstrated force presence mode and repeated demands for him to drop the blade. The person immediately complied and was apprehended under the M.H.A. He was treated on scene and was transported to Scarborough Centenary Hospital where he was examined by a physician and placed into care on a MHA form.

Subject Believed Armed

Of the situations where the C.E.W. was used, officers believed that the subject was armed in 434 or 71.9% of incidents. An officer may believe that a subject is armed based on a number of factors, including visual confirmation; subject's verbal cues / behaviour; information from witnesses or dispatchers; or other indirect sources. The chart below indicates whether an officer believed the subject was armed. The "Not Applicable" category refers to eight uses on dogs.

Subject Believed Armed



Subject Believed Armed	#	%
Believed Armed	434	71.9
Believed Unarmed	136	26.8
N/A	8	1.3
Total	604	100.0

P.I.C. Believed Armed

When comparing P.I.C. who were believed to be armed with all subjects, the percentage increases from 71.9% to 76.6%.

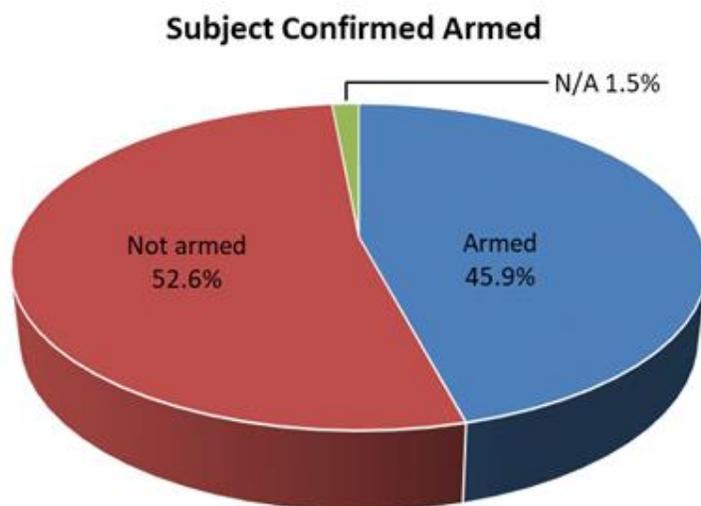
P.I.C. Believed Armed	#	%
Believed Armed	131	76.6
Believed Unarmed	40	23.4
Total	171	100.0

Subject Confirmed Armed

Of 604 incidents, officers confirmed the presence of a weapon 277 times or 45.9% of the time.

Officers are trained to continually assess, plan and act based on a number of factors, including the potential that subjects may be armed. The belief that a subject is armed or

a weapon is present does not by itself justify the direct application of a C.E.W. However, when the possibility that a subject may be armed is combined with the belief that the subject is assaultive or likely to cause serious bodily harm or death, the officer is justified in directly applying the C.E.W. The chart below indicates, as both a percentage and a number, the subjects that were confirmed to be armed. The “Not Applicable” category refers to eight uses on dogs.



Subject Confirmed Armed	#	%
Armed	277	45.9
Not Armed	318	52.6
N/A	8	1.5
Total	604	100.0

P.I.C. Confirmed Armed

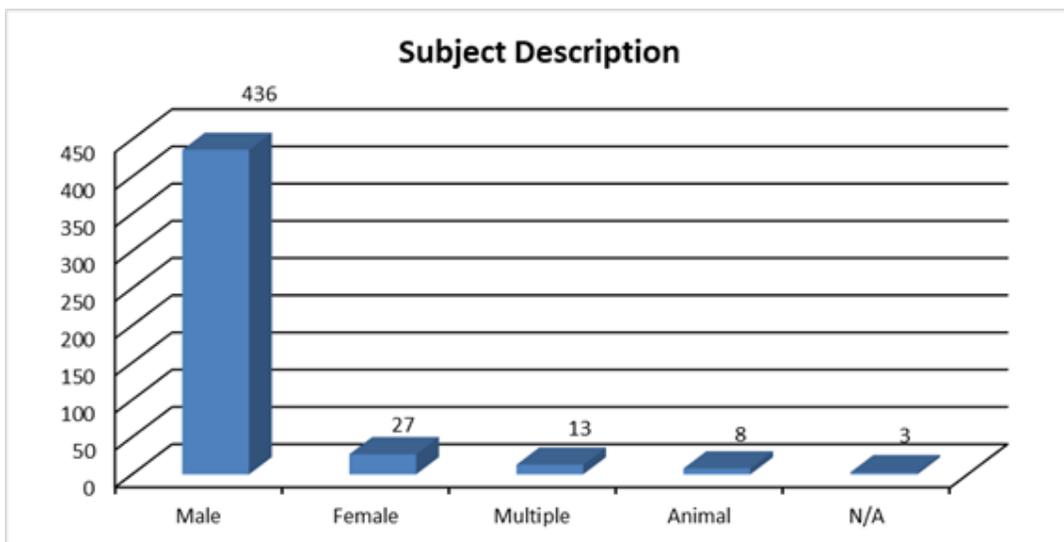
When comparing P.I.C. who were confirmed to be armed with all subjects, the percentage increases from 45.9% to 53.8%.

P.I.C. Confirmed Armed	#	%
Armed	92	53.8
Not Armed	79	46.2
Total	171	100.0

Subject Description

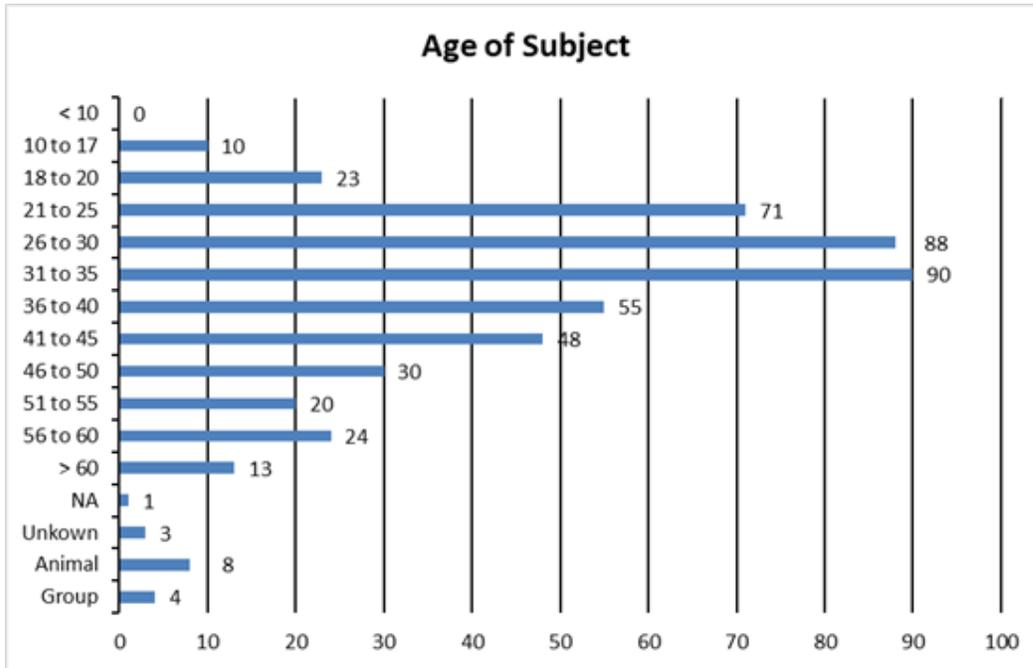
This chart categorizes subjects by their perceived gender. Of the 488 incidents involving C.E.W. use, 436 subjects or 89.3% were perceived to be male. Also recorded is C.E.W. use on animals and use on multiple subjects. In 2020, there were 13 group incidents and 8 incidents involving dogs. In regards to the uses on dogs, there were three instances an officer used the C.E.W. as a demonstrated force presence. In five instances, an officer discharged their C.E.W. in the full deployment mode and in one of those cases, a drive stun was required in conjunction with the full deployment as the probes failed to make contact.

The not applicable category identifies incidents where a C.E.W. was drawn by an officer and the person has fled prior to the officer being able to provide any perceptual race or gender data.



Age of Subject

The C.E.W. has been used on a variety of age groups. The chart below categorizes C.E.W. use on various age groups. The highest percentage of subjects were between 21 and 35 years of age and equates to 51.0%, of C.E.W. use – down slightly from 2019, which saw this age group represented in 53.7% of C.E.W. uses.



Use on Subjects Under the age of 18 years

The following chart indicates the number and type of C.E.W. use on subjects who were under the age of 18.

AGE	DFP	DSM	FD	TOTAL
13	1	0	0	1
14	2	0	0	2
15	1	0	0	1
16	2	0	0	2
17	3	1	0	4
TOTAL	9	1	0	10

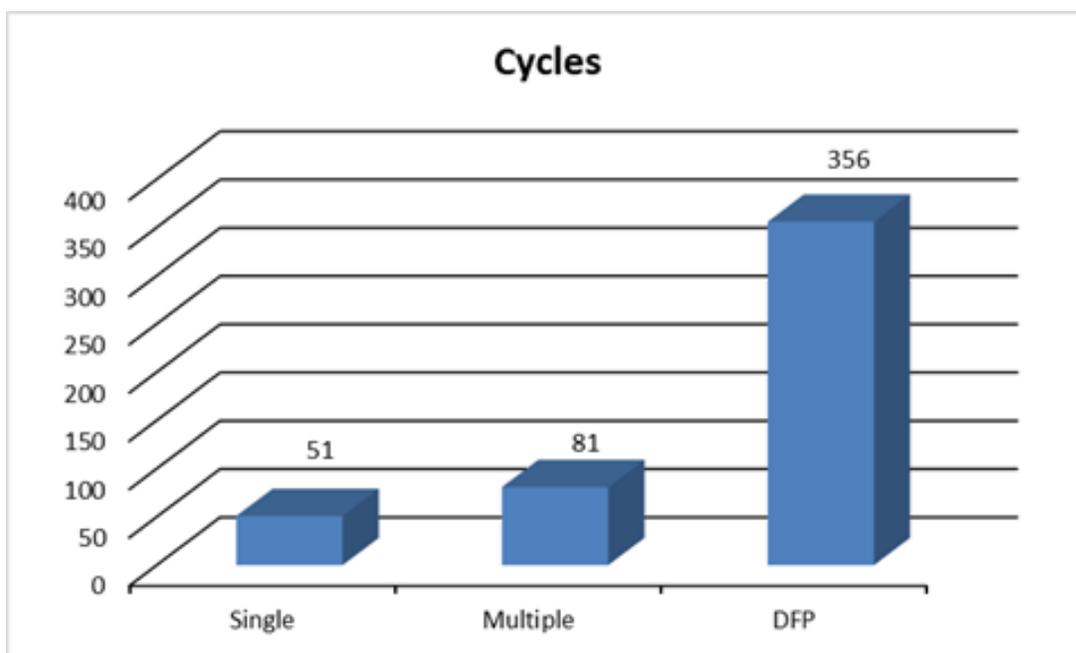
There were 10 incidents in 2020 where a C.E.W. was used to control potentially harmful situations involving young persons (as defined by the *Youth Criminal Justice Act*). Nine incidents involved the presence of either edged weapons or firearms. One case concerned an individual exhibiting violent behaviour. There were no uses of full deployment on any individuals in this age group. In these nine cases, demonstrated force presence was the mode of deployment. In the case of the violent behaviour, Drive Stun Mode was used.

The person in this case was 17 years old. Police were called because they were causing significant damage to property and causing other persons to fear for their safety. The person in this instance attempted to assault officers upon their arrival. As the officers needed to take action to defend themselves, there was no opportunity to de-escalate the incident prior to using force. This was the only instance in which a young person sustained injuries and in this case, the injuries were limited to minor and transient burn marks which are commonly sustained by subjects when the drive stun mode is engaged.

The additional incidents involving the 13, 14(2) and 15 year olds were all demonstrated force presence. All four incidents involved the possession of weapon (knife), or crime of violence (car jacking). The C.E.W was utilized to allow officers to conduct the safe arrest.

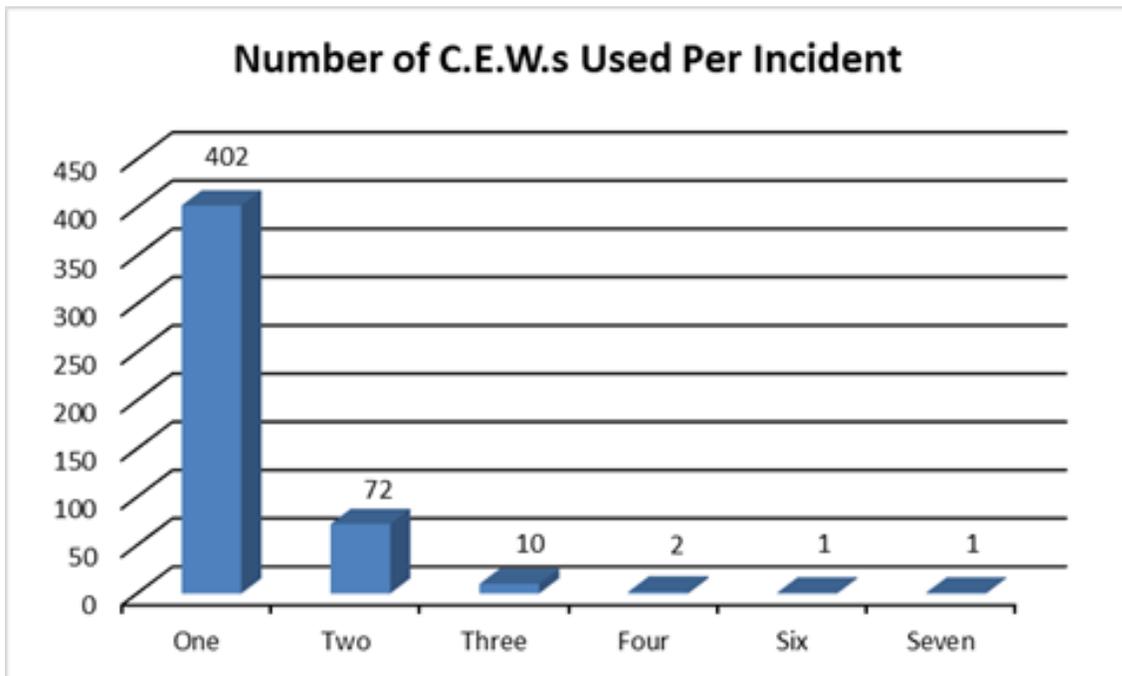
Number of Cycles

During training and recertification, officers are instructed to apply the current only as long as it takes to gain control of the subject. Control is achieved when the subject is placed in restraints, such as handcuffs, and is no longer considered a threat. After the initial application of a single cycle, an officer is instructed to re-assess the subject's behaviour before continued or renewed application of the current. The following chart reports whether single or multiple cycles were used. A complete cycle is five seconds in duration. A partial cycle of less than five seconds can occur when the C.E.W. is manually disengaged or the power is shut off. For the purpose of this report, partial cycles are recorded as a single cycle.



Number of C.E.W.s Used per Incident

As a result of the C.E.W. expansion, it is common for more than one C.E.W. equipped officer to attend the same call. If it has been determined to be necessary, officers may use more than one C.E.W. at an event if the first one is ineffective. In 2020, there were 86 instances where more than one C.E.W. was used. In over half of these uses (60 of 86), the involved officers used only a demonstrated force presence of the C.E.W. The chart below summarizes the number of C.E.W.s used during each incident.



Number of C.E.W.s Used and Mode of Use

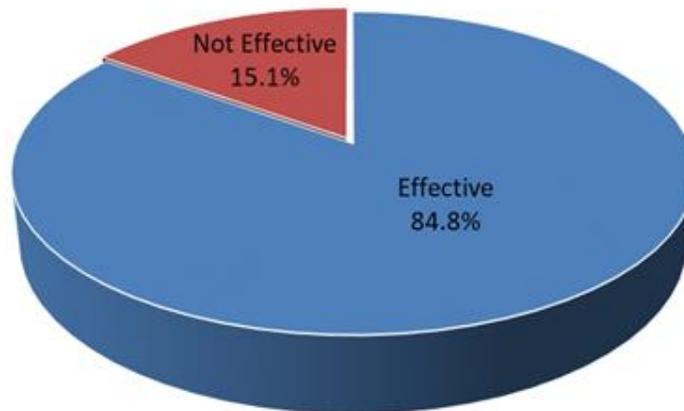
The following chart separates the number of C.E.W.s used at incidents by their mode of use. Direct use means full deployments, drive stun uses or a combination of both modes. For incidents where two or more C.E.W.s were used, if one C.E.W. was directly used, then it is captured under the direct use category, regardless of whether other C.E.W.'s were used as demonstrated force presence.

Number of C.E.W.s Used Per Incident	DFP	Direct Use	#	%
One	295	105	402	82.4
Two	53	18	72	14.8
Three	6	4	10	2.0
Four	1	1	2	0.4
Six	0	1	1	0.2
Seven	0	1	1	0.2
Total	355	130	488	100.0

C.E.W. Effectiveness

Effectiveness is measured by the ability of officers to gain control of a subject while utilizing a C.E.W. in compliance with Ministry and Service standards and training. Of the 604 incidents of C.E.W. use in 2020, its effectiveness has been shown to be 84.8%. Ineffectiveness has been associated with shot placement, poor conduction (e.g. the subject was wearing heavy clothing), or situations where the subject failed to respond to the demonstrated force presence of the C.E.W. C.E.W. effectiveness is outlined in the following chart.

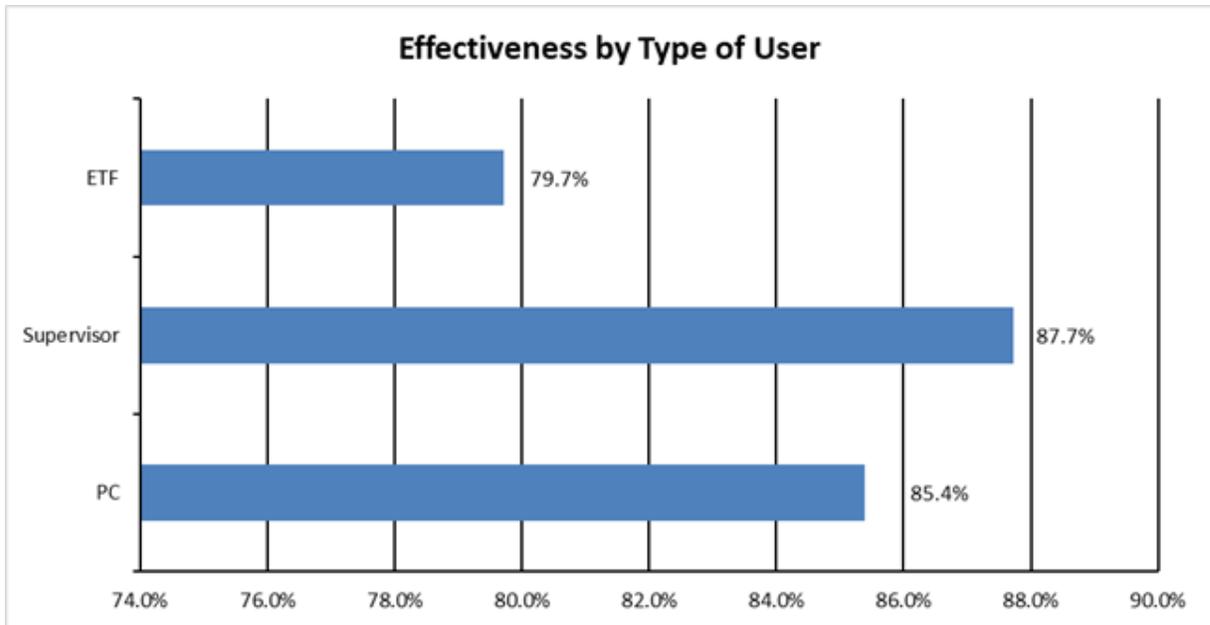
Overall C.E.W. Effectiveness



Overall C.E.W. Effectiveness	#	%
Effective	512	84.8
Not Effective	91	15.1
Malfunction	1	0.2
Total	604	100.0

Effectiveness by Type of User

As a result of expansion to frontline P.C.s in 2018, effectiveness of C.E.W. use has also been divided into categories based on type of user. The following chart shows the effectiveness for members of the E.T.F., Supervisors and P.C.s.

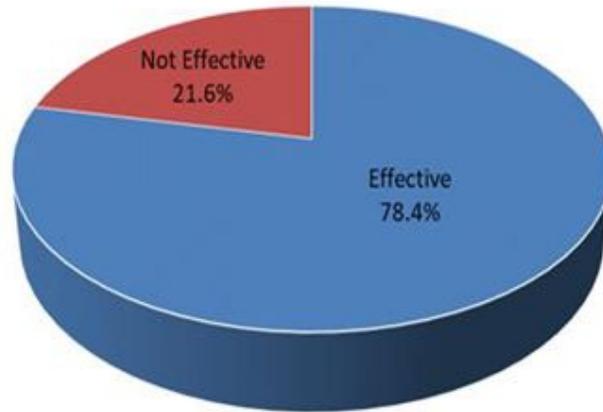


C.E.W. Effectiveness on P.I.C.

In 2015, Corporate Risk Management (C.R.M.) began tracking and reporting on the effectiveness of C.E.W. use on P.I.C. The chart below includes the 171 incidents where the involved subjects were described as being in crisis or being in crisis and under the influence of drugs and / or alcohol.

Of these incidents, 78.4% were deemed to be effective. It should be noted that 128 or 95.5% of the incidents involved the use of C.E.W.s as a demonstrated force presence only.

Effectiveness on Person in Crisis



Effectiveness on Persons in Crisis	#	%
Effective	134	78.4
Not Effective	37	21.6
Total	171	100.0

Other Use of Force Option Used (Prior to C.E.W. Use)

C.E.W.s are one of several force options available to Service officers. Other force options include impact weapons, physical control, O.C. spray and firearms used as a display of lethal force.

Force options are not necessarily used or intended to be used incrementally or sequentially. Events that officers are trained to deal with can unfold rapidly and are often very dynamic. Officers are trained to use a variety of strategies to successfully de-escalate volatile situations; however, there is no single communication method, tool, device, or weapon that will resolve every scenario. Therefore, the use of a C.E.W. or any other force option is the result of careful deliberation by the officer(s) involved. The data shows that other force options were used first in 14.4% of encounters, before using the C.E.W. This represents a 2% increase from 2019. The below chart indicates what, if any, other force option was utilized by the C.E.W. equipped officer prior to their use of a C.E.W.

Other Force Option Used Prior to C.E.W. Use	#	%
Firearm Display	24	4.0
Impact Weapon	2	0.3
None	517	85.6
Physical Control	61	10.1
Total	604	100.0

Unintentional Discharges

Unintentional discharges occur when the probes are fired from the C.E.W. cartridge due to officer error or device malfunction. In 2020, there were 27 unintentional discharges as a result of officer error. 24 of the incidents involved P.C.s, while three incidents involved frontline supervisors. The number of unintentional discharges is down significantly from the 40 such instances reported in 2019. In all cases, officers inadvertently discharged the probes while spark testing the C.E.W.

Spark testing is required at the start of each tour of duty for the following reasons:

- To verify that the C.E.W. is working
- To verify that the batteries are performing and are adequately charged
- To condition the C.E.W. because the devices are more reliable when energized on a regular basis

Each unintentional discharge during spark testing results in a Service or Conduct Report being initiated with a subsequent loss of four hours of lieu time. In each case, the officer attended the Toronto Police College (T.P.C.) for re-training on safe handling practices.

In 2020, there was one device malfunction to report. It was determined that the malfunction resulted from the C.E.W. circuitry having been compromised as a result of sustained exposure to heavy rain.

Subject Injuries

When deployed in drive stun mode, the C.E.W. may leave minor burn marks on the skin where the device makes contact. When the C.E.W. is fully deployed, the subject may receive minor skin punctures from the darts. As each of these injuries is anticipated when the C.E.W. is used, they are not included in the classification of “injury” for the purposes of this report. The more notable risk is a secondary injury from a fall. Subjects will often immediately collapse to the ground upon receiving a full deployment and, since the major muscles are locked, they will not be able to break the fall. Officers are trained to consider the best location and environment when using the C.E.W. and to use caution as part of their decision-making process.

In 2020, there were six minor injuries directly related to C.E.W. use. These injuries consisted of bumps, cuts or scrapes.

In the last five years, the Service has averaged 6.6 injuries per year that were directly attributed to C.E.W. use. The small number of injuries each year indicates that officers are taking environmental factors and probe placement into consideration prior to use.

Officer Injuries (Frontline Constables) and Special Investigation Unit (S.I.U.) Cases

In 2015, assaultive subjects caused injuries to 99 frontline P.C.s. This number rose to 151 for 2016 and climbed even higher to 173 for 2017. This represented a 74.7% increase in P.C. injuries during a three-year period. Since expansion of C.E.W.s to frontline P.C.s in 2018, the data indicates a trend reversal in relation to P.C. injuries. In 2018, there was a 20.2% decrease in P.C. injuries (138 cases), and in 2019, injuries to P.C.s dropped another 5.8% (130 cases). In 2020, injuries dropped again by 17.7% to a five-year low of 107 incidents.

Similarly, there has been a decrease in the number of S.I.U. cases. This decrease began in 2018 where there were 16 fewer cases than in 2017 (76 cases down from 92). In 2019, there were 29 fewer cases (47 total), which amounted to a 38.1% reduction over 2018 levels. In 2020, there were 64 cases, which amounts to a 36% increase from 2019. When looking at the five-year average (70.4), the 2020 numbers continue to represent a decreasing trend.

While these optimistic figures may be attributed to other factors that are unrelated to C.E.W. expansion, it is acknowledged that many injuries to P.C.s (and subjects) have been caused by officers having to utilize empty hand techniques to control assaultive subjects. In many instances, the use of a C.E.W. as a displayed force presence is all the force that is required to safely resolve some volatile situations that once required the use of empty hand techniques when attempts to de-escalate were unsuccessful. Empty hand techniques is a use of force option that also appears to be declining since expansion of C.E.W.s to frontline P.C.s. Injury trends to both officers and subjects will continue to be monitored going forward.

Deaths

There were no deaths directly associated with C.E.W. use by Service officers in 2020.

Civil Action

There was one civil action initiated in 2020 against the Service. This relates to an incident, which occurred in 2019. In the last five years, the Service has had an average of 2.4 C.E.W. related lawsuits initiated per year. Since expansion of C.E.W.s to frontline

P.C.s, this number has remained relatively stable indicating that P.C.s are using C.E.W.s as responsibly as supervisors historically have.

Training

All C.E.W. training is conducted by a Ministry-certified use of force instructor on the specific weapon used and approved by the Service. For initial training, authorized Service officers received 20 hours of training, which is 8 hours longer than the provincial standard. This training includes theory, practical scenarios, and a written examination. The additional 8 hours includes in-class training that emphasizes judgement training, decision making and de-escalation, which is conducted in accordance with the guidelines established by the Ministry. Officers are also required to complete a 1-hour on-line tutorial prior to attending C.E.W. training at the T.P.C. Recertification training takes place at least once every 12 months, in accordance with Ministry guidelines and Ontario Regulation 926 of the *Police Services Act* (P.S.A.).

Service training emphasizes that before a C.E.W. is used against any subject, officers should consider de-escalation as a first priority whenever it is safe and practical to do so. It is important to note that de-escalation often begins with the call taker from Communications Services. The call taker is trained to reduce the person's anxiety while eliciting information about the situation for responding officers. In 2020, de-escalation was utilized by officers during 97.8% of incidents requiring the use of a C.E.W. This represents an increase of .5% from 2019.

Other operational considerations include disengagement, distance, time, cover, concealment and the use of other force options, when appropriate.

Misconduct

In 2020, 25 members attended the T.P.C. for refresher training as a result of having experienced unintentional C.E.W. discharges. Two members were scheduled to attend in early 2021. All of the unintentional discharges occurred at unit proving stations. None of these occurred in the presence of the public. Apart from these incidents, there were no reports of C.E.W. related misconduct in 2020.

Governance

As a result of expansion, and with the overall objective of reducing deaths without increasing overall use of force, Service Procedure 15–09 Conducted Energy Weapon has had numerous amendments and additions. One of the additions included the reporting responsibilities of P.C.s who are assigned a C.E.W. for daily patrol. These responsibilities include the need to notify both the communications dispatcher and a supervisor of all uses of C.E.W.s, including demonstrated force presence. Also added into the procedure were the responsibilities of a communications dispatcher and

supervisor upon being advised of a C.E.W. deployment. These responsibilities now include the mandatory notification of the Toronto Police Operations Centre (T.P.O.C.) and Officer-in-Charge (O.I.C.) of the division where a C.E.W. was used. Currently, the O.I.C. of T.P.O.C. ensures that both the Duty Senior Officer and the members of Command are notified of the particulars of every Full Deployment and Drive Stun use.

The T.P.S. Form 584 required by all officers who deploy a C.E.W. has also been updated since expansion to frontline P.C.s. The form now records de-escalation techniques attempted prior to deploying a C.E.W. Also new to the form, is the inability for officers to print a hard copy report until they have emailed the form to the Use of Force Analyst. This ensures that all Service accountability and reporting processes are engaged at the time of reporting.

Community Consultation

In March 2020, just as the restrictions required by the COVID-19 pandemic response were being implemented, consultation was sought from members of the Board's Mental Health and Addictions Advisory Panel (M.H.A.A.P.) on the format for the Annual C.E.W. Report, in keeping with the Board's December 2019 motion. The Service implemented some of the input that was provided by panel members, and will endeavour to include recommendations for future Annual C.E.W. reports, where feasible.

Input from the Board's former Mental Health Sub-Committee was included in a previous quarterly report (Min. No. P142/19).

Similar feedback on the Annual Report will be sought from the Board's Anti-Racism Advisory Panel (A.R.A.P.).

Race-Based Data Collection for Use of Force Incidents

At its meeting on September 19, 2019, the Board approved the Race-Based Data Collection (R.B.D.C), Analysis and Public Reporting Policy (Policy), with the first phase of its implementation for Use of Force incidents to begin January 1, 2020 (Min. No. P178/19). Guided by the legal principles in the *Ontario Human Rights Code* and Ontario's *Anti-Racism Act*, and grounded in a very comprehensive process of consultations, the Policy is the expression of the collective expertise and wisdom of the Anti-Racism Advisory Panel, internal members, subject matter experts, and community members with lived experiences.

The Service went one step further and committed to adding Strip Searches in phase 1 in response to the Office of Independent Police Review Director's (O.I.P.R.D.) report entitled "Breaking the Golden Rule: A Review of Police Strip Searches in Ontario." As such, the Service began collecting race-based data for Use of Force and Strip Searches on January 1, 2020.

In 2020, the Service conducted broad internal and external consultations to support the R.B.D.C. Strategy. The largest community engagement endeavour to date in the Service's history was conducted to bring together diverse communities across the city to inform the implementation of the R.B.D.C. Strategy. The public report "In the communities' words: the Toronto Police Service's Race-based Data Collection Strategy" was released by the Service to report back to communities and reinforce its commitment to continuous community engagement, transparency and accountability. An analytical framework has been developed, with input from both internal and external stakeholders, to guide the analysis of race-based data. This framework is grounded in research literature and best practices on racial discrimination and profiling. The first online training component has now been completed by all members.

The Community Advisory Panel (C.A.P.) for the R.B.D.C. Strategy successfully launched on January 31st. The C.A.P. includes twelve diverse residents, particularly from Black, Indigenous and racialized communities, as well as youth. The panel will be asked to provide input on the analysis and reporting of race-based data, as well as future data collection.

Now that one complete year of data has been collected, the Equity, Inclusion and Human Rights team has begun the process of analyzing race-based data.

International Review of C.E.W. Reporting

The Service conducted a review of C.E.W. reporting practices for 13 domestic and international police services for which the number of sworn officers ranged from 878 (Durham Regional Police) to over 31,000 (The MET, United Kingdom). The police services reviewed included the Chicago Police Department, Durham Regional Police Service, Edmonton Police Service, Houston Police Department, Los Angeles Police Department, Service de Police de la Ville de Montréal, New York Police Department, Peel Regional Police Service, Royal Canadian Mounted Police (British Columbia only), the Metropolitan Police (The MET), Vancouver Police Service, York Regional Police, and the Calgary Police Service.

For this review, both frequency of reporting and complexity of data collection / reporting were analysed. Of the 13 police services that were surveyed, not one service produces stand-alone statistical reports in relation to C.E.W. use. For each of the services, C.E.W. use is contained within a small section of a greater report that includes all use of force statistics.

In relation to reporting frequency, eight of the identified services report use of force annually; two report semi-annually and two other services report quarterly as well as annually. The final police service, the Houston Police Department which was chosen for comparison due to its similarity to the Service in relation to the number of officers and the city's population base, does not appear to have any structured public reporting of C.E.W. statistics.

The type of data that is publically reported for C.E.W. use was examined for each police service. For many services, C.E.W. statistics are limited to basic information such as the number and type of use. For one service (The MET), a dashboard is utilized to report on all uses of force, but this dashboard does not appear to be current. The most robust C.E.W. reporting by those surveyed is being done by the Royal Canadian Mounted Police (in British Columbia only) and the Vancouver Police Service. Their annual use of force reports contain the number and type of use, as well as information on subject behaviour, effectiveness of use and injuries. Upon review, it is apparent that while the extent of statistical analysis varies greatly from service to service, none of the reviewed services has C.E.W. data reporting practices that are as extensive as that of the Service.

Conclusion

This report summarizes the frequency and nature of C.E.W. use by the Service. While the number of reportable use of force incidents has increased, this is attributed to P.C.s having the option of displaying a C.E.W. in lieu of resorting to empty-hand techniques to control a non-compliant or assaultive subject. There is no requirement to report the use of empty-hand techniques unless a subject is injured and requires medical attention. There is, however, a requirement to report the display of a C.E.W., which has resulted in an increase in the number of reportable use of force incidents. Since each C.E.W. use undergoes a rigid examination to ensure compliance with training and Procedures, increased reporting has resulted in greater oversight in relation to use of force incidents. The data, particularly the high percentage of demonstrated force presence, indicates that officers are using good judgement under difficult circumstances. They are making appropriate decisions to use only the force necessary to resolve tense and dangerous situations.

The Service is confident that the C.E.W. is an effective tool that has helped avoid injuries to both the public and police officers. Consequently, the Service believes that through proper policy, procedures, training, and accountability, the C.E.W. is an appropriate use of force option that can help maintain public and officer safety.

Deputy Chief Shawna Coxon, Human Resources Command, will be in attendance to respond to any questions that the Board may have regarding this report.

Respectfully submitted,

James Ramer, M.O.M
Chief of Police

*original copy with signature on file in Board office



Toronto Police Services Board Report

February 1, 2021

To: Chair and Members
Toronto Police Services Board

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

Subject: Annual Report: Labour Relations Counsel and Legal Indemnification: Cumulative Legal Costs from January 1 - December 31, 2020

Recommendation:

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

Financial Implications:

There are no financial implications relating to the recommendation contained within this report. Labour relations counsel, legal indemnification, and arbitration costs are funded from the Service's Legal Reserve.

Background / Purpose:

At its meeting on January 25, 2001, the Board approved a policy governing payment of legal accounts, which provides for a semi-annual report relating to payment of all accounts for labour relations counsel, arbitration fees, legal indemnification claims and accounts relating to inquests, which were approved by the Director, People & Culture, and the Manager of Labour Relations (Min. No. P5/01 refers).

At its meeting on April 16, 2015, the Board approved a motion to amend the Legal Indemnification policy to indicate that future reports will be submitted annually, to coincide with the reporting of labour relations matters, as opposed to semi-annually (Min. No. P102/15 refers).

Discussion:

During the period of January 1 to December 31, 2020, 291 invoices for external labour relations counsel totalling \$378,874 were received and approved for payment. Five (5) invoices totalling \$18,093 were received and approved for payment to arbitrators presiding over grievances.

During the same period, 194 accounts from external counsel relating to legal indemnification were paid totalling \$678,941. One (1) account from external counsel in relation to legal indemnification for a Coroner's Inquest was paid totalling \$42,612, and no accounts were submitted for civil actions.

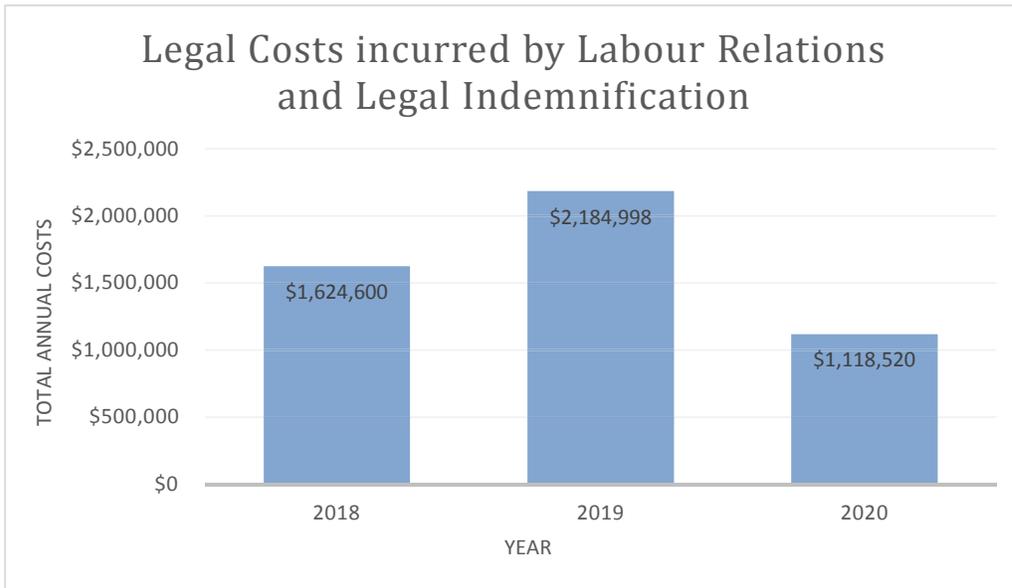
Cumulative Summary for 2020

For the period January 1 to December 31, 2020, legal costs incurred for Labour Relations and Legal Indemnification totalled \$1,118,520 as follows:

Number	Type of Account Paid	2020 Costs Incurred
291	Payments for labour relations counsel: 61 payments for labour relations counsel \$148,477 0 payments for bargaining (TPA & SOO) \$0 230 payments for WSIB case management \$230,397	\$378,874
5	Arbitration Costs related to Grievances: 5 payments for grievance activity \$18,093	\$18,093
194	Legal Indemnification (All except Inquests and Civil Actions)	\$678,941
1	Legal Indemnification (Inquests)	\$42,612
0	Legal Indemnification (Civil Actions)	\$0
	Total Costs for 2020	\$1,118,520

Three-Year Trend

Total legal costs decreased in 2020 due to a decrease in legal indemnification claim volume and amounts, which are variable from year to year. The following chart illustrates the total legal costs incurred for labour relations and legal indemnification for the years 2018, 2019, and 2020:



Conclusion:

In summary, this report provides the Board with an annual update for the period January 1 to December 31, 2020 of the total cumulative legal costs for labour relations counsel, legal indemnification claims, and claims relating to inquests.

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

Respectfully submitted,

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

February 15, 2021

To: Chair and Members
Toronto Police Services Board

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

Subject: Toronto Police Service Audit & Quality Assurance Annual Report

Recommendation(s):

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

Financial Implications:

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

Background / Purpose:

At its meeting of December 15, 2014, the Board approved its Audit Policy (Min. No. P272/14 refers), which outlines a number of responsibilities for the Chief, including the following:

- The Chief of Police will prepare, using appropriate risk-based methodology, an annual quality assurance work plan which will identify inherent risks, resource requirements and the overall objectives for each audit and the work plan will be reported to the Board at a public or a confidential meeting as deemed appropriate;
- The Chief of Police will provide an annual report to the Board with the results of all audits and will highlight any issues that in accordance with this policy will assist the Board in determining whether the Toronto Police Service (Service) is in compliance with related statutory requirements, and issues that have potential risk of liability to the Board and/or to the Service.

The purpose of this report is to provide the Board with the Service's 2021 Audit Work plan and 2020 Project Results. This report was also provided to the Board's in-camera meeting, with items that are of a confidential nature.

Discussion:

Who is responsible for Internal Controls and Managing Risk in an Organization?

The Chief of Police, Command Officers, the Senior Management Team and Unit Commanders are responsible for managing and mitigating risk and ensuring proper internal controls exist and are working well in their respective areas of responsibility.

Internal controls are:

- part of an ongoing management framework that ensures operational efficiency and effectiveness are achieved, waste and fraud mitigated, and compliance with policies, procedures and legislation attained, through the management and control of risks; and
- made up of procedures, policies, processes and measures, including proper supervision, that are designed to help ensure the Service meets its objectives, and to mitigate risks that can prevent an organization from meeting its objectives.

What is Audit & Quality Assurance's Role in the Internal Controls Framework?

Audit and Quality Assurance (A.&Q.A.) is essentially an internal audit function. It reports administratively to the Chief Administrative Officer and functionally to the Service's Executive Assurance Committee (E.A.C.) that is comprised of the Chief of Police, Chief Administrative Officer, Chief Information Officer and the Deputy Chiefs.

A.&Q.A. provides assurance, insight and advice to the Chief of Police in fulfilling his/her duties and responsibilities as prescribed by Section 41 (1) of the Ontario Police Services Act and supports the governance and oversight functions of the E.A.C. by:

- conducting independent, objective assessments and consulting activities within the Service to identify any control weaknesses and make recommendations for corrective actions, and help promote risk management, value for money in service delivery, compliance with legislation and regulation and the proper stewardship of assets;
- assessing, as appropriate, that program and unit mandates are consistent with and properly address Service priorities, goals and strategies and are implemented effectively, efficiently, economically, environmentally and ethically in response to community needs;

- responding to ad hoc requests from the Chief or Command Officers and providing advisory services to Command and senior management related to governance, risk management and control; and
- providing the findings and recommendations from audits performed by the City Auditor General on City divisions and agencies, to the appropriate senior manager of the Service for review of the control issues identified so that corrective action required can be taken by the Service, if and as necessary.

International Standards for the Professional Practice of Internal Auditing

A.&Q.A. follows the Institute of Internal Auditors' (I.I.A.) *International Standards for the Professional Practice of Internal Auditing (Standards)*. The *Standards* require every internal audit activity to undergo an external quality assessment to confirm its conformance to the *Standards* at least once every five years.

In the summer of 2016, A.&Q.A. conducted its second assessment of the Service's internal audit activity. This assessment concluded that the internal audit activity generally conforms to the *Standards*, which is the highest level of conformance. This conformance was subsequently validated by an I.I.A. independent external assessor in October 2016. The Service is the first police service worldwide to receive this accreditation and the first service to receive successive accreditations. The next assessment is scheduled to occur in 2021.

Development of Annual Audit Work Plan

A.&Q.A. begins its annual work plan development process by researching and examining regulatory, environmental, technological and community issues and concerns that have the potential to affect the operations of the Service. The unit also examines other agencies' audit reports for trends, emerging issues and topics. A.&Q.A. then consults with the Command, senior management and selected unit commanders to identify risks, opportunities, strengths and weaknesses, which may impact the ability of the Service to achieve its priorities, goals and strategies. At the direction of the Chief, the unit has also consulted with the Chair of the Board regarding proposed work plan topics. In addition, the City Auditor General (A.G.) presented her 2021 Work Plan to the Board on November 24, 2020. A.&Q.A. reviewed the A.G.'s work plan to ensure no duplication of efforts.

Based on the results of this research and consultation, A.&Q.A. creates a listing of potential projects and conducts a risk assessment using established risk and opportunity factors to determine the relevant ranking of these projects.

In formulating the work plan, the unit also considers legislative and Service requirements. The main legislative requirement is Ontario Regulation 03/99, Adequacy and Effectiveness of Police Services. A.&Q.A. is mandated by the Chief to conduct

three audits related to Adequacy Standards each year. Service requirements also include audits mandated by Service procedures, coverage of high-risk areas in various Command areas, identification of opportunities for improvement and fiscal accountability.

A.&Q.A. cannot audit every unit, process, policy, procedure or program in the Service. It is therefore important that in developing the annual work plan, careful consideration is given to prioritizing projects so that the unit's limited resources can be utilized efficiently and effectively, and add the greatest overall value to the Service.

2021 Audit Work Plan

A.&Q.A.'s 2021 Audit Work Plan (see Appendix A) was approved by the E.A.C. at its December 3, 2020 meeting and subsequently reviewed and approved by the Chief on January 18, 2021. The work plan is a working document and is designed to accommodate changes due to challenges that arise from project findings or the need to divert resources to deal with emerging issues.

The 2021 Audit Work Plan was prepared taking into account the current COVID-19 pandemic. This included:

- determining if there were opportunities to include COVID related risks/audits;
- considering what the impact will be on resources both within A.&Q.A. and across the Service; and
- selecting projects that address current requests from Command and senior management that have very tightly defined scopes.

Every effort is being made by A.&Q.A. to be agile and respond to management's need during this difficult time. As a result, there is the possibility that the work plan may be altered over the course of the year.

Once projects are completed and the reports and recommendations approved by the E.A.C., the recommendations are tracked by A.&Q.A. The unit uses a tracking database to monitor the implementation status of recommendations assigned to management to ensure that appropriate corrective action is taken on a timely basis. Reports of the status of recommendations are presented to the E.A.C. on a quarterly basis.

2020 Project Results

Appendix B outlines reports issued in 2020 and Appendix C lists projects in progress at year-end. A summary of project objectives and related findings are included as part of these documents. The findings and assigned risk are based on a comparison of the conditions, as they existed at the time, against pre-established audit criteria that were agreed on with management. The findings and assigned risk are applicable only to areas examined and for the time period specified.

Please note that due to equipment and technical challenges during the first wave of the COVID-19 pandemic, the ability for A.&Q.A. to work remotely was limited during this period and as a result, fewer projects were completed.

Conclusion:

This report provides the Board with the Service's 2021 Audit Work Plan and 2020 Project Results.

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

Respectfully submitted,

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

*original copy with signature on file in Board office

Appendix A – 2021 Audit Work Plan

Project	Synopsis	Projected Total Hours
Risk Assessment and Work Plan Development	<p>I.I.A. <i>Standards</i> require A.&Q.A. to conduct a yearly risk assessment in the preparation of its work plan to ensure adequate resources are deployed to audit high-risk areas. Research and consultation is undertaken to identify projects that are then assessed using risk and opportunity factors to determine the relevant ranking of these projects. The work plan is then prepared giving careful consideration to prioritizing the projects so A.&Q.A.'s resources can be utilized efficiently and effectively and add the greatest overall value to the Service.</p> <p>Number of Full Time Equivalents Assigned: 1.75 Elapsed Time Range in Weeks: 4 to 7</p>	200
Quality Assurance and Improvement Program – Continuous Improvement	<p>As part of A.&Q.A.'s commitment to a continuous improvement process, the unit will perform peer reviews on projects, prepare project and work plan status reports, track outstanding recommendations and review the unit's conformance with I.I.A.'s 52 <i>Standards</i> and Code of Ethics on an ongoing basis. A yearly report on these activities will be prepared and presented to the E. A. C.</p> <p>Number of Full Time Equivalents Assigned: 1.0 Elapsed Time Range in Weeks: 7 to 11</p>	200
Quality Assurance and Improvement Program – 2021 External Review	<p>The I.I.A. <i>Standards</i> require that an external validation be conducted on internal audit functions and work at least once every five years by a qualified independent reviewer from outside the organization. In 2021, A.&Q.A. will perform a self-assessment of its internal audit activities and an external reviewer from the I.I.A. will conduct an examination to validate and confirm that A.&Q.A. work is performed to the highest standards of professionalism and efficiency.</p> <p>Number of Full Time Equivalents Assigned: 2.0 Elapsed Time Range in Weeks: 5 to 8</p>	300

Project	Synopsis	Projected Total Hours
Property and Video Evidence Management Unit – Firearms Processing Section	<p>The Property and Video Evidence Management Unit audit is a provincially mandated audit that is conducted on a rotational cycle. This rotation is comprised of the general warehouse, drugs, firearms and video evidence to ensure adequate coverage of all areas. Each area is subject to a comprehensive audit every four years. The 2021 audit will assess the effectiveness of key internal controls on managing seized, found and surrendered firearms and prohibited weapons and the security and safekeeping of these weapons.</p> <p>Number of Full Time Equivalents Assigned: 2.0 Elapsed Time Range in Weeks: 9 to 15</p>	550
Ministry of Transportation Inquiry Services System Compliance Audit	<p>This audit will identify and report on compliance issues, in accordance with the Inquiry Services System Oversight Framework for Policing Services of the Ministry of Transportation (M.T.O.). Per the framework, this audit includes identifying a lawful purpose for transactions selected by the M.T.O. and performing user exception testing (i.e. volume of searches, searches on colleagues, family, public figures, and vanity plates).</p> <p>Number of Full Time Equivalents Assigned: 1.0 Elapsed Time Range in Weeks: 10 to 16</p>	300
Mental Health Act Apprehensions	<p>The Service is in the process of developing a Memorandum of Understanding (M.O.U.) with The Centre for Addiction and Mental Health which will require ongoing audits of the Service's compliance with the M.O.U. This initial audit will proactively review Service processes and information use during Mental Health Act apprehensions. Subsequent audits will leverage this audit work with a focus on compliance with the security and privacy terms and conditions of the M.O.U.</p> <p>Number of Full Time Equivalents Assigned: 1.5 Elapsed Time Range in Weeks: 19 to 31</p>	850

Project	Synopsis	Projected Total Hours
Special Projects	Assistance provided to other units at the request of the Chief of Police/Corporate Risk Management/E.A.C.	400
Adequacy Standards Audits	Property and Video Evidence Management Unit-Firearms Processing Section and Mental Health Act Apprehensions will both address Adequacy Standard Requirements	
Body Worn Cameras	<p>The Service has commenced its roll out of Body Worn Cameras (B.W.C.). Per section 38 of the Board's B.W.C. Policy, an annual audit must be conducted. The Policy outlines several categories of recordings against which predefined tests are required. Compliance with other aspects of the Policy and Service Procedure not captured in section 38 (e.g. asset management) will also be considered based on their potential risk to the Service. This audit will establish the framework for subsequent annual audits, including re-usable documentation and test cases, focused on satisfying section 38.</p> <p>Number of Full Time Equivalents Assigned: 2.0 Elapsed Time Range in Weeks: 14 to 23</p>	850
Incident/Breach Response	<p>Cybersecurity includes a wide range of control categories and activities. A.&Q.A.'s approach has been to perform audits on key areas that pose the most risk, conducting in-depth audits rather than opting for a wider scope conducted at a higher level. The Service's incident and breach response processes are a component of its overall cybersecurity strategy. These processes relate to the Detect and Respond functions within the National Institute of Standards and Technology's Cybersecurity Framework. This audit will focus on the current policies, procedures, expertise, and tools. The audit team will review historical instances of breach detection and remedial action taken.</p> <p>Number of Full Time Equivalents Assigned: 1.0 Elapsed Time Range in Weeks: 20 to 32</p>	600

Project	Synopsis	Projected Total Hours
Collective Agreement Entitlements	<p>An audit of selected collective agreement entitlements such as the patrol officer and special function allowances that are administered at the unit level. The audit team will verify the process on how units update members' status in Member Gateway while they move in and out of functions that are subject to these allowances. The audit team will also confirm that the process adheres to the entitlement rules stipulated in the various collective agreements.</p> <p>Number of Full Time Equivalents Assigned: 1.0 Elapsed Time Range in Weeks: 20 to 32</p>	600
Social Media	<p>An audit of compliance with Service Procedure 17-13, Social Media with a focus on reviewing the monitoring of social media at the divisional level and whether the material being posted at the divisional level is appropriate.</p> <p>Number of Full Time Equivalents Assigned: 1.0 Elapsed Time Range in Weeks: 15 to 24</p>	450
Legal Claims	<p>A review of the process and oversight of legal claims including an examination of how the Service collects and analyses data regarding lawsuits and legal claims to improve officer performance and police-community relations.</p> <p>Number of Full Time Equivalents Assigned: 1.0 Elapsed Time Range in Weeks: 20 to 32</p>	600
In-Service Training Program Component on Responding to Persons in Crisis	<p>A review of the Persons in Crisis component of the In-Service Training Program to ensure the training is current, relevant and that Service members are receiving the required training. The audit team will also ascertain the extent of remedial action for members who have difficulties with this training component.</p> <p>Number of Full Time Equivalents Assigned: 1.0 Elapsed Time Range in Weeks: 8 to 14</p>	250

Project	Synopsis	Projected Total Hours
Equipment (Conducted Energy Weapon's and Firearms)	<p>A review of how this equipment is being issued to members and tracked by both the Toronto Police College and the individual divisions and units. The review will also consider the extent to which this equipment is damaged or lost and how members are held accountable.</p> <p>Number of Full Time Equivalents Assigned: 1.0 Elapsed Time Range in Weeks: 11 to 18</p>	325
Equipment (Radios and Vehicles)	<p>A review of how this equipment is being issued to members and tracked by both Fleet Management, Information Technology and the individual divisions and units. The review will also consider the extent to which this equipment is damaged or lost and how members are held accountable.</p> <p>Number of Full Time Equivalents Assigned: 1.0 Elapsed Time Range in Weeks: 11 to 18</p>	325
Toronto Police College Firearms Audit	<p>A review of the steps performed following the last change of the armament officer at the Toronto Police College as per unit specific policies. A.&Q.A. will assess whether the steps taken provide sufficient assurance to management.</p> <p>Number of Full Time Equivalents Assigned: 1.0 Elapsed Time Range in Weeks: 4 to 7</p>	125
Corporate Support Command Risk Assessments	<p>A.&Q.A. will act in an advisory role as Corporate Support Command units mature their risk management practices by reviewing processes, identifying key risks and ensuring that controls are in place and working as intended. Key risk areas will include strategic alignment, compliance/regulatory, personnel, financial, technology, business continuity, reputational, fraud, and environmental.</p> <p>Number of Full Time Equivalents Assigned: 1.0 Elapsed Time Range in Weeks: 3 to 6</p>	100

Project	Synopsis	Projected Total Hours
Inspections	<p>Due to restrictions caused by the COVID-19 Pandemic, the Inspections Team will be assisting the audit team with work plan projects. In addition, the Inspections Team will perform special projects as requested by Command including a follow-up review of Domestic Violence Occurrences and a follow-up review of compliance with Strip Search procedures.</p> <p>Number of Full Time Equivalentents Assigned: 2.0</p>	2000

Appendix B - Projects Completed in 2020

Project Name: Audit of Vulnerability and Patch Management

Project Objectives: The objectives of this project were to:

- assess the methods for the identification of vulnerabilities on Service Information Technology infrastructure and systems;
- report on the analysis and prioritization of identified vulnerabilities; and
- review conformance and process efficiency with Information Technology Services Change and Release procedures when implementing patches.

Project Results: The audit team concluded that although Information Technology Services performs vulnerability and patch management on various Service information technology assets, the frequency is inconsistent and delayed. This is due to a lack of resources and limitations of system knowledge and experience. Improvements can be made to strengthen the Service's security posture by strategically planning and prioritizing penetration tests on specific systems throughout the year. Eight recommendations were approved. They were mainly directed to Information Technology Services to ensure a formal procedure is created for Vulnerability and Patch Management including scheduling standards for internal and external information systems and prioritizing annual penetration testing in order to identify such vulnerabilities. Corporate Risk Management alongside Information Security will develop Service-wide awareness training and Strategy Management will be included in Vulnerability and Patch Management for mobile devices. During the E.A.C. presentation, it was noted that the recommendations are ranked medium to low risk, however special attention should be given to maintaining a list of critical vulnerabilities and their planned remediation. The findings in this report represent a medium risk to the Service.

Positive Outcomes:

- greater vulnerability identification at the application level;
- timely patching of external facing systems;
- better coordination of remediation planning and patching activities;
- clearer roles and responsibilities; and
- improvement in Identify and Protect Functions (National Institute of Standards and Technology's Cybersecurity Framework).

Management Response: Management agreed with all eight recommendations with targeted completion dates for action or implementation between the fourth quarter of 2020 and the second quarter of 2021.

Project Name: Audit of Property and Video Evidence Management Unit – Video Evidence Section

Project Objectives The objectives of this project were to:

- verify the integrity and continuity of video evidence through compliance with legislation, Service procedures and unit specific policies;

Appendix B - Projects Completed in 2020

- assess the security of the physical inventory of video evidence that is stored in various locations;
- verify the continuity of video evidence recorded in the Video Tape Management System (V.T.M.S.) and seized videos that are stored in Digital Video Assets Management System (D.V.A.M.S.); and
- assess the appropriateness of members' access levels to V.T.M.S. and D.V.A.M.S.

Project Results: The audit team concluded that the Service should develop an updated and standardized video evidence management procedure that addresses newer digital media and devices for guidance and compliance by Service members. Additionally, a strategy should be created to manage large volumes of video evidence inventories related to concluded cases. Three recommendations directed to Property and Video Evidence Management were approved. These include developing a Service Procedure for handling video evidence, creating a process to destroy and dispose of video evidence and identifying video evidence past their appeal period for destruction and disposal. During the E.A.C. presentation, it was highlighted that over 700,000 videos and Digital Video Disc (D.V.D.) evidence are currently in storage and that this was the first time this unit was audited. It was also noted that it is important that members are guided on how to handle video evidence stored in new media/devices such as cellular phones, tablets and external devices such as hard drives, Universal Serial Bus (U.S.B.) and Cloud services. The findings in this report represent a medium risk to the Service.

Positive Outcomes:

- creation of a standalone Service Procedure to guide members in better handling of video evidence especially for videos stored on newer storage media and devices;
- reduction of administrative and storage costs of retaining videos that have no evidentiary value; and
- mitigation of risks associated with the public submission of pictures and videos by storing these media files on Service owned file servers.

Management Response: Management concurred that a standalone Service Procedure would identify the proper management and preservation of video evidence. Property and Video Evidence Management will work in conjunction with Information Technology Services and Professional Standards Support – Governance, to develop the Procedure with a targeted completion date between quarter one and quarter two of 2021.

Project Name: Ministry of Transportation Inquiry Services System Compliance Audit

Project Objectives: The objective of this project was to identify and report on compliance issues in accordance with the Inquiry Services System (I.S.S.) Oversight Framework for Policing Services of the Ministry of Transportation (M.T.O.).

Appendix B - Projects Completed in 2020

Project Results: The audit team concluded that the Service/Board is overall compliant with the Memorandum of Agreement and Oversight Framework entered into with the M.T.O. Issues were identified where the lawful purpose for queries within M.T.O. I.S.S. were not identifiable, either due to limited information being noted or the searches themselves being improper (i.e. searching of a colleague). These issues were addressed with the Local Administrator, Information Security Unit. Four issues identified within the report included alleged account/password sharing, no lawful purpose identified for five selected M.T.O. transactions, continued lack of documentation within memorandum books, and non-compliance identified after performing User Exception Testing. The instances of non-compliance were forwarded to Professional Standards Support. The findings in this report represent a medium risk to the Service.

Positive Outcomes:

- improved compliance with M.T.O. I.S.S. usage;
- addressed account usage concerns; and
- additional awareness on notation of M.T.O. I.S.S within memorandum book.

Management Response: Professional Standards Support reviewed non-compliance instances. In the event of an identified breach, Professional Standards Support will notify the M.T.O. A communication on M.T.O. compliance is being developed with engagement from Commanders of East Field, West Field, and Detective Operations.

Project Name: Public Safety Response Team Inspection

Project Objectives: The objective of this inspection was to promote risk management by testing compliance with predetermined Service Governance including, but not limited to: safe storage of Service firearms and ammunition; conducted energy weapon use, issuance, and storage; use of force and Cardiopulmonary resuscitation (C.P.R.)/First Aid training; overdue Crown disclosure and Follow Ups; In-Car Camera System equipment checks and supervisory officer reviews of recordings; asset management; and notes and reports.

Project Results: A recommendation was made to revise Service Governance regarding the frequency of firearms storage locker inspections at specialized units. The findings in this report represent a medium risk to the Service.

Positive Outcomes:

- actions were taken by Public Safety Response Team management to remediate non-compliance issues; and
- the recommendation to revise Service Governance regarding firearms storage locker checks was approved by Command.

Management Response: Each area of non-compliance was addressed and actions are being taken to improve future compliance such as unit specific policies and heightened monitoring.

Appendix B - Projects Completed in 2020

Project Name: Production Data in Non-Production Environments

Project Objectives: The objectives of this project were to:

- review policies, procedures, and processes on copying Production Data into Non-Production and its impact on projects or related initiatives,
- assess controls in place to protect and maintain TPS data copied into Non-Production Environments; and
- review the role of system owners in the existing process.

Project Results: The audit team concluded that the Service has processes in place to safeguard its data assets when a copy of production data is required. A.&Q.A. reviewed existing policies and procedures, interviewed key stakeholders, examined relevant systems and de-identification methodologies, sampled 13 requests, and examined 14 databases. The existing processes and controls require amendment in order to improve effectiveness and compliance with production data. There were ten recommendations and four issues identified within the report. The findings in this report represent a medium risk to the Service.

Positive Outcomes:

- transparency around decision-making;
- reduction of time to review and approve requests;
- greater involvement and education for system owners;
- re-use of assessments and de-identification transformations;
- improved knowledge of legislative requirements related to Service owned information; and
- decommissioning of an application resulting in a reduction to operational costs.

Management Response: Information Technology Services and Corporate Risk Management agreed with all 10 recommendations with targeted completion dates for action or implementation between quarter one and quarter four of 2021.

Project Name: Special Project

A.&Q.A. made enquiries about the mandate of the Missing Persons Unit (M.P.U.) and discussed concerns/issues discovered by M.P.U. during the course of investigations, including compliance with Service Procedure 04-05, Missing Persons.

M.P.U. has implemented several controls to address non-compliance and errors in reporting of missing persons in Versadex. As a result of an independent external review led by Justice Epstein and oversight provided by the M.P.U., it was decided that a compliance review by A.&Q.A. be deferred pending completion and release of Justice Epstein's Report. At that time, additional controls may be identified and should be included in a future audit.

Appendix B - Projects Completed in 2020

Project Name: Officer Note Taking

Project Objectives: The objectives of this project were to:

- verify that Service Governance is consistent with Adequacy Standard LE-022, Officer Note Taking;
- assess whether Service Governance is addressing areas of risk associated with officer note taking;
- determine whether training received by recruits aligns with the requirements of Service Procedure 13-17, Notes and Reports to record all pertinent facts of arrests, investigations and significant events; and
- assess if the content of recruits' notes address the needs of detectives and detective sergeants.

Project Results: A.&Q.A. assessed compliance with Adequacy Standard LE-022, Officer Note Taking, reviewed Service Procedure and training materials, and conducted interviews and surveys as part of this audit. As a result, Service Procedure should be updated to clearly define notes and comprehensively establish the components of supervisory officer review. Recruit and officer note taking training materials should incorporate these changes. Real life scenarios and detailed debriefings would assist new officers in developing note-taking skills. Creating an objective standard for "good note taking", coupled with additional training for all serving officers, would be beneficial. Lastly, performance management and promotional processes should include note taking and review components. Thirteen recommendations were made. The recommendations were directed to Professional Standards Support, Toronto Police College, and People & Culture to amend the Service Procedure, include notetaking skills as part of uniform performance, improve training not only for new officers but also make sure that all officers improve on note taking. All recommendations were approved and management is working on implementation. The findings in this report represent a medium risk to the Service.

Positive Outcomes:

- clearer direction in Service Procedure as to what is required to be documented;
- better quality of notes because of improved Service Procedure and training materials;
- increased oversight and accountability through more comprehensive review of notes by supervisors;
- detailed and regular feedback by coach officers and supervisors; and
- officers better prepared in articulating important details.

Management Response: Professional Standards Support – Governance is reviewing and updating Service Procedure 13-17, Notes and Reports to operationalize the recommendations made by A.&Q.A., which will take approximately three to six months to complete. The Toronto Police College Investigative Training section has developed a 90-minute training module on note taking to be provided to all new hires

Appendix B - Projects Completed in 2020

including recruits, laterals, District Special Constables, bookers and Auxiliary officers. A new Course Training Standard has been developed that consistently supports all Notes and Testimony training. The Coach Officer program is being reviewed and revamped. Post Ontario Police College, officers will receive training in occurrence writing, statement taking; includes debriefing on quality of notes; "Scenario Day" which includes Use of Force. 2020 and 2021 In-Service Training Program includes Notes and Testimony section.

Project Name: Review of Domestic Violence Occurrences

Project Objectives: The objective of this review was to test compliance with Service Procedure 05-04, Domestic Violence to determine if:

- domestic violence calls are attended by a supervisor;
- the situation found by attending officers is reflected appropriately in Intergraph Computer Aided Dispatch (I.C.A.D.) if the situation turns out to be different than originally reported and the required supervisor authorization is noted;
- a Canadian Firearms Registry On-line check is conducted on all involved parties in the domestic situation in order to determine access to firearms;
- the area is searched by officers when investigating a domestic violence occurrence where the suspect has fled the scene and the results noted in I.C.A.D.;
- the applicable domestic report has been completed and required memo book notes are scanned into the Versadex case;
- investigations of domestic violence occurrences are conducted by accredited criminal investigators who have successfully completed domestic violence investigators training;
- required forms to record and document domestic situations are completed by qualified officers; and
- victims of domestic situations are properly informed and provided with the necessary information to support them.

Project Results: Officers were found to be compliant with completing the required general occurrence reports when attending domestic violence calls for service, and Canadian Firearms Registry On-line checks are being conducted on persons involved in domestic situations to mitigate risk to involved persons and police. The audit team found nine areas requiring improvement and made three recommendations, which were approved by Command. The findings in this report represent a medium risk to the Service.

Positive Outcomes:

- Staff Superintendents are aware of the need to reinforce to officers the need to be in compliance with Service Procedure 05-04, Domestic Violence and have passed this information on to Unit Commanders; and

Appendix B - Projects Completed in 2020

- training records have been updated in the Human Resources and Management System.

Management Response: The Chief and Command have directed that all Unit Commanders will regularly (on a weekly basis) report to the East/West Field Command Staff Superintendents on compliance with the Domestic Violence (Intimate Partner Violence) procedure especially those areas identified as an issue in this audit. The Staff Superintendents shall in turn report regularly (every 2 weeks at the outset) to the Chief and Command on the level of compliance.

Additionally, the Superintendent, Professional Standards Support – Governance will revise and clarify relevant Service procedures by end of Q1 2021. The Superintendent, Specialized Criminal Investigations will ensure Ontario Domestic Assault Risk Assessment (O.D.A.R.A.) training records are forwarded for entry into the Human Resources Management System and will continue to do so forthwith as new officers are O.D.A.R.A. trained.

At the request of the East/West Field Command Staff Superintendents, the audit team communicated the findings from this review in a video conference held on November 10, 2020 with all Priority Response Command and Communities and Neighbourhoods Command senior officers. A list of non-compliance was also sent to them on November 13, 2020. It was made clear that the Staff Superintendents expect effective oversight of compliance with this important procedure by all Unit Commanders.

The Staff Superintendents requested A.&Q.A. to review compliance in 2021. A.&Q.A. is currently conducting a review of Text Template 20 completion and scanned memo book notes compliance in Versadex.

Project Name: Search of Persons Review

Project Objectives: The objectives of this project were to measure compliance with Service Procedure 01-02, Search of Persons and justification for Level 3 Searches articulated against the standard of Reasonable Grounds as outlined in R. v Golden.

Project Results: Numerous instances of non-compliance with Service Procedure were identified and in 60% of the searches conducted, articulation of grounds did not meet the threshold for a Level 3 Search. A report of the findings was shared with the working group tasked by Command to review the Level 3 Search process. The findings in this report represent a high risk to the Service.

Positive Outcomes:

- revisions to Service Procedure, including forms, the Booking and Search Text Template, and the definition of Level 3 Search.

Management Response Strip searches to be documented on the Unit Commander Morning Report. All strip searches will be audited weekly by the Staff Superintendents of East and West Field Command. In addition, the Chief has directed significant changes to Service Procedure and it is important to note that the number of strip searches have been greatly reduced.

Appendix B - Projects Completed in 2020

Project Name: Risk Assessment and Work Plan Development

Project Objectives: Institute of Internal Auditors' *International Standards for the Professional Practice of Internal Auditing* require A.&Q.A. to conduct a yearly risk assessment in the preparation of its work plan to ensure adequate resources are deployed to audit high-risk areas.

Positive Outcomes:

- an agile work plan was prepared taking into account the current COVID-19 pandemic; and
- projects have been selected that address current requests from Command and senior management that have very tightly defined scopes.

Project Results: The 2021 Work Plan was developed and is attached to this report.

Management Response: The 2021 Work Plan was approved by the E.A.C. on December 3, 2020.

Appendix C – Ongoing Projects

Project Name: Quality Assurance and Improvement Program

Project Objectives: As part of A.&Q.A.'s continuous improvement process, the Unit will review its conformance with the Institute of Internal Auditors' *International Standards for the Professional Practice of Internal Auditing* on an ongoing basis. This will help to alleviate the time pressure on the next internal assessment/external validation to be performed in 2021.

Project Results: Each year specific procedures related to compliance are carried out throughout the year. A Summary of 2020 Activities report will be presented to the Executive Assurance Committee in early 2021.

Project Name: Hate/Bias Crime Audit

Project Objectives: The objectives of this project are to:

- determine if Service Governance is aligned with Provincial Adequacy Standards;
- test Service member compliance with selected requirements of Service Procedure 05-16, Hate/Bias Crime;
- assess if training available to Service members covers the information required to properly respond to hate/bias crime and hate propaganda occurrences; and
- determine if Intelligence – Hate Crimes is fulfilling their mandate.

Project Results: This project was ongoing at year-end.

Project Name: TT20/Scanned Memo books Notes Review

Project Objectives: The objective of this project is to test compliance with Service Procedure 12-08 Appendix A – Memorandum Books to determine if:

- lead investigators are ensuring that officers identified on the I.C.A.D. reports, having no involvement or evidence to provide, are added to the General Occurrence using a Text 20 Officer Role and Involvement – no role and no evidence;
- lead investigators are ensuring that all Text 20 Officer Role and Involvement Templates are properly completed and where indicated, notes are attached;
- Police Officers when involved in an occurrence whether there is an arrest or not, are scanning and attaching their notes to the General Occurrence; and
- the rate of compliance relating to Text 20 completion and scanning notes into Versadex improves when System generated Follow-ups are issued to dispatched officers.

Project Results: This project was ongoing at year-end.

Appendix C – Ongoing Projects

Project Name: Audit of Body Worn Cameras

Project Objectives: The objectives of this project are currently being determined in relation to the Board's Policy and Service Procedure.

Project Results: This project was ongoing at year-end.

Project Name: Audit of Contractor and Consultant Engagements

Project Objectives: The objectives of this project are to ensure that contractors and consultants:

- are objectively selected, competitively procured and diligently managed within approved funding limits;
- are engaged in accordance with governance and contractual obligations to achieve established goals and objectives;
- are effectively monitored and evaluated against defined measures and/or service level requirements; while ensuring
- related expenditures are properly recorded and monitored to provide accurate reporting to Command, the Board, and the City.

Project Results: This project was ongoing at year-end.

Project Name: Audit of Property and Video Evidence Management Unit-Drug Repository Section

Project Objectives: The objectives of this project are:

- to verify the integrity and continuity of drug evidence in compliance with legislation, Service Procedures and unit specific policies;
- to assess the continued effectiveness and efficiency of internal controls of the drugs stored in the repository;
- to assess the security of the physical inventory of the drugs in the Drug Repository Section; and
- to determine whether the Drug Repository Section has complete and accurate records for all drugs that come to the possession of the Service.

Project Results: This project was ongoing at year-end.

Project Name: Measuring Project Success

Project Objectives: The overall objective of this project is to identify processes in the Service that ensure that all projects/programs are being managed appropriately from the start so that the success or failure of the project/program can be measured at its closing.

Project Results: This project was ongoing at year-end.

Appendix C – Ongoing Projects

Project Name: “Are You In Control?” - Corporate Support Command Risk Assessments

Project Objectives: A.&Q.A. will act in an advisory role as Corporate Support Command units mature their risk management practices by reviewing processes, identifying key risks and ensuring that controls are in place and working as intended. Key risk areas will include strategic alignment, compliance/regulatory, personnel, financial, technology, business continuity, reputational, fraud, and environmental.

Project Results: This project was ongoing at year-end.

Project Name: Enterprise Risk Management

Project Objectives: A.&Q.A. will continue to support the members of Corporate Risk Management as they explore the implementation of Enterprise Risk Management.

Project Results: This project was ongoing at year-end.



Toronto Police Services Board Report

February 22, 2021

To: Chair and Members
Toronto Police Services Board

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

**Subject: Annual Report: Write-off of Uncollectible Accounts
Receivable Balances January 1, 2020 to December 31, 2020**

Recommendation:

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

Financial Implications:

The write-off amount of \$4,484 reduces the allowance for uncollectible accounts to \$142,203. The adequacy of this amount is analysed annually as part of the year-end accounting process. The specific write-offs are outlined below:

Marihuana Grow Operation	\$1,919
Paid Duty Receivables	\$2,565
Total write-offs	\$4,484

The total write-offs for 2020 represent 0.13% of the year-end Accounts Receivable balance and 0.01% of revenues for the year, excluding grants. Industry standards indicate that write-offs of 0.30% of total revenues is considered low.

The last write-off reported to the Board was for period ending December 2017, in the amount of \$154.

Background / Purpose:

At its meeting of May 30, 2019, the Board approved Financial Management and Control By-law. Part VI, Section 16 – Authority for Write-offs, delegates the authority to write-off uncollectible accounts of \$50,000 or less to the Chief of Police and requires that an annual report be provided to the Board on amounts written off in the previous year.

The purpose of this report is to provide the Board with information on the amounts written off from January 1 to December 31, 2020.

Discussion:

External customers receiving goods and/or services from Toronto Police Service (Service) units are invoiced for the value of such goods or services. The Service's Accounting Services unit (Accounting) works closely with divisions, units and customers to ensure that some form of written authority is in place with the receiving party prior to work commencing and an invoice being sent. Accounting also ensures that accurate and complete invoices are sent to the proper location, on a timely basis.

Accounts Receivable Collection Process - Paid Duty Customers:

The booking and billing process for paid duties are administered in the Paid Duty Management System (P.D.M.S.). The Service pays the officers directly, and bills the paid duty customer for the services provided along with an administration fee and any applicable vehicle and/or equipment rentals. To mitigate the risk of non-collection, most customers are required to provide a deposit or pre-pay in advance of the paid duty event.

As at this reporting period, paid duty customers have an aggregate credit balance of approximately \$3.0M recorded on the Service's balance sheet representing prepayments for officers, administrative fees, and vehicle/equipment rentals for paid duty events scheduled to occur at a future date.

Accounts Receivable Collection Process - Non-Paid Duty Customers:

Customers other than those requesting paid duties are given a 30-day payment term for all invoices and receive monthly statements showing their outstanding balance if the 30-day term is exceeded. In addition, they are provided with progressively assertive reminder letters for every 30 days their accounts remain outstanding. Accounts Receivable staff make regular telephone calls requesting payment from customers. Customers with large outstanding balances have an opportunity to make payment arrangements with Accounting to ensure collection is maximized. In addition, the Service offers several payment options, including paying through VISA and MasterCard.

Customers are sent a final notice when their accounts are in arrears for more than 90 days. They are provided with a ten-day grace period, from receipt of the final notice, to make a payment on their account, before the balance is sent to an outside agency for collection. The Service's collection agency, engaged from a joint procurement process with the City, has been successful in collecting many accounts on behalf of the Service. However, in situations where amounts are small, company principals cannot be located, organizations are no longer in business or circumstances indicate that further action will not lead to collection of the outstanding balance, the collection agency will recommend write-off.

Amounts written off in 2020:

During the year, two accounts totalling \$4,484 were written off, in accordance with the By-law. The write-offs relate to Marihuana Grow Operation clean-up cost recovery fees, and paid duty receivables.

Marihuana Grow Operation Clean-Up Cost Recovery invoices (\$1,919):

The amount written off consists of one item, representing the original cost recovery amount approved by City Council and associated interest. The By-law governing cost recovery associated with marihuana grow operations gives the Service latitude to determine the “owner” of the establishment where the grow operation was located. There are three possible definitions for owner:

1. the individual whose name is on the title for the property;
2. the tenant occupying the property; or
3. the property management organization, acting as an agent on behalf of the titled individual.

In this case, the responsibility was determined to lie with the tenant of the establishment in which the grow operation was located. Given the discretion allowed by the By-law and exercised by the Unit Commander of the Service’s Drug Squad, the tenant was invoiced the cost recovery amount. The Service followed its normal collection procedures; however, the amounts could not be collected.

As a result, this account was forwarded to the Service’s collection agency in 2018, and efforts were made over several months to collect the outstanding balances. The collection agency followed their standard collection process which includes finding the principal where required, sending payment demand letters and investigating the individual’s ability to pay. Despite these efforts, collection proved difficult and the agency advised that the amounts were not significant enough to warrant legal action, that payment was unlikely and recommended write-off.

Paid Duty (\$2,565):

The customer requested a security paid duty for its September event, called the *NookFest 2019*, held at Greektown on Danforth and Woodbine. The Central Paid Duty Office approved this paid duty request prior to receiving the prepayment, as an added consideration following the Danforth shooting in 2018. The customer promised to deliver a certified cheque, but failed to do so. Several attempts were made to collect the outstanding balance, including forwarding the account to the collection agency in October 2019. The store vacated the premise and the owner’s location is unknown. The amount owing is therefore being written off.

Conclusion:

In accordance with Part VI, Section 16 – Authority for Write-offs, of the Financial Management and Control By-law, this report provides information to the Board on the \$4,484 of accounts receivable written off by the Service for the period January 1 to December 31, 2020.

For all receivables, action within the Service's control has been taken to reduce the risk of amounts owing to the Service from becoming uncollectible and to more aggressively pursue amounts owing, in accordance with the Service's Accounts Receivable collection procedures.

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

Respectfully submitted,

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

February 18, 2021

To: Chair and Members
Toronto Police Services Board

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

Subject: Annual Report: 2021 Filing of Toronto Police Service Procedures

Recommendation:

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

Financial Implications:

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

Background / Purpose:

At its meeting of January 16, 2014, the Board approved the policy entitled "Filing of Toronto Police Service (Service) Procedures" (Min. No. P05/14 refers). This Board policy directs, in part, that:

5. *On an annual basis, the Chief of Police will file with the Board for its information, the complete index of Service procedures, noting those procedures which arise from Board policies; and*
6. *Such filing will take place as part of a report submitted to the Board and included on a regular public meeting agenda.*

Discussion:

Professional Standards Support (P.S.S.) – Governance has recently completed a review of all Service procedures for the purpose of updating the index of Service

procedures. The attached Appendix A contains the complete index and notes those procedures which arise from Board policies. Additionally, the attached Appendix B contains an index of procedures that make reference to Board by-laws. These indices are current as of February 1, 2021.

Conclusion:

The attached Appendix A contains the complete index of Service procedures, noting those which arise from Board policies, and the attached Appendix B contains an index of procedures that make reference to Board by-laws.

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

Respectfully submitted,

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

*original copy with signature on file in Board office

Attachments:

Appendix A – Complete Index of Toronto Police Service Procedures
Appendix B – Index of Toronto Police Service Procedures Referencing Board By-Laws

Appendix A – Complete Index of Toronto Police Service Procedures

Procedure Number	Procedure Name	Arising from Board Policy
01-01	Arrest	Yes
01-02	Search of Persons	Yes
01-02 Appendix B	Risk Assessment – Level of Search	Yes
01-02 Appendix C	Trans Persons	No
01-02 Appendix D	Handling Items of Religious Significance	No
01-03	Persons in Custody	Yes
01-03 Appendix A	Medical Advisory Notes	Yes
01-03 Appendix B	Cell and Prisoner Condition Checks	Yes
01-03 Appendix C	Designated Lock-ups	Yes
01-03 Appendix D	Booking Hall/Detention Area Monitoring	Yes
01-03 Appendix E	Lodging of Trans Persons	Yes
01-03 Appendix F	Privacy Shields	Yes
01-03 Appendix G	Spit Shields	Yes
01-05	Escape from Police Custody	Yes
01-07	Identification of Criminals	Yes
01-08	Criminal Code Release	No
01-08 Appendix A	Appearance Notice (Form 9)	No
01-08 Appendix B	Promise To Appear (Form 10)	No
01-08 Appendix C	Recognizance Entered Into Before an Officer in Charge (Form 11)	No
01-08 Appendix D	Undertaking Given to an Officer in Charge (Form 11.1)	No
01-09	Criminal Summons	No
01-10	Provincial Offences Act Releases	No
01-15	Bail Hearings and Detention Orders	Yes
01-15 Appendix A	Show Cause Brief	No
01-15 Appendix B	Guidelines for Bail Conditions	No
01-15 Appendix C	Guidelines for the Commencement of Revocation of Bail Process	No
01-17	Detention Order (Provincial Offences Act)	No
02-01	Arrest Warrants	Yes
02-01 Appendix A	List of Arrest Warrant Forms	No
02-01 Appendix B	Arrest Warrant Forms	No
02-01 Appendix C	Forms to Obtain Bodily Substances, Prints or Impressions	No
02-02	Warrants of Committal	No
02-10	National Parole Warrants	Yes
02-11	Provincial Parole Warrants	Yes
02-12	Ontario Review Board Warrants and Dispositions	Yes

Procedure Number	Procedure Name	Arising from Board Policy
02-13	Child Apprehension Warrants	Yes
02-14	Civil Warrants	No
02-14 Appendix A	Civil Warrant – Response	No
02-15	Returning Prisoners on Warrants Held by Toronto Police Service	No
02-15 Appendix A	Approval to Return Person in Canada on Criminal Code Warrants Held by Toronto Police Service	No
02-15 Appendix B	Approval to Return Person on Warrants Held by Toronto Police Service	No
02-17	Obtaining a Search Warrant	Yes
02-18	Executing a Search Warrant	Yes
02-19	Report to a Justice/Orders for Continued Detention	No
02-19 Appendix A	Report to a Justice (Form 5.2) – Distribution Chart	No
03-03	Correctional Facilities	Yes
03-03 Appendix A	Correctional Facilities Admitting & Visiting Hours	No
03-04	Outstanding Charges/Warrants of Committal for Incarcerated Persons	No
03-05	Withdrawal Management Centres	No
03-06	Guarding Persons in Hospital	Yes
03-07	Meal Provision for Persons in Custody	Yes
03-08	Community Correctional Centres & Community Residential Facilities	No
03-09	Bail Reporting	No
04-01	Investigations at Hospitals	No
04-02	Death Investigations	Yes
04-03	Use of Photo Line-Ups for Eyewitness Identification	No
04-04	Facial Recognition System	No
04-05	Missing Persons	Yes
04-05 Appendix A	National Missing Persons DNA Program (Samples/Submissions)	No
04-06	Building Checks and Searches	Yes
04-07	Alarm Response	No
04-08	Vulnerable Person Registry	Yes
04-09	American Sign Language and Language Interpreters	Yes
04-10	Passports	No
04-11	Persons Seeking Asylum	No
04-12	Diplomatic and Consular Immunity	No
04-12 Appendix A	Identity Cards	No

Procedure Number	Procedure Name	Arising from Board Policy
04-12 Appendix B	Summary of Law Enforcement Measures	No
04-13	Foreign Nationals	No
04-14	Regulated Interactions	Yes
04-15	Obtaining Video/Electronic Recordings from the Toronto Transit Commission	Yes
04-16	Death in Police Custody	Yes
04-17	Rewards	No
04-18	Crime and Disorder Management	Yes
04-18 Appendix A	Guidelines for Divisional Crime Management	Yes
04-18 Appendix B	Guidelines: Problem Solving	Yes
04-18 Appendix C	Community Partnerships	Yes
04-18 Appendix D	Divisional Deployment	Yes
04-18 Appendix E	Crime Analysis	Yes
04-18 Appendix F	Strategy Management - Analytics & Innovation	Yes
04-18 Appendix G	Duties of a Police Officer – Subsection 42(1) <i>Police Services Act</i>	No
04-19	Surveillance	Yes
04-20	Electronic Surveillance	Yes
04-21	Gathering/Preserving Evidence	Yes
04-22	Polygraph Examinations	Yes
04-23	Marine Response	Yes
04-24	Victim Impact Statements	Yes
04-25	Foreign Inquiries/Investigations/Extradition Requests	Yes
04-26	Security Offences Act	Yes
04-27	Use of Police Dog Services	Yes
04-28	Crime Stoppers	No
04-29	Parolees	Yes
04-30	Scenes of Crime Officer (SOCO)	Yes
04-31	Victim Services Toronto	Yes
04-32	Electronically Recorded Statements	Yes
04-32 Appendix A	Guidelines for the Sworn Statement Caution (KGB Caution)	No
04-33	Lawful Justification	No
04-34	Attendance at Social Agencies	No
04-35	Source Management – Confidential Source	Yes
04-35 Appendix A	Source Management – Payment Requests	No
04-35 Appendix B	Source Management – Crown Letters	Yes
04-36	Agents	Yes
04-36 Appendix A	Agents – Crown Letters	Yes
04-37	Witness Assistance & Relocation Program (WARP)	Yes

Procedure Number	Procedure Name	Arising from Board Policy
04-38	Intelligence Services	Yes
04-39	Joint Forces Operations	Yes
04-40	Major Incident Rapid Response Team	No
04-41	Youth Crime Investigations	Yes
04-41 Appendix A	Class of Offences and Recommended Dispositions	No
04-41 Appendix B	Under 12 – Centralized Services Protocol	No
04-42	Non-Emergency Primary Report Intake	No
04-43	Burial Permits	No
04-44	Undercover Operations	Yes
04-45	Internet Facilitated Investigations	No
04-46	Closed Circuit Television (CCTV)	Yes
04-46 Appendix A	Site Selection Process - CCTV/RDCCTV	No
04-47	Unidentified Vulnerable Persons	Yes
Ch. 5 Appendix A	Excerpt from Guideline LE-029 – Preventing or Responding to Occurrences Involving Firearms	Yes
05-01	Preliminary Homicide Investigation	Yes
05-01 Appendix A	Investigation Questionnaire: Pediatric Injury	No
05-01 Appendix B	Investigation Questionnaire for Sudden Unexpected Deaths in Infants	No
05-02	Robberies/Hold-ups	Yes
05-03	Break and Enter	Yes
05-04	Domestic Violence	Yes
05-04 Appendix A	Domestic Violence Risk Management - Ontario Domestic Assault Risk Assessment (DVRM/ODARA)	Yes
05-05	Sexual Assault	Yes
05-05 Appendix A	Third Party Records	Yes
05-06	Child Abuse	Yes
05-06 Appendix A	Subsections 125 (1)(2)(3) of the Child, Youth and Family Services Act	No
05-06 Appendix B	Centre for Forensic Sciences - Police Submission Guidelines	No
05-06 Appendix C	Protection Services for 16 and 17 Year Olds	Yes
05-07	Fire Investigations	No
05-08	Criminal Writings	Yes
05-09	Tampering or Sabotage of Food, Drugs, Cosmetics or Medical Devices	No
05-10	Threatening/Harassing Telephone Calls	Yes
05-11	Fail to Comply/Fail to Appear	No
05-12	Counterfeit Money	No
05-13	Breach of Conditional Sentence	No

Procedure Number	Procedure Name	Arising from Board Policy
05-14	Immigration Violations	No
05-15	Asset Forfeiture Investigations	Yes
05-16	Hate/Bias Crime	Yes
05-17	Gambling Investigations	Yes
05-18	Fraudulent Payment Cards	Yes
05-19	Violent Crime Linkage Analysis System	Yes
05-20	Virtual Currency	Yes
05-21	Firearms	Yes
05-22	Elder and Vulnerable Adult Abuse	Yes
05-22 Appendix A	Elder and Vulnerable Adult Abuse Investigations – Contact Information	Yes
05-23	Financial Crime Investigations	Yes
05-24	Child Exploitation	Yes
05-25	Pawnbrokers and Second Hand Dealers	Yes
05-26	Child Abductions	Yes
05-27	Criminal Harassment	Yes
05-27 Appendix A	Detective Operations - Sex Crimes - Behavioural Assessment Section	No
05-27 Appendix B	Excerpt from LE-028 - Criminal Harassment	Yes
05-28	Gang Related Investigations	No
05-29	Sex Offender Registries	Yes
05-30	Major Drug Investigations	Yes
05-31	Human Trafficking	Yes
05-32	Kidnapping	Yes
05-33	High Risk Individuals	Yes
05-34	Serious Assaults	Yes
06-01	Commencing POA Proceedings	Yes
06-02	Withdrawal of a Provincial Offences Act Charge	No
06-03	Prosecuting Business Establishments	No
06-04	Emotionally Disturbed Persons	Yes
06-04 Appendix A	Quick Reference Guide for Police Officers – Emotionally Disturbed Persons	No
06-04 Appendix B	Designated Psychiatric Facilities	No
06-05	Elopes and Community Treatment Orders	Yes
06-06	Apprehension Orders	Yes
06-07	Restraining Orders	Yes
06-08	Orders for Exclusive Possession of a Matrimonial Home	No
06-09	Animal Control	No
06-10	Landlord and Tenant Disputes	No
06-11	Licensed Premises	Yes

Procedure Number	Procedure Name	Arising from Board Policy
06-12	Municipal Licensing & Standards/Toronto Licensing Tribunal	No
07-01	Transportation Collisions	Yes
07-02	Fail to Remain Collisions	Yes
07-03	Life Threatening Injury/Fatal Collisions	Yes
07-04	Railway Collisions	Yes
07-04 Appendix A	Rail Accident Protocol	No
07-04 Appendix B	Canadian Rail Incident Investigation Guideline	No
07-05	Service Vehicle Collisions	Yes
07-06	Ability Impaired/Over 80 – Investigation	Yes
07-06 Appendix A	Ability Impaired/Over 80 Summary Chart	No
07-06 Appendix B	Quick Chart – Administrative Suspensions & Impoundments under the HTA	No
07-07	Ability Impaired/Over 80 – Hospital Investigation	Yes
07-08	Approved Screening Device	Yes
07-08 Appendix A	Approved Screening Device Summary Chart – First Breath Analysis	No
07-08 Appendix B	Second Breath Analysis Instructions	No
07-09	Breath Interview	No
07-10	Speed Enforcement	Yes
07-11	Impounding/Relocating Vehicles	Yes
07-11 Appendix A	Divisional Chart for Forensic Exam Vehicle Impound	No
07-12	Theft of Vehicles	Yes
07-12 Appendix A	Letter of Direction	No
07-13	Unsafe Vehicles	Yes
07-14	Parking Infraction Notice	No
07-15	Drug Recognition Expert Evaluations and Standardized Field Sobriety Testing	Yes
07-18	RIDE Program	Yes
07-19	Suspended/Disqualified Driving	No
07-19 Appendix A	Administrative Suspensions & Impoundments Under the HTA	No
07-20	Licence Plates/Accessible Parking Permits	No
08-01	Employee and Family Assistance Program (EFAP)	Yes
08-02	Sickness Reporting	No
08-03	Injured on Duty Reporting	No
08-04	Members Involved in a Traumatic Critical Incident	No
08-04 Appendix A	Critical Incident Stress Handout	No
08-04 Appendix B	Guidelines for the Support and Assistance of Affected Members	No

Procedure Number	Procedure Name	Arising from Board Policy
08-04 Appendix C	Critical Incident Response Team / Peer Support Volunteers Flow Chart	No
08-05	Substance Abuse	No
08-06	Hazardous Materials, Decontamination and De-infestation	Yes
08-07	Communicable Diseases	Yes
08-08	Central Sick Leave Bank	No
08-09	Workplace Safety	Yes
08-10	External Threats Against Service Members	No
08-11	Workplace Violence	Yes
08-12	Workplace Harassment	Yes
08-13	Workplace Accommodation	Yes
08-14	Psychological Health and Wellness	No
08-15	Naloxone	No
08-16	Fitness for Duty	No
09-01	Property – General	Yes
09-02	Property – Vehicles	Yes
09-03	Property – Firearms	Yes
09-04	Controlled Drugs & Substances	Yes
09-05	Property – Liquor	Yes
09-06	Property of Persons in Custody	Yes
Ch. 10 Appendix A	Incident Management System Organizational Chart	Yes
Ch. 10 Appendix B	Containment & Perimeter Control	Yes
10-01	Emergency Incident Response	Yes
10-02	Incidents Involving Hazardous Materials	No
10-03	Bomb Threats, Suspicious Packages/Devices and Explosions	Yes
10-03 Appendix A	Explosive Device Safe Standoff Distance Chart	No
10-04	Nuclear Facility Emergencies	No
10-04 Appendix A	Notification Protocols	No
10-04 Appendix B	Nuclear Safety Status Zones	No
10-05	Incidents Requiring the Emergency Task Force	Yes
10-06	Medical Emergencies	No
10-07	Industrial Accidents	No
10-08	Chemical / Biological / Radiological / Nuclear Agents Events	Yes
10-09	Evacuations	No
10-10	Emergencies and Pursuits on TTC Property	Yes
10-11	Clandestine Laboratories and Marihuana Grow Operations	No
10-12	Counter–Terrorism	Yes

Procedure Number	Procedure Name	Arising from Board Policy
10-13	Threats to School Safety	No
10-14	Public Health Emergencies/Pandemic Response	Yes
10-15	Use of Remotely Piloted Aircraft Systems (RPAS)	No
11-01	Emergency Management & Public Order Response	Yes
11-03	Police Response at Labour Disputes	Yes
11-04	Protests and Demonstrations	Yes
11-05	Major Disturbances at Detention Centres	No
11-06	Labour Disputes at Detention Centres	Yes
11-07	Special Events	Yes
11-08	Use of Mounted Section	No
12-01	Confidential Crown Envelope	No
12-02	Court Attendance	No
12-03	Use of Affidavits	No
12-04	Unserved Criminal Summons	No
12-05	Request to Withdraw Criminal Charge	No
12-06	Coroner's Inquest	No
12-08	Disclosure, Duplication and Transcription	No
12-08 Appendix A	Memorandum Books	No
12-09	Request for Adjournment	No
12-10	Re-laying Charges and Appeal Notices	No
12-11	High Risk Security Court Appearances	Yes
Ch. 13 Appendix A	Unit Level Criteria / Conduct Penalties	Yes
Ch. 13 Appendix B	Chief's Advisory Committee	No
Ch. 13 Appendix C	Progressive Discipline	No
Ch. 13 Appendix F	Notification for Legal Indemnification Time Limit	Yes
Ch. 13 Appendix G	Expunge Police Services Act Conviction	Yes
13-01	Awards	Yes
13-02	Uniform External Complaint Intake/Management	Yes
13-03	Uniform Internal Complaint Intake/Management	No
13-04	Uniform Unit Level Discipline	Yes
13-05	Police Services Act Hearings	Yes
13-06	Uniform Complaint Withdrawal	No
13-07	Policy/Services Provided Complaints	Yes
13-08	Uniform Suspension from Duty	No
13-09	Civilian Complaint and Discipline Process	Yes
13-10	Civilian Suspension from Duty	No
13-11	Unsatisfactory Work Performance	No
13-12	Legal Indemnification	Yes
13-13	Civil Documents	Yes
13-14	Human Rights	Yes
13-16	Special Investigations Unit	No

Procedure Number	Procedure Name	Arising from Board Policy
13-17	Notes and Reports	Yes
13-18	Anonymous Reporting of Discreditable Conduct	Yes
13-19	Breath Test for Service Members	No
13-20	Accessibility for Persons with Disabilities	Yes
14-01	Skills Development and Learning Plan - Uniform	Yes
14-02	Evaluations, Reclassifications and Appraisals	Yes
14-02 Appendix A	Appraisal Process – Uniform	Yes
14-02 Appendix B	Evaluation Process - Civilian	Yes
14-03	Probationary Constable / Field Training	Yes
14-04	Acting Assignments	No
14-06	School Crossing Guards	No
14-07	Changes to Uniform and Civilian Establishment	Yes
14-08	Request to Fill Established Positions and Hire Part-Time or Temporary Staff	No
14-09	Civilian Transfer, Reclassification and Promotion	Yes
14-10	Uniform Promotion Process	Yes
14-12	Voluntary Lieu Time Donations	No
14-13	Contract Persons & Consultants	Yes
14-14	Termination of Employment	No
14-15	Secondments	Yes
14-17	Detective Classification and Plainclothes Assignment	No
14-18	Internal Support Networks (ISN)	Yes
14-20	Auxiliary Members	Yes
14-21	WPPD – Senior Officers	No
14-22	Conflict of Interest Involving Related Members	No
14-23	Attendance at Special Activities	No
14-24	Police Officers Reclassified to Civilian Senior Officer Positions	No
14-25	Secondary Activities	Yes
14-26	Leaves of Absence	Yes
14-27	Bereavement Leave & Funeral Entitlements	No
14-28	Attendance at Competitions or Events	Yes
14-29	Change in Personal Information	No
14-30	Re-Employment of Former Members and Lateral Entries	Yes
14-30 Appendix A	Criteria: Hiring Levels and Training Requirements	Yes
14-31	Members Serving on Boards/Committees	Yes
14-32	Crime Prevention	Yes
14-33	Social Functions & Community Events	Yes
14-34	Transfer – Police Officer	No
14-35	Special Constables	No

Procedure Number	Procedure Name	Arising from Board Policy
14-36	Participation in a Learning Opportunity	No
15-01	Use of Force	Yes
15-01 Appendix A	Provincial Use of Force Model	No
15-01 Appendix B	Provincial Use of Force Model Background Information	No
15-02	Injury/Illness Reporting	Yes
15-03	Service Firearms	Yes
15-04	C-8 Rifle	Yes
15-05	Shotgun	Yes
15-06	Less Lethal Shotguns	Yes
15-07	Use of Authorized Range	No
15-08	MP5 Submachine Gun	Yes
15-09	Conducted Energy Weapon	Yes
15-10	Suspect Apprehension Pursuits	Yes
15-11	Use of Service Vehicles	Yes
15-12	Inspection of Service Vehicles and Equipment	Yes
15-13	Requests for Loan Vehicles	No
15-14	Fuel and Oil	Yes
15-15	Shared Equipment	Yes
15-16	Uniform, Equipment and Appearance Standards	Yes
15-16 Appendix A	Uniformed Command Officers and Uniformed Senior Officers	No
15-16 Appendix B	Police Constable to Staff Sergeant	No
15-16 Appendix C	Uniformed Civilian Members	No
15-16 Appendix D	Auxiliary Members and Volunteers	Yes
15-16 Appendix E	Officers – Specialized Functions	No
15-16 Appendix F	Appearance Standards – Officers and Civilian Uniformed Members	No
15-16 Appendix G	Wearing of Decorations and Medals	No
15-16 Appendix H	Wearing of Name Badges	Yes
15-17	In–Car Camera System	No
15-18	Secure Laptop	No
15-19	Soft Body Armour	No
15-20	Body-Worn Camera	Yes
15-20 Appendix A	Wearing Body-Worn Camera	No
16-01	Service and Legislative Governance and Legal Agreements	Yes
16-01 Appendix A	Routine Order Approval and Publication Process	No
16-03	Forms Management	No
16-06	Audit and Quality Assurance Process	Yes
16-06 Appendix A	Process for Ministry of the Solicitor General Inspections of the Toronto Police Service	Yes

Procedure Number	Procedure Name	Arising from Board Policy
16-06 Appendix B	City of Toronto Auditor General Report and Follow-up Recommendation Process	Yes
16-06 Appendix C	City of Toronto Internal Audit Division Report and Follow-up Recommendation Process	Yes
16-07	Collection, Analysis and Reporting of Race-Based Statistics	Yes
17-01	News Media	Yes
17-01 Appendix A	Sample News Release	No
17-02	Information Breaches	No
17-03	Requests for Information Made Under the Municipal Freedom of Information and Protection of Privacy Act	No
17-04	Community/Public Safety Notifications	Yes
17-04 Appendix A	Disclosure of Personal Information	Yes
17-04 Appendix B	Occurrences where Public Warning/Notification and Consultation with BAS be Considered	Yes
17-04 Appendix C	Protocol for Public Notification	Yes
17-05	Correspondence and File Management	Yes
17-05 Appendix A	Unit Commander File Index	Yes
17-06	CPIC Purge List	Yes
17-07	BOLOs and FYIs	Yes
17-08	Use of Special Address System	Yes
17-09	Use of the Service Image	Yes
17-10	Internet	No
17-11	Toronto Police Service Intranet (TPSnet)	No
17-12	Service Communication Systems	Yes
17-13	Social Media	No
18-01	Covert Credit Cards	No
18-02	Transfer of Funds	No
18-03	Requests for Goods and/or Services	No
18-04	Third Party Claims for Damage to or Loss of Private Property	No
18-05	Reimbursement for the Repair of Replacement of Damaged Personal Items	No
18-06	Flashroll	No
18-07	329 Fund	Yes
18-08	Donations	Yes
18-09	Service Seminars	No
18-10	Collection of Overpayments	No
18-11	Lieu Time – Negative Balance	No
18-12	Membership in Professional and Occupational Associations	No

Procedure Number	Procedure Name	Arising from Board Policy
18-13	Authorization and Expense Reimbursement for Service Business Travel	No
18-13 Appendix A	Authorization Limits and Required Signatures	No
18-13 Appendix B	Expense Allowances	No
18-14	Authorization and Expense Reimbursement for Service Training	No
18-14 Appendix A	Authorization Limits and Required Signatures	No
18-14 Appendix B	Expense Allowances	No
18-15	Shared Resources	No
18-16	Use of Revenue	No
18-17	Corporate Credit Cards	No
18-17 Appendix A	Expenditures Authorized for Payment with a Corporate Credit Card	No
18-18	Business Expenses	No
18-18 Appendix A	Examples of Appropriate Business Expenses	No
18-19	Paid Duties	No
18-20	Paid Duties at Commercial Filming Locations	No
18-21	Premium Pay	No
19-01	Fire Safety Plans	No
19-02	Service Facilities	Yes
19-02 Appendix A	Notice	No
19-02 Appendix B	Parking Access - Personal Vehicles	No
19-03	Police Headquarters and Toronto Police Operations Centre	Yes
19-03 Appendix A	Parking at Police Headquarters	No
19-09	Off Site Police Facilities	No
19-10	Unit Operational Continuity Plan	Yes

Appendix B – Index of Toronto Police Service Procedures Referencing Board By-Laws

Procedure Number	Procedure Name
18-04	Third Party Claims for Damage to or Loss of Private Property
18-12	Membership in Professional and Occupational Associations
18-16	Use of Revenue
18-17	Corporate Credit Cards
18-18	Business Expenses



Toronto Police Services Board Report

March 4, 2021

To: Chair and Members
Toronto Police Services Board

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

**Subject: Annual Report: 2020 Activities and Expenditures of
Community Consultative Groups**

Recommendation(s):

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

Financial Implications:

A total of \$30,000 was allocated to the Community Consultative Groups from the Board Special Fund during 2020. Unspent funds totalling \$12,757.81, as outlined in the Appendix A, have been returned to the Board's Special Fund.

Upon receipt of the Community Consultative Process Annual Report, each committee will receive \$1,000 for 2021, with the exception of the Chief's Youth Advisory Committee which will receive \$2,000. This will result in the Board's Special Fund being reduced by \$30,000.

Background/Purpose:

In accordance with the Board's Community Consultative Groups Policy, and provisions set out in the Special Fund Policy, each consultative group will receive \$1,000 in annual funding from the Board's Special Fund, following the receipt of an annual report from each consultative group detailing the activities and expenditures from the previous year.

The purpose of this report is to provide the Board with an annual review of the activities and accounting of the Community Consultative Groups during the period of January 1, 2020, to December 31, 2020. All groups have submitted their 2020 reports, as required.

Community Consultative Process:

The Mission Statement of the Toronto Police Service Consultative Committee processes is:

“To create meaningful partnerships through trust, understanding, shared knowledge and effective community mobilization to maintain safety and security in our communities.”

Community Consultative Groups include the following:

- Community Police Liaison Committees (C.P.L.C.);
- Community Consultative Committees (C.C.C.);
- Chief's Advisory Council (C.A.C.); and
- Chief's Youth Advisory Committee (C.Y.A.C.).

The community consultative process is meant to establish a process that affords opportunities for enhanced community safety through community-based activities and leadership, the mutual exchange of information, and the development of joint problem solving initiatives.

Community Consultative Groups are governed by the Toronto Police Service's Community Consultation and Volunteer Manual, which sets out expectations and standardized mandated activities. Some of those requirements are as follows:

- Meet at least four times per year;
- Set goals and objectives consistent with Service priorities at the beginning of each calendar year;
- Hold one town hall forum jointly with police annually;
- One value-added community-police project per year consistent with Service priorities;
- Participate in the annual Community Police Consultative (C.P.C.) Conference for Consultative members;
- Keep minutes of all meetings;
- Prepare a financial statement for the Committee Executive when requested; and
- Complete a year-end Activity and Annual Performance Evaluation Report.

Community Police Liaison Committee (C.P.L.C.):

C.P.L.C.s are mandated and established in each of the sixteen policing divisions.

The purpose of a C.P.L.C. is to provide advice and assistance to the local Unit Commander on matters of concern to the local community, including crime and quality of life issues. The C.P.L.C. is also consulted as part of the divisional crime management process established by Service Procedure 04-18 (“Crime and Disorder Management”), which includes assisting the local Unit Commander in establishing annual priorities.

The composition of the C.P.L.C. differs across the city, as each Unit Commander is required to establish a committee that reflects the unique and diverse population served by a particular policing division. C.P.L.C. participants shall include representation from various racial, cultural or linguistic communities, social agencies, businesses, schools, places of worship, local youth and senior groups, marginalized or disadvantaged communities, and other interested entities within the local community. Each C.P.L.C. is co-chaired by a Senior Officer and a community member.

Community Consultative Committee (C.C.C.):

The C.C.C.s are meant to serve and represent specific communities throughout the City. The membership is drawn from various organizations within each of these communities, and serves as a voice on wider policing issues such as cultural awareness; recruiting; training; community engagement, crime prevention initiatives, and strategies; and the promoting of harmony, dialogue and understanding between the Service and the communities.

The Service currently maintains a C.C.C. for the following communities:

- Aboriginal;
- Asia Pacific;
- Black;
- Chinese;
- French;
- Lesbian, Gay, Bisexual, Trans, Queer, Two-Spirited (L.G.B.T.Q.2+);
- Muslim;
- Persons with Disabilities;
- Seniors; and
- South and West Asian.

Each C.C.C. is co-chaired by a Senior Officer/Civilian and a community member.

Chief's Advisory Council and Chief's Youth Advisory Committee (C.A.C. and C.Y.A.C.):

The Service operates a third level of consultation at the Chief of Police level. The C.A.C. and the C.Y.A.C. exist to provide a voice for various community representatives: from businesses to social agencies spanning the various diverse communities, as well as youth on a wide variety of issues.

Reporting:

Each community consultative group is required to submit a year-end report, and account for expenditures made from the Board's funding received during the year. The funds are generally used for crime prevention initiatives, community outreach, community events, 'value-added' community projects, and administrative meetings.

Expenditures have been recorded and verified within the Systems Application Products (S.A.P.) accounting software used by the Service with checks at the unit level and at Finance and Administration.

This year we were faced with a unique situation from the COVID-19 Pandemic, which resulted in substantial restrictions being put into place to protect everyone's health and safety. These restrictions have prevented our Community Consultative Process from fully utilizing their funding as normally expected. Despite the instilled fear of the virus, our community members still pushed forward to do well within their respective communities, and have shown that they are resilient and helpful in times of crisis.

The Community Partnerships and Engagement Unit hosted its annual CPC Conference via webinar with success. Consultative Groups continued to hold their meetings virtually, keeping our community informed and educated.

They continue to contribute their efforts in providing resources within their communities. A summary of the 2020 Anticipated Activities and Expenditures, by committee, is appended to this report as Appendix "A."

Appendix "B" (attached to this report) provides a summary of activities and expenditures for each of the consultative groups in 2020. Committees that have exceeded the allotted budget are responsible for covering any surplus.

Conclusion:

The Service remains committed to an effective and constructive community consultative process with community stakeholders in an atmosphere based on mutual trust, respect, and understanding. The current Community Consultative Process, sustained financially through the Board's Special Fund, is one method utilized by the Service to advance the goal of an empowered community.

Constructive partnerships and positive outcomes that occur as a result of community-police collaboration remains the cornerstone of creating safer communities with a more effective police service that achieves its goals:

- Be where the public needs the Service the most
- Embrace partnerships to create safe communities
- Focus on the complex needs of a large city

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

Respectfully submitted,

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

*original copy with signature on file in Board office

APPENDIX A

Summary of 2021 Anticipated Activities and Expenditures, by Committee:

The breakdown is as follows:

	Committee	Amount
1	Aboriginal Community Consultative Committee	\$1,000.00
2	Asia Pacific Community Consultative Committee	\$1,000.00
3	Black Community Consultative Committee	\$1,000.00
4	Chief's Advisory Community Consultative Committee	\$1,000.00
5	Chief's Youth Advisory Committee	\$2,000.00
6	Chinese Community Consultative Committee	\$1,000.00
7	French Community Consultative Committee	\$1,000.00
8	L.G.B.T.Q.2+. Community Consultative Committee	\$1,000.00
9	Muslim Community Consultative Committee	\$1,000.00
10	Persons with Disabilities Community Consultative Committee	\$1,000.00
11	Seniors Community Consultative Committee	\$1,000.00
12	South and West Asian Community Consultative Committee	\$1,000.00
13	11 Division Community Policing Liaison Committee	\$1,000.00
14	12 Division Community Policing Liaison Committee	\$1,000.00
15	13 Division Community Policing Liaison Committee	\$1,000.00
16	14 Division Community Policing Liaison Committee	\$1,000.00
17	22 Division Community Policing Liaison Committee	\$1,000.00
18	23 Division Community Policing Liaison Committee	\$1,000.00
19	31 Division Community Policing Liaison Committee	\$1,000.00
20	32 Division Community Policing Liaison Committee	\$1,000.00
21	33 Division Community Policing Liaison Committee	\$1,000.00
22	41 Division Community Policing Liaison Committee	\$1,000.00
23	42 Division Community Policing Liaison Committee	\$1,000.00
24	43 Division Community Policing Liaison Committee	\$1,000.00
25	51 Division Community Policing Liaison Committee	\$1,000.00
26	52 Division Community Policing Liaison Committee	\$1,000.00
27	53 Division Community Policing Liaison Committee	\$1,000.00
28	55 Division North Community Policing Liaison Committee (formerly 54 Division)	\$1,000.00
29	55 Division South Community Policing Liaison Committee (formerly 55 Division)	\$1,000.00
Grand Total:		\$30,000.00

APPENDIX B

COMMITTEE	11 Division Community Police Liaison Committee	
EXECUTIVE MEMBERSHIP	TPS Co-Chairs: Supt. Michael Barsky Insp. Joyce Schertzer Civilian Co-Chair: Deborah Wilson Treasurer: Vacant Secretary: Vacant	
NUMBER OF MEETINGS	3	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> • Increase perception of safety in vulnerable groups, specifically elderly members of the community • Increase the involvement of youth in crime prevention initiatives in the community 	
INITIATIVES *=Value Added Projects)	<ul style="list-style-type: none"> • Due to COVID-19, unable to do value added projects 	
CRIME MANAGEMENT PROCESS	<ul style="list-style-type: none"> • C.P.L.C. members regularly advised of crime trends and year to year statistics by Crime Analyst • C.P.L.C. promotes community policing and partnerships with 11 Division officers • C.P.L.C. meetings held at 11 Division Community room and via WebEx due to COVID-19) 	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Not Applicable (Due to COVID-19 Restrictions)		
Total Expenditures		
Amount to be returned		\$1,000.00

COMMITTEE	12 Division Community Police Liaison Committee	
EXECUTIVE MEMBERSHIP	TPS Co-Chairs: Supt. Ron Taverner Inspector Jim Gotell Co-Chair: Barbara Spyropoulos Vice Co-Chair: Claire Andrews Treasurer: Maria Meyers Secretary: Mike Mattos Advisory Committee: Larry Colle, Trevor Comer, Edith George, Marianne Nawarkinski, Odesia (Bertha) President, Catherine White	
NUMBER OF MEETINGS	5 (reduced due to COVID-19)	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	To build a community in which everyone can live, work and play in peace	
INITIATIVES (*=Value Added Projects)	The Unity Project: - coat drive - toy drive - food drive - sponsorship of families for Christmas	
CRIME MANAGEMENT PROCESS		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
coffee for Unity Project meeting	1	\$ 22.02
wrapping paper: sponsored families	2	\$ 24.10
cookies: TTC coat drive	1	\$ 13.55
Food for sponsored families	1	\$216.51
Gift cards for sponsored families:		
Walmart Gift Cards	3	\$300.00
Best Buy Gift Cards	2	\$100.00
Winners Gift Cards	3	\$ 75.00
Sport Check Gift Cards	2	\$100.00
PC Yourself Gift card	1	\$100.00
Total Expenditures		\$951.18
Amount to be returned		\$ 48.82

COMMITTEE	13 Division Community Police Liaison Committee
EXECUTIVE MEMBERSHIP	TPS Co-Chairs: Lauren Pogue Insp. Joseph Matthews Civilian Co-Chair: Laura Tonelli Treasurer: Margo Harris Secretary: Lee Anne Chong Members: Nonna Rogers, Andrew Kirsch
NUMBER OF MEETINGS	2 (Including virtual)
NUMBER OF TOWN HALL MEETINGS	0
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> • Enhance safety throughout our community • Establish and maintain a meaningful community/police partnership • Be proactive in community relations, crime prevention, and communicating initiatives • Work together in identifying, prioritizing and problem solving local issues • Create and continue with on-going partnerships with youth in our community, keeping them engaged and supported
INITIATIVES (*=Value Added Projects)	<ul style="list-style-type: none"> • 0
CRIME MANAGEMENT PROCESS	<ul style="list-style-type: none"> • C.P.L.C. regularly advised of crime trends • C.P.L.C. regularly advised of traffic trends, complaints and consulted for traffic strategies • Meetings follow a crime management meeting style with slides.
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)	
Itemized Breakdown	Amount
NA (Due to COVID-19 Restrictions)	
Total Expenditures	
Amount to be returned	\$1,000.00

COMMITTEE	14 Division Community Police Liaison Committee	
EXECUTIVE MEMBERSHIP	TPS Co-Chairs: Supt. Domenic Sinopoli Insp. Mandeep Mann Civilian Co-Chair: Randall Kerr TPS Secretary: Reta Reid Treasurer: Moneca Yardley 33 Active Members	
NUMBER OF MEETINGS	0 (Due to COVID-19)	
NUMBER OF TOWN HALL MEETINGS	0 (Due to COVID-19)	
GOALS AND OBJECTIVES	Promotes healthy strong working relationships with various BIA's Community Partners and Resident Associations. Engages dialogue on various Police issues – safety tips – sets goals objectives and target dates. Proactive involvement in Community Events. 14 Division C.P.L.C. Scholarship Fundraising.	
INITIATIVES (*=Value Added Projects)	Improve awareness of Crime Prevention Initiatives. Marketing and Promoting 14 Division Youth Scholarship Fundraising Initiatives. Raising Funds through various venues i.e. BIA Donations, reaching out to School Principals Marketing Scholarship to Schools through School Watch Officers.	
CRIME MANAGEMENT PROCESS	C.P.L.C. members regularly advised of crime trends and year to year statistics by D/Sgt Brian Kelly, Crime Analyst Brianna Hutchinson and PC Gordon Reid. C.P.L.C. promotes community policing and partnerships with 14 Division Officers. C.P.L.C. Meetings held at D14 Community Room every 3 rd Tuesday of each Month. (except July & Aug)	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Coolers for Community Events @ 128.19 each	2	\$256.38
Soccer Nets – Community Events @ 31.40 each	2	\$ 62.80
Food Processor – Community Events	1	\$ 99.97
Cart for Community Events	1	\$162.82
Sporting Balls for Community Events	7	\$170.74
A-Frame Banner for Community Events	1	\$123.60
Total Expenditures		\$876.31
Amount to be returned		\$123.69

COMMITTEE	22 Division Community Police Liaison Committee
EXECUTIVE MEMBERSHIP	TPS Co-Chairs: Supt. Michael Barsky Insp. Timothy Crone Civilian Co-Chair: Marlene Cater Civilian Treasurer: Michael Georgopoulos Civilian Secretary: Ninelle Belov C.P.L.C. Membership: 22 Community Members
NUMBER OF MEETINGS	C.P.L.C. General Community Meetings: Two (2) C.P.L.C. Executive Meetings: Two (2)
NUMBER OF TOWN HALL MEETINGS	One (1)
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> • To build strong partnerships between 22 Division Officers (Neighbourhood Officers / C.R.U. / S.E.T. / C.P.O.) and C.P.L.C. area representatives • To maintain communication with all members so they can keep their community informed • To participate in community events to foster strong police / community partnerships
INITIATIVES (*Value Added Projects)	<p>2020/01/23 - Cyber Security Town Hall meeting at Our Lady of Sorrows School with Detective Alpha Chan of the T.P.S. Coordinated Cyber Centre – There were over 200 attendees.</p> <p>2020/04/07 - Due to the restrictions in place due to COVID-19 we initiated a C.P.L.C. Newsletter to keep our membership updated - 1st C.P.L.C. Newsletter sent to Members.</p> <p>2020/04/16 * – Michael Georgopoulos, working with Alison Craig the Community Manager of Nextdoor (N.D.) Canada, amalgamated all the existing N.D. Neighbourhoods under 22 Division’s jurisdiction into “Nearby Neighbourhoods”. N.D. operates as a community online hub that allows residents of a Neighbourhood that has been created on its system to share information and services amongst themselves through instant message posts that can include pictures, documents and web links. Residents can choose to send a message to only their community ex. Markland Wood or to any other communities on N.D. that surround them. This now provides us with the ability to instantly communicate with 29 Neighbourhoods/over 11,000 residents. The long term goal of this project, pending approval from T.P.S., is to get 22 Division set up as a “Public Service” on the N.D. site. This would make 22 Div. the first T.P.S. Division on N.D. which</p>

	<p>would allow instant communication to this growing number of residents on any topic.</p> <p>2020/05/10 – First post on Nextdoor platform – “22 Division - Their Neighbourhood and C.R.U. Officers, their C.P.L.C. and Neighbourhood Watch Groups and Working with 22 Div.” was published.</p> <p>2020/06/18 – The Executive approved a \$100.00 donation to Arts Etobicoke to support a Mabelle community initiative supporting the youth of the Mabelle area. This initiative was lead by Alexander Song, a resident of Mabelle, who had partnered with Islington Middle School and Arts Etobicoke, to prepare and deliver craft kits to over 100 children affected by the many closures of Covid-19.</p> <p>2020/07/06 – C.P.L.C. Admin revised 22Div. C.P.L.C. website - https://www.22divisioncplc.ca/what-is-the-cplc/</p> <p>2020/07/23 * - Announced that the next generation in personalized crime reports, CrimePoint was live. This an automated crime notification tool was developed by a number of individuals including Michael Karst and Sylvia Kwan two of our C.P.L.C. members. It’s a free automated crime notification tool for all neighbourhoods in Toronto. Using verified public data from the Toronto Police Service it notifies you when a crime has been committed in your area. The CrimePoint team is looking to deploy this reporting tool throughout the City of Toronto. https://crimepoint.info/</p> <p>2020/07/30 - Marlene Cater represented each of our members at the retiring 'pipe-out' for Superintendent Neil Corrigan.</p> <p>2020/08/04 – Summer C.P.L.C. Newsletter sent to our members.</p> <p>2020/09/30 – Marlene Cater participated in Rotary Kingsway Food Drive. Included in the food collection bags given to residents were copies of our 22 Division C.P.L.C. Information Flyer.</p> <p>2020/11/04 – Sent out the TPS - Community Partnerships & Engagement Unit (C.P.E.U.) - Community-based crisis Response Survey to our membership.</p>
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	<p>2020/11/08 – Marlene Cater and Michael Georgopoulos organized and participated in a “Walk the Beat” event in Markland Wood with T.P.S. Officer Hedger.</p> <p>2020/11/10 – After receiving a number of inquiries from residents who participated in the Walk the Beat event about crime reporting a “REPORTING PROTOCOL FOR COMMUNITY CRIME, SUSPICIOUS ACTIVITY & SAFETY CONCERNS” document was prepared for the Markland Community and was also posted on the Nextdoor platform to all neighbourhoods under 22 Division jurisdiction.</p> <p>2020/11/11 – Marlene Cater participated in C.P.L.C. webex – Stacy Clarke.</p> <p>2020/11/13 – Newsletter to C.P.L.C. Members updating them on “Body Worn Cameras” and the “Community Police Consultative (C.P.C.) Conference taking place on November 28th.”</p> <p>2020/11/28 – C.P.L.C. Executive and Members participated in the virtual Annual Community Police Consultative (C.P.C.) Conference.</p> <p>2020/11/20-26 – Distributed 200 Safe Senior Calendars throughout the community.</p> <p>2020/12/13 – C.P.L.C. Executive and Members participated in the 22 Division/T.T.C./C.P.L.C. “Stuff the Bus” Toy Drive. The C.P.L.C. contributed \$879.65 out of its T.P.S. Funding towards the purchase of toys for this event. In addition to this the C.P.L.C. solicited and received additional funding (\$500) from the TD Bank as well as \$1,200 of goods (Tote bags, Knapsacks, Notebooks, Pens and Note pads) from two community members for the distribution of and to go with the toys. In addition to this we were also able to get ToysRUs to provide us with a 15% Discount for all toys purchased from them. The additional monies from the discount were used to purchase additional toys.</p> <p>2020/12/14 – Marlene Cater and Michael Georgopoulos participated in a ZOOM video conference with TPS Sgt. Lhawang Jongdong and members of the Black Community Consultative Committee (B.C.C.C.) to assist them with their “Give Back to the Community” initiative. It was decided that the C.P.L.C. would contribute toys collected from the Toy Drive as well as some of the other donated goods to support this initiative. It was</p>
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	<p>also decided that the C.P.L.C. along with the B.C.C.C. would work together in 2021 to share resources for any initiatives that would benefit their respective communities.</p> <p>2020/12/22 – C.P.L.C. issues end of year “Season’s Greetings & Thank You” email to C.P.L.C. Membership from T.P.S. Co-Chair.</p>	
CRIME MANAGEMENT PROCESS	<ul style="list-style-type: none"> • T.P.S. News Releases communicated to 22 Division Neighbourhoods through the Nextdoor platform. • Newsletters to Members • Virtual Meetings began with the B.C.C.C. and will be expanded in 2021 to include C.P.L.C. membership and T.P.S. members following T.P.S. Co-Chair approval. • General C.P.L.C. Meetings/Town Halls when permitted 	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
2020/03/12 – Purchase of flowers on behalf of the 22 Division CPLC members for Angela Thomas, CPLC and BCCC member, for condolences on the loss of her son.	1	\$ 20.35
2020/06/18 - Donation to Arts Etobicoke to support a Mabelle community initiative	1	\$ 100.00
2020/12/13 - Purchase of toys from ToysRUs for the 22 Division/TTC/CPLC Stuff the Bus Toy Drive event.	Numerous	\$ 879.65
Total Expenditures		\$1,000.00
Amount to be returned		\$ 0.00

COMMITTEE	23 Division Community Police Liaison Committee	
EXECUTIVE MEMBERSHIP	TPS Co-Chairs Supt. Ron Taverner Insp. Ian Stratford Civilian Co-Chair: Donata Calitri-Bellus Secretary: vacant Treasurer: John Anga	
NUMBER OF MEETINGS	Jan.14, Feb.11 & Mar.10	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	Identify, prioritize and reduce crime and develop solutions	
INITIATIVES (*=Value Added Projects)	Assist community with events and be pro-active in community relations, crime prevention and education.	
CRIME MANAGEMENT PROCESS		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Food for the daily food banks in Etobicoke		\$1,000.00
Jamestown Food bank and Evangeline Women's Shelter.		
Total Expenditures		\$1,000.00
Amount to be returned		\$ 0.00

COMMITTEE	31 Division Community Police Liaison Committee
EXECUTIVE MEMBERSHIP	TPS Co-Chairs: Supt. Ronald Khan Inspector Keith Smith Civilian Co-Chair: Mark Tenaglia Civilian Treasurer: Lily Wong TPS Secretary: Civilian Jennifer McGrade Approximately 20 to 30 community members
NUMBER OF MEETINGS	C.P.L.C. General Community Meetings: 1 C.P.L.C./Community Organizations/Agency Meetings (in person and online): 33 C.P.L.C. Executive Meetings: 1
NUMBER OF TOWN HALL MEETINGS	0
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> • Establish and support inclusive representation on the 31 Division C.P.L.C. • Assist police with crime prevention education • Participate in community events to strengthen existing relationships and develop new community relationships; conduct presentations, host community safety meetings and divisional Open House • Address issues faced by youth, offer support; expand the 31 Division Bursary Program for local schools • Educate seniors on issues like fraud, abuse and scams, traffic safety • Improve the use of social and traditional media
INITIATIVES (*=Value Added Projects)	<ul style="list-style-type: none"> • 2020.01.06 – Divisional meeting with 31 Division Unit Commander to discuss C.P.L.C. initiatives, provide updates • 2020.01.07 – Community Meeting at Firgrove Learning and Innovation Community Centre (F.L.I.C.C.), 11 Blue Grassway regarding double shooting at Firgrove • 2020.01.13 – Make Your Future Initiative meeting with Brick and Allied Craft Union of Canada (B.A.C.U. Canada), held on Attwell Drive, Etobicoke • 2020.01.15 – Meeting with Ayesha Khan of Councillor Anthony Perruzza’s Office, discussing community issues and updates • 2020.01.16 – Make Your Future Initiative meeting with Greenwin Corporation, held on Canton Avenue, Toronto

	<ul style="list-style-type: none"> • 2020.01.27 – Make Your Future Initiative meeting with B.A.C.U. Canada, held on Attwell Drive, Etobicoke • 2020.01.30 – Make Your Future Initiative planning meeting with committee – Online • 2020.02.03 – C.P.L.C. General Community Meeting at 31 Division • 2020.02.13 – Make Your Future Initiative planning meeting with committee – Online • 2020.02.18 – Community Outreach to support students in Gay-Straight Alliance (G.S.A.) Club, Westview Centennial Secondary School, 755 Oakdale Road, Toronto • 2020.02.18 – Make Your Future Initiative planning meeting with committee – Online • 2020.02.19 – Meeting with Ayesha Khan of Councillor Anthony Perruzza’s Office, discussing community issues and updates • 2020.02.25 – C.P.L.C. Executive Committee Meeting at 31 Division regarding Divisional Open House/BBQ • 2020.03.03 – Make Your Future Initiative planning meeting with Greenwin Corporation, Toronto, at 31 Division • 2020.03.05 – Tastes and Sounds of Jane and Finch planning meeting, San Romanoway Revitalization Association (S.R.R.A.), 10 San Romanoway, Toronto • 2020.03.09 – Community Meeting regarding C.C.T.V. camera installation, Driftwood Community Centre, 4401 Jane Street, Toronto • 2020.03.11 – Divisional meeting with Unit Commander regarding 31 Division website • 2020.03.12 – Integrated Gang Prevention Task Force Meeting, Driftwood Community Centre, 4401 Jane Street, Toronto • 2020.03.19 – Tastes and Sounds of Jane and Finch planning meeting, San Romanoway Revitalization Association (S.R.R.A.), 10 San Romanoway, Toronto • 2020.03.19 – Attendance at Town Hall discussion on Preventing Violent Extremism, Driftwood Community Centre, 4401 Jane Street, Toronto
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	<ul style="list-style-type: none"> • 2020.05.28 – Meeting with Ayesha Khan of Councillor Anthony Perruzza’s Office, discussing community issues and updates • 2020.06.13 – C.P.L.C. meeting with Greenwin Corporation, held at building 160 Chalkfarm Drive, Toronto • 2020.06.18 – Make Your Future Initiative planning meeting with Greenwin Corporation, Toronto – Online • 2020.07.23 – C.P.L.C. meeting with Greenwin Corporation and other community members to develop curriculum to combat racism, held at 160 Chalkfarm Drive, Toronto • 2020.08.18 – Make Your Future Initiative planning meeting with Greenwin Corporation, held at building 160 Chalkfarm Drive, Toronto • 2020.08.23 – Community meeting/memorial for deceased toddler who fell from building window, Oakdale Community Centre, 350 Grandravine Drive, Toronto • 2020.08.27 – Divisional meeting with 31 Division Unit Commander to provide C.P.L.C. update • 2020.09.01 – Attendance at 31 Division by C.P.L.C. Co-Chair Mark Tenaglia to complete administrative duties, accounting, touch base with Community Response Safety Unit/Neighbourhood Officers • 2020.09.27 – Divisional meeting with 31 Division Unit Commander to provide C.P.L.C. update • 2020.10.01 – Jane and Finch Task Force Meeting, attended by C.P.L.C. Co-Chair Mark Tenaglia – Online • 2020.10.07 – C.P.L.C. Student Bursary Awards meeting with Greenwin Corporation, C.P.L.C. Co-Chair Mark Tenaglia, and First Capital – Online • 2020.10.07 - Meeting with Ayesha Khan of Councillor Anthony Perruzza’s Office, discussing community issues and updates • 2020.10.15 – Anti-Racism Initiatives in Housing meeting, attended by C.P.L.C. Co-Chair Mark Tenaglia – Online • 2020.10.16 – Make Your Future Initiative planning meeting with Greenwin Corporation, Toronto, to discuss employment recruitment event - Online • 2020.10.23 – Make Your Future Initiative planning meeting with Greenwin Corporation, Toronto, to discuss employment recruitment event – San
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	<p>Romanoway Revitalization Association (S.R.R.A.), 10 San Romanoway</p> <ul style="list-style-type: none"> • 2020.11.04 – Divisional meeting with 31 Division Unit Commander to provide C.P.L.C. update • 2020.11.04 – C.P.L.C. meeting with Greenwin Corporation re community initiative planning, San Romanoway Revitalization Association (S.R.R.A.), 10 San Romanoway • 2020.11.09 – Attendance at overview/presentation of the Community Partnerships and Engagement Unit – Online • 2020.11.18 – Attendance at Jane and Finch Taskforce Meeting – Online • 2020.11.23 – Attendance at Toronto Police Service Annual Community Police Conference – Online • 2020.11.30 – Attendance at Community Stakeholder Roundtable Meeting, Councillor Anthony Perruzza’s office – Online • 2020.12.03 – Attendance at Virtual Town Hall on Confronting Anti-Black Racism and Building Healthy Communities – Online • 2020.12.07 – Divisional meeting with 31 Division Unit Commander to provide C.P.L.C. update 	
CRIME MANAGEMENT PROCESS	<ul style="list-style-type: none"> • Weekly divisional crime management meetings • General C.P.L.C. meetings • C.P.L.C. members regularly advised of crime trends 	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
2020.10.10 – Expenditures associated to the purchase of five (5) four-packs of \$25.00 President’s Choice Gift Cards from local ‘No Frills’. Each package valued at \$100.00. Community initiative by 31 Division C.P.L.C. and Neighbourhood Officers to distribute \$50.00 in gift cards to 10 families living in the Shoreham community. Families identified by Neighbourhood Officers as needing assistance during the Thanksgiving season. This initiative also supported local business ‘No Frills’, whose owner has always supported the police, working closely with 31 Division officers and 31 Division C.P.L.C. members for many years.	5	\$ 500.00
2020.11.04 – Expenditures associated to the hosting of the 31 Division C.P.L.C. Website for the purpose of continuing to provide an effective method of communication between 31 Division and the public about upcoming events, services	1	\$ 134.33

offered within the community, contact information and general bulletins and announcements.		
2020.11.11 – Expenditures associated to the one-time purchase of food items from local 'No Frills'. Three (3) families in the Jane/Finch community were identified by Neighbourhood Officers as needing help; single mother with four (4) children, two other families with several young children. The food was sorted at the division, and distributed to the families by the Neighbourhood Officers.	1	\$ 365.74
Total Expenditures		\$1,000.07
Amount to be returned		\$ 0.00

COMMITTEE	32 Division Community Police Liaison Committee	
EXECUTIVE MEMBERSHIP	TPS Co-Chairs: Supt. Bryan Bott Insp. Donovan Locke Civilian Co-Chair: Steve Baklarian Civilian Treasurer: Theodoros Papadatos TPS Secretary: Yvonne Lee	
NUMBER OF MEETINGS	Total of 4 for the year: 2 in-person and 2 virtual/phone. We do not have meetings in July and August.	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	Be proactively involved in community relations, crime prevention and community improvement	
INITIATIVES (*=Value Added Projects)	Seneca Scholarship – C.P.L.C. will match the amount given to a student.	
CRIME MANAGEMENT PROCESS	Members are regularly advised of crime trends	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Total Expenditures		\$ 0.00
Amount to be returned		\$ 1,000.00

COMMITTEE	33 Division Community Police Liaison Committee	
EXECUTIVE MEMBERSHIP	TPS Co-chairs: Supt. Bott Insp. James Mackrell Civilian Co-Chair: Christine Crosby Civilian Treasurer: Claudia Brown TPS Secretary: Jennifer Ogle	
NUMBER OF MEETINGS	2	
NUMBER OF TOWN HALL MEETINGS	0 (due to COVID-19)	
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> • Promote working relationships with the community • Promote Traffic and pedestrian safety • Promote Senior Safety • Promote and encourage C.P.T.E.D. • Proactive involvement in Community Events • Communication and updates on crime indicators and traffic issues 	
INITIATIVES (*=Value Added Projects)	<ul style="list-style-type: none"> • Happy Holidays Initiative which included giving out PC gift cards to families of the Sparroway Community • Food and Toy drive • Coat drive 	
CRIME MANAGEMENT PROCESS		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
President Choice gift cards (\$50 each)	16	\$800
Financial Mgmt. purchased President Choice gift cards on our behalf with prepaid VISA cards (which they needed to spend). They reimbursed themselves with \$200 of the CPLC grant money.	4	\$200
Total Expenditures		\$1,000
Amount to be returned		\$0

COMMITTEE	41 Division Community Police Liaison Committee	
EXECUTIVE MEMBERSHIP	Co Chairs: Supt. Warren Wilson Insp. James Hung Secretary: Vacant Civilian Co-Chair: Holly de Jong Civilian Treasurer: Holly de Jong	
NUMBER OF MEETINGS	2 physical meetings, 2 virtual webex meetings	
NUMBER OF TOWN HALL MEETINGS	1 Town Hall meeting	
GOALS AND OBJECTIVES	Our goals and objectives are to promote healthy and strong working relationships with various B.I.A.'s Community Partners. Engage dialogue on various police issues – safety tips. Proactive involvement in community events, and information sharing with the communities.	
INITIATIVES (*=Value Added Projects)	Improve awareness of Crime Prevention Initiatives. Education of C.P.L.C. members and guests on crime and disorder/traffic issues. Unfortunately, in the middle of March, all events and meetings were suspended due to the COVID-19 Pandemic. We resumed our virtual webex meetings with our C.P.L.C. representatives in October. All events are still put on hold until further notice.	
CRIME MANAGEMENT PROCESS	Even during the Pandemic, C.P.L.C. members are still regularly informed of crime trends and year to year statistics by D/Sgt. and N.S.U. S/Sgt. C.P.L.C. promotes community policing and partnerships with 41 Division NSU officers.	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Purchase of pencils with C.P.L.C. logo and name for marketing of the C.P.L.C.		\$ 124.00
Purchase of tent with C.P.L.C. logo and name for use at community events to create a space and also promote the committee within the community		\$ 875.96
Total Expenditures		\$ 999.96
Amount to be returned		\$.04

COMMITTEE	42 Division Community-Police Liaison Committee	
EXECUTIVE MEMBERSHIP	TPS Co Chairs: Supt. Paul MacIntyre Insp. Gregory Watts Civilian Co-Chair: Simon Ip Civilian Secretary: Suku Balasubramanian Civilian Treasurer: Leonard Leo 14 C.P.L.C. Community members. Additional regular attendance from 3 community asset members, along with local City Councillor Cynthia Lai office and MPP Iris Babikian.	
NUMBER OF MEETINGS	Limited to 5- due to Covid-19 restrictions (3 in person January to March and 2 virtual meetings in November and December)	
NUMBER OF TOWN HALL MEETINGS	1 Community Town Hall meeting with host Councillor Cynthia Lai	
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> • Promote healthy strong working relationships with various B.I.A.'s Community Partners and Resident Associations • Engage dialogue on various police issues – safety tips – set goals objectives and target dates • Proactive involvement in Community Events – Community Picnic – Road Safety Seminar • 42 Division C.P.L.C. Student Awards and Scholarships 	
INITIATIVES (*=Value Added Projects)	<ul style="list-style-type: none"> • Improve awareness of Crime Prevention • Marketing and promoting 42 Division Student Award and Scholarship fundraising initiatives 	
CRIME MANAGEMENT PROCESS	C.P.L.C. members were advised of crime trends and year to year statistics by D/Sgt Morehouse and S/Sgt Heaney during meetings held at 42 Division and virtually during 2020. Promoted community policing and partnerships with 42 Division officers	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Donation Community Family Services of Ontario, for the great community services and work being done in our Scarborough and Chinese community.	1	\$ 200.00
Purchased and sponsored 50 meals at Malvern Eats on December 9 th , 2020 - \$4.00 each	50	\$ 200.00
Purchased and sponsored 50 meals at Malvern Eats on December 16 th , 2020 - \$4.00 each	50	\$ 200.00
Purchased and sponsored 50 meals at Malvern Eats on December 23 rd , 2020 - \$4.00 each	50	\$ 200.00

Donation made to the Community Family Services of Ontario, for the great community services and work being done in our Scarborough and Chinese community.	1	\$ 200.00
Total Expenditures		\$1,000.00
Amount to be returned		\$ 0.00

COMMITTEE	43 Division Community Police Liaison Committee	
EXECUTIVE MEMBERSHIP	TPS Co-Chairs: Supt. David Rydzik Insp. Lee Ann Papizewski Civilian Co-Chair: James Thomas Civilian Secretary: Jayne Smith Civilian Treasurer: Michael Marks	
NUMBER OF MEETINGS	12	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	Community Engagement	
INITIATIVES (*=Value Added Projects)	Community Engagement	
CRIME MANAGEMENT PROCESS		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
43 Division magnets with essential information	1200	\$ 999.99
Total Expenditures		\$999.99
Amount to be returned		\$ 00.01

COMMITTEE	51 Division Community Police Liaison Committee	
EXECUTIVE MEMBERSHIP	TPS Co-Chairs: Supt. Peter Moreira Insp. Susan Gomes Civilian Co-Chair: Karen Marren Treasurer: Lori May Ash Secretary: Stephanie McCracken	
NUMBER OF MEETINGS	5 C.P.L.C. General Meetings 4 C.P.L.C. Executive Meetings	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	See an Increase in Reporting Of Crime	
INITIATIVES (*=Value Added Projects)	Working on "How to Report On Crime"	
CRIME MANAGEMENT PROCESS	Weekly Divisional Crime Management Meetings Update C.P.L.C. Members On Crime Trends	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Walmart (Toys)		\$158.06
FreshCo (Gift Cards)		\$180.00
Dollarama (Coloring books/pencil crayons, etc.)		\$198.65
Dollarama (Gift Cards)		\$175.00
Toys R Us (Toys)		\$191.90
Tim Hortons (Gift Cards)		\$ 90.00
Total Expenditures		\$993.61
Amount to be returned		\$ 6.39

COMMITTEE	52 Division Community Engagement
EXECUTIVE MEMBERSHIP	TPS Co-Chairs: Supt. Greg Cole Insp. Brett Nicol Civilian Co-Chair: Melanie Dickson-Smith Civilian Treasurer: Gee Chung Civilian Secretary: Ryan Kichler & TPS Civilian Gloria Isaac-Gaba
NUMBER OF MEETINGS	1 In-person General Community Meeting held February 5, 2020 1 Virtual C.P.L.C. Executive Meeting with 52 Division Officers June 3, 2020 2 Virtual General Community Meetings Sep 9, and Nov 4, 2020
NUMBER OF TOWN HALL MEETINGS	Hosted an educational awareness Webinar focusing on T.P.S. Mobile Crisis Intervention Team (M.C.I.T.). M.C.I.T. Officer briefed the committee on: <ol style="list-style-type: none"> 1. The history and current state of the M.C.I.T. program 2. What they do 3. What calls are appropriate for M.C.I.T. to attend 4. How M.C.I.T. can best serve the community 52 Division Yonge Street Neighbourhood Community Officers briefed the committee on: <ol style="list-style-type: none"> 1. The role of the Neighbourhood Community Officers (N.C.O.). 2. Update Report on N.C.O.s Community Initiatives
GOALS AND OBJECTIVES	To foster a strong and positive working partnership with the Toronto Police Service in order to maintain and preserve community safety in our division. Establish guidelines for and engage with community focused service organizations within 52 Division in order to develop sustainable projects and relationships. This would be furthered by establishing a working group of community members and officers and outreach to service organizations. Host one town hall forum with 52 Division that addresses community concerns such as personal and public safety, traffic, crime prevention strategies.
INITIATIVES (*=Value Added Projects)	Out of concern for the health and safety of our members, the C.P.L.C. 2020 Value Added Project to establish a working group to serve with Seeds of Hope Foundation (S.O.H.) was postponed due to the global COVID-19 pandemic. Seeds of Hope Foundation located on 6 St. Joseph Street, in the area of Yonge & Wellesley is a registered charity, cares for homeless and marginalized men and women who have fallen on hard times through mental illness, addictions, physical and/or emotional abuse and poverty. The C.P.L.C.

	remain committed to partner with Seeds of Hope Foundation in the near future. We continued to stay in touch with S.O.H. regularly and will explore other ways to engage with Seeds of Hope's community.	
CRIME MANAGEMENT PROCESS	C.P.L.C. members are regularly advised of crime trends at our general C.P.L.C. meetings.	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
	Quantity	Amount
\$1000 returned to the Board due the pandemic lockdown resulting to cancellations of in-person meetings/events.		
Total Expenditures		
Amount to be returned		\$1,000.00

COMMITTEE:	53 Division Community-Police Liaison Committee
EXECUTIVE MEMBERSHIP:	TPS Co-Chairs: Supt. Lauren Pogue Insp. Stacey Davis Civilian Co-Chair: Vacant Civilian Secretary: Vacant Civilian Treasurer: Vacant
NUMBER OF MEETINGS:	A renewal of the 53 Division CPLC was underway, with efforts to recruit new members, as the COVID-19 pandemic struck. Consequently, there were NO meetings held in 2020.
GOALS AND OBJECTIVES:	<ul style="list-style-type: none"> • During the November 2019 meeting, the C.P.L.C. Committee identified 3 Priorities: (1) Traffic Safety, (2) Auto Theft Prevention & (3) Break-Enter. Also identified was the need to partner with local stakeholders, including the Toronto Traffic Hub Coordinator, the Yorkville B.I.A., and local resident associations • Despite the committee being on hold, these are the Priorities for the Committee, once re-convened
TOWN HALL MEETING:	There were NO Town Hall Meetings for 2020
INITIATIVES: (* = VALUE ADDED PROJECT)	<ul style="list-style-type: none"> • 53 Division was already the Service Leader in creating & expanding on a new format for Neighbourhood Watch. Crime Prevention / Community Safety Officer, PC Timothy Somers, along with Community Captains, continue working with the effective Neighbourhood Watch Program local that had initially been created in Lawrence Park after a significant crime occurred. Working together with Police, there are currently 17 established Groups within the city that report to & share information with police daily • Despite no official C.P.L.C. Format for 2020, this program has continued to expand, while resulting in significant Community Interaction, Crime Prevention & Suspect Apprehension
CRIME MANAGEMENT PROCESS:	<ul style="list-style-type: none"> • The C.P.L.C. fed into the Crime, Traffic and Order Management (C.T.O.M.) process by identifying local C.T.O.M. issues • Officers are able to report back to the C.P.L.C. current data and outcomes • The C.P.L.C. has impact on all 53 Division Units: C.I.B., M.C.U., P.R.U., the C.P.O. / C.R.U.; resulting in several projects within the division that relate to public education, community canvassing, and promote Auxiliary & Youth in Policing Initiative (Y.I.P.I.) Integration into the communities by

	distributing Crime Prevention Literature and creating Safety Awareness and Higher Visibility <ul style="list-style-type: none"> • 53 Division N.R.O.'s use community input to assist in building their impact on Community Safety
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)	
Item	Amount
Total Amount Spent	\$ 0.00
Total Amount Returned to the Board	\$1000.00

COMMITTEE	54 and 55 Community Police Liaison Committee	
EXECUTIVE MEMBERSHIP 2020	TPS Co-Chairs: Supt. Reuben Stroble Insp. Dave Ecklund Civilian Co-Chair: Peter Themeliopoulos Civilian Treasurer: Lido Chilelli TPS Secretary: Cheryl Bremner	
NUMBER OF MEETINGS	7 meetings (3 in person) and 4 virtually	
NUMBER OF TOWN HALL MEETINGS	0 (due to Covid-19)	
INITIATIVES (*=Value Added Projects)	<p>Although the year proved challenging, our 55 C.P.L.C. worked together (virtually) and were able to create a Community Newsletter, which was just recently shared last month using social media. Our newsletter was met with positive feedback and interest from the community. Plans are to send one out quarterly through the year – giving the public an update on what 55 Division has been doing, share good-news stories as well as share updates on traffic initiatives and crime prevention programs. Going forward there is a plan to identify a deserving</p> <p>55 C.P.L.C. also produced a 55 Division Police Appreciation video – where Members of our Committee submitted a minute video expressing their thanks, experiences and appreciation of our Police Officers. The videos were all combined into one 6 minute video and shown to the Officers. The video was also shared on social media. Officer Appreciation Video: https://youtu.be/2q8AcwpR8KU</p> <p>Our Committee was again happy to support the 55 Centre and their annual Christmas Hamper Program. This year, due to Covid19, the Centre gave various gift cards for food and necessities to vulnerable seniors and those families in need over the holidays.</p>	
CRIME MANAGEMENT PROCESS		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (2,000.00)		
Itemized Breakdown	Quantity	Amount
No expenditures for the year 2020 – due to Covid19		0.00
Total Expenditures		
Amount to be returned (Total funding for the 2 Divisions)		\$ 2,000.00

COMMITTEE	Aboriginal Consultative Committee	
EXECUTIVE MEMBERSHIP	TPS Co-Chairs: Supt. Robert Johnson Supt. Lauren Pogue Civilian Co-Chair: Francis Sanderson	
NUMBER OF MEETINGS	11	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	Community outreach and safety initiatives	
INITIATIVES (*=Value Added Projects)	1	
CRIME MANAGEMENT PROCESS		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
1 x Glass Award for Chief Saunders (Hoult-Hellewell Ltd)	1	\$ 130.92
32 x Walmart Gift Cards in amount of 25 dollars each.	32	\$ 800.00
Total Expenditures		\$ 930.92
Amount to be returned		\$ 69.08

COMMITTEE	Asia Pacific Community Consultative Committee	
EXECUTIVE MEMBERSHIP	TPS Co Chairs: S/Supt. Randy Carter Supt. Pauline Gray Co-Chair: Will Cho	
NUMBER OF MEETINGS	7 planned, 5 conducted	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	1) COVID-19 Education and Awareness a. Keep Community informed and educated regarding all information regarding the COVID-19 virus and how to minimize the transmission of the outbreak b. Update Social Media that will continue to inform the A.P.C.C.C. Community 2) Have T.P.S. participation in at least one community event, for all 10 communities a. Either from a local division or unit, or from the co-chair and C.P.E.U. lead 3) Create a Social Media presence to provide information. a. Create platforms for the A.P.C.C.C. to be in constant communication 4) Youth - Gun and Gang violence a. Create a Gun and Gang violence information session with PC Ron Chhinzer from G&G	
INITIATIVES (*=Value Added Projects)	Crime Stoppers Video (Voice Overs) Talent Acquisition information session	
CRIME MANAGEMENT PROCESS	Yourchoice.ca information presentation by Sex Crimes Det. Carolann Rock. (Sexual Assault and Sexual Harassment information)	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Christmas Food drive with the BCCC	1	\$1000.00
Total Expenditures		\$1,000.00
Amount to be returned		\$ 0.00

COMMITTEE	Black Consultative Committee	
EXECUTIVE MEMBERSHIP	TPS Co-Chairs: Staff Supt. Mark Barkley Supt. Ronald Khan Civilian Co-Chair: Sarah Ali	
NUMBER OF MEETINGS	12	
NUMBER OF TOWN HALL MEETINGS	0 The Black Community Consultative Committee members had planned to hold workshops for youth and their parents but due to COVID it was cancelled. However, during the summer some of the B.C.C.C. members hosted family events like “Art and Reading in the Park” for youth, children and their parents as well as meals deliveries with 53 and 51 Division. During the December Holiday, the B.C.C.C. has partnered with the Black Farmer Market and other collective groups to do a “Give Back” initiative to the most vulnerable communities. The divisions selected for the food donations are 22, 23,12,11,31, 42 and 43.	
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> • Support the Service with the Anti-Black Racism Strategy • Outreach to the diverse communities within the Black community • Collaboration with organizations and agencies • Support the T.P.S. with the gun violence problem • Working in building better relationship with the N.C.O.s. 	
INITIATIVES (*=Value Added Projects)		
CRIME MANAGEMENT PROCESS		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Refreshments for meetings		\$ 57.26
Give back to community, food provided by the Black Farmer Market		\$ 800.00
Total Expenditures		\$ 857.26
Amount to be returned		\$ 142.74

COMMITTEE	Chinese Community Consultative Committee	
EXECUTIVE MEMBERSHIP	TPS Co-Chairs: Supt. David Rydzik Supt. Warren Wilson Civilian Co-Chair: Alex Yuan	
NUMBER OF MEETINGS	10	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	Community outreach and safety initiatives	
INITIATIVES (*=Value Added Projects)	1	
CRIME MANAGEMENT PROCESS		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
8X8 Step and repeat banner for Chinese CCC – Beacon Creative Inc.	1	\$ 819.25
Total Expenditures		\$ 819.25
Amount to be returned		\$ 180.75

COMMITTEE	French Community Consultative Committee	
EXECUTIVE MEMBERSHIP	TPS Co-Chair: Dir. Svina Dhaliwal Insp. Keith Smith Civilian Co-Chair: Serge Paul	
NUMBER OF MEETINGS	8	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	<p>Increase French Consultative Community Committee (F.C.C.C.) Membership via outreach to Francophone Service Providers and Community Partners. (The membership increased by 1 member, however 1 member resigned.)</p> <p>Support the Toronto Police Service in its delivery of Crime Prevention and Community Safety Education by an increased presence on Social Media (Facebook, Twitter, and Instagram) via targeted messaging to Toronto's French Speaking Community.</p> <p>Support the Toronto Police Service in its delivery of Youth & Gun Violence Prevention Education via a Town Hall hosted in collaboration with D/C Ron Chhinzer (T.P.S. Integrated Gun Prevention Task Force) targeting Toronto's French Speaking Community. (This goal was not accomplished due to COVID restrictions.)</p>	
INITIATIVES (*Value Added Projects)	Due to COVID restrictions, this was not accomplished.	
CRIME MANAGEMENT PROCESS	Due to COVID restrictions, this was not accomplished.	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Request for \$1,000 Cash Advance to purchase 20x \$50.00 Walmart Gift Cards given to Women residing at the French Shelter "La maison".	20	\$50.00
Total Expenditures		\$1,000.00
Amount to be returned		\$ 0.00

COMMITTEE	L.G.B.T.Q.2.S. Community Consultative Committee	
EXECUTIVE MEMBERSHIP	TPS Co-Chairs: Supt. Lisa Crooker Supt. Christopher Kirkpatrick Civilian Co-Chair: Charles Payette	
NUMBER OF MEETINGS	5	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	To provide support to L.G.B.T.Q.2.S. organizations	
INITIATIVES (*=Value Added Projects)	0	
CRIME MANAGEMENT PROCESS	n/a	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Pillows (Friends of Ruby new housing facility)	20	\$ 89.96
Bath towels (Friends of Ruby new housing facility)	18	\$ 202.79
Bath towels (Friends of Ruby new housing facility)	18	\$ 202.79
Gift Cards for RexPride Youth \$50.00	10	\$ 500.00
Total Expenditures		\$ 995.54
Amount to be returned		\$ 4.46

COMMITTEE	Muslim Community Consultative Committee	
EXECUTIVE MEMBERSHIP	TPS Co-Chairs: Supt. Greg Cole Insp. Mandeep Mann Civilian Co-Chair: Rukhsana Syed	
NUMBER OF MEETINGS	11	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> • Build stronger relationships with community leaders and organizations that represent various Muslim communities within the City • Attend religious facilities and institutions to educate and present on issues requested (crime prevention, drugs, gun violence, traffic safety) • Increase police interactions with the Muslim community to have mutual understanding and trust 	
INITIATIVES (*Value Added Projects)	<p>Muslim Recruitment Drive with Employment (Virtual) C.P.T.E.D. Evaluations and Educating Mosques - Imdadul Mosque, Toronto Islamic Center, and Scarborough Muslim Association Jame Abu Bakr Siddique</p> <p>Hate Crime Presentation (Virtual) to the Muslim C.C.C. by Intelligence Services Toronto Police Service</p>	
CRIME MANAGEMENT PROCESS	Continuing educating Islamic Institutes and community members on Crime prevention tips through social media, and in person meetings, Conducting Crime Prevention Through Environmental Design evaluations	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
8X8 Step and repeat banner for Muslim CCC – Beacon Creative Inc.	1	\$ 819.25
Total Expenditures		\$ 819.25
Amount to be returned		\$ 180.75

COMMITTEE	Disabilities Community Consultative Committee	
EXECUTIVE MEMBERSHIP	TPS Co-Chairs: Supt. Scott Baptist Insp. Vander Heyden Civilian Co-Chair: Melissa Vigar	
NUMBER OF MEETINGS	6 (including 4 virtual)	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	To build stronger relationships with members of our community with disabilities, and the organizations that represent them.	
INITIATIVES (*=Value Added Projects)	0	
CRIME MANAGEMENT PROCESS	None due to COVID restrictions	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
N/A (Due to Covid Restrictions)	0	0.00
Total Expenditures		0.00
Amount to be returned		\$ 1,000.00

COMMITTEE	Seniors Community Consultative Committee	
EXECUTIVE MEMBERSHIP	TPS Co-Chairs: A/Deputy Chief Yeandle Supt. Paul MacIntyre Civilian Co-Chair: Kim Whaley	
NUMBER OF MEETINGS	6 (including 4 virtual)	
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	To improve the capacity of Officers to provide age friendly Policing services to older adults in Toronto.	
INITIATIVES (*=Value Added Projects)	Elder Abuse Training Video (not released yet).	
CRIME MANAGEMENT PROCESS	None due to COVID restrictions	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
N/A (Due to Covid Restrictions)	0	\$ 0.00
Total Expenditures		\$ 0.00
Amount to be returned		\$ 1,000.00

COMMITTEE	South and West Asian Community Consultative Committee	
EXECUTIVE MEMBERSHIP	TPS Co-chairs: Supt. Riyaz Hussein Insp. Paul Rinkoff Civilian Co-Chair: Raja Kanaga	
NUMBER OF MEETINGS	8 group meetings; 2 executive meetings	
NUMBER OF TOWN HALL MEETINGS	0 (due to COVID-19)	
GOALS AND OBJECTIVES	<ul style="list-style-type: none"> • Continue to recruit membership to the committee; in particular, younger members who have influence in the community • Continue to attend South & West Asian Community Events; in particular in the Thorncliffe Park Area and address local issues. i.e. Thorncliffe Night in the Park. • Work with Guns and Gangs to develop educational material for parents re: gang member recognition, exit strategy, who to contact; and translate into relevant South & West Asian Languages • Continue to have a positive influence via media presentations on television and radio relating to messages of the Chief and Command and Priorities of the Service. • Develop a Committee Social Media Presence to create greater accessibility and reach. • Develop relationships with other committees. 	
INITIATIVES (*=Value Added Projects)	Please see above.	
CRIME MANAGEMENT PROCESS	No events due to Covid-19 restrictions	
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
10x10 aluminium canopy with graphics for events use	1	\$ 998.92
Total Expenditures	1	\$ 998.92
Amount to be returned		\$ 1.08

COMMITTEE	Chiefs Advisory Committee	
EXECUTIVE MEMBERSHIP	Co-Chair: Supt. Steven Watts	
NUMBER OF MEETINGS		
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	To gather and provide value added input to improve community safety and quality of life.	
INITIATIVES (*=Value Added Projects)	Due to COVID-19 protocols put into place by the Service, all activities and live meetings were suspended and hosted virtually, therefore the funds were not spent.	
CRIME MANAGEMENT PROCESS		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Total Expenditures		
Amount to be returned		\$ 1,000.00

COMMITTEE	Chiefs Youth Advisory Committee	
EXECUTIVE MEMBERSHIP	Co-Chair: Supt. Steven Watts	
NUMBER OF MEETINGS		
NUMBER OF TOWN HALL MEETINGS	0	
GOALS AND OBJECTIVES	To reignite the C.Y.A.C., embracing our partnership with the city's youth representatives to ensure effective and productive consultations with community youth. To meet regularly to hold open and frank discussions about issues and/or concerns that the youth of Toronto are facing. To gather and provide value added input to improve community safety and quality of life.	
INITIATIVES (*=Value Added Projects)	Due to COVID-19 protocols put into place by the Service, all activities and live meetings were suspended and hosted virtually, therefore the funds were not spent.	
CRIME MANAGEMENT PROCESS		
EXPENDITURES FROM TORONTO POLICE SERVICES BOARD (T.P.S.B.) FUNDING (1,000.00)		
Itemized Breakdown	Quantity	Amount
Total Expenditures		
Amount to be returned		\$ 2,000.00



Toronto Police Services Board Report

February 1, 2021

To: Chair and Members
Toronto Police Services Board

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

Subject: Annual Report: 2020 Secondary Activities

Recommendation:

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

Financial Implications:

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

Background / Purpose:

At its meeting on February 11, 1993, the Board requested that the Chief of Police submit a semi-annual report on Secondary Activities (Min. No. C45/93 refers). At the March 21, 1996 meeting, the Board requested that all further semi-annual reports on secondary activities include the number of new applications for secondary activities, how many were approved or denied on a year-to-date basis, as well as the total number of members engaged in secondary activities at the time of the report (Min. No. P106/96 refers).

At its meeting on October 26, 2000, the Board passed a motion that future reports regarding secondary activities be provided to the Board on an annual basis rather than semi-annually (Min. No. P450/00 refers). At its meeting on February 22, 2001, the Board requested that future annual reports regarding secondary activities include a preamble that describes the Toronto Police Service's (Service) policy governing secondary activities (Min. No. P55/01 refers).

Service Procedure 14-25 – Secondary Activities:

Service Procedure 14-25 was reviewed, revised, and published on January 3, 2020. Members are required to submit an Application for Secondary Activity on Form TPS 778 for approval by the Chief of Police if the member believes the activity may place him or her in a conflict with Section 49(1) of the *Police Services Act (P.S.A.)*. Service Procedure 14-25 does not outline an exhaustive list of activities that may contravene Section 49(1) of the *P.S.A.* Approval to engage in a secondary activity may be granted provided that the secondary activity does not contravene the restrictions set out in Section 49(1) of the *P.S.A.*

Police Services Act Provisions – Secondary Activity:

Section 49(1) states:

49(1) A member of a police force shall not engage in any activity:

- (a) that interferes with or influences adversely the performance of his or her duties as a member of the police service, or is likely to do so; or
- (b) that places him or her in a position of conflict of interest, or is likely to do so; or
- (c) that would otherwise constitute full-time employment for another person; or
- (d) in which he or she has an advantage derived from employment as a member of a police force.

The Chief of Police exercises his discretion, on a case-by-case basis, to determine whether an application is likely to contravene the restrictions set out in Section 49(1) of the *P.S.A.* Members whose applications are approved are required to sign an agreement which outlines the terms and conditions of the approval.

A “member”, as defined in the *P.S.A.*, means a police officer, and in the case of a municipal police force includes an employee who is not a police officer. Therefore, both uniform and civilian employees are considered members covered under Section 49(1) of the *P.S.A.*

The purpose of this report is to provide a summary of the applications for secondary activities received in 2020.

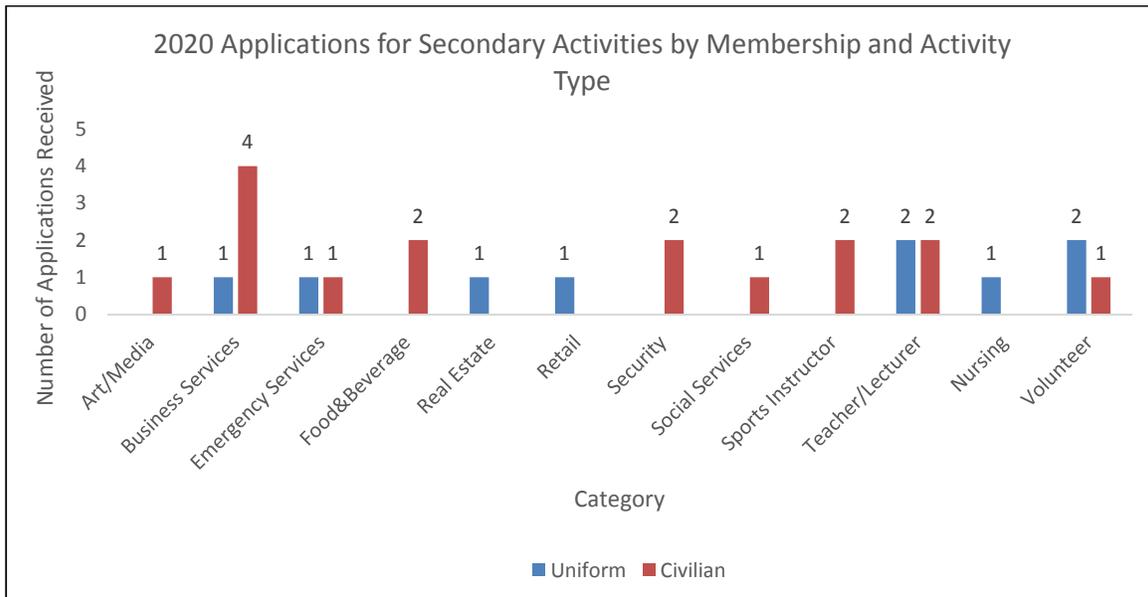
Discussion:

The chart below outlines the number of secondary activity applications received for uniform and civilian members for the past twelve years. These members may or may not be continuing to engage in these activities.

Received Secondary Activity Applications from 2009 to 2020			
Year	Uniform	Civilian	Total
2009	30	8	38
2010	10	19	29
2011	13	20	33
2012	11	18	29
2013	14	7	21
2014	11	16	27
2015	16	19	35
2016	16	14	30
2017	13	12	25
2018	13	5	18
2019	8	18	26
2020	9	16	25

During 2020, there were 25 new applications received from members requesting approval to engage in secondary activities. Of these 25 applications, 20 were approved and considered to not be in conflict with Section 49(1) of the *P.S.A.*, while five were denied.

The bar chart below summarizes the number of applications received in 2020 and details the type of secondary activities requested, broken down by the number of applications received from uniform and civilian members.



Given that members are only required to seek approval to engage in secondary activities when they believe the activity may place them in a conflict with Section 49(1) of the *P.S.A*, it is not possible to report the total number of members currently engaged in secondary activities.

Conclusion:

Members are required to request the approval of the Chief of Police to engage in secondary activities if the member believes the activity may place him or her in a conflict with Section 49(1) of the *P.S.A*. This report outlines the Service's procedure regarding secondary activities, and provides a summary of applications received in 2020.

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

Respectfully submitted,

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

February 23, 2021

To: Chair and Members
Toronto Police Services Board

From: Ryan Teschner
Executive Director & Chief of Staff

Subject: Semi-annual Report: Toronto Police Services Board Special Fund Unaudited Statement: July to December 2020

Recommendation:

It is recommended that the Board receive the report on the Toronto Police Services Board's Special Fund unaudited statement for the period of July to December 2020.

Financial Implications:

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

Background / Purpose:

The Board remains committed to promoting transparency and accountability in the area of finance. As required by the Toronto Police Services Board (the Board) Special Fund Policy (Board Minute #P152/17), expenditures for the Special Fund shall be reported to the Board on a semi-annual basis. This semi-annual report is provided in accordance with such directive.

Discussion:

Enclosed is the unaudited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period July 1 to December 31, 2020.

As at December 31, 2020, the balance in the Special Fund was \$622,600. During the second half of the year, the Special Fund recorded receipts of \$80,828 and disbursements of \$74,510. There has been a net decrease of \$28,135 against the December 31, 2019 fund balance of \$650,735.

Auction proceeds have been estimated for the month of November and December 2020, as the actual deposits have not yet been made.

For the second half of 2020, the Board approved and disbursed the following sponsorships:

Sponsorship	Total Amount
Centre for Young Black Professionals	\$50,000
Community Consultative Groups	\$30,000
Community Partnerships for Alternative Community Safety Response Model Consultation	\$22,500
Occupational Health and Safety Awareness Day	\$4,000
Toronto Region Board of Trade	\$1,186

The following unused funds were returned:

Unused Funds	Total Amount
Community Consultative Groups	\$17,794
Auxiliary Appreciation Event	\$5,177
United Way	\$4,176
Community Police Consultative Conference	\$1,051

In addition, the Board approved and disbursed the following:

Disbursed Funds	Total Amount
Recognition of Service Members	\$48,559
Recognition of Community Members	\$2,487
Toronto Police Amateur Athletic Association	\$2,200
Ontario Association of Police Services Board Virtual Labour Seminar	\$2,000
Donations/Flowers in Memoriam	\$100

Annual Reporting

The Special Fund Policy also requires a breakdown of amount expended in specific categories:

1. Awards and Recognition

Expenditures related to the recognition of the work of Board members, Toronto Police Service members, and community members for 2020.

The Chair and the Vice-Chair have been granted standing authority to approve expenditures from the Special Fund for costs associated with the Board's awards and recognition programs.

The Board annually recognizes Members with long service awards, as well as community members in recognition of unselfish acts of bravery, courage, exceptional performance of duty and for dedicated service to the community.

Disbursed Funds	Total Amount
Recognition of Service Members	\$48,559
Recognition of Community Members	\$2,487

2. Toronto Police Amateur Athletic Association

Funding to offset the expenses of members participating in Toronto Police Amateur Athletic Association (T.P.A.A.A.) sponsored events and competitions to a maximum of \$200 per member, per event. The total funding provided by the Board and incurred in 2020 was \$2,200.

3. Fitness Facilities

Shared Funding (1/3 payable by the Board) to offset the cost of fitness equipment located at police facilities. The balance of the costs will be shared equally by the T.P.A.A.A. and members. There was no funding provided by the Board as no fitness equipment cost incurred in 2020.

Conclusion:

It is, therefore, recommended that the Board receive the report on the Toronto Police Services Board's Special Fund unaudited statement for the period of July to December 2020.

Respectfully submitted,



Ryan Teschner
Executive Director & Chief of Staff

File Name: 2020 second half year special funds board letter

Appendix A

The Toronto Police Services Board Special Fund 2020 Second Half Year Result with Initial Projections

Particulars	Initial Projection 2020	January 01 to June 30, 2020	July 01 to December 31, 2020	January 01 to December 31, 2020	January 01 to December 31, 2019	Comments Relating to Current Reporting Period
Balance Forward	650,735	650,735	616,282	650,735	954,929	
Revenue						
Proceeds from Auctions	195,741	62,358	118,651	181,009	195,741	
Less Overhead Cost	(93,872)	(30,975)	(58,700)	(89,675)	(93,872)	
Unclaimed Money	247,324	85,259	28,119	113,378	247,324	
Less Return of Unclaimed Money	(26,862)	(7,184)	(1,058)	(8,243)	(26,862)	
Interest	8,452	4,074	908	4,983	14,548	Interest income is based on the average monthly bank balance.
Less Bank Service Charges	(2,150)	(2,032)	(7,092)	(9,124)	(2,150)	
Others	488	-	-	-	18,685	
Total Revenue	329,121	111,500	80,828	192,328	353,414	
Balance Forward Before Expenses	979,856	762,235	697,110	843,063	1,308,343	
Disbursements						
Police Community Sponsorships - Toronto Police Services						
Community Partnerships and Engagement Unit Events	111,000	115,500	(70,500)	45,000	113,500	Fully returned funds of cancelled events due to the Pandemic
Community Consultative Groups	30,000	-	30,000	30,000	30,000	
Cardiac Health Fairs	-	-	-	-	3,716	
Occupational Health and Safety Awareness Day	4,000	-	4,000	4,000	4,000	
Public Consultation Process Regarding Annual Proposed Toronto Police Service Budget	25,000	-	-	-	-	
Review of Conducted Energy Weapon	80,000	-	-	-	-	
Workplace Harassment, Well-being and Discrimination Review	-	-	-	-	150,000	
Police Community Sponsorships - Community						
Alexandria Park Community Centre	-	-	-	-	90,892	
Centre for Young Black Professionals	50,000	-	50,000	50,000	-	
Community Partnerships for Alternative Community Safety Response Model Consultation	22,500	-	22,500	22,500	-	
Lesbian, Gay, Bisexual, Transgender and Queer (L.G.B.T.Q.) Conference	-	-	-	-	80,000	
Special Olympics Ontario	-	-	-	-	50,000	
Toronto Region Board of Trade	1,500	-	1,186	1,186	13,508	
Victim Services Program	25,000	25,000	-	25,000	25,000	
Funds Returned on Sponsorships						
Asian Heritage Month	-	-	-	-	(1,123)	
Auxiliary Appreciation Event	-	-	(5,177)	(5,177)	(1,224)	
Black History Month	-	-	-	-	(85)	
Board & Chiefs Pride Reception	-	-	-	-	(803)	
Community Consultative Groups	-	-	(17,794)	(17,794)	(5,417)	
Community Police Consultative Conference	-	-	(1,051)	(1,051)	(1,563)	
Day of Pink	-	-	-	-	(498)	
Lesbian, Gay, Bisexual, Transgender and Queer (L.G.B.T.Q.) Conference	-	-	-	-	(7,236)	
Lesbian, Gay, Bisexual, Transgender, Queer, and Two-Spirit (L.G.B.T.Q.2S) Youth Justice	-	-	-	-	(3,000)	
International Francophone Day	-	-	-	-	(468)	
National Victims Crime Awareness Month	-	-	-	-	(168)	
National Aboriginal Day	-	-	-	-	(692)	
Pride Month Celebrations	-	-	-	-	(499)	
Ontario Special Olympics - Law Enforcement Torch Run (LETR)	-	-	-	-	(367)	
United Way	-	-	(4,176)	(4,176)	(4,164)	
Toronto Police Amateur Athletic Association (T.P.A.A.A.) Assistance	40,000	-	2,200	2,200	16,200	
Recognition of Service Members						
Awards	118,000	-	48,559	48,559	50,912	
Catering	22,000	-	-	-	19,458	
Return of Unused Funding	-	-	-	-	(2,452)	

**The Toronto Police Services Board Special Fund
2020 Second Half Year Result with Initial Projections**

Particulars	Initial Projection 2020	January 01 to June 30, 2020	July 01 to December 31, 2020	January 01 to December 31, 2020	January 01 to December 31, 2019	Comments Relating to Current Reporting Period
Recognition of Community Members						
Awards	5,000	-	2,487	2,487	410	
Catering	4,000	-	-	-	1,374	
Recognition of Board Members						
Awards	1,000	-	-	-	667	
Catering	1,000	-	-	-	1,411	
Conferences						
Canadian Association of Police Governance	10,000	-	-	-	7,500	
Ontario Association of Police Services Board (O.A.P.S.B.)	5,000	5,000	-	5,000	5,000	
Ontario Association of Police Services Board Virtual Labour Seminar	2,000	-	2,000	2,000	-	
Donations/Flowers in Memoriam	800	453	100	553	200	
Toronto Police Services Board (T.P.S.B.) and Toronto Police Association (T.P.A.) Retirement Dinner	10,500	-	-	-	9,005	
Event Tickets	6,000	-	-	-	1,100	
Internal Control Review Fee	7,042	-	10,176	10,176	3,399	
Other Expenses						
Organizational Change Management Consultant	-	-	-	-	10,115	
Total Disbursements	581,342	145,953	74,510	220,463	657,608	
Special Fund Balance	398,514	616,282	622,600	622,600	650,735	



Toronto Police Services Board Report

December 21, 2020

To: Chair and Members
Toronto Police Services Board

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

Subject: Chief's Administrative Investigation into the Alleged Sexual Assault of Sexual Assault Complainant 2019.09

Recommendation:

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

Financial Implications:

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

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) investigates an incident involving serious injury or death, provincial legislation requires the Chief of Police, of the relevant police service, to conduct an administrative investigation. This is the Chief's report in respect of this incident.

Discussion:

On March 18, 2019, the Toronto Police Service (Service) received a letter from the Sexual Assault Complainant 2019.09. In the letter, 2019.09 detailed the fact that they were wandering the streets of Toronto some time in 2008 when they met a Service officer.

2019.09 alleged that the officer gave them crystal meth to smoke and then made them perform a sexual act on the officer. In the letter, 2019.09 can only remember the officer as "John".

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated three police officers as witness officers during the initial phase of the investigation. One of the witness officers was re-designated to a subject officer during the latter phase of the investigation by the S.I.U.

In a letter to the Service, dated November 25, 2020, Director Joseph Martino of the S.I.U. advised that the investigation was completed, the file has been closed and no further action is contemplated. Director Martino stated:

“In my view, there were no grounds in the evidence to proceed with criminal charges against the subject officer.”

The S.I.U. does not publish media releases when the investigation is an alleged sexual assault.

The Director does not publish a public Report of Investigation into allegations of sexual assault. The Director has stated;

“Please note that I will not be providing a copy of the report to any of the involved parties, nor will the report be posted publicly on the SIU’s website, as the release of information related to investigations of sexual assault allegations is always associated with a risk of further deterring reports of what is an under-reported crime and undermining the heightened privacy interests of the involved parties, most emphatically, the complainants.”

Summary of the Toronto Police Service’s Investigation:

Professional Standards Support (P.S.S.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

P.S.S. examined the injury in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The P.S.S. investigation reviewed the following Service procedures:

- Procedure 05-05 (Sexual Assault)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)

The P.S.S. investigation also reviewed the following legislation:

- *Police Services Act* Section 113 (Special Investigations Unit)
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)

The P.S.S. investigation determined that the Service's policies and procedures associated with the alleged sexual assault were lawful, in keeping with current legislation, and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

The conduct of the officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable Service procedures.

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

Respectfully submitted,

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

December 19, 2020

To: Chair and Members
Toronto Police Services Board

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

Subject: Chief's Administrative Investigation into the Custody Injury to Complainant 2020.02

Recommendation:

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

Financial Implications:

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

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) investigates an incident involving serious injury or death, provincial legislation requires the Chief of Police, of the relevant police service, to conduct an administrative investigation. This is the Chief's report in respect of this incident.

Discussion:

On Sunday, January 26, 2020, Toronto Police Service (Service) Communications Services (Communications) received a call from a female who reported that her son, later identified as Complainant 2020.02 (2020.02), had been damaging the house for the past 30 minutes, was violent, intoxicated and was refusing to leave the residence.

Police records indicate the last time officers attended the residence, 2020.02 was violent, uncooperative, and as a result, a Conducted Energy Weapon (C.E.W.) was fully deployed to bring him under control.

Officers from 43 Division were dispatched to attend and were made aware of the history.

When officers arrived on scene, 2020.02 had already left the residence. While at the residence, his mother turned over to officers, an imitation firearm belonging to 2020.02 and requested that it be destroyed. Officers seized the item and left the residence.

Approximately two hours later, Communications received another call advising that 2020.02 had returned to the residence.

A Sergeant attended and located 2020.02 entering a taxi cab and attempting to leave the area. The Sergeant stopped the taxi and investigated 2020.02. Shortly thereafter, another Sergeant and two Police Constables attended.

The Constables arrested 2020.02 without incident and transported him to 43 Division.

2020.02 was paraded before the Officer-in-Charge, who authorized a Strip Search due to circumstances of 2020.02's current arrest, the violence demonstrated, and his history of violence including the potential he had weapons concealed on his person.

During the booking process, 2020.02 stated that he had pain in his left ankle and ribs.

Two officers conducted the search of 2020.02, who was un-cooperative and on a number of occasions fell limp to the ground and appeared to feign unconsciousness.

After the search, 2020.02 was lodged in the cells where he again appeared to feign unconsciousness. Toronto Paramedic Services (Paramedics) were called, attended and transported 2020.02 to The Scarborough Hospital – General Campus.

2020.02 was examined by a physician who diagnosed and treated him for a minimally displaced fracture to the 7th rib on the right side, along with a sprain to the left ankle.

2020.02 was released from hospital and transported back to 43 Division where he was held for a show cause hearing.

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated one officer, as a subject officer; nine other officers were designated as witness officers.

In a letter to the Service dated June 18, 2020, Director Joseph Martino of the S.I.U. advised that its investigation had been closed and no further action was to be contemplated.

The S.I.U. public Report of Investigation can be found at the following link:
https://www.siu.on.ca/en/directors_report_details.php?drid=822

On June 18, 2020, the S.I.U. issued a news release to advise the investigation had been closed. The news release can be found at the following link:
https://www.siu.on.ca/en/news_template.php?nrid=5812

Summary of the Toronto Police Service's Investigation:

Professional Standards Support (P.S.S.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

P.S.S. examined the injury in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The P.S.S. investigation reviewed the following Service procedures:

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 06-04 (Emotionally Disturbed Persons)
- Procedure 13-17 (Notes and Reports)
- Procedure 15-01 (Use of Force)
- Procedure 15-02 (Injury/Illness Reporting)
- Procedure 15-17 (In-Car Camera System)

The P.S.S. investigation also reviewed the following legislation:

- *Police Services Act* Section 113 (Special Investigations Unit)
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- Ontario Regulation 926 Section 14.3 (Use of Force Qualifications)

The P.S.S. investigation determined that the Service's policies and procedures associated with the custody injury were lawful, in keeping with current legislation, and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

The conduct of the officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable Service procedures.

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

Respectfully submitted,

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

December 19, 2020

To: Chair and Members
Toronto Police Services Board

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

Subject: Chief's Administrative Investigation into the Custody Injury to Complainant 2020.03

Recommendation:

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

Financial Implications:

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

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) investigates an incident involving serious injury or death, provincial legislation requires the Chief of Police, of the relevant police service, to conduct an administrative investigation. This is the Chief's report in respect of this incident.

Discussion:

On Thursday, January 30, 2020, officers from 13 Division attended Ridell Avenue to check for Complainant 2020.03, who was wanted on an outstanding warrant held by London Police Service (L.P.S.) for domestic related charges.

Officers located and arrested 2020.03 on the strength of the warrant and transported him to 13 Division to await transport by L.P.S.

While being paraded at 13 Division, 2020.03 became agitated and refused to enter the cell, grabbing the bars to prevent officers from closing the door. Four officers forcibly placed 2020.03 into the cell by wrestling his hand free of the bar.

L.P.S. attended 13 Division and transported 2020.03 back to London to attend court on the outstanding charges.

While in the custody of L.P.S., 2020.03 disclosed an injury to his hand.

2020.03 was transported to London Health Sciences Centre where he was diagnosed and treated for a fracture to his metacarpal.

The S.I.U. were notified by L.P.S. and invoked its mandate.

The S.I.U. designated two officers as a subject officers; two other officers were designated as witness officers.

In a letter to the Toronto Police Service (Service) dated June 25, 2020, Director Joseph Martino of the S.I.U. advised that its investigation had been closed and no further action was to be contemplated.

The S.I.U. public Report of Investigation can be found at the following link:
https://www.siu.on.ca/en/directors_report_details.php?drid=824

On June 30, 2020, the S.I.U. issued a news release to advise the investigation had been closed. The news release can be found at the following link:
https://www.siu.on.ca/en/news_template.php?nrid=5822

Summary of the Toronto Police Service's Investigation:

Professional Standards Support (P.S.S.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

P.S.S. examined the injury in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The P.S.S. investigation reviewed the following Service procedures:

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 06-04 (Emotionally Disturbed Persons)
- Procedure 13-17 (Notes and Reports)
- Procedure 15-01 (Use of Force)

- Procedure 15-02 (Injury/Illness Reporting)
- Procedure 15-17 (In-Car Camera System)

The P.S.S. investigation also reviewed the following legislation:

- *Police Services Act* Section 113 (Special Investigations Unit)
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- Ontario Regulation 926 Section 14.3 (Use of Force Qualifications)

The P.S.S. investigation determined that the Service's policies and procedures associated with the custody injury were lawful, in keeping with current legislation, and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

The conduct of the officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable Service procedures.

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

Respectfully submitted,

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

December 19, 2020

To: Chair and Members
Toronto Police Services Board

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

Subject: Chief's Administrative Investigation into the Custody Injury to Complainant 2020.16

Recommendation:

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

Financial Implications:

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

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) investigates an incident involving serious injury or death, provincial legislation requires the Chief of Police, of the relevant police service, to conduct an administrative investigation. This is the Chief's report in respect of this incident.

Discussion:

On April 4, 2020, at about 1643 hours, two uniformed Police Constables from 11 Division responded to a radio call for a person with a knife at Bloor Street West. Upon their arrival, the complainant advised that a roommate had stabbed at him in the hand with a knife. The suspect, later identified as Custody Injury Complainant 2020.16 (2020.16) was located in the apartment suite and was in an intoxicated state.

One of the officers attempted to take control of 2020.16 and place him under arrest for the assault with the weapon. During the arrest, 2020.16 became combative and

resisted arrest. The officer then took 2020.16 to the ground and placed him in handcuffs.

2020.16 was transported to 11 Division and lodged into the cells with the intention of releasing him once he was sober. The original complainant no longer wished to press charges.

2020.16 was paraded before the Officer-in-Charge and placed in the cells. At approximately 2045 hours 2020.16 complained to the Booking Officer, a Special Constable, that he thought he had a broken arm. The Officer-in-Charge had 2020.16 transported to St. Joseph's Health Centre by police vehicle. At the hospital, 2020.16 was diagnosed and treated for a comminuted fracture of his right humerus bone.

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated one officer as a subject officer; three other officers and the Special Constable were designated as witness officers.

In a letter to the Toronto Police Service (Service), dated September 15, 2020, Director Joseph Martino of the S.I.U. advised that the investigation was completed, the file has been closed and no further action is contemplated.

The S.I.U. published a media release on September 16, 2020. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=6013

The Director's Report of Investigation is published on the link; https://www.siu.on.ca/en/directors_report_details.php?drid=927

Summary of the Toronto Police Service's Investigation:

Professional Standards Support (P.S.S.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

P.S.S. examined the injury in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The P.S.S. investigation reviewed the following Service procedures:

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 10-06 (Medical Emergencies)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)
- Procedure 15-01 (Use of Force)

- Procedure 15-02 (Injury/Illness Reporting)
- Procedure 15-17 (In-Car Camera System)

The P.S.S. investigation also reviewed the following legislation:

- *Police Services Act* Section 113 (Special Investigations Unit)
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- Ontario Regulation 926 Section 14.3 (Use of Force Qualifications)

The P.S.S. investigation determined that the Service's policies and procedures associated with the custody injury were lawful, in keeping with current legislation, and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

The conduct of the officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable Service procedures.

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

Respectfully submitted,

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

March 3, 2021

To: Chair and Members
Toronto Police Services Board

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

Subject: Chief's Administrative Investigation into the Custody Injury to Complainant 2020.21

Recommendation:

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

Financial Implications:

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

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) investigates an incident involving serious injury or death, provincial legislation requires the Chief of Police, of the relevant police service, to conduct an administrative investigation. This is the Chief's report in respect of this incident.

Discussion:

On May 19, 2020, at approximately 0630 hours, members of the Toronto Police Service (Service) Integrated Gun and Gang Task Force (G. & G.) accompanied by the Service Emergency Task Force (E.T.F.) Team # 5 executed a *Criminal Code* search warrant at an address in Mississauga, in Peel Region.

The intention was to have the E.T.F. enter the home first and address any safety concerns ahead of the G. & G. members entering the residence to search for evidence with respect to the search warrant.

The E.T.F. assembled outside the address and then breached the front door. One E.T.F. officer deployed a distraction device as the officers entered through the door. Once inside, various E.T.F. officers went to different areas of the home in search of residents.

The subject of the illegal firearm investigation was located on the second floor and arrested without incident. A subsequent search of the home resulted in the seizure of a firearm.

An elderly female, later identified as Custody Injury Complainant 2020.21 (2020.21) was present inside the home at the time of the E.T.F. entry. 2020.21 made her way to the top of the second floor staircase. Some of the E.T.F. officers had to move past her to get to the second floor to complete their search of the house. A supervisor from G. & G. spoke to 2020.21 once the residence was cleared and secured. The supervisor escorted her to the main floor, where she was seated at the dining room table.

Once in the dining room, 2020.21 complained of pain in her left wrist. With the assistance of an officer who could speak Spanish, she indicated that her injury occurred as she was startled by the officers' entry and distraction device, and fell to the floor. 2020.21 was not handcuffed at any point during this incident. Indeed the Director of the SIU found that 2020.21 was injured in the following manner:

“It should be noted that during the SIU’s investigation, the SIU uncovered evidence that the Complainant did not injure herself when the distraction device was deployed; rather, she was on the staircase when she suddenly fell, picked herself up, and found her left arm unable to bear any weight. In the circumstances, it is not at all clear how exactly the Complainant suffered her injuries, or whether the dynamic entry by the police officers can be said to have caused them.”

After initially refusing to be taken to the hospital, 2020.21 was taken by Paramedics to Brampton Civic Hospital where she was diagnosed and treated for a fractured wrist.

The S.I.U. was notified and invoked its mandate.

The S.I.U. designated one officer as a subject officer; thirteen other officers were designated as witness officers.

In a letter to the Service, dated November 17, 2020, Director Joseph Martino of the S.I.U. advised that the investigation was completed, the file has been closed and no further action is contemplated.

The S.I.U. published a media release on November 18, 2020. The media release is available at: https://www.siu.on.ca/en/news_template.php?nrid=6141

The Director’s Report of Investigation is published on the link; https://www.siu.on.ca/en/directors_report_details.php?drid=988

Summary of the Toronto Police Service's Investigation:

Professional Standards Support (P.S.S.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

P.S.S. examined the injury in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The P.S.S. investigation reviewed the following T.P.S. procedures:

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 02-17 (Obtaining a Search Warrant)
- Procedure 02-18 (Executing a Search Warrant)
- Procedure 05-21 (Firearms)
- 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 15-17 (In-Car Camera System)

The P.S.S. investigation also reviewed the following legislation:

- *Police Services Act* Section 113 (Special Investigations Unit)
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- Ontario Regulation 926 Section 14.3 (Use of Force Qualifications)

The P.S.S. investigation determined that the Service's policies and procedures associated with the custody injury were lawful, in keeping with current legislation, and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

The conduct of the officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable Service procedures.

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

Respectfully submitted,

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

*original copy with signature on file in Board office



Toronto Police Services Board Report

March 3, 2021

To: Chair and Members
Toronto Police Services Board

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

Subject: Chief's Administrative Investigation into the Vehicle Injuries to Complainant 2020.24

Recommendation:

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

Financial Implications:

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

Background / Purpose:

Whenever the Special Investigations Unit (S.I.U.) investigates an incident involving serious injury or death, provincial legislation requires the Chief of Police, of the relevant police service, to conduct an administrative investigation. This is the Chief's report in respect of this incident.

Discussion:

On June 22, 2020, at 1554 hours, an officer of Traffic Services (T.S.V.) was conducting laser speed enforcement on Lakeshore Boulevard West. The officer was positioned on the south side of Lakeshore Boulevard West at Ontario Drive enforcing the posted 60 km/hr speed limit for eastbound traffic along Lakeshore Boulevard West. The officer was in full uniform and operating a marked Toronto Police Service (Service) motorcycle.

The officer's attention was drawn to two motorcycles driving eastbound on Lakeshore Boulevard West at what appeared to be a high rate of speed. The officer activated his

speed measuring device, targeted the lead motorcycle and obtained a speed reading of 104 km/h.

The officer entered onto Lakeshore Boulevard West and when the two speeding motorcycles saw him they slowed to approximately 60 km/hr. The officer pulled alongside the two eastbound motorcycles and voiced out over his radio the licence plate of the lead motorcycle.

The officer activated his emergency equipment and signaled with his hand for the rider of the lead motorcycle to stop. This rider, later identified as Vehicle Injury Complainant 2020.24 (2020.24) slowly changed lanes, accelerated and fled at a high rate of speed. The second yet to be identified rider also accelerated away eastbound on Lakeshore Boulevard at a high rate of speed. The officer observed both riders disobey the red light at Lakeshore Boulevard West and Remembrance Drive as they continued eastbound on Lakeshore Boulevard West.

The officer did not pursue the fleeing motorcycles, immediately deactivated his emergency equipment, brought his motorcycle to a stop and notified the dispatcher of the licence plate and the last direction of travel for the motorcycles. The officer then returned to the area of Lakeshore Boulevard West and Remembrance Drive to resume his enforcement activities.

The motorcycles continued eastbound along Lakeshore Boulevard West toward Lower Simcoe Street at a high rate of speed. At the intersection of Lower Simcoe Street and Lakeshore Boulevard West, both riders disobeyed the red-light at the intersection and 2020.24 collided with a Volkswagen Tiguan that was travelling northbound on Lower Simcoe Street on the green light. After the collision the second motorcycle continued eastbound and did not remain at the scene of the collision.

At 1555 hours, the T.S.V. officer heard a call on his radio for a collision involving a motorcycle at Lakeshore Boulevard West and Lower Simcoe Street. The officer attended the collision scene and confirmed the motorcycle involved in the collision was the same one he had attempted to stop minutes earlier.

2020.24 was transported to St. Michael's Hospital where he was seen by a physician, diagnosed and treated for a fractured right wrist, fractured left elbow and a chipped spine.

2020.24 was charged criminally with dangerous operation of a conveyance and failing stop for police while being pursued.

The SIU was notified and invoked its mandate.

The S.I.U. designated one officer as a subject officer; three other officers were designated as witness officers.

In a letter to the Service dated September 28, 2020, Director Joseph Martino of the S.I.U. advised that the investigation was completed, the file has been closed and no further action is contemplated. Director Martino stated:

“In my view, there were no grounds in the evidence to proceed with criminal charges against the subject officer”.

The S.I.U. Director’s public report to the Attorney General can be found by the following link: https://www.siu.on.ca/en/directors_report_details.php?drid=943

Summary of the Toronto Police Service’s Investigation:

Professional Standards Support (P.S.S.) and T.S.V. conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

The investigation examined the injury in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The P.S.S. and T.S.V. investigation reviewed the following Service procedures:

- Procedure 01-01 (Arrest)
- Procedure 07-01 (Transportation Collisions)
- Procedure 07-03 (Life Threatening Injury/Fatal 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)

The P.S.S. and T.S.V. investigation also reviewed the following legislation:

- *Police Services Act* Section 113 (Special Investigations Unit)
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- Ontario Regulation 266/10 (Suspect Apprehension Pursuits)

The P.S.S. and T.S.V. investigation determined that the Service’s policies and procedures associated with the vehicle injury were lawful, in keeping with current legislation, and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

The conduct of the designated subject officer and witness officers were in compliance with applicable provincial legislation and applicable Service procedures.

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

Respectfully submitted,

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

*original copy with signature on file in Board office