



**Public Meeting**

**Friday September 28, 2018**

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

**PUBLIC MEETING – AGENDA**  
Friday, September 28, 2018 at 1:00 PM  
Auditorium 40 College Street, 2<sup>nd</sup> Floor

[www.tpsb.ca](http://www.tpsb.ca)

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1. Call to Order
2. Indigenous Land Acknowledgement
3. Declarations of Interest under the *Municipal Conflict of Interest Act*.
4. Confirmation of the Minutes from the meeting held on August 23, 2018

Presentation(s)

5. August 30, 2018 from Mark Saunders, Chief of Police  
**Re: Expansion of the Enhanced Neighbourhood Officer Program 2018**

*S/Superintendent Mario Di Tommaso and Dr. Doug Thomson, Professor of Criminal Justice, Humber College will deliver a presentation with respect to this report.*

Items for Consideration

6. September 6, 2018 from Mark Saunders, Chief of Police  
**Re: Civilianization of Crime Analysts & New Job Descriptions in Business Intelligence & Analytics – Senior Analyst and Crime Analyst, District / Squad Support**

Consent Agenda

7. June 1, 2018 from Mark Saunders, Chief of Police  
**Re: Chief's Administrative Investigation: Vehicle Injuries to Mr. Warren Granada**

8. June 11, 2018 from Mark Saunders, Chief of Police  
**Re: Chief's Administrative Investigation into the Custody Injury of Mr. Giorgio Pella**
9. June 29, 2018 from Mark Saunders, Chief of Police  
**Re: Chief's Administrative Investigation into the Custody Injury of Mr. Paul Doucette**
10. August 30, 2018 from Mark Saunders, Chief of Police  
**Re: Semi-Annual Report: Write-off of Uncollectible Accounts Receivable Balances January to June 2018**
11. September 11, 2018 Mark Saunders, Chief of Police  
**Re: Interim Report: Implementation and Oversight related to ShotSpotter Technology**

***This report was not available at the time of posting the agenda. It is anticipated that the report will be received and the agenda updated prior to the meeting. Please check for an update prior to the Board meeting.***

#### Correspondence

12. August 1, 2018 from M. Toft, City Clerk  
**Re: Council Item CC44.14 Immediate Steps to Address Gun Violence**

***The Board will ask the Chief to provide an update regarding the City Council Motions pertaining to the Service, which were adopted by Council at its July 2018 meeting.***

#### Adjournment

### Next Meeting

Date: Thursday, October 25, 2018 at 1:00 PM

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### **Members of the Toronto Police Services Board**

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

Marie Moliner, Member  
John Tory, Mayor & Member  
Frances Nunziata, Councillor & Member

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



## Toronto Police Services Board Report

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August 30, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Expansion of the Enhanced Neighbourhood Officer Program 2018**

**Recommendation(s):**

It is recommended that the Board receive the following report.

**Financial Implications:**

Details of any financial requests can be found on page 3 of this report and Appendix A.

**Background / Purpose:**

The following report responds to correspondence from Mayor John Tory, dated July 19, 2018, recommending that the Toronto Police Services Board request Chief Mark Saunders to report to the September 2018 Toronto Police Services Board meeting on the expansion of the Neighbourhood Officer Program. This letter was received by the Board at the July 29, 2018 meeting and the Board directed the Chief to include in the response the locations, timelines and costs associated to this expansion. (Min. No. P141/18 refers)

**Discussion:**

**Overview of the Expansion of the Enhanced Neighbourhood Officer Program**

The Service implemented its first Neighbourhood Officer Program (NOP) in 2013 in selected neighbourhoods across all of its 17 Divisions. The primary objectives of the NOP at the time of its inception were to reduce crime, increase public safety, and improve public trust in the police. The early focus of the NOP was the need to increase police presence and address community problems associated with observed crime patterns within particular neighbourhoods and improve relationships between community members and the police.

Currently, there are 96 Neighbourhood Officers (NOs) deployed in 33 neighbourhoods across the City of Toronto. This equates to 27 City of Toronto-defined neighbourhoods. Each of the current 16 Divisions has at least one neighbourhood within its catchment. NOs typically work in teams of two, under the supervision of a Community Response Unit (CRU) sergeant. NOs are responsible for a wide range of community-centric policing duties within their neighbourhoods. NOs conduct community patrols and are engaged in problem solving and intelligence gathering. They continue to strengthen relationships and partnerships by navigating the community and engaging Service and community assets.

Since 2013, the NOP has been the cornerstone of community policing in the City of Toronto. The program has been responsible for embedding TPS officers directly into communities and has provided opportunities to build and sustain strong and positive partnerships with community leaders. To ensure continuing success of the NOP, it is imperative that there is a continued effort on the part of the Service to enhance and assess the current size and potential expansion of the program, make adjustments or corrections when necessary, and incorporate evidence-based findings from academic and professional evaluations.

In anticipation of the expansion of the Enhanced NOP, the TPS Community Partnerships and Engagement Unit (CPEU) under the executive sponsorship of Deputy Peter Yuen, has held extensive consultations to seek input from a number of stakeholders, including: the Chief's Consultative Committees, the Community-Police Liaison Committees; community members; TPS members; and past and current NOs and supervisors. In addition to the above, a review of global industry best-practices has also been undertaken by the CPEU. Combined with empirical data from the Business Intelligence & Analytics Unit (BIAU) and further feedback from Unit Commanders and Intelligence Services, a plan was formulated that involves a strategic expansion of the program and redesign of the staffing, training, branding, marketing, and evaluation components of the current NOP.

### **Locations of the Expansion of the Neighbourhood Officer Program**

Neighbourhoods selected for the enhanced NOP will align with the City of Toronto-identified neighbourhoods. Priority will be given to selected neighbourhoods using data from BIAU, the City of Toronto, Statistics Canada, TPS Intelligence Services, and input from Divisional Crime Management Teams. BIAU identified and ranked priority neighbourhoods using TPS Data, demographic data, and psychographic data (See Appendix B). TPS data includes neighbourhood level aggregation of the following variables: Crime Severity Index; EDP calls-for-service attended; and motor vehicle collisions. Demographic and psychographic data includes neighbourhood level

aggregation of the following variables: Population; level of unemployment; level of income; family status; level of education; and fear of violence. Data was obtained from a number of sources, including: The Crime Severity Index (CSI) used by Statistics Canada; the findings of the Census and National Household Survey; and independent National surveys measuring motivation and social relations. This data was then aligned with the Territorial Optimization/Boundary Realignment Project, normalized by residential population, and weighted. Priority neighbourhoods were then identified from this data as locations for the expansion of the NOP.

### **Timelines of the Expansion of the Neighbourhood Officer Program**

The eventual goal of the expansion of the Enhanced NOP is to ensure that every one of the City of Toronto's 140 identified neighbourhoods has embedded NOs on a long-term deployment. On this basis, the plan is to expand the Enhanced NOP to 60 City of Toronto-defined neighbourhoods across the city. The Enhanced NOP will be centrally managed by CPEU to ensure a more consistent program across Toronto's neighbourhoods and communities. The implementation of the Enhanced NOP will be phased. NOs will be deployed to a few neighbourhoods at a time. Decisions around the order and magnitude of each phase will be guided by evidence-based decision-making from ongoing measurement, evaluation, and current staffing needs of the TPS.

The first phase/pilot of the Enhanced NOP will commence in October, 2018, with an initial deployment of 40 NOs and 4 NO sergeants in eight City of Toronto Neighbourhoods that are housed within four TPS divisions: 11, 22, 41, and 42. The second phase and expansion will occur in July 2019, increasing the NO deployment to 80 NO constables and 8 NO sergeants. The third phase of the expansion will occur in October 2019, increasing the NO deployment to 108 NO constables and 12 NO sergeants. This third phase of expansion and deployment represents the number of NOs required to police 60 City of Toronto-defined neighbourhoods.

### **Costs of the Expansion of the Neighbourhood Officer Program**

Annual costs to run the expanded Enhanced Neighbourhood Officer Program include the annual salaries of 108 NO constables, 12 NO sergeants, 120 smartphones, enhanced NO uniforms, bicycles, and program evaluations. These costs exclude overhead expenses. Finance & Business Management have calculated these costs at \$16.1M per year. The first year will operate at a lower cost do to a phased implementation approach. A breakdown of costs can be found in Appendix A.



Respectfully submitted,

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

## Appendix A

### Costing\* for Enhanced Neighbourhood Officer Program

#### Expansion to 60 City of Toronto – Defined Neighbourhoods

Item	Required Total Funding over 5 Years	CASHFLOW				
		2019 (phased expansion)	2020	2021	2022	2023
108 NO Constables	67,467,000	10,983,000	14,121,000	14,121,000	14,121,000	14,121,000
12 NO Sergeants	8,712,000	1,376,000	1,834,000	1,834,000	1,834,000	1,834,000
120 NO smartphones	792,000	300,000	108,000	168,000	108,000	108,000
Distinct NO Uniforms	180,000	180,000	-	-	-	-
Bicycles	375,000	375,000	-	-	-	-
Program Evaluation	250,000	50,000	50,000	50,000	50,000	50,000
<b>Total</b>	<b>77,776,000</b>	<b>13,264,000</b>	<b>16,113,000</b>	<b>16,173,000</b>	<b>16,113,000</b>	<b>16,113,000</b>

#### \*Costing Assumptions used by Finance & Business Management

- Expansion to 60 City of Toronto-defined neighbourhoods.
- Includes salaries and benefits.
- Gradual phase-in over the first year (40 NO Constables & 4 NO Sergeants in Q1; 80 NO Constables & 8 NO Sergeants in Q2; 108 NO Constables & 12 NO Sergeants (full complement) by Q3.
- Estimates exclude overhead costs (HR, IT, Fleet, Administration, etc.). Overhead costs are estimated at 30%.

## Appendix B

### Current 27 City of Toronto-Defined TPS Neighbourhoods

<b>City of Toronto Neighbourhood</b>	<b>Division</b>	<b>City of Toronto ID#</b>
Lambton-Baby Point	D11	114
High Park-Swansea	D11	87
Rockcliffe-Smythe	D12	111
Briar Hill-Belgravia	D13	108
Oakwood-Vaughan	D13	107
Islington-City Centre West	D22	14
West Humber-Clairville	D23	1
Mount Olive-Silverstone-Jamestown	D23	2
Kingsview Village-The Westway	D23	6
Black Creek	D31	24
Glenfield-Jane Heights	D31	25
Englemount-Lawrence	D32	32
Henry Farm	D33	53
Kennedy Park	D41	124
Clairlea-Birchmount	D41	120
Malvern	D42	132
L'Amoureux	D42	117
Bendale	D43	127
Woburn	D43	137
Moss Park	D51	73
Church-Yonge Corridor	D51	75
Regent Park	D51	72
Bay Street Corridor	D52	76
Kensington-Chinatown	D52/D14	78
Thorncliffe Park	D53	55
Flemingdon Park	D55	44
South Riverdale	D55	70

**Expansion to 60 City of Toronto-Defined TPS Neighbourhoods**  
**(33 Additional\* City of Toronto-Defined Neighbourhoods)**

<b>City of Toronto Neighbourhood</b>	<b>Division</b>	<b>City of Toronto ID#</b>
Beechborough-Greenbrook	D12	112
Weston	D12	113
Rustic	D12	28
Mount Dennis	D12	115
Brookhaven-Amesbury	D12	30
Keelestone-Eglinton West	D12	110
South Parkdale	D14	85
Rexdale-Kipling	D23	4
Thistletown-Beaumont Heights	D23	3
York University Heights	D31	27
Downsview-Roding-CFB	D31	26
Humber Summit	D31	21
Pelmo Park-Humberlea	D31	23
Humbermede	D31	22
Yorkdale Glen Park	D32	31
Oakridge	D41	121
Ionview	D41	125
Wexford/Maryvale	D41	119
Dorset Park	D41	126
Birchcliffe-Cliffside	D41	122
Milliken	D42	130
Agincourt South-Malvern West	D42	128
Tam O'Shanter-Sullivan	D42	118
West Hill	D43	136
Scarborough Village	D43	139
Eglinton East	D43	138
Cliffcrest	D43	123
Highland Creek	D43	134
Morningside	D43	135
Cabbage Town South	D51	71

North Street Jamestown	D51	74
Danforth Village Toronto	D55	66
Blake Jones	D55	69

\* Methodology used by BIAU to identify additional City of Toronto Neighbourhoods

- Selection is aligned with City of Toronto-defined Neighbourhoods.
- Neighbourhoods require additional and real-time corroboration using the methodology discussed above as the Enhanced NOP expands.
- Selected Neighbourhoods are subject to change.



## Toronto Police Services Board Report

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September 06, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Civilianization of Crime Analysts & New Job Descriptions in Business Intelligence & Analytics – Senior Analyst and Crime Analyst, District / Squad Support**

### **Recommendation(s):**

It is recommended that the Toronto Police Services Board (Board) approve the attached new civilian job descriptions and classifications for:

1. the Senior Analyst (A12021); and,
2. Crime Analyst, District / Squad Support (A08075) positions within Business Intelligence & Analytics (B.I.A.) Unit.

### **Financial Implications:**

The Crime Analyst position has been determined to be Class 8 (35 hour week) with an annual salary of \$70,275.56 to \$79,503.73 (effective January 1, 2018). The Senior Analyst position has been determined to be Class 12 (35 hour week) with an annual salary of \$99,946.04 to \$116,220.95 (effective January 1, 2018).

The uniform police officers in the field currently assigned to the Crime Analyst position, normally have attained a first class ranking, and in most cases qualify for the 6-9% retention pay categories. Therefore, the cost of the civilian Crime Analyst position is approximately \$25,000 lower than a uniform officer in this role. Officers currently working in these roles will be deployed to support front-line duties within Priority Response Command.

The civilianization of these roles will allow the Toronto Police Service (Service) to hire people into these positions with the education, knowledge and expertise to more effectively conduct the level of analysis required of world class organizations. The Service will continue to pay for the officers currently performing these duties whom will be deployed to support front line functions, as well for the new civilian positions. The

estimated civilianization will result in an annualized operating budget of approximately \$1.7 Million (M).

There will be a limited 2018 cost and complete staffing expenditures for this initiative will be included in the Service's 2019 operating budget request.

### **Background / Purpose:**

In early 2016, the Service in conjunction with the Board jointly undertook a comprehensive review of policing service and delivery models. Comprised of members of the Service, the Board and external stakeholders, the Transformational Task Force put forward thirty-two (32) recommendations in *The Action Plan: The Way Forward* (The Way Forward) designed for modernizing community safety in the City of Toronto. The Strategy Map provides the framework which guides these recommendations, outlines three (3) goals that define modern policing; to be where the public needs the Service the most, to embrace partnerships to create safe communities, and to focus on the complex needs of a large city. The establishment of these new analytical roles directly supports each of these goals, and will position the Service as a best in class organization in the application of evidence-based decision support and intelligence-led policing.

The Crime Analyst and Senior Analyst positions enable Recommendations 2 and 17 of the modernization plan regarding enhanced use of data analytics for evidence-based decision making and transparency. Further, these positions directly affect the Service's ability to be where the public needs us the most, while focusing on the complex needs of a large city. Advanced research and crime analysis is paramount to the Service's capacity to successfully use information and data analytics to inform resourcing and deployment decisions as emphasized in *The Way Forward*. This report outlines the civilianization of analytical roles within District and Traffic Services. Following this implementation, the civilianization of roles within Specialized Operations Command will take place in 2019.

As the Service transitions to the District model of policing and Neighbourhood Officer Programs, enhanced crime analysis and improved capabilities related to data analytics contributes to a sustainable intelligence-led approach. The current model of policing utilizes uniform officers to perform analytical roles for which relevant technical expertise, experience, and education is required. Further, enhanced coordination and management of these roles is required to effectively manage key information flows to support organizational decisions. The civilianization of these critical positions will allow for the redeployment of these uniform officers, thereby contributing to a reduction in staffing pressures on the frontline while simultaneously providing highly trained and specialized civilian resources to conduct advanced analysis for the Service.

The civilianization at the Divisional/District and Squad level will facilitate an immediate redeployment of uniform members currently in these roles across the Service and drive the organizations intelligence-led approach to reduce gun violence and strategically achieve enhanced divisional/district crime management and traffic analysis.

## **Discussion:**

The B.I.A. office provides integral support for the implementation of the recommendations in The Way Forward report. As the scope and timelines for the implementation have developed, the demand for analytical support from this team has increased significantly and organizational and public reliance on analysis is critical to the success of the Service's modernization.

The Service's boundary realignment and territorial optimization supports the creation of ten (10) Districts. It is recommended that the Service hire civilian Crime Analysts and Senior Analysts to provide the effective analytical work to ensure the success of the Service's modernization. The incumbents in the Crime Analyst position will be responsible for the delivery of accurate and timely intelligence-led analytical support through research and analysis of crime, traffic and business intelligence-related information. The incumbents for the A08 (35 hour) position will be assigned to each of the 10 Districts and the Traffic Services Unit and will report to the Senior Analyst, B.I.A. This approach will place emphasis on District crime and traffic analytics, supporting road safety and gun and gang violence as key priorities.

The incumbents in the A12 (35 hour) position will be responsible for the development, analysis and provision of strategic business intelligence and analytical reports for senior management. Further, they will provide centralized and coordinated supervision, training and development of high quality analytical products across the organization. These positions will be responsible for identifying opportunities for training and increased analytical capacity for all Service analysts to ensure the Service establishes and maintains a best-in-class analytical program. The incumbents in the A12 (35 hour) position will report to the Detective Sergeant, B.I.A.

The new job descriptions for the Crime Analyst and Senior Analyst are attached. The positions have been evaluated using the Service's job evaluation plan. The Crime Analyst position has been determined to be a Class A08 (35 hour) position within the Unit "A" Collective Agreement with a salary range of \$70,275.56 to \$79,503.73 per annum effective January 1<sup>st</sup>, 2018. The Senior Analyst position has been determined to be a Class A12 (35 hour) position within the Unit "A" Collective Agreement with a salary range of \$99,946.04 to \$116,220.95 per annum effective January 1, 2018.

Civilianization of these positions is also an opportunity for the Service to effectively achieve an industry-leading delivery model for crime analysis and to be truly intelligence-led. Highly trained and specialized analysts have the necessary abilities to transform statistical, open source and officer generated information into intelligence, thereby effectively guiding recommendations for decision makers.



We will be hiring dedicated civilians with the training, qualifications and commitment for this work as a career, while mitigating the high rate of officer attrition through the uniform crime analyst position. Further, the establishment of these new positions offers a dedicated career path for civilian members and will be a key driver for the Service's success in delivering all aspects of The Way Forward plan.

**Conclusion:**

It is therefore recommended that the Board approve the job descriptions, classifications and hiring for the positions of Senior Analyst (A12/35) and Crime Analyst, District / Squad Support (A08/35). Subject to Board approval, the Toronto Police Association (Association) will be notified accordingly, as required by the collective agreement and these positions will be staffed in accordance with the established procedure.

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

Respectfully submitted,

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

IW:tv:sc

Filename: Civilianization of Crime Analyst & New Job Descriptions in B.I.A.docx



## TORONTO POLICE SERVICE

### JOB DESCRIPTION

**Date Approved:**

**Board Minute No.:**

**Total Points:** 560

**Pay Class:** A12

**JOB TITLE:** Senior Analyst, Business Intelligence & Analytics

**JOB NO.:** A12021

**BRANCH:** Office of the Chief of Police

**SUPERSEDES:** NEW

**UNIT:** Strategy Management

**HOURS OF WORK:** 35 **SHIFTS:** 1

**SECTION:** Business Intelligence & Analytics

**NO. OF INCUMBENTS IN THIS JOB:** Multiple

**REPORTS TO:** Detective Sergeant, Business Intelligence & Analytics

**DATE PREPARED:** 2017.10.30

#### **SUMMARY OF FUNCTION:**

Responsible for the development, analysis and provision of strategic business intelligence and analysis reports for senior management. Provides oversight, training and development of high quality analytical products across the organization. Senior analysts are responsible for identifying opportunities for training and increased analytical capacity and implementing related solutions for all Service analysts and researchers.

#### **DIRECTION EXERCISED:**

Manages the activities and performance of crime analysts and researchers, providing work direction, advice and expertise, assigning tasks/activities, determining methods and procedures to be used, resolving problems, and ensuring results are achieved.

#### **MACHINES AND EQUIPMENT USED:**

Workstation with associated software and other office equipment as required.

#### **DUTIES AND RESPONSIBILITIES:**

1. Responsible for the development of strategic and tactical analytical reports and the provision of advanced level crime and business intelligence analysis for senior management utilizing specialized software applications, analysis methodologies and techniques.
2. Supervises Crime Analysts and Researchers in their management of work and time.
3. Performs research and provides tactical and strategic analysis of crime and business intelligence information and supports the development of investigative and corporate planning strategies through predictive analysis.
4. Presents reports, and recommends crime and business intelligence strategies.
5. Oversees the preparation and creation of strategic and tactical crime and business intelligence products and coordinates product creation for district, squad and intelligence analysts.
6. Provides operational and technical support, guidance and mentoring to analysts, researchers and others in the organization.
7. Prepares major analytical reports/products for deployments.

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



**TORONTO POLICE SERVICE**  
**JOB DESCRIPTION**

**Date Approved:**

**Board Minute No.:**

**Total Points:** 560

**Pay Class:** A12

**JOB TITLE:** Senior Analyst, Business Intelligence & Analytics

**JOB NO.:** A12021

**BRANCH:** Office of the Chief of Police

**SUPERSEDES:** NEW

**UNIT:** Strategy Management

**HOURS OF WORK:** 35      **SHIFTS:** 1

**SECTION:** Business Intelligence & Analytics

**NO. OF INCUMBENTS IN THIS JOB:** Multiple

**REPORTS TO:** Detective Sergeant, Business Intelligence & Analytics

**DATE PREPARED:** 2017.10.30

**DUTIES AND RESPONSIBILITIES:** (cont'd)

8. Administers the Business Intelligence and Analytics Intake System including the review, assessment and timely dissemination of information and analysis requests.
9. Attends and participates in meetings and liaises with internal and external stakeholders.
10. Manages a portfolio of projects; leads project committees and working groups from inception to implementation in relation to Business Intelligence and Analytics.
11. Researches innovation and new technology as it relates to data collection, statistical analysis, and data visualization or other software as it pertains to the role.
12. Performs all other duties, functions and assignments inherent to the position.

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



**TORONTO POLICE SERVICE**  
**JOB SPECIFICATION**

**Date Approved:**

**Board Minute No.:**

**Total Points:** 560

**Pay Class:** A12

**JOB TITLE:** Senior Analyst, Business Intelligence & Analytics

**JOB NO.:** A12021

**BRANCH:** Office of the Chief of Police

**SUPERSEDES:** NEW

**UNIT:** Strategy Management

**HOURS OF WORK:** 35      **SHIFTS:** 1

**SECTION:** Business Intelligence & Analytics

**NO. OF INCUMBENTS IN THIS JOB:** Multiple

**REPORTS TO:** Detective Sergeant, Business Intelligence & Analytics

**DATE PREPARED:** 2017.10.30

**EDUCATION:**

Degree/diploma in mathematics, statistical analysis, geography or a related field, or an equivalent combination of education, training and experience. Masters degree in a related discipline is preferred.

**ADDITIONAL REQUIREMENTS:**

- Minimum four years' demonstrated analytical experience in progressively responsible positions.
- Advanced ability to manage crime and business intelligence related projects including the development of strategic reports, incorporation of information and the application of various analytical methodologies and techniques in a team setting.
- Demonstrated experience in statistical analysis which includes forecasting trends, identifying issues and interpretations required.
- Excellent verbal communications skills with the ability to deliver presentations as well as testify in court as required. Superior report writing skills with experience in developing comprehensive reports intended for senior management and external agencies on a regular basis. Experience in providing senior managers with both written and oral briefings related to strategic analysis required.
- Must possess excellent computer skills and be proficient in: Geographic Information System (GIS), Structured Query Language (SQL), Statistical software, i2 Analyst Notebook and Adobe Acrobat Professional.
- Sound knowledge of computer hardware, software and applications required with the ability and willingness to mentor, guide, train and transfer skills and techniques to other employees.
- Highly developed project management skills with the ability to lead and organize projects, set priorities and solve problems and ensure appropriate dissemination of intelligence information.
- Strong interpersonal skills required with an emphasis on superior teamwork skills and the ability to work effectively with all levels of the Service.

**QUALIFYING PERIOD:**

One year.

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



**TORONTO POLICE SERVICE**  
**JOB DESCRIPTION**

**Date Approved:**

**Board Minute No.:**

**Total Points:** 437.5

**Pay Class:** A08

**JOB TITLE:** Crime Analyst, District/Squad Support

**JOB NO.:** A08075

**BRANCH:** Office of the Chief of Police

**SUPERSEDES:** NEW

**UNIT:** Strategy Management

**HOURS OF WORK:** 35 **SHIFTS:** 1

**SECTION:** Business Intelligence & Analytics

**NO. OF INCUMBENTS IN THIS JOB:** Multiple

**REPORTS TO:** Senior Analyst, Business Intelligence & Analytics

**DATE PREPARED:** 2017.10.30

**SUMMARY OF FUNCTION:**

Supports Business Intelligence & Analytics delivery of analytical support through research and analysis of crime, traffic, business intelligence and other related information. Assists Business Intelligence & Analytics, Districts and Squads in their tactical and strategic management of police operations through provision of accurate and timely crime analysis, service-wide awareness and reporting.

**DIRECTION EXERCISED:**

Provides analytical support and guidance to co-workers.

**MACHINES AND EQUIPMENT USED:**

Workstation with associated software and other office equipment as required.

**DUTIES AND RESPONSIBILITIES:**

1. Collects, analyzes, forecasts and disseminates crime or administrative business information at the district or investigative squad level.
2. Utilizes advanced statistical modelling including correlation, regression and probability analysis.
3. Prepares standard and ad-hoc reports to enhance intelligence-led policing strategies.
4. Utilizes various sources of information including records management systems, intelligence and open source to conduct predicative analysis.
5. Supports the Operations Centre tasks on an ongoing and event driven basis with availability for 24-7 shift coverage as needed.
6. Presents reports and recommends crime management strategies, may include court testimony.
7. Liaises with internal and external analysts regarding crime trends, persons of interest and enforcement activities.
8. Attends regular crime analysis workshops and training sessions.
9. Represents the Service at conferences and shares best practices.
10. Utilizes business intelligence, database, geographic information systems, and statistical software to fulfill requests.

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



**TORONTO POLICE SERVICE**  
**JOB SPECIFICATION**

**Date Approved:**

**Board Minute No.:**

**Total Points:** 437.5

**Pay Class:** A08

**JOB TITLE:** Crime Analyst, District/Squad Support

**JOB NO.:** A08075

**BRANCH:** Office of the Chief of Police

**SUPERSEDES:** NEW

**UNIT:** Strategy Management

**HOURS OF WORK:** 35      **SHIFTS:** 1

**SECTION:** Business Intelligence & Analytics

**NO. OF INCUMBENTS IN THIS JOB:** Multiple

**REPORTS TO:** Senior Analyst, Business Intelligence & Analytics

**DATE PREPARED:** 2017.10.30

**EDUCATION:**

Degree/diploma in mathematics, statistical analysis, geography or a related field, or an equivalent combination of education, training and experience.

**ADDITIONAL REQUIREMENTS:**

- Minimum one year of analysis and research experience.
- Must possess research, analytical and interpretative skills with knowledge of research design and methodologies and practical application of such research.
- Excellent computer skills and must be proficient in GIS software, including MapInfo, SQL (Structured Query Language) and statistical software such as MS Excel.
- Experience in report writing.
- Ability to organize and prioritize tasks to meet tight timelines.
- Excellent interpersonal and communication skills with the ability to communicate effectively, both orally and in writing.
- Well-developed time-management skills.

**QUALIFYING PERIOD:**

One year.

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



## Toronto Police Services Board Report

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June 1, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Chief's Administrative Investigation: Vehicle Injuries to Mr. Warren Granada**

### **Recommendation(s):**

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

### **Financial Implications:**

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

### **Background / Purpose:**

Whenever the Special Investigations Unit (S.I.U.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

"The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.'s lead role in investigating the incident."

Section 11(2) of the Regulation states:

"The purpose of the chief of police's investigation is to review the policies of or services provided by the police force and the conduct of its police officers."

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of its investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

### **Discussion:**

On July 26, 2016, at 1926 hours, an officer of the 41 Division Primary Response Unit was on general patrol in the area of Kennedy Road and Merrian Road.

The officer was operating a marked police vehicle equipped with emergency lighting, sirens and an In-Car Camera System (I.C.C.S.).

The weather was clear and the roads were dry.

A cyclist, later identified as Mr. Warren Granada, was operating his bicycle wearing a dark colored top, light pants and a helmet, travelling westbound on Merrian Road towards Kennedy Road at a significant speed. There were no lights on the bicycle. This intersection is controlled by automatic traffic signals. The area is well lit with overhead street lights.

Mr. Granada entered the intersection and turned in a northwesterly direction. The traffic signal for east and westbound Merrian Road was red. The police vehicle entered the intersection in lane #1, the northbound passing lane, facing a green traffic signal. The bicycle was struck by the front edge of the police vehicle. As a result of the impact between the police vehicle and the bicycle, Mr. Granada rolled onto the hood, struck the windshield and then rolled from the hood onto the pavement.

The officer immediately stopped his vehicle, notified T.P.S. Communications Services, and requested Toronto Paramedic Services (Paramedics) attend the scene.

Mr. Granada was rushed to Sunnybrook Health Sciences Centre by Paramedics where he was diagnosed and treated for a traumatic brain injury, a small left hemothorax and multiple bilateral rib fractures, a left sided flail chest, multiple abrasions to the forehead, left knee, left upper chest, a hematoma in the lateral aspect of the left gluteal muscle and a broken nose.



At the time of the collision, the G-force indicator activated the I.C.C.S. and the system recorded the entire sequence of events; pre collision, collision and post collision.

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

The S.I.U. designated one officer, the driver of the T.P.S. vehicle, as a subject officer; two other officers were designated as witness officers.

The S.I.U. published a media release on July 26, 2016. The media release is available at: [https://www.siu.on.ca/en/news\\_template.php?nrid=2701](https://www.siu.on.ca/en/news_template.php?nrid=2701)

In a letter to the T.P.S. dated October 24, 2017, Director Tony Loparco of the S.I.U. advised that the file has been closed and no further action is contemplated.

The S.I.U. published a media release on October 26, 2017. The media release is available at: [https://www.siu.on.ca/en/news\\_template.php?nrid=3340](https://www.siu.on.ca/en/news_template.php?nrid=3340)

### **Summary of the Toronto Police Service's Investigation:**

Traffic Services (T.S.V.) conducted an investigation pursuant to Ontario Regulation 267/10, Section 11.

The T.S.V. investigation examined the injury in relation to the applicable legislation, service provided, procedures, and the conduct of the involved officers.

The T.S.V. investigation reviewed the following T.P.S. procedures:

- Procedure 07-01 (Transportation Collisions)
- Procedure 07-05 (Service Vehicle Collisions)
- Procedure 10-06 (Medical Emergencies)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)
- Procedure 15-17 (In-Car Camera System)

The T.S.V. investigation also reviewed the following legislation:

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

The T.S.V. investigation determined that the T.P.S.'s policies and procedures associated with the applied use of force were found to be lawful, in keeping with current legislation, and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

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

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

Respectfully submitted,

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

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## Toronto Police Services Board Report

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June 11, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Chief's Administrative Investigation into the Custody  
Injury of Mr. Giorgio Pella**

### **Recommendation(s):**

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

### **Financial Implications:**

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

### **Background / Purpose:**

Whenever the Special Investigations Unit (S.I.U.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

"The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.'s lead role in investigating the incident."

Section 11(2) of the Regulation states:

"The purpose of the chief of police's investigation is to review the policies of or services provided by the police force and the conduct of its police officers."

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of its investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

### **Discussion:**

On August 1, 2016, at 1525 hours, a male, later identified as Mr. Giorgio Pella, entered the Liquor Control Board of Ontario (L.C.B.O.) store, located at 232 Davenport Road. Mr. Pella selected a bottle of alcohol, started drinking it, and then left the store without paying.

Mr. Pella returned a short time later and stole another bottle of alcohol. Mr. Pella told the staff not to try to stop him, and then ran out of the store.

Mr. Pella was subsequently observed nearby, lying in the middle of the street at which point he then got up and walked away.

Staff from the L.C.B.O. contacted 9-1-1 to report the theft and behavior of Mr. Pella.

Toronto Paramedic Services (Paramedics) and officers from 53 Division, Primary Response Unit (P.R.U.), attended the area.

Officers searched the area and located Mr. Pella lying on the ground between two houses at 666 and 664 Huron Street.

As the officers approached Mr. Pella, he fled on foot. Mr. Pella ran around the houses in the area and as he was coming back onto Huron Street, he bumped into one of the Paramedics, who was standing on the sidewalk. Mr. Pella fell to the ground on the shared walkway of 666/664 Huron Street.

The officers were able to catch up to Mr. Pella, arrest him, and place him in handcuffs. No force was used during the arrest, however Mr. Pella complained of a sore left arm.

Paramedics assessed and treated Mr. Pella, then transported him to St. Michael’s Hospital where he was diagnosed with a dislocated elbow and a fractured left forearm.

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

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

In a letter to the T.P.S. dated February 12, 2018, Director Tony Loparco of the S.I.U. advised that the investigation was completed, the file has been closed and no further action is contemplated.

There was no media release by the S.I.U. in relation to this investigation.

The link to the S.I.U. Director's public Report of Investigation is below.

<https://www.ontario.ca/page/siu-directors-report-case-16-tci-199>

### **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 custody 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 01-03 (Persons in Custody)
- Procedure 01-08 (Criminal Code Release)
- Procedure 10-06 (Medical Emergencies)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)
- Procedure 15-01 (Use of Force)
- Procedure 15-02 (Injury/Illness Reporting)
- Procedure 15-17 (In-Car Camera System)

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

- *Police Services Act* Section 113 (Special Investigations Unit)
- Ontario Regulation 267/10 (Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit)
- Ontario Regulation 926 Section 14.2 (Use of Force Qualifications)

The P.S.S. investigation determined that the T.P.S.'s policies and procedures associated with the applied use of force were found to be lawful, in keeping with current legislation, and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

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

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

Respectfully submitted,

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

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## Toronto Police Services Board Report

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June 29, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Chief's Administrative Investigation into the Custody Injury of Mr. Paul Doucette**

### **Recommendation(s):**

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

### **Financial Implications:**

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

### **Background / Purpose:**

Whenever the Special Investigations Unit (S.I.U.) is notified of an incident involving serious injury or death, provincial legislation directs that a chief of police shall conduct an administrative investigation.

Ontario Regulation 267/10, Section 11(1) states:

"The chief of police shall also cause an investigation to be conducted forthwith into any incident with respect to which the S.I.U. has been notified, subject to the S.I.U.'s lead role in investigating the incident."

Section 11(2) of the Regulation states:

"The purpose of the chief of police's investigation is to review the policies of or services provided by the police force and the conduct of its police officers."

Section 11(4) of the Regulation states:

“The chief of police of a municipal police force shall report his or her findings and any action taken or recommended to be taken to the board within 30 days after the S.I.U. director advises the chief of police that he or she has reported the results of the S.I.U.’s investigation to the Attorney General, and the board may make the chief of police’s report available to the public.”

Upon conclusion of its investigation, the S.I.U. provides the Toronto Police Service (T.P.S.) with a letter. The S.I.U. does not provide the T.P.S. with a copy of the report that was provided to the Attorney General.

### **Discussion:**

On January 11, 2017, at 2134 hours members of the Toronto Police Service (T.P.S.) arrested Mr. Paul Doucette out front of his residence. The officers had conducted observations of Mr. Doucette trafficking cocaine in the vicinity of his residence and breaching previous bail conditions. Officers attempted to arrest Mr. Doucette, but Mr. Doucette resisted by punching an officer.

The officers continued to struggle with Mr. Doucette, but subsequently gained control of him and completed the arrest. During the arrest, Mr. Doucette was yelling to alert other people in his residence that the police were coming.

Mr. Doucette was taken to 51 Division by officers and subsequently taken to St. Michael’s Hospital as he complained of soreness to his shoulder.

Mr. Doucette was examined, and it was determined there was had no significant injury to his shoulder. While at the hospital, Mr. Doucette also complained of pain in his face. A subsequent Computerized Axial Tomography (C.A.T.) scan revealed a multiple bi-lateral fracture of the nose. Mr. Doucette was treated and returned to 51 Division.

The S.I.U. notified the T.P.S. and invoked its mandate.

The S.I.U. designated any members of the T.P.S. as subject officers; four officers were designated as witness officers.

In a letter to the T.P.S. dated February 6, 2018, Director Tony Loparco of the S.I.U. advised that the investigation was completed and no further action was contemplated.

The S.I.U. published a media release on February 7, 2018. The media release is available at: <https://www.siu.on.ca/en/newstemplate.php?nrid=3612>



## **Summary of the Toronto Police Service's Investigation:**

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

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

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

- Procedure 01-01 (Arrest)
- Procedure 01-02 (Search of Persons)
- Procedure 01-03 (Persons in Custody)
- Procedure 05-11 (Fail to Comply/Fail to Appear)
- Procedure 10-06 (Medical Emergencies)
- Procedure 13-16 (Special Investigations Unit)
- Procedure 13-17 (Notes and Reports)
- Procedure 15-01 (Use of Force)
- Procedure 15-02 (Injury/Illness Reporting)
- Procedure 15-17 (In Car–Camera System)

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

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

The P.S.S. investigation determined that the T.P.S.'s policies and procedures associated with the custody injury were found to be lawful, in keeping with current legislation, and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

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

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

Respectfully submitted,

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

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## Toronto Police Services Board Report

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August 30, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Semi-Annual Report: Write-off of Uncollectible Accounts  
Receivable Balances January to June 2018**

### **Recommendation:**

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

### **Financial Implications:**

There are no accounts receivable write-offs to report for the first half of 2018.

With zero write-offs for this first half of the year, the Toronto Police Service (Service) performed better than the industry standard at 0.065% of total sales, which is considered low.

### **Background / Purpose:**

At its meeting of May 29, 2003, the Board approved Financial Control By-law 147. Part IX, Section 29 – 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 a semi-annual report be provided to the Board on amounts written off in the previous six months (Min. No. P132/03 refers).

The purpose of this report is to provide the Board with information on the amounts written off during the period of January 1 to June 30, 2018.

### **Discussion:**

External customers receiving goods and/or services from Service units are invoiced for the value of such goods or services. The Service's Accounting Services (Accounting) Unit 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.

The Service has instituted a very rigorous process to mitigate the risk of accounts becoming uncollectible and therefore written off.

**Conclusion:**

In accordance with Section 29 – Authorization for Write-offs, of By-law 147, it is recommended that the Board receive this report.

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

Respectfully submitted,

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

/LR

SemiAnnual Report Writeoff of Uncollectible Accounts Receivable Balances Jan to June  
2018



## Toronto Police Services Board Report

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September 11, 2018

To: Chair and Members  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

### **Subject: Interim Report: Implementation and Oversight relating to ShotSpotter Technology**

#### **Recommendation(s):**

It is recommended that the Board receive the following interim report for information.

#### **Financial Implications:**

There are no financial implications relating to the recommendation contained within this report at this time. Financial Implications will be assessed and included in the final report provided to the Board at a future date.

#### **Background / Purpose:**

At the July 19, 2018, Board meeting, the Board was in receipt of correspondence dated July 19, 2018 from Mayor John Tory, City of Toronto, regarding enforcement investments to combat gun violence. The Board received a number of deputations on the matter and approved the following motion:

*THAT the Board request the Chief to report to the Board at its September 2018 meeting concerning the ShotSpotter and C.C.T.V. technology, and what oversight is in place concerning the use of this technology by the Toronto Police Service (Min. No. P141/2018 refers).*

Further, the Toronto Police Service (Service) was in receipt of internal correspondence dated September 12, 2018, from Chair Andrew Pringle, requesting the Chief to provide the Board with a comprehensive understanding of both the ShotSpotter system and the Service's intended implementation to address concerns raised during the meeting about implementing this technology into community safety programs; specifically in relation to privacy and oversight. Accordingly, this report contains overviews, strategies, and recommendations to assist the Board in understanding how this technology can assist

in detecting, deterring and disrupting gun violence occurring in the City of Toronto (City) while addressing the matters pertaining to oversight and privacy.

In August 2018, the Service commenced thorough research into the potential use of the ShotSpotter technology to assist in combatting gun violence in the City. The ShotSpotter system is reported to enhance police response time and quality of response to gunshot incidents by pinpointing the precise location of gunfire and deciphering the geographic patterns of gun violence, leading to a more effective and proactive deployment of resources.

## **Discussion:**

Data analysis has indicated that the time it takes for the police to receive a report of a shooting incident varies. Of concern to the Service is the number of shooting incidents that have been determined to have been reported an hour or longer after shots were fired. For example, in 2016, 100 of 407 shooting events were reported an hour or longer after shots were fired; in 2017, 82 of 395 shooting incidents were reported an hour or longer after it had occurred. These significant delays in reporting and/or the potential non-reporting of shooting incidents have a direct impact on the Service's ability to locate, investigate and successfully prosecute the individual(s) responsible. The Service does not currently have data available on the number of shootings that have not been reported, as they are eventually reported through various means. However, the outcome of the use of ShotSpotter technology in other cities enabled those police services to obtain statistics on the number of non-reported shootings.

The ShotSpotter technology assists in the Service's ability to locate and investigate shooting incidents through the use of audio sensors which are located throughout a defined area and are placed on top of buildings, light posts and similar locations. These sensors detect impulsive noises, which the system then triangulates to determine the exact location, and is run through a machine classification designed to segregate the sound of gunshots from similar impulsive noises (car back-fire, fireworks, etc.). The ShotSpotter Incident Review Centre employs human sound experts who confirm the machine classification and, if the sound is determined to be gunfire, will publish an alert to the specific police agency; a process that takes 30-45 seconds from the pull of the trigger. These alerts contain the time, location, and a recording of the sound(s) of gunfire (2 seconds prior to the incident and 4 seconds after) to allow for a swift and safe response to the scene. ShotSpotter has invested in sound suppressing technology so that street-level ambient noise is not picked up by the sensors and the sensors are not activated by wind.

ShotSpotter has been adopted by more than 90 cities in the United States of America (U.S.A.) and 1 city in South Africa as a critical component in their gun violence prevention and reduction strategies.

New York City police statistics indicate that in 2017, only 16% of ShotSpotter alerts had 911 calls associated with them, accordingly 1740 shootings were detected and police responding to these ShotSpotter detections seized 31 guns and made 61 arrests.<sup>1</sup>

Chicago police statistics indicate that from 2014 to March 2017, ShotSpotter sensors alerted police to 1600 gunshots in the Englewood district which assisted in deploying officers in a strategic method which enhanced the Chicago Police Departments goal of having more officers on the streets to get more gangs and guns off of the streets.<sup>2</sup>

## **Oversight and Governance for ShotSpotter Program:**

The proposed implementation of the ShotSpotter would include three (3) phases;

- The first phase involves consultation with the Office of the Information and Privacy Commissioner (I.P.C.) and the Canadian Civil Liberties Association (C.C.L.A.). These consultations have already commenced with an initial meeting between these organizations, the Board and the Service. Further consultation is required that includes ShotSpotter representatives, the I.P.C, the C.C.L.A, Ministry of the Attorney General, the Board, and the Service to ensure any privacy concerns that have been identified have been responded to and the appropriate procedures and standards are considered with respect to the use of acoustic sensors. These consultations will address privacy and information management and will assist the Service in developing a governance model that would ensure an approach to the use of this technology that mitigates privacy concerns. These consultations will also assist the Board in identifying the need for policy development and what those policies might include. The Service will continue to engage with these stakeholders with the intent to produce specific procedures and standards that are transparent and effective.

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<sup>1</sup><https://www.wsj.com/articles/new-york-police-to-expand-shotspotter-technology-1501798302>

<sup>2</sup>[https://www.cityofchicago.org/city/en/depts/mayor/press\\_room/press\\_releases/2018/january/SmartPolicingTechnology.html](https://www.cityofchicago.org/city/en/depts/mayor/press_room/press_releases/2018/january/SmartPolicingTechnology.html)

- The second phase involves developing the analytics to determine the most effective locations for the installation of the ShotSpotter to ensure efficient use of the technology and police resources. This technology would be deployed based on a comprehensive analysis of the current crime data and mapping of the geographic locations that experience the highest rate of gun violence. Considerations would be explored through key stakeholders to determine how implementation of the system and its presence in the community would affect the balance of public safety and the right to privacy. Accountability, standards of use, codes of conduct and procedures will be developed or enhanced to ensure the use of the system is maintained in accordance with applicable legislation. Further, the Board will develop any policy with respect to the use of this technology as they determine to be suitable.
- The third phase of the deployment would involve community consultation. The success of this program partly relies on collaboration between police and the community which will be enhanced through education on the benefits of the ShotSpotter technology and how it will improve police response to gunshot incident(s). This program requires the Service to actively listen to the concerns of the community and ensure they are addressed prior to implementation as best as possible and as appropriate. It is essential that the deployment be part of a collaborative engagement; an identified key benefit of the ShotSpotter technology is to establish and foster a cooperative and trusting relationship between police and the communities they serve.

A qualitative assessment of the deployment would be prepared 4 times a year (quarterly) in order to present and capture the relevant information over a 1 year period. An evaluation will be completed to assess the effectiveness of the system at the end of each fiscal year (annually). These assessments would be communicated to the Board through quarterly and annual reports.

## **Conclusion**

The Service must conduct further consultation and research, as described within this report, to move towards a responsible implementation of this technology. The purpose of this report is to provide the Board and the public with an enhanced understanding of both the ShotSpotter program and the Service's approach to working to address the oversight issues associated with this technology. This report is also intended to provide the Board with information to assist in considering what approaches from the Board may be required in the development of Board Policy.



Once the Service engages in the required research and consultation identified within this report, the Board will be provided with a further report that includes information to explain how oversight and privacy concerns raised or identified could be addressed. Further, should the Board approve of implementation at the conclusion of the final report; updated reports will follow each stage of implementation as discussed above.

Respectfully submitted,

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



City Clerk's Office

Ulli S. Watkiss  
City Clerk

**Secretariat**  
Marilyn Toft  
Council Secretariat Support  
City Hall, 12<sup>th</sup> Floor, West  
100 Queen Street West  
Toronto, Ontario M5H 2N2

Tel: 416-392-7032  
Fax: 416-392-2980  
e-mail: Marilyn.Toft@toronto.ca  
web: www.toronto.ca

**In reply please quote:  
Ref.: 18-CC44.14**

August 1, 2018

Mr. Andrew Pringle  
Chair  
Toronto Police Services Board  
40 College Street  
Toronto, Ontario  
M5G 2J3



Dear Mr. Pringle:

**Subject: New Business Item 44.14  
Immediate Steps to Address Gun Violence**

City Council on July 23, 24, 25, 26, 27 and 30, 2018, adopted this Item as amended, and among other things, City Council has:

1. requested the City Manager, in collaboration with the Toronto Police Services Board, prior to awarding the contract to ShotSpotter, to consult with the office of the Ontario Information and Privacy Commissioner, and if any concerns are identified and not resolved to the satisfaction of the Ontario Information and Privacy Commissioner, that these matters be reported to the Executive Committee;
2. requested the Toronto Police Services Board to immediately hire 100 new police officers, funded in 2018 through the Tax Rate Stabilization Fund, with the 2019 costs to be considered as part of the 2019 Budget Process;
3. requested the Toronto Police Services Board to request the Chief of Police to:
  - a. accelerate and increase the hiring of experienced community officers from other Services to be deployed City-wide; and
  - b. accelerate the implementation of a sustainable Neighbourhood Policing Model City-wide recommended through the Toronto Police Service modernization plan and to report to the Budget Committee through the 2019 budget process to address if any additional funding is required; and
  - c. determine how the existing Police Community Partnerships within 11, 12 and 13 Divisions could be expanded to other parts of the City where local community organizations (i.e. Ratepayer and Tenant Associations, local Business Improvement Areas, community organizations and community leaders), working in partnership with the Toronto Police Service, can help in reducing the level of crime through crime prevention initiatives, at no cost to the Toronto Police Service;

4. requested the Toronto Police Service Board and the Province of Ontario to consider the recommendations in the April 2018 report, "Another Day, Another Janazah" published by the Somali Youth Research Initiative, a research project that works to analyze and better understand the scope, experience of violence and homicides among Somali-Canadian youth in Ontario, in particular, the report calls for the following recommendations:

- a. the collection of disaggregated data to better address gaps in data and to do so in consultations with Somali-Canadian families and their community, regarding concerns that Somalis are dying at a greater rate than members of other community groups that are impacted by gun violence, in accordance with the Ontario Human Rights Code and the Canadian Human Rights Act;
- b. the establishment of an advisory group composed of community leaders, victim families, police services, and community organizations to analyze and review current homicide investigation practices to identify existing gaps to improve clearance rates; and
- c. investments in culturally-sensitive mental health resources for Somali-Canadian families by increasing the funding provisions of Enhanced Youth Outreach Workers and counsellors with a focus on mental health;

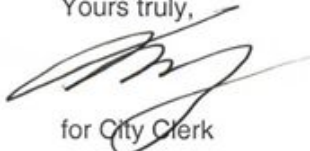
5. directed the City Manager in consultation with the Toronto Police Services Board, to establish a Gun Amnesty/Buyback program and report to City Council in the first quarter of 2019 on the status of implementation;

6. requested the City Manager, in consultation with the Toronto Police Services Board, to conduct a review of existing municipal initiatives in Canada that have as their aim the reduction and/or regulation in the sale, storage, and use of ammunition, and to identify possible regulatory options that may be pursued by the City of Toronto in this regard;

7. requested the City Manager and the Executive Director, Municipal Licensing and Standards, in consultation with the Toronto Police Services Board, to report on the findings of their review of the powers under the licensing provisions of the City of Toronto Act to regulate/and or limit the sale of ammunition, similar to the regulations implemented for fireworks; and

8. directed the Executive Director, Social Development Finance and Administration, in consultation with the Medical Officer of Health, to work with relevant community partners, the Toronto Community Housing Corporation and the Toronto Police Services Board, to ensure access to a range of support services and programs for victims, witnesses, and community members who experience violence.

Yours truly,



for City Clerk

M. Toft/sb

Attachment

Sent to: Chief Coroner, Province of Ontario  
Medical Officer of Health  
President and Chief Executive Officer,  
Toronto Community Housing Corporation  
Chair, Toronto Police Services Board  
All Municipalities in Ontario  
All Interested Parties

c. City Manager

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